STRATEGIC PLAN (2017-2020)

…….. Promoting an inclusive and sustainable development

EXECUTIVE SUMMARY

The Pan African Postal Union (PAPU) is a specialized agency of the African Union responsible for the development of postal services Africa. This responsibility was bestowed on the Union by African Heads of State and Government by the African Union (formerly, the Organization of African Unity), since the emergence of independent African states over fifty years ago.

At the time, the sector was relatively stable operating as postal and telecommunications departments (PTT). However, with the passage of time the sector was subjected to transformation brought about by a wide range of factors including but not limited to, structural adjustment programmes which led to the separation of posts from telecommunications, dwindling mail volumes, technological developments, unfair competition, liberalization, new customer expectations and significant shifts in consumption patterns, among others.

The Director General of the UPU aptly summarizes the gravity of the situation as follows: "In the rush for separation of PTTs, no sufficient safeguards were put in place to cushion the often underfunded and under equipped postal entities in developing countries." (B.A. Hussein, Speech delivered in Malawi, 2014).

Noting these challenges, posts have done everything within their limits, to continuously reinvent themselves considering that the business environment is rapidly changing.

With vast networks spread out all over Africa and the commitment to universal service obligations, the post has earned invaluable trust in the society over many decades. This explains why the postal sector has continued to be an essential part of a country's socio-economic infrastructure.

The advent of internet and globalization has not only presented enormous growth opportunities for the sector but also reinforced its capacity to adapt and diversify products and services aimed at meeting customer expectations. Postal entities that have successfully integrated technological solutions into their service portfolio have to a great extent, dispelled fears of relegation to the sidelines by substitution. Stakeholders recognize that the sector's reaffirmation of relevance in the new business environment is undoubtedly underpinned by the network's enduring attributes of easy access, trust, reliability and security.

The post's tri-dimensional network – physical, electronic and financial is a solid platform for seamless delivery of services. With 660,000 offices operating in 192 countries; an

electronic network that interconnects the various operators for exchange of electronic data in real time; as well as 91% of postal operators that offer financial services directly or in partnership with other financial institutions (making posts the world's second largest contributor to financial inclusion), the network's assets set it apart as the largest logistics enterprise in the world with ability to accelerate socio-economic inclusion.

At another level, Africa has more than 25,000 postal outlets and PAPU as a union charged with co-ordination of development programmes for the sector in Africa faces challenges arising from weak or non-existent institutional and operational structures within and between Member States. There are efforts now to, for example, harmonize the sector's legal and regulatory framework, in order to inject much needed synergy into the on-going reforms and usher in the desired transformational change. The Union's Acts are out of tune with the current business environment and urgently need updating.

There is no doubt that rapid changes are sweeping through the business landscape. But changes can only be matched with smart policies and solutions, as well as reformed institutions, well trained and professionally sound work force. As such the World Istanbul Postal Strategy, Regional Development Plan for Africa, the African Union Agenda 2063, are some of the policy documents that the sector will always fall back on to embrace the desired changes. Anything short of this seriously undermines the Union's performance, inevitably leading to questions about its relevance.

Some of the key strategies and issues include but not limited to the following: -

- Restructure the General Secretariat

- Build skills and capacities

- Review and adopt PAPU legal instruments

- Complete the PAPU House project

- Introduce project management approach

- Modernize working tools such as interactive website and teleconferencing infrastructure including transport at the General Secretariat etc.

The above are thus critical to the realization of the priority projects of the underlisted Regional Development Plan already adopted, namely:

- Improvement of operational efficiency and development of e-commerce;

- Contributing to financial inclusion via the postal network;

- Implementation strategy for postal reform;

- Contributing to the digital transformation of postal networks;

- Creating resilient postal networks.

A Business Plan 2016-2020 showing financials to achieve the desired key performance indicators as well as risks, risk owners and mitigating factors has been prepared separately.

The communication strategy for the Union shall be to establish a standard database that ensures that all countries can update their addressing online. At the same time, ensuring that ALL circulars, documents and publications are provided on an interactive and effective password protected PAPU website; well ahead of the specified period of meetings/events within the regulations.

The 2017-2020 Strategic Plan seeks to bring all the variables into play towards the realization of a truly switched on postal sector that is ready to deliver solutions to a transformed Africa.

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DEFINITION OF TERMS AND ABBREVIATIONS

PAPU	Pan African Postal Union		ECP	Electrification and Connectivity Project
UPU	Universal Postal Union		UPAEP	Postal Union of the Americas, Spain and Portugal
AU	African Union		DPO	Designated Postal Operator
OAU	Organization of African Unity		WIPS	World Istanbul Postal Strategy
UNO	United Nations Organization		PC	Plenipotentiary Conference
USO	Universal Service Obligations		IFS	International Financial System (UPU facility for electronic postal payments)
RDP	Regional Development Plan		CA	Council of Administration
AC	Administrative Council		POC	Postal Operations Council
SG	Secretary General		IMF	International Monetary Fund
ASG	Assistant Secretary General		LDC	Least Developed Country
USD	US dollars		PTT	Posts, Telephone and Telegraph
MDGs	Millennium Development Goals			
NICTs	New Information and Communication Technologies			
ICTs	Information and Communication Technologies			
IPS	International Postal System (UPU facility for mail track and trace)			

1.0 INTRODUCTION

The Pan African Postal Union is a specialized agency of the African Union responsible for development of postal services on the continent. This is an immense responsibility bestowed on the Union by African Heads of State and Government under the auspices of the African Union (formerly, the Organization of African Unity), since the emergence of newly independent African states nearly five and half decades ago.

