PAPU/AC/SC/02/2022 – Doc No.5
STRATEGY COMMITTEE (SC)

4th-6th July 2022 Democratic Republic of Congo (DRC)

INVESTMENTS AND PROJECTS WORKING GROUP (IPG) VIRTUAL MEETING REPORT

1. Subject Investments and Projects (IPG) virtual meeting Report	**References/Paragraphs** Report of the Strategy Committee (SC) meeting held from 15th to 17th March 2022
2. Decision Expected • 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 Investments and Projects Working Group (IPG) by the Strategy Committee during its meeting which was held from 15th to 17th March, 2022, the Working Group held its inaugural meeting virtually on 15th 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;

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.

PAPU/AC/SC/02/2022 – Doc No.5 ANNEX A
STRATEGY COMMITTEE (SC)

INVESTMENTS AND PROJECTS WORKING GROUP VIRTUAL MEETING REPORT

15TH JUNE 2022

1.0 INTRODUCTION

The Investments and Projects (IPG) virtual meeting was held on 15th June 2022.

2.0 REMARKS

2.1 Welcome remarks by the Chairperson

The Chairman, Mr. Ofentse Mabote, the Chief Finance Officer at Botswana Post called the meeting to order and commenced the deliberations for the day at 08:15hrs. (GMT) welcomed all participants to the meeting. He called upon participants to feel free and contribute positively to the deliberations.

2.2 Opening Remarks by the PAPU Secretary General

The Secretary General, Mr. Sifundo Chief Moyo thanked Botswana for taking up the Chairmanship of the Working Group on Investments and Projects which was created by the inaugural Strategy Committee (SC) virtual meeting held from 15th -17th March, 2022. He shared the fact that during the Strategy Committee (SC) meeting, it was resolved that with the construction of the 17 Storey PAPU Headquarters Building, there was great need to come up with sound investment choices so that the proceeds from the building are optimally utilized and grown. This was also applicable to other investment prospects for the Union. He pledged the General Secretariat's support to the work of the Group for its success.

3.0 CONFIRMATION OF BUREAU

The Working Group Bureau was confirmed as follows:

- Chairperson: Botswana;
- 1st Vice Chairperson: Burkina Faso;
- 2nd Vice Chairperson: Malawi;
- Rapporteurs: TBA;
- Secretariat: PAPU General Secretariat.

The positions of Rapporteurs (2) are still vacant. It is therefore only proper for Member States to volunteer to serve in these positions taking into account, linguistic, geographical as well as other considerations to make the management team of the Working Group complete and fully capacitated.

4.0 PARTICIPATION

4.1 Member States

Thirty-two (32) countries participated in the meeting: Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Congo Rep, Congo DR, Côte d'Ivoire, Egypt, Eswatini, France, Gabon, Ghana, Guinea, Kenya, Lesotho, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Senegal, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zimbabwe.

4.2 PAPU General Secretariat

The PAPU Secretary General, Mr. Sifundo Chief Moyo, the Assistant Secretary General, Mrs. Jessica Hope Ssengooba and the PAPU Team were also in attendance.

4.3 Partners

One postal organization, the Southern Africa Postal Operators Association (SAPOA) attended the meeting

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

5.0 ADOPTION OF THE AGENDA

The General Secretariat presented the draft agenda which was adopted as presented. The agenda is attached as **Annex 2.**

6.0 TERMS OF REFERENCE (ToRs) FOR THE WORKING GROUP

The General Secretariat tabled the Terms of Reference (ToRs) for the Working Group under **PAPU/SC/IPG/01/2022 - Doc No.2.** The ToRs which were approved by the Strategy Committee at its inaugural meeting held virtually from 15th to 17th March 2022. They were being presented for noting and guidance to the work of the Working Group.

The Working Group adopted ToRs which are attached to this report as **Annex 3.**

7.0 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/SC/IPG/01/2022 - Doc No.3.**

The draft action plan was adopted by the Working Group with a comment that the Working Group needs to be always alert on issues to do with costs as well as other challenges that may come during the implementation stage.

The action plan is attached to this report as **Annex 4** for approval by the Strategy Committee.

8.0 INVESTMENTS PROSPECTS FOR PAPU

Botswana presented a paper highlighting the following important issues on Investments Prospects for PAPU;

8.1 Background to the PAPU House Project

The Government of the United Republic of Tanzania donated land to the Pan African Postal Union (PAPU) in 1980 upon its formation.

