



PAPU/AC/XLIV/2026 – Doc. No. ...

**REPORT OF THE OPERATIONS AND TECHNOLOGY COMMITTEE (OTC) MEETING HELD IN
KAMPALA, UGANDA, 16th, 19th MARCH 2026**

1. Subject Operations and Technology Committee Meeting Report	References/Paragraphs - PAPU Action Plan 21/22/2024/25 - Operations and Technology Action Plan 2025/2026
2. Decisions Expected <ul style="list-style-type: none">• Consideration and adoption of the Committee Report;• Adoption of the Draft Decision and Resolution attached thereto.	

1. INTRODUCTION

This Operations and Technology Report is presented to the 44th Ordinary Session of the Administrative Council for consideration and adoption.

2. SUBMISSION OF THE REPORT

The Report, draft Decision and draft Resolution are attached herewith as **Annexes**.

3. CONCLUSION

The 44th Ordinary Session of the Administrative Council is requested to:

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



OPERATIONS AND TECHNOLOGY COMMITTEE MEETING REPORT

Held on 16th & 19th March 2026, Kampala, Republic of Uganda.

1.0 INTRODUCTION

The Operations and Technology Committee meeting was held on 16th and 19th March 2026 in Kampala, Republic of Uganda.

2.0 OPENING REMARKS

2.1 Remarks by the Chairperson

The Chairman, Mr. Habu Mohammed Zoaka of Nigeria, greeted and welcomed participants to the meeting and called the meeting to order at 8:20 (GMT). He thanked them for taking time to attend this important meeting.

The Chair extended sincere appreciation to the Bureau for their strong collaboration and support and acknowledged the valuable contributions and commitment to the work of the Committee from all Member States and their Designated Operators, as well as the guidance and support of the General Secretariat throughout the cycle.

The Chairman was also grateful to the Working Groups, Task Force, and Action Group for facilitating the work of the Committee during his tenure and acknowledged the significant progress made in areas such as:

- Strengthening postal operational efficiency and quality of service;
- Advancing digital transformation within postal administrations;
- Promoting technology adoption to support e-commerce growth;
- Improving integration of postal networks across the continent;
- Supporting initiatives related to capacity building and technical cooperation.

The Chair stressed the following:

- Operations and Technology remain the backbone of a modern and competitive postal sector;
- As customer expectations evolve, Postal Operators must continue embracing innovation, automation, and digital solutions;

- The African postal network must position itself to play a stronger role in cross-border trade, e-commerce logistics, and financial inclusion.

As the cycle comes to a close, the Chairman also stressed that it was important to consolidate achievements while identifying remaining gaps. The next cycle should build on the work done by the Committee by:

- Accelerating digital postal infrastructure adaptation;
- Enhancing interoperability of systems across African Designated Operators;
- Strengthening quality of service measurement and improvement mechanisms;
- Leveraging partnerships to mobilize technical and financial resources.

The Chair thanked the General Secretariat for their continuous support in coordinating the work of the Committee and implored members to engage in productive and forward-looking discussions during this meeting, whilst expressing confidence that the Committee would deliver a comprehensive report and make clear recommendations to the 44th Administrative Council.

Finally, the Chair wished the participants fruitful deliberations.

2.2 Remarks by PAPU Secretary General

The Assistant Secretary General (ASG), Ms. Jessica Hope Ssenooba, in her remarks, thanked the Chair, Nigeria, and the entire Bureau of the Committee for their availability and guidance during this meeting and throughout the cycle.

Ms. Ssenooba reiterated the mandate of the Committee which was tasked with issues relating to Postal Operations and reflected on the work of the Committee during the Cycle. She commended the Committee for progress made on:

- Advancing operational efficiency and quality of service;
- Supporting compliance with UPU Convention, Regulations and Standards;
- Promoting digital transformation of postal operations;
- Supporting e-commerce development in Africa;
- Promoting digitalization of philatelic products;
- Enhancing international transport efficiency;
- Enhancing Postal security and compliance with standards.

The ASG recognized the challenges faced by Designated Operators during the cycle, which included:

- Capacity and Infrastructure gaps across Member States;
- Uneven digital readiness;
- Business volume decline;
- Financial sustainability pressures;
- Supply chain disruptions and cross-border logistics constraints, including:
 - Electronic Advance Data (EAD and aviation security requirements in international mail transport;
 - New requirements for Delivered Duty Paid following the US Executive order of July 2025.

In view of these challenges, the Assistant Secretary General commended the Committee for promoting:

- Regional coordination and cooperation on operational and remuneration related matters;
- Engagement with partners such as airlines, customs authorities, regulators, and international organizations;
- Compliance with the UPU Convention and its Regulations;
- Implementation of UPU projects/programmes and standards;
- Integration of security, resilience and sustainability considerations into supply chain planning;
- Digitalization of postal services including financial services and philately;
- Stronger collaboration among the Committee Working Groups.

For the next cycle, the ASG emphasized the need for strategic alignment with global and continental priorities, including:

- UPU Dubai Postal Strategy 2026-2029;
- Africa Regional Development Plan 2026-2029;
- African Union Agenda 2063 and its aspirations;
- African Continental Free Trade Area (AfCFTA) implementation;
- Growth in cross-border e-commerce;
- Digital inclusion and last-mile connectivity.

The ASG reaffirmed the General Secretariat's commitment to:

- Supporting the implementation of agreed activities and recommendations;
- Facilitating coordination between Member States and international partners;
- Ensuring continuity between the outgoing and incoming PAPU Cycles.

In conclusion, the ASG thanked members for their dedication to the Committee's work during the cycle and wished them productive deliberations, confident that the meeting's outcomes would strengthen Africa's postal operations and inform sound decision-making at the Council level.

3.0 CONFIRMATION OF BUREAU

The Committee Bureau is as follows:

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

3.1 Committee Member States

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

3.2 Meeting Participation

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

Algeria, Benin, Botswana, Burundi, Cameroon, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Ghana, Kenya, Mozambique, Namibia, Nigeria, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

3.2.2 PAPU General Secretariat

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

4.0 ADOPTION OF THE AGENDA

4.1 The General Secretariat presented the Draft Agenda, which was adopted with no amendment. The main items on the agenda were as follows:

- a) **Status of Implementation of the Programme of Activities of the Operations and Technology Committee for 2021/2022-2025/2026 Cycle);**
- b) **Presentation of Remuneration Working Group (RIG) Report;**
- c) **Presentation of Digitalization and Innovation Working Group (DIG) Report;**
- d) **Presentation of Promotion of Philately Working Group (PPG) Report;**
- e) **Supply Chain Working Group (SCG):**
 - i. Presentation of Supply Chain Working Group Report;
 - ii. PAPU Security Action Group Report;
 - iii. PAPU/AFRAA Activities Report.
- f) **Operations and Technology Committee Strategic Issues for the cycle 2026/2027- 2029/2030).**

4.2 The adoption of the agenda was proposed by Benin and seconded by Algeria and Zimbabwe.

5.0 STATUS OF IMPLEMENTATION OF THE PROGRAMME OF ACTIVITIES OF THE OPERATIONS AND TECHNOLOGY COMMITTEE FOR 2021/2022-2025/2026 CYCLE

5.1 The General Secretariat presented the Status Report on the Implementation of the Activities of the Operations and Technology Committee under document **PAPU/ATC/OTC/01/2026 - Doc No.2.**

5.2 The report covered the Committee's major milestones for the period 2021/2022-2025/2026 as follows:

- a) Committee and Working Group Meetings- **six (6) Committee** meetings and **thirty-three (33) Working Group** meetings were held;
- b) Workshops/ Conferences - a total of **twenty-one (21) workshops/Conferences** were organized by PAPU in collaboration with different partners;
- c) Questionnaires and Analysis Reports – **Five (5) questionnaires** were administered, analyzed and reports presented to the Committee.