At the time, no one would have imagined the bumpy road ahead of the sector brought about by a wide range of factors including dwindling mail volumes, technological developments, challenges to the traditional model, liberalization, new customer expectations and significant shifts in consumption patterns.

In nearly three decades now, many postal entities in Africa have grappled with reforms in order to find a sound footing in a liberalized and globalized world. The rushed restructuring in 1980s and 90s and the subsequent post PTT era in Africa undoubtedly left the sector reeling under heavy debt and wide-ranging limitations in resources. The Director General of the UPU aptly summarizes the gravity of the situation thus: "In the rush for separation of PTTs, no sufficient safeguards were put in place to cushion the often underfunded and under equipped postal entities in developing countries." (B.A. Hussein, Speech delivered in Malawi, 2014)

In the face of these challenges, posts have nevertheless done everything in their power and within limited resources, to continuously reinvent themselves taking into account that inaction cannot be an option in a rapidly changing business environment.

With vast networks spread out in far flung areas of the countryside and unwavering commitment to universal service obligations, the post has earned invaluable trust in the society over many decades. This explains why the postal sector has continued to be an essential part of a country's socio-economic infrastructure.

The growth and sustenance of the global economy depends on the support base offered by a wide range of postal services that are accessible to the rich and the poor alike, regardless of where they live and work. Besides parcels, letters and postcards, postal operators around the world offer a host of other products and services including bank accounts, bill payment services, delivery of fresh products, pension payments, basic government services such as applications for and renewal of official documents, delivery of vaccines or books for children and the blind, among others.

The advent of internet and globalization has not only presented enormous growth opportunities for the sector but also reinforced its capacity to adapt and diversify products and services aimed at meeting customer expectations. Postal entities that have successfully integrated technological solutions into their service portfolio have to a great extent, dispelled fears of relegation to the sidelines by substitution. Stakeholders recognize that the sector's reaffirmation of relevance in the new business environment is undoubtedly underpinned by the network's enduring attributes of easy access, trust, reliability and security.

The post's tri-dimensional network – physical, electronic and financial is a solid platform for seamless delivery of services. With 660,000 offices operating in 192 countries; an electronic network that interconnects the various operators for exchange of electronic data in real time; as well as 91% of postal operators that offer financial services directly or in partnership with other financial institutions (making posts the world's second largest contributor to financial inclusion), the network's assets set it apart as the largest logistics enterprise in the world with ability to accelerate socio-economic inclusion.

At another level, Africa has more than 25,000 postal outlets and PAPU as a union charged with co-ordination of development programmes for the sector in Africa faces challenges arising from weak or non-existent institutional and operational structures within and between Member States. There are efforts now to, for example, harmonize the sector's legal and regulatory framework, in order to inject much needed synergy into the on-going reforms and usher in the desired transformational change. The Union's Acts are out of tune with the current business environment and urgently need updating.

There is no doubt that rapid changes are sweeping through the business landscape. But changes can only be matched with smart policies and solutions, as well as reformed institutions, well trained and professionally sound work force. Anything short of this seriously undermines the Union's performance, inevitably leading to questions about its relevance.

The 2017-2020 Strategic Plan seeks to bring all the variables into play towards the realization of a truly switched on postal sector that is ready to deliver solutions to a transformed Africa.

2.0 STRATEGIC OBJECTIVES (REGIONAL AND GLOBAL)

PAPU Member countries have mapped out a new strategy for the post: "VISION 2020 that mirrors the global postal aspirations that were unveiled in April 2015 in Geneva, Switzerland: "How African posts can proactively develop innovative, integrated and inclusive solutions for customers and stakeholders" This was the theme of the pre-conference PAPU held in Bern prior to the Strategy Conference of the UPU held in Geneva in April 2015, during which it, like UPU, built its Vision 2020 around the "3i"s (innovation, integration and inclusion).

To achieve this vision, the African regional roundtable conference held in Khartoum identified the development of e-commerce, postal financial services and reforms as key priorities for the 2017-2020 Cycle. Africa also comes out strongly in highlighting the need to address infrastructure development as a springboard for development of a strong 3-Dimension postal network that can deliver logistics, electronic and financial solutions for an increasingly inter-dependent world. The development of the Electrification and Connectivity Project (ECP) is the sector's response to the specter of exclusion of the majority of Africa's populations (estimated at 80%), who reside in relatively poor sections of urban and rural areas, from basic services in key sectors including financial, trade, education and health.

The development priorities for the sector for the period 2017-2020, further crystallized and were approved during the February 2016 joint UPU Postal Operations Council and Council of Administration session held in Bern, Switzerland, in February 2016.

2.1 Istanbul World Postal Strategy

The Istanbul World Postal Strategy is the culmination of the global postal development priorities for the current Congress cycle and, as in previous strategies, it goes further to translate the priorities into key goals and concrete programmes to be implemented during the period.

Africa's inputs are part and parcel of the following key priorities, among others, that the global postal fraternity has identified and is seeking to implement through relevant goals and programmes:

a) Improvement of operational efficiency and development of e-commerce

b) Contributing to financial inclusion via the postal network

c) Implementation strategy for postal reform

d) Contributing to the digital transformation of postal networks

e) Creating resilient postal networks

The Annex shows more details on the relationship between the WIPS and PAPU priorities.

