

EXECUTIVE COUNCIL 2025

Topic: Report of the UPU CA Matters Working Group

1. Subject Informing the EC on: - The developments in the UPU Council of Administration S-7	References/ Paragraphs §
2. Decision expected The EC is asked to: - Take note of the document	§

UPU CA Matters Working Group**Chair: Pakistan****Purpose of the Working Group:**

The purpose of the Working Group is to keep track of developments in the UPU Council of Administration meetings, observe the implementation status of decisions made at the UPU Congress, and coordinate with the UPU and APPU on the decisions taken by the Council of Administration from time to time.

Meetings of the CA Committees:**Committee 1 (Governance and Management of the Union)**

The meeting of Committee 1 was co-chaired by Kenya and Spain. During the session, key presentations were made by the IB and other contributors, including the Report of the Ethics Office, the External Audit Report, the UN Joint Inspection Unit Report, and the Finances of the Union, which are to be presented to the 28th Universal Postal Congress. Additional topics included a draft resolution on contributions to the Union, matters related to IB Human Resource Management, and the UPU Headquarters Renovation Project. A draft resolution on the recovery of member countries' arrears was also discussed, with particular emphasis on the payment of the full capital amount (principal) of debts in arrears. Committee members and observers expressed their appreciation for the co-chairs and the IB for their efforts.

Committee 2 (Postal Policy and Regulation)

Canada and Egypt co-chaired the meeting of Committee 2, which focused on postal reform and policy development. The International Bureau (IB) presented updates on the Integrated Postal Reform and Development Plan (IPDP) and the Postal Reform Guide (PRG), highlighting their role as evolving tools to support regulatory reform. Australia also shared its experience on postal regulatory reform, which was positively received by the committee. The Chair of the Postal Operations Council (POC) presented the draft Integrated Policy Plan (IPP) 2026–2029, along with proposed amendments to the Convention. The IPP includes 18 recommendations aimed at aligning physical postal services with current market trends, as well as general proposals for its implementation in the next cycle.

The committee also reviewed key remuneration and quality proposals, including presentations on the Integrated Remuneration System (IRS) 2026–2030, the Integrated Remuneration Plan (IRP) 2026–2029, and the draft Integrated Quality Plan (IQP) 2026–2029, which outlines a strategic direction for improving service quality and performance. Updates were provided on Electronic Advance Data (EAD), with a focus on the progress made in meeting emerging requirements.

In the area of postal trade facilitation and gender inclusion, the IB shared insights from flagship publications and reported on the development of a gender component within the TradePost project. The committee approved the establishment of the TradePost Women's Network, known as Heya. Regarding digital transformation, a draft outline titled “The Postal Sector’s Role in the Digital Economy and Society – A Global Panorama” was presented (available at CA C 2 2025.1–Doc 7b. Annex 1), along with research on the digital and green twin transition in the postal sector and a policy brief on postal data in trade facilitation and e-commerce.

The session also included discussions on sustainability and climate action. Topics included sustainable postal services, the need for separating regular and extrabudgetary funding, and national perspectives on climate action. The Chair of the POC C3 Sustainable Postal Services Group (SPSG) presented Draft Congress–Doc 34, which outlined climate-related activities under the Abidjan Congress, Extraordinary Congress and the results of all the activities leading up to the Dubai Congress. It further outlined the proposed UPU Climate Facility, and progress on implementing carbon-neutral cross-border services. The IB further updated on the implementation of Congress Resolution C 7/2023, which includes voluntary emission reduction targets and the establishment of the UPU Postal Climate Transparency Action.

On gender equality and financial inclusion, the committee reviewed activities related to Congress Resolution C 10/2021 on gender empowerment and an inclusive insurance study, which is one of the four pillars of financial inclusion and is to be externally published as Annex 1 to CA C 2 2025.1–Doc 13. The co-chair also introduced work plans under the Dubai Business Plan that fall under the scope of CA Committee 2. The session concluded with committee members and observers expressing appreciation for the IB and co-chairs for their successful work during the Abidjan cycle.

