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**A**  
**REPORT OF**  
**THE 40<sup>TH</sup> ORDINARY SESSION OF**  
**THE PAN AFRICAN POSTAL UNION (PAPU)**  
**ADMINISTRATIVE COUNCIL**  
**HELD IN**  
**KINSHASA, DEMOCRATIC REPUBLIC OF CONGO**  
**FROM**  
**12<sup>TH</sup> TO 14<sup>TH</sup> JULY, 2022**

## **PRESENTATION NOTE**

The 40<sup>th</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) took place from 12<sup>th</sup> to 14<sup>th</sup> July, 2022, at Pullman Hotel in Kinshasa, Democratic Republic of Congo. The Session was preceded by the Administrative and Technical Committee meetings, the CEO Forum, Postal Regulators' Forum and a Postal Strategy Workshop which were held in hybrid format from 4<sup>th</sup> to 11<sup>th</sup> July, 2022. This report to which all the decisions and resolutions are attached summarizes the proceedings of the Session.

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## 1. INTRODUCTION

The 40<sup>th</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) was held from 12<sup>th</sup> to 14<sup>th</sup> July, 2022, at Pullman Hotel, Kinshasa, at the kind invitation of the Government of the Democratic Republic of Congo. The Session was preceded by meetings of the Administrative and Technical Committees, the CEOs Forum, the Postal Regulators' Forum and the PAPU Strategy Workshop which were held from 4<sup>th</sup> to 11<sup>th</sup> July, 2022 in hybrid format. During the Session a one (1) minute silence was observed in honour of the late Luc Comlanvi Amoussou, the 2<sup>nd</sup> PAPU Secretary General from 1984 to 1992 who passed away on 8<sup>th</sup> July, 2022 in his home country, Togo.

## 2. PARTICIPATION

2.1 The following Administrative Council Members participated in the session: **Algeria, Botswana, Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Eswatini, Kenya, Madagascar, Malawi, Namibia, Niger, Nigeria, Senegal, Tanzania, Tunisia, Zambia and Zimbabwe**. The following members of the Administrative Council were absent: **Ethiopia and Sudan**.

The full list of Administrative Council Member States per region is attached herewith as **Annex 1**.

2.2 The following PAPU Member States participated as observers: **Benin, Chad, Republic of Congo, Democratic Republic of Congo, Egypt, Ghana, Guinea, Lesotho, Mali, Morocco, Mozambique, South Africa and Uganda**.

2.3 The following partner organizations and restricted unions were in attendance either physically or virtually: **AFRALTI, La Poste France, State Post Bureau of China, CRASA, EACO, Japan Post, Mastercard, STAMPS<sup>DAQ</sup>, PostEurop, United States Postal Service (USPS), Universal Postal Union UPU and WAPCO**.

The full list of participants is attached herewith as **Annex 2**.

## 3. OFFICIAL OPENING CEREMONY

The official opening ceremony was presided over by the Right Honourable Prime Minister of the Democratic Republic of the Congo, His Excellency Jean-Michel Sama Lukonde Kyenge. In attendance were the following dignitaries:

- The Host Minister, Minister of Posts, Telecommunications and Information and Communication Technology, His Excellency **Augustin Kibassa Maliba**;

- The Chairman of PAPU Administrative Council, **Mr. Isaac Gnamba-Yao**;
- The PAPU Secretary General, **Mr. Sifundo Chief Moyo**;
- The Director General of Congo Posts and Telecommunications Corporation, (SCPT) **Mr. Didier Musete**;
- The Director General of Universal Postal Union, **Mr. Masahiko Metoki**

The opening remarks and speeches are posted on the PAPU Website: <https://www.upap-papu.africa>

#### **4. OPENING REMARKS BY THE CHAIRMAN**

The Chairman welcomed delegates and urged them to feel free, as well as actively participate in the Session's deliberations.

#### **5. CONFIRMATION OF QUORUM**

Article 29 of the Detailed Regulations of the Convention (2018) stipulates that for the Sessions of the Plenipotentiary Conference and the Council, the quorum shall be made up of two-thirds of these organs of the Union. Two-thirds of the twenty Council Members elected at the last Plenipotentiary Conference in the year 2021 translates to fourteen (14) members. After a roll call, it was confirmed that eighteen (18) Council Members out of twenty (20) representing 90% were present. Therefore, the quorum had been established.

#### **6. ELECTION AND INSTALLATION OF THE BUREAU**

Rule 4 of the Rules of Procedure of the Administrative Council stipulates that during the commencement of the session, and at the proposal of one (1) Member State, seconded by two (2) other Member States, the Council shall elect its Bureau, composed of one (1) Chairperson, two (2) Vice-Chairpersons and two (2) Rapporteurs. The General Secretariat shall serve as Secretariat of the meeting under the supervision of the two (2) Rapporteurs. Consequently, the bureau was constituted as follows after Namibia moved the motion for adoption and seconded by Tanzania and eventually supported by the entire meeting, by acclamation.

- |                               |            |                        |
|-------------------------------|------------|------------------------|
| • Chairman:                   | Madagascar | East Africa Region     |
| • 1 <sup>st</sup> Vice Chair: | Nigeria    | West Africa Region     |
| • 2 <sup>nd</sup> Vice Chair: | Algeria    | North Africa Region    |
| • Rapporteurs:                | Burundi    | Central Africa Region  |
|                               | Malawi     | Southern Africa Region |

## **7. REMARKS BY INCOMING CHAIRPERSON**

The incoming Chairperson thanked his predecessor and his team for laying a solid foundation from which he took over. He thanked the Council for the trust and confidence bestowed on Madagascar and to himself, personally, to lead the Council until the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council. He invited all delegates and the other members of the bureau to support him during his tenure and he gave assurances of his commitment to see the African postal sector succeed in meeting stakeholder expectations.

## **8. ADOPTION OF THE AGENDA AND WORK PROGRAMME**

The Council adopted the draft agenda and work programme contained in document number **PAPU/AC/XL/2022 - Doc No.1** as presented. The adopted agenda and Work Programme are attached as **Annex 3** to this report.

## **9. GOODWILL MESSAGES FROM PARTNERS**

The General Secretariat presented PAPU/AC/XL/2022 - Doc No.2 pursuant to the PAPU Convention, ARTICLE 23– Cooperation with international bodies (2) which states that the Union shall collaborate with Restricted Unions, African Regional Economic Communities (RECs) and international entities whose interests and activities are related to postal services. The Council was informed that the Union has relationships with a number of such organizations some of which were invited as partners to participate as observers in the 40<sup>th</sup> Ordinary PAPU Administrative Council Session.

The following partners participated physically and/or remotely during the Session and delivered their goodwill messages to the Union:

- AFRALTI;
- La Poste France;
- State Post Bureau of China;
- CRASA;
- EACO;
- Japan Post;
- Mastercard;
- STAMPS<sup>DAQ</sup>;
- United States Postal Service (USPS);
- Universal Postal Union UPU; and
- WAPCO.

## 10. REPORT OF THE CHAIRMAN OF THE ADMINISTRATIVE COUNCIL

The outgoing Chairman tabled a report on the activities undertaken during his tenure in accordance with the provisions of Article 5 of the Rules of Procedure of the Administrative Council of the Union and Article 5 of the Detailed Regulations of the Convention which mandate the Administrative Council with the responsibility of directing, controlling and coordinating financial and administrative activities of the Union, among others, in between Ordinary Sessions of the Plenipotentiary Conference.

In line with the aforementioned provisions, his office successfully carried out the responsibilities as follows:

- a) Chaired the 10<sup>th</sup> Extraordinary PAPU Administrative Council Session held virtually on 1<sup>st</sup> July 2021 during which the following activities were considered and approved, among others:
  - i) The PAPU Day Theme for the Year 2022;
  - ii) The PAPU Administrative Council Organizational Structure 2021/2022 – 2024/2025;
  - iii) The PAPU Programme of Activities for the 2021/2022 financial year;
  - iv) The Budget of the Union for the 2021/2022 Financial Year.
- b) He also chaired the first part of the 40<sup>th</sup> Ordinary Session of the Administrative Council before the installation of the bureau as well as presented the Report of activities undertaken during his tenure;
- c) The following other activities were carried out by his office during the period under review:
  - i) Received a request for Extension of Egypt's Chairmanship of the African CEO's Forum from 31<sup>st</sup> December 2021 to 13<sup>th</sup> June 2022 which he granted;
  - ii) Received a request for approval of proposed change on Curtain Wall from single Glazing to Double Glazing for the PAPU House Project which he granted;
  - iii) He received, considered and approved the amended and aligned PAPU Strategic Plan for the Four- Year Period 2022-2025 which he granted;
  - iv) Received a request for anticipatory approval to appoint staff on secondment by respective sponsoring Member States which he referred to the 40<sup>th</sup> PAPU Administrative Council Session.
- d) **Challenges:** During his tenure the following inherent challenges were encountered:
  - i) The representation of Member States at the UPU Committees as well as at the UPU Bodies remained weak.
  - ii) Inadequate representation of PAPU officials at the UPU meetings due to austerity budgetary measures;



- iii) Outdated scale of assessment for annual financial contributions to the budget of the Union and the failure of Member States to pay as and when due.
- e) **Recommendations:** The Chairman put forward the following recommendations:-
  - i) Encouraged Member States to pay mandatory annual financial contributions to the PAPU budget within the first six months of the financial year i.e. period ending 30<sup>th</sup> November of every year to improve cash flows and avoid interest payments by the Member States;
  - ii) Made a strong appeal to Member States who are members of the UPU POC & CA for more presence and effective participation at UPU meetings;
  - iii) Appealed for generous cash donations towards the PAPU House Project;
  - iv) Called for a sustained drive for more Associate Members to ensure sector-wide collaboration toward rapid development of postal services in Africa;
  - v) Reiterated the continued appreciation to the Government and people of the United Republic of Tanzania for their commitment to the PAPU House Project.
  - vi) Requested the African Postal Sector to continue with the fight against the Covid-19 pandemic.

The Council made the following observations and suggestions on the way forward:

- i) The delayed payment of mandatory annual contributions as a result of misalignment of the Member States' fiscal years versus that of the Union. This could be averted by aligning the Member States' budget years to that of the Union. To do this, a questionnaire ought to be circulated to elicit information that would enable the Secretariat to align the budget years accordingly;
- ii) After the analysis of the questionnaire, a proposal, as appropriate, amending the Union's Financial year will, be tabled for consideration and approval at the next Plenipotentiary Conference.