5.3 The Report also covered major milestones attained by the Committee through its Working Groups as follows:

5.3.1 Remuneration Working Group Milestones:

- a) Participation at the 4th UPU Extraordinary Congress;
- b) 28th UPU Congress Participation;
- c) Participation in three (3) UPU Remuneration Round Tables.

5.3.2 Digitalization and Innovation Working Group Milestones:

- a) Development and validation of the African Union Digital Transformation Strategy;
- b) Study on Improving the Digitalization of Postal Services in Africa;
- c) Digital Financial Services Workshop.

5.3.3 Promotion of Philately Working Group Milestones

- a) African Philately Conferences (APC)- **3 Conferences** were held;
- b) Africa Joint Stamp Issue on the Commissioning of the PAPU Tower- **Seven (7) Designated Operators** issued the stamp;
- c) Africa Philately Workshops- **2 Workshops** were held;
- d) Digitalization of Philatelic Service -**7 Designated Operators** issued digital stamps.

5.3.4 Supply Chain Working Group Milestones;

- a) Operational Readiness for E-Commerce (ORE3) Project Implementation- **6 workshops were** held under the project and participating DOs made strides in achieving set targets;
- b) PAPU *ad hoc* Task Team on United States Executive Order Suspending Duty-Free *de minimis* on Imports;
- c) Africa Transport Think Tank activities- **15 meetings were** held;
- d) PAPU Security Action Group Creation- **10 members** representing Africa's 5 sub-regions;
- e) Security Standards Certification – **17 African countries** certified;
- f) Advisory Note on Cybersecurity was circulated to Member States by the General Secretariat.

5.4 The Committee noted the considerable progress made in implementing the Committee's Action Plan through its four Working Groups. The overall implementation status for fully implemented activities stands at **83%**.

5.5 The Members commended the Committee for the excellent work done in implementing its Action Plan for the cycle and implored on Member States to continue implementing digitalization initiatives specifically investing in infrastructure while securing personal data.

5.6 Designated Operators and the General Secretariat were encouraged to pursue the implementation of the outstanding activities on the Action Plan during the 2026-2030 Cycle;

5.7 The Report was thereafter adopted on a proposal by Zimbabwe, supported by Algeria.

5.8 The Status Report of the Committee Action Plan for the Cycle 2021/2022-2025/2026, is submitted to the Administrative Council for noting, and attached to this report as **Annex 1.1**.

6.0 PRESENTATION OF REMUNERATION WORKING GROUP (RWG) REPORT

The Remuneration Working Group Chairperson, Ms. Nermin Hassan Mohammed (Egypt), presented a summary of remuneration issues contained in **PAPU/ATC/OTC/01/2026 - Doc No.3**. The main areas covered were:

6.1 Status of Implementation of Remuneration Working Group Action Plan 2025/2026

The activities undertaken by the Remuneration Working Group during the 2025/2026 Financial Year included the following:

6.1.1 Africa Position Paper and Decision Matrix on the 28th Congress

Following the submission of the 28th UPU Congress Proposals, Recommendations, and Decision Matrix Framework by the Lead Countries and the presentation of the same during the Africa Coordination Meetings held to prepare for the Congress, the General Secretariat consolidated the input from Member States into the Decision Matrix Framework for Africa on the 28th UPU Congress Proposals which was circulated to Member States and used as a guide for Africa's decisions during the Congress.

6.1.2 28th UPU Congress Participation

The Remuneration Working Group unpacked UPU Congress Proposals on remuneration which enabled PAPU Member States to actively participate in the 28th UPU Congress, held in September 2025 in Dubai, UAE, where they supported adoption of remuneration proposals that will benefit Designated Operators in Africa.

The Congress approved, among others, resolutions on Remuneration for the next Cycle, as follows:

- a. Integrated Product Plan (IPP) 2026-2029.
- b. Integrated Remuneration System (IRS) 2026-2030.
- c. Integrated Remuneration Plan (IRP) 2026-2029.

6.2 The report also covered the Remuneration Working Group milestones achieved during the Cycle 2021/2022-2025/2026.

6.3 Key Components of the Remuneration System for 2026-2030 Cycle were also included in the report.

These were:

- a) Country Classification;
- b) Separation by Format (P, G, E) and Content;
- c) Terminal Dues Rates (P, G Format);
- d) Small Packets (E Format);
- e) Opt-out option for Parcel Post;
- f) EMS Delivery Rate Management Mechanism (2026).

6.4 The Committee was apprised of the Remuneration Strategic Issues for the Cycle 2026/2027– 2029/2030 identified by the Working Group to guide the implementation of remuneration activities during the Cycle and the development of future remuneration systems.

6.5 On the EMS Delivery Rate Management Mechanism, the Committee was informed that many countries opposed the approval of the proposed system. The proposal will be reviewed and considered by the EMS General Assembly during its April 2026 sitting.

6.6 Member States were strongly encouraged to participate in the UPU Remuneration Integration Work during the Cycle and defend the gains that Africa made during the 28th UPU Congress.

6.7 Recommendations of the Remuneration Working Group

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

- i. Designated Operators and the General Secretariat were encouraged to continue implementing remuneration activities approved by the 28th UPU Congress;**
- ii. Member States were urged to continue participating and contributing to the UPU remuneration work, ensuring the implementation of activities during the upcoming Cycle;**
- iii. Member States were encouraged to analyze the new remuneration systems for the Cycle and align them with national postal operational plans while addressing the strategic issues for future systems.**

6.8 The Committee commended the Working Group for the good work and thereafter adopted the report. The report was adopted on a proposal by Senegal and supported by Algeria, Cameroon, and Tanzania.

7.0 PRESENTATION OF THE DIGITALIZATION AND INNOVATION WORKING GROUP (DIG) REPORT

The Digitalization and Innovation Working Group Chairman, Mr. Seydou Diakhate of Senegal, presented the Group's report under **PAPU/ATC/OTC/01/2026 - Doc No. 4**. The report focused on the following main areas:

7.1 Status of Implementation of Digitization and Innovation Working Group Action Plan for Year 2025-2026

7.1.1 The Committee was apprised of the progress made by the Working Group in implementing its Action Plan for 2025/2026. The activities implemented included the following:

7.1.1.1 UPU Programmes

The Working Group reported on the following UPU Financial Inclusion Programmes:

- a) Postal Inclusive Finance Technical Assistance Facility 2 (**FITAF 2**) in collaboration with Visa Europe Limited (Visa);
- b) Postal Insurance Technical Assistance Facility (**PITAF**) implemented in collaboration with AXA and CNP Insurance.

