

**REPORT OF THE STRATEGY COMMITTEE (SC) HYBRID HELD IN KINSHASA, DEMOCRATIC
REPUBLIC OF CONGO, FROM 4th TO 6th JULY 2022**

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

1. INTRODUCTION

This document is presented to the 40th Administrative Council for consideration.

2. SUBMISSION OF THE REPORT

The report together with a draft Resolution are herewith attached.

3. CONCLUSION

The 40th Administrative Council is requested to:

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

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STRATEGY COMMITTEE MEETING REPORT

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

1.0 INTRODUCTION

The second Strategy Committee meeting for the year was held in hybrid format from 4th to 6th July 2022 at Pullman Hotel in Kinshasa, Democratic Republic of Congo (DRC). It was Chaired by Uganda the 1st Vice-Chair of the Committee in the absence of the Chair, Tunisia.

2.0 OPENING REMARKS BY THE CHAIRPERSON

The Chairperson, Mrs. Agatha K. Mbabazize called the meeting to order and commenced the deliberations for the day. She welcomed everyone present for taking their time to attend the meeting either in person or virtually and called on participants to contribute freely during the meeting.

The following points were contained in her remarks;

- It was an honor for Uganda to Chair the meeting on behalf of Tunisia who was not available;
- She hoped that the Agenda would be smoothly done with the support of the Bureau and members;
- She thanked delegates for their attendance and stressed that the success of the meeting would be dependent on their full participation;
- She thanked the secretariate for enabling this event to take place, especially in the preparation of documents, coordinating the Working Groups and Taskforces and general organization of the 40th PAPU Administrative Council session;
- She further thanked the DRC government and the people for the warm welcome, facilities put at our disposal, general brotherliness and friendliness of the people which made us feel at home.

3.0 REMARKS FROM THE SECRETARY GENERAL PAPU

The PAPU Secretary General welcomed all the delegates to the session and expressed his gratitude that the meeting had commenced despite some challenges. He hoped that we would get over the hurdles as soon as possible to ensure that the meeting goes on smoothly. He called upon participants to be more innovative so that we can move the Union forward. He wished the participants fruitful deliberations.

4.0 CONFIRMATION OF BUREAU

The Committee Bureau was confirmed as follows:

- Chairperson: Tunisia;
- 1st Vice Chairperson: Uganda;
- 2nd Vice Chairperson: Burkina Faso;
- Rapporteurs: Democratic Republic of Congo and Namibia;
- Secretariat: PAPU Secretariat.

5.0 Committee Member States -

The following are the members of the Committee: Algeria Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kenya, Malawi, Madagascar, Nigeria, Senegal, South Africa, Tunisia, Uganda and Zambia.

5.1 Meeting Participation

The following Members States were Present: Botswana, Cameroon, Congo (Republic) Democratic Republic of Congo, Eswatini, Kenya, Malawi, Mali, Namibia, Mozambique, South Africa, Tanzania Uganda and Zimbabwe.

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

6.0 ADOPTION OF THE AGENDA

The General Secretariat presented the Draft Agenda which was adopted without amendments after Malawi moved the motion and was supported by Kenya.

The adopted agenda is attached to the report as **Annex 2**.

7.0 REPORT OF Q1 2022 STRATEGY COMMITTEE MEETING

The General Secretariat presented the Q1 2022 Strategy Committee Report under **PAPU/ATC/SC/02/2022 - Doc No.02** for consideration and noting by the Committee. Matters arising from the report were also presented for noting and guidance.

Highlights of the report were based on the Strategy Committee inaugural meeting which was virtually held from 15th to 17th March, 2022.

7.1 SALIENT ISSUES DISCUSSED DURING THE Q1 MEETING

The report focused on the following salient issues which were discussed and deliberated on during the Q1 meeting:

- Terms of Reference of the Committee;
- Consideration and Adoption of proposed Working Groups and Task Force;
- Review of the Rules of Procedure for Administrative and Technical Committees;
- Update Report on the implementation of Decisions and Resolutions of the 10th Plenipotentiary Conference and 39th Administrative Council;
- Presentation on partnerships and cooperation;
- Presentation on the Africa Postal Strategy;
- Presentation on the draft Programme of Action 2022/2023-2024/2025 of the Committee;
- Presentation on the Opening-up of the UPU;
- Presentation on Postal Digital Transformation;
 - Presentations of Tunisia on i) Logistics and Finance
 - Presentation by DRC Postal Transformation

7.2 MATTERS ARISING FROM THE REPORT

Matters arising from the Q1 Meeting of the Strategy Committee were discussed as follows:

