



HUMAN RESOURCES MANAGEMENT WORKING GROUP

4 FEBRUARY 2026, (Virtual)

PAPU/ATC/FAC/HRM/01/2026 - Doc N°03

Original: English

REPORT ON HUMAN RESOURCES MANAGEMENT

1. Subject <ul style="list-style-type: none">Report on Human Resources Management	References/Paragraphs <ul style="list-style-type: none">Decision No.04/PAPU/AC/XXXII/2014Decision No.02/PAPU/AC/XL/2022Decision No.04/PAPU/AC/XLIII/2025Staff Rules and Regulations
2. Decisions Expected <ul style="list-style-type: none">Take note of the ReportProvide further comments where necessaryProvide guidance on the recommendations	

1. EXECUTIVE SUMMARY

1.1 The Human Resources Management Report being presented to the Working Group was prepared and is being submitted in compliance with Decision N°04/PAPU/AC/XXXIII/2014 of the 33rd Ordinary Administrative Council, the Detailed Regulations of the Convention and the Staff Rules and Regulations of the Pan African Postal Union.

1.2 Presently the General Secretariat has a staff vacancy rate of 39% implying that it is operating at about 61% of its full capacity. The filling of existing vacant positions is being implemented in line with Decision N°02/PAPU/AC/XL/2022 and Decision No.04/PAPU/AC/XLIII/2025 on amending the terms and conditions for the Secondment of Staff to the PAPU General Secretariat, passed by the 43rd Ordinary Administrative Council Session

2. STAFF ESTABLISHMENT AT THE GENERAL SECRETARIAT

The General Secretariat of the Union presently has seventeen (17) staff members. The unfavourable financial situation resulted from payment of annual mandatory financial

contribution by not more than 50% of the entire Member States. As a possible solution, the Administrative Council adopted the Secondment approach for filling the vacant positions.

However, the secondment option has not gained the much-desired traction due mainly to low response to the request for secondment option that is being implemented to capacitate the General Secretariat.

2.1 Approved Positions Vs Vacant Positions

Year	Authorized Establishment	Number in employment at beginning of year	New Appointments	Retired / Discharges Deceased	Resignations	Number in employment at end of the financial year
2024/ 2025	28	18	2	0	2	18
2025/ 2026	28	18	0	1	0	17

The total number of staff (17) consists of two (2) elected officials, eleven (9) Professional staff and six (6) General Services Category staff. The situation in the above table shows a net decrease of one staff in the total number of staff members between 2024/2025 and 2025/2026 financial years following the retirement of the Head Administration and Finance.

2.2 Staff Analysis by Employment Category

S/N	Staff Category	Approved Staff	Actual staff	Actual Vacancies	Vacancy rate
1	Elected Officials	2	2	-	-
2	Heads of Department	4	3	1	25%
3	Experts (Professional) category	12	6	6	50%
4	General Services Category	11	6	5	45%
	Total	28	17	11	39%

The above vacancy rate impacts negatively on the ability of the General Secretariat to deliver on areas such as advisory services, security and risk management, human resource management, Finance and Accounts, ICT support and cybersecurity management as well as building facilities management.

2.3 Staff Analysis by Department/Unit

S/N	Staff Category	Approved Staff	Actual number of staff	Variance	Vacancy rate %
1	Secretary General's Office	3	2	1	33%
2	Assistant Secretary's General Office	4	3	1	25%
4	Administration and Finance Department	7	4	3	43%
5	Operations and Technology Department	3	3	-	-
6	Regulation and Legal Affairs Department	3	2	1	33%
7	Cabinet Office	8	3	5	62%
	Total	28	17	11	39%

The Cabinet Office currently has the highest vacancy rate of 62%. These vacancies relate to the expected full usage of the ICT Capacity Building Centre and the PAPU Tower Conference facilities management. Other factors are security & safety of the PAPU Tower, Human resources duties, Policy and regulation as well as reception/secretarial duties. These vacancies will be addressed during the forthcoming quadrennial cycle through permanent recruitment or secondment.