2.2 Agenda 2063

The African Union (AU) views postal services as one of the key drivers that will help to deliver on its Agenda 2063. As a specialized institution of the AU, PAPU has helped to identify how the post can contribute to achieve the aspirations of Agenda 2063. Moreover, the joint AU-ECA ministerial conference that ended on 5th April, 2016, in Addis Ababa, Ethiopia, was a platform for African ministers of finance, planning, economic development and integration to fully understand the increasingly and potentially predominant and powerful role that the post may play in bringing about social, digital and financial inclusion for the people. The conference equally underscored the need for the post to use broadband and roll out advanced information and communication technologies to ease access to basic services for rural populations.

a) Development of e-commerce

Both PAPU and the UPU have made a clear focus on development of e-commerce as a priority for 2017-2020. This is linked to Aspiration 2.26 of the AU which states that Africa's "world-class infrastructure, accompanied by trade facilitation, will see intra-African trade growing from less than 12% in 2013, to approaching 50% by 2045" and according to which "Africa's share of global trade shall rise from 2% to 12%".

The post's role in spearheading stakeholders' commitment to development of addressing is critical in facilitating intra-African trade and, ultimately, this noble objective of Agenda 2063.

b) Postal financial services development

Aspiration 1.10 of Agenda 2063, calls for "a prosperous continent, with the means and resources to drive its own development". Call to action point 72(o) of Agenda 2063 stresses the need to "strengthen domestic resource mobilization, build continental capital markets and financial institutions, and reverse the illicit flows of capital from the continent" in order to, among other actions, reduce aid

dependency, eliminate all forms of illicit flows, and double the contribution of African capital markets in development financing. Postal financial services are supported by African Union ministers of finance (2014 resolution, Abuja, Nigeria). They reiterated that increasing financial inclusion contributes to poverty reduction in line with Agenda 2063, and emphasized the role of the postal networks in increasing financial inclusion in particular for underserved poor rural communities.

In the same vein, among their resolutions, ICT ministers supported the action plan for the development of the postal sector in Africa, including in the area of financial inclusion, with particular focus on the low income population (2015 resolution, Addis Ababa, Ethiopia).

c) Postal sector development

Call-to-action 72(g) emphasizes the "need to connect Africa through world-class infrastructure…with a concerted push to finance and implement major infrastructure projects". The postal network is a key national infrastructure that has all it takes to accelerate inclusive socio-economic development. On financing, PAPU and UPU are committed to resource mobilization to address shortfalls in funding.

d) E-services and diversification

Aspiration 2.25 of Agenda 2063 focuses on ICT as one of the basic necessities for citizens. Call-to-action point 72(g) of the Agenda also stresses the need for an "integrated e-economy where every government, business and citizen has access to reliable and affordable ICT services".
 More details about the link between the AU Agenda 2063 and the postal sector are contained in the Annex

2.3   UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Similarly, most of the Goals in the SDGs impact on the development of the postal industry. Some of the Goals that relate to the postal sector are: 4, 7, 8, 9, 11, 16 and 17. More details in this regard are contained in the **Annex I**.

2.3.1 VISION AND MISSION

(a) Vision

To be one Postal network in Africa, as part of the global Postal network that guarantees modern quality products and services for customer satisfaction.

(b) Mission

To spearhead development of the postal sector in Africa and encourage cooperation among stakeholders, with a view to promoting reforms in physical, electronic and financial postal network.

2.3.2 VALUES AND ASPIRATIONS

(a) Security

The postal industry worldwide moves large consignments of items across territories and markets. Inevitably, security challenges are a priority. Furthermore, the move towards digitization, related to new e-services and markets, calls for concerted action on adherence to standards. We are therefore committed to creating awareness among our members on the importance of this key element to ensure sustainability of postal services.

(b) Reliability

Reliability in transmission and delivery of items goes into the heart of what is expected of a postal system. The network must guarantee delivery of services as customers have a right to anticipate arrival of items at the promised timelines.

(c) Trust

When customers entrust their valuables including cash, cheques, and gift items to the post, they must rest assured they are in good hands. The postman has earned the trust of his or her community from time immemorial, which he/she embodies on daily basis in the course of normal deliveries at home or across the counters. Sustaining this attribute is assuring postal services of a future.

(d) Professionalism

We value professionalism by all employees. Staff should be developed and motivated to perform their work with expertise, dedication and care.

3.0 SITUATION ANALYSIS AND TRENDS

In order for us to have a systematic collection and evaluation of past and present economical, political, social, and technological data, aimed at (1) identification of internal and external forces that may influence the post's performance and choice of strategies, and (2) assess the industry's current and future strengths, weaknesses, opportunities, and threats we will use two strategic management tools for environmental scanning, namely, PEST analysis and SWOT analysis as below:

3.1 PEST ANALYSIS

Political	• Increasing political cooperation and alliances on regional and global levels, with knock on effect on cross-border trade and social interaction, are gaining ground • Growing insecurity due to international terrorism, money laundering, cyber crime and political instability are a major concern to logistics companies which have to bear high capital and operational costs on security measures; • Liberalization and privatization bring economic and political impact; • Desire by member states to spread economic, social, financial and digital benefits to their citizen particularly in rural and semi-urban settlement.
Economic/Environmental	• All Member States of PAPU (44) are developing countries, including 31 LDCs, the largest number in all regions of the world; • IMF and World Bank statistics show that economic growth in Africa is relatively high compared with much of the developed world; • GDP in many African countries is projected to grow by 2% in 2017; • The average annual growth rate is 4%, with top performers registering impressive figures ranging from six to 12 percent; • Liberalization and privatization (economic and political impact) Evolution of the environmentally conscious customer; • Changing financial models, financial access and global capital flows;

	• Widening of socio economic chasms; • Growth of e-commerce; • Huge infrastructure development in Africa; • Changes in Postal Business model.
Social/ Demographics	• Different needs and expectations of the customer of tomorrow; Migration and demographic shifts Change in business-customer interactions; • Widening of socio-economic chasms Global crises and slow postal response.
Technological	• Change in government-citizen interactions (e.g. e-government); • Rate of technological change Cross-sectorial innovation and impact on posts; • Huge gaps in development of national addressing; • High uptake of mobile telephony and money, with positive impact on social and financial inclusion; • Fast pace in technological changes.
Legal/Regulatory	• Change in postal business models; • Changing financial models, financial access, and global capital flow; • Global changes in existing regulations; • Deeper financial inclusion.