1.1	<p>Consideration and Adoption of Proposed Working Groups</p> <p>The two (2) Working Groups and one (1) Task Force created by the Committee have since commenced their work. Reports of the Working Groups had been tabled during this meeting. The Committee will submit the Terms of Reference of the Working Groups and Task Forces to the Administrative Council for noting and confirmation.</p>
1.2	<p>Review of the Rules of Procedure for Administrative and Technical Committees</p> <p>The Committee's comments on the Rules of Procedure for Administrative and Technical Committees will form part of the future work of the Policy and Legal Harmonization Working Group under the Policy and Regulation Committee (PRC).</p>
1.3	<p>Disaster Risk Management Framework</p> <p>The Draft Disaster Risk Framework which was crafted was presented by the DRM Working Group Chairman to the Committee for adoption before consideration and approval by the 40th Administrative Council.</p>
1.4	<p>The Africa Postal Strategy</p> <p>The African Postal Strategy was updated after the UPU Abidjan Congress as directed by the 10th Plenipotentiary Conference and also further refined to take account of the Regional Development Programme for Africa.</p>
1.5	<p>Opening-up of the UPU</p> <p>A questionnaire to elicit information on priority areas for Opening up the UPU is under compilation. This is because the General Secretariat needs to benchmark on the one from UPU as requested by the Task Force Meeting. The UPU questionnaire is yet to be circulated. However, Members were encouraged to submit their views to the General Secretariat even outside the questionnaire.</p>
1.6	<p>Update on the 39th Administrative Council Outcomes</p> <p>A consolidated status of implementation of the 39th Administrative Council, 10th Plenipotentiary Conference and the 39th Extra Ordinary Session of the Administrative Council outcomes for the Union were presented under document PAPU/ATC/SC/02/2022 - Doc No.6. The status of implementation will be integrated into the General Secretariat Report to be submitted to the 40th Administrative Council Session from 12th to 14th July, 2022</p>

8.0 DISASTER RISK MANAGEMENT (DRM) WORKING GROUP MEETING REPORT

The Disaster Risk Management (DRM) Working Group, chaired by Mr. Mogale Maenetja of South Africa presented its Report through its Chairperson for their meeting held virtually on 15th June 2022. The report presented under document **PAPU/ATC/SC/02/2022- Doc No.03** covered the following main issues:

- a) Terms of Reference of the Working Group;
- b) Consideration and adoption of the Working Group Action Plan;
- c) Consideration and adoption of the Disaster Risk Management Model Framework

The Committee adopted the report and approved the Working Group Action Plan as well as the Disaster Risk Management Model Framework.

8.1 Recommendations

The report contained the following recommendations which were considered and adopted by the Committee:

- a) The Committee should present the DRM Model Framework to the Council for consideration;
- b) The Team working on the Model DRM Framework should tap into the knowledge and experience of the Chairperson who has expert knowledge in the field;
- c) Member States need to benchmark on each other's experience even though they have different geographical and geological conditions.

The Disaster Risk Framework is attached herewith as **Annex 3**.

9.0 TASK FORCE ON THE OPENING UP OF THE UPU TO THE WIDER POSTAL SECTOR PLAYERS (PTF) MEETING REPORT

The Task Force on the Opening Up of the UPU to the Wider Postal Sector Players (PTF) which is chaired by Mrs. Pauline Bikay of Cameroon held its inaugural meeting virtually on 7th June 2022. During the Task Force meeting, the main issues on the agenda were discussed and deliberated on as indicated in the subsequent section.

9.1 The main issues tabled and discussed

The following salient issues were deliberated during the meeting:

- Terms of Reference of the Task Force;
- Consideration and adoption of the Task Force Action Plan;

9.2 Recommendations

The report contained the following recommendations which were considered and adopted by the Committee as follows:

- a) The General Secretariat is tasked to solicit priority areas on the Opening up matter and share it with the Members by benchmarking on the UPU questionnaire to be circulated soon;
- b) Member States were called upon to provide more views on the Opening up of the UPU even beyond the questions in the Questionnaire.

The Committee was encouraged to always align their resolutions with the UPU Strategy Congresses.

10.0 INVESTMENTS AND PROJECTS WORKING GROUP (IPG) VIRTUAL MEETING REPORT

The Investments and Projects Working Group (IPG) is chaired by Mr. Ofentse Mabote of Botswana. The Working Group (IPG) was created by the Strategy Committee during its virtual meeting which was held from 15th to 17th March, 2022.

The Working Group held its inaugural meeting virtually on 15th June 2022 during which the Agenda was discussed and deliberated on as indicated in the subsequent section of this report.

10.1 The main issues tabled and discussed

The following salient issues were deliberated during the meeting:

- a) Terms of Reference of the Working Group;
- b) Consideration and adoption of the Working Group Action Plan;

The Committee adopted the report and the Working Group's Terms of Reference and Action Plan. These are attached to this report as **Annex 4 and 5**, respectively.

10.2 Recommendations

The report contained the following recommendations which were considered and adopted by the Committee:

- a) The Union should identify and invest in vehicles that yield higher rate of returns;
- b)
- c) The Union should ensure that the new PAPU building is optimally utilized to earn meaningful revenue for the Union
- d) The Relocation Plan presented should be refined and implemented to enable an orderly transition from the old building to the new Head Office Building.
- e) All the Union's revenue such as settlement of arrears and advance payment of mandatory contributions should be invested into interest earning portfolios.

The recommendations will be submitted to the Administrative Council as part of the Strategy Committee Resolution for adoption.

11.0 UPDATE ON THE IMPLEMENTATION OF THE 39TH ADMINISTRATIVE COUNCIL, 10TH PLENIPOTENTIARY CONFERENCE AND THE 10TH EXTRA ORDINARY ADMINISTRATIVE COUNCIL OUTCOMES

The General Secretariat presented a report under **PAPU/ATC/SC/02/2022- Doc No.06** giving an update on the Implementation of the 39th Administrative Council, 10th Plenipotentiary Conference and the 10th Extraordinary PAPU Administrative Council Outcomes. The report was submitted for the Committee to note the Status of implementation of Decisions, Resolutions and Recommendations on Strategy issues for subsequent submission to the 40th PAPU Administrative Council for noting and guidance.

The Committee noted the Status Report which will be integrated into the General Secretariat's report to be presented during the Administrative Council Plenary to be held from 12th to 14th July, 2022.

