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**PAPU/CA/XLIII/2026 – Doc. No. 9**

## **STRATEGY COMMITTEE MEETING REPORT**

**17<sup>TH</sup> AND 20<sup>TH</sup> MARCH 2026, KAMPALA, REPUBLIC OF UGANDA**

<b>1. Subject</b> Strategy Committee Meeting Report	<b>References/Paragraphs</b> <b>Acts of the Union</b>
<b>2. Decision expected</b> <ul style="list-style-type: none"><li>• Consideration and Adoption of the Committee Report;</li><li>• Adoption of the Draft Decision and Resolution attached thereto.</li></ul>	

### **1. INTRODUCTION**

The Strategy Committee Meeting was held on 17<sup>th</sup> and 20<sup>th</sup> March 2026 at Kampala, in the Republic of Uganda. The Report thereof is presented to the 44<sup>th</sup> Ordinary Session of the PAPU Administrative Council for consideration.

### **2. SUBMISSION OF THE REPORT**

The Report, a Draft Decision, and a Draft Resolution attached herewith are hereby submitted to the Council.

### **3. CONCLUSION**

The 44<sup>th</sup> Ordinary Session of the PAPU Administrative Council is invited to:

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



## STRATEGY COMMITTEE MEETING REPORT

17<sup>th</sup> and 20<sup>th</sup> March 2026, in Kampala, Republic of Uganda.

### 1.0 INTRODUCTION

The PAPU Strategy Committee met on 17<sup>th</sup> and 20<sup>th</sup> March 2026 in Kampala, Republic of Uganda, to examine the reports of its two Working Groups, namely the Investments and Projects Working Group and the Disaster Risk Management Working Group.

The meeting was chaired by Uganda (1<sup>st</sup> Vice Chair) on behalf of Tunisia (Chair).

### 2.0 OPENING REMARKS

#### 2.1 Chairperson's Remarks

The Chairperson, Ms. Agatha Kyankuzire Mbabazize, welcomed distinguished delegates, members of the Bureau, representatives of the Secretariat, and all participants to the Strategy Committee meeting, extending warm greetings to everyone present. The Chairperson also conveyed appreciation to the Government of Uganda for hosting the meeting in Kampala and expressed confidence that delegates' stay in Uganda would be both pleasant and memorable. Gratitude was extended to all participants for taking time out of their busy schedules to attend the meeting, noting that their presence demonstrated a shared commitment to advancing the Committee's work and objectives.

The Chairperson expressed sincere appreciation to the members of the PAPU Operations and Technology Department for their invaluable support throughout the year, which had significantly contributed to the effective functioning of the Committee. Commendation was also extended to the Working Groups for their technical input, collaboration, and continuous engagement, which had been instrumental in advancing the Committee's agenda.

Further appreciation was conveyed to the Secretary General, the Assistant Secretary General, and the entire General Secretariat for their unwavering support and the excellent organization of the meetings, particularly for the preparation and timely circulation of working documents that would guide the deliberations.

The Chairperson noted with satisfaction the key issues scheduled for discussion, highlighting that they addressed critical areas such as Disaster Risk Management and Investments and Projects, which remain

central to the Committee's mandate. It was indicated that the Committee would receive reports from the Working Group on Disaster Risk Management and the Working Group on Investments and Projects, among others. Additional reports to be considered included the Africa Postal Strategy 2026–2030, comprising the Strategy Review 2021–2026 and the Draft PAPU Strategy 2026–2030, the Regional Development Plan for Africa, and matters related to Information and Communication Technology.

In this regard, particular emphasis was placed on the Draft PAPU Strategy 2026–2030, which was underscored as a key guiding framework for the Union. The Chairperson highlighted that the Strategic Plan would play a central role in shaping the future direction of the Pan African Postal Union (PAPU), informing priorities, strengthening coordination, and guiding the implementation of programmes and initiatives across the continent.

The Chairperson noted that these reports would provide an opportunity to review progress, reflect on emerging priorities, and identify strategic actions to strengthen the Union's work. Delegates were encouraged to actively participate, freely share their perspectives, and contribute constructively to the discussions, with the collective objective of adopting a report for submission to the 44<sup>th</sup> Ordinary Session of the PAPU Administrative Council.

In conclusion, the Chairperson expressed appreciation to fellow Bureau members for their continued commitment and dedication, noting that their leadership had been essential in guiding the Committee throughout the cycle. The Chairperson then wished all participants fruitful and productive deliberations.

## **2.2 PAPU Assistant Secretary General's Remarks**

The Assistant Secretary General, Ms. Jessica Seenngooba, thanked the Ugandan Government, through the Local Organizing Committee, for affording a comfortable stay for all delegates and PAPU Staff. Special thanks and congratulations were made to the Ministry responsible for the Post, the Regulator, and the Postal Operator of Uganda for the great zeal in organizing this event.

The Assistant Secretary-General further thanked the Chairperson, Ms. Agatha Kyakunzire (Uganda), for her willingness to chair the meeting on behalf of Tunisia, the Committee's Chair. He thanked the entire Bureau, composed of Tunisia, Uganda, Burkina Faso, Namibia, and Malawi, for their usual inspiring leadership. She congratulated the participants for taking the time to attend the Strategy Committee Meeting and reiterated the fact that the Strategy Committee satisfactorily carried out its work through two working groups, namely:

- a. Disaster Risk Management;
- b. Investments and Projects.

She briefly reminded the meeting about the Strategy Committee's main objectives, which were as follows:

- To guide the development of the Union's strategy (four-year action plan) and the Union's business plan;
- To oversee the continuous review of the Union's strategy and business plan, including the development of relevant key performance indicators;
- To develop and review the Union's vision, mission, and strategy at regular intervals;
- To guide the alignment of the PAPU Action Programme with the UPU Global Strategy and the Regional Development Plan for Africa.

She continued by reminding that the PAPU Strategy Committee was the ideal convergence body for the African postal fraternity to discuss issues of common interest regarding Postal Strategy in Africa. To this end, she called upon everyone to toe a single path to ensure that the implementation of the African Strategy is well coordinated.

In the final analysis, the Assistant Secretary General took the opportunity to congratulate and thank the Chairperson, the Bureau, in its entirety, the participants, representatives of the Member States, on their commitment to the Committee's work, in the various virtual or physical meetings, and the fruitful deliberations that made it possible to achieve its results.