*Source: Adapted from Strategy report by UPU CA Committee 3, 2015, and PAPU Consultant's study, 2015)

3.2 SWOT ANALYSIS

Strengths	Weaknesses
• A vast network of more than 25,000 outlets connected to 660,000 offices worldwide; • Intergovernmental; • Integrated three-dimensional network; • Expertise and access to information; • vertical integration of supply chain; • Public general acceptance/patronage; • Wide potential on inclusive service delivery; • Available critical asset in rural service delivery; • Huge infrastructure development in Africa (e.g. roads, railways and internet); • Growth of e-commerce and consequent increase in parcel volumes.	• Structure and general lack of flexibility and speed in decision making; • Difficulty in attract interest (participation and financial contributions) and ensuring relevance; • Inability to prioritize; • Inability to work effectively with an increasingly complex sector and stakeholders; • Wide gaps in development of regulations, policies and legal frameworks among members.
Opportunities	Threats
• Need for information and expertise on the postal sector; • Growth of e-commerce and international trade; • Need for inclusion of all sections of the population; • New and improved postal networks in the future; • Addressing and accessibility; • Greater need for interoperability and international standards; • Addressed direct mail, parcels and express services, and secure and affordable money transfers; • International regulations; • Economic growth and trade; • Modern product portfolio and integrated remuneration; • Leveraging the intergovernmental character; • Innovation and need for establishment of new international standards;	• Irregular/unpredictable annual contributions; • Technological substitution/diversification by communication media; • Bilateral agreements/unilateralism potentially leading to reduced relevance of the union; • Existence of non-DPO networks; • Pressure on the universal service obligation and its sustainability; • Substitution of declining letter volumes not compensated by adequate parcel growth; • Remuneration arrangements that threaten the sustainability of the postal network; • Energy cost volatility.

• Leveraging of technology to mobilize customer needs; • End-to-end sustainable network.	

*Source: Adapted from the report by UPU CA Committee 3, 2015, and PAPU consultant's study, 2015.

4.0 MEETING EXPECTATIONS OF STAKEHOLDERS AMIDST CHALLENGES

Whereas it is not in dispute that the sector is a key driver of socio-economic development, the challenges it confronts in Africa are enormous. The union's huge mandate often times puts it in an awkward situation of explaining to stakeholders how severely under-capitalized public postal operators can play a role in the attainment of the ambitious AU Agenda 2063.

The findings of a study on Reform and Improvement of Finances of the Pan African Postal Union commissioned by the Administrative Council of PAPU in 2015 highlight some of the challenges as follows:

(a) The relevance of the Union in the eyes of Member States;
(b) Consolidation of its mandate as well as demonstration of its mettle as a specialized agency of the AU;
(c) Concerns over sustainable financing of the Union;
(d) The relevance of the Acts of the union which last came into force in 2009;
(e) The task of harmonizing the continent's policies, laws and regulations with limited resources;
(f) Slow uptake of ICTs that are essential in product and service diversification, as well as improvement of efficiency and image building;
(g) Need for restructuring of the General Secretariat to address skills gap and staff motivation;
(h) Mobilization of international financial institutions to support development of the sector.

5.0 REFORM OF THE GENERAL SECRETARIAT

The study findings established that the General Secretariat is the technical support arm of the higher organs of the union charged with implementation of decisions of plenipotentiaries, the Administrative Council as well as other key stakeholders including the AUC and the UPU.

Member States are now pushing for higher visibility of the General Secretariat's personnel in the field as well as closer coordination between the General Secretariat and Member States/sub-regional organizations in developing a data base of experts and essential statistics that would improve planning and decision making process.

In the face of rapid changes on the communications landscape, ranging from technological innovations, policies, laws and regulations, it is logical to have a structure that can deliver more effectively on the mandate of the union.

Furthermore, there is also a need to improve on the infrastructure in the Secretariat to ensure easier access to information and data by member States as well as communication facilities that can dramatically reduce the current costs of holding physical meetings/consultation with or by member States.

The existing structure does not speak to the demands of the market as critical issues as in Policy, Regulatory as well issues in products development as it relates to technology were not addressed.

The Acts of the Union which was adopted in 2009 has also become overtaken by events; while the 1988 Acts in operation is not only obsolete but a serious hinderance to organization development.

6.0 A CASE FOR TRANSFORMATIVE CHANGE

The study unequivocally concludes that an organization that is ready for transformative change must squarely face its challenges to ensure sustainability. PAPU therefore has a responsibility to do a critical self assessment starting from Member States' commitment to:

(a) The sustainability of the union;

(b) Improvement of quality of service of postal products and services;

(c) Restructuring and building capacities at the General Secretariat commensurate with the demands and expectations spelt out in the quadrennial plan of action;

(d) Vigorous engagement with stakeholders and international development partners to financially support modernization of postal infrastructure;

(e) Revisiting the legal instruments of the Union to ensure existence of legal safeguards to guarantee proactive decision-making processes;

(f) Harmonization of regulations and standards to support cooperation initiatives and cross border trade;

(g) Improve on its communication with member states as well as the infrastructure for effective communication and information dissemination;

(h) Adapt to the new realities of Regulations to ensure easy and fast decision making process.