12.0 STRATEGY COMMITTEE ACTION PLAN FOR 2021/22-2024/25 CYCLE

The General Secretariat presented the Committee Draft Action Plan under **PAPU/AC/SC/02/2022 – Doc No.8** for consideration and adoption by the Committee. The Working Group Action Plan is a consolidation of the Working Groups' and Task Force's Action Plans to ensure effective coordination of the work of the Committee throughout the cycle.

The Action Plan was adopted by the Committee for presentation to the 40th Ordinary Session of the PAPU Administrative Council.

13.0 THE THEME OF THE PAN AFRICAN POST DAY CELEBRATION FOR THE YEAR 2023

13.1 The General Secretariat presented the theme of the Pan African Post Day Celebration for 2023 under **PAPU/AC/SC/02/2022 – Doc No.8** for consideration and adoption by the Committee in line with Resolution **N°03/PAPU/CA/85** adopted on 18th January 1985 in Harare, Zimbabwe, and approved by PAPU Plenipotentiary Conference during its 2nd Session held in 1988 in Yaoundé, Cameroon. Further to that, during the 10th Plenipotentiary Conference in Victoria Falls Zimbabwe in June, 2022, four themes were adopted for celebrating the day each year for the period 2022-2025.

13.2 In view of the foregoing, the General Secretariat informed the meeting of the theme below in line with the aforementioned directives:

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

13.3 The Pan African Post Day that will be celebrated on 18th January 2023 under this topical theme which is in accordance with Africa's identified priorities for this Congress Cycle, 2022-2025, notably the commitment to deliver innovative, integrated, and inclusive solutions.

13.4 Given the importance of this day, it is expected that the PAPU Member States will hold celebrations to mark this day by organizing a “**Customer’s Day**” which will afford them an opportunity to interact with their customers and discuss this theme.

14.0 DATE AND VENUE OF THE NEXT MEETING

The date and venue of the next meeting of the Strategy Committee will be communicated by the General Secretariat once consultations with the Chairperson are finalized.

The Working Groups’ and Task Force’s meetings will also be organized during the course of the year, 2022.

15.0 ANY OTHER BUSINESS (AOB)

There was no other business discussed under this Agenda item.

However, it is worth mentioning that the PAPU Strategy Workshop was held on 11th July, 2022 in Kinshasa, the Democratic Republic of Congo under the Theme: “**Strategy Implementation: Towards Digital Transformation of the Post**”. The key takeaways of Workshop are herewith attached as **Annex 6** for noting and necessary guidance.

16.0 ADOPTION OF THE COMMITTEE REPORT

The Committee adopted the report and the Draft Resolution which is herewith attached as **Annex 7** for submission to the 40th Administrative Council for approval.

17.0 CLOSING

The Chairperson closed the meeting by thanking participants for their active participation and positive contributions to the works of the Committee. She also thanked the Secretariat for the quality organization of the Committee Works. She then declared the meeting closed at 15:00 hrs (GMT).

LIST OF PARTICIPANTS – LISTE DES PARTICIPANTS

STRATEGY COMMITTEE MEETING REUNION DE LA COMMISSION STRATEGIE 04-06 JULY/ JUILLET 2022 KINSHASA, DEMOCRATIC REPUBLIC OF CONGO

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DRAFT AGENDA

BUREAU

CHAIRPERSON	-	TUNISIA
1 st VICE CHAIRPERSON	-	UGANDA
2 nd VICE CHAIRPERSON	-	BURKINA FASO
RAPPORTEURS:	-	TUNISIA
	-	NAMIBIA
SECRETARIAT	-	GENERAL SECRETARIAT

WORKING HOURS

MORNING:	09:00-12:00 HOURS (GMT)
LUNCH BREAK:	12:00-13:00 HOURS (GMT)
AFTERNOON:	13:00-16:00 HOURS (GMT)

DAY ONE – 04/07/2022		
1.	Opening remarks by Chairperson	
2.	Adoption of the Agenda	PAPU/ATC/SC/02/2022 - Doc No.01
3.	Report of Q1 2022 Strategy Committee Meeting	PAPU/ATC/SC/02/2022 - Doc No.02
4.	Working Group on Disaster Risk Management Report a) Disaster Risk Management Model Framework b) Action Plan 2022-2025 c) Recommendations.	PAPU/ATC/SC/02/2022 - Doc No.03
5.	Task Force on the Opening up of the UPU to wider postal players a) Action Plan b) Recommendations	PAPU/ATC/SC/02/2022 - Doc No.04
6.	Working Group on Investments and Projects Report a) Action Plan 2022-2025; b) Recommendations	PAPU/ATC/SC/02/2022 - Doc No.05

DAY TWO – 05/07/2022		
7.	Update on the 39 th Administrative Council outcomes: Status of implementation of decisions, resolutions and recommendations on Strategy issues.	PAPU/ATC/SC/02/2022 - Doc No.06
8.	Strategy Committee Draft Action Plan for the Cycle 2021/22-2024/25	PAPU/ATC/SC/02/2022 - Doc No.07
9.	Theme of the Pan African Post Day for 2023	PAPU/ATC/SC/02/2022 - Doc No.08
10.	Date and venue of the next meeting	

DAY THREE - 06/07/2022		
11.	Any Other Business (AOB)	
12.	Adoption of the Committee Report	
13.	Closing	

DISASTER RISK MANAGEMENT MODEL FRAMEWORK (PAPU)

1.0 INTRODUCTION

In recent years, several natural disasters have taken place in Africa. These include earthquakes, floods, volcanic eruptions and landslides. These disasters have a potential for causing catastrophic losses and have increased the need to have a specific Disaster Risk Management Model Framework.