The Council adopted the Chairman's report by acclamation.

## **11. MATTERS ARISING FROM THE 39<sup>TH</sup> ORDINARY AND 10<sup>TH</sup> EXTRAORDINARY ADMINISTRATIVE COUNCIL SESSIONS**

### **11.1 Matters Arising Report by the General Secretariat**

Matters arising from the 39<sup>th</sup> Ordinary and 10<sup>th</sup> Extraordinary Sessions of the Council were tabled in the form of the Status of Implementation of the Decisions, Resolutions and Recommendations. It was noted that almost all directives had been implemented and that the same had been presented during Committee and Working Group meetings. The Status of implementation was also presented during the General Secretariat's Annual Activity Report.

The Matters Arising Report was therefore duly adopted.

### **11.2 Presentation on the Regional Development Plan (RDP) for Africa (2022-2025)**

The Regional Development Plan for Africa was presented as the UPU Technical Assistance Strategy for Africa which highlights the African priorities and projects to be implemented in the cycle 2022-2025. The RDP will provide the linkages for continental-wide activities while also helping to solidify the collaborative efforts of both the UPU and PAPU.

### **11.3 Presentation on the Continental Study Report on 'Improving the Digitization of Postal Services in Africa'**

A study on improving the digitization of postal services in Africa was conducted by the African Union Commission (AUC) in collaboration with UPU, France and PAPU within the framework of the AU Digital Transformation Strategy in Africa. The project was funded by La Poste France to the tune of 1.5 million Euros.

The following ten (10) countries took part in the study: Northern Africa (Egypt and Mauritania), Western Africa (Ghana and Benin), Central Africa (Cameroon and Congo Brazzaville), Eastern Africa (Kenya and Madagascar) and Southern Africa (South Africa and Zimbabwe).

The four main objectives of the study were as follows:

- i) To measure the level of digital transformation achieved by each of the ten (10) postal services on each of the areas identified;
- ii) To identify challenges and key success factors in each area through identifying best practices;

- iii) To create a set of tools for Posts to diagnose their situation and to compare themselves on a scale of degree of digital transformation (rate of coverage of the different areas);
- iv) To make recommendations to the Member States to accelerate and improve the digital transformation of postal services.

The Council took note of the two (2) Presentations made by the UPU and partners and observed that there is a need for such initiatives to be pitched at high levels and engaging Government on implementation.

The above Presentations were noted after Ghana moved the motion to adopt them supported by the Democratic Republic of Congo.

## **12. REPORT OF ACTIVITIES OF THE GENERAL SECRETARIAT FOR THE 2021/2022 PERIOD**

The Secretary General tabled the General Secretariat Report contained in document **PAPU/AC/XL/2022 - Doc No. 5**. The report highlighted the following main issues:

- a) Strategic Issues and Risks identified
- b) Environmental scan
- c) Financial Management
- d) Operations and Technology matters
- e) Key PAPU Projects
- f) Development Cooperation and Stakeholder engagement
- g) Implementation status update for Decisions, Resolutions and Recommendation
- h) Communications Activities
- i) Human Resources Management Issues
- j) International Conferences, Meetings and Workshops attended
- k) Conclusion and Outlook for Next Financial Year.

The General Secretariat Report of Activities and the related Resolution were adopted by the Council after Botswana moved the motion and was supported by Namibia, Malawi, Nigeria and Benin.

The Resolution is herewith attached to this report as **Annex 4**.

## **13. CONSIDERATION AND ADOPTION OF REPORTS AND RECOMMENDATIONS OF TECHNICAL COMMITTEES INCLUDING FORUMS AND THE PAPU STRATEGY WORKSHOP**

The Council received Reports and considered the recommendations submitted by the Chairpersons of the Technical Committees including Forums and the PAPU Strategy Workshop, as follows:

### **13.1 Operations and Technology Committee**

The Council took note of the “**Operations and Technology**” Committee report which was presented by the Committee Chair, Nigeria. The report focused on the following main issues:

- i) Report of Operations and Technology Committee Meeting for Q1 2022;
- ii) Working Group on Remuneration Report;
- iii) Working Group on Digitalization and Innovation Report;
- iv) Working Group on Promotion of Philately Report;
- v) Working Group on Supply Chain Report;
- vi) Update on the 39<sup>th</sup> Administrative Council outcomes: Status of implementation of Decisions, Resolutions and Recommendations on Operations & Technology issues;
- vii) Operations and Technology Committee Draft Action Plan for the Cycle 2021/22-2024/25.

The Council adopted the report and the Resolution on Operations and Technology Committee Matters with an amendment to the Terms of Reference of the Supply Chain Working Group as proposed by Egypt that Member States must upgrade to PREDES Message M41 Version 2.1. The adoption was proposed by Nigeria supported by Kenya, Senegal, Côte d'Ivoire and the Democratic Republic of Congo.

The Resolution on the **Operations and Technology Committee** is attached herewith as **Annex 5**.

### **13.2 Finance and Administration Committee**

The Finance and Administration Committee had two meetings on 8<sup>th</sup> -10<sup>th</sup> March and 4<sup>th</sup> -6<sup>th</sup> July 2022 in Arusha, Tanzania and Kinshasa, Democratic Republic of Congo, respectively, under the Chairmanship of Tanzania. During the inaugural meeting in March 2022, two Working Groups were created by the Committee. The two Working Groups, namely, the **Recovery of Mandatory Contributions Working Group** and the **Human Resources Management Working Group** met virtually on 27<sup>th</sup> and 28<sup>th</sup> June 2022, and submitted recommendations to the Finance and Administration Committee.

The summary report of the Finance and Administration meetings is presented below as follows:

### **13.2.1 Report of the Recovery of Mandatory Contributions Working Group**

After extensive deliberations on the report of the Working Group, the Committee resolved to adopt a resolution extending the period for heavily indebted Member States to take advantage of the 50% waiver from six months up to the time of holding the 42<sup>nd</sup> Ordinary Session of the Administrative Council.

The Committee urged all Member States and Associate Members to settle both their annual and outstanding contributions so that the Union can plan and implement its programs and activities without hindrance. The Committee adopted its Terms of Reference and the Action Plan for the period 2022-2025.

A draft resolution on Extra-ordinary provisions for the recovery of Member States mandatory outstanding financial contributions was adopted and recommended to the Council for approval.

### **13.2.2 Report of the Human Resources Management Working Group**

The Committee also deliberated on the report of the Working Group on Human Resources Management and adopted the Terms of reference of the Working Group and the Action Plan for the period 2022-2025. A draft Decision amending Rule 47 paragraph 5 of the Staff Rules and Regulations to enable enhancement of education allowance paid to staff working in their home countries was adopted and recommended to the Administrative Council for approval.

The Terms of Reference of the Finance and Administration Committee that were adopted during the inaugural meeting of the Committee was also submitted to the 40<sup>th</sup> Administrative Council for consideration and approval.

### **13.2.3 Construction of PAPU House Building and Other Related Matters**

Members expressed concern over the non-payment of the mandatory equity cash contribution to the PAPU House by the majority of Member States despite the pledges made during the inaugural meeting of the Committee in March 2022. The Committee urged indebted Member States to settle their mandatory equity cash contributions to PAPU House.

A draft resolution “On Variations Arising from the Construction of PAPU House building” was submitted to the 40<sup>th</sup> Administrative Council for adoption.

#### **13.2.4 Summary recommendations made to the Administrative Council**

The Committee adopted and recommended the following Decisions/Resolutions to the 40<sup>th</sup> ordinary session of the Administrative Council:

- i) Extra-ordinary provisions for the recovery of Member States mandatory outstanding financial contributions;
- ii) On amendment of Rule 47 paragraph 5 of the Staff Rules and Regulations;
- iii) Terms of Reference of the Finance and Administration Committee;
- iv) On Creating Working Groups within the Finance and Administration Committee;
- v) Approving the recruitment of staff to the PAPU General Secretariat on secondment at the full cost of the sponsoring Member States seconding the concerned staff;
- vi) On Variations Arising from the Construction of PAPU House building;
- vii) On the approval of the Budget of the Union for the 2022/2023 financial year;
- viii) On the approval of the Accounts of PAPU for the 2020/2021 financial year;
- ix) On appointment of the External Auditor

All the Decisions/Resolutions were adopted by the Council and are attached to this report as **Annex 6**.

#### **13.3 Policy and Regulation Committee**

The Council took note of the **Policy and Regulation** Committee report which was presented by the Committee Chair, Kenya.

The report focused on the following main issues:

- i) Report of Q1 2022 Policy and Regulation Committee Meeting;
- ii) Report on Policy and Legal Harmonization Working Group;
- iii) Report on Regulation Development Working Group
- iv) Update on the 39<sup>th</sup> Administrative Council outcomes: Status of implementation of Decisions, Resolutions and Recommendations on Policy and Regulation issues;
- v) Policy and Regulation Committee Draft Action Plan for the Cycle 2021/22-2024/25.

The Council observed that there was a need to present the status on each of the five (5) Member States concerned, namely, Mali, Morocco, Ghana, Benin, and Democratic Republic of Congo separately on the outstanding matter of the Constitution of the PAPU Administrative Council. This was done.

As a result of this, a draft resolution on Policy and Regulation matters which was earlier presented by the Chairperson of the Committee was separated into two Resolutions as follows:

- i) Resolution on the Policy and Legal Harmonization;
- ii) Resolution on the Regulation Development.

The Committee Report and both Resolutions were proposed for adoption by Malawi supported by Tanzania, Botswana, Burkina Faso, Côte d'Ivoire and Eswatini.

The Resolutions are attached to the Report as **Annex 7**.

#### **13.4 Strategy Committee and PAPU Strategy Workshop**

The second Strategy Committee meeting for the year was held in hybrid format from 4<sup>th</sup> to 6<sup>th</sup> July 2022 at Pullman Hotel in Kinshasa, Democratic Republic of Congo (DRC). The Committee Report was presented to the Council by the Chair, Uganda. The main thrust of the report was on the following main areas:

- i) Report of Strategy Committee Meeting for Q1 2022;
- ii) Disaster Risk Management (DRM) Working Group Meeting Report;
- iii) Report of the Task Force on the Opening Up of The UPU to the Wider Postal Sector Players Meeting;
- iv) Investments and Projects Working Group (IPG) Meeting Report;
- v) Update on The Implementation of the 39<sup>th</sup> Administrative Council, 10<sup>th</sup> Plenipotentiary Conference and the 10<sup>th</sup> Extra Ordinary Administrative Council Outcomes;
- vi) Strategy Committee Action Plan For 2021/22-2024/25 Cycle.