7.0 STRATEGIES TO DELIVER ON PAPU MANDATE

PAPU has a wide mandate of spearheading development of postal services in Africa as well as safeguarding the interests of the African postal sector on the international arena. This calls for deep understanding and awareness of the dynamics of the business environment in order to meet the expectations of stakeholders.

Key among the critical issues PAPU must address and guide stakeholders as they navigate the challenges of the sector in the 21st century include liberalization, reforms, use of new information and communication technologies, the legal and regulatory framework, the impact of globalization, cooperation among stakeholders and meeting customer needs.

During the cycle the Union will focus on the following key issues/projects

(a) Review rules and regulations of the union and ensure they are in tandem with the changing business environment;

(b) Restructure the General Secretariat in order to equip it with the right size and caliber of staff, and motivate them to achieve higher levels of performance so as to enable the Union deliver on its mandate; (Draft Organization structure is attached as Annex I);

(c) Develop new strategies to improve the financial situation of the Union, including emphasis on efficiency and reduction of wastage at the General Secretariat;

(d) Mobilize financial resources among regional and international donor agencies, key stakeholders and Member States for implementation of key projects enunciated by Agenda 2063, Istanbul World Postal Strategy (IWPS) and the four year PAPU development Action Plan approved by the Plenipotentiary Conference in 2016;

(e) Collaborate effectively with stakeholders to ensure the postal sector's effective role towards faster growth of e-commerce within Africa and between Africa and the rest of the world;

(f) Development of financial services including use of the postal network to give migrants and rural populations better access to a range of financial services, such as affordable and secure money transfer services;

(g) Improve quality of service as a prerequisite for the sector's sustainability;

(h) Spearhead adoption and use of new information and communication technologies by Member States and accelerate diversification of products and services that customers need;

(i) Promote responsible and positive contribution to the community and the environment;

(j) Promote inclusive, Integrative and Innovative approach to the advancement of Postal Development;

(k) Promote the expansion of ICT infrastructural deployment in member States with particular emphasis on rural areas access to digital and financial services;

(l) Collaborate with development Partners in the acceleration of product and services deployment in member states.

8.0 PROJECTS IMPLEMENTATION AND PROCESS:

Noting the earlier enunciated challenges and the need to adapt to the realities of the situation, the General Secretariat will endeavor to collaborate with the AC to ensure that:

(a) The structure of the General Secretariat is reviewed and appropriate staffing is progressively put in place subject to available resources for effective service delivery; (See **Annex II**);

(b) The Rules and Regulations of the Union are reviewed and adopted for use to improve finances, remove ambiguities and ease the decision making process;

(c) Complete the PAPU House Project to increase visibility and viability of the Union;

(d) Implement Project based budgeting system to control waste and measurement;

(e) Strengthen the transport infrastructure at Secretariat to reduce cost of holding all regular meetings in Arusha, Tanazania; except where any member States elect to host the event at full cost (excluding transportation of Secretariat Staff);

(f) Improve on membership drive including the implementation of Associate membership status; if adopted by the Union;

(g) Implement THREE approved projects per year with possibility of more, if fully sponsored by Partners;

(h) Initiate/Increase Field Service support to member States in Key Project areas of Postcode and Addressing, Cost-based Accounting, Quality of Service Improvements and new ICT based innovations;

(i) Develop an interactive web that will adequately respond to current needs including a Database on all activities of the Post;

(j)　　To adapt new technologies to reduce overhead cost for meetings and exchange of information- including hosting of Paperless meetings as well as establishing Teleconferencing infrastructure at Secretariat;

(k)　　Develop every project for funding by partners.

Annex Ⅲ shows the implementation time table for the above activities.

9.0 KEY PERFORMANCE INDICATORS

The success of every project will be measured on the basis of continuous monitoring and annual reporting by the Secretariat. Measurable targets shall be set for every project at the presentation for budgeting and approvals. Specifically, the action plans already approved by the Plenipotentiary Conference shall form the framework with the defined KPI. For other projects, the total number executed/ against approved and the buying-in in the translation to national projects will form part of the evaluation criteria.

The major projects already approved for implementation by the Plenipotentiary Conference are illustrated in the PAPU Programme of Action 2017-2020 (see Annex IV).

10.0 FINANCIALS TO SUPPORT THE QUADRENNIAL PROGRAMME OF ACTION AND IMPLEMENTATION PROCESS OF THE STRATEGIC PLAN

Financials to support the Quadrennial Programme of Action and the implementation process of the strategic plan are prepared separately and appear in the business plan for the year 2017-2020.

11.0 RISKS, RISK OWNERS AND MITIGATING FACTORS

Risks, Risk owners and the related mitigating factors are listed separately in the Business Plan 2017-2020.

On the issue of Reforms- Review of the Acts and Restructuring; the Secretariat will work closely with the AC to ensure that the process is not inhibited in anyway and the Revised ACTS are adopted for implementation in 2018.

12.0 COMMUNICATION STRATEGY

The communication strategy for the Union shall be to establish a standard database that ensures that all countries can update their addressing online. At the same time, ALL circulars, documents and publications are provided on an interactive and effective password protected PAPU website; well ahead of the specified period of meetings/events within the regulations.

13.0 CONCLUSION

Considering the rapid changes in the business environment vis-a-vis the mandate by the Union, there is dire need for continuous adjustment of the modus operandi.

This strategic plan provides broad guidelines on how the Union should move taking on board the four main policy guidelines, namely, the WIPS, the RDP for Africa, AU Agenda 2063 and the UN SDGs.

