



*Original: English*

**PAPU/ATC/OTC/01/2025 – Doc No. 03**

**OPERATIONS AND TECHNOLOGY COMMITTEE (OTC)  
18<sup>th</sup> JUNE 2025 ARUSHA, TANZANIA**

### **REMUNERATION WORKING GROUP (RG) REPORT**

<b>1. Subject</b> Remuneration Working Group (RG) Report	<b>References/Paragraphs</b> <b>PAPU Action Plan 2022-2025</b>
<b>2. Decision Expected</b> <ul style="list-style-type: none"><li>• Adopt the Working Group Report.</li><li>• Consider the Working Group Recommendations.</li></ul>	

#### **1.0 INTRODUCTION**

The Remuneration Working Group held its meeting on 18<sup>th</sup> March 2025. During the meeting, the issues on the agenda that were deliberated on are as indicated below:

#### **2.0 THE MAIN ISSUES TABLED FOR DISCUSSION**

The following salient issues were deliberated on during the meeting:

**i) Status of Implementation of WG Action Plan:**

- a.** Remuneration Round Tables Report
- b.** Implementation Status Report

**ii) 28<sup>th</sup> UPU Congress Proposals**

#### **3.0 RECOMMENDATIONS**

The following were the key recommendations:

- i) The General Secretariat should compile a list of Remuneration Experts to follow up on UPU Remuneration Work during the next cycle.
- ii) Member States are encouraged to support the Integrated Remuneration System Proposal to be submitted by the POC during the 28<sup>th</sup> UPU Congress.
- iii) Member States are encouraged to support the Cuba proposal in line with integrated Remuneration Plan (IRP) guiding principles to improve effectiveness and inclusivity and of the maximizing its benefits for all UPU members in similar circumstances with no discrimination.

#### **4.0 REPORT SUBMISSION**

The detailed report of the Working Group meeting is annexed herewith.

#### **5.0 DECISIONS EXPECTED**

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

- Adopt the Report.
- Consider the Working Group Recommendations.



PAPU/AC/OTC/01/2025 – Doc No. 03- Annex 1

## **REMUNERATION WORKING GROUP (RG) REPORT**

### **Virtual Meeting**

**18<sup>th</sup> March 2025**

### **1.0 INTRODUCTION**

The Remuneration Working Group (RG) virtual meeting was held on 18<sup>th</sup> March 2025 from 09:00 to 10:50 hours GMT.

### **2.0 REMARKS**

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

The Chairperson, Mrs. Nermin Mohammed Hassan from Egypt, called the meeting to order at 09:05 hours GMT and commenced the day's deliberations by welcoming participants to the meeting.

She saluted the African Remuneration Experts who attended the UPU Remuneration Integration Group (RIG) meeting held on 18<sup>th</sup> November 2024 to deliberate on Congress proposals. The meeting showed how united and powerful Africa is since changes had to be made to the Congress proposals to cater for Africa's concerns.

The Chairperson underscored that the Remuneration Working Group had to continue its work beyond the 2022-2025 cycle. However, she decried the fact that few African Member States participate in the UPU RIG meetings and proposed that the Working Group establishes a team of Africa Remuneration Experts which will continue to follow up on remuneration matters at UPU level during the next cycle.

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

The Secretary General, Dr. Sifundo Chief Moyo expressed appreciation to the Chairperson, Mrs. Nermin Mohammed Hassan (Egypt) for her availability and guidance in leading the remuneration work in Africa as well as at UPU level throughout the cycle and particularly as we prepare for the 28<sup>th</sup> UPU Congress to be held in September 2025 in Dubai, United Arab Emirates.

He stressed that the meeting was particularly important since it was the last Remuneration Working Group meeting of the 2022-2025 cycle which was being held after the S7 POC and CA sessions that discussed proposals to be submitted to the 28<sup>th</sup> UPU Congress. These proposals were tabled during the Regional Remuneration Round Tables and the outcomes were consolidated and presented on 14<sup>th</sup> February 2025 to the World Round Table.

He reiterated that it was therefore important for Working Group Members to be on the same page on remuneration proposals to be submitted to Congress to ensure that they properly guide decision makers on such matters during the Congress.