The Council also noted the following Key Take-aways from the PAPU Strategy Workshop which was held on 11<sup>th</sup> July, 2022:

- i) The African Post has to continue to leverage its key strengths, including the vast postal network, to contribute to the digital economy and the socio-economic development agenda of Africa;
- ii) There is need to engage Governments in the implementation of the PAPU Strategy;
- iii) China State Post Bureau is ready to cooperate with African Posts to offer tailor-made solutions for customers and also to launch joint marketing and outreach activities to increase market share to influence the postal channel in the market;

- iv) While there is considerable e-commerce traffic between Africa and China, most of it is outside the postal network and it should be a priority to get this traffic into the postal network for the benefit of the African Posts by improving the quality of service and ensuring visibility of postal services through the use of ICT tools and systems;
- v) African Posts must take advantage of the numerous UPU PTC tools and systems/solutions and available technical assistance to enhance the digitalization of services and compliance with standards;
- vi) Designated Operators should take the necessary measures to speed up adherence to Electronic Advance Data (EAD) requirements, especially in compliance with UPU Regulations;
- vii) Japan Post remains ready to provide assistance to the African Post in digital transformation in the following areas:
  - a. Improvement of postal operations;
  - b. Postal Training and Education;
  - c. Public awareness activities.
- viii) Africa should be included in the studies undertaken by Global Management Consulting Lead and Parcel Industry;
- ix) PAPU should take advantage of the studies undertaken by some accredited/credible research institutes;
- x) The Post should aggressively assume its role in the implementation of initiatives and programmes in line with the different Decisions taken at the AU level;
- xi) The Post should be a key enabler and Government Partner for social inclusion, financial inclusion, digital inclusion and trade inclusion;
- xii) Member States should actively collaborate with PAPU and UPU in the implementation of the RDP for 2022-2025 covering the following in their tool-kit:
  - a. Operational Readiness for E-commerce (ORE);
  - b. Digital Readiness for E-commerce (DRE);
  - c. Payment Readiness for E-commerce (PRE).
- xiii) Designated Operators need to work with partners to implement payment gateways to facilitate e-commerce payments;
- xiv) Designated Operators should digitize their philatelic products in collaboration with the UPU and renowned industry partners in line with global trends;



- xv) Basic track and trace service is essential for Designated Operators to ensure visibility of postal items from a customer's perspective, operational, competition, commercial and policy view.
- xvi) PAPU General Secretariat to consider the possibility of developing an African e-commerce market-place using the existing organs such as the Operations and Technology Committee.

Furthermore, the PAPU General Secretariat signed MoUs with the following organizations to enhance cooperation and collaboration for the benefit of the Post in Africa:

- i) Communications Regulators Association of Southern Africa (CRASA);
- ii) MasterCard;
- iii) Stamps<sup>DAQ</sup>.

The Council adopted the report and the Key take-aways from the PAPU Strategy Workshop and the related Resolution after Kenya moved the motion for adoption supported by Burkina Faso and Tanzania.

The resolution to this effect is attached to this report as **Annex 8**.

### **13.5 African Postal Operators CEOs' Forum**

The PAPU CEOs' Forum was held on 7<sup>th</sup> July 2022 under the theme: "**Gearing the Post for Digital Transformation**."

The theme was encapsulated and discussed under two sub-themes, namely:

- a) Session 1: **The Smart Post Office: The target for full digitalization of Postal Services**; and
- b) Session 2: **The Post: The Ultimate Digital Financial Services Jewel for Africa**.

During Session 1, the main presentation was on the Smart Post Office: the end-state for Digitalization of the Post Office was presented by the PAPU Secretary General and the following CEOs were the discussants: PMG (Acting) Malawi, DG SCPT Congo Republic and DG Democratic Republic of Congo.

During Session 2, the main presentation was on Digital Financial Services by Egypt and the following CEOs, the discussants were from Botswana, Morocco and Malawi.

#### **The Key Take-Aways from the CEOs Forum were as follows:**

- i) On National digital infrastructure - countries are riding on a national fibre optic backbone albeit with different levels of a national roll-out;
- ii) Posts are at different stages of digitalization and transformation in their operations;
- iii) There are different digital services that are being offered in the post offices including but not limited to the following:

- Electronic payments; Financial services; E-Commerce; E-Government; E-Health
  - Online track and trace; E-Ticketing and Bill payments
- iv) Designated Postal Operators have deployed UPU digital systems and tools, from private partners as well as generated homegrown solutions;
  - v) Designated Postal Operators are implementing digital projects in collaboration with the UPU which are complemented by National projects being implemented in different countries;
  - vi) Regulators are facilitating the implementation of different digital projects in collaboration with the Post;
  - vii) It is important to embrace Addressing and Post Code systems in the Post's digital transformation initiatives;
  - viii) In their quest to implement the Smart Post Office concept, Member States should ride on the Smart Africa Manifesto approved by African Union Heads of State and Government in 2014.
  - ix) There is need for Regulators to establish Client Services Charters to guide Designated Operators as they embark on offering digital services;
  - x) Member States need to streamline the conflicting legal instruments on the provision of financial services;
  - xi) Designated Operators need to develop solutions that should easily integrate with other systems, especially with UPU systems.
  - xii) There is need for benchmarking, collaboration and creation of partnerships by DOs in forging ahead with digitalization.
  - xiii) Governments and Regulators should support Designated Operators through the development of enabling policy and regulatory frameworks.

The report was proposed for adoption by Burkina Faso and supported by Malawi and Nigeria.

### **13.6 African Postal Regulators' Forum**

The 5<sup>th</sup> Regulators Forum was organized in two sessions with the theme **“Regulating the Post for Digital Transformation”**. The Universal Postal Union made a presentation on **“Digitalization of African Postal Services in 2022 – Insights on Regulatory Issues”**. This was a sequel to the digital transformation assessments carried out in ten (10) African countries, namely, Benin, Cameroon, Congo

Republic, Egypt, Ghana, Kenya, Madagascar, Mauritania, South Africa and Zimbabwe. Panelists dissected the presentation as well as the theme of the forum.

The summary outcome of the sessions is as follows:

- i) Governments must take bold decisions and position the postal sector as part of its priority project. It is the Regulator who must speak to and convince Governments about the huge infrastructure at the disposal of the post that can be used for the digitalization of postal services.
- ii) Postal Operators must show readiness to digitalize their operations by conducting surveys and deciding on services that shall be digitalized based on customers' needs and expectations;
- iii) Governments, through the Regulator, must realize that the Universal Service Obligation places a huge burden on the Designated Postal Operator. Therefore, Designated Postal Operators must be properly funded to ensure that they provide services at every nook and cranny of the country;
- iv) Participants are invited to note that the purpose of this forum was also to identify those who had achieved higher levels of digitalization to be visited for benchmarking and provide concrete ideas to Governments to embrace digitalization based on the experience of these African countries;
- v) Regulators must assist Designated Postal Operators to deliver digital services and compete favourably with other Postal Operators. Regulators could provide funds, where necessary, to enable Operators to offer modern digital products and services;
- vi) Regulators ought to ensure that digital transformation is backed by appropriate legislation. In this regard Regulators need to ensure that there are national postal sector policies that are aligned to the digital services that will be provided to customers;
- vii) Regulators need to work with various stakeholders to be able to operate in the digital space. Such stakeholders include Central Banks, Customs and Chambers of Commerce and they need to be involved as partners to ensure the development of digital postal services;
- viii) Staff of the Postal Operators must buy into the digitalization of products and services. The staff must be capacitated to ensure that they are part and parcel of the digital transformation agenda.

The Regulators Forum concluded as follows:

- i) Digitalization is very important and must be embraced by Postal Operators in Africa;

- ii) Challenges are high for Operators and the Regulators have to spearhead the process of digitalization;
- iii) In order to achieve digitalization, there must be political will and digital transformation strategies for Post Offices;
- iv) There should be an appropriate legal framework and existing ones should be amended if they are deemed inappropriate;
- v) There should be sensitization of citizens to ensure that they are aware of digital services offered by the Post;
- vi) Postal Regulators must have working agreements with other Regulators, such as Bank Regulators, is desirable.

The forum adopted a resolution which is attached to this report as **Annex 9**.

#### **14. CONSIDERATION AND APPROVAL OF THE REPORT OF THE EXTERNAL AUDITOR ON THE FINANCIAL STATEMENTS OF THE UNION FOR THE YEAR ENDED 31<sup>ST</sup> MAY, 2021**

The Council noted with concern the emphasis of the matter which indicated that the Union had not received financial contributions from the Member States amounting to USD 4,870,914 (USD 4,432,176 in 2019/2020) and appealed to the Member States to pay both their annual and outstanding contributions as and when due.

The Council also considered the Draft Decisions on approval of the Audited Accounts as well as on the appointment of the External Auditor and recommended the following for further consideration by the 40<sup>th</sup> Administrative Council:

- i) Approval of the Accounts of the Pan African Postal Union for the 2020/2021 financial year;
- ii) Renewal of the appointment of Ernst & Young as the External Auditor for the 2021/2022 financial year;

The external Auditor's report was proposed for adoption by Tanzania supported by Malawi.

#### **15. DATE AND VENUE OF THE 41<sup>ST</sup> ORDINARY PAPU ADMINISTRATIVE COUNCIL SESSION**

The Council was informed that according to the provisions of the Convention of the Union, the 41<sup>st</sup> Ordinary Session would be held in May 2023. The exact date will be communicated by the General Secretariat after consultation with the Host Country. Madagascar offered to host the next Ordinary PAPU Administrative Council Session.

## **16. ANY OTHER BUSINESS**

Under this agenda item, the Council received a farewell message from a Delegate of Tanzania, Mr. Haruni Lemanya of the Tanzania Communications Regulatory Authority (TCRA) taking advantage of this Administrative Council Session to announce his retirement from employment early next year (2023). Mr. Lemanya expressed gratitude to the PAPU fraternity for the professional ethos acquired during his interaction with its membership during his tour of duty spanning over thirty-one (31) years.

During this period, he championed a number of projects including the PAPU House Building Project as well as the Addressing and Post Code project in the United Republic of Tanzania, creation of the Southern Africa Postal Regulatory Authority (SAPRA) which was later incorporated into a re-constituted Communications Regulatory Authority Southern Africa (CRASA), to name but a few.