She wished the participants fruitful deliberations.

### **3.0 CONFIRMATION OF THE BUREAU**

The Bureau of the Committee was confirmed as follows:

- Chairperson: Tunisia;
- 1<sup>st</sup> Vice Chairperson: Uganda;
- 2<sup>nd</sup> Vice-Chairperson: Burkina Faso;
- Rapporteurs: Namibia and Malawi.
- Secretariat: PAPU General Secretariat.

### **3.1 Member States of the Committee**

The Committee is composed 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 Participation**

#### **3.2.1 Member States present (Physically and online):**

The following Member States were either physically present or attended online: Algeria, Botswana, the Republic of Congo, Cameroon, Côte d'Ivoire, the Democratic Republic of Congo (DRC), Egypt, the Kingdom of Eswatini, Ghana, Kenya, Malawi, Namibia, Nigeria, Uganda, Senegal, South Africa, Tanzania, Tunisia, Zambia, and Zimbabwe.

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

The General Secretariat provided secretarial services for the meeting. The Assistant Secretary General led the General Secretariat Team.

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

The agenda, as presented below, was adopted after being proposed by Algeria and supported by Zimbabwe.

1. **Progress Report of the Programme of Activities of the Strategy Committee 2022/2025 - 2025/2026 by the General Secretariat;**

2. **Africa Postal Strategy 2026-2030**
  - a. Strategy Review 2021-2026 by the **General Secretariat**
  - b. Draft PAPU Future Strategy 2026-2030 by the **General Secretariat**.
3. **Regional Development Plan for Africa by the UPU;**
4. **Investment and Projects Working Group:**
  - a. Report of the Working Group - **Chairperson (Botswana)**
5. **Disaster Risk Management Working Group:**
  - a. Report of the Working Group - - **Chair (South Africa)**
6. **Information and Communication Technology (ICT)**
  - a. Report on General Secretariat ICT Issues - **General Secretariat**
7. Date and Venue of the Next Meeting;
8. Any Other Business (AOB);
9. Adoption of the Committee Report;
10. Closing.

## **5.0 STATUS OF IMPLEMENTATION OF THE STRATEGY COMMITTEE'S 2021/2022-2025/2026 PROGRAMME OF ACTIVITIES**

The General Secretariat presented the progress report on the implementation of the Strategy Committee's Activity Programme contained in document **PAPU/CAT/SC/01/2026 - Doc No. 02**.

The Committee noted the considerable progress made in implementing the Committee's Programme of Activities through its two (2) Working Groups as per **Annex 1.1**

The following comments were raised after the presentation:

In response to the question raised by Eswatini regarding the objectives achieved at 75% instead of 100%, the General Secretariat recalled the main activities being carried out are listed at the level of investments and projects, as well as disaster risk management. These activities are specifically focused on establishing teams of experts to support and on the process for selecting financial and disaster risk management experts. These are key areas that require some expertise.

Therefore, the Committee stressed the need to carry over the ongoing activities in the next Cycle once the Committees, Working Groups, and Expert Groups are established.

The Chairperson encouraged the Committee to ensure that ongoing and outstanding activities are undertaken and completed.

The adoption of the Progress Report was proposed by Eswatini, supported by Tanzania.

## **6.0 DRAFT AFRICA POSTAL STRATEGY 2026-2030**

The General Secretariat presented two (2) Reports under this section, namely:

### **6.1 Strategy Review 2021-2026**

The Strategy Review Report 2021-2016 was presented via **PAPU /CAT/SC/01/2026 - Doc N°03**, highlighting the following main areas:

#### **6.1.1 Implementation Matrix of Activities of all Committees (2021/2022 & 2025/2026)**

Based on the Matrix presented, all Committees, on average, fully implemented more than 80% of their respective Planned Activities during the 2021/22-2025/26 Cycle.

The following comments were made after the presentation:

- 6.1.1.1 There is a need to include Tanzania, which was inadvertently omitted in the report, on the Joint Stamp Issue that was launched in September 2023 during the PAPU Tower Inauguration Ceremony.
- 6.1.1.2 Tanzania and Uganda are in the process of issuing a joint Stamp to commemorate AFCON. Other Member States were called upon to follow suit;
- 6.1.1.3 On how Member States should handle the implications of the US Executive Order issued in July 2025 on de minimis on all imports on the African Designated Operators, the General Secretariat reiterated that it has coordinated Workshops with experts from the UPU and USPS, among others. Egypt chairs a task team looking into this matter to identify solutions and perspectives available to Designated Operators for experience sharing.
- 6.1.1.4 On issues raised by Tunisia regarding climate change, as well as e-commerce and financial inclusion, the General Secretariat informed the Committee that these matters have been taken into account in Doc. No. 4 containing the African Postal Strategy 2026-2030.
- 6.1.1.5 Namibia emphasized that accountability should be incorporated as a core value of PAPU, given its mandate to remain answerable to its Member States.
- 6.1.1.6 Egypt observed that there is a need to include some information in the draft strategy on GMS to better align it with the decisions of the Dubai Congress, as follows;
  - a. Designated Operators with mail volumes above the 75-ton limit should continue to apply GMS during this cycle to ensure fair terminal dues remuneration.
  - b. Measuring quality of service for ordinary letter post is no longer necessary as declining volumes mean it does not reflect operator performance.
  - c. Investment should be redirected to monitoring e-commerce items containing goods that are barcoded and trackable, making them suitable for modern monitoring tools.
  - d. DOs should take advantage and participate in the GMS Edge Deployment Project since participation costs will be fully covered by the QSF Common Fund.

- e. Operators should prepare for the replacement of GMS after this cycle by adopting systems such as QCS, IQRS, or external measurement providers.
- f. Capacity building should be prioritized to ensure smooth transition and continuity of data collection and reporting.
- g. Regional coordination among African operators is recommended to harmonize the adoption of new systems, share best practices, and reduce costs.
- h. The main focus in the next cycle should be on strengthening monitoring of e-commerce flows to align with the future of postal services. We kindly request your consideration and adjustment of the recommendations accordingly.