- PAPU and the Tanzania Communication Regulatory Authority (TCRA) entered into a partnership to build the PAPU House in Arusha under a Joint Venture arrangement;
- PAPU and TCRA embarked on the PAPU House project as part of their strategy to diversify their income sources as well providing befitting office accommodation to accommodate its staff;
- The construction of the building is presently on course and due to be handed over to the Union by the end of 2022 after completion;
- When operational and after repayment of the debt equity, the Pan African Postal Union will leverage on income accruing from the investment to boost its financial resources while cushioning itself from the long and persistent financial challenges faced by the Union;

8.2 Project Financials

The PAPU House Investment Project together with other associated and supporting facilities is estimated to cost TZS 44,235,132,952.21 (USD 19,232,666.50).

8.3 Project Management and Organization

The project is managed by a Project Consultancy Company and the Clerk of Works, on the Main Contractors and Sub-Contractors who report to the PAPU/TCRA supervising committee i.e., the JVC which in turn reports to the Joint Management Committee.

8.4 Property Management

The PAPU/TCRA Joint venture (JV) will appoint a firm of highly qualified and competent Property Management specialists to work as Property Managers.

8.5 Project Completion Date

The construction is expected to be completed in December 2022.

8.6 Investment opportunities for PAPU

There are a number of investment opportunities that PAPU can take advantage of that are outlined as follows:

8.6.1 Immovable assets

The building will be used for office rentals, banking facilities, Conference facilities. The PAPU house will also create revenues from restaurants and a supermarket as well as a top view facility at the 17th Floor where tourists can have a 360-degree view of Arusha City at a fee.

8.6.2 Money Markets –

In terms of this aspect PAPU should still be targeting the funds paid into the Union's account in advance as well as arrears paid to clear outstanding debts to be invested in a Fixed Deposit or similar structures to earn interest.

The presentation by Botswana is available on the PAPU Website.

9.0 PAPU RELOCATION PLAN TO THE NEW HEADQUARTERS

9.1 The General Secretariat presented document **PAPU/SC/IPG/01/2022 - Doc No.4** whose main thrust was to highlight the PAPU Head Office Relocation Plan to the new building since it is envisaged that the PAPU House will be ready for occupation by the end of this year, 2022.

9.2 Thus, to smoothly transition from the current building to the new one, a Relocation Plan has been put in place to have an orderly, well-planned transition that takes all risks into account and avoid shocks when moving into the new building. The plan will be executed by an internal Project Steering Committee which was established by Management in April, 2022.

The Working group adopted the Plan which has been attached to this report as **Annex 5.**

10.0 RECOMMENDATIONS

- The Union should invest in Money Markets which render a higher rate of return than fixed deposits**;**
- The Union should ensure that the building is optimally utilized to earn meaningful revenue for the Union
- The Relocation Plan presented should be refined and implemented to enable an orderly transition from the old building to the new Head Office Building.
- All the Union's revenue such as settlement of arrears and advance payment of mandatory contributions should be invested into interest earning portfolios.

11.0 DATE AND VENUE OF NEXT MEETING

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

Meanwhile, the Chairperson of the Working Group is expected to present the report of the Group to the Strategy Committee meeting to be held from 4th to 6th July 2022 in Kinshasa, Democratic Republic of Congo (DRC).

12.0 ANY OTHER BUSINESS

A proposal from Nigeria was to the effect that the Working Group should take advantage of digitalization for investment opportunities that would contribute to the improvement of the Union's finances.

13.0 CLOSING

PAPU The Secretary General thanked the Chairman for leading the meeting very well and reiterated the fact that the there is need for careful pre-relocation planning before the new building is occupied. He seized the moment to advise that the superstructure of the building has been completed and that finishing touches are currently on course. He pledged support to both the management bureau and the Working Group to ensure that the Group's work is smooth during the entire cycle.

The 1st Vice Chair, Burkina Faso, stated that they were happy to be part of the management team of the Working Group and that they are committed to ensuring that PAPU Projects are successfully implemented.

While the 2nd Vice Chair of the Working Group, Malawi, expressed their pleasure to be a member of the Working Group's Management Bureau. Moreover, the two stressed that they were committed to making positive contribution towards making the work of the Working Group to be result oriented and moving forward.