He pledged the unwavering support of the General Secretariat for the work of the Working Group and wished the participants fruitful deliberations.

### **3.0 CONFIRMATION OF BUREAU**

#### **3.1 Working Group Bureau**

The Working Group Bureau was confirmed as follows:

Chairperson:	Egypt
1 <sup>st</sup> Vice Chairperson:	South Africa
2 <sup>nd</sup> Vice Chairperson:	Tunisia
Secretariat:	PAPU General Secretariat

#### **3.2 Participation**

##### **3.2.1 Member States Present:**

The meeting was attended by ninety-five (95) participants from the following Member States: Algeria, Angola, Botswana, Burkina Faso, Congo Republic, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Eswatini, Gabon, Ghana, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mozambique, Niger, Nigeria, Senegal, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia, and Zimbabwe.

##### **3.2.2 PAPU General Secretariat**

The PAPU General Secretariat, led by the Secretary General, Dr. Sifundo Chief Moyo, participated and provided secretariat services.

***The detailed list of participants is attached as Annex 3***

### **4.0 ADOPTION OF THE AGENDA**

The General Secretariat tabled the draft agenda, which the Working Group adopted with no amendments.

### **5.0 STATUS OF IMPLEMENTATION OF REMUNERATION WORKING GROUP ACTION PLAN**

The General Secretariat reported on the activities undertaken during the 2024/2025 Financial Year in the implementation of the Remuneration Working Group Action Plan.

#### **5.1 Remuneration Round Tables Report**

The General Secretariat presented the Remuneration Round Tables Report under PAPU/OTC/RG/01/02.

The Universal Postal Union (UPU) in collaboration with its Restricted Unions organized Regional Remuneration Round Tables. The Arab Region Remuneration Round Table was held from 9<sup>th</sup> to 10<sup>th</sup>

September 2024 in Cairo, Egypt. While the Africa Region Round Table on Remuneration which was organized by the UPU in Collaboration with PAPU under the auspices of the Regional Development Plan for Africa (2021-2025) was held from 28<sup>th</sup> to 29<sup>th</sup> November 2024 at the PAPU Tower in Arusha, Tanzania.

Main reasons for holding the Regional Remuneration Round Tables (RRTRs) were to:

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

The outcomes of the six Regional Round Tables held across all the UPU regions were summarized and tabled during the World Round Table on Remuneration held on 14<sup>th</sup> February 2025 in Bern Switzerland. The World Remuneration Round Table outcomes were submitted to the Postal Operations Council (POC) and Council of Administration (CA) S7 session for approval and subsequent submission to the 28<sup>th</sup> UPU Congress.

During the S7 Session, the Integrated Remuneration System (IRS) proposals tabled were fully supported, and it is expected that all UPU members will accept them as a compromise during the congress.

## **5.2 Implementation Status Report**

The Working Group Action Plan Implementation Status Report was presented by the General Secretariat under **PAPU/OTC/RG/01/2025 Doc No.3**. The Implementation Status of the Working Group Action Plan for the period 2022-2025 is attached as **Annex 2**.

The main activities implemented during the 2024/2025 financial year were:

### **a) Remuneration Working Group Meeting**

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

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

### **b) Remuneration Round Table**

The Africa Region Remuneration Round table held on 28<sup>th</sup> and 29<sup>th</sup> November 2024 at the PAPU Tower in Arusha was attended by over seventy (70) participants from African Member States, UPU International Bureau and the PAPU General Secretariat.

### **c) Remuneration Workshop for the Arab Region**

A workshop on International Mail Accounting was organized for the Arab Region by the UPU in collaboration with Egypt Post. The African Region Member States were accorded the opportunity to participate virtually. The workshop was held in Cairo, Egypt, from 4<sup>th</sup> to 5<sup>th</sup> February 2025.

PAPU Member States participating physically in the Workshop were Algeria, Egypt, Libya, Morocco, Somalia, Sudan and Tunisia. Other countries that attended virtually were Kenya, Nigeria, South Africa, Zambia, and Zimbabwe.

The workshop focused on practical steps and tasks on International Mail Accounting using the International Postal System (IPS) while following UPU regulations with special focus on Letter Post Accounting, Parcel Post Accounting, Settlement, Quality of Service Fund and UPU Clearing System.

