



PAPU/AC/OTC/02/2022 – Doc No.3

OPERATIONS AND TECHNOLOGY COMMITTEE (OTC)
4th-6th July 2022 Democratic Republic of Congo (DRC)

REMUNERATION WORKING GROUP (RWG) REPORT

1. Subject Remuneration Working Group (RWG) Report	References/Paragraphs Report of the Operations and Technology Committee (OTC) meeting held from 15 th to 17 th February 2022
2. Decision Expected <ul style="list-style-type: none">• Adopt the Working Group Report;• Approve the Action Plan for the Working Group;• Consider Recommendations of the Working Group.	

1.0 INTRODUCTION

Following the establishment of the Remuneration Working Group (RWG) by the Operations and Technology Committee during its meeting which was held from 15th to 17th February, 2022, the Working Group held its inaugural meeting virtually on 13th June 2022. During Working Group meeting, issues on the agenda were discussed and deliberated on as indicated below:

2.0 THE MAIN ISSUES TABLED AND DISCUSSED

The following salient issues were deliberated during the meeting:

- Terms of Reference of the Working Group;
- Consideration and adoption of the Working Group Action Plan;
- Key issues discussed under UPU POC Remuneration Integration Group of Committee 2;

3.0 REPORT SUBMISSION

The detailed report for the meeting of the Working Group is annexed herewith.

4.0 DECISIONS EXPECTED

The report is submitted for the Committee to:

- Adopt the Report;
- Approve the Action Plan of the Working Group;
- Consider Recommendations of the Working Group.

REMUNERATION WORKING GROUP (RWG) REPORT

Virtual Meeting

13th June 2022

1.0 INTRODUCTION

The Remuneration Working Group (RWG) virtual meeting was held from on 13th June 2022 from 08:00 hours to 10:45 hours GMT.

2.0 REMARKS

2.1 Welcome remarks by the Chairperson

The Chairperson, Mrs Nermin Mohammed from Egypt called the meeting to order at 08:05 hours GMT and commenced the deliberations of the day by welcoming participants to the meeting. She highlighted the need for African countries to focus on remuneration of services since there are a lot of challenges with the current remuneration system. She pointed out the current UPU remuneration system addresses mainly the interests of countries in Groups I and II not Groups III and IV to which African countries belong, as it focuses mainly on the ceiling rates. She stressed the need to protect the interests of Africa by participating actively in the UPU Remuneration Integration Group (RIG) work as well as responding to surveys sent out by the International Bureau, and to work towards finding a methodology to calculate the floor rates in a scientific way that guarantee fair remuneration for African countries, where domestic rates are set below the cost coverage rates due to social and national perspectives.

The PAPU Remuneration Working Group should therefore raise awareness to members on remuneration issues that affect African members and also aim at protecting the interests of African Member States.

2.2 Opening Remarks by the PAPU Secretary General

The Secretary General, Mr. Sifundo Chief Moyo expressed great appreciation to Egypt for chairing the Working Group and in particular the Chairperson, with her passion, expertise and experience, for leading African countries on remuneration matters at UPU level. He underscored the need to develop more skills and competencies on remuneration matters in Africa to ensure that the region does not lose what is rightfully for the Member States in terms of compensation for mail services.

The Working Group should focus on keeping track of developments and changes in the remuneration system for mail services and ensure that African countries are not short changed. He pledged the unwavering support of the General Secretariat for the work of the Group.

3.0 CONFIRMATION OF BUREAU

3.1 Working Group Bureau

The Working Group Bureau was set up as follows:

Chairperson:	Egypt
1 st Vice Chairperson:	South Africa
2 nd Vice Chairperson:	Tunisia

Rapporteur: TBA
Secretariat: PAPU General Secretariat

3.2 Participation

3.2.1 Member States Present:

Twenty-two (22) Member States attended the meeting as follows: Algeria, Angola, Cameroon, Chad, Congo Republic, Democratic Republic of Congo (DRC), Egypt, Ghana, Kenya, Malawi, Mali, Morocco, Namibia, Nigeria, Senegal, Sudan, South Africa, Tanzania, Tunisia, Uganda, Zambia, and Zimbabwe.

3.2.2 PAPU General Secretariat

The PAPU Secretariat provided secretarial services and participated led by the Secretary General, Mr. Sifundo Chief Moyo and the Assistant Secretary General, Mrs. Jessica Hope Ssengooba.

