



REPUBLIC OF COTE D'IVOIRE



27th UNIVERSAL POSTAL
CONGRESS - ABIDJAN

9 to 27 August, Sofitel Hôtel Ivoire

POSTAL SERVICES DIGITALIZATION.
e-COMMERCE DEVELOPMENT



LA POSTE, MAISON DU CITOYEN ET DES ENTREPRISES, COURSIER DE L'ETAT

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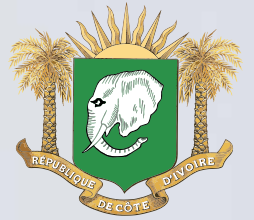
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REPUBLIC OF CÔTE D'IVOIRE



WELCOME TO CÔTE D'IVOIRE

LAND OF HOSPITALITY

The President of the Republic, His **Excellency Alassane OUATTARA** and the Government of the Republic of Côte d'Ivoire are honored to receive for the first time in its history, the 27th Congress of the Universal Postal Union and said «AKWABA» in local language, to all delegations of member countries of the Union.

Covering an area of 322,462 km², Côte d'Ivoire, still called «the economic powerhouse of West Africa», is bordered to the north by Mali and Burkina Faso, to the west by Liberia and Guinea, to the east by Ghana and to the south by the Atlantic Ocean.

Located in the northern hemisphere, between the Tropic of Cancer and the Equator, Côte d'Ivoire is naturally endowed with several geographical and climatic assets

After gaining independence in 1960, Côte d'Ivoire quickly became one of the most powerful countries in West Africa. Bordered by charm, it is one of the most welcoming and exciting countries to visit on the African continent. Côte d'Ivoire is a fascinating country of a thousand contrasts, ten thousand wonders and infinite economic opportunities.

Characterized by its legendary hospitality, Côte d'Ivoire is recognized as a land of investment and opportunity and is considered in the sub-region as an ideal crossroads for the development of commercial services. Its agriculture and its port and road infrastructures give it a strategic position in West Africa.

The population is estimated at 28,088,455 inhabitants in 2021. The political and administrative capital of Côte d'Ivoire is Yamoussoukro, but almost all institutions are located in Abidjan, its main economic center. Its official language is French, but some 70 languages and dialects are spoken daily. Its currency is the CFA franc. The country is a member of

ECOWAS, the African Union and the Organization of Islamic Cooperation.

Since 2011, thanks to a policy focused on the development of multilateral cooperation, Côte d'Ivoire has quickly regained its place in the concert of nations with an average growth rate of 8% recorded before the COVID-19 pandemic.

The Doing Business 2020 Report, released in October 2020, shows a steady improvement in Côte d'Ivoire's performance in terms of facilitating and simplifying the procedures of the business management framework in Côte d'Ivoire. According to this World Bank Group report, Côte d'Ivoire ranks 110th in the world in terms of ease of doing business and has moved up 12 places from the previous year's report.

The agricultural sector is one of the pillars of the Ivorian economy and contributes to more than 25% of GDP. As the world's leading cocoa producer, the country produces about 40% of the world's cocoa. Côte d'Ivoire is also Africa's leading producer of dessert bananas, the world's leading producer of cashew nuts and the 7th largest producer of coffee.

The tertiary sector is not left out. With a network of infrastructures in constant development, Côte d'Ivoire is committed to the realization of several projects which aim at contributing strongly to the improvement of the living conditions of its fellow citizens: Construction of University, hospitals, first class hotels, an urban metro project, a reinforced lagoon transport service, an Olympic stadium of international level; all projects that contribute to boost and consolidate the Ivorian economic activity.

The triptych Peace, Security and Social Cohesion are the main priorities of the government to ensure sustainable development in a peaceful climate.

The choice of Côte d'Ivoire to host the 27th Congress of the Universal Postal Union, is the result of all the efforts made



27^e CONGRES POSTAL UNIVERSEL - ABIDJAN



by the government since 2011, to consolidate the positioning of Côte d'Ivoire in the concert of nations in general, and to contribute actively to the development of postal services in Africa and in the world.