7.1.1.2 UPU TradePost Forum-Empowering MSMEs

The General Secretariat and Member States participated in the UPU 3rd edition of the TradePost Forum held on 5th November 2025. The Webinar was held under the theme, “**How the Postal Sector Democratizes Access to Global Trade.**”

7.1.1.3 Ready-To-Market Interoperability Group (RMIG) Workshop

The General Secretariat, in collaboration with the Ready-to-Market Interoperability Group (RMIG), held a virtual webinar on 1st August 2025 to explore potential collaboration between PAPU and the RMIG. The RMIG is a UPU program designed for Designated Operators to collaborate with private-sector partners through revenue-sharing, interoperable solutions aimed at enhancing postal efficiency and boosting growth.

7.1.1.4 African Union Digital Transformation Strategy

The General Secretariat participated in the two African Union Commission (AUC) meetings as follows:

- a) A virtual Consultation meeting held from 3rd to 4th September 2025 to review the Digital Transformation Strategy (DTS) Implementation Assessment Report and gather expert feedback;
- b) A physical validation meeting held in Maseru, Lesotho, from 7th to 9th October 2025, which validated the final report in preparation for its submission to the 6th Ordinary Session of the AU Specialized Technical Committee on Communication and ICT (CICT-6) in November 2025.

7.1.1.5 BIBIMONEY Workshop on Empowering Africa’s Communities Through the Post

The General Secretariat, in collaboration with BIBIMONEY, organized an online Workshop on 18th August 2025 under the theme “**Empowering Africa’s Communities through the Post.**”

BIBIMONEY is a FinTech company’s solution that establishes a foothold in the financial sector by leveraging patented SIM-Skin technology to provide secure mobile money wallet services.

7.1.1.6 PAPU-VISA 2nd Workshop

The PAPU/VISA Online Workshop was held on 4th December 2025 under the theme “**Post Offices-Becoming a Financial Institution**” to introduce the Visa initiative and explore opportunities for collaboration among PAPU Member States.

7.2 The report also covered the Digitalization and Innovation Working Group Cycle Report 2021/2022-2025/2026.

7.2.1 The Status of Implementation of the Activities for the period 2021/2022 to 2024/2025 for the Working Group is summarized below:

- a) **Activities that were fully implemented:**
 - i. Improving the digital infrastructure and modernizing operations;
 - ii. Improvement of communications; and
 - iii. Provision of feedback on the progress of the digitalization and innovation programme.
- b) **Activities that are still ongoing:**
 - i. Establishing a digital postal model;
 - ii. Developing a post-specific digital innovation.

7.3 Presentation of the Indian Post solution

7.3.1 The Committee was apprised of the presentation made by India Post, which highlighted the front- & back-office and mail operations solution, code-named APT 2.0. It is a unified Digital Platform with self-service-oriented solutions grouped around four blocks as follows:

- a) Customer Engagement Portals;
- b) Core Logistics Operations;
- c) Platform Gateways Integrations;
- d) The Enterprise Support Services, which make up the architecture of the platform.

7.3.2 The platform is a multi-region and multi-channel, providing a unified experience for Customers, Operators, and the Enterprise, powering the complete End-to-End Digital Mail Journey.

7.4 The Committee was apprised of the Digitalization and Innovation Strategic Issues for the Cycle 2026/2027 – 2029/2030 identified by the Working Group to guide the implementation of digitalization activities during the cycle.

7.5 The General Secretariat informed the meeting that it would support and link up the Member States who wish to collaborate with the different partners in digitalization systems and platforms.

7.6 Sharing, benchmarking, and interconnections of systems already implemented by Designated Operators in Africa was also encouraged.

7.7 Recommendations of the Digitalization and Innovation Working Group

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

- i) Members were urged to consider the Postal Inclusive Finance Technical Assistance Facility (FITAF2) to diversify their digital solutions and offer financial inclusion to enable access by underserved postal customers in support of national priorities;**
- ii) Members were encouraged to consider the Postal Insurance Technical Assistance Facility Program (PITAF) grants to diversify into postal Insurance products and solutions;**
- iii) Members were urged to take advantage of the UPU TradePost initiatives for the Postal Sector to access Global Trade;**
- iv) Members were urged to pursue the Ready-To-Market Interoperability Group (RMIG) program under UPU to collaborate with private-sector partners through revenue-sharing and interoperable solutions to enhance postal efficiency and boost growth;**
- v) PAPU General Secretariat was encouraged to closely follow discussions on the AU Digital Transformation Strategy (DTS) to ensure that postal services are digitalized in harmony with the continental direction.**
- vi) Member States were encouraged to work with the Union's partners like BIBIMONEY and VISA in order to benefit from the deployment of the partners' cutting-edge technologies for developing and digitalizing their products and services;**
- vii) Member States were called upon to continue implementing outstanding digitalization and innovation initiatives to support the growth and sustainability of the Post;**

- viii) **Member States were encouraged to align their national postal development plans with the Africa Postal Strategy while addressing the strategic issues of Digitalization and Innovation;**
- ix) **The PAPU General Secretariat was encouraged to work closely with partners such as India Post that have developed postal solutions and ensure the roll-out of these services to willing members, from pilot phases to full deployment; Member States were encouraged to take advantage of solutions like ‘Post Office Front, Back Office, and Mail Operations Solution’ being offered by India Post in order to support the postal transformation process and improve their service offerings.**

7.8 The Committee adopted the Digitalization and Innovation Working Group Report and its recommendations on a proposal by Benin, which was supported by Côte d’Ivoire.

8.0 PRESENTATION OF THE PROMOTION OF PHILATELY WORKING GROUP (PPG) REPORT

The Promotion of Philately Working Group Chairperson, Mrs. Folasade Farinu of Nigeria, presented the Report, vide document **PAPU/ATC/OTC/01/2026 - Doc No. 5**. The following were the salient issues in the report:

8.1 Report on Promotion of Philately Working Group Action Plan -2025/2026

8.1.1 The Promotion of Philately working Group implemented the following activities during the 2025/2026 financial year:

8.1.1.1 Preparations for Issuance of an African Joint Crypto Stamp

Following the establishment of an Expert Team on the Issuance of Africa Joint Crypto stamp during the Working Group meeting in April 2025, the Chair of the Expert Team provided the meeting with an update of the activities undertaken in preparation for the issuance of the Joint Crypto Stamp.

The Committee was informed that the issuance of the joint stamp will be included in the activities for the next cycle.

8.1.1.2 African Philately Workshop

The African Philately Workshop was held virtually on 21st November 2025 under the theme, **“Connecting Heritage with Technology: Africa’s Leap into Digital Philately.”** Its aim was to provide a comprehensive platform for stakeholders to explore the vast potential of crypto stamps to promote philately, enhance security, generate revenue for postal operators, and foster economic development.

8.2 The report also covered the Promotion of Philately Activities implemented during the Cycle 2021/2022-2025/2026.

8.3 The Chair apprised the Committee of the Philately Strategic Issues for the Cycle 2026/2027 – 2029/2030 identified by the Working Group to guide the implementation of philatelic activities during the cycle.

- 8.4** The Committee encouraged Designated Operators to take up digitalization of philately while taking measures to curb stamp fraud. Benchmarking on best practices from the DOs that have already implemented digital stamps was encouraged.
- 8.5** On the issuance of a joint crypto stamp, the Committee was informed that the theme for the stamp would be determined by the Expert Team and the modalities for the issuance would be communicated to Members by the General Secretariat. The stamp would be marketed and sold by participating Designated Operators through their online platforms, while those in the African Philatelic Hub, hosted by Morocco, would also use the platform to reach the global market.