### 6.1.2 Recommendations

All outstanding activities from each Committee should be carried forward and implemented in the next Cycle 2026-2030;

- 6.1.2.1 The African Postal Strategy ought to take into account the monitoring and evaluation models used by renowned international institutions such as the OECD, the UN in order to better monitor and evaluate its implementation to ensure best policy choices, assess the impacts, sustainability of the post in Africa and resilience of the strategic directions made;
- 6.1.2.2 Member States were urged to continue to actively participate in Meetings, Forums, Workshops, Conferences, and African Coordination Meetings for the purposes of sharing experience, particularly in the context of exogenous shocks such as the Executive Order on *de minimis* on all imports.
- 6.1.2.3 It was recommended that accountability should be incorporated as a core value of PAPU, given its mandate to remain answerable to its Member States.

## 6.2 DRAFT AFRICA POSTAL STRATEGY (2026-2030)

The General Secretariat presented the Draft Africa Postal Strategy (2026-2030) vide **PAPU/CAT/SC/01/2026 - Doc N°04**, which was structured around the following areas:

### 6.2.1 Background

The General Secretariat gave the background of the Strategy Formulation Process, which drew on multiple inputs and evidence sources to ensure that the Strategy is both empirically grounded and operationally relevant, as follows: ***Institutional Output, Survey Data, Sub-Regional Contributions, Desk Research, and Strategic Alignment with the global strategic framework.***

### 6.2.2 Strategic Context and Rationale

Under this topic, highlights were made on the following strategic elements: Vision, Mission, Core Values, and Alignment with the Global Strategic Framework.

### **6.2.3 Strategic Framework**

6.2.3.1 The Africa Postal Strategy 2026–2030 is organized around five strategic pillars, each designed to advance Africa’s development aspirations in harmony with the UPU’s global goals. The strategic framework focuses on the following pillars: Policy, Regulation, and Governance; Innovation; Digital Transformation and E-commerce; Operations; Quality of Service; Infrastructure Development; Financial and Social Inclusion; Institutional Capacity; Partnerships; and Resource Mobilization.

### **6.2.4 Strategic Cross-Cutting Priorities**

The Africa Postal Strategy integrates the following cross-cutting priorities essential for inclusive and sustainable development:

- i. Capacity Development and Digital Literacy;
- ii. Financial Inclusion and Economic Empowerment;
- iii. Regional Integration;
- iv. Gender Mainstreaming and Youth Empowerment;
- v. Environmental Sustainability and Green Transformation.

### **6.2.5 Implementation, Monitoring, Evaluation, and Learning**

6.2.5.1 The Strategy Implementation and Monitoring process will pivot at the PAPU General Secretariat, which will coordinate the process and ensure data collection, collation, analysis, accountability, and sharing on an annual basis.

The following comments were raised after the presentation:

6.2.5.2 After the presentation of document No. 04 on the African Postal Strategy 2026-2030, three (3) new Member States expressed their wish to join the group of volunteers for the improvement of the Strategic Plan document. These were: Namibia, South Africa, and Zambia.

6.2.5.3 On Resource Mobilization, Kenya proposed the development of an Annex illustrating a Resource Mobilization Roadmap to include:

- i A pipeline of investment-ready priority projects with indicative budgets and expected returns or impact;
- ii Mapping of potential funding windows such as the African Development Bank infrastructure financing instruments, Universal Postal Union Quality of Service Fund, climate finance facilities, and private capital;
- iii Elements that enhance project bankability, including financial structuring and implementation.

6.2.5.4 Regarding the difference between financial and social inclusion as a pillar and financial inclusion and economic empowerment as a strategic cross-cutting priority, it is as follows;

- Financial and Social Inclusion as a pillar: This likely refers to ensuring everyone, especially marginalized groups, has access to financial services (like banking, insurance) AND is included in social structures, promoting equality and participation. It's about integrating people into the financial system AND society.
- Financial Inclusion and Economic Empowerment as a strategic Cross-cutting priority: This focuses on using financial inclusion (access to financial services) as a tool for broader economic empowerment. It's about enabling people, especially disadvantaged groups, to improve their economic status through financial access, contributing to overall economic growth.

### **6.3 Recommendations**

**6.3.1** Member States were encouraged to align their National Postal Development Plans with the Africa Postal Strategy, ensuring coherent translation of continental goals into national programmes;

**6.3.2** The General Secretariat was called upon to undertake Mid-term and end-term evaluation exercises to measure progress, identify challenges that would inform appropriate corrective actions.

**6.3.3** A final editorial review of the document should be made to ensure accuracy, consistency, and alignment across all sections and annexes.

**6.3.4** For the Measurability and Results Framework, it was recommended that Annex 6 (Quadrennial Programme of Activities) should be streamlined to include:

- a. Baseline metrics per strategic pillars (e.g., percentage of post offices offering digital financial services)
- b. Mid-term (2028) and end-term (2030) targets, with clearly assigned responsible entities
- c. Defined data sources and reporting frequencies

**6.3.5** It was recommended that the current uncompleted activities be effectively taken into account in the new four-year programme 2026-2030 for the full achievement of the objectives.

**6.3.6** The Union's Organs were invited to be more determined and committed to well-structured framing and implementation of projects;

**6.3.7** Member States, in particular the team that volunteered to enrich the draft African Postal Strategy, were called upon to make the necessary updates to ensure that the document is more up-to-date.

The General Secretariat took note of the contributions and interventions and acknowledged that, at this stage, the document was still in draft form and, in principle, subject to amendments.

Notwithstanding the above observations and comments, the Committee adopted the draft African Postal Strategy for consideration by the Administrative Council on the proposal of Egypt, supported by Algeria and Uganda.

## **7.0 REGIONAL DEVELOPMENT PLAN FOR AFRICA BY THE UPU**

The UPU IB made a PowerPoint presentation on the Regional Development Plan (RDP) for Africa, highlighting the following main issues: UPU Priorities for Africa 2026-2029, Principles in Action, and Financial Resources

### **7.1 UPU Priorities for Africa 2026-2029**

The UPU's development cooperation programme for Africa for the period 2026–2029 has three main objectives: the digitalization of postal services, the modernization of operations, and the improvement of logistics performance.

In line with the guidelines of the Dubai Congress, the implementation of the RDP will be based on three main axes:

- 7.1.1** Regionalization, in order to strengthen cooperation with African Regional Unions;
- 7.1.2** A project-based management approach, promoting results-oriented interventions and South-South cooperation;
- 7.1.3** And finally, emergency preparedness and assistance, which is essential in a context marked by crises that can disrupt postal services.
- 7.1.4** The UPU's priority is to support designated operators in strengthening their reach and relevance, through digital transformation, diversification of services, and improvement of operational performance.