## **6.0 28<sup>th</sup> UPU Congress Proposals**

The Working Group Chairperson made a presentation on the summary of Remuneration Proposals to be presented to the 28<sup>th</sup> UPU Congress in Dubai, United Arab Emirates in September 2025 which are contained in Congress Document 37.

### **6.1 Summary of Congress Proposals**

The summary of the proposals is attached as **Annex 1** of this report and includes the following main issues:

- i) **Remuneration, General provisions (Article 27bis)**
  - a. Country Classification
- ii) **Proposals for thresholds, sampling, rate structure:**
  - a. General rule (Article 28.5-8)
  - b. Summary 2 - mail flows between group B and from group B to A (exception 1) (Article 28.5-8)
  - c. Summary 3: mail flows between group C and from group C to A and B (exception 2) (Article 28.5-8)
- iii) **Proposals for supplementary services:**
  - a. Tracked, registered and insured items: Articles 28.10, 28.11 and 28.12
  - b. Remuneration of M Bags: Article 28.9
- iv) **Proposals for items containing goods**
  - a. Small packets (new methodology from 2027) Article 29
  - b. Parcels (new methodology from 2027) Article 33
- v) **Proposals for items containing documents**
  - a. P/G format Article 3

**vi) Proposals for quality-of-service link to remuneration**

**vii) Proposal of a general nature for the Integrated Remuneration Plan (IRP) 2026-2029.**

The 4<sup>th</sup> Extra Ordinary Congress held in Riyadh in 2023 resolved that insured service will cease to apply to the letter post service (including small packets containing goods). This has resulted in operational and settlement challenges hence the Remuneration Integration Group will work on the development of an insured service for small packets to address these issues since insurance is vital for e-commerce items.

**6.2 Cuba Proposal**

During the World Round Table, Cuba proposed amendments to the Integrated Remuneration System (IRS) package proposals as follows:

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

Although Cuba's proposal did not get enough support during the WRTR, it will likely be submitted to Congress. If presented, Africa is encouraged to support it since it will benefit and protect African Group B countries (current Group III: Botswana, Gabon, Mauritius, Seychelles, and South Africa).

The Secretary General informed the meeting that the General Secretariat would prepare an African Position Document summarizing all proposals, recommendations, and decisions that Africa ought to take during Congress. Members were urged to familiarize themselves with the proposals to enable them to give their views on Africa's position.

**7.0 RECOMMENDATIONS**

The following were the key recommendations:

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

## **8.0 DATE AND VENUE OF NEXT MEETING**

The meeting was informed that this was the last scheduled Remuneration Working Group Meeting for the cycle. However, the General Secretariat, in close collaboration with the Chair, will see if there is need to hold another meeting in preparation for the UPU Congress and inform the WG members, accordingly.

The Chairperson will present the Remuneration Working Group Report and its Recommendations to the Operations and Technology Committee meeting during the 43<sup>rd</sup> Administrative Council Session.

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

No other business was discussed during the meeting.

## **10.0 CLOSING**

In his closing remarks, the PAPU Secretary General expressed excitement with the progress made by the Working Group in delivering on its mandate. He further expressed gratitude to the Bureau and particularly Egypt for excellent leadership throughout the cycle. The SG thanked the participants for their attendance and active participation during the meeting. He applauded the Working Group for having implemented over 90% of the WG Action Plan activities.

Dr. Moyo reiterated the support of the General Secretariat and urged the WG to keep track of remuneration matters up to the 28<sup>th</sup> UPU Congress.

The Chairperson thanked the Secretary General and Assistant Secretary General for their leadership and support which ensured the success of the Working Group's work. She indicated that she was proud to be part of Africa as the continent resembles strength and unity in the global postal arena.

She thanked the participants and the General Secretariat for their different roles in ensuring that the meeting was a success.

The Chairperson officially closed the meeting at 09:50 hours (GMT).