The Council appreciated his service and wished him a healthy and rewarding retirement. The Union shall always remember his achievements and contributions in the fulfillment of its mandate.

## **17. CONSIDERATION AND ADOPTION OF THE 40<sup>TH</sup> ORDINARY SESSION OF THE ADMINISTRATIVE COUNCIL REPORT, DECISIONS, RESOLUTIONS AND RECOMMENDATIONS**

The General Secretariat presented a report of the 40<sup>th</sup> Ordinary Session of the Administrative Council which was adopted together with Decisions and Resolutions, after Tanzania moved the motion to do so supported by Kenya, Zimbabwe, Malawi and Nigeria.

The table containing the Decisions and Resolutions is attached as **Annex 10**.

## **18. FINAL COMMUNIQUE**

The Final Communique was read by a Delegate from Namibia. The final Communique is herewith attached as **Annex 11**

## **19. VOTE OF THANKS**

A vote of thanks to the authorities of the Democratic Republic of Congo was made by a Delegate from Burkina Faso. The Vote of thanks is attached to this report as **Annex 12**.

## **20. CLOSING SESSION**

The Closing Session was presided over by the Honourable Minister, Augustin Kibassa Maliba, Personal Representative of the Right Honourable Prime Minister of the Democratic Republic of the Congo who thanked everyone for congregating in the Democratic Republic of Congo during the 40<sup>th</sup> Ordinary Session of the PAPU Administrative Council. He hoped that the delegates had a memorable stay in DRC. He called upon everyone to come back to DRC in their leisure time in the future. He finally wished all a nice trip back home.

The following other dignitaries spoke during the Closing ceremony wishing all delegates a safe journey back home:

- The Director General of the Designated Operator, SCPT, Mr. Didier Musete;
- The Chairman of the Regulatory Authority, ARPTC, Mr. Christian Katende;
- The Secretary General of PAPU, Mr Sifundo Chief Moyo
- The Chairman of the PAPU Administrative Council, Mr. Richard Ranarison.

The remarks and speeches are available and hosted on the PAPU Website: <https://www.upap-papu.africa>

Mr. Sifundo Chief Moyo  
**SECRETARY GENERAL**

Mr. Richard Ranarison  
**CHAIRMAN OF THE ADMINISTRATIVE COUNCIL**

**ANNEX 1**  
**LIST OF ADMINISTRATIVE COUNCIL MEMBERS STATES**  
**PER REGION**

## LIST OF ADMINISTRATIVE COUNCIL MEMBER STATES PER REGION

### **CENTRAL AFRICA (4)**

- i) Burundi
- ii) Cameroon
- iii) Vacancies (2)

### **NORTH AFRICA (3)**

- i) Algeria
- ii) Tunisia
- iii) Vacancy (1)

### **WEST AFRICA (7)**

- i) Benin\*
- ii) Burkina Faso
- iii) Côte d'Ivoire
- iv) Niger
- v) Nigeria
- vi) Senegal
- vii) Vacancies (1)

### **EAST AFRICA (5)**

- i) Ethiopia
- ii) Kenya
- iii) Madagascar
- iv) Sudan
- v) Tanzania

### **SOUTHERN AFRICA (6)**

- i) Botswana
- ii) Eswatini
- iii) Malawi
- iv) Namibia
- v) Zambia
- vi) Zimbabwe

### **VACANCIES (4)**

- i) Central Africa - 2
- ii) East Africa - Nil
- iii) North Africa - 1
- iv) Southern Africa - Nil
- v) West Africa - 1

**Key \* Benin admitted to Administrative Council Membership as per Resolution No. 07/PAPU/AC/XL/2022**



**ANNEX 2**  
**LIST OF PARTICIPANTS**

**Plenary for the 40<sup>th</sup> Ordinary Session of the PAPU Administrative Council / Plénière du 40<sup>ème</sup> Session ordinaire du Conseil d'Administration de l'UPAP**

**Kinshasa**

**12<sup>th</sup> – 14<sup>th</sup> July 2022 – 12 - 14 juillet 2022**

**Democratic Republic of Congo / République Démocratique du Congo**

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**ANNEX 3**  
**AGENDA AND WORK PROGRAMME**

## AGENDA

### BUREAU

CHAIRPERSON	-	Côte d'Ivoire
1 <sup>ST</sup> VICE CHAIRPERSON	-	Tunisia
2 <sup>ND</sup> VICE CHAIRPERSON	-	Botswana
RAPPORTEURS	-	Burundi & Sudan
SECRETARY	-	GENERAL SECRETARIAT

ITEM N°	ACTIVITY	DOCUMENT N°
1.	Registration of Delegates;	
2.	Official Opening Ceremony;	
3.	Meeting of Heads of Delegation;	
4.	Remarks by the Chairperson;	
5.	Confirmation of Quorum;	
6.	Election and Installation of the Bureau;	
7.	Remarks by Incoming Chairperson;	
8.	Adoption of the Agenda and Work Programme;	<b>PAPU/AC/XL/2022 - Doc No.1</b>
9.	Goodwill Messages from Partners	<b>PAPU/AC/XL/2022- Doc. No. 2</b>
10.	Report of the Chairman of the Administrative Council;	<b>PAPU/AC/XL/2022 - Doc No.3</b>
11.	Matters Arising from the 39 <sup>th</sup> Ordinary and 10 <sup>th</sup> Extraordinary Administrative Council Sessions: <ul style="list-style-type: none"><li>• Matters Arising Report by the General Secretariat;</li><li>• Presentation on the Regional Development Plan (RDP) for Africa (2022-2025) and the Continental</li></ul>	<b>PAPU/AC/XL/2022 - Doc No.4</b>

	Study Report on ' <b>Improving the Digitization of Postal Services in Africa</b> '. --UPU and Partners	
12.	Report of Activities of the General Secretariat for the 2021/2022 period	<b>PAPU/AC/XL/2022 - Doc No.5</b>
13.	Consideration and Adoption of Reports and Recommendations of Technical Committees including Forums, by Chairpersons:	
	a) Operations and Technology	<b>PAPU/AC/XL/2022 - Doc No.6</b>
	b) Finance and Administration	<b>PAPU/AC/XL/2022 - Doc No.7</b>
	c) Policy and Regulation	<b>PAPU/AC/XL/2022 - Doc No.8</b>
	d) Strategy	<b>PAPU/AC/XL/2022 - Doc No.9</b>
	e) African Postal Operators CEOs' Forum	<b>PAPU/AC/XL/2022 - Doc No.10</b>
	f) African Postal Regulators' Forum	<b>PAPU/AC/XL/2022 - Doc No.11</b>
14.	Consideration and Approval of the Report of the External Auditor on the Financial Statements of the Union for the year ended 31 <sup>st</sup> May, 2021;	<b>PAPU/AC/XL/2022 - Doc No.12</b>
15.	Date and venue of the 41 <sup>st</sup> Administrative Council Session;	
16.	Any Other Business (AOB);	
17.	Consideration and adoption of the 40 <sup>th</sup> Ordinary Session of the Administrative Council Report, Decisions, Resolutions and Recommendations;	
18.	Final Communiqué	
19.	Vote of thanks	
20.	Closing.	

**WORK PROGRAMME FOR  
THE 40<sup>TH</sup> ORDINARY SESSION OF THE PAN AFRICAN POSTAL UNION ADMINISTRATIVE  
COUNCIL**

<p><b>1. Subject</b></p> <ul style="list-style-type: none"> <li>• Adoption of the 40<sup>th</sup> Administrative Council Work programme</li> </ul>	<p><b>References/Paragraphs</b></p> <p>Rules of procedure of Administrative Council</p>
<p><b>2. Decision expected</b></p> <ul style="list-style-type: none"> <li>• Consider and adopt the Programme</li> </ul>	

<b>DAY ONE: 12<sup>th</sup> JULY, 2022</b>			
<b>PLENARY</b>			
<b>Agenda item No.</b>	<b>TIME (GMT)</b>	<b>ACTIVITIES</b>	<b>REMARKS</b>
1.	<b>08:00-12:00</b>	Registration of Delegates	
2.		Official Opening Ceremony	Open session
3.		Meeting of Heads of Delegation	Closed session
4.		Remarks by the Chairperson	Open session
5.		Confirmation of Quorum	Open session
6.		Election and Installation of the Bureau;	Open session
7.		Remarks by Incoming Chairperson;	Open session
8.		Adoption of the Agenda and Work Programme	Open session

		<b>PAPU/AC/XL/2022 - Doc No.1</b>	
9.		Goodwill Messages from Partners <b>PAPU/AC/XL/2022 - Doc No. 2</b>	Open session
	<b>12:00-13:00</b>	<b>LUNCH</b>	
10.	<b>13:00-16:00</b>	Report of the Chairman of the Administrative Council <b>PAPU/AC/XL/2022 - Doc No.3</b>	Open session
11.		Matters Arising from the 39 <sup>th</sup> Ordinary and 10 <sup>th</sup> Extraordinary Administrative Council Sessions:  <ul style="list-style-type: none"> <li>• Matters Arising Report by the General Secretariat, <b>PAPU/AC/XL/2022 - Doc No.4</b></li> <li>• Presentation on the Regional Development Plan (RDP) for Africa (2022-2025) and the Continental Study Report on '<b>Improving the Digitalization of Postal Services in Africa</b>' - UPU &amp; Partners</li> </ul>	
12.		Report of Activities of the General Secretariat for the 2021/2022 period <b>PAPU/AC/XL/2022 - Doc No.5</b>	Open session
<b>DAY TWO 13<sup>TH</sup> JULY, 2022</b>			
	<b>09:00-12:00</b>	Consideration and Adoption of Reports and Recommendations of Technical Committees including Forums, by Chairpersons. a) Operations and Technology  <b>PAPU/AC/XL/2022 - Doc No.6</b>  b) Policy and Regulation  <b>PAPU/AC/XL/2022 - Doc No.8</b>  c) Strategy  <b>PAPU/AC/XL/2022 - Doc No.9</b>  d) Africa Postal CEOs' Forum  <b>PAPU/AC/XL/2022 - Doc No.10</b>  e) African Regulators' Forum	Open session