3.2.3 Sub-Regional Postal Organizations

The West African Postal Conference (WAPCO) was represented by Mr. Tom Kwaghmande.

The detailed list of participants is attached to the report as Annex 1.

4.0 ADOPTION OF THE AGENDA

The General Secretariat tabled the draft agenda which was adopted by the Working Group with no amendments.

5.0 TERMS OF REFERENCE (ToRS) FOR THE WORKING GROUP

The General Secretariat presented the Terms of Reference (ToRs) for the Working Group under document **PAPU/OTC/RG/01/2022 - Doc No.2**. The ToRs which had been approved by the Operations and Technology Committee at its inaugural meeting held in Abuja, Nigeria from 15th to 17th February 2022, were presented for noting and directing the work of the Working Group.

The meeting underscored the need for capacity building in the area of remuneration. It was noted that the Working Group itself was a capacity building tool. However, there was need to include capacity building on the subject through higher levels of the Union e.g. the Strategy Committee or Human Resources to ensure that the matter is well addressed.

The ToRs are attached to this report as **Annex 2**.

6.0 CONSIDERATION AND ADOPTION OF WORKING GROUP ACTION PLAN

A draft Action Plan for the Working Group for the period 2022-2025 was presented by the General Secretariat vide document **PAPU/OTC/RG/01/2022 - Doc No.3**. It was adopted by the Working Group with the following comments:

- To include remuneration of undeliverable items (UV) to the Action Plan;

- Tunisia, Co-Chair of Expert Team II under the Remuneration Integration Group (RIG) urged Members to participate in the RIG work and respond to questionnaires circulated by the International Bureau on different remuneration studies;
- There was also an appeal for African Member States to support Egypt's position of reviewing the floor rate for terminal dues to acceptable levels.

The adopted Action Plan is attached to this report as **Annex 3** for consideration by the Operations and Technology Committee.

7.0 PRESENTATION BY EGYPT - LEAD COUNTRY POC REMUNERATION INTEGRATION GROUP (RIG)

Egypt, the lead country for Africa to follow up matters relating to Remuneration Integration Group (RIG) made a presentation on key issues discussed during the POC Session 1 meeting held in May 2022 outlining their implications to Africa.

The presentation covered the following key issues:

7.1 Evolution of the Remuneration system

The Chairperson gave a summary of the evolution of the remuneration system from Doha Congress, through Istanbul Congress to Abidjan Congress covering letter post remuneration (terminal dues), parcel post remuneration (Inward Land Rates) and EMS remuneration.

7.2 Congress Resolution C13/2021

Congress Resolution C13/2021 approved the Remuneration Integration Plan (IRP) for the period 2022-2025 whose aim is to achieve the following:

- Modernization, integration and rationalization of UPU remunerations System;
- Remuneration of basic services for items containing documents, and, development of proposals for the next congress cycle (2026-2030);
- Remuneration of basic services for items containing goods, and, development of proposals for the next congress cycle (2026-2030).

This IRP covers a number of issues including:

- Review of methodologies to determine country-specific ILRs base rates and ceiling rates;
- Review of methodology for E-format rates for flows subject to self-declared rates;
- Determine the combined rate per kilogram for flows below certain volume thresholds;
- Explore options that lead to more equitable, competitive and cost based model
- Review of methodology to determine floor rates, etc.

7.3 Integrated Remuneration System Pillars

The UPU Congress also approved the Integrated Remuneration System (IRS) which has four (4) pillars which are:

- i. **Pillar 1** - Review of remuneration for Basic Services covering determination of basic rates for letter post, parcel post and EMS;
- ii. **Pillar 2** - Review of the remuneration for supplementary services and value-added services. It also covers costs associated with the proposed product portfolio under the Integrated Product Plan (IPP) including M-bags, tracked delivery, registered and insured services;
- iii. **Pillar 3** - Drives simplification of remuneration systems, address market distortions effects and further progress work towards a single terminal dues system;
- iv. **Pillar 4** - Incentivize Quality of Service and operational improvements that enhance customer, operational and supply chain visibility particularly for items containing goods.