Finally, the Chairman, thanked the Secretary General for organizing this very important meeting which will not only look at the PAPU House Building as an investment but also other investment opportunities for the Union. He thanked participants for contributing positively to the success of the meeting. He was grateful to the Working Group Bureau for the support rendered during the meeting.

He then thanked everyone once again and declared the meeting closed at 11:06 hours (GMT).

Annex 1

INVESTMENTS AND PROJECTS WORKING GROUP VIRTUAL MEETING

15TH JUNE 2022

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Annex 2

INVESTMENTS AND PROJECTS WORKING GROUP (IPG) MEETING HELD ON 15th JUNE 2022

(VIRTUAL)

AGENDA

BUREAU

CHAIR	**:**	**BOTSWANA**
1ST VICE CHAIR	**:**	**BURKINA FASO**
2ND VICE CHAIR	**:**	**MALAWI**
RAPPORTEURS	**:**	**TBA**
SECRETARIAT	**:**	**PAPU SECRETARIAT**

S/N	Agenda Item	Responsible
1.	Opening Remarks by Chairperson • Chairman • PAPU Secretary General	 Botswana SG PAPU
2.	Confirmation of Bureau	General Secretariat
3.	Adoption of Agenda **PAPU/SC/IPG/01/2022 - Doc No.1**	Chairperson/All
4.	Terms of Reference of the Working Group recap **PAPU/SC/IPG/01/2022 - Doc No.2**	Working Group/ General Secretariat

5.	Consideration and adoption of the Working Group Action Plan **PAPU/SC/IPG/01/2022 - Doc No.3**	Working Group/ General Secretariat
6.	Investment Prospects for PAPU	Botswana
7.	PAPU Relocation Plan to New Headquarters **PAPU/SC/IPG/01/2022 - Doc No.4**	General Secretariat
8.	Date and Venue of the next meeting	Working Group/ General Secretariat
9.	Any Other Business (AOB)	Working Group/ General Secretariat
10.	Adoption of the report of Working Group • Summary of deliberations	Working Group/ General Secretariat
11.	Closing	Working Group

Annex 3

WORKING GROUP ON INVESTMENTS AND PROJECTS (IPG) 2022-2025

TERMS OF REFERENCE (ToRS)

The Terms of Reference for the Working Group on Investments and Project (IPG) are as below:

i. Analyze identified potential areas of investment that give a positive return on investment and ensure a balanced investment Portfolio for the Union;
ii. Ensure the soundness of investments of the Union at all material times and review all the investments undertaken in terms of the return-risk profile;
iii. Determine the sustainability of the identified projects/investments using appropriate tools like the net present value (NPV), Internal Rate of Return and the Payback Period;
iv. Determine the nature and magnitude of a project/investment's socio-economic benefit and determine the financial and economic impact for stakeholders;
v. Assess the investment climate and analyzing potential impact of changes in foreign and domestic regulations as well as investment policies;
vi. Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects;
vii. Receive and analyze Project assessment reports and guide General Secretariat appropriately;
viii. Receive reports on Investment opportunities and report to Committee 4 (C4)
ix. Propose and guide organization of workshops to sensitize stakeholders on Investment opportunities;
x. Monitor the return on investments/assets and the balance between risk and return of the Union's investments;
xi. Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigating measures taken;
xii. Assess the investments against the five basic criteria in investing which are, security of capital, good return, acceptable risk, liquidity and matching of assets to liabilities;
xiii. Ensure a Project Management Policy is in place for the Union's high value projects to guide the initiation, planning, execution, controlling and closure of projects.

Annex 4

INVESTMENTS AND PROJECTS WORKING GROUP ACTION PLAN FOR THE PERIOD 2022-2025

S/N	SUBJECT MATTER	MILESTONE	OBJECTIVE	PERIOD	KEY PERFORMANCE INDICATOR (KPI)	RESPONSIBLE
1.	Conducting analytical assessments on Investment Profitability and Sustainability	i. Identify potential areas of investment that give a positive return on investment	Outline potential areas of investment and ensure a balanced investment Portfolio for the Union	Q 3 2022	Report on identified areas	Working Group/ General Secretariat
		ii. Ensure the soundness of investments of the Union at all material times and review all the investments undertaken in terms of the return-risk profile	Assist the Union in investing in projects that yield positive returns with all the necessary risks.	Q 4 2022	Assessment report on Investments done	Working Group/ General Secretariat
		iii. Determine the sustainability of identified projects/investments using appropriate tools like the Present Net Value (PNV), Internal Rate of Return (IRR), and the Payback Period, among others;	Select and identify sustainable projects/ investments using appropriate tools like the net present value (NPV), Internal Rate of Return, and the Payback Period;	Q 4 2022	Assessment Report on Investments is submitted	Working Group
		iv. Determine the nature and	Demonstrate financial and socio-	Q 1 2023	Impact evaluation	Working Group/