ALIGNMENT OF PAPU PRIORITY AREAS WITH AU AGENDA 2063, UN SDGs AND IWPS

STRATEGIES	GOALS/ASPIRATIONS	COMMENTS	PAPU'S IDENTIFIED PRIORITIES/ACTIONS
AU AGENDA 2063	**ASPIRATION 1:** A Prosperous Africa Based on Inclusive Growth and Sustainable Development	A continent with the means and resources to drive development and where people have access to affordable and decent housing, housing finance together with all the basic necessities such as, energy, public transport and ICT, among others (Ref. Point 10).	**Priority level two:** • Financial services development • Postal sector development • E-services and diversification
	A call to action (Point 71o) Strengthen domestic resource mobilisation, build continental capital markets and financial institutions, and reverse the illicit flows of capital from the continent, with view to by 2025	Render fully operational the African Remittances Institute, the African Investment Bank and the African Credit Guarantee Scheme	**Priority level two:** • Financial services development
	ASPIRATION 2: An Integrated Continent, Politically United Based on the Ideals of Pan Africanism and the Vision of Africa's Renaissance	The world-class infrastructure accompanied by trade facilitation will see intra African trade growing from less than 12% in 2013 to approaching 50% by 2045. African share of global trade shall rise from 2% to 12%. This will in turn spur the growth of Pan African	**Priority level one:** • Improvement of operational efficiency and e-commerce development

|		companies of global reach in all sectors.	
	Call to action point 71g: Connect Africa through world-class Infrastructure, with a concerted push to finance and implement the major infrastructure projects in: • Transport • Energy • ICT	• E- commerce development • Addressing project • Transport: connecting all African capitals and commercial centres which can assist the post in mail conveyance. • Energy: harnessing all `African energy resources to ensure modern, efficient, reliable, cost effective, renewable and environmentally friendly energy to all, businesses, among others, through ECP. • ICT: an equal footing with the rest of the world as an information society, an integrated e-economy where every government, business and citizen has access to reliable and affordable ICT services.	**Priority level one:** • Improvement of operational efficiency and e-commerce development **Priority level two:** • Financial services development • Postal sector development • E-services and diversification
UN SDGs	**GOAL 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island	**Priority level two:** • Postal sector development • E-services and diversification

		developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	**Priority level three:** • Electrification and connectivity
	GOAL 7: Ensure access to affordable, reliable, sustainable and modern energy for all	By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support	**Priority level three:** • Electrification and connectivity
	GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	-Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services -Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance	**Priority level two:** • Postal sector development • E-services and diversification

		and financial services for all	
		• Financial services development • Financial inclusion	
	GOAL 9: Build resilient infrastructure, promote inclusive and sustainable induistrialisation and foster innovation	-Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States -Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities -Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020 • Access to information and communication technology • Post office as an essential infrastructure	**Priority level two:** • Postal sector development • E-services and diversification **Priority level three:** • Electrification and connectivity • Addressing and Post code systems

		for economic development • Addressing and post code projects	
	Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable	-By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	**Priority level three:** • Addressing and Post code systems
	Goal16: Promote peaceful and inclusive societies for sustainable development, promote access to justice for all and build effective, accountable and inclusive institutions at all levels	-By 2030, provide legal identity for all, including birth registration	**Priority level three:** • Addressing and Post code systems
	GOAL 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.	-Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	**Priority level two:** • Postal sector development **Priority level three:** • Electrification and connectivity • Addressing and Post code systems
	Goal 1: Improve the interoperability of network infrastructure	By ensuring quality of service, efficient and secure supply chains, the development of standards and of information and communication technologies (ICTs), and streamlined operational processes and	**Priority level one:** Improvement of operational efficiency and e-commerce development

		regulations	**Priority level two:** • Postal sector development • E-services and diversification
	Goal 2: Ensure sustainable and modern products	By modernizing and fully integrating the product portfolio and supporting remuneration systems, accelerating the development of e-commerce solutions, supporting the development of **diverse products** and services, and supporting trade facilitation through the postal network	**Priority level two:** • Financial services development • Postal sector development • E-services and **diversification**
	Goal 3: Foster market and sector functioning	By contributing to the definition and development of the USO, initiating and implementing relevant development cooperation measures, encouraging market and sectoral information, improving efficiency in the areas of policy	Cuts across all priority levels