SUMMARY OF 28<sup>th</sup> UPU CONGRESS REMUNERATION PROPOSALS

## IRP – Principles of General Nature

- b. **Principle 1:** The proposals for an Integrated Remuneration System for the 2026–2030 period recognize the split of items containing documents and items containing goods.
- c. **Principle 2:** the 28th Congress is scheduled for September 2025, it is proposed to continue the current cycle's remuneration system methodologies for one more year in 2026 with necessary updates. More significant changes are proposed to take effect from 1 January 2027.
- d. **Principle 3:** reduce the number of groups of the classification system for terminal dues from 4 group (Groups I, II, III and IV) to 3 groups (A, B and C) – the classification system will come to apply to the entire Integrated Remuneration Systems.

## I. Remuneration. General Provisions (Article 27bis)

## a. Country Classification

<i>Year of joining target system</i>	<i>Resolution C 13/2021</i>	<i>PNG X/2025</i>
Before 2010	Group I	Group A
2010 and 2012	Group II	Group B
2016	Group III	
Transition system	Group IV	Group C

## II. Proposals for thresholds, sampling, rate structure-Summary 1- General rule (Article 28.5-8)

Volume flow	Below 15 tonnes	Above 15 tonnes			
Separation documents/ goods	Mixed	Separated: documents	Separated: small packets	Mixed	
Volume flow (documents/ goods)	All	<b>Below 25 tonnes</b>	<b>Above 25 tonnes</b>	All	All
IPK	9.06	24.06	Sampled	Census sampled or	9.06 or sampled

Rates (2027-2030)	Country-specific	Country-specific	Country-specific	Country-specific	Country-specific
-------------------	------------------	------------------	------------------	------------------	------------------

**III. Proposals for thresholds, sampling, rate structure- Summary 2 - mail flows between group B and from group B to A (exception 1) (Article 28.5-8)**

Volume flow	Below 15 tonnes	Above 15 tonnes
Separation documents/ goods	Mixed	Same as General Rule
Volume flow (documents/ goods)	All	
IPK	9.06	
Rates (2027-2030)	Country-specific subject to capped rates for small packets	

**IV. Proposals for thresholds, sampling, rate structure- Summary 3: mail flows between group C and from group C to A and B (exception 2) (Article 28.5-8)**

Volume flow	Below 15 tonnes	Between 15 and 75 tonnes			Above 75 tonnes		
Separation docs/ goods	Mixed	Documents	Goods	Mixed	Documents	Goods	
Volume flow (documents/ goods)	n/a	n/a	n/a	n/a	≤ 25 tonnes	> 25 tonnes	all
IPK	9.06	24.06	2027: IPK 3.66 ≥ 2028: census	9.06 or sampled	24.06	sampled	census sampled or
Rates (2027–2030)	floor rates	floor rates	floor rates	country-specific	country-specific	country-specific	country-specific
Rates 2027	6.767 SDR/kg	11.497 SDR/kg	5.058 SDR/kg	country-specific	country-specific	country-specific	country-specific
Rates 2028	7.071 SDR/kg	12.008 SDR/kg	Item + kg rates				

			(5.288 SDR/kg)				
Rates 2029	7.389 SDR/kg	12.549 SDR/kg	Item + kg rates (5.525 SDR/kg)				
Rates 2030	7.724 SDR/kg	13.120 SDR/kg	Item + kg rates (5.774 SDR/kg)				

## V. Proposals for supplementary services

### a. Tracked, registered and insured items: Articles 28.10, 28.11 and 28.12

Year	Registered items	(b) Tracking (maximum)	Insured letter-post items		Insured parcels
	(a) Surcharge		Documents	Goods	
2026	1.745	0.500	(b) + 2.045	(b) + 1.500	(b) + 1.500
2027	2.500	0.500	(b) + 2.800	(b) + 1.500	(b) + 1.500
2028	2.613	0.500	(b) + 2.913	(b) + 1.500	(b) + 1.500
2029	2.731	0.500	(b) + 3.031	(b) + 1.500	(b) + 1.500
2030	2.854	0.500	(b) + 3.154	(b) + 1.500	(b) + 1.500

- Tracking: 0.250 SDR for each item where the destination DO provides the timely transmission of EMD as well as EDH EMH or EMI

- Rate increases to 0.500 SDR if the destination DO meets the minimum performance target for EDH/EMH/EMI over EMD.