		magnitude of a project/investment's social-economic benefit and determine the financial and economic impact on stakeholders	economic impact for stakeholders for selected project/investment		report submitted to the SC	General Secretariat
		v. Assess the investment climate and analyze the potential impact of changes in foreign and domestic regulations as well as investment policies;	Analyze and understand the investment climate using Strategic Management tools such as a PESTEL analysis.	Q 1 2023	A Report on the investment climate is submitted to the SC	Working Group/ General Secretariat
		vi. Receive and analyze Project assessment reports and guide General Secretariat appropriately;	Ensure that ongoing projects are evaluated	Every six months	The evaluation report is done and submitted to the SC	Working Group/ Secretariat
		vii. Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities;	Apply sound project or investment assessment using known criteria	Q 2 2023	Assessment Report	Working Group/ Secretariat
2.	Monitoring and Evaluation of Projects or Investments	viii. Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects;	Ensure that a Monitoring and Evaluation (M&E) framework for projects is prepared and is in use;	Q 2 2023	A model M & E framework is prepared and submitted to the SC	Working Group/ General Secretariat
		ix. Monitor the return on investments/assets and the balance between risk and return of the Union's investments;	Ensure that a return on investments/assets and the balance between risk and return of the Union's investments are regularly done;	Q 3 2023	Report on investments/assets etc. is done and submitted to the SC	Working Group/ General Secretariat

		x. Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken;	Ensure that risk assessment across the Union's portfolio is done.	Q 4 2023	A risk management report is prepared and submitted to the SC	Working Group/ General Secretariat
3.	Knowledge management and sharing	xi. Summarize reports on Investment opportunities & report to the Strategy Committee	Ensure that prospecting for Investment opportunities is done and reported on.	Every three months	A report on Investment Opportunities is done and submitted to the SC	Working Group/ General Secretariat
		xii. Propose and guide the organization of workshops to sensitize stakeholders on Investment opportunities;	Organize sensitization of stakeholders on investment opportunities for the Union	As necessary	Sensitization Workshops	Working Group/ General Secretariat
4.	Project Management Working Policy	xiii. Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling and closure of projects.	Ensure the availability of a policy for the Union's project management process.	Q 1 2024	A Project management Policy is done.	Working Group/ General Secretariat

Annex 5

PAPU RELOCATION PLAN TO NEW HEADQUARTERS

1.0 INTRODUCTION

It is envisaged that the PAPU House will be ready for occupation by the end of this year, 2022. Therefore, to transition smoothly from the current building to the new one, a relocation plan has been put together to avoid shocks when moving into the new building. Thus, the main thrust of this document is to highlight the establishment of an internal Project Steering Committee to drive this plan and the outline of key elements of the Relocation Plan,

2.0 ESTABLISHMENT OF THE PROJECT STEERING: COMMITTEE ROLES AND RESPONSIBILITIES

In view of the foregoing, Management established a project steering committee in April, 2022 and assigned roles and responsibilities to the members (staff) at the General Secretariat to undertake some tasks. Accordingly, the main roles assigned to the staff are as follows:

2.1 Project Steering Committee - The Project Steering Committee is made up of PAPU Executive Management, Heads of Departments, Professional Staff and none Professional Staff. During implementation, the Steering Committee is responsible for reviewing the progress of the implementation, understanding the current issues, resolving critical issues, providing vision on the Project business opportunities and direction, and supporting the efforts through moral support of the entire Project Team.

2.2 The Project Director - The Project Director monitors the activities and progress of the project. He is also responsible for project funding and communicating project status to the PAPU Plenipotentiary Conference, PAPU Administration Council and PAPU Members as well as internal staff. He ensures that milestones are completed in a timely fashion and provides the overall supervision of the Project Team.

2.3 Communications expert - Responsible for project communication within the organizations and (in liaison with SG and ASG) the outside world as and when the need arises. He is also responsible for minuting of project proceedings every time there is a meeting, among others.