2.4 Staff Analysis by Region

N°	Staff category	Sub-region				
		East	West	South	Central	North
1	Secretary General	-	-	1	-	-
2	Assistant Secretary General	1	-	-	-	-
3	Head of Department	1	1	1	-	-
4	Professional category P1-P3	-	3	2	1	-
5	General Services A	2	-	-	-	-
6	General Services B	4	-	-	-	-
	Total	8	4	4	1	-

The Northern Region is the only region that is currently not represented at the General Secretariat and this is due mainly to non-receipt of applications from Member States in the region despite the wide circulation of vacancy and secondment notices to all Member States.

1.5 Lingual and Gender Balance

PAPU is an equal opportunity employer and the Union has also adopted gender friendly practices that accord equal opportunities to both male and female employees. The Union also encourages employment of the youth and persons with physical disabilities. In filling vacancies, so far as is practicable, an equitable distribution among the five geo-political regions of Africa, linguistic and gender balance are strictly pursued. This is in addition to the qualifications, expertise and working experiences of the candidates.

S/N°	STAFF CATEGORY	LANGUAGE		GENDER	
		ENGLISH	FRENCH	MALE	FEMALE
1	Secretary General	1	-	1	-
2	Assistant Secretary General	1	-	-	1
3	Heads of Department	2	1	3	-
4	Professional category P1-P3	2	4	5	1
5	General Services A	2	-	1	1
6	General Services B	4	-	4	-
	Total	12	5	14	3

Overall, the Union employs 82% males (2025:84%) and 18% females (2025:16%). The current employees of the Union are from two broad linguistic classifications, namely, Anglophone and Francophone. The other linguistic groups - Arabic, Spanish and Portuguese are not yet represented pending when employees from Member States of these language groups express interest and provide the most suitable candidates to work at the General Secretariat of the Union.

3. QUADDRENNIAL REPORT ON STAFF VACANCIES, RECRUITMENT, SECONDMENT AND ADVANCEMENT

3.1 Existing Staff Vacancies

3.1.1 As per the present organogram that was during the cycle up to 2025 the following positions are still vacant:

i. **Head Executive Office**

- This position was not filled when it fell vacant in December 2021 due to lack of budget. The Position will be filled in coming cycle

ii. **Human Resources and Administration Officer**

This position was advertised for secondment twice without success as the selected candidates eventually failed to get funding from the seconding agencies

iii. **Finance and Accounts Officer**

- This position fell vacant on 1st January 2026 and the process to fill the position commenced with the call for applications on 7th January 2026.

- iv. **Policy and Regulatory Officer**
 - The position was advertised for secondment twice and the identified, successful candidates could not get funding by their sponsoring agencies.
- v. **Communications and Protocol Officer**
 - This position was filled by a successful candidate who was secondment for two years up to 31st May 2025. The Communications Officer was filled through a secondment from the United Republic of Tanzania for a period of two (2) years, commencing on 1 June 2023.
- vi. **Security and Safety Officer**
 - This position was filled by a successful candidate from the Republic of Zimbabwe on secondment for a period of two (2) years with effect from 6 January 2025. However, due to unforeseen personal circumstances, the secondee was unable to complete the assignment and subsequently disengaged from the General Secretariat shortly after commencement
 - The call for applications for the position was also circulated on XXXXX. There were no responses received. The position is a top priority for filling in the coming cycle.
- vii. **Accounts Technician**

The filling of the position is in process
- viii. **IT Officers X4**
 - These positions will be filled once the ICT Capacity Building Centre starts operating towards full capacity
- ix. **Bilingual Receptionist (X2)**
 - These positions were created as result of the move to the New PAPU Tower building. However, they could not be filled due to the lack of a budget.
- x. **Driver**
 - This position fell vacant with the promotion of the driver to the position of Assistant IT Officer

In the coming cycle (2026-2030) some vacant positions will be filled through through recruitment and others through secondment from willing Member States that agree to provide full remuneration to seconded staff, in line with the secondment conditions of services approved by the 43rd Ordinary Administrative Council. A prioritization in order of criticality of the positions will be adhered to while filling the vacant positions.