Committee 3 (Strategy, Postal Economics and Markets)

The meeting of Committee 3 was co-chaired by Uruguay and Zambia. The session began with a review of progress and strategic planning, noting that 80% of the deliverables had been achieved by 2024, with final figures to be updated after the S7 session. The International Bureau (IB) presented the third draft of the future strategy, which included the strategic framework consisting of the vision, mission, three goals, ten strategic outcomes, strategic indicators, and enablers. This draft was updated based on feedback from S6 and intersessional consultations. During the session, Strategic Outcome 2.3 was revised following a discussion on the removal of the phrase “including climate action and gender equality.” The phrase was removed after a vote, and the IB was directed to eliminate all direct references to it in the document.

The IB also presented the draft plan for 2026–2029, comprising 40 Domain Work Proposals (DWP) developed using a results-based management approach. Each DWP outlines its objectives, alignment with UPU goals and the UN Sustainable Development Goals (SDGs), targets, deliverables, timelines, key performance indicators (KPIs), and expected outcomes. The DWPs were structured using a tiered approach: Tier 1 included core DWPs within the Abidjan budget ceiling; Tier 2A continued work from the Riyadh Congress; Tier 2B included proposals requiring additional regular budget resources; and Tier 3 comprised projects funded solely through extrabudgetary sources. The committee unanimously endorsed all DWPs across all tiers for submission to the Congress.

Additionally, the IB presented the 2023 postal statistics, highlighting a continued decline in letter-post volumes, stabilization of parcel-post volumes, stagnating revenues, and a reduction in the number of postal staff. The IB’s Economist provided an in-depth analysis of international postal volume trends and drivers, with a detailed presentation available in document CA C 3 2025.1–Pres 7. The meeting concluded with members of the committee and observers expressing their appreciation for the co-chairs and the IB for the successful completion of activities during the current cycle.

Committee 4 (Development Cooperation and Technical Assistance)

The meeting of CA Committee 4 was co-chaired by Belarus and Qatar. The DCDEV team of the International Bureau (IB) presented the status of implementation of the UPU Development Strategy 2022–2025, reporting that the activities funded from the regular budget had reached a 92% execution rate by December 2024. Appreciation was extended to the UPU for its contributions in key areas, including technical cooperation, South-South cooperation, disaster risk management (DRM), and capacity-building initiatives. The IB also presented the updated draft of the Development Cooperation Policy for 2026–2029, emphasizing that the field presence model had been effective in addressing the concerns of member countries. The need for increased regionalization, as raised during the Strategy Conference in Mongolia, was once again reaffirmed by members.

As part of the Dubai Business Plan, the IB briefed the committee on key Domain Work Proposals (DWPs) aligned with the new Development Cooperation Policy, specifically DWPs 27, 101, 204, and 205. The committee was also informed of ongoing DRM initiatives, emergency assistance efforts, and projects supported by the Japan Fund and other voluntary contributions.

A presentation on the future of the Quality of Service Fund (QSF), also delivered at the POC plenary, was shared with the committee. It was noted that the expert team tasked with reviewing the QSF model had not reached a consensus regarding fund allocation and potential customer charges. Consequently, the proposed way forward involves conducting a comprehensive study of the QSF model during the Dubai cycle, with findings and recommendations to be presented after the Dubai Congress.

The session concluded with members and observers of the committee expressing appreciation for the co-chairs and the IB for the successful completion of activities during the Abidjan cycle.

CA Plenary

The CA Plenary Session was chaired by Cote d'Ivoire and included the presentation and acknowledgment of reports from various bodies, including the Coordination Committee, the CA Management Committee, the Postal Operations Council (POC), the Consultative Committee, and all four Committees of the Council of Administration. During the session, detailed guidelines were provided regarding the organization and conduct of the upcoming 28th Universal Postal Congress. The plenary concluded with closing remarks in which the Chair of the CA and the IB Secretariat were congratulated for their efforts and recognized for the successful completion of work during the Abidjan cycle.