7.4 Comparative Study to Define Discrepancies and Relationships Between Remuneration Systems

A comparative study was carried out by the UPU on remuneration of different services on the UPU Product Portfolio. The following comparisons were done:

- i. **Comparison A and B - Terminal dues (TD)** with payments for registration and tracking versus Inward land rates versus EMS which yielded among others the following results:
 - Inward Land Rates (ILRs) are lower than self-declared E-format rates at higher weight steps;
 - Self-declared E-format rates have higher spread than conventional terminal dues rates;
 - EMS rates are in general higher across all weight steps;
 - Self-declared E-format terminal dues rates exceed ILRs from approximately 450g upwards while conventional terminal dues rates remain below ILRs up to 1550g;
 - Based on the median values remuneration for undifferentiated self-declared TD rates exceed the remuneration based on ILRs from approximately 200g;
 - Based on TDs with a rate per item and rate per kg for lightweight items, ILRs are generally higher than the letter post rates (terminal dues), with some extreme outliers showing ILRs more than 100% higher than TDs.
- ii. **Comparison C-** Terminal Dues with remuneration for tracked delivery items versus ECOMPRO parcel rates which yielded the following results:
 - ECOMPRO parcel rates tend to be higher than the TD remuneration rates for tracked delivery items at most weight steps;
 - ECOMPRO parcels should have lower remuneration than parcel post items as they include only tracking while parcels additionally offer signature and liability;

- ECOMPRO remuneration is sustainably higher than remuneration of tracked delivery letter post items below 1kg;
- With undifferentiated remuneration for tracked letter-post items, ECOMPRO rates are lower than TDs rates.
- The differences in remuneration between tracked letter post items and ECOMPRO cannot be explained by differences in features. They are a result of lower per-item rates for letter post items.

7.5 Conclusions of the Comparative Study

The comparative study on the UPU remuneration systems for similar weight items showed that:

- The gap between the remuneration for letter-post and parcel-post items narrowed at least for the countries applying self-declared rates for E format letter-post items. In order to better understand the global situation, it is recommended that future iterations of this study include a comparison of each country's domestic tariffs (for the most comparable products) to the UPU remuneration systems;
- In order to maintain competitiveness and to review and align remuneration of letter-post items compared to parcels, it might be necessary to consider:
 - The item and kg-rate components for letter-post and parcel-post items;
 - The overlap of letter post (0–2 kg) and parcel post (0–30 kg);
 - Supplemental tracking rates.
- Differences between EMS and ILR/TD remunerations can be explained by the higher value of the service and cost associated with EMS items;
- ECOMPRO rates exceed the remuneration of letter-post tracked delivery items below 1 kilogram;
- For TD remuneration for undifferentiated formats, the more the weight increases, the more the gap between terminal dues and the other remuneration rates widens. In fact, they exceed not only inward land rates, but also EMS rates.

7.6 Future Remuneration System

7.6.1 Business Rules, Methodology-Terminal Dues

The terminal dues rates projected for 2025 will be calculated as follows:

- a. Domestic prices according to the latest available information will be used, with no further adjustment for inflation or cost increases;
- b. For self-declared rates according to article 29 of the UPU Convention, the latest available relationship between the rates per item and per kg will be used.

There will be two sets of rates:

Set 1 - E-format rates:

- For countries that use the cap and floor rates;
- Self- declared rates.

Set 2 - Combined rates based on item per kg applicable to flows below 50 tons.

7.6.2 Business Rules, Methodology- Inward Land Rates, ECOMPRO and EMS

The ILRs, ECOMPRO parcel rates and EMS rates will be determined as follows:

- a. Consider the latest available country-specific ILR base rates without bonus payments. Use air parcel rates where ILR air and surface parcel rates are differentiated;
- b. Use the latest available ECOMPRO parcel rates.;
- c. Consider the latest available EMS merchandise rates if differentiated between merchandise and documents. Use the highest EMS rates if differentiated by region, presentation of item or service features.
- d. To determine the respective base rates in 2025, apply the average annual increases of the previous four years to the published rates unless the rates decreased or the DO did not increase rates during the period.

After the detailed presentation by the Chairperson, there were discussions on the following:

- Clarification on self-declared rates;
- Remuneration of M bags;
- Format separation if the volumes warrant such separation;
- Clarification of ECOMPRO service and applicable rates;
- Tracked delivery service which is currently being offered under the Prime Agreement.

The link on the Statistics and Accounting Guide was provided by the Chairperson for reference on the remuneration system and use by International Mail Accounting Departments. The participants were encouraged to use the UPU website for reference documents on remuneration. The General Secretariat was requested to share the link with all participants after the meeting.