### **7.2 Principles in Action**

Four key principles help translate strategy into concrete actions.

- 7.2.1** A multi-stakeholder approach, working closely with small unions, governments, regulators, the private sector, and other partners. No single player can transform the postal sector on their own.
- 7.2.2** Structured project management, which allows us to move from one-off initiatives to a rigorous approach focused on results, accountability, and impact.
- 7.2.3** South-South and triangular cooperation, promoting the sharing of experiences between countries facing similar challenges,
- 7.2.4** Regionalization: a global strategy implemented through local actions, through our field offices and initiatives such as the Postal Leaders Forum, conferences like these that provide a platform for decision-makers to guide the development of the sector.

### **7.3 Financial Resources**

- 7.3.1 The UPU's regular budget for technical assistance to Africa will fund activities throughout the cycle.
- 7.3.2 Financial contributions from donor countries, as well as in-kind contributions from host countries, in order to fully implement our activities on the ground
- 7.3.3 The Quality-of-Service /nFund remains a key funding mechanism for African countries.

The following comments were raised after the presentation:

The strategic plans of the UPU and PAPU have reserved a significant part for digitalization, innovation, financial inclusion, and E-Commerce, to name a few. However, achieving this ambition for the African postal sector is essentially based on prerequisites that still constitute gaps to be filled, in particular Energy and connectivity, essential pillars for a true digital transformation.

Members stated the need to identify funding mechanisms for projects such as the Electrification and Connectivity Project.

### **7.4 Recommendations:**

- 7.4.1 The Electrification and Connectivity Project (ECP) spearheaded by PAPU in collaboration with the AUC and UPU should be relaunched with possible funding from the UPU;
- 7.4.2 PAPU should seek alternative funding mechanisms by encouraging the PAPU Resource Mobilization initiative in partnership with the AU to support transformative projects.

## **8.0 INVESTMENTS AND PROJECTS WORKING GROUP**

### **8.1 Presentation of the Working Group report**

The General Secretariat presented the Investments and Projects Working Group Report on behalf of Botswana (Chairman) and Burkina Faso (1<sup>st</sup> Vice Chairman), who were unable to attend the meeting, either in person or remotely. The report was based on the virtual meeting held on 29<sup>th</sup> January 2026, which focused on the following main agenda items.

- 8.1.1.1 Status of Implementation of the Action Plan of the Working Group on Investments and Projects for Year 2025-2026;
- 8.1.1.2 Investment and Projects Working Group Cycle Report 2021/2022-2025/2026
- 8.1.1.3 Investment and Projects Strategic issues for the Cycle 2026/2027-2029/2030

### **8.2 Status of Implementation of the Action Plan of the Working Group on Investments and Projects for Year 2025-2026**

#### **8.2.1 PAPU Tower Project**

The report on the PAPU Tower covered:

- Financial performance- it was done but still need to be improved;

- Marketing- it was reported that various initiatives were being undertaken by the partners and the Property Manager to market the remaining space, including but not limited to:
  - i) Utilization of the PAPU website to augment other marketing efforts of the PAPU Tower.
  - ii) Flighting of PAPU Tower adverts in the PAPU Newsletter.
  - iii) Utilization of the TCRA website and other communication vehicles to publicize the PAPU Tower and
- Contributions from Member Group- on going as it was noted that as of January 2026, twenty-eight (28) Member States had paid their Mandatory Equity Cash Contributions to the PAPU Tower Project, totaling USD 591,380.46, representing 73% of the total mandatory contributions of USD 810,081.05 expected from Member States.

### **8.2.2 Diversification of Investment Choices**

On the Diversification of Investment Choices, the following activities indicated below were partially executed:

- Setting up Experts on financing and real estate project management activities: It was reported that the ToRs were drafted and needed to be considered by the Working Group. This activity was still a Work-In-Progress. The deadline for this activity is March 2026.
- Pursue strategies and mechanisms to improve financial performance and to reduce the payback period of the PAPU Tower investment: this activity is still ongoing, and the deadline is March 2026;
- Provide guidance on offshore investment opportunities: It was reported that this activity was still ongoing.

### **8.3 Investment and Projects Working Group Cycle Report 2021/2022-2025/2026**

The General Secretariat presented the report on the PAPU Tower Project as of December 2025, which focused on the following key points:

1. Monitoring PAPU Tower Project;
2. Diversification of Investment Choices;
3. Presentation on the PAPU Tower Report from June 2025 to date
  - i. Financial performance
  - ii. Funding of Ongoing/Pending Works
  - iii. Marketing Activities
  - iv. Contribution from Member States
4. Rental Collection Status
5. Additional Works at the PAPU Tower
6. Process to create an Expert Team of Investment and Projects Working Group.

### **8.4 Investment and Projects Strategic Issues for the Cycle 2026/2027-2029/2030**

#### **8.4.1 Strategic Framework**

Based on the outcomes of the 43<sup>rd</sup> Ordinary Session of the PAPU Administrative Council, the Committee was enjoined to note that the Africa Postal Strategy 2026–2030 is organized around five strategic pillars, each designed to contribute to the realization of the UPU's global goals and Africa's development aspirations as follows: **Pillar 1: Improve Policy, Regulation, and Governance, Pillar 2: Accelerate Innovation, Digital Transformation, and E-commerce, Pillar 3: Improve Operations, Quality of Service, and Infrastructure Development, Pillar 4: Widen Financial and Social Inclusion, Pillar 5: Promote Institutional Capacity, Partnerships and Resource Mobilization.**

#### **8.4.2 Investment and Projects Issues for the Cycle**

8.4.2.1 The Committee was apprised of the Investment Strategic issues identified by the Investment and Projects Group under pillar 5, as illustrated in Annex 8 of the draft Africa Postal Strategic 2026-2030, which is essential to enable investment choices towards profitable projects. The investments and the project's strategic issues will guide the implementation of project activities throughout the cycle.

The following comments were raised after the presentation:

8.4.2.2 The point raised by Eswatini and Egypt was discussed mainly and focused on session 6.1.5 Rental collection status. In this session, mention is made of the manager named ONE INTER TRAVEL LIMITED in charge of the management of the conference rooms, who has still not honored his rental payments since the signing of his contract.