In this perspective, the Ministry of Digital Economy, Telecommunications and Innovation, in collaboration with the Post Office of Côte d'Ivoire, has initiated a process to revitalize the postal sector.

This process is based on two (2) innovative projects:

- The construction of a postal agency called «the Post of the Future»,
- The implementation of the West African e-commerce platform called ecom@Africa.

• The «Post Office of the Future»:

Innovative project for a major transformation in the postal ecosystem in Côte d'Ivoire, the Post Office of Côte d'Ivoire has initiated a project to build a model office of the future. Through this initiative serving as a «test» project, the Ivorian government intends to support the promotion of digital inclusion and the provision of modern and innovative postal and financial services. The «Post Office of the Future» is a model symbolizing the emergence of African Posts in general and that of the Ivory Coast Post in particular.

• **The ecom@Africa** project is an initiative of the Universal Postal Union which aims to accelerate the development of e-commerce through the postal network. This project marks the Universal Postal Union's desire to position the postal network as one of the main catalysts for e-commerce in Africa, based on an integrated, inclusive and innovative ecosystem of designated postal operators.

For the implementation of this regional project, Côte d'Ivoire was chosen by the Union to become the e-commerce hub for West Africa.

To ensure the effective implementation of this project and guarantee its success, the construction of a modern and high capacity logistics platform is essential. It will help secure the packages received, consolidate them and ensure redistribution in the sub-region.

Côte d'Ivoire, which is starting this new economic decade 2021 - 2030, places at the heart of its National Development Plan 2021- 2025 (NDP 3):

- The acceleration of technological innovation;
- Acceleration of inclusive and sustainable growth;
- Strategic thinking to create resilience to global shocks;
- Strengthening investment in human capital.

At the end of this Congress, the whole of Africa should be able to seize the opportunity to initiate the transformation of African postal services and reaffirm the important role that Posts should play in the animation of the social, economic and digital life of the African continent.

On the sidelines of the Congress, participants will have the opportunity to discover Côte d'Ivoire, with its rich diversity, culture, values, history and the beauty of a country in full development.

Côte d'Ivoire offers its tourists a wide range of quality services. With its seaside resorts along the coast and its historical sites, to come to Côte d'Ivoire is to discover Africa under all its charm.

Bienvenue, Marhabana, Receber, Bienvenidos,
elcome, Dobro Pozhalovat, Akwaba

27th Congress of UPU, the Congress of Africa



The 27th Congress of the Universal Postal Union in Abidjan is «Africa that invites, it is Côte d'Ivoire that welcomes». This was the slogan that accompanied the whole process of preparation of the Union, for the holding of this Congress in Africa.

The UPU has 54 African member countries which are:

Afrique du Sud	Egypte	Madagascar	Sénégal
Algérie	Erythrée	Malawi	Seychelles
Angola	Eswatini	Mali	Sierra Leone
Bénin	État de Libye	Maroc	Somalie
Botswana	Ethiopie	Maurice	Soudan
Burkina Faso	Gabon	Mauritanie	Soudan du Sud (Rép.)
Burundi	Gambie	Mozambique	Tanzanie (Rép. unie)
Cameroun	Ghana	Namibie	Tchad
Cap-Vert	Guinée	Niger	Togo
Centrafrique	Guinée équatoriale	Nigéria	Tunisie
Comores	Guinée-Bissau	Ouganda	Zambie
Congo (Rép.)	Kenya	Rép. dém. du Congo	Zimbabwe
Côte d'Ivoire (Rép.)	Lesotho	Rwanda	
Djibouti	Libéria	Sao Tomé-et-Principe	

Since its creation, the UPU has organized 26 Congresses in different member countries, of which only one, precisely the 10th, was held on the African continent. It was in Egypt, in 1934.

Abidjan will be the place of validation of the world postal strategy for the cycle 2021-2024.