<https://www.upu.int/en/Postal-Solutions/Programmes-Services/Remuneration/Terminal-Dues#statistics-and-accounting-guide->

<https://www.upu.int/fr/Solutions-postales/Programmes-et-services/R%C3%A9mun%C3%A9ration/Frais-terminaux#guide-statistique-et-comptable->

The Chairperson shared with the Working Group the results of a recent study on floor rates and methodology conducted by the UPU International Bureau in which only nine (9) Group IV countries responded to the questionnaire, which reflects low response rate from Africa.

8.0 RECOMMENDATIONS

The Meeting made the following recommendations:

- i. Remuneration experts from Designated Operators 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 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 reconsider the proposal to implement tracked delivery service 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.

9.0 DATE AND VENUE OF NEXT MEETING

The General Secretariat informed the meeting that the date and venue of the next meeting of the Remuneration Working Group will be communicated once the consultations with stakeholders are finalized.

The Chairperson of the Remuneration Working Group will present the Report and Recommendations to the Operations and Technology Committee meeting to be held from 4th to 6th July 2022 in Kinshasa, Democratic Republic of Congo (DRC).

10.0 ANY OTHER BUSINESS (AOB)

The Secretary General requested participants to notify the Secretariat of any issues that they want to be addressed in the next meeting. He also asked the participants to provide their WhatsApp numbers to enable the Secretariat to create a WhatsApp Group for Remuneration Experts to quicken communication.

The Co-chair of RIG Expert Team II, Mr Mokhtar Amri from Tunisia informed the meeting the next RIG meeting will be held on 5th July 2022 and encouraged Members to actively participate.

The need for capacity building on remuneration was reiterated. Egypt notified the meeting that they were in consultation with the UPU Remuneration Experts to organize two remuneration workshops in Africa for Anglophone Africa and Francophone Africa.

11.0 ADOPTION OF THE REPORT OF WORKING GROUP

Due to time constraints posed by the virtual meeting, the General Secretariat presented a summary of the deliberations and recommendations made during the meeting which were adopted by the Working Group.

The complete and detailed report of the meeting will be finalized by the General Secretariat and sent to the Chairperson for approval.

12.0 CLOSING

In his closing remarks, the PAPU Secretary General, thanked participants and indicated that members should actively participate in the work of the Remuneration Working Group which deals with compensation for the mail services delivered by the Post.

He thanked the Chairperson for guiding the Members and steering the meeting. Mr. Moyo reiterated the support of the General Secretariat for the work of the Group and that he will collaborate with UPU to facilitate training of Members on this important subject.

The Chairperson thanked the Secretary General, participants, interpreters, and the General Secretariat for their role in the success of the meeting.

She officially closed the meeting at 10:45 hours (GMT)



REMUNERATION WORKING GROUP MEETING (RWG)

13TH JUNE 2022

LIST OF PARTICIPANTS

No.	NAME	EMAIL
1.	Nigeria - Ojonugwa Moses	ojdanmos3@gmail.com
2.	Algeria - Merzak Laichaoui	m.laichaoui@mpt.gov.dz
3.	Chad- Abdelsalam Saleh	salehabdel58@gmail.com
4.	Tanzania- Abdon Mahimbo	mahimboabdon@gmail.com
5.	Tanzania- Jasson Kalile	jasson.kalile@posta.co.tz
6.	Nigeria-Taiwo Okunuga	htokunuga@gmail.com
7.	WAPCO - Tom Kwaghmande	tomkwaghmande5@gmail.com
8.	Tanzania- Dorosela Rugaiyamu	dorosela14@gmail.com
9.	Zimbabwe -Nyasha Paradzai Paradzai	npparadzai@gmail.com
10.	Sudan- Loay Salih	loaysalah@tpa.gov.sd
11.	UPAP PAPU	it@papu.co.tz
12.	PAPU-Lelo Mallya	papu@papu.co.tz
13.	PAPU ASG-Jessica Ssengooba	asg@papu.co.tz
14.	Tanzania - Mkoba Cecilia	cecilia.mkoba@tcra.go.tz
15.	Zimbabwe-Ndanatsei Chinodya	ndahchinodya@gmail.com
16.	Tunisia.Ms.Sahtout Faouzia	fsahtoutjerfel@gmail.com
17.	Tanzania - Joseph Zebedayo	joseph.zebedayo@tcra.go.tz
18.	Zambia-Andrew Tembo	temboandrewt@gmail.com
19.	Zambia - Katuta Mwanza	katutamwanza@gmail.com
20.	Congo Rép -Ludovique Mbossa	ludovique.mbossa@gmail.com
21.	South Africa-Esther Gopane	egopane@icasa.org.za
22.	PAPU-Hillaria Mazenge	qso@papu.co.tz
23.	Egypt-Yasmina Ashraf	yasmina_ashraf@egyptpost.org
24.	Morocco - Nacira Dahim	n.dahim@poste.ma
25.	Interpreter- Jonathan Joy Tshimanga	tshimjoy@gmail.com
26.	Interpreter- Benjamin Mutebwa	benmutebwa@gmail.com
27.	PAPU-Nathan Mkandawire	nmkandawire1963@gmail.com
28.	Nigeria- Habu Zoaka	habu.zoaka@gmail.com