8.6 Recommendations of the Promotion of Philately Working Group

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

- i. Designated Operators facing challenges in the implementation of digital philatelic services were urged to liaise with the PAPU General Secretariat to facilitate collaborations with industry partners, as well as other lead Designated Operators for benchmarking exercises;**
 - ii. Member States were encouraged to continue implementing outstanding philatelic activities until they are completed;**
 - iii. Member States were encouraged to translate the philatelic plans into actions, while addressing the strategic issues related to philatelic development;**
 - iv. The issuance of the Africa joint stamps should be included in the plans for the next cycle while moving philatelic awareness to a higher level by promoting the African Union (AU) activities/commemorations.**
- 8.7** The Report of the Promotion of Philately Working Group was adopted by the Committee, along with its recommendations. The proposal to adopt the report was moved by Cameroon and seconded by Egypt.

9.0 PRESENTATION OF THE SUPPLY CHAIN WORKING GROUP (SCG) REPORT

The Supply Chain Working Group Chairman, Mr. Jasson Kalile of Tanzania, presented the Group's report under document **PAPU/ATC/OTC/01/2026 - Doc No.6**. The highlights from the report were:

9.1 Report on Implementation of the Supply Chain Working Group Action Plan for Year 2025/2026

The main activities undertaken by the Working Group during the 2025/2026 financial year were.

9.1.1 Operational Efficiency and E-commerce Development Project (ORE 3)

- 9.1.1.1** Within the framework of the UPU Regional Development Plan (RDP) for the Africa Region for 2022–2025, the UPU, in collaboration with PAPU, implemented the Operational Readiness for E-Commerce (ORE 3) Regional Project in Africa. The Project's overall objective was to enhance the delivery performance of postal networks by modernizing operational processes and adopting standardized IT tools and systems that comply with regulatory, technical, and operational requirements.

9.1.1.2 All Designated Operators within the African Region participated in the Project except for Eritrea. Under this Project, annual Workshops, Monthly checkpoints, and Onsite Evaluation Missions were held to assess the status of each participating Designated Operator (DO).

9.1.1.3 The Project was launched during a start-up workshop held in Abuja, Nigeria, in December 2022, while the closing workshop was held virtually in November 2025.

9.1.1.4 During the Closing Workshop, project evaluation reports were presented covering the seven (7) pillars of the project, indicating how the participating countries performed against the base year of 2021.

9.1.1.5 A marked improvement was registered in fulfilment of minimum operational, technical, and regulatory requirements, electronic data interchange and mail visibility, data quality and compliance, and supply chain integration, while low performance was registered in end-to-end reliability and quality improvement, as well as addressing certification and e-commerce integration.

9.1.2 Update on Implementation of the US Executive Order on Suspending Duty-Free *De Minimis*

9.1.2.1 A PAPU Task Team comprising members from the PAPU Working Groups on Supply Chain and Remuneration was created as a joint *ad hoc* Team to guide members in implementing the United States Executive Order on Suspending Duty-Free *De Minimis for all imports*.

9.1.2.2 The Team held its online meeting on 25th August 2025 and discussed the Executive Order implications and the various initiatives undertaken by PAPU, the United States Postal Service, and the UPU to ensure compliance.

9.1.2.3 The Task Team prepared a report, which was presented to members on 2nd September 2025 during an online meeting.

9.1.2.4 The UPU Delivered Duty Paid (DDP) Global Solution, introduced as a standardized model enabling postal operators to collect duties and taxes at origin and remit them to destination customs via certified Qualified Parties, which is operated through the UPU Customs Declaration System (CDS) was recommended for use by Designated Operators.

9.1.3 UPU Webinar/Workshops

The General Secretariat and PAPU Member States participated in six (6) supply chain webinars/workshops held by the UPU in collaboration with different partners during the 2025/2026 financial year, which included the following:

- a) Global Webinar on the US Executive Order Suspending Duty Free *de minimis* exemption and UPU DDP Solution held on 27th August 2025;
- b) Webinar on Strengthening Trust: Collaborative Action on Illicit Goods held on 8th October 2025;
- c) TradePost Forum 2025 on Empowering ESMEs: How the Postal Sector Democratizes Access to Global Trade held on 5th November 2025;

- d) UPU global webinar on parcel lockers and drone delivery held on 11th November 2025;
- e) IATA-UPU-ICAO Webinar: Strengthening Global Partnerships held on 3rd December 2025;
- f) ICS2 Release 3 Implementation Webinar held on 4th December 2025.

9.2 The Committee was acquainted with the Supply Chain Strategic Issues to guide the implementation of supply chain activities during the cycle, which were adopted by the Working Group.

9.3 On the US Executive Order on Suspending Duty-Free *De Minimis*, the Members requested the General Secretariat to assess the impact of the Executive Order on Member States in Africa through administering a questionnaire and organizing a virtual meeting during which Designated Operators share experiences and benchmark on best practices. In the same vein, the Expert Team's work was extended to further guide the DOs in implementing the Delivered Duty Paid solutions.

9.4 On the implementation of e-commerce platforms, the Committee recommended that Designated Operators focus on integration and interoperability with existing platforms in collaboration with reputable partners.

9.5 The Secretary General encouraged Member States to accelerate the digitalization of postal services, including but not limited to mail visibility and Track & Trace, Cybersecurity, and Artificial Intelligence, to ensure that postal operations remain efficient, viable, and robust.

9.6 The Supply Chain Working Group Report was adopted on a proposal by Zimbabwe, which was supported by Kenya and Zambia.

9.7 PAPU Security Action Group (PSAG) Report

The Chairman of the PAPU Security Action Group, Mr. Kelebogile Ofentse of Botswana, presented the Group's report vide **PAPU/ATC/OTC/01/2026 - Doc No. 6a**. The report covered the following main areas:

9.7.1 Progress Report on Activities of the PAPU Security Action Group (PSAG) for 2025/2026 Financial Year.

The following main activities were implemented during the 2025/2026 financial year:

9.7.1.1 UPU Security Group (PSG) Meeting

The PAPU Security Action Group members and the PAPU General Secretariat attended the UPU Postal Security Group (PSG) meeting held virtually on 2nd July 2025.

The Chairman of the PAPU Security Action Group presented on the postal security situation in Africa, aiming to update the UPU PSG on the creation of the PSAG and the security activities being implemented across Africa.

9.7.1.2 African Union Continental Consultation

The PAPU Security Action Group participated in the African Union Continental Consultation on Synthetic Drug Supply Reduction Efforts Towards Addressing Drug Trafficking and Advancing Crime Prevention, Criminal Justice and Rule of Law in Africa which was held in Gaborone, Botswana from the 25th to 28th August 2024 under the theme: ***“Strengthening Synthetic Drug Supply Reduction efforts towards addressing drug trafficking and advancing crime prevention, criminal justice and rule of law in Africa”***.

During the consultative meeting, the PAPU SAG Chairman from Botswana made a presentation titled: ***Strengthening Africa’s Postal Network Against Synthetic Drug Trafficking by Enhancing Postal Security for a Safer Africa.***

9.7.1.3 UPU Dangerous Goods Search Tool and Illicit Goods Convergence Forum

PAPU Member States participated in the UPU Dangerous Goods Search Tool and Illicit Goods Convergence Forum held virtually on 10th June 2025. The Forum highlighted key resources to help postal operators and law enforcement entities identify and mitigate risks associated with dangerous and illicit goods within the postal network.