**b. Remuneration of M Bags: Article 28.9**

- Optional from 2026
- Proposal to increase the rate by 4.5% annually

Year	M bags (per Kilogramme)
2026	1.153
2027	1.205
2028	1.259
2029	1.316
2030	1.375

**VI. Proposals for items containing goods**

**a. Small packets (new methodology from 2027)**

Parameter	Proposal	Draft Convention	Amendment
Methodology	From 2027, discontinue default system for E-format items Remuneration based on 11 equivalent domestic services (Art. 29)	<b>Article 29.1.1</b> <b>Article 29.1.6</b>	
Cost-to tariff ratio	70% of domestic tariffs Alternative cost/tariff ratio for Group C	<b>Article 29.1.5.2 and 29.1.6</b> <b>Article 29.8.2</b>	
Maximum annual increase	Max. annual increase of 10% with carry-over possibility from previous year	<b>Article 29.3 and 29.3.1</b>	
Rate Protection	Maximum rates for flows below 15 tonnes between countries and territories in Group B and from those countries to Group A	<b>Article 29.4</b> <b>Article 29.1.5.6.1</b>	

	Floor rates for flows below 75 tonnes from countries and territories in Group C to all countries	
Floor rates	Increase floor rates by 4.5% annually	<b>Article 29.1.5.6.1</b>
Item-to-kg ratio	2027: Full flexibility 2028: annual change of 20% points (up/down)	<b>Article 29.5</b>

**b. P/G format**

<b>Parameter</b>	<b>Proposal</b>	<b>Draft amendment Convention</b>
Methodology	No change	<b>Article 30.1</b>
Floor rates	Increase floor rates by 4.5% annually	<b>Article 30.5</b>
Cap rates	Increase cap rates by 7.5% annually	<b>Article 30.4</b>
Maximum annual increase	Yearly increase limited to 13%	<b>Article 30.3</b>

**c. Parcels (new methodology from 2027)**

<b>Parameter</b>	<b>Proposal</b>	<b>Amendment Convention</b>
Methodology	<b><u>Similar to small packets:</u></b> Remuneration based on 7 equivalent domestic services (including tracking) For Group C (IV): opt out- 100% full 2026 ILRs capped (161% floor revenues)- validation by competent authority	<b>Article 33.1.2.1</b> <b>Article 33.4</b>
Cost-to tariff ratio	100% of domestic tariffs to determine CS rates	

Transition revenue	To mitigate the impacts of introducing a new remuneration system for parcels a transition revenue will be calculated over 2027-2030:  <b>2027</b> ("ceiling revenue for 2027" x 0.25) + ("Full ILR 2026 revenue" x 0.75); <b>2028</b> ("ceiling revenue for 2028" x 0.50) + ("Full ILR 2026 revenue" x 0.50); <b>2029</b> ("ceiling revenue for 2029" x 0.75) + ("Full ILR 2026 revenue" x 0.25); <b>2030</b> ("ceiling revenue for 2030" x 1.00) + ("Full ILR 2026 revenue" x 0.00).	<b>Article 33.2</b>
Maximum annual decrease	Limited to 10% compared to the previous year's revenue If the transition revenue is lower than the previous year's rates reduced by 10% then the latter applies	<b>Article 33.3.2</b>
Maximum annual increase	Limited to 20% compared to the previous year's revenue	<b>Article 33.3.1</b>
Floor rates (Minimum rates)	Current floor rates are increased by 60% in 2027, then increased by 4.5% annually  Floor rates apply if floor revenues > transition revenue	<b>Article 33.5</b>
Item-to-kg ratio	Full flexibility  Item rate cannot be less than 0.500 SDR	<b>Article 33.7.1</b>

## VII. Proposals for Quality of Service (QS) Link to Remuneration

- RIG ET 3 will continue working out the details of the Pay for Performance (PfP) systems to incentivize performance improvements and to remunerate according to the quality of service and features as they are provided by the DOs
- Proposal to include in the IRP 2026-2029** a clear mandate to introduce in the course of the next Congress cycle a QS link system for parcels that is similar to the ones in place for terminal dues or EMS to be introduced by 1 January 2027, or as soon as possible.