PROPOSED GENERAL SECRETARIAT STRUCTURE
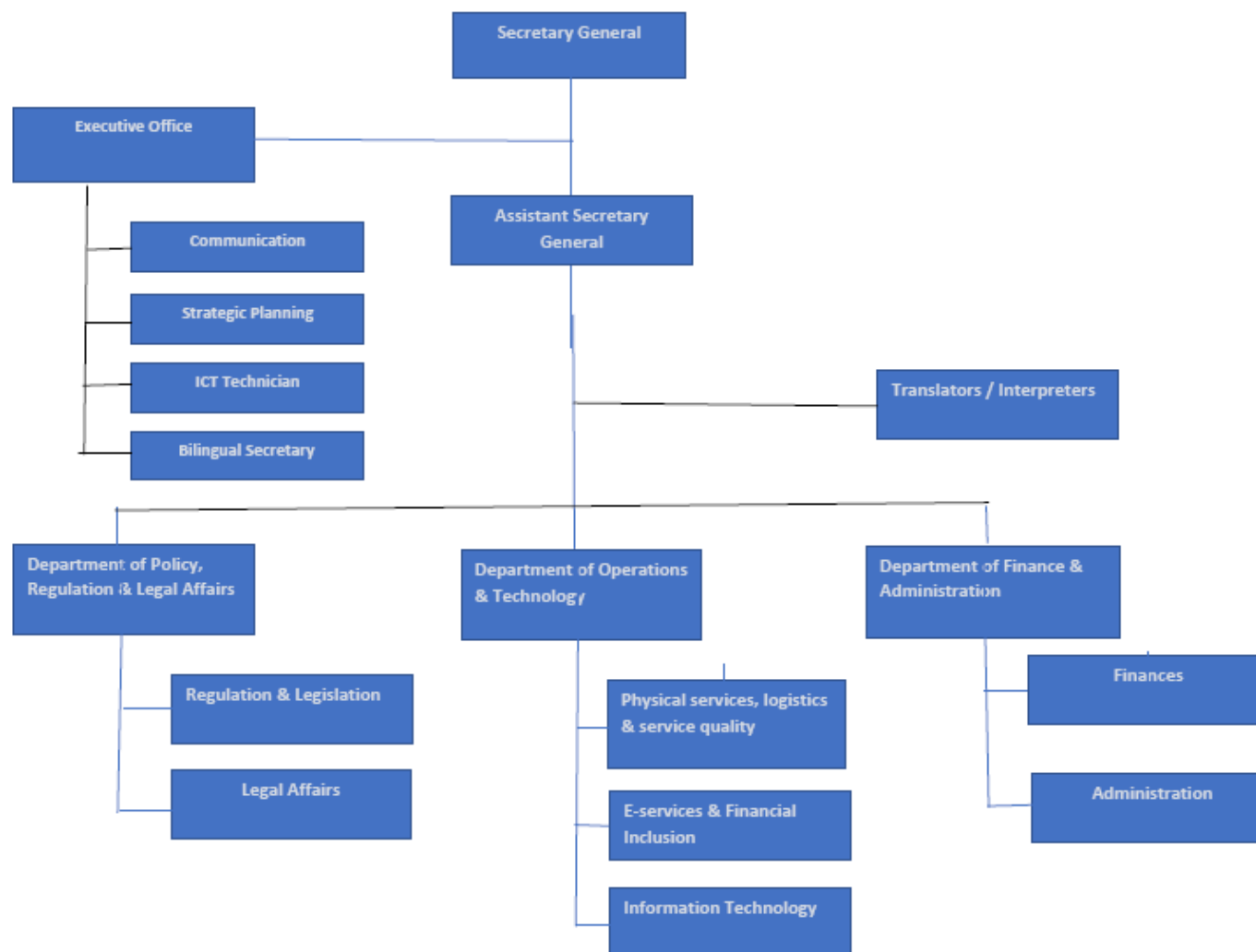
IMPLEMENTATION TIMETABLE				
Recommendations / Financial years	2016/2017	2017/2018	2018/2019	2019/2020
Restructure the General Secretariat		■	■	■
Build skills and capacities		■	■	
Review and adopt PAPU legal instruments		■	■	
Complete the PAPU House project		■	■	
Introduce project management approach		■		
Modernize working tools such as interactive website and teleconferencing infrastructure including transport at the General Secretariat			■	■
Introduce data base for on all activities of the post			■	■
Motivate staff (align benefits)			■	■
Establish Postal Leaders Forum at AC		■		
Reorganize the Administrative Council meetings				
Further open up the Union to partners		■		
Organize an interministerial meeting between two Plenipotentiary Conferences			■	
Continue working with the African Union		■	■	■
Conduct advocacy for recognition of postal infrastructure		■	■	■
Formalize relations with restricted Union and Regional Economic Communities		■	■	
Issue an African directive for postal reform and regulation				
Implement an incentive-based system for collecting outstanding contributions		■	■	
Improvement of operational efficiency and development of e-commerce		■	■	
Contributing to financial inclusion via the postal network		■	■	
Diversification of products and services		■	■	
Implementation strategy for postal sector reform 2017–2020		■	■	

QUADRENNIAL PROGRAMME OF ACTION OF THE UNION FOR THE PERIOD 2016-2020

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1&2	**Planning workshop/ Forum for stakeholders to unpack the Istanbul World Postal Strategy and develop projects in the framework of the RDPA**	• Prioritize integration of postal development programmes to national development plans; • Facilitate effective implementation of the Istanbul Postal Strategy in Africa; • Promote investment in postal services as well as public-private partnerships	• Identification of projects for immediate implementation; • Quality service improvement and diversification of products and services • Revitalizing the 3 dimensional network of the African post • Promoting investment in infrastructure	• Member States • Sub-regional postal organizations • RECs • Other relevant partners	• Number of countries having integrated the RDP in their national development plans • Number of countries implementing the RDP	TBD	UPU PAPU	December 2016 – February 2017 (2 days) Arusha, Tanzania
	Regulators forum	• Sensitize regulators on reforms and harmonization of policies and regulations	• Harmonized policies and regulations • • More effective coordination among stakeholders (governments, regulators, operators, customers, etc.)	• Officers in charge of postal regulations • Gov't officials and/or operators	• Number of countries, sub-regions that have harmonized policies and regulations	TBD	UPU PAPU	(2 days)

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1&2	*a) Quality of Service Workshop on use of ICT systems and tools (GMS, IPS, IFS, CDS, ECOMPRO, etc.)* *b)*	Sensitize Member States on GMS, IPS, IFS, **CDS and ECOMPRO,** ETC.	• More efficient utilization of postal technology tools • Adoption of new systems/tools	• Regional Project Coordinators • Quality of service country project managers • Deputy country project managers • IT support staff	• Number of countries that adopt integrated approach to quality improvement • Number of countries exchanging traffic using PTC tools	TBA	UPU, PAPU	August 2018
	c) Addressing and post code systems	To sensitize members on addressing systems and how to source funding for these projects	Increased knowledge of benefits of addressing systems and how to source funds	• Regulators • Operations staff	• number of countries undertaking addressing projects		AU, PAPU	Last quarter, 2018
P 1&2	**Workshop on postal financial services**	• Sensitize participants on the role of the posts in promoting financial inclusion for national socio-economic development • Sharing of expertise and best practices • Capacity built in the area of postal financial services	- Ensure provision of financial services that are secure, affordable and efficient.	• Financial services managers and operational staff • IT support	• Number of remittances /Number of customers using postal financial services • Market share of postal financial services in financial services market • Number of accounts opened • Number of SMEs assisted by postal financial services	TBA	UPU, PAPU	Q2 2017