8.4.2.3 In response to this concern, the PAPU General Secretariat, after consultations with the Legal Service and the partner TCRA, reported back to the meeting the following on the regularization of arrears:

- i) First Installment August - October 2025 - TZS 91,597,675.36 equivalent to USD 37,009.16 (full payment) execution date 05/02/2026;
- ii) Second Installment November - January 2026 - TZS 137,288,146.00 equivalent to USD 55,469.96 (half payment) execution date 14/03/2026;
- iii) The balance for the second installment is TZS 162,711,854 equivalent to USD 62,944.62, is committed to be paid by the end of March 2026;
- iv) The third installment is due for payment in April 2026.

**8.4.3** The report was proposed for adoption by Egypt, supported by Eswatini and Algeria for tabling to the Administrative Council for consideration.

## **9.0 DISASTER RISK MANAGEMENT WORKING GROUP MEETING REPORT**

The Disaster Risk Management Working Group Report was presented by the Rapporteur of the bureau, Mrs. Sera Ndala (Malawi). The Report was presented vide **PAPU/CAT/SC/01/2026-Doc N°06**.

The main thrust of the Report was as follows:

- i) Report on Implementation of Disaster Risk Management Working Group Action Plan for Year 2025-2026;
- ii) Disaster and Risk Management Working Group Cycle Report 2021/2022 -2025/2026;
- iii) Disaster and Risk Management Strategic issues for the Cycle 2026/2027 – 2029/2030.

## **9.1 Report on Implementation of Disaster Risk Management Working Group Action Plan for the year 2025-2026**

**9.1.1** To ensure the continuation of the work of the Strategy Committee, specifically the Disaster and Risk Management Working Group, an Annual Action Plan for the period June 2025 to March 2026 was approved by the 43<sup>rd</sup> Ordinary Session of the PAPU Administrative Council. The following two (2) major activities were planned during the period under review:

9.1.1.1 **Knowledge management and sharing:** This activity is still ongoing.

9.1.1.2 **Risk Management Framework:** This activity has been fully completed.

## **9.2 Disaster Risk Management Working Group Cycle Report 2021/2022 -2025/2026**

The main activities undertaken during the period 2022-2026 were as follows:

- Risk identification;
- Risk management framework;
- Knowledge management and sharing;
- Interventions and recovery/resumption mechanisms;
- Knowledge management and sharing
- Risk identification and management framework

More than 80% of the key activities undertaken during the period 2021 to 2025 were fully completed.

## **9.3 Disaster Risk Management Strategic Issues for the Cycle 2026/2027 – 2029/2030**

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

### **9.3.1 Strategic Framework**

The Africa Postal Strategy 2026–2030 is organized around five strategic pillars, each designed to advance the UPU’s global goals and Africa’s development aspirations.

### **9.3.2 Disaster Risk Management: Strategic Issues for the Cycle 2026–2030**

The primary focus of the Disaster Risk Management effort should be on pillars No. 3 and 5, as illustrated in the matrix below.

The Committee was also apprised of the Disaster Risk Management Strategic issues identified by the group under the pillar 3: **Operations, Quality of Service and Infrastructure Development**, and 5: **Institutional Capacity, Partnerships and Resource Mobilization**, as illustrated in Annex 8 of the Draft Africa Postal Strategic Plan 2026-2030, which are essentially relevant for more preventive actions. In addition, these strategic issues identified should enable Member States to better prepare for a level of adaptation and resilience and to be in a position to restart activity as soon as possible with the minimum of security.

#### **The following comments were raised after the presentation:**

As a proposal, the terminology for Disaster Risk Management (DRM) should be changed to Disaster Risk Reduction (DRR) Management to align it with the Sendai Framework for Disaster Risk Reduction. Disaster Risk Reduction is the policy objective of disaster risk management, and its goals and objectives are defined in disaster risk reduction strategies and plans. It is aimed at preventing new disasters, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience and, therefore, to achieving sustainable development. This will be examined for possible adoption.

**9.3.3** On a proposal by Algeria, supported by Kenya and Cameroon, the Disaster Risk Management Report was adopted for submission to the Administrative Council.

## **10.0 REPORT OF THE GENERAL SECRETARIAT ON INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)**

The General Secretariat presented document **PAPU/CAT/SC/01/2025-Doc No. 07** relating to the General Secretariat's Information and Communication Technology activities.

The Report's main objective was to provide updates and changes concerning the ICT Unit at the General Secretariat. The report focused on the following main areas:

### **10.1 Major Milestones for the Period 2021/2022-2025/2026**

#### **10.1.1 General Secretariat, Committees, and Working Groups**

The ICT Unit provided support to Departments, Units, Committees & their Working Groups in the form of:

- i. Facilitation of the Working Group and other online meetings by sharing documents online and creating meeting links
- ii. Providing General ICT End-User Support
  - ✓ Software & hardware related challenges
  - Network challenges.

### **10.1.2 Other ICT-Related Activities**

Besides the activities listed in section 2 above, the following other ICT-related activities were undertaken by the ICT Unit:

- i) Creation of lift cards for all tenants occupying rented office space in the PAPU Tower to enhance the safety and security of the PAPU Staff offices. This task commenced in November 2025 and has been ongoing since the occupation of the building, as the occupation is an ongoing exercise.
- ii) Installation of Wi-Fi in the breakout meeting rooms on the 4<sup>th</sup> Floor to improve communication. This activity was completed on 14<sup>th</sup> May 2025.
- iii) Cabling of the offices on the 15<sup>th</sup> Floor for the provision of network points for PAPU staff. This activity was completed on 14<sup>th</sup> November 2025.
- iv) The revamping of the website (coding) was still ongoing (see section 3 below).

## **10.2 Revamping the PAPU Website**

### **10.2.1 Objectives**

The website redesign project aims to achieve the following objectives: enhance PAPU's overall visibility and user experience, foster Member engagement, and facilitate communication.

### **10.2.2 Scoop of work**

The redesign process includes the following tasks: Enhanced user interface, Member portal, Content management, news and events, discussion forums, contact, and support.

### **10.2.3 Key Features**

The redesigned website should have the following key features, among others: Enhanced security, search functionality, multilingual support, social media integration, responsive design, analytics and reporting, load time, and response time.