9.7.1.4 UPU Webinar on Strengthening Trust: Collaborative Action on Illicit Goods

The UPU Security Programme organized a webinar under the theme, ***“Strengthening Trust: Collaborative Action on Illicit Goods”*** on 8th October 2025. The Webinar, attended by participants from across the globe, including African Designated Operators, encouraged collaborative partnerships with relevant stakeholders, law enforcement agents, and customs authorities, as well as the use of innovative technologies to identify suspicious items and counterfeit products.

9.7.2 Security Certification of Member States

During the 2025/2026 Financial year, four (4) Designated Operators had their critical facilities certified for compliance with security standards and awarded gold-level certification. These were Seychelles, Botswana, Tanzania, and Zimbabwe.

Seventeen (17) African countries have been certified and have achieved different certification levels as follows:

- i. **Gold (11 Countries):** Algeria, Botswana, Cape Verde, Egypt, Eswatini, Ghana, Kenya, Morocco, Seychelles, Tanzania, and Zimbabwe;
- ii. **Silver (5 Countries):** Equatorial Guinea, Madagascar, Malawi, Sierra Leone, and Togo;
- iii. **Silver / Bronze (1 Country):** Burkina Faso holds a split certification (Silver for CNCP and Bronze for CNTC).

The Chairman informed the meeting that the UPU Security certification process was being reviewed and digitalized, allowing Designated Operators to administer the self-assessment tool online.

9.7.3 PAPU Security Action Group Security Strategic issues

The Committee was apprised of the Security Strategic issues identified by the Security Action Group under the different pillars of the strategy, which are essential to ensure that Developing Countries meet global aviation and supply chain security standards. The security strategic issues will guide the implementation of security activities during the cycle.

9.7.4 The PAPU Security Action Group report was adopted by a proposal by Egypt and seconded by Benin.

9.8 PAPU-AFRAA Task Force Report.

The PAPU-AFRAA Task Force Report was presented by Mr. Michael Otieno Okal of Kenya under **PAPU/ATC/OTC/01/2026 Doc No. 6b.**

The main areas covered by the report were:

9.8.1 Status of Implementation of the Task Force Action Plan for the Year 2025/2026

The transport activities undertaken during the financial year 2025/2026 primarily covered the Africa Think Tank (TTT) activities. The TTT held six (6) meetings during the year and implemented the following activities:

9.8.1.1 Regional Transport Trends and Compliance

The Africa Think Tank Team (TTT) discussed the African Region transport trends and compliance with transport regulations covering the following:

- a) Import Control System 2 (ICS2);
- b) Data Compliance;
- c) QCS Big Mail Data Transport Dashboard.

9.8.1.2 Regional Transport Hubs

Plans are underway to establish Regional Transport Hubs in **Ethiopia, South Africa, Togo, and Kenya**. The Designated Operators aspiring to establish Regional Transport Hubs were tasked with continually evaluating their transport data and ensuring improvements in areas where they lag behind, to ensure that they meet all the Key Performance Indicators (KPIs) required for the implementation of Regional Transport Hubs.

9.8.1.3 Paper-Free Transition and EDI Readiness

Implementation of Paper-Free Transport by Designated Operators in Africa is one of the significant milestones to be achieved by the Africa TTT. This would only succeed if all participating DOs had robust EDI capability. A regional readiness assessment would be conducted, and DOs with strong EDI performance would be prioritized for pilot projects.

9.8.1.4 IATA-UPU-ICAO Webinar: Strengthening Global Partnerships

The General Secretariat and Designated Operators participated in the IATA–UPU–ICAO Webinar, under the theme “**Strengthening global partnerships**,” which was held online on 3rd December 2025. The Webinar featured speakers from airlines, civil aviation authorities, and the postal sector, fostering cross-sector dialogue to strengthen global connectivity and drive operational excellence.

9.8.2 In line with the Africa Postal Strategy 2026-2030, the Transport Strategic issues, which were essential for strengthening intra-Africa and international transport within the postal sector, identified by the Task Force under the different pillars of the strategy, were presented to guide the implementation of transport activities during the cycle.

9.8.3 It was noted that most African airlines still have challenges with the exchange of electronic data (CARDIT/RESBIT messages) in the conveyance of international mail. To enable Designated Operators to implement paperless transport, they should prioritize working with airlines that are Electronic Data Interchange-ready.

9.8.4 The PAPU AFRAA Task Force Report was thereafter adopted on a proposal by Zimbabwe, with support from Zambia and Cameroon.

9.9 Recommendations of the Supply Chain Working Group

The Supply Chain Working Group tabled the following recommendations, which were considered and adopted by the Committee:

- i. **Strategy Alignment with Africa Postal Strategy**
 - ✓ Member States were encouraged to align their national postal operational plans with the Africa Postal Strategy, while addressing strategic supply chain issues and postal security matters.
- ii. **E-commerce Project**
 - ✓ Member States were encouraged to participate in the e-commerce project to be implemented by UPU in collaboration with PAPU in the next cycle to ensure strengthened e-commerce offerings and enhanced trade in Africa.
- iii. **Security Standards Attainment**
 - ✓ The PAPU Security Action Group were encouraged to continue to assist Member States to comply with Security Standards to ensure an increase in members that attain certification.
 - ✓ Designated Operators were urged to cooperate with national security agencies and actively participate in security activities organized by the UPU in collaboration with global stakeholders to enhance postal security in Africa;
- iv. **Regional Hubs:**
 - ✓ Eligible Designated (DOs) Operators were requested to develop Service Level Agreement (SLA) parameters with carriers, and improve Key Performance Indicators (KPI) to ensure measurable accountability;
- v. **Exchange of EDI messages with mail carriers:**
 - ✓ DOs were called upon to identify non-EDI-ready carriers in Africa and propose EDI integration or alternatives to ensure visibility of African mail flows;

- vi. **US *de Minimis* Coordination:**
 - ✓ Designated Operators were urged to closely monitor the United States Executive Order impacts, ensure ITMATT compliance, evaluate readiness of UPU Delivered Duty Paid (DDP) and IPC Postal Delivered Duty Paid (PDDP) solutions, and integrate *de minimis* considerations into routing strategies, SLAs, and customs planning to safeguard continuity of mail flows.
- vii. **Utilization of the UPU Delivered Duty Paid (DDP)**
- viii. Designated Operators encouraged to utilize the UPU Delivered Duty Paid (DDP) Solution since it provides a standardized, global, and interoperable framework enabling postal operators to offer DDP services while improving customer experience, customs compliance, and financial settlement efficiency;
- ix. **Data compliance:**
 - ✓ DOs were called upon to ensure practical and effective use of the Integrated Quality Reporting System (IQRS) and the EMS Simple Monitoring and Reporting Tool (SMART) dashboards as standard tools for monitoring and operational planning;
- x. **Transport Strategic issues:**
 - ✓ Member States were encouraged to enrich the Africa Postal Strategy while proffering solutions that address the strategic issues related to international mail transportation;
- xi. Designated Operators and the General Secretariat were encouraged to continue implementing the ongoing activities on the Action Plan.