2.4 Legal expert - Responsible for making sure that the inception and progression of the project is in compliance with relevant Laws, PAPU Convention and Regulations. He is also responsible for reviewing and advising the Joint Venture Committee on all proposed contractual and Service Level Agreements, including offering legal advice to the Steering Committee and the Project Director on all

decisions made with legal implications. He is also responsible for drafting any Project legal documents that are required;

2.5 Project Manager and Relocation Champion - The Project Manager is responsible for the overall relocation plan and progress towards its implementation. The Manager is responsible for monitoring, maintaining, and adjusting the project relocation plan (based on the input and deliverables of Team members).

2.6 Team Leaders - They spearhead individual functional areas. These individuals are stakeholders from the department or business areas most affected by the system, and have complete domain area knowledge of their area of operation. They also undertake to understand the "as is" environment of their departments and provide functional expertise and knowledge of projected future needs of their domain. The functional areas include Finance, Operations and Technology, Legal and Regulation, Executive Office, Procurement, Security, Archiving/Library/Museum, Language Services, Reception and Secretarial, office equipment requirements, movable assets etc.

2.7 Joint Venture Committee and Finance Champion - The Joint Venture Committee and Finance Champion Co-Chairs the JV Committee and provides feedback to the Steering Committee. He also takes issues from the General Secretariat Project Team as guided by the Steering Committee to the JVC

2.8 IT Champion - Coordinates all the ICT requirements and advises on the status of IT infrastructure, technical solutions, and related issues to the Project Management Team;

2.9 Benchmarking Champion - Responsible for benchmarking on Quality assurance, Security, Health, Safety and Environment from other similar organizations such as the African Union Commission, Tanzania Communications Regulatory Authority (TCRA), Arusha-based African Court, UN Mechanism, East African Community (EAC).

The Benchmarking areas include but not limited to the following: ICT and related Facilities (Translation booths), space utilization (Boardroom, Library, Lobby, Reception, Holding room, Office set-up), other services (Security, Cleaning, Water, Tea and refreshment, air conditioning), ambience etc.

3.0 RELOCATION PLAN

The relocation plan is grouped in the following domains:

3.1 Office Space - The PAPU General Secretariat has projected its space requirements to need 3 floors identified as Floors 13 to Floor 15. The identified space will accommodate the following functions and needs.

- ✓ Executive office (SG and ASG)
- ✓ Department Heads and Staff
- ✓ Drivers' Office
- ✓ Security Office
- ✓ Interns

- ✓ Office of UPU Regional Expert (East Africa);
- ✓ Plenipotentiary Conference Chair's Office
- ✓ Administrative Council Chair's Office.
- ✓ ICT Training Centre;
- ✓ Executive lobby;
- ✓ Executive Boardroom (which will accommodate 20 people;)
- ✓ Reception and Visitors Holding areas;
- ✓ Data/ Server room;
- ✓ Library
- ✓ Archival
- ✓ Stores
- ✓ Kitchen

3.2 ICT Plan - A robust ICT Plan has been crafted for the new PAPU Head Quarters to allow for a smooth transition from the old premises to the new building. The ICT Plan which will be implemented in phases to match resource availability covers the following areas

- ✓ ICT Infrastructure
  - Local Area Networking (cables and hubs)
  - Wi-Fi facilities for offices and Board room
  - Hardware (Computers, laptops, accessories)
  - Software and systems
- ✓ ICT Training Centre
  - Computers and accessories for 25 people
- ✓ Data Centre
  - Servers;
    - Email Server
    - Active Directory
    - Offsite backup
  - Air conditioning;
  - Raised floor.
  - Patch panel / Racks;
  - Fire proofing
  - NAS device
  - Switch
- ✓ ICT Security
  - CCTV
  - Access system
  - Anti-viruses

3.3 Furniture and Fittings - Furniture, namely desks and chairs will be required for the offices listed below. The current furniture will be retained and new acquisitions will be made only for new areas or functions.

- ✓ Executive office (SG and ASG)
- ✓ Department Heads and Staff
- ✓ Drivers' Office

- ✓ Security Office
- ✓ Interns' Office
- ✓ Office of UPU Regional Expert (East Africa);
- ✓ Plenipotentiary Conference Chair's Office
- ✓ Administrative Council Chair's Office.
- ✓ ICT Training Centre;
- ✓ Executive lobby;
- ✓ Executive Boardroom (which will accommodate 20 people)
- ✓ Reception and Visitors Holding areas;