3.2 Recruitment

3.2.1 Recruitment is essential for the replacement of staff that have exited the Union and also to fill vacant positions that were approved by the Administrative Council. It helps the Union to engage suitable candidates to fill existing vacant positions, identify and bring in critical skills, adapt to change and improve the morale of the already overworked staff.

3.2.2 The Head of Policy, Regulation and Legal Affairs department was recruited with effect from 11th January 2024 from Burkina Faso where he worked as the Head of the Unit in

charge of Licensing and Universal Postal Service at the Post and Electronic Communication Regulatory Authority.

- 3.2.3 Following approval granted by the Administrative Council through Resolution **No. 07/PAPU/AC/XLIII/2005** for the filling of vacant positions arising from staff retirements, a call for applications for the position of Head of Administration and Finance was circulated to Member States on 28 July 2025. At the conclusion of the process, an internal candidate, from the United Republic of Tanzania who was serving as an Accounts Officer was appointed with effect from 1st January 2026. Consequent to this appointment, the position of Accounts Officer became vacant and the process is underway to fill the position expeditiously to ensure continuity and efficiency in the Union's financial operations.
- 3.2.4 Following the anticipated retirement of a Translator/Interpreter (English/French), a recruitment circular for the position was initially issued to Member States with a closing date of 20 September 2025. As no applications were received by the deadline, the position was subsequently re-advertised through a second circular issued on 9th October 2025. The General Secretariat has since received applications, and the recruitment process is currently underway.
- 3.2.5 The General Secretariat has commenced the recruitment process for the vacant position of Accounts Technician, in line with the approval of the 43rd Ordinary Administrative Council and the need to replace the Accounts Officer position. Both positions are provided for in the approved organizational structure and are critical to the effective functioning of the Union. Calls for applications were circulated to Member States; applications for the Accounts Technician position have been received, while the closing date for applications for the Accounts Officer position is set for 5th February 2026.

3.3 Secondment

- 3.3.1 During the cycle, the General Secretariat was mostly capacitated through the secondment of qualified and competent staff at the cost to the sponsoring Member States. In the absence of adequate financial resources, the General Secretariat will continue with the process of recruiting staff on Secondment in conformity with the Decision N°02/PAPU/AC/XL/2022 as well as Decision No. PAPU/AC/XLIII/2025 passed by the 40th and 43rd Administrative Councils respectively.
- 3.3.2 The 43rd Administrative Council, through Decision No. PAPU/AC/XLIII/2025, approved amendments which improved the conditions governing the secondment of staff to the General Secretariat. These newly approved conditions rescinded all previous provisions and apply equally to staff currently on secondment as well as those to be seconded in the future.

- 3.3.3 During the cycle under review, Member States were invited to second suitably qualified personnel to fill the following six (6) vacant positions :
- i. Communications Officer
 - ii. Digital Transformation and Financial Inclusion Officer
 - iii. Policy & Regulation Officer;
 - iv. Human Resources and Administration Officer;
 - v. Security and safety Officer;
 - vi. Information Technology Officer
- 3.3.4 The position of Digital Transformation and Financial Inclusion Officer was filled through a secondment, at full cost to the Republic of Senegal for a period of two (2) years commencing on 1 August 2023. The secondment was then renewed for an additional period of one (1) year, effective from 27th August 2025.
- 3.3.5 During the financial year 2023/2024, the Union concluded an agreement for the secondment of an Information Technology Officer from the Republic of Botswana, who assumed duty on 1st April 2025. The secondment is currently ongoing.
- 3.3.6 The Communications and Protocol Officer was filled by a successful candidate who was secondment for two years up to 31st May 2025 from the United Republic of Tanzania for a period of two (2) years, commencing on 1 June 2023.
- 3.3.7 The Security and Safety Officer position was filled by a candidate from the Republic of Zimbabwe on secondment for a period of two (2) years with effect from 6 January 2025. However, the secondee was unable to complete the assignment and subsequently resigned from the General Secretariat a few months after commencement.
- 3.3.8 In summary, out of the six (6) vacant positions for which Member States were invited to provide secondees, only two (2) positions namely, Information Technology Officer and Digital Transformation and Financial Inclusion Officer, are currently filled.
- 3.3.9 In light of the improved conditions governing staff secondment, Member States are therefore encouraged to continue supporting the General Secretariat by seconding suitably qualified personnel to fill the remaining vacant positions, thereby enhancing the Secretariat's operational capacity and overall effectiveness.