		<b>PAPU/AC/XL/2022 - Doc No.11</b>	
	<b>12:00-13:00</b>	<b>LUNCH</b>	
<b>13.</b>	<b>13:00-16:00</b>	Consideration and Approval of the Report of the External Auditor on the Financial Statements of the Union for the year ended 31 <sup>st</sup> May, 2021- <b>PAPU/AC/XL/2022 - Doc No.12</b>	Closed session
<b>14.</b>		Consideration and Adoption of the Finance and Administration Committee Report and Recommendations <b>PAPU/AC/XL/2022 - Doc No.7</b>	Closed session
<b>DAY THREE 14<sup>TH</sup> JULY,2022</b>			
<b>15.</b>		Date and venue of the 41 <sup>st</sup> Administrative Council	Open session
<b>16.</b>	<b>09:00-12:00</b>	Any Other Business	Open session
<b>17.</b>		Consideration and Adoption of the 40 <sup>th</sup> Ordinary Session of the Administrative Council Report	Open session
	<b>12:00-13:00</b>	<b>LUNCH</b>	
<b>18.</b>	<b>13:00-16:00</b>	<b>Closing Session</b> <ul style="list-style-type: none"> <li>• Final communiqué</li> <li>• Vote of Thanks</li> </ul>	Open session

**ANNEX 4**  
**GENERAL SECRETARIAT ACTIVITY REPORT**  
**RESOLUTION**

**Resolution No. 01/PAPU/AC/XL/2022**

**On the adoption of the annual activity report of Secretary General for 2021-2022**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo, from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**Mindful** of Article 5 Paragraph 5 of the Detailed Regulations of the Convention of PAPU;

**Having examined** the Secretary General's activity report presented during the 40<sup>th</sup> Ordinary Session of the Administrative Council;

**Having noted** the significant improvements made in the presentation of the above-mentioned report, in both, form and content;

**DECIDES:**

1. To express its satisfaction of the annual activity report presented by the Secretary General during the 40<sup>th</sup> Ordinary Session of the Administrative Council;
2. To congratulate the Secretary General and the entire staff of the General Secretariat on a job well done despite the challenges highlighted;
3. To adopt the above-mentioned report

***Done in Kinshasa, Democratic Republic of Congo, on 13<sup>th</sup> July, 2022***



**ANNEX 5**  
**RESOLUTION ON OPERATIONS AND TECHNOLOGY**  
**MATTERS**

**Resolution No. 02/PAPU/AC/XL/2022**

**On Operations and Technology Matters**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo (DRC) from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**Recalling the establishment of the Operations and Technology Committee by the 9<sup>th</sup> Extra-Ordinary Administrative Council held in Yaoundé, Cameroon by decision N°03/PAPU/AC/EXTRA.IX/2016 on Restructuring of Technical Committees of the Pan African Postal Union (PAPU);**

**Further Recalling** that the Terms of Reference (ToRs) of the Committee were approved by the 36<sup>th</sup> Administrative Council held in Nairobi, Kenya by Resolution No.01/PAPU/AC/XXXVI/2017;

**Considering** that the Committee commenced its work for the cycle and held two meetings to deliberate on specific issues relating to Operations and Technology;

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

**Do hereby** adopt the Operations and Technology Committee Report;

**Approves** the following:

- i. The creation of the Committee Working Groups and a Task Force namely:
  - a. Remuneration Working Group;
  - b. Digitalization and Innovation Working Group;
  - c. Promotion of Philately Working Group;
  - d. Supply Chain Working Group.
    - o PAPU-AFRAA Task Force under the Supply Chain Working Group
- ii. The Terms of Reference of the Working Groups and Task Force;
- iii. The Operations and Technology Committee Action Plan for 2022-2025.

**Further** adopts the recommendations contained in the Report on the following:

**a. On Remuneration**

- i. Remuneration experts from Designated Operators of PAPU Member States should participate in the POC Remuneration Integration Group (RIG) and its Expert Teams in order to understand the remuneration system, follow the developments in the remuneration field and protect Africa's interests;

- ii. Member States should complete and submit any questionnaires on remuneration circulated by the UPU International Bureau to ensure that Africa's views, situation and concerns are included in the studies conducted;
- iii. Member States should implement tracked delivery services to support e-commerce noting that participating members will receive extra remuneration for scanning items (EMD event) on arrival in the first 2 years of implementation;
- iv. The General Secretariat should organize training on remuneration in collaboration with the UPU to capacitate the remuneration experts in Africa.

**b. On Digitalization**

- i. Designated Operators should digitalize their operations and services in line with global trends to meet customer expectations;
- ii. Member States should sign the Postal Payment Services Multilateral Agreement to facilitate exchange of financial services with all UPU members;
- iii. Member States should participate in Digitalization and Innovation activities and projects implemented during this cycle in collaboration with PAPU and UPU;
- iv. Designated Operators should benchmark on best practices from Member States who have implemented Digitalization and Innovation projects.

**c. On Philately**

- i. Designated Operators should digitize their philatelic products in collaboration with the UPU and renowned industry partners in line with global trends;
- ii. The Promotion of Philately Working Group should immediately craft strategies to curb counterfeit and illegal stamp issues to protect national integrity and safeguard revenues;
- iii. Member States should participate in regional and global philatelic activities including exhibitions and workshops to ensure the visibility of African philatelic products.

**d. On Supply Chain**

- i. Member States should resume participation in GMS quality-of-service testing to monitor their performance and improve the quality-of-service delivery;
- ii. Member States need to participate in Quality-of-Service Link to Terminal Dues and earn extra revenue;
- iii. Member States ought to participate in global projects funded through the QSF Common Fund to improve quality of service in Africa;
- iv. Member States should upgrade the PREDES Messages to M41 Version 2.1;
- v. Designated Operators participating in the Global Electronic Advance data (EAD) project must sign the Multilateral Data Sharing Agreement to facilitate the exchange of ITMATT with partner DOs;
- vi. Member States need to take advantage of opportunities offered by the African Continental Free Trade Area (AfCFTA) and collaborate with PAPU, UPU, Governments, Small to Medium Enterprises and other industry stakeholders, in implementing e-commerce projects thereby facilitating trade through the post.

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

**Instructs** the General Secretariat to coordinate the implementation of the activities of the Committee and update the Administrative Council.

***Done in Kinshasa, Democratic Republic of Congo (DRC), on 13<sup>th</sup> July, 2022***

**ANNEX 6**

**DECISIONS & RESOLUTIONS ON FINANCE AND  
ADMINISTRATION MATTERS**

**Decision No. 01/PAPU/AC/XL/2022**

**On amendment of Rule 47 paragraph 5 of the Staff Rules and Regulations**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo from 12-14 July 2022;**

**Considering** Rule 47 paragraph 5 of the Staff Rules and Regulations of the Union;

**Conscious** that the education allowance paid to staff serving in their home countries requires enhancement

**Aware** of the high cost of fees charged by international schools in Arusha, the host city of PAPU General Secretariat Headquarters;

**Having examined** the recommendation of the Finance and Administration Committee on proposed amendment to the Staff Rules and Regulations;

**DECIDES TO AMEND THE STAFF RULES AND REGULATIONS AS FOLLOWS:**

**i) Regulation 47 paragraph 5**

- a) An education allowance shall be paid for each dependent child attending a school. This grant will be paid in respect of eligible dependent children of internationally recruited and locally recruited members of staff. The allowance paid to locally recruited staff shall be forty (40) percent of the allowance paid to internationally recruited staff working outside their home countries;

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July 2022***

**Decision No. 02/PAPU/CAC/2022**

**Approving the recruitment of staff to the PAPU General Secretariat on Secondment at the full cost of the sponsoring Member States seconding the concerned staff**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo on 12-14 July 2022;**

**Considering** the 36<sup>th</sup> Ordinary Administrative Council Decision **No.06/PAPU/AC/XXXVII/2017** adopting the organization chart of the General secretariat of the Pan African Postal Union;

**Further Considering** the 38<sup>th</sup> Ordinary Administrative Council **Decision N°07/PAPU/AC/XXXVIII/2019** on implementation of the Administrative Council decision on restructuring of the General Secretariat

**Mindful** of Article 12 of the Convention and Article 5 of the Detailed Regulations of the Convention;

**Further mindful** of Article 14 of the Convention which stipulates that the Conference or the Council may from time to time as is necessary appoint Administrative or Technical Committee in order to give effect to the functions of the Union;

**Aware** that the precarious financial situation of the Union has not allowed for recruitment of staff on fixed contract or permanent appointment;

**Bearing in mind** the need for continued smooth functioning of the General Secretariat without disruption and the need to encourage Member States to avail staff with requisite skills on secondment basis, in order to alleviate the current shortage;

**Recognizing** the key role played by seconded staff in the past towards smooth implementation of the Union's activities and stabilization of the Union's finances;

**Considering** the Secretary General's letter of 28<sup>th</sup> March 2022 seeking approval from the Chairman of the Administrative Council to authorize the recruitment of staff on secondment at the full expense of the seconding Member States;

**Having examined** the report of the meeting of the Finance and Administration Committee which recommended that the Secretary General seeks the authority of the Council to recruit Staff on

secondment at the full expense of the seconding Member States ahead of the 40<sup>th</sup> Administrative Council;

**HEREBY DECIDES AS FOLLOWS:**

- i. Approves the recruitment of staff on secondment at the full expense of the seconding Member States for the following positions:
  - a. Regulation and Legislation Officer
  - b. E-services and Financial Services Officer
  - c. Human Resources and Administration Officer
- ii. Approves that General Secretariat approaches the Host Country for the secondment, at the Host Country's expense, of the Communication Officer.
- iii. Approves that General Secretariat fills the other vacant positions in the structure approved by the 36<sup>th</sup> Ordinary Administrative Council on secondment at no cost to the Union, except for the Head Regulation and Legal Affairs position which will be filled on a regular basis.

**INSTRUCTS:**

- The Secretary General to implement this Decision.