Priority RDP Levels 1&2	Activity	objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	period
P1 & 2	**Training of trainers in e-services**	Sharing of expertise and knowledge development	Capacity building for designated operators	• Operations mangers • Training coordinators	• Members of staff trained in e- services	TBD	UPU PAPU	Q3 2017
P1	**Workshop on synchronization of sub-regional approach to quality of service improvement (in collaboration with UPU)**	• Coming up with regional quality of service action plan for the cycle and follow-up programmes • Sharing of experiences • Benchmarking on best Practices • Harmonization of standards	• Customer satisfaction • Enhancement of collaboration among sub regions	• Managers responsible for Quality of Service • Country Project Managers • Regional Project managers	• Reduced mail transmission times • Reduced customer number of complaints • Increased market share • Increased number of fully implemented milestones • Increased mail volumes	TBD		Q1 2018
P2	**Regional strategy round-table**	• Round table on Istanbul Postal Strategy (IPS): • Preparation of the Strategy Conference and assessment of the Istanbul Postal Strategy • Identification of African priorities for the next UPU cycle • (in collaboration with UPU)	• Assess the implementation level of the Istanbul Postal Strategy • Identify sub-regional priorities • Determination of continental priorities	• Member states • Managers responsible for strategic planning • Managers responsible for operations • National Coordinators of UPU Strategy	• Number of countries with implemented programmes • Enhanced implementation level • Identified African priorities	TBD	UPU PAPU	Q2 2018

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1	**Training workshop on format separation, quality of service link to terminal dues** **(in collaboration with UPU)**	• To sensitize members countries on the implications of joining the target system. • Sensitize members on the quality link to terminal dues and the need to set realistic standards	• Setting of quality standards • Cost covering tariff systems • Efficient mail processing systems. • Reduce the impact of loss of terminal dues revenues	• Managers responsible for Quality of Service • Mail Operations managers • Finance Managers	• Number of countries meeting set standards • Number of countries joining the quality of service link to terminal dues system • Increased revenues	TBD	UPU PAPU	Q4 2018 (3 days)
P2	**Workshop on Terminal Dues and Parcel Post Remuneration**	• Discuss and update members on the decisions/resolutions of the Istanbul Congress • Sensitize members to the implications of the terminal dues on revenues • Sensitize members to the implications of the parcel post remuneration system	• Equitable remuneration of letter post and parcel post services • Minimize loss of revenue • Increased knowledge of remuneration systems	• Member States • CEOs of operators • International mail accounts managers • Operations managers	• Increased terminal dues revenues • Increase in parcel inward land rates and revenues.	TBD	PAPU	Q4 2018

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1, 2, 3	**Field missions to support member states on identified areas of need including addressing, e-services, operations at international mail hubs, conceptualization and development of regional projects, etc.**	• capacity building • quality of service improvement • benchmarking on best practices	• improved delivery standards • upgrading of skills	• Key staff in service value chain • member states	• Number of countries visited • countries that have implemented relevant programmes • number of missions and studies successfully carried out	TBD	PAPU,	One sub-region per quota 2017-2020
P1	**Workshop on UPU Quality Management Certification (French/English)**	• Updating knowledge on quality management measurement system and improving quality of service processes • Training of certification auditors	• Certification of quality management processes and quality improvement	• Quality of Service Managers • Mail Operations managers	• Number of countries certified by end of the Cycle			Q4 2019

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1	**Workshop on UPU Quality Management Certification (French/English)**	• Updating knowledge on quality management measurement system and improving quality of service processes • Training of certification auditors	• Certification of quality management processes and quality improvement	• Quality of Service Managers • Mail Operations managers	• Number of countries certified by end of the Cycle	UPU PAPU TBD		Q4 2019
P1	**Workshop on Customs processes and mail handling**	• Sensitize participants on Customs and mail handling procedures • Facilitate cooperation between Customs and Posts • Encourage members to implement Customs Declaration system (CDS)	• Enhanced cooperation between Customs and Posts • Improved clearance of postal items	• Mail Operations managers • Customs clearance officers	• Number of countries signatory to Kyoto Convention • Number of countries implementing CDS	TBA	PAPU	Q2 2019

Priority (RDP levels 1 & 2)	Activity	Objectives	Expected results	Target group	Key performance indicators	Cost estimate	Source of financing	Period
P1	**Workshop on evaluation of the Quadrennial UPU Regional Quality improvement programme (RQIP)**	• To evaluate progress on implementation of the RQIP • To gain knowledge in the improvement of the Parcel handling and compliance processes	• Deliverables of the Quality of service supply chain and product development structural projects for Africa for the period 2017-2020 • Identification of challenges and way forward for the cycle 2021-2024. • Increased knowledge of parcel compliance features and processes	• Regional Project Managers • Country Project Managers • Operations Managers	• Number of countries that have implemented milestones • Number of implemented milestones • Quality improvement • Increased volumes and ultimately revenue increase • Number of countries Complying with parcel service features			Q1 2020