### **10.2.4 Potential Outcomes and Benefits**

Once redesigned, the website should deliver the following benefits: enhanced user experience, greater member engagement, expanded outreach, improved communication, and data-driven decision-making.

## **10.3 PAPU ICT Capacity Building Centre Project**

The PAPU Capacity-Building Centre is intended to be a centre of innovation and skills sharing for the African postal community once it becomes fully operational. It is also intended for benchmarking on methodologies and product development from the UPU Postal Technology Centre for implementation at PAPU.

## **10.4 Terms of Reference**

The Centre was created based on the following Terms of Reference:

- i) Support PAPU Member States to create a sustainable business environment for DOs to thrive and benefit from ICTs and digitalization;
- ii) Encourage PAPU Member States to invest in and roll out quality and affordable ICT infrastructure as well as other intangible assets such as software for competitiveness and growth;
- iii) Support member States on a real-time basis on information about the postal sector to aid in informed decision-making;
- iv) Assist PAPU Member States in getting the regulatory infrastructure right for trust, security, privacy, and consumer protection;
- v) Ensure that the PAPU member states assimilate a culture of cybersecurity to enhance trust in the use of ICT and combating cybercrime and spam;
- vi) Assist PAPU Member States in their re-skilling and upskilling in the ICT field and optimizing the PAPU ICT Capacity Building Centre;
- vii) Assist PAPU Member States by working in conjunction with Partners to provide e-business and ICT skills within the African postal sector;
- viii) Partner and support PAPU Member States to conduct ICT-related Research, Development & Innovation (RD&I);
- ix) Encourage PAPU Member States to participate in ICT-related Regional Projects;
- x) Assist PAPU Member States to protect their revenues that may arise from downtime caused by IT system failure and business interruptions;
- xi) Assist Member States in avoiding the risk of loss of financial records and financial information due to IT system failures.

## **10.5 Stakeholder Engagement**

The General Secretariat signed MoUs with partners and stakeholders such as the UPU, NM-AIST, and India Post for cooperation in the following areas: Digital skills development, Postal service digitization, Data collection, analysis, sharing, and centralization, aimed at promoting the use of appropriate tools or systems for data collection, analysis, sharing, Cybersecurity, Digital innovation, financial services and the digital economy, Data-driven postal regulation.

## **10.6 ICT Strategic Issues**

The Africa Postal Strategy 2026–2030 is organized around five strategic pillars, each designed to advance the UPU's global goals and Africa's development aspirations. All five pillars fit well with the ICT Activities. Three pillars have been identified as a good fit for the ICT action plan.

## **10.7 ICT Strategic Issues for the Period 2026-2030.**

The General Secretariat will strengthen staff capacities through existing partnerships, including with the UPU, Fintech, and academics, to provide the PAPU Capacity Building Center with expertise to assist, train, and support Member States and their respective staff.

## **11.0 Recommendations**

- a) PAPU General Secretariat is encouraged to operationalize the ICT Capacity Building Centre;
- b) The Secretariat to use the ICT Capacity Building Centre as a hub for training as well as development of Postal solutions/systems for use by DOs.

## **12.0 AOB**

Under this section, two oral presentations were made as follows:

### **12.1 Algeria**

Algeria Post delivered an oral presentation highlighting its innovative products and service offerings that have strengthened its financial sustainability. The organization has positioned itself as a key driver of financial inclusion, playing a significant socio-economic role by expanding access to financial services across the population. Notably, despite a low national microinsurance penetration rate of 0.7%, Algeria Post has proactively entered the microinsurance market as part of its inclusion agenda.

Through its extensive network, it continues to reduce territorial inequalities while advancing a cashless ecosystem supported by electronic payment instruments and ongoing digitalization. Furthermore, it has developed a diverse portfolio of financial cards tailored to the needs of various socio-professional segments, reinforcing its commitment to inclusive, accessible financial solutions.

### **12.2 Tunisia**

Tunisia Post, represented by Ms. Meriem Kedous, the Director of Strategy at Tunisia Post, shared experience on how Tunisia Post has developed a context-driven strategy that has been continuously strengthened through innovation and digitisation to address the decline in traditional mail and shifting customer preferences toward banking services. It has repositioned itself as a key driver of financial, economic, and social inclusion, while also targeting SMEs, particularly in the e-commerce sector. Anchored on key pillars such as financial inclusion and digital finance, the strategy focuses on serving underserved populations with tailored financial products and advancing electronic payment solutions through platforms like D17 and MyPoste. Additionally, the development of a secure PCI-DSS-certified online payment platform highlights its commitment to leveraging technology to enhance service delivery, expand access, and ensure long-term sustainability.

### **12.3 Recommendation**

Member states were encouraged to benchmark on best practices from both Algeria and Tunisia.

Member States proposed that the secretariat include a slot for member states to share best practices to improve the DOs' performance, growth, and sustainability.

#### **12.4 Continuation of the Strategy Committee into the next cycle.**

The Meeting recommended the continuation of the Strategy Committee into the next cycle since the Committee oversees the continuous review of the Union's Strategy, Business plan, including the development of relevant key performance indicators, as well as crafts and reviews the Union's Vision, Mission, and Strategy at appropriate intervals. Moreover, the Committee provides guidance on alignment of the PAPU Program of Action to the UPU's World Strategy and the Regional Development Plan for Africa, with emphasis on:

- i. Prioritization of Strategic Regional Objectives;
- ii. Ensures the soundness of investments of the Union at all material times and reviews all the investments undertaken in terms of the return-risk profile;
- iii. Monitors, reviews, and advises Member States on the identified principal and emerging disasters/risks the Member States face and the recommended risk management strategies;
- iv. Reviews and advises the Administrative Council on the principal and emerging risks the Union is facing and the risk management strategies being recommended.

**12.4.1** 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**.

#### **12.5 Restoration of Physical Meetings**

**12.5.1** 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.

**12.5.2** 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.

**12.5.3** 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 mid-year, before the usual meetings held during the Administrative Council Meetings.

#### **13.0 ADOPTION OF THE COMMITTEE'S REPORT**

The General Secretariat presented the draft report to the Committee on 20<sup>th</sup> March 2026, and it was adopted by Namibia and supported by Burundi, Côte d'Ivoire, Cameroon, Egypt, Malawi, South Africa, and Zimbabwe.

A draft decision and a draft resolution to be submitted to the Administrative Council for consideration and adoption are attached as **Annex 2**.