## VIII. Proposal of a General Nature for the IRP 2026-2029 -Draft Proposal of a General nature n° 2

- Annex 1: Instructions** given by the 28th Congress to the POC, CA and IB to implement the IRP (2026-2029) and develop proposals for an integrated remuneration system (IRS) for the 2030-2033 period. The objective will be to guide the work in the 2026–2029 work cycle.
  - Review the remuneration of basic services seeking further modernization, integration and alignment of the remuneration systems, in particular concerning items containing goods.

- Review the remuneration of supplementary services and services that can be added on to the basic and supplementary services.
  - Transition: simplification of the remuneration systems and further progress the work towards a single terminal dues system
  - Incentivize quality of service and operational improvements that enhance the customer, operational and supply chain visibility of all items, in particular those containing goods, traveling through the UPU network.
  - Capacity-building and training activities to be conducted to support member countries with the implementation of the UPU remuneration systems
- b. **Attachment 1: Integrated Remuneration System (IRS) principles for the next work cycle (Annex 1)** as endorsed by the CA at S5 and which are contained in document CA C2 2024.1-Doc 8
1. Ensuring the provision of an **affordable and viable** universal postal service through sustainable remuneration to delivery designated operators (DOs).
  2. Supporting the efficient and economically viable provision of modern international postal services in line with regulatory requirements and with the **flexibility** to respond to rapidly changing market conditions and customer needs.
  3. Differentiating the various UPU-regulated postal products based on service specifications and market needs.
  4. Recognizing the need to differentiate UPU-regulated postal services, **simplifying and harmonizing** these across formats as much as possible.
  5. Supporting the interoperability, sustainability and development of the global postal network **under the least market-distortive** terms by:
    - a) Being transparent, straightforward and mindful of the different resource and implementation constraints among UPU members so as to support aid programs for the postal development of transitional countries.
    - b) **Incentivizing improved service performance** by linking quality of service measurements to remuneration.
    - c) Ensuring non-discriminatory access to destination markets according to **country-specific, cost-coverage** remuneration rates, while:
  6. Respecting, in particular, the right to **affordable access** to international postal services for the **least developed member countries** with limited international mail volumes.
  7. Preventing the abusive practice of remailing.
  8. Respecting the need for higher remuneration for the processing and delivery of inbound international mail in cases where **domestic rates are set below cost owing to social or similar policies**
- c. **Attachment 2: Country classification for remuneration purposes 2026-29 (Annex 2)** as endorsed by the CA at S6
- It is proposed to streamline the country classification system by reducing the country groupings from 4 to 3 groups (A, B and C)

- Current group I will become group A, current groups II and III will be merged into a single group B, current group IV will then become group C



## ANNEX 2

### REMUNERATION WORKING GROUP ACTION PLAN FOR THE PERIOD 2022-2025

S/N	FOCUS AREA	MILESTONE	PERIOD	Done	In progress	Not Done
<b>REMUNERATION</b>						
1.	<b>Letter Post Remuneration System</b>	i) Unpack the Remuneration model	Q3 2022			
		ii) Outline rates for different letter post services, including value added and supplementary services	Q3 2022			
		iii) Outline the remuneration for undeliverable items (UV)	Q3 2023			
		iv) Enumerate implications of Remuneration System on Africa	Q4 2022			
		v) Organize a Remuneration Working Group Meeting	Q4 2022			
		vi) Solicit feedback from Member States (Questionnaire)	Q1 2023			
2.	<b>Parcel Post Remuneration</b>	i) Expound the Parcel Post Remuneration Model	Q2 2023			
		ii) Explain the Quality Performance system of the Parcel Post Remuneration system	Q2 2023			
		i) Illuminate the implications of the Remuneration System in Africa	Q3 2023			
		ii) Organize a Remuneration Working Group Meeting	Q4 2023			
		iii) Request for feedback from Member States (Questionnaire)	Q4 2023			
3.	<b>Integrated Product Plan</b>	i) Integrated Product Plan Model	Q4 2022			
		ii) Integrated Remuneration Plan	Q4 2022			
		iii) Organize a Remuneration Working Group Meeting	Q1 2023			
		iv) Seek feedback from Member States (Questionnaire)	Q1 2023			