10.0 OPERATIONS AND TECHNOLOGY STRATEGIC ISSUES FOR CYCLE 2026/2027 – 2029/2030

10.1 The General Secretariat presented the consolidated Operations and Technology Strategic Issues under **PAPU/ATC/OTC/01/2026 Doc No. 7**.

10.2 The Africa Postal Strategy adopted an integrated approach to transformation, aligning Africa's regional priorities with the three global goals endorsed by the UPU, while maintaining the five distinctive pillars that define PAPU's operational identity and respond to Africa's contextual realities.

10.3 The Committee noted that the 2026–2030 Cycle presents a critical window of opportunity for transforming the global postal network. Rapid e-commerce growth, digital transformation, artificial intelligence, market fragmentation, climate pressures, and rising expectations for cybersecurity, visibility, and reliability require coordinated global action.

10.4 PAPU, in collaboration with the UPU, other Regional Unions, and Sub-regional organizations, were urged to steer regulatory harmonization, digital integration, partnerships, and investments in financial and social inclusion to sustain postal services for Member States.

10.5 The Committee was apprised of the Operations and Technology Strategic Issues submitted to the Strategy Committee, which would provide guidance to the implementation of Operations and Technology activities in Africa during the cycle.

10.6 The Committee took note of the Operations and Technology Committee Strategic issues.

11.0 ANY OTHER BUSINESS (AOB)

11.1 Continuation of the Operations and Technology Committee into the next cycle

11.1.1 The Meeting recommended the continuation of the Operations and Technology Committee into the next cycle since it is the backbone of postal operations, mandated to deal with core business matters that affect operations and the existence of Designated Operators.

11.1.2 A draft decision corresponding to the matter is hereby submitted for the consideration and approval by the Council. The draft decision is attached as **Annex 1.2**.

11.2 Restoration of Physical Meetings

11.2.1 Furthermore, restoration of physical Committee Meetings, which had been disrupted by the COVID-19 pandemic, was recommended. It was stressed that physical meetings were more effective than online meetings and would ensure that Committees effectively deliver on their mandates.

11.2.2 In this regard, the Member State chairing the Committee would be expected to host the inaugural physical meeting of the Committee for the cycle 2026-2030 following the establishment of the Committee by the Council and subsequent approval by the Plenipotentiary Conference.

11.2.3 Thereafter, other Member States would be requested by the General Secretariat to offer to host in conformity with the PAPU Acts, the Committee meetings to be held halfway through the financial year, before the usual meetings held during the Administrative Council Meetings.

11.3 African Union Support for African Designated Operators

Noting that most Designated Operators in Africa were facing financial viability challenges, Kenya suggested that the General Secretariat should lobby the African Union Commission to encourage governments to support their Designated Postal Operators by ensuring that government business is awarded to the Post rather than private operators.

12.0 ADOPTION OF THE COMMITTEE REPORT

13.0 CLOSING

13.1 Secretary General Remarks

13.2 Chairman's Remarks



OPERATIONS AND TECHNOLOGY ACTION PLAN FOR THE PERIOD 2021/2022-2025/2026

S/N	SUBJECT MATTER	MILESTONE	END PERIOD	DONE	WIP*	NOT DONE
REMUNERATION WORKING GROUP						
1.	Letter Post Remuneration System	i) Unpack the Remuneration model	Q3 2022			
		ii) Outline rates for different letter post services, including value-added and supplementary services	Q3 2022			
		iii) Outline the remuneration for undeliverable items (UV)	Q3 2023			
		iv) Enumerate the implications of the Remuneration System on Africa	Q4 2022			
		v) Organize a Remuneration Working Group Meeting	Q4 2022			
		vi) Solicit feedback from Member States (Questionnaire)	Q1 2023			
2.	Parcel Post Remuneration	i) Expound the Parcel Post Remuneration Model	Q2 2023			
		ii) Explain the Quality Performance system of the Parcel Post Remuneration system	Q2 2023			
		iii) Illustrate the implications of the Remuneration System on Africa	Q3 2023			
		iv) Organize a Remuneration Working Group Meeting	Q4 2023			
		v) Request for feedback from Member States (Questionnaire)	Q4 2023			
3.	Integrated Product Plan	i) Integrated Product Plan Model	Q4 2022			
		ii) Integrated Remuneration Plan	Q4 2022			
		iii) Organize a Remuneration Working Group Meeting	Q1 2023			

		iv) Seek feedback from Member States (Questionnaire)	Q1 2023			
4.	Remuneration Issues	i) Identify and summarize key issues	Q2 2024			
		ii) Communicate to the Committee and Member States	Q2 2024			
5.	Future Remuneration System	i) Identify areas of concern in international mail handling and resultant remuneration	Q3 2024			
		ii) Consider ways of improvement on the system	Q3 2024			
		iii) Propose amendments to the Regulations	Q4 2024			
		iv) Analyze IB and other Member States' Proposals related to the remuneration of physical services a. Study proposal; b. Come up with implications for Africa; c. Propose alternative views from Africa; d. Advise Member States	Q1 2025			
		v) Come up with proposals from Africa	Q1 2025			
	28th UPU Congress	i) Analyze Remuneration Proposals to be submitted to Congress.	Aug 2025			
		iii) Prepare Africa Position Paper on Remuneration Matters	Aug 2025			
		iv) Attend Congress and defend the African position	Sept 2025			
DIGITALIZATION AND INNOVATION WORKING GROUP						
6.	Model Digital Post Office	i) Develop a Digital Post Office Model benchmarked from other regions and industries;	Q1 2023			
		ii) Develop a Digital Transformation Framework and road-map for the Posts of Africa;	Q1 2023			
		iii) Adopt a streamlined postal digital transformation program	Q1 2023			
		iv) Pursue coordinated implementation by Member States' Dos	Q1 2023			
7.		i) Provision of digitization environment and infrastructure within Member States to cover the following: • Electrification and alternative power sources • Internet connectivity	Q2 2023			

	Digital Infrastructure and modernization of operations	<ul style="list-style-type: none"> • Networking of offices • Cloud computing 				
		ii) Members to ensure the provision of hardware at Post Offices: <ul style="list-style-type: none"> • Servers • Computers/laptops • Printers • Scanners • Digital Scales 	Q3 2023			
		iii) Share information on postal systems and tools to develop specifications for ideal software for the digitalization of the Post in Africa.	Q3 2023			
8.	Digitalization of Postal Services	i) Migration of services from the traditional onto the digital platforms: <ul style="list-style-type: none"> • E-Post • E-commerce • E-Government • Digital financial services • Mobile banking solutions 	Q1 2024			
		ii) Deploy technology-based value-added features on the Integrated Product Plan (IPP) portfolio to ensure full implementation of IPP: <ul style="list-style-type: none"> • ECOMPRO • Tracked delivery service • Small packets 	Q1 2024			
		iii) Participation in the Digitalization and Innovation projects in partnership with relevant industry stakeholders	Q4 2022			
9.	Postal home-grown digital innovations	i) Develop own digital solutions: <ul style="list-style-type: none"> • Software • Applications 	Q2 2023			
		ii) Participate in Innovation exhibitions and competitions like the World Summit on the Information Society (WSIS)	Q3 2022			
10.		i) Members to capacitate staff on digital skills	Q3 2024			