29.	Egypt- Nesrine Nabil	nesrinnabil@egyptpost.org
30.	Tunisia- Mokhtar Amri	amrimokh@gmail.com
31.	Egypt-Rabab Hassan	rababrzk@egyptpost.org
32.	Tunisia-Jihen Ben Fakhet	jihane.benfakhet@tnpost.tn
33.	Egypt- Hossam Samy	hossam_samy@egyptpost.org
34.	Nigeria-Funmilayo Esiri	funmiesiri@yahoo.com
35.	Tanzania- Constantine Kasese	munakasese@gmail.com
36.	Zimbabwe- Lazarus Makuvisе	lazarus.makuvisе@potraz.gov.zw
37.	Egypt- Myriam Attallah	myriamattallah@egyptpost.org
38.	Ghana -Robert Ezekiel Asiedu	robert.asiedu@ghanapost.com.gh
39.	Cote d'Ivoire -Fantrigué Ali Silue	silue.fantrigue@laposte.ci
40.	Congo Rep-Stevy Tsika-Boungou	vtsika83@gmail.com
41.	Mali-Souleymane Fomba	souleymane.fomba@laposte.ml
42.	Egypt-Mostafa A. Rahman	mos_rahman@egyptpost.org
43.	Egypt- Metwaly Ahmed	metwaly_ahmed@egyptpost.org
44.	Egypt-Amina Sabry	aminasabry@egyptpost.org
45.	Algeria- Khadidja Brahimi	brahimi.khadidja@poste.dz
46.	Malawi - Bennie Saka	bennie.saka@malawipost.post
47.	PAPU SG -Sifundo Chief Moyo	scmoyo1@gmail.com
48.	Egypt- Nermin Mohamed	n_hassan@egyptpost.org
49.	Nigeria - Stephen Chukwu	stchukwu@yahoo.com
50.	Cote d'Ivoire –Theodore Douzo	douzo.theodore@laposte.ci
51.	Cote d'Ivoire -Kama Etchoho	kama.etchoho@laposte.ci
52.	Burundi-Geneste Niyongere	genesteniyongere538@gmail.com
53.	Nigeria-Kingsley Iyekekpolor	sly_ek@yahoo.com
54.	Cameroun- Francis Djanze	francisdjanze@gmail.com
55.	Burkina Faso-Noufou Ouibga	noufou.ouibga@gmail.com
56.	PAPU- Pascal Capo-Chichi	fructueuxcapo@yahoo.fr
57.	PAPU- Michael Onyezewe	af@papu.co.tz
58.	Tanzania- Mashala Gideon Lufunga	mashala.lufunga@posta.co.tz
59.	Cote d'Ivoire -Lohore Dagbo	dagbo.eric@artci.ci
60.	Eswatini - Taka Dlamini	taka@sptc.co.sz
61.	Aicha Doumbia	doumbiaaicha83@gmail.com
62.	PAPU- Itesi Taguaba	sc@papu.co.tz
63.	Kenya- Regina Chero	reginachero@gmail.com
64.	Nigeria- Tongman Ayuba	tongman4@yahoo.com
65.	Kenya- Veronica Githinji	veronica.githinji@posta.co.ke
66.	Tanzania -Caroline Kanuti	caroline.kanuti@mawasiliano.go.tz
67.	Nigeria-Dola Peterkoyi	dolapeterkoyi@gmail.com