4.	<b>Remuneration Issues</b>	i) Identify and summarize key issues	Q2 2024			
		ii) Communicate to the Committee and Member States	Q2 2024			
5.	<b>Future Remuneration System</b>	i) Identify areas of concern in international mail handling and resultant remuneration	Q3 2024			
		ii) Consider ways of improvement on the system	Q3 2024			
		iii) Propose amendments to the Regulations	Q4 2024			
		iv) Analyze IB and other Member States' Proposals related to remuneration of physical services <ul style="list-style-type: none"> <li>• Study proposal;</li> <li>• Come up with implications for Africa;</li> <li>• Propose alternative views from Africa;</li> <li>• Advise Member States</li> </ul>	Q1 2025			
		v) Come up with proposals from Africa	Q1 2025			

## REMUNERATION WORKING GROUP LIST OF PARTICIPANTS

S/N	Name	Email
1.	Mabasias Mahlomaholo	mabasiamahlomaholo@gmail.com
2.	Metwaly Ahmed	metwaly_ahmed@egyptpost.org
3.	Samia Bziwech	samia.bziwech@tnpost.tn
4.	Vuyelwa Mashwama	vuyelwa.mashwama@escocom.org.sz
5.	Botswana -Refilwe Makopo	rmakopo@botswanapost.co.bw
6.	Nabil SIDI MOUSSA	nabilsidimoussa080@gmail.com
7.	David Kadimo	dkadimo@botswanapost.co.bw
8.	EGYPT - Manar khallaf	manar-khalaf@egyptpost.org
9.	Junior Mbayo	mbayojunior2@gmail.com
10.	Atchory yves Stéphane Ganga	stephane.ganga@laposte.ci
11.	Leocadie SITO	leocadie.sito@arcep.ga
12.	Abdou-Rasmané BELEM	abdourasmane.belem@laposte.bf
13.	Kealeboga Letota	kletota@botswanapost.co.bw
14.	Luc TRA BI	sonore.trabi@laposte.ci
15.	BOTSWANA - G B Merafhe	gmerafhe@botswanapost.co.bw
16.	Missaoui Mohamed	missaoui.mohamed@gmail.com
17.	Emeldah Lungu	lungue@zampost.com.zm
18.	Congo Rép- Ludovique MBOSSA	ludovique.mbossa@gmail.com
19.	HAZEL MAFATLE	refhaze@gmail.com
20.	NIGER -YACOUBA RAFIOU Yahaya	rafiou.yacouba@arcep.ne
21.	EG- Myriam Attallah	myriamattallah@egyptpost.org
22.	Mozambique-Isabela Murromua	isabela.murromua@corre.co.mz
23.	ZA-Anthony Pillay	anthony.pillay@postoffice.co.za
24.	Jean Charles Angaman KESSE	kesse_c@yahoo.fr
25.	Tanzania- Jasson Kalile	jassonkalile@gmail.com
26.	Abdelhafid Berdjane	berdjane.abdelhafid@yahoo.fr
27.	Omaima mohammed	sudapost@gmail.com
28.	NIGERIA-FUNMILAYO ESIRI	funmiesiri@yahoo.com
29.	Said Mekaoui	mekauisaid@gmail.com
30.	Alain Yengo	yengo.mboungou@laposte.cg
31.	Souleymane FOMBA	souleymane.fomba@laposte.ml
32.	Grecy IBANGA	grecy.ibanga@laposte.cg
33.	Katleho Phosa	mamohalekatleho@gmail.com
34.	Esther GOPANE	egopane@icasa.org.za
35.	ABDELNABY HAMDI	ahamdi@egyptpost.org