This Disaster Risk Model (DRM) model Framework will be used by PAPU member countries as a guideline for disaster prevention, reduction and management.

It is advisable that for more detail, use be made the booklet as provided by Universal Postal Union (UPU) Building Resilience - A Guide to Disaster Risk Management for The Postal Sector of 2016.

The DRM (called the Emergency and Postal Resilience by the UPU, since June 2022) is a combination of the terms defined herein below.

The framework shall provide for the strengthening of national disaster risk management structures and mechanisms to support improved disaster/emergency preparedness, response and recovery as well as the more effective integration of disaster risk considerations into organisations' planning and budgeting.

Malawi & Mozambique were tasked to develop the Disaster Risk Management Model Framework for PAPU Member States to be presented to the Strategy Committee (SC) in July 2022 in DRC for consideration, deliberation and adoption before approval by the Administrative Council during the same month in DRC.

The Disaster Risk Management model framework for the PAPU Member States will endeavour to highlight the steps that will be taken to avoid disruption of postal operations during an occurrence of a disaster.

Disasters come in different forms such as:

- (i) Natural calamities cyclones, floods, and earthquakes which some countries such as in some countries such as Malawi, Mozambique, Zimbabwe etc. have experienced in the recent past;
- (ii) Pandemics such as COVID-19;
- (iii) They can also be in the form of conflicts, like war conflicts that happen within a country or across countries.

There are also government melt downs (wrong governance) – thus not being able to sustain the postal sector for example to point of dowse as a risk.

2.0 TERMS

Disaster - is an occurrence disrupting the normal conditions of existence and causing a level of suffering that exceeds the capacity of adjustment of the affected community.

Vulnerability - is a set of conditions that increase susceptibility to losses from the impact of natural hazards.

Risk – is the probability of harmful consequences or expected losses resulting from interactions between natural hazards and vulnerable conditions (a situation involving exposure to danger).

Management - the process of dealing with or controlling things or people.

Risk management - is the process of identification, analysis, and acceptance or mitigation of uncertainty in investment decisions (in the case of postal operations management).

Risk Management - is the process of identification, analysis and acceptance or mitigation of uncertainty to an organization's capital and earnings.

These threats, or risks, can include financial uncertainty, legal liabilities, strategic management errors, IT security threats (malware, unwanted access to sensitive data, etc.), accidents and natural disasters. Employees within the Risk Management Group are essentially responsible for evaluating all the risks the company faces, formulating responses and plans of action to mitigate and respond to those risks and making such plans of action available to all stakeholders, shareholders and potential investors (typically within the company's annual reports).

PAPU member countries must be encouraged to have a section that will be handling disaster risk management.

Risk assessment - is a process of identifying new competitors, data security issues, reputational or Public Relations (PR) risks, financial or liquidity risks, product recalls or even weather or natural disaster risks, among other things.

Risk Reporting - is a process tasked with defining the administration's data collection procedures (related to collecting information concerning potential risks and overall policy and employee compliance), creating clear and understandable reports and distributing them to Management.

Such reporting is often facilitated through risk management information systems and typically contains the risk profile for the organization (the most significant risks and why they are considered to be so, how such risks are being controlled, and any particular control gaps that are identified and how these are proposed to be filled), the changes in that risk profile since the last report and the performance of the risk management "system" or framework.

Framework - a basic structure underlying a system, concept, or text.

Disaster risk management - is the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.

Disaster risk management actions can be distinguished between prospective disaster risk management, corrective disaster risk management and compensatory disaster risk management, also called residual risk management.

Prospective disaster risk management activities address and seek to avoid the development of new or increased disaster risks. They focus on addressing disaster risks that may develop in future if disaster risk reduction policies are not put in place.

Corrective disaster risk management activities address and seek to remove or reduce disaster risks which are already present and that need to be managed and reduced now.

Disaster risk management plans set out the goals and specific objectives for reducing disaster risks together with related actions to accomplish these objectives. They should be guided by the Sendai Framework for Disaster Risk Reduction 2015-2030 and considered and coordinated within relevant development plans, resource allocations and programme activities. The postal-level plans need to be specific to each level of administrative responsibility and adapted to the different social and geographical circumstances that are present.

3.0 MISSION, GOAL AND OBJECTIVE

The mission of the framework is to be done through the five phases of the DRM which are:

- (i) Prevention (P) - the action of stopping a disaster from happening or arising.

In DRM, risk prevention refers to the implementation of integrated measures to strengthen resilience through preventing new, and reducing existing, disaster risks, reducing the postal administration's exposure to hazards and vulnerability to disasters, and increasing preparedness for response and recovery.

- (ii) Preparedness (P) - a state of readiness in case a disaster happens.

- (iii) Response (R) - an answer to a disaster occurrence.

- (iv) Recovery (R) - a return to a normal state of operations,

DO's Emergency Management Teams should always consider focusing their response and recovery activities on the following groupings (the "postal three Ps"):

- People –should safeguard the welfare of staff, contractors and customers by maintaining proper accounting for personnel, safety and security support, and the payment of wages and provision of benefits.
- Property – also maintains a viable infrastructure of processing, transportation, retail and delivery facilities as well as the equipment necessary to process, transport and deliver mail.
- Product – to ensure the viability of mail acceptance, processing and delivery.