68.	Tunisia – Emna Bensaidane	emna.bensaidane@gmail.com
69.	Senegal -Abdaty Ka	abdatyka@gmail.com
70.	Zambia- Emeldah Lungu	lungue@zampost.com.zm
71.	Angola-Pindali Emídio Solendo	pindali.emidio@minttics.gov.ao
72.	Burkina Faso- Ibrahim Rouamba	ibrahim.rouamba@laposte.bf
73.	Charlene Barou	charleneblessing1@gmail.com
74.	Kenya-wale Farah	fawale@posta.co.ke
75.	Nigeria Kuponiyi Olushola	kuponiyiolusola@gmail.com
76.	Zambia - Sunford Mulemba Mulemba	mulembas@zampost.com.zm
77.	Benin -Saraï Agbodja	asaraï@arcep.bj
78.	Uganda-Daraus Jim Muhwezi	damuhwezi@ugapost.co.ug
79.	Cote d'Ivoire -Kouassi Paul Konan	paul.konan@laposte.ci
80.	Algeria - Samir Zouaoui	s.zouaoui@mpt.gov.dz
81.	DRC-Genevieve Chirala	genevievechirala2@gmail.com
82.	Congo Rep- Alain Yengo	yengoalain@gmail.com
83.	Tanzania- Oliver Temu	olytemu@gmail.com
84.	Algeria-Isaac Gheni	i.gheni@mpt.gov.dz
85.	Cote d'Ivoire -Alexandre Kouamé	alexandre.kouame@laposte.ci
86.	Angola-Euclides Hilário	euclideshilario70@gmail.com
87.	Burkina Faso-Madina Bouda	madina.bouda@laposte.bf
88.	Tanzania- Moile Sangau	moilesangau66@gmail.com
89.	Morocco-Ikram Taibi	taibi@poste.ma
90.	DRC -Bililo	bibichebililo@gmail.com
91.	Mali- Idrissa Ly	ily@amrtp.ml
92.	Senegal-Allassane Salam	allassanesane@laposte.sn
93.	Senegal- Mour Ba	mourndiayeba@gmail.com
94.	Tanzania- Elia Madulesi	ekutimwa@gmail.com
95.	Cote d'Ivoire - Marie-Josephe Amoikon	amoakon.mariejoseph@gmail.com
96.	Cote d'Ivoire -Korotoum Diabaté	fofana.diabate@laposte.ci
97.	Tanzania-Lightness Mushi	nazzary2@yahoo.com
98.	Tanzania- Josephat Mnkeni	josephatmnkeni@gmail.com
99.	Namibia-Emilia Eino	eeino@cran.na
100.	Kenya-Jolly Sogomo	sogomo@ca.go.ke
101.	Cote d'Ivoire -Adueni Jean Kacou	kacou.jean@laposte.ci
102.	Nigeria- Temitope Femi-Olatunji	topefemiibzh@gmail.com
103.	Ghana - Frank Sedor	frank.sedor@ghanapost.com.gh
104.		



Annex 2

REMUNERATION WORKING GROUP (RWG)

TERMS OF REFERENCE (TORS)

The Remuneration Working Group was constituted by the 39th Administrative Council vide Resolution No.05/PAPU/AC/XXXIX/2021. The mandate of the group is to follow up on remuneration issues during the UPU Congress cycle and advise Member States in order to safeguard the interests of African Countries.

The terms of reference are as below:

- i. Assimilate the new remuneration system for Letter Post items as approved by the Geneva Extra Ordinary Congress and the Abidjan Congress and update Members on its implications to African Countries;
- ii. Analyze the Parcel Post remuneration and advise on the best way for maximizing returns for Member States;
- iii. Identify any shortcomings and opportunities for Member States with a view to proposing improvements to the system in future;
- iv. Follow up on the work of the Remuneration Integration Group under the Postal Operations Council (POC) Committee 2 and keep Members posted on any new developments;
- v. Monitor developments and proposed changes to the Integrated Product Plan (IPP) and their implications to remuneration of services;
- vi. Analyze the remuneration proposals to the 28th UPU Congress and propose recommendations to guide the Member States and safeguard Africa's interests;
- vii. Come up with proposals on the remuneration system that serves the interest of African countries to be submitted at the next congress in 2025, where necessary;
- viii. Propose amendments to the Regulations to be submitted and supported by African countries to best safeguard the interests of Member States.