	Human Capital Development	ii) Organize workshop on Digital Transformation and Financial Inclusion	Q4 2022			
		iii) Training workshop: <ul style="list-style-type: none"> • IT systems • Tools • Cyber security 	Q4 2023			
11.	Communication and Feedback on Digitalization and Innovation Progress	i) Members' active participation in in the different projects <ul style="list-style-type: none"> • Regional/Global Meetings on Innovation and Product Development • Digitization implementation initiatives 	Annually			
		ii) Information feedback from Member States on the implementation of the projects	Annually			
12.	Capacity Building	i)Organize Financial Services Workshop (online) in collaboration with VISA	July 2025			
13.	Digitalization of Postal Services	i)Organize Donors' Conference on the Improvement of the Digitalization of Postal Services in Africa in collaboration with AU.	Aug 2025			
PROMOTION OF PHILATELY WORKING GROUP						
	New trends and innovations in the philately business	i) Share information on the latest global trends and innovations in philately	Q1 2023			
		ii) Share information on new philatelic products on the market and the World Association for Development of Philately (WADP)	Q1 2023			
		iii) Explore new markets for African philatelic products in partnership with other stakeholders	On-going			
		iv) Philately information feedback from Member States (Questionnaire)	Q2 2023			
i)	Digitizing the Philately Business	i) Share information on current digitalization trends in the industry	Q1 2022			
		ii) Explore digital stamp products on the market	On-going			
ii)	Promotion of philatelic products	iii) Promote philatelic products and activities on different platforms.	On-going			
		iv) Participate in joint stamp issues to promote African heritage and events	2024			
		v) Organize stamp design competitions	Q3 2022			
		vi) Member States participate in philatelic activities organized by PAPU, UPU, fellow Members, and other Organizations. (meetings/workshops/conferences/exhibitions)	On-going			
iii)		i) Share information on illegal and counterfeit issues	Q2 2023			

	Illegal and counterfeit stamp issues	ii) Craft strategies to eradicate illegal and counterfeit issues of African stamps	Q2 2023			
		iii) Review existing UPU regulations on illegal and counterfeit issues	Q3 2024			
iv)	Sharing of best practices on Philately	i) Identify Member States excelling in the philately business to share experiences during workshops/ Committee meetings.	Q2 2023			
		ii) Consider twinning and pairing of Member States	Q3 2024			
v)	Reviving Philately Business in Africa	i) Participation of more countries in the Working Group	Q 4 2022			
		ii) Feedback from Member States on philatelic activities (Questionnaire)	Q3 2024			
vi)	Digitalization of Stamps	i) Coordinate the issuance of the African Joint Crypto Stamp	March 2026			
vii)	Capacity Building	i) Organize African Philately Workshop on Crypto Stamps	Nov 2025			

SUPPLY CHAIN WORKING GROUP

viii)	Transport Matters	i) Provide guidelines for Service Level Agreements with airlines	Q4 2022			
		ii) Achieve affordable mail conveyance rates	Q4 2023			
		iii) Exchange of Electronic Advance Data (CARDIT, RESDIT) with airlines and maintenance of up-to-date EAD Compendium	Q1 2023			
		iv) Efficient intra-Africa mail conveyance	Q4 2023			
		v) Constitute National Contact Committees with transport stakeholders (Airlines, Aviation, Handling Agents etc.)	Q2 2023			
		vi) Consolidate reports on participation and feedback from PAPU /AFRAA Taskforce	Bi-annually			
		vii) Transport information feedback from Members (Questionnaire)	Q4 2024			
ix)	Customs Matters	i) Share with DOs the streamlined international mail processing Customs procedures	Q4 2022			
		ii) Member DOs to exchange Electronic Advance Data with partner DOs and Customs for items containing goods - ITMATT	Q4 2022			
		iii) Maintain an updated Customs Compendium by Member States	Q1 2023			
		iv) Members' participation in Regional/Global Meetings on the subject area	Q2 2025			
		v) Customs information feedback from Members (Questionnaire)	Q1 2025			
x)	Security Matters	i) Members to comply with the UPU Security Standards (S58, S59)	Q4 2024			
		ii) Prevent acceptance of Prohibited items and Dangerous goods into the Postal System - illicit trade	Q4 2023			
		iii) High Cyber Security awareness by Members	Q2 2023			
		iv) Member participation in Regional/Global Meetings on Security matters	Q3 2023			

		v) Security information feedback from Members (Questionnaire)	Q1 2023			
xi)	Quality of Service for Mail	i) Implementation of GMS by DOs: <ul style="list-style-type: none"> • End-to-end module • Inbound module 	Q1 2024			
		ii) Meeting Quality of Service Standards by Members: <ul style="list-style-type: none"> • Letter Post standards • Parcel Post targets under the Inward Land Rates (ILR) bonus system • EMS standards 	Q4 2024			
		iii) Member Participation in Quality-of-Service link to terminal dues	Q1 2023			
		iv) Participation in Quality-of-Service Certification of Members	Q4 2024			
xii)	E-commerce	i) Participation in ORE 3 Project	Q4 2022			
		ii) Guarantee Logistics and warehousing	Q3 2024			
		iii) Export promotion	Q4 2024			
xiii)	Transport Matters 2025/2026	i) Organize Transport Workshop in collaboration with UPU	Aug 2025			
		ii) Participate in Africa Transport Think Tank Activities	Dec 2025			
xiv)	Security matters 2025/2026	i) Organize PAPU Security Action Group Workshop (Physical)	Aug 2025			
		ii) Prepare Members for Certification in compliance with UPU Security Standards (S58, S59)	On-going			
xv)	E-commerce 2025/2026	i) Participation in ORE 3 Project	Dec 2025			
		ii) Participation in ORE 3 Final Workshop	Nov 2025			

WIP* - Work in Progress

DRAFT DECISION ON THE RE-ESTABLISHMENT OF THE OPERATIONS AND TECHNOLOGY COMMITTEE FOR THE 2026/2027-2029/2030 CYCLE

The Administrative Council of the Pan African Postal Union (PAPU), during its 44th Ordinary Session in Kampala, Republic of Uganda, from 23rd to 24th March 2026;

Mindful of Articles 14 of the Convention, 16, 17, and 18 of the Detailed Regulations of the Convention;

Desirous of restructuring the Administrative and Technical Committees with a view to enhancing their capacity to effectively implement the Quadrennial Programme Activities in line with the Africa Postal Strategy 2026-2030;

Recalling the importance of efficient operational systems, interoperability in the exchange of postal items, strategic use of technology, and expert guidance needed within the African Designated Postal Operators in view of developments in the global postal network;

Recognizing the critical role played by the Operations and Technology Committee during the 2021/2022-2025/2026 cycle in strengthening postal operational efficiency & quality of service, advancing digital transformation within postal administrations, promoting technology adoption to support e-commerce growth, improving integration of postal networks across the continent and supporting initiatives related to capacity building and technical cooperation within Designated Operators in Africa;

Noting the need to align postal operations and technological innovations with the strategic priorities for the 2026–2030 and global and continental priorities for the next cycle;

Acknowledging emerging trends in digital transformation of postal services, cybersecurity, data exchange & management, and supply chain challenges, and using Blockchain technology and Artificial Intelligence that requires sustained oversight and expert guidance;

Hereby re-establish the Operations and Technology Committee as a standing committee of the Administrative Council for the 2026–2030 Cycle;

The Committee may establish Working Groups or Task Forces /Expert Teams or any other bodies to address specific issues pertaining to their respective work programmes, as may be necessary to fulfill their mandate.