3.4 Staff Advancement

- 3.4.1 During the quadrennial cycle, eligible permanent staff were advanced to the next salary scale within their respective grade levels in accordance with Resolution No. 01/PAPU/PC/VIII/2012 of the 8th Ordinary Plenipotentiary Conference and Rule 25 of the Staff Rules and Regulations. The advancements were affected in line with paragraph 25 (4) of the Rules, which provides that staff members who demonstrate satisfactory

performance and obtain an aggregate appraisal score of sixty percent (60%) or above after each year of continuous service shall progress to the next salary step within the same grade.

- 3.4.2 In addition, staff members were advanced in accordance with paragraphs 26 of the Staff Rules and Regulations, as introduced by Decision No. 01/PAPU/AC/XLI/2023 of the 41st Ordinary Administrative Council. Paragraph 26 (1) provides for progression from one grade to another upon attainment of the ceiling of a grade, subject to a successful performance and conduct appraisal with an aggregate score of sixty percent (60%) or above and satisfactory execution of duties. Paragraph 26 (2) further provides that upon reaching the tenth or final step of a grade, a staff member shall advance to the next grade and be placed on a salary step of higher value than the salary previously earned, following two consecutive years served at the ceiling of the grade, on a job-to-holder basis.

3.5 Retirements

- 3.5.1 Three (3) long-serving staff members of the Union reached normal retirement age during the 2025 financial year, in accordance with Rule 70 of the Staff Rules and Regulations and Rules 2.29 and 2.32 of the PAPU Staff Pension Fund Rules.
- 3.5.2 The staff members concerned were:
- i. The Head Finance and Administration
 - ii. The Head Operations and Technology
 - iii. The Translator/Interpreter (E/F)
- 3.5.3 These Staff members were engaged in a short-term appointment in line with provisions of the Staff Rules and Regulations (SRR), to ensure the completion of critical institutional assignments and stability during the transition period.
- 3.5.4 **The Head of Administration and Finance**, whose normal retirement date was 1st April 2025, was engaged for 9 months beyond the retirement age in accordance with the SRR to ensure completion of capitalization of the PAPU Tower assets and the audit of the Union's Financial Statements for the year ended 31st May 2024 as well as as for the year ended 31st May 2025. The first assignments were successfully completed 100% while the audit for the year ended 31st May 2025 was at 90% completion prior to his departure on 31st December 2025

The call to release him after Audit is in line with international good practice, such as the case at the African Union where **Article 77-4 (f)** of the AU Staff Rules and Regulations recommends that a full audit of the current financial year be carried out before the departure of the Administration and Finance Department Head.

- 3.5.5 **The Head of Operations and Technology**, having reached the normal retirement age on 1st September 2025, was offered a short-term contract for a period of eight (8) months,

effective from the same date. During this period, he is serving in a key capacity as the Secretary to the PAPU Plenipotentiary Conference of Ministers, the PAPU Administrative Council, the Operations and Technology Committee, and the Strategy Committee. Prior measures were taken for the gradual relinquishing of some of the responsibilities and the last one will be the Secretary for the Plenipotentiary Conference.

This arrangement ensures continuity in the management of critical operational and technological functions while supporting the smooth coordination of high-level meetings and strategic initiatives. The Union continues to benefit from his expertise and institutional knowledge, which will be instrumental in facilitating the transition and mentoring staff in preparation for the eventual appointment of a substantive successor.