In the postal three Ps, these include the following:

- (a) People – employees, customers, customers
 - (b) Property – postal infrastructure and equipment/vehicle for acceptance, processing, transportation and delivery of mail; and
 - (c) Product – mail, stamps and stock.
- (v) Mitigation (M) – make structural and non-structural changes to limit the impact of the disaster.

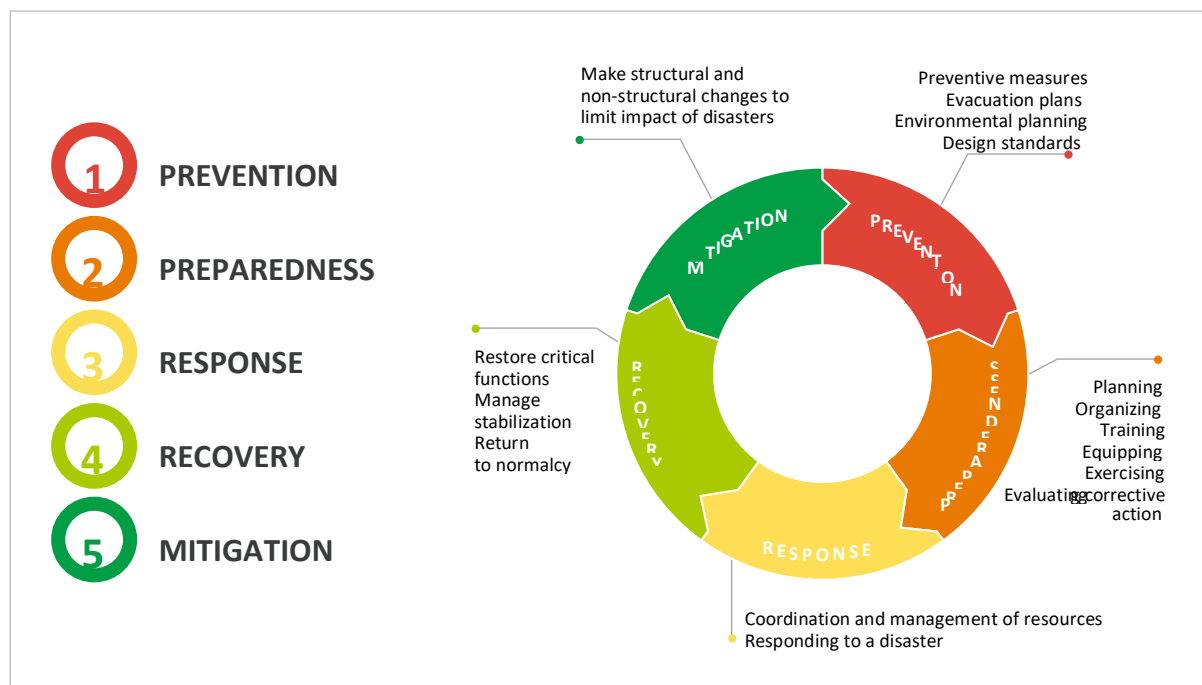
PPRRM's goal is to ensure a balance between the reduction of risk and the enhancement of postal operations resilience.

The objective of the framework will be to ensure:

- (i) Effective response and
- (ii) Recovery capabilities for designated postal operators in the PAPU Member States will enable them to deal with the effects of any form of disaster that may occur.

In short, the objective of the framework is to build on the established Disaster Risk Reduction practice of pro-actively strengthening prevention, mitigation, and preparedness activities (pre-disaster phase) and combine them through a management perspective with a response and recovery actions (post-disaster phase).

DRM activities are often grouped into five phases



4.0 OUTCOME OF DRM FRAMEWORK

The DRM framework will assist the PAPU Member States in the following ways:

- (i) Identify potential disaster risks and manage actual ones;
- (ii) Reduce the number of disaster-related risks;
- (iii) Identify policies, responsibilities and procedures to protect staff and customers as well as effectively manage disasters (Annex I);
- (iv) Promote understanding of disaster response program for staff for the PAPU Member States through training sessions;
- (v) Establish operational concepts and procedures associated with responses to emergencies.

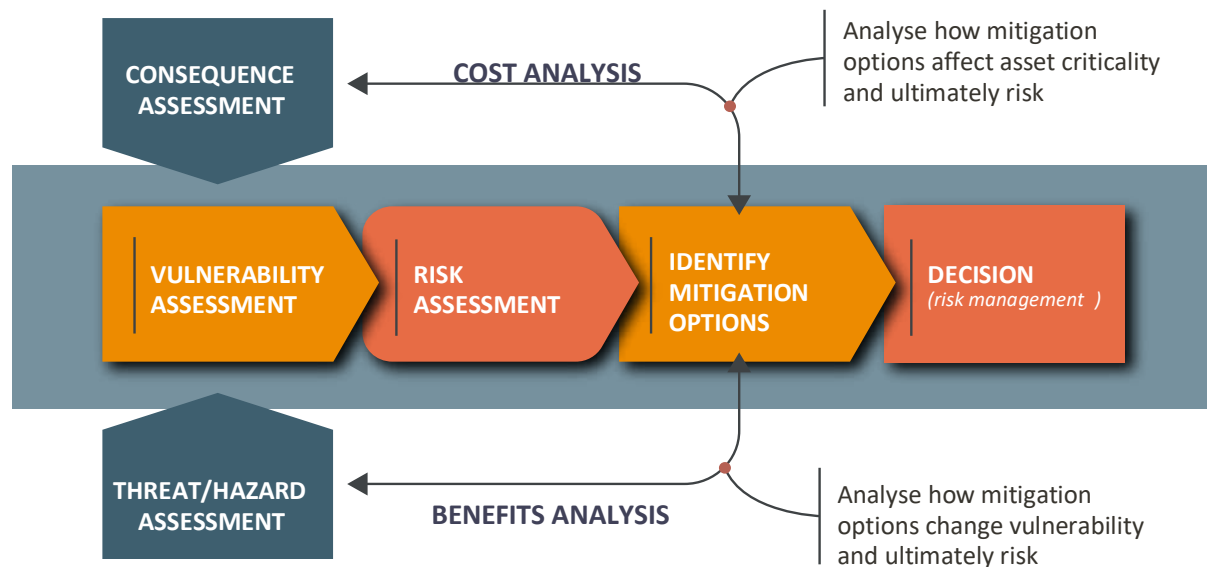
Additionally, the elements in the Disaster Risk Management Model framework will also include:

- (i) The organisation's mission and the defined goals and objectives for the DRM Program
- (ii) A vulnerability and risk assessment to include internal and external dependencies
- (iii) Assessment of capabilities, skills, abilities, resources, obligations and authorities to develop plans and a management system

- (iv) Engagement of senior management, key stakeholders and customers at the onset and throughout to reduce unforeseen consequences, including establishing and supporting working groups at the various levels of the organization.
- (v) A realistic, flexible and adaptable DRM program that responds to the unique conditions of disasters and complies with security measures and requirements.
- (vi) Standard policies, procedures, resources and tools
- (vii) Integration of DRM and business continuity programs
- (viii) Viable training and exercise plans
- (ix) A framework for continual improvement and corrective action process for a fully viable life-cycle DRM program.

5.0 RISK ASSESSMENT PROCESS

Postal administrations will be required to follow the following process to identify the situation they are passing through:



RISK REGISTER

A risk register is an information repository an organization creates to document the risks they face and the responses they're taking to address the risks.

In the risk register the following information may be included:

- (i) Risk description - a statement is used to communicate the risk to the relevant stakeholders

- (ii) Risk Owner -each risk should be owned by one person and that person should have the knowledge and skills to plan and execute risk responses.
- (iii) Triggers - to indicate when risk is about to occur or that the risk has occurred.
- (iv) Category - assigning categories to your risks allows you to filter, group, analyse and respond to your risks by category
- (v) Probability risk rating - probability is the likelihood of the risk occurring. Consider using a scale of 1 to 10, 10 being the highest.
- (vi) Impact risk rating - impact, also referred to as severity or consequence, is the amount of impact on the project. Consider using a scale of 1 to 10, 10 being the highest.
- (vii) Risk score - the risk score is calculated by multiplying probability x impact. If the probability is 8 and the impact is 5, the risk score is 40.
- (viii) Risk response strategies -strategies for threats include: accepting the risk, avoiding the risk, mitigating the risk, or transferring the risk. Strategies for opportunities include: accepting the risk, exploiting the risk, enhancing the risk, or sharing the risk.
- (ix) Risk response plan or contingency plan - the risk owner should determine the appropriate response(s) which may be executed immediately or once a trigger is hit. For example, a risk owner may take immediate actions to mitigate a threat. Contingency plans are plans that are executed if the risk occurs.
- (x) Fall-back plans - for some risks, you may wish to define a fall-back plan. The plan outlines what would be done if the contingency plan fails.
- (xi) Residual risks - the risk owner may reduce risk by 70%. The remaining 30% risk is the residual risk. Note the residual risk and determine if additional response planning is required.
- (xii) Trends – it is noted that if each risk is increasing, decreasing, or is stable.

6.0 CONCLUSION

The outlined above draft DRM model framework is being shared with members of the Working Group for comments before the Chairman submits it to the Strategy Committee (SC) at its meeting in July 2022 in DRC for adoption before approval by the 40th Ordinary Session of the PAPU Administrative Council.

DISASTER PROCEDURES CHECKLISTS

Format for preparing the Disaster Procedures checklists, both for the Headquarter (HQ), Regional Headquarters (RHQ) and post offices (POs), for the top risk *hazard-specific threat* in respect of respective postal administration.

Guidelines: Checklists for all three phases i.e., pre-impact (before 0 hours), during (0-48 hours) and post-impact phases (48+ hours) and for both HQ and Field Units are to be prepared.

Postal Administration:

Disaster, in brief:

A. Checklist for HQ/RHQ:

Situation	Tasks
Initial Critical Actions prior to and during the event (- 0 hours)	
Response Procedures (0-48 hours)	
Recovery Actions (48+ hours)	

B. Checklists for POs:

Situation	Tasks
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Initial Critical Actions before and during the event (- 0 hours)	
Response Procedures (0-48 hours)	
Recovery Actions (48+ hours)	

TERMS OF REFERENCE (ToRS)

DISASTER RISK MANAGEMENT (DRM) WORKING GROUP 2022-2025

The Terms of Reference for the Working Group on Disaster Risk Management are as below:

- i. Monitor, review and advise Member States via the General Secretariat, on the identified principal and emerging risks the Union is facing and the recommended risk management strategies;
- ii. Receive assessments on external sources of risk arising from the economy, cyber security, political climate, geological factors etc.;
- iii. Guide on the development of model risk management frameworks, policies and strategies for Member States' adoption and implementation;
- iv. Consider periodic risk assessment reports and recommendations and submitting them to the Committee;
- v. Guide on the development of a monitoring and evaluation framework for tracking of postal organizations' response to risks;
- vi. Recommend and guide on the organization of capacity building sessions and workshops for knowledge sharing on Disaster Risk Management;
- vii. Develop Post Disaster Needs Assessment (PDNA) initiatives to inform recovery and resilience interventions in line with international best practices;
- viii. Guide Member States on partnership coordination for disaster response and recovery interventions as well as mutual accountability for collective outcomes;
- ix. Guide Member States in ensuring inclusive resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);
- x. Monitor and review the effectiveness of the Union's Disaster Risk Management Strategies;
- xi. Ensure that Information Management Systems (IMS) for disaster response, early recovery, and recovery are readily available etc.

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

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.

TASK FORCE ON THE OPENING UP OF THE UPU

The following are the Task Force's Terms of Reference:

- i. Study resolution C11/2021, advise upon and prepare any relevant proposals in due consideration of policy, legal, regulatory and operational point of view from the African perspective for further consideration by an Extraordinary Congress in 2023;
- ii. Examine the implications of opening up of the Union to wider postal sector players, to Africa Member States, particularly in the areas of sustainability, cooperation and interaction among stakeholders, and in ensuring the satisfaction of customers' changing needs;
- iii. Study, advise upon and prepare Congress proposal (s) where necessary, on the format of the opening up of the Union to wider postal sector players also embracing areas such as labeling standards, data protection and data storage;
- iv. Collate and co-ordinate the PAPU Member States' position on the subject of opening up of the UPU to wider stakeholders;
- v. Conduct an impact assessment of any submitted proposals and prioritizing such studies as far as Africa is concerned, as appropriate;
- vi. Ensure, in accordance with the relevant rules, the widest possible participation and pooling of expert resources of PAPU Members;
- vii. Ensure that a detailed report with a draft resolution is submitted to the 40th Ordinary PAPU Administrative Council Session for consideration and approval before the S2 CA Session;
- viii. The Task Force's execution of work and delivery dates are guided and affected by the following deadlines:
 - a. **By S1 (April 2022):** the UPU Task Force will submit to the CA finalized conversion of the different elements contained in the Congress instructions
 - b. **By S2 (October 2022):** Presentation of draft CA proposals for further submission to the fourth Extraordinary Congress on the further opening up of the Union to wider postal sector players.

ACTION PLAN FOR THE PERIOD 2022-2025

S/N	SUBJECT MATTER	MILESTONE	PERIOD	RESPONSIBLE AT THE WORKING GROUP LEVEL
DISASTER RISK MANAGEMENT				
1.	Risk Identification	i. Monitor, review and advise the Member States via the General Secretariat, on the identified principal and emerging risks the Member States face and the recommended risk management strategies.	Q 3 2022	Working Group Experts/ Secretariat
		ii. Receive assessments on external sources of risk arising from the economy, cyber security, political climate, geological factors etc.	Q 4 2022	Working Group Experts/ Secretariat
		iii. Consider periodic risk assessment reports and recommendations and submit them to the Committee;	BI-Annually	Working Group Experts
2.	Risk Management Framework	i. Guide on the development of model risk management frameworks, policies and strategies for Member States' adoption and implementation	Q 4 2022	Working Group/ Secretariat
		ii. Guide Member States in ensuring inclusive resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);	Q 2 2023	Working Group/ Secretariat/

				Member States
3.	Knowledge management and sharing	Recommend and guide on the organization of capacity building sessions and workshops for knowledge sharing on Disaster and Risk Management;	Q 2 2023	Working Group/ Secretariat
4.	Monitoring and Evaluation	i. Guide on the development of a monitoring and evaluation framework for tracking of postal organizations' response to risks	Q 3 2024	Working Group Experts/ Secretariat
		ii. Monitor and review the effectiveness of the Member States' Disaster Risk Management Strategies;	Q 4 2024	Working Group Experts/ Secretariat
5.	Recovery Interventions and Mechanisms	i. Develop Post Disaster Needs Assessment (PDNA) initiatives to inform recovery and resilience interventions in line with international best practices	Q 3 2023	Working Group/ Secretariat/Member States
		ii. Guide Member States on partnership coordination for disaster response and recovery interventions as well as mutual accountability for collective outcomes;	Q 3 2023	Working Group/ Secretariat/ Member States
		iii. Ensure that Information Management Systems (IMS) including Data protection and Cyber security for disaster response, early recovery, and recovery are readily available etc.	Bi Annually	Working Group/ Secretariat

INVESTMENTS AND PROJECTS

6.	Conducting analytical assessments on Investment Profitability and Sustainability	i. Identify potential areas of investment that give a positive return on investment	Q 3 2022 Q 2 2023	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	Q 4 2022	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;	Q 4 2022	Working Group
		iv. Determine the nature and magnitude of a project/investment's social-economic benefit and determine the financial and economic impact on stakeholders	Q 1 2023	Working Group/ General Secretariat
		v. Assess the investment climate and analyze the potential impact of changes in foreign and domestic regulations as well as investment policies;	Q 1 2023	Working Group/ General Secretariat