Annex 3

REMUNERATION WORKING GROUP ACTION PLAN FOR THE PERIOD 2022-2025

S/N	SUBJECT MATTER	MILESTONE	OBJECTIVE	PERIOD	KEY PERFORMANCE INDICATOR (KPI)	RESPONSIBLE
1.	Letter Post Remuneration System	i) Unpack the Remuneration model	Acquaint Member States on the current Letter Post Remuneration System	Q3 2022	Delivery Of Model	Working Group Experts/ Secretariat
		ii) Outline rates for different letter post services including value added and supplementary services	Apprise member States with the terminal dues rates applicable for the period 2022-2025	Q3 2022	Terminal Dues rates	Working Group Experts/ Secretariat
		iii) Outline the remuneration for undeliverable items (UV)	Enlighten Member States on the on the rates and accounting procedures	Q3 2023	Undeliverable items rates	Working Group Experts
		iv) Enumerate implications of Remuneration System on Africa	Enable Member States to do an impact analysis on the remuneration System	Q4 2022	Implications of Remuneration system	Working Group Experts
		v) Organize Meeting	Involve Member States in the work of the Working Group	Q4 2022	Meeting held	Working Group/ Secretariat
		vi) Solicit feedback from Member States (Questionnaire)	To monitor and evaluate the system and its impact on African DOs.	Q1 2023	Report submitted to the Committee	Member States/ Secretariat

2.	Parcel Post Remuneration	i) Expound the Parcel Post Remuneration Model	Enlighten Member States on the current Parcel Post Remuneration System	Q2 2023	Delivery Of Model	Working Group Experts/ Secretariat
		ii) Explain the Quality Performance system of the Parcel Post Remuneration system	Apprise Member States with the bonus system of the parcel post remuneration including the performance targets for the period 2022-2025	Q2 2023	Quality expectations and targets communicated to Member States	Working Group Experts/ Secretariat
		iii) Illuminate the implications of Remuneration System on Africa	Enable Member States to do an impact analysis on the Parcel Post Remuneration System	Q3 2023	Implications of Remuneration system	Working Group Experts
		iv) Organize Meeting	Include Member States in the work of the Working Group	Q4 2023	Meeting held	Working Group/ Secretariat
		v) Request for feedback from Member States (Questionnaire)	Monitor and evaluate the system and its impact on African DOs.	Q4 2023	Report submitted to the Committee	Member States/Working Group/ Secretariat
3.	Integrated Product Plan	i) Integrated Product Plan Model	Acquaint Member States with the Product Portfolio and ensure full implementation of the IPP	Q4 2022	IPP communicated to Member States	Working Group/ Secretariat
		ii) Integrated Remuneration Plan	Ensure that Member States familiarize with the Integrated Remuneration System emanating from the IPP	Q4 2022	IRP communicated to Member States	Working Group/ Secretariat
		iii) Organize Meeting	Involve Member States in the work of the Working Group	Q1 2023	Meeting held	Working Group/ Secretariat
		iv) Seek feedback from Member States (Questionnaire)	Monitor and evaluate the system and its impact on African DOs.	Q1 2023	Number of Countries offering different services on IPP	Member States/ Secretariat

4.	Remuneration Issues	i) Identify and summarize key issues	Provide an overview of the key issues on the remuneration system	Q2 2024	Brief to Member States	Working Secretariat	Group/
		ii) Communicate to the Committee and Member States	Give feedback to Member States on the Remuneration system	Q2 2024			
5.	Future Remuneration System	i) Identify areas of concern in international mail handling and resultant remuneration	Pinpoint areas to be included or addressed in the future remuneration system	Q3 2024	Report submitted to Committee and Member States	Working Secretariat	Group/
		ii) Consider ways of improvement on the system	Come up with basis and justification for improvement of future remunerations proposals	Q3 2024			
		iii) Propose amendments to the Regulations	Submit and support proposals amending the Regulations that cater for the interests of Africa	Q4 2024	Amendments proposed and supported by African Member States	Working Secretariat	Group/
		iv) Analyze IB and other Member States Proposals related to remuneration of physical services <ul style="list-style-type: none"> • Study proposal; • Come up with implications for Africa; • Propose alternative views from Africa • Advise Member States 	Ensure that Africa's interests and concerns are addressed in the remuneration proposals submitted to the 28 th UPU Congress Ensure that Member States make informed decisions at the next Congress	Q1 2025	Proposals supported by African Member States Congress proposals from Africa	Member States/Working Group/ Secretariat	
		v) Come up with proposals from Africa	Submit remuneration proposals that address Africa's interest to the 28 th UPU Congress, where necessary	Q1 2025	Number of proposals emanating from Africa	Member States/Working Group/ Secretariat	