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July, 2022***



**Decision No. 03/PAPU/AC/XLI/2022**

**On the approval of the Budget of the Union for the 2022/2023 Financial Year**

**The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo from 12-14 July, 2022;**

**Cognizant** of the budget ceiling, totaling USD 2,018,040 approved by the 10<sup>th</sup> ordinary Plenipotentiary Conference for 2022/2023 financial year of the Union;

**Pursuant** to Article 13 and 14 of the Convention of the Pan African Postal Union (PAPU), Article 5, paragraphs 1 to 4 of the Detailed Regulations of the Convention as well as Regulation 10, paragraphs 1 and 2 of the Financial Regulations of the Union;

**Having considered** the Budget and scale of assessment of contributions for the 2022/2023 financial year;

**Recognizing** the need for effective implementation of the remaining activities approved by the 10<sup>th</sup> Ordinary Session of the Plenipotentiary Conference of PAPU and the Resolutions of the Abidjan World Postal Strategy;

**Having examined** the recommendation of the Finance and Administration Committee on the annual budget proposed by the General Secretariat;

**DECIDES AS FOLLOWS:**

To approve **USD 2,013,850.00** only being the total annual budget of the Union for 2022/2023 financial year on the prevailing scale of assessment for the 2022/2025 quadrennial cycle;

**INSTRUCTS:**

The Secretary General to re-prioritize and ensure prudent implementation of all the approved programmes and activities for the year

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July, 2022***

**Decision No. 04/PAPU/AC/XL/2022**

**On the approval of the Accounts of the Pan African Postal Union for the 2020/2021 financial year**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo, from 12 – 14 July, 2022;**

**Pursuant** to Article 12 paragraph 2 of the Convention of the Pan African Postal Union (PAPU), Article 5 paragraph 5 of the Detailed Regulations of the Convention and Rule 39 of the Financial Regulations of the Union;

**Having examined** the financial statements of the Union for the year ended 31<sup>st</sup> May 2021, and the unqualified opinion of the External Auditor on the same accounts;

**Having been** further considered and recommended for approval by the Finance and Administration Committee of the Union;

**Mandated by** Regulation 39 paragraph 8 of the Financial Regulations of the Union;

**DECIDES AS FOLLOWS:**

To approve the audited financial statements of the Union for 2020/2021 financial year;

***Done in Kinshasa, Democratic Republic of Tanzania on 13<sup>th</sup> July, 2022***

**Decision No. 05/PAPU/AC/XL/2022**

**On Appointment of the External Auditor**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo, from 12 – 14 July, 2022;**

**Pursuant** to Article 12 paragraph 2 of the Convention of the Union; Article 5 paragraph 5 of the Detailed Regulations of the Convention and Article 39, paragraph 1 of the Financial Regulations of the Union;

**Aware** that the one year tenure of the current external auditor, **Ernst & Young** will expire after the conclusion of the 2020/2021 financial year audit;

**Cognizant** of the provision of Rule 39 paragraph 1 of the Financial Regulations of the Union which stipulates that the mandate of the External Auditors shall run for one year renewable;

**Recognizing** the need for continuous independent auditing of the efficiency of procedures, the accounting system, the internal financial controls and, in general, the administration and management of the Union;

**Noting** that Ernst & Young has expressed interest to continue as the External Auditor of the Union;

**DECIDES AS FOLLOWS:**

To re-appoint Ernst & Young as the External Auditor of the Union at an annual fee of USD 10,400 for the auditing of the 2021/2022 financial year

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July, 2022***

**Resolution No. 03/PAPU/AC/XL/2022**

**On Extra ordinary provisions for the recovery of Member States mandatory outstanding financial contributions**

**The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo on 12-14 July, 2022;**

**Recalling** Resolution N°01/PAPU/PC/X/2021 on Extra-ordinary provision for the recovery of Member States mandatory outstanding financial contributions and the opportunity it offers to members with huge arrears to settle their outstanding contributions to PAPU annual budgets;

**Noting** that there has been no positive response yet from Member states that are most likely to take advantage of the resolution;

**Recognizing** that the six months period set by the Plenipotentiary Conference for interested Member States to pay their 2021/2022 annual mandatory contribution may be too short to enable the concerned Member States to take advantage of the resolution;

**Conscious** of the fact that payment of the remaining 50% after receiving waiver on the total outstanding contributions before the end of 2022/2023 financial year may not be feasible;

**Considering** the recommendation of the Finance and Administration Committee requesting for extension of the deadline;

**Desirous** of assisting Member-States who are currently contemplating taking advantage of the resolution;

**Resolves** to extend the deadline for the concerned Member States to be availed additional opportunity to benefit from Resolution N°01//PAPU/PC/X/2021 of the 10<sup>th</sup> Ordinary Plenipotentiary Conference on “extra-ordinary provision for the recovery of arrears from members” to the end of the 42<sup>nd</sup> ordinary session of the PAPU Administrative Council;

**Instructs** the General Secretariat to ensure implementation of the resolution.

***Done in Kinshasa, Democratic Republic of Congo, on 13<sup>th</sup> July 2022***

**Resolution No. 04/PAPU/AC/XL/2022**

**On the Terms of Reference of the Finance and Administration Committee**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo on 12-14 July 2022;**

**Mandated** by Resolution No.03/PAPU/AC/EXTRA/IX/2016, on the composition of Administrative and Technical Committees of the Pan African Postal Union;

**Considering** that each Committee shall develop and organize its work to attain the strategic objectives of the Union and submit its Terms of Reference to the Administrative Council for approval;

**Recognizing** the adoption of the of the Finance and Administration Committee as one of the Administrative and technical Committee of the Union by the 9<sup>th</sup> Extra-Ordinary Session of the Administrative Council;

**Further Considering** Article 5 paragraph 5 of the Detailed Regulations of the Convention on the adoption of the annual management report and audited accounts of the Union;

**Desirous** of devolving deliberations requiring technical competencies to the Administrative and Technical Committees for more efficient deliberation;

**Having Examined** the recommendation of the Finance and Administration Committee held in Arusha, Tanzania on 08-10 March, 2022;

**RESOLVES AS FOLLOWS:**

To approve the following Terms of Reference for the Finance and Administration Committee:

- i. To receive the External Auditors report on the Financial Report of the Secretary General and make appropriate recommendations to the Council;
- ii. To receive and deliberate on the Interim Financial Report of the Secretary General;
- iii. To examine and consider the General Secretariat report on staff matters and other administrative issues;
- iv. To consider the draft budget and make appropriate recommendations;

- v. To review the existing financial and human resources management practices and recommend for possible adoption, policies that will enhance more efficient management of financial and human resources;
- vi. To deliberate on the scale of assessment and advise on the most equitable and appropriate scale of assessment for Member States contributions to PAPU annual budgets;
- vii. To examine the Staff Rules and Regulations, the Financial Regulations and recommend necessary amendments;
- viii. To consider any other matters incidental or connected to the financial and human resources management, rules and regulations and make recommendations that add value to the continuous existence of the Union;
- ix. To make appropriate recommendations to the Administrative Council on all matters deliberated by the committee;
- x. To deliberate on any other matter that is referred to the Committee by the Administrative Council.
- xi. To examine and regularly review strategies to ensure the collection of contributions from Member States

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July 2022***

**Resolution No. 05/PAPU/AC/XL/2022**

**On Creating Working Groups within the Finance and Administration Committee**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo, on 12-14 July 2022;**

**Mandated** by Article 14 of the Convention of the Pan African Postal Union on appointment of Administrative and Technical Committee;

**Aware of** the need to provide the Union with the necessary financial resources for smooth implementation of the approved programme of activities;

**Desirous of** enhancing the rate of collection/recovery of arrears of annual contributions due from Member States;

**Conscious of** the fact that the ever-increasing arrears of contribution payable by Member-States constitutes serious impediment to the accomplishment of the Union's mission as well as attainment of the strategic objectives;

**Noting** that regular payment of contributions to the budget of the Union constitutes a fundamental obligation of each Member State;

**Considering** the critical role that human resources management plays in the union;

**RESOLVES AS FOLLOWS:**

To create two Working Groups namely Working Group on the recovery of outstanding financial contribution of Member States and Working Group on Human Resources Management

**APPROVES**

**a) The following terms of reference for the Working Group on the recovery of outstanding financial contribution of Member States:**

- i) To establish the root causes and genesis of the non-payment of Union Dues;

- ii) To design and consider the implementation of strategies that will improve the recovery process for arrears of contribution by Member States;
- iii) To suggest measures or workable repayment plans to enable member states to pay up the arrears while urging such Member States to start paying their current dues immediately;
- iv) To recommend appropriate benchmarked incentive and disincentives measures in order to enhance recovery of members' huge arrears in accordance with the Acts of the Union
- v) To propose other measures that are deemed appropriate to make the Union financially sound;
- vi) To propose all measures likely to accelerate the recovery of outstanding arrears especially through joint missions with the Secretary General to debtor Member States;
- vii) To assess and report on the outstanding contribution of the Union.

**b) The following terms of reference for the Working Group on Human Resources Management:**

- i. To review, monitor and make recommendations on the Human Resources Strategy and Policies.
- ii. To oversee the Human Resources Management function at the General Secretariat and align it to the Union's Strategy through attracting, retaining, developing and motivating staff to be productive.
- iii. To recommend measures that ensures that the Union's human resources management activities are adequate and effective in achieving the Union's mandate.
- iv. To recommend an appropriate organizational structure to support the Union's Strategy and Mandate.
- v. To review and recommend appropriate staff remuneration benchmarked with the African Union (AU) and other AU agencies.
- vi. To ensure that the Union adopts an appropriate comprehensive Performance Management System that supports staff training and development to achieve required competence levels.
- vii. To monitor the General Secretariat compliance with human resources standard practices, Union policies and procedures in administering employees' welfare, health and safety issues.



- viii. To consider and review the employment contracts of employees including those clauses dealing with retirement, termination of employment or other special circumstances, between the Union and any employee of the Union.
- ix. To establish a Policy for Succession Planning and Staff Retention.
- x. To ensure establishment of a data base of core competences and expertise within the African postal organizations.
- xi. To coordinate Human Resources development and training of employees of African Postal Organizations.
- xii. To assist the General Secretariat with human resources management issues as necessarily deemed.
- xiii. To propose amendment to the Acts of the Union regarding human resources management issues

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July 2022***

## Resolution No. 06/PAPU/AC/XL/2022

### On Variations Arising from the Construction of PAPU House building

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo on 12-14 July 2022;**

**Recalling** the approval of the Plenipotentiary Conference instructing the Secretary General to pursue all other sundry matters related to the realization of the PAPU House project;

**Having examined** the report of the Secretary General on the project concerning the variations that have arisen in the course of the construction of the building;

**Noting** that the variations have the following additional advantages:

- ✓ increased basement area to enhance the capacity bearing of the building, provide additional underground parking lots, accommodate building service infrastructures such as electrical substation, fire pumps, water supply pumps, water storage tank and garbage collection points
- ✓ change from single to double glazing to reduce the cooling loads, reduce the maintenance cost of air-conditioning system; noise reduction from the adjoining busy highway; provide adequate sun shading as well as increase the overall strength of the building
- ✓ use of Pure Aluminum Panels that are more durable, contribute to structural integrity and longevity of the building, are practical to fit, repair and replace, especially in high rise buildings

**Mindful** that the building has reached advanced stage and cannot be delayed due to long approval procedures.

**Conscious** that the recommended variations are still within the maximum variation allowed by the Government of the Host country

**Desirous** of realizing the full goal and objectives of the project as approved by the Plenipotentiary Conference;

**RESOLVES AS FOLLOWS:**

- 1) To authorize the Joint Management Committee of the PAPU House project to examine the merits of important variations recommended by the Consultant;
- 2) To mandate the Chairman of the Administrative Council to consider and approve variation requests emanating from the on-going construction works on behalf of the Council.