## **14.0 CLOSING**

### **14.1 Closing Remarks by Assistant Secretary General**

The Assistant Secretary General expressed sincere appreciation to the Chairperson, Ms. Agatha Kyankuzire Mbabazize, for her exceptional leadership and invaluable guidance throughout the meeting. Gratitude was also extended to the Bureau members, namely, Uganda, Senegal, Namibia, and Malawi, for effectively steering the proceedings.

The Assistant Secretary General acknowledged the significant contributions of the Working Group and Task Force Chairpersons, as well as the active engagement of all participants, which enriched the discussions. Appreciation was further conveyed to the General Secretariat, led by Dr. Sifundo Chief Moyo, and the entire PAPU General Secretariat team for their pivotal role in developing the draft African Postal Strategy, alongside the contributions of the volunteers and other Member States.

In conclusion, the Assistant Secretary General thanked the IT team and interpreters for their support and encouraged all participants to sustain the momentum and continue advancing collective efforts in the next cycle.

### **14.2 Closing Remarks by the Chairperson**

The Chairperson welcomed distinguished delegates, members of the Bureau, and representatives of the Secretariat, and expressed sincere appreciation for their active participation, constructive contributions, and commitment throughout the meeting and the entire past cycle. She observed that the Committee held productive deliberations by reviewing key reports and assessing progress on the current Programme of Activities, with particular focus on the Africa Postal Strategy 2026–2030 as a guiding framework for a relevant and resilient postal sector.

Special recognition was extended to the Bureau, i.e., Tunisia (Chair), Uganda (1<sup>st</sup> Vice Chair), Burkina Faso (2<sup>nd</sup> Vice Chair), Namibia, and Malawi (Rapporteurs) for their leadership and support. The Chairperson further noted that it had been an honour to serve as Chairperson of the Committee over the past four years and expressed gratitude for the cooperation received.

She emphasized the need for the sector to embrace innovation, adaptability, and competitiveness, benchmark against global best practices, and prioritize the implementation of agreed strategies, supported by clear KPIs and a robust monitoring and evaluation framework. The meeting concluded with a call for renewed commitment to transforming the postal sector into a driver of socio-economic development across Africa.

Ms. Ssengooba informed the meeting that this was the last Strategy Committee meeting to be attended by the Head of Operations and Technology, Mr. Nathan Mkandawire. In this regard, the Assistant Secretary

General, the Chairperson, and various delegates, especially from Namibia, South Africa, Uganda, and Tanzania, took turns bidding Mr. Mkandawire farewell and wishing him well in his retirement.

Finally, the Chairperson declared the meeting closed at 12:15 hrs (EAT).

**STATUS OF IMPLEMENTATION OF THE STRATEGY COMMITTEE ACTION PLAN  
(2022-2025 & 2025-2026)**

<b>COMMITTEE 4: STRATEGY COMMITTEE (SC)</b>						
<b>S/N</b>	<b>KEY RESULT AREA</b>	<b>MILESTONE</b>	<b>BY WHEN</b>	<b>Done</b>	<b>In Progress</b>	<b>Not Done</b>
<b>DISASTER RISK MANAGEMENT WORKING GROUP 2022-2025</b>						
1.	<b>Risk Identification</b>	i) Consider periodic risk assessment reports and recommendations and submit them to the Committee.	Bi-Annually			
2.	<b>Risk Management Framework</b>	i) Guide Member States in ensuring an inclusive, resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);	Q2 2023			
3.	<b>Knowledge management and sharing</b>	i) Recommend and guide on the organization of capacity-building sessions and workshops for knowledge sharing on Disaster and Risk Management;	Q 2 2023			
4.	<b>Recovery Interventions and Mechanisms</b>	i) Ensure that Information Management Systems (IMS), including Data Protection and Cybersecurity for disaster response and early recovery, and recovery are readily available, etc.	Bi-Annually			
		ii) Develop Post Disaster Needs Assessment (PDNA) initiatives to inform recovery and resilience interventions in line with international best practices	Q 3 2023			
		iii) Guide Member States on partnership coordination for disaster response and recovery interventions as well as mutual accountability for collective outcomes;	Q 3 2023			
<b>INVESTMENTS AND PROJECTS WORKING GROUP 2022-2025</b>						
5.		i) Receive and analyze Project assessment reports and guide the General Secretariat appropriately	Bi-annually			

	<b>Monitoring and Evaluation of Projects or Investments</b>	ii) Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities:	Q 2 2023			
		iii) Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects	Q 2 2023			
		iv) Monitor the return on investments/assets and the balance between risk and return of the Union's investments	Q 3 2023			
		v) Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken	Q 4 2023			
6.	<b>Knowledge management and sharing</b>	i) Summarize reports on Investment opportunities & report to the Strategy Committee	Annually			
		ii) Propose and guide the organization of workshops to sensitize stakeholders to investment opportunities.	Annually			
7.	<b>Project Management Working Policy</b>	iii) Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling, and closure of projects.	Q 1 2024			
<b>TASK FORCE ON OPENING UP OF THE UPU 2022-2025</b>						
8.	<b>Africa's consolidated position on the Opening up of the UPU.</b>	i) Study, advise upon, and prepare a Congress proposal, if necessary, on opening up the Union to wider postal sector players (embracing areas such as labeling standards, data protection, data storage, etc.	Q 2 2023			
		ii) Collate and coordinate the PAPU Member States' positions on opening up the UPU to wider stakeholders.	Q 2 2023			
		iii) Conduct an Impact Assessment of the submitted proposals and studies	Q 3 2023			

**DISASTER RISK MANAGEMENT WORKING GROUP JUNE 2025-MARCH 2026**

<b>Knowledge Management and Sharing</b>	i. Make recommendations and give guidance on how to organize capacity-building sessions and workshops for knowledge sharing on disaster risk management.	Ongoing			
	ii. Setting up a Team of DRM Experts for training and awareness-raising in the Member States	Q4 2025			
<b>Risk Management Framework</b>	Determine the mapping of the most frequent disaster risks by area (Questionnaire)	Q4 2025			
<b>INVESTMENTS AND PROJECTS WORKING GROUP ACTION PLAN JUNE 2025-MARCH 2026</b>					
<b>Monitor PAPU TOWER Project</b>	Reports on the PAPU Tower, in particular on financial performance, marketing, and contributions from Member States	Annually			
<b>Diversification of Investment Choices</b>	i. Setting up Experts on financing and real estate project management activities	Q1 2026			
	ii. Pursue strategies and mechanisms to improve financial performance				
	iii. Provide guidance on offshore investment opportunities	Ongoing			