Instructs the General Secretariat to implement this decision and provide the necessary administrative support to the Committee, including preparation of reports, documentation, and coordination of meetings.

Done in Kampala, Republic of Uganda, on 24th March, 2026

DRAFT RESOLUTION ON OPERATIONS AND TECHNOLOGY MATTERS

The Administrative Council of the Pan African Postal Union (PAPU), during its 44th Ordinary Session in Kampala, Republic of Uganda, from 23rd to 24th March 2026;

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

Acknowledging that **Decision No.02/PAPU/PC/X/2021** on Aligning the PAPU Programme of Activities with the UPU Programme of Activities taken during the 10th Ordinary Session of the PAPU Plenipotentiary Conference held on the 25th June 2021, in Victoria Falls, Zimbabwe, resulted in the extension of the Cycle and the tenure of the PAPU Organs to March 2026;

Considering that the 43rd Administrative Council approved the Operations and Technology Committee Annual Action Plan for the period June 2025 to March 2026;

Noting that the Committee undertook activities during its tenure in the implementation of the Action Plan through its four Working Groups, viz.

- a. Remuneration Working Group;
- b. Digitalization and Innovation Working Group;
- c. Promotion of Philately Working Group;
- d. Supply Chain Working Group;

Further noting that the Operations and Technology Committee held its last meetings for the Cycle on 16th and 19th March 2026 to deliberate on specific issues relating to Operations and Technology emanating from the Working Groups, a Task Force, and the Security Action Group;

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

Adopts the recommendations contained in the Report on the following:

a. On Remuneration:

- i. Designated Operators and the General Secretariat were encouraged to continue implementing remuneration activities approved by the 28th UPU Congress;
- ii. Member States were urged to continue to participate in and contribute to the UPU remuneration work, ensuring the implementation of activities during the upcoming cycle;
- iii. Member States were encouraged to analyze the new remuneration systems for the Cycle and align them with national postal operational plans while addressing the strategic issues for future systems.

b. On Digitalization and Innovation:

- i. Members were urged to consider the Postal Inclusive Finance Technical Assistance Facility (FITAF2) to diversify their digital solutions and offer financial inclusion to enable access by underserved postal customers in support of national priorities;
- ii. Members were encouraged to consider the Postal Insurance Technical Assistance Facility Program (PITAF) grants to diversify into postal Insurance products and solutions;
- iii. Members were urged to take advantage of the UPU TradePost initiatives for the Postal Sector to access Global Trade;
- iv. Members were urged to pursue the Ready-To-Market Interoperability Group (RMIG) program under UPU to collaborate with private-sector partners through revenue-sharing and interoperable solutions to enhance postal efficiency and boost growth;
- v. PAPU General Secretariat was encouraged to closely follow discussions on the AU Digital Transformation Strategy (DTS) to ensure that postal services are digitalized in harmony with the continental direction.
- vi. Member States were encouraged to work with the Union's partners like BIBIMONEY and VISA in order to benefit from the deployment of the partners' cutting-edge technologies for developing and digitalizing their products and services;
- vii. Member States were called upon to continue to implement outstanding digitalization and innovation initiatives to support the growth and sustainability of the Post.
- viii. Member States were encouraged to align their national postal development plans with the Africa Postal Strategy while addressing the strategic issues of Digitalization and Innovation;
- ix. The PAPU General Secretariat was encouraged to work closely with partners such as India Post that have developed postal solutions and ensure roll-out of these services to willing members, from pilot phases to full deployment; Member States were encouraged to take advantage of solutions like 'Post Office Front, Back Office, and Mail Operations Solution' being offered by India Post in order to support the postal transformation process and improve their service offerings.

c. On Philately:

- i. Designated Operators facing challenges in the implementation of digital philatelic services were urged to liaise with the PAPU General Secretariat to facilitate collaborations with industry partners, as well as other lead Designated Operators for benchmarking exercises;
- ii. Member States were encouraged to continue implementing outstanding philatelic activities until they are completed;
- iii. Member States were encouraged to translate the philatelic plans into actions, while addressing the strategic issues related to philatelic development;
- iv. The issuance of the Africa joint stamps should be included in the plans for the next cycle while moving philatelic awareness to a higher level by promoting the African Union (AU) activities/commemorations.

d. On Supply Chain

i. Strategy Alignment with Africa Postal Strategy

- ✓ Member States were encouraged to align their national postal operational plans with the Africa Postal Strategy, while addressing strategic supply chain issues and postal security matters.

ii. E-commerce Project

- ✓ Member States were encouraged to participate in the e-commerce project to be implemented by UPU in collaboration with PAPU in the next cycle to ensure strengthened e-commerce offerings and enhanced trade in Africa.
- iii. **Security Standards Attainment**
 - ✓ The PAPU Security Action Group were encouraged to continue to assist Member States to comply with Security Standards to ensure an increase in members that attain certification.
 - ✓ Designated Operators were urged to cooperate with national security agencies and actively participate in security activities organized by the UPU in collaboration with global stakeholders to enhance postal security in Africa;
- iv. **Regional Hubs:**
 - ✓ Eligible Designated (DOs) Operators were requested to develop Service Level Agreement (SLA) parameters with carriers, and improve Key Performance Indicators (KPI) to ensure measurable accountability;
- v. **Exchange of EDI messages with mail carriers:**
 - ✓ Designated Operators were called upon to identify non-EDI-ready carriers in Africa and propose EDI integration or alternatives to ensure visibility of African mail flows;
- vi. **US de Minimis Coordination:**
 - ✓ Designated Operators were urged to closely monitor the United States Executive Order impacts, ensure ITMATT compliance, evaluate readiness of UPU Delivered Duty Paid (DDP) and IPC Postal Delivered Duty Paid (PDDP) solutions, and integrate *de minimis* considerations into routing strategies, SLAs, and customs planning to safeguard continuity of mail flows;
- vii. **Utilization of the UPU Delivered Duty Paid (DDP)**
 - ✓ Designated Operators were encouraged to utilize the UPU Delivered Duty Paid (DDP) Solution since it provides a standardized, global, and interoperable framework enabling postal operators to offer DDP services while improving customer experience, customs compliance, and financial settlement efficiency;
- viii. **Data compliance:**
 - ✓ Designated Operators were urged to ensure practical and effective use of the Integrated Quality Reporting System (IQRS) and the EMS Simple Monitoring and Reporting Tool (SMART) dashboards as standard tools for monitoring and operational planning;
- ix. **Transport Strategic issues:**
 - ✓ Member States were encouraged to enrich the Africa Postal Strategy while proffering solutions that address the strategic issues related to international mail transportation;
- x. Designated Operators and the General Secretariat were encouraged to continue implementing the ongoing activities on the Action Plan.

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

Do hereby adopt the Operations and Technology Committee Report;

Call upon General Secretariat/Member States/Designated Operators, as appropriate, to implement the above recommendations;

Instructs the General Secretariat to coordinate the implementation of the Committee's Activities and Update the Administrative Council.

Done in Kampala, Republic of Uganda, on 24th March, 2026