3.5.6 **The Translator/Interpreter (English/French)**, who attained the normal retirement age on 1st May 2025, has been a key contributor to the translation of Union documents from English to French, as well as to the interpretation of Union meetings. Following authorization by the Administrative Council, this position is to be filled by a human resource recruited from outside the General Secretariat, due to the absence of an internal replacement with the required skills.

3.5.7 The Translator/Interpreter was engaged on a short-term contract, scheduled to expire on 31st March 2026, to ensure uninterrupted language service support for the Union, particularly for forthcoming preparatory meetings, Administrative and Technical Committee meetings, the 44th Ordinary Session of the Administrative Council, and the 11th Ordinary Session of the Plenipotentiary Conference.

4. STAFF TRAINING AND DEVELOPMENT

4.1 Staff Development Programme

4.1.1 Since the beginning of the cycle in June 2021, the General Secretariat has implemented 26 development programs for the Union's Staff Members.

4.1.2 These programs were designed to strengthen professional capacity, enhance skills and competencies, and support effective service delivery across the Secretariat. The programs cut across all staff categories and levels of the Secretariat, ensuring equitable access to training opportunities for all staff members, except elected officers.

4.1.3 In addition, the General Secretariat implemented **Decision No. 05/PAPU/AC/XLIII/2025** on Training for PAPU Staff Members Eligible for Retirement, adopted by the Administrative Council during its 43rd Ordinary Session. Three (3) staff members nearing retirement were sent to Johannesburg, South Africa, to attend a specialized training on **Retirement, Income Planning and Investment Strategies**, aimed at facilitating a smooth transition from active service to retirement and enabling informed post-retirement financial decision making.

Details of the major areas covered by the above programs are illustrated in **Annex I**.

5. INTERNSHIP PROGRAMME.

5.1 The Internship Programme is a full-time engagement designed to provide qualified individuals from diverse academic backgrounds with the opportunity to gain professional exposure within PAPU. The internship programme aims to expose participants to the operations and mandate of PAPU at an early stage of their professional careers, while strengthening their personal and professional competencies.

It provides an avenue for interns to acquire hands-on, practical experience in relevant functional areas and to learn within a multicultural and professional environment. At the same time, PAPU benefits from the support of interns who bring relevant academic knowledge and skills, while also serving as a potential grooming platform for future African professionals and leaders in the postal sector.

5.2 Internship Engagement at the General Secretariat

During the reporting cycle, PAPU engaged **five (5) interns** from various academic institutions to undertake their internship programmes at the General Secretariat as part of their academic requirements. The programme enabled students to complement their academic studies with practical, field-based experience aligned with their respective career interests.

In line with PAPU's commitment to **Corporate Social Responsibility**, particularly in youth development and capacity building, the organization provided a supportive learning environment aimed at enhancing employability, professional growth, and equal access to training opportunities. To further support this initiative, interns were offered a transport allowance to facilitate their daily movement to and from the General Secretariat.

The table below presents the list of internship programs implemented during the period, together with their respective academic programmes.

<u>S/N</u>	<u>ACCADEMIC PROGRAMME</u>	<u>DEPARTMENT / OFFICE</u>	<u>FINANCIAL YEAR</u>
<u>1</u>	<u>Accounting with Information Technology</u>	<u>Administration and Finance</u>	<u>2025/2026</u>
<u>2</u>	<u>Legal Services</u>	<u>Policy, Regulations and Legal affairs</u>	<u>2024/2025</u>
<u>3</u>	<u>Information Technology</u>	<u>Cabinet</u>	<u>2024/2025</u>
<u>4</u>	<u>Accounting</u>	<u>Administration and Finance</u>	<u>2023/2024</u>
<u>5</u>	<u>Computer Science and Information Technology application</u>	<u>Cabinet</u>	<u>2021/2022</u>

6. CONCLUSION

The human resources staffing situation at the General Secretariat continues to present significant challenges, with secondment remaining the principal interim mechanism for addressing critical staffing gaps during the 2021-2025 cycle. The effectiveness of this approach is largely dependent on the continued cooperation and commitment of Member States willing to second qualified personnel at their own cost, in accordance with Decision No. PAPU/AC/XLIII/2025, as discussed earlier above.