7.		Receive and analyze Project assessment reports and guide General Secretariat appropriately	Every six months	Working Group/ Secretariat Working Group/ Secretariat
8.		Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities	Q 2 2023	Working Group/ Secretariat Working Group/ Secretariat
9.	Monitoring and Evaluation of Projects or Investments	i. Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects	Q 2 2023	Working Group/ General Secretariat
		ii. Monitor the return on investments/assets and the balance between risk and return of the Union's investments;	Q 3 2023	Working Group/ General Secretariat
		iii. Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken	Q 4 2023	Working Group/ General Secretariat

10.	Knowledge management and sharing	i. Summarize reports on Investment opportunities & report to the Strategy Committee	Every three months	Working Group/ General Secretariat
		ii. Propose and guide the organization of workshops to sensitize stakeholders on Investment opportunities;	As necessary	Working Group/ General Secretariat
11.	Project Management Working Policy	Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling and closure of projects.	Q 1 2024	Working Group/ General Secretariat
TASK FORCE ON OPENING UP OF THE UPU				
12.	Engagement & Participation of Member States	Ensure the participation and pooling of expert resources of PAPU Member States	Q 3 2022	Task force experts/ Secretariat
13.	Preparation of the report of the TF to the 40th Administrative Council Session	Draft and submit a report to the 40th Ordinary PAPU Administrative Council Session	Q 3 2022	Task force experts/ Secretariat
14.	Reports	i. Prepare relevant proposals taking into account policy, legal, regulatory and operational points of view for consideration and deliberation at the Extraordinary Congress in 2023	Q 4 2022	Task force experts/ Secretariat

		ii. Examine the implications of opening up of the Union to wider postal sector players, to African Member States, particularly in the areas of sustainability, cooperation and interaction among stakeholders, and in ensuring satisfaction of customers' changing needs.	Q 1 2023	Task force experts/ Secretariat
		iii. Study, advise upon and prepare Congress proposal, if necessary, on the subject of the opening up of the Union to wider postal sector players (embracing areas such as labeling standards, data protection and data storage etc.	Q 2 2023	Task force experts
		iv. Collate and co-ordinate the PAPU Member States' position on the subject of opening up of the UPU to wider stakeholders.	Q 2 2023	Task force experts/ Secretariat
		v. Conduct an Impact Assessment of the submitted proposals and studies	Q 3 2023	Task force experts/ Secretariat

**KEY TAKE AWAYS: THE PAPU STRATEGY WORKSHOP 11TH JULY, 2022, KINSHASA
DEMOCRATIC REPUBLIC OF CONGO**

The following were the Key Take-Aways from the Workshop:

- i. The African Post has to continue to leverage on its key strengths, including the vast postal network, to contribute towards the digital economy and the socio-economic development agenda of Africa;
- ii. China is ready to cooperate with African post to offer tailor made solutions for customers and also to launch joint marketing and outreach activities to increase market share to influence the postal channel in the market;
- iii. There is need to engage governments in the implementation of the PAPU Strategy;
- iv. While there is considerable ecommerce traffic between Africa and China, most of it is outside the postal network and it should be a priority to get this traffic into the postal network for the benefit of the African Posts by improving quality of service and ensuring visibility of postal services through the use of ICT tools and systems;
- v. African Posts must take advantage of the numerous UPU PTC tools and systems/solutions and available technical assistance to enhance digitalization of services and compliance with standards;
- vi. Designated Operators should take the necessary measures to speed up adherence of Electronic Advance Data (EAD) requirements, especially in compliance with UPU Regulations;
- vii. Japan Post remains ready to provide assistance to the African Post in digital transformation in the following areas:
 - a. Improvement of postal operations;
 - b. Postal Training and Education;
 - c. Public awareness activities.
- viii. Africa should be included in the studies undertaken by Global Management Consulting Lead and Parcel Industry;
- ix. PAPU should take advantage of the studies undertaken by some accredited/credible research institutes;
- x. The Post should aggressively assume its role in the implementation of initiatives and programmes in line with the different Decisions taken at the AU level;
- xi. The Post should be a key enabler and government partner for social inclusion, financial inclusion, digital inclusion and trade inclusion;
- xii. Member States should actively collaborate with PAPU and UPU in the implementation of the RDP for 2022-2025 covering the following toolkit:
 - a. Operational Readiness for E-commerce (ORE);
 - b. Digital Readiness for E-commerce (DRE);
 - c. Payment Readiness for E-commerce (PRE).

- xiii. Designated Operators need to work together with other partners to implement payment gateways to facilitate ecommerce payments;
- xiv. Designated Operators should digitize their philatelic products in collaboration with the UPU and renowned industry partners in line with global trends etc;
- xv. Basic track and trace is essential for Designated Operators to ensure visibility of postal items from a customer's perspective, operational, competition, commercial and policy view;
- xvi. PAPU General Secretariat to consider the possibility of developing an African ecommerce market place using the existing organs such as the Operations and Technology Committee.

Draft Resolution No. ... /PAPU/AC/XL/2022

Strategy Matters

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

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

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

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

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

Do hereby adopt the Strategy Committee Report;

Approves the following:

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

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

a. Disaster Risk Management (DRM)

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

b. Task Force on the Opening up of the UPU to Wider Postal Stakeholders

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

c. Investments and Projects

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

Notes that:

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

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

Further Notes the Key Takeaways from the PAPU Strategy Workshop held on 11th July, 2022, in Kinshasa, Democratic Republic of Congo.

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

Instructs the General Secretariat to coordinate the implementation of the activities of the Committee and update the 41st Administrative Council.

Done in Kinshasa, Democratic Republic of Congo (DRC), on 14th July, 2022