**INSTRUCTS**

The Secretary General to ensure that the variations do not exceed fifteen percent (15%) of the total project cost

***Done in Kinshasa, Democratic Republic of Congo on 13<sup>th</sup> July 2022***

**ANNEX 7**  
**RESOLUTIONS ON POLICY AND REGULATION MATTERS**

## **Resolution No. 07/PAPU/AC/XL/2022**

### **On Policy and Legal Harmonization Matters**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo (DRC) from 12<sup>th</sup> to 14<sup>th</sup> July, 2022**

**Recalling;** ARTICLE 3 (1) of the Detailed Regulations of the Convention on the Composition of the Council which states that the Administrative Council shall be composed of twenty-five (25) Member States. Twenty-four (24) of the Member States are elected by the Conference. The twenty-fifth Member State shall be the host country of the Union;

**Further Recalling;** ARTICLE 12 (2) of the Convention on the Functions of the Administrative Council which state that in between the sessions of the Conference, the Council shall be the decision-making body of the Union within the limits of the powers delegated to it by the Conference;

**Noting;** the establishment of the Policy and Regulation Committee formed pursuant to Decision No.04/PAPU/PC/X/2021, establishing two new Administrative and Technical Committees, namely, the Policy and Regulation Committee; and Strategy Committee, passed in line with Article 14 of the Convention;

**Further noting;** that the Terms of Reference (ToRs) of the Committee were adopted by Decision No. 04/PAPU/PC/X/2021, establishing two new Administrative and Technical Committees, passed by the Plenipotentiary Conference during its 10<sup>th</sup> Ordinary Session held from 24<sup>th</sup> to 25<sup>th</sup> June 2021 in Victoria Falls, Zimbabwe;

**Considering;** Article 2 (9) of the Detailed Regulations of the Convention which states that one of the functions of the Plenipotentiary Conference is to Consider reports of activities of the Administrative Council and the General Secretariat of the Union since the last session of the Conference;

**Acknowledging;** Article 6 (2) of the Detailed Regulations on vacant Seat on the Council which states that when a seat on the Council becomes vacant, the affected region shall designate another Member State to serve on the Council for its remaining term of office;

**Further noting;** that the 10<sup>th</sup> Ordinary Session of the Plenipotentiary Conference elected 20 members and left five vacancies due to non-eligibility of the proposed candidates;

**Approves** the following:

- a) Administrative Council received and accepted recommendations from the Policy and Regulation Committee concerning the filling of vacant positions that were left outstanding during **10<sup>th</sup> Ordinary Session of the Plenipotentiary Conference held in June 2021 at Victoria Falls, Zimbabwe** as follows:
- i. The request for Benin for admission to the Administrative Council representing the West Africa Region with immediate effect as they meet all the Membership requirements;
  - ii. The request for the Democratic Republic of Congo to the Administrative Council representing the Central Africa Region subject to clearing outstanding mandatory contributions;
  - iii. The request for Morocco for admission to the Administrative Council representing North Africa Region subject to clearing outstanding mandatory contributions;
  - iv. The request for Ghana for admission to the Administrative Council representing West Africa Region subject to clearing outstanding mandatory contributions.
  - v. The case for Mali which is dependent upon the reversal and/or variation of the African Union's Decision on Mali.
- b) The countries listed above (from ii to v) are given six months from the date of this Resolution to regularize their statuses in order to meet the membership criteria for admission to the Council;
- c) In the event that the six (6) months lapse without the criteria for membership being met, the General Secretariat is instructed to commence the process of filling the vacancies to the Council, in line with the provisions of the Acts of the Union.

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

**Instructs** the General Secretariat to coordinate the implementation of the Policy and Regulation Committee and update the Administrative Council.

**Instructs** the Chairman of the Administrative Council to write to the Plenipotentiary Conference Chairman for endorsement of the Resolution of the Council.

***Done in Kinshasa, Democratic Republic of Congo (DRC), on 13<sup>th</sup> July, 2022***

## **Resolution No. 08/PAPU/AC/XL/2022**

### **On Regulation Development Matters**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo (DRC) from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**Recalling** the establishment of the Policy and Regulation Committee formed pursuant to Decision No.04/PAPU/PC/X/2021, establishing two new Administrative and Technical Committees, namely, the Policy and Regulation Committee and Strategy Committee, passed in line with Article 14 of the Convention;

**Further Recalling** that the Terms of Reference (ToRs) of the Committee were adopted by Decision No. 04/PAPU/PC/X/2021, establishing two new Administrative and Technical Committees, passed by the Plenipotentiary Conference during its 10<sup>th</sup> Ordinary Session held from 24<sup>th</sup> to 25<sup>th</sup> June 2021 in Victoria Falls, Zimbabwe.

**Considering** that the Committee commenced its work for the cycle and held two meetings to deliberate on specific issues relating to Policy and Regulation;

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

**Do hereby** adopt the Policy and Regulation Committee Report;

- i. Take Note of the creation of the Committee Working Group namely on Regulation Development Working Group.
- ii. The Terms of Reference of the Working Groups;
- iii. The Policy and Regulation Committee Action Plan for 2022-2025.

**Further adopts** the following recommendations contained in the Report:

- a. Member States should identify and profile the various components that make up the cost of USO;

- b. Member States should investigate the impact of the requirements on geographical reach, scope of USO products, quality of service requirements and current pricing of USO products on the efficiency and sustainability of USO provision;
- c. Member States should develop a Methodology for establishing the cost of USO;
- d. Member States should benchmark on what is being done in other regions on matters of definition of USO, after-sales services, compliance with standards, enforcement of the reserved area etc.;
- e. Member States should develop Legal and Regulatory Frameworks for E-commerce within the context of the Postal and Courier industry;
- f. General Secretariate should develop a monitoring and evaluation framework to track the implementation of activities in the Action Plan within a specific period and according to the timelines given.

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

**Instructs** the General Secretariat to coordinate the implementation of the Policy and Regulatory activities and update the Administrative Council.

***Done in Kinshasa, Democratic Republic of Congo (DRC), on 13<sup>th</sup> July, 2022***



**ANNEX 8**  
**RESOLUTIONS ON STRATEGY MATTERS**

**Resolution No. 09/PAPU/AC/XL/2022**

**On Strategy Matters**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo (DRC) from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**Recalling** the establishment of the Strategy Committee by the 10<sup>th</sup> Plenipotentiary Conference in Victoria Falls, Zimbabwe by Decision No.04/PAPU/PC/X/2021 Creating two new Administrative and Technical Committees at the Pan African Postal Union (PAPU);

**Further Recalling** that the Terms of Reference (ToRs) of the Committee were approved by the aforementioned 10<sup>th</sup> Plenipotentiary Conference held in Victoria Falls, Zimbabwe;

**Considering** that the Committee commenced its work for the cycle and held two meetings to deliberate on specific issues relating to Strategy;

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

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

**Approves** the following:

- i. The creation of the Committee Working Groups and a Task Force namely:
  - e. Disaster Risk Management Working Group;
  - f. Investments and Projects Working Group;
  - g. Task Force on the Opening up of the UPU to Wider Postal Players;
- ii. The Terms of Reference of the Working Groups and Task Force;
- iii. The Strategy Committee Action Plan for 2022-2025.

**Further adopts** the recommendations contained in the Report on the following:

**a) Disaster Risk Management (DRM)**

- i. The Committee should come up with DRM Model Framework to be implemented by the Member States;
- ii. Member States need to benchmark on each other's' disaster risk management experience regardless of the differences in geographical and geological conditions.

## **b) Task Force on the Opening up of the UPU to Wider Postal Stakeholders**

- i. The General Secretariat is tasked to solicit for priority areas from Member States on the Opening up of the UPU to Wider Postal Stakeholders matter and share the analysis among Members;
- ii. Member States are called upon to continuously provide more views on the Opening up of the UPU subject even beyond the Questionnaires circulated.

## **c) Investments and Projects**

- i. The Union should identify and invest in vehicles that yield higher rate of returns;
- ii. The Union should sweat its new PAPU House Building to optimally utilize it to earn revenue for the Union;
- iii. The General Secretariat's Relocation Plan should be implemented to enable an orderly transition from the old building to the new Head Office Building;

### **Notes that:**

- i. The 10<sup>th</sup> Plenipotentiary Conference held in Victoria Falls, Zimbabwe in June, 2021, adopted four themes for celebrating the Pan African Post day each year for the period 2022-2025.
- ii. The theme that was adopted for the year 2023 is:

***“The Post: An established promoter of cross-border e-commerce in Africa”***

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

**Instructs** the General Secretariat to coordinate the implementation of the activities of the Committee and update the 41<sup>st</sup> Administrative Council.

***Done in Kinshasa, Democratic Republic of Congo (DRC), on 13<sup>th</sup> July, 2022***

**ANNEX 9**

**POSTAL REGULATORS FORUM RESOLUTION**

**Resolution No. 10/PAPU/AC/XL/2022**

**On postal regulation**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, Democratic Republic of Congo (DRC) from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**Mindful of** Resolution No.18 /PAPU/AC/XXXVI/2017 on postal regulation;

**Acknowledging** that regulating digital transformation of postal services is one of the primary missions of regulatory authorities,

**Conscious** from the outset that digital transformation is very important for the provision of modern services that Postal Operators can render to its teeming customers;

**HEREBY RESOLVES AS FOLLOWS:**

**1. Urges Member States to ensure that:**

1.1. Postal operators embark on digital transformation of postal services:

1.2. Regulatory authorities:

- a) fund Universal Service Obligation for the Designated Postal Operator to ensure that they provide services at every nook and cranny of the country.
- b) facilitate the Designated Postal Operators to deliver digital services and compete favourably with other Postal Operators.
- c) ensure that digital transformations are backed by appropriate legislation that are aligned to the digital services that will be provided to customers.
- d) work with various stakeholders such as Central Banks, Customs and Chambers of Commerce to be able to operate in the digital space.