36.	Christian NZENGUE PEGNET	christian.nzengue@arcep.ga
37.	Joseph Mumo	jmumo@posta.co.ke
38.	Marthe yolande Mendama	marthe.mendama@arcep.ga
39.	MARY KORPISAH	mary.korpisah@moc.gov.gh
40.	ONINTSOA CHRISTIANE RATAHINJANAHARY	daj.paositramalagasy@gmail.com
41.	Dumase Mwanza	dumaseme2@gmail.com
42.	MOMBO née EKOUEREMBAYE Nyleonce Princesse	ekoueprincesse@gmail.com
43.	Charles Arinaitwe	carinaitwe@ucc.co.ug
44.	Régis Ondo Moro	regis.ondo@arcep.ga
45.	Karine Oyakou	maryseoyakou@gmail.com
46.	Joëlle AïWA	aiwajoelle0@gmail.com
47.	Pindali Emidio Emídio	pindali.emidio@minttics.gov.ao
48.	Jessica Namadzunda	jessica.namadzunda@malawipost.post
49.	Medard Sakalu	medard.sakalu@scpt.cd
50.	Algeria - BOUDRAA Amira	amiraboudraa5@gmail.com
51.	Sandrine NKOULOU NANG ARCEP GABON	sandrine.nkoulou@arcep.ga
52.	Tunisia- Sahtout Faouzia	fsahtoutjerfel@gmail.com
53.	Egypt- mahmoud ashmawy	mahmoud_ashmawy@egyptpost.org
54.	Audrey IBINGA BOUKA	odechloe@yahoo.fr
55.	Egypt-Menna Khaled	mennatullah_khaled@egyptpost.org
56.	UG-FIONA AKATWIJUKA	fakatwijuka@ugapost.co.ug
57.	UG-STELLA ASEKENYE	sasekenye@ugapost.co.ug
58.	Lightness Mushi	lightness.mushi@posta.co.tz
59.	Souleymane FOFANA	fofana.souleymane@arpt.gov.gn
60.	Lanto Razakahamintsoa	dep.paositr@gmail.com
61.	Hadjaratou BAMBA	bamba.hadjaratou@artci.ci
62.	RDC - Joseph Mandjolo	joseph.mandjolo@scpt.cd
63.	John Johnson	johnjohnson@yahoo.com
64.	Rose ELESSA ADJANDJI	rose.elessaadjandji@arcep.ga
65.	Kenya. Veronica Githinji	veronica.githinji@posta.co.ke
66.	EGIDE LOURI	louri.egide@yahoo.fr
67.	liku madaki	liku.madaki@posta.co.tz
68.	ZA-Prudence Ngwenya	prudence.ngwenya@postoffice.co.za
69.	Francis Mengezi	francis.mengezi@malawipost.post
70.	Uganda- Shadiah Kasule	skasule@ucc.co.ug
71.	Zamba - NKUNIKA	khumbuzo.nkunica@mots.gov.zm
72.	EG-Yasmina Ashraf	yasmina_ashraf@egyptpost.org
73.	Jany LALATIANA	janylaurette@gmail.com
74.	FRANK SEDOR	frank.sedor@ghanapost.com.gh
75.	Sudan - Mohamed Abker	mohamedabdalla@sudapost.sd

76.	BIBICHE BILILO	bibichebililo@gmail.com
77.	Désirée GNEPROUST Aline Epse TIA	gneproust.aline@laposte.ci
78.	EG-Nesrine Nabil	nesrinnabil@egyptpost.org
79.	Lereko Koloï	rexkoloji2@gmail.com
80.	Alfred Kivunga	akivunga@posta.co.ke
81.	Nigeria Habu Zoaka	habu.zoaka@gmail.com
82.	Zimbabwe - Joyce Mwarumba	joyce.mwarumba@gmail.com
83.	Sénégal- Mamadou BA	mamadouba@sn.post
84.	Egypt - Nermin Hassan	n_hassan@egyptpost.org
85.	UG-Jim Daraus Muhwezi	damuhwezi@ugapost.co.ug
86.	khadija brahimi	brahimidjidji1@gmail.com
87.	florence MBOUROUKOUNDA	florence.mbouroukounda@arcep.ga
88.	Zimbabwe- Ndanatsei Chinodya	ndana.chinodya@postoffice.co.zw
89.	Kenya- Muktar Abdullahi	mabdullahi@posta.co.ke
90.	Mamie Tchemiabeka	mamietchemiabeka@gmail.com
91.	T.Franck Yannick GAGRE	franck.gagre@laposte.bf
92.	NINELLE CARINE KAYA	ninelle.kaya@laposte.cg
93.	Liberia- Emmanuel Fred	diacream85@gmail.com
94.	Uganda- Agatha Kyakunzire	akyakunzire@ucc.co.ug
95.	Seydou Diakhaté	seydou.diakhate@sn.post