**DRAFT DECISION ON THE RE-ESTABLISHMENT OF THE STRATEGY COMMITTEE FOR THE  
2026/2027-2029/2030 CYCLE**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 44<sup>th</sup> Ordinary Session in Kampala, Republic of Uganda, from 23<sup>rd</sup> to 24<sup>th</sup> 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 of 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, finance, Disaster Risk Management 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 Strategy 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, finance, Strategy, supply chain challenges, and using Artificial Intelligence that requires sustained oversight and expert guidance;

**Hereby re-establish** the Strategy 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 to address specific issues pertaining to their respective work programmes, as may be necessary to fulfill its 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 24<sup>th</sup> March, 2026***

**Draft Resolution No. ... /PAPU/AC/XLIV /2026**

**On Strategy Related Matters**

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

**Recalling** that the Strategy Committee Action Plan for the period 2022-2025 was approved by the 40<sup>th</sup> Administrative Council held in Kinshasa, Democratic Republic of Congo (DRC), by Resolution No. 02/PAPU/AC/XL/2022 on Strategy 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 10<sup>th</sup> Ordinary Session of the PAPU Plenipotentiary Conference held on the 25<sup>th</sup> 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 43<sup>rd</sup> Administrative Council approved the Strategy Committee Annual Action Plan for the period June 2025 to March 2026;

**Noting** that the Committee undertook activities during its tenure in implementation of the Action Plan through its two (2) Working Groups and one (1) Task Force, viz.

- a. Investment and Projects Group;
- b. Disaster Risk Management Working Group;
- c. Task Force on Opening up of UPU;

**Further noting** that the Strategy Committee held its meeting from 17<sup>th</sup> to 20<sup>th</sup> March 2026 to deliberate on specific issues relating to Strategy emanating from the Working Groups, a Task Force;

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

**Do hereby** adopt the Strategy Committee Report.

**Notes** the Status Report on Implementation of the Programme of Activities of the Strategy;

**Adopts** the recommendations contained in the Report on the following:

**a) On the Strategy Review 2021-2025**

- i) The African Postal Strategy ought to take into account the monitoring and evaluation models used by renowned international institutions in order to better monitor and evaluate its implementation to

ensure the best policy choices, assess the impacts, sustainability of the post in Africa, and resilience of the strategic directions made.

- ii) Member States were urged to continue to actively participate in meetings, forums, workshops, conferences, and African coordination meetings for the purposes of sharing experience, particularly in the context of exogenous shocks such as the Executive Order on *de minimis* on all imports.
- iii) It was recommended that accountability should be incorporated as a core value of PAPU, given its mandate to remain answerable to its Member States.

#### **b) On the Africa Postal Strategy 2026-2030**

- i) Member States were encouraged to align their National Postal Development Plans with the Africa Postal Strategy, ensuring coherent translation of continental goals into national programmes;
- ii) The General Secretariat was called upon to undertake Mid-term and end-term evaluation exercises to measure progress, identify challenges which would inform appropriate corrective actions;
- iii) It was recommended that a final editorial review of the document should be made to ensure accuracy, consistency, and alignment across all sections and annexes.
- iv) For the Measurability and Results Framework, it was recommended that Annex 6 (Quadrennial Programme of Activities) should be streamlined to include:
  - a. Baseline metrics per strategic pillar (e.g., percentage of post offices offering digital financial services)
  - b. Mid-term (2028) and end-term (2030) targets, with clearly assigned responsible entities
  - c. Defined data sources and reporting frequencies
- v) It was recommended that the current uncompleted activities be effectively taken into account in the new four-year programme 2026-2030 for the full achievement of the objectives.
- vi) Member States, in particular the Team that volunteered to enrich the Draft African Postal Strategy, were called upon to make the necessary updates to ensure that the document is more up-to-date.

#### **c) Investment and Projects**

- i) The Strategy Committee is invited to be more determined and committed to the well-structured framing of projects and their implementation.
- ii) The Electrification and Connectivity Project (ECP) spearheaded by PAPU in collaboration with the AUC and UPU should be relaunched with possible funding from the UPU;
- iii) PAPU should seek alternative funding mechanisms by encouraging the PAPU Resource Mobilization initiative in partnership with the AU to support transformative projects.

#### **d) On Disaster Risk Management**

The terminology for Disaster Risk Management (DRM) should be changed to Disaster Risk Reduction (DRR) Management to align it with the Sendai Framework for Disaster Risk Reduction. Disaster risk reduction is the policy objective of disaster risk management, and its goals and objectives are defined in disaster risk reduction strategies and plans. It is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.

#### **e) On Information Communication and Technology**

- i) PAPU General Secretariat is encouraged to operationalize the ICT Capacity Building Centre.
- ii) The Secretariat to use the ICT Capacity Building Centre as a hub for training as well as development of Postal solutions/systems for use by DOs.

#### **f) On continuation of the Strategy Committee into the next cycle**

The Meeting recommended the continuation of the Strategy Committee into the next cycle, since the Committee oversees the continuous review of the Union's Strategy and Business Plan, including the development of relevant key performance indicators, and crafts and reviews the Union's Vision, Mission, and Strategy at appropriate intervals. Moreover, the Committee provides guidance on alignment of the PAPU Program of Action to the UPU's World Strategy and the Regional Development Plan for Africa, with emphasis on:

- i. Prioritization of Strategic Regional Objectives;
- ii. Ensures the soundness of investments of the Union at all material times and reviews all the investments undertaken in terms of the return-risk profile;
- iii. Monitors, reviews, and advises Member States on the identified principal and emerging disasters/risks the Member States face and the recommended risk management strategies;
- iv. Reviews and advises the Administrative Council on the principal and emerging risks the Union faces and the risk management strategies recommended.;

**Calls on** Member States and the General Secretariat to implement the recommendations mentioned above;

**Instructs** the General Secretariat to coordinate the implementation of the Committee's activities and to inform the 44<sup>th</sup> session of the Administrative Council.

***Done in Kampala, Uganda, on 24<sup>th</sup> March 2025***