The Union acknowledges and appreciates the support of the Member States that have responded positively to the secondment initiative thus far. Going forward, efforts will be made during the 2026–2030 quadrennial cycle to identify and implement measures aimed at enhancing the attractiveness and sustainability of secondment arrangements for Member States, secondees, and the Union alike.

7. RECOMMENDATION

The Report is submitted so that the Human Resources and Administration Working Group can:-

- i) Take note of the Report.
- ii) Provide further comments and guidance where necessary.

NO.	DETAILS OF TRAINING PROGRAM	BENEFICIERY	FINANCIAL YEAR
1	Cybercrime and Forensic Investigation	<ul style="list-style-type: none"> Information Technology Officer 	2025/2026
2	Developing Professional Skills for Senior Secretaries / Personal Assistants	<ul style="list-style-type: none"> Bilingual Secretary 	2025/2026
3	Retirement Income Planning and Investment Strategies	<ul style="list-style-type: none"> Head, Administration and Finance Head, Operations & Technology Translator/Interpreter (E/F) 	2025/2026
4	Understanding Union's revamped website's architecture, enhanced features, and content management processes. Strengthening internal technical capacity for website administration and maintenance.	<ul style="list-style-type: none"> Information Technology officer Information Technology Technician 	2025/2026
5	Monitoring and evaluation of Projects and Programs	<ul style="list-style-type: none"> Digital Financial Inclusion Officer 	2024/2025
6	Legislative drafting	<ul style="list-style-type: none"> Legal officer 	2024/2025
7	Project Management Professional	<ul style="list-style-type: none"> Physical Services, E-Commerce and Supply Chain Officer 	2024/2025
8	Web Development	<ul style="list-style-type: none"> Information Technology Technician 	2024/2025
9	Stakeholders Management Workshop	<ul style="list-style-type: none"> Translator/Interpreter (E/F) 	2023/2024
10	Comprehensive Cinematography	<ul style="list-style-type: none"> Information Technology Assistant 	2023/2024
11	Strategic Evaluation and Control	<ul style="list-style-type: none"> Head, Operations and Technology 	2023/2024
12	The Balanced Scorecard Professional (BSP) certification Bootcamp	<ul style="list-style-type: none"> Translator/Interpreter (F/E) 	2023/2024
13	Implementation of new Public Procurement Act 2023 and its Regulations 2024	<ul style="list-style-type: none"> Accounts Officer 	2023/2024
14	International Public Sector Accounting Standards and Building Capitalization	<ul style="list-style-type: none"> Head, Administration and Finance 	2023/2024
15	Taxation and the use of Electronic Filing Systems	<ul style="list-style-type: none"> Accounts Officer 	202/2023
16	Advanced leadership, good governance and emotional intelligence	<ul style="list-style-type: none"> Translator/Interpreter (E/F) 	2022/2023

17	Maintenance of photocopier and printers	• Office Assistant`	2022/2023
18	International Public Sector Accounting Standards (IPSAS)	• Head, Administration and Finance	2022/2023
19	French language conversation class	• English speaking staff	2021/2022
20	International Public Sector Accounting Standards	• Accounts Officer	2022/2023
21	UPU regional project for operational efficiency and e-commerce development (ORE3)	• Head, Operations and Technology • Physical Services, E-commerce and Supply Chain Officer	2022/2023
22	EAD and CDS training for designated Operators of the Africa Region	• Head, Operations and Technology • Physical Services, E-commerce and Supply Chain Officer	2022/2023
23	Financial inclusion for the acceleration of the attainment of Sustainable Development Goals in Africa and African Union Agenda 2063	• Head, Operations and Technology	2022/2023
24	Procurement, Tendering and Contract Management	• Accounts Officer	2021/2022
25	Project Management Professional Training	• Head, Operations and Technology	2021/2022
26	Advanced Management Development Programme	• Head, Administration and finance	2021/2022