1.3. Governments:

- a) must make decisive decisions that position the postal sector as part of its priority projects.
- b) enact appropriate legislation to ensure digitalization of postal services.

**INSTRUCTS:**

The General Secretariat to monitor the implementation of this Resolution

***Done in Kinshasa, Democratic Republic of Congo, on 13<sup>th</sup> July 2022***

**ANNEX 10**

**TABLE OF DECISIONS & RESOLUTIONS OF THE 40<sup>TH</sup>  
ORDINARY SESSION OF THE PAPU ADMINISTRATIVE  
COUNCIL**

**40<sup>th</sup> Administrative Council, Kinshasa, Democratic Republic of Congo, 2022**

<b>S/N</b>	<b>DECISION</b>	<b>TITLE</b>
1.	<b>Decision No.01/PAPU/AC/XL/2022</b>	On amendment of Rule 47 paragraph 5 of the Staff Rules and Regulations
2.	<b>Decision No.02/PAPU/AC/XL/2022</b>	Approving the recruitment of staff to the PAPU General Secretariat on Secondment at the full cost of the sponsoring Member States seconding the concerned staff
3.	<b>Decision No.03/PAPU/AC/XL/2022</b>	On approval of the Budget of the Union for the 2022/2023 Financial Year
4.	<b>Decision No.04/PAPU/AC/XL/2022</b>	On approval of the Accounts of the Pan African Postal Union for the 2020/2021 financial year
5.	<b>Decision No.05/PAPU/AC/XL/2022</b>	On Appointment of the External Auditor
<b>S/N</b>	<b>RESOLUTION</b>	<b>TITLE</b>
1.	<b>Resolution No.01/PAPU/AC/XL/2022</b>	On adoption of the annual activity report of Secretary General for 2021-2022
2.	<b>Resolution No.02/PAPU/AC/XL/2022</b>	On Operations and Technology Matters
3.	<b>Resolution No.03/PAPU/AC/XL/2022</b>	On Extraordinary provisions for the recovery of Member States mandatory outstanding financial contributions
4.	<b>Resolution No.04/PAPU/AC/XL/2022</b>	On Terms of Reference of the Finance and Administration Committee
5.	<b>Resolution No.05/PAPU/AC/XL/2022</b>	On Creating Working Groups within the Finance and Administration Committee
6.	<b>Resolution No.06/PAPU/AC/XL/2022</b>	On Variations Arising from the Construction of PAPU House building
7.	<b>Resolution No.07/PAPU/AC/XL/2022</b>	On Policy and Legal Harmonization Matters
8.	<b>Resolution No.08/PAPU/AC/XL/2022</b>	On Regulation Development Matters
9.	<b>Resolution No.09/PAPU/AC/XL/2022</b>	On Strategy Matters
10	<b>Resolution No.10/PAPU/AC/XL/2022</b>	On postal regulation

**ANNEX 11**  
**FINAL COMMUNIQUE**



**PAN AFRICAN POSTAL UNION**

**(PAPU)**

**ADMINISTRATIVE COUNCIL**

**(12<sup>th</sup>-14<sup>th</sup> July, 2022)**

**KINSHASA, DEMOCRATIC REPUBLIC OF CONGO**

**FINAL COMMUNIQUE**

**READ BY NAMIBIA**

The 40<sup>th</sup> Ordinary Session of the PAPU Administrative Council was held from 12<sup>th</sup> to 14<sup>th</sup> July, 2022, in Kinshasa, Democratic Republic of Congo.

The Council was presided over by its Chairman **Richard Ranarison**, the Director General of the Post of Madagascar.

The official opening ceremony was presided over by The Right Honourable Prime Minister of the Democratic Republic of Congo, His Excellency **Jean-Michel Sama Lukonde Kyenge**, Guest of Honour.

**I. Participation**

The following Council Members participated in the session:

**Algeria, Botswana, Burkina Faso, Burundi, Cameroon, Ivory Coast, Kingdom of Eswatini, Kenya, Madagascar, Malawi, Niger, Namibia, Nigeria, Senegal, Tanzania, Tunisia, Zambia and Zimbabwe.**

The following members of the Administrative Council were absent: **Ethiopia and Sudan,**

The following participated as observers:

Member States: **Benin, Republic of Congo, Democratic Republic of Congo, Egypt, Ghana, Guinea, Lesotho, Mali, Morocco, Mozambique, South Africa and Uganda.**

Partner organizations and restricted unions: **AFRALTI, State Post Bureau (China People's Rep.), Communications Regulators' Association of Southern Africa (CRASA), Groupe La Poste France, Japan Post, Southern Africa Postal Operators Association (SAPOA), Mastercard, STAMPS<sup>DAQ</sup>, PostEurop, EACO, United States Postal Services (USPS), Universal Postal Union (UPU), West African Postal Conference (WAPCO).**

**II. Election and Installation of the Bureau**

The bureau was installed as follows:

<b>Chairman:</b>	Madagascar
<b>1<sup>st</sup> Vice-Chairman:</b>	Nigeria
<b>2<sup>nd</sup> Vice-Chairman:</b>	Algeria
<b>Rapporteurs:</b>	Burundi and Malawi

### **III. Agenda**

During the session, the Council examined all the agenda items under the following broad topics:

- Confirmation of quorum;
- Opening Remarks by Chairperson;
- Adoption of the Agenda and the Work Programme;
- Report of the Chairman of the Administrative Council;
- Remarks by the incoming Chairperson;
- Report of Activities of the Secretary General for the 2019/2021 period;
- Proposed themes of PAPU Day Celebration for the quadrennial period 2022-2025;
- Reports and recommendations of Technical Committees:
  - Operations and Technology;
  - Finance and Administration;
  - Policy and Regulation;
  - Strategy;
- Postal CEO Forum;
- Postal Regulators Forum ;
- Report of the External Auditor on the Accounts of the Union for the financial year ended 31<sup>st</sup> May, 2021;
- Date and venue of the 41<sup>th</sup> AC.

### **IV. Report of Activities of the Secretary General**

The Secretary General presented his report for the period 2021/2022, focusing on the following key areas:

- Strategic Issues and Identified risks
- Environmental scan
- Financial Management
- Operations and Technology matters
- Key Projects
- Development Cooperation and Stakeholder engagement
- Implementation status update for Decisions, Resolutions and Recommendation
- Communications Activities
- Human Resources
- International Conferences, meetings and Workshops

- Conclusion and Outlook for Next Financial Year.

The Secretary General's Report for the period under review as well as the resolution was unanimously adopted.

#### **V. Reports of the Committees**

Chairpersons of the Committees presented their reports covering the following key broad areas:

- a) Operations and Technology Committee;
- b) Finance and Administration Committee;
- c) Policy and Regulation Committee;
- d) Strategy Committee.

#### **VI. Designated Postal Operators CEOs' Forum**

The CEOs Forum was held on 8<sup>th</sup> July, 2022 on the sidelines of the 40<sup>th</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU).

The Theme of the Forum was "**Gearing the Post for Digital Transformation**".

#### **VII. Postal Regulators' Forum**

The Postal Regulators' Forum took place on the 7<sup>th</sup> July, 2022 on the sidelines of the 40<sup>th</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU).

The Theme of the Forum was "**Regulating the Post for Digital Transformation**".

#### **VIII. External Auditor's Report**

The External Auditor's report on the financial statements for the years ending 2020/2021 was presented by Ernst & Young and adopted.

#### **IX. Date and venue of the 41<sup>st</sup> Administrative Council Session**

The Council was informed that in principle, the 41<sup>st</sup> Ordinary Session would be held in May 2023. The exact date will be communicated by the General Secretariat after consultation with the host Country. Madagascar offered to host the next Ordinary PAPU Administrative Council Session.

#### **X. Adoption of decisions, resolutions and recommendations**

At the end of the proceedings, the 40<sup>th</sup> Administrative Council approved and adopted a number of decisions as well as resolutions.

Delegates commended the seriousness, and determination that characterized the session, the quality of documents presented as well as the outcomes of the deliberations.

#### **XI. Vote of Thanks**

A Vote of thanks was addressed to the authorities of the Democratic Republic of Congo by the Republic of Burkina Faso.

***Done in Kinshasa, Democratic Republic of Congo, on 14<sup>th</sup> July, 2022***

**ANNEX 12**  
**VOTE OF THANKS**

**PAN AFRICAN POSTAL UNION**  
**(PAPU)**  
**ADMINISTRATIVE COUNCIL**  
**(12-14 July, 2022)**  
**KINSHASA, DEMOCRATIC REPUBLIC OF CONGO**

**VOTE OF THANKS TO THE AUTHORITIES OF THE DEMOCRATIC REPUBLIC OF CONGO**  
**READ BY BURKINA FASO**

**The Administrative Council of the Pan African Postal Union (PAPU), during its 40<sup>th</sup> Ordinary Session in Kinshasa, the Democratic Republic of Congo from 12<sup>th</sup> to 14<sup>th</sup> July, 2022;**

**HAVING NOTED** with gratitude and satisfaction the great solidarity of the Authorities of the Democratic Republic of Congo by accepting to host the 40<sup>th</sup> Ordinary Session of the Council;

**CONSIDERING** the exemplary commitment of the Democratic Republic of Congo to the continuous promotion of PAPU ideals and brand image, as well as to the development and modernization of African posts;

**ACKNOWLEDGING** the perfect organization and conducive environment created for the Committee meetings, Postal Regulators' Forum, Postal CEOs Forum, the PAPU Strategy Workshop, and Council meetings;

**APPRECIATING**, particularly, the warm welcome extended to all delegations, as well as the kind attention paid to them throughout their stay on the Democratic Republic of Congo soil;

**FURTHER APPRECIATING** the effectiveness, cordiality, and the spirit of conviviality that characterized the deliberations of the 40<sup>th</sup> Ordinary Session of the Administrative Council;

**NOTING** with great satisfaction the commitment of the President of the Democratic Republic of Congo, His Excellency Félix Etienne Tshisekedi, to promote, encourage and support regional cooperation;

**CONGRATULATING** the organizing Committee for an efficient contribution towards the successful conclusion of this gathering;

**HEREBY** conveys its profound gratitude to the Government and the people of the Republic of the Democratic Republic of Congo for their warm and fraternal welcome, as well as the kind gesture extended to all delegates throughout their stay in Kinshasa.

***Done in Kinshasa, Democratic Republic of Congo on 14<sup>th</sup> July, 2022***