Recall that for the previous cycle 2017-2020, the priorities defined for the African region was based on the triptych: **Innovation, Inclusion and Integration.**

The Covid 19 pandemic having heavily affected economies by reducing the consumption of goods and services worldwide, the role of posts now occupies an important place in strategic economic thinking. The world has changed, as have people and their habits. Governments and people alike have had to adapt to new ways of living and adopt resilient methods to

cope with global social and economic shocks.

To this end, the digital economy and digitization will be an important part of the debates during the 27th Congress. The topics discussed to define the future postal strategy of Abidjan will focus on :

- The e-Commerce in all its components;
- Global logistics;
- Electronics with the creation of value-added services;
- The constant improvement of the quality of service;
- Services to citizens through global inclusion (social, financial and digital).

Symbol of
Ivorian culture



Statement of H.E. Alassane OUATTARA, President of the Republic of Côte d'Ivoire

From 9 to 27 August 2021, Côte d'Ivoire will host the 27th Universal Postal Congress organized every four (4) years by the Universal Postal Union (UPU), the second oldest institution of the United Nations system.

This major event for the global postal community brings together representatives of governments, designated operators, regulators and restricted unions from UPU member countries, as well as leaders of UN and international organizations.

It is a great mark of trust that the world postal community places in Côte d'Ivoire, and beyond in the whole Africa, which will host its second congress, after the one held in Egypt in 1934.

Côte d'Ivoire reiterates its gratitude to the world postal community for the support it has given to its candidacy for the organization of this 27th Congress in Abidjan. It is a great challenge that together the Ivorians are preparing to take up by reserving a warm African welcome for their hosts.

Like all the major events that Côte d'Ivoire has successfully hosted, including the 8th edition of the Games of La Francophonie in July 2017 and the European Union (EU) and the African Union (AU) Summit of Heads

of State in November 2017, this Congress is a new opportunity for our country to demonstrate its ability to host major events. Every effort will be made to make this event a real success.

Côte d'Ivoire, which is about to welcome the global postal community on behalf of Africa, is a country that has experienced strong growth over the past decade, with good prospects for development.

Internationally, our country is repositioning itself in the highest international bodies such as the United Nations Security Council or the Council of the International Telecommunication Union (ITU).

In closing, I would like to acknowledge the support of the African Brother Countries who are mobilizing to make this great event an event of African ingenuity, conviviality, hospitality and generosity.

Postal workers from all over the world, Côte d'Ivoire is pleased to welcome you, on behalf of Africa, with the slogan of the 27th Universal Postal Congress:

«Africa invites you, Côte d'Ivoire welcomes you, Abidjan awaits you».





**Statement of M. Patrick Jerome ACHI,
Prime Minister, Head of Government
of the Republic of Côte d'Ivoire**

"It is a great pride for the government and people of Côte d'Ivoire because it is indeed, for the UPU, the first meeting of the post-independence era on the African continent."

Côte d'Ivoire is particularly pleased to host, on behalf of Africa, the 27th Congress of the Universal Postal Union (UPU) from 9 to 27 August 2020.

It is a great pride for the government and people of Côte d'Ivoire because it is indeed, for the UPU, the first meeting of the post-independence era on the African continent.

Thank you for the renewed confidence of all UPU member countries!

The accelerated evolution of digital technologies and e-commerce is bringing about profound changes for the postal world. This is a challenge that we must face together. It is also an opportunity for the Posts of member countries to develop their business models, innovate and create added value, wealth and jobs.

Under the coordination of the Pan African Postal Union (PAPU), which is working to strengthen postal cooperation on the continent and develop international partnerships to share best practices, experiences and expertise, the African postal service has embarked on a profound transformation phase. But we need to go further, and faster, because postal service users legitimately expect postal service operators to modernize their services and continuously improve their quality.

Côte d'Ivoire, under the leadership of the President of the Republic, His Excellency Mr. Alassane OUATTARA, is achieving remarkable economic performance that has been noted by the entire international and financial community. Over the 2012-2019 period, the average annual economic growth rate was 8%. In 2020, despite the global impact of the pandemic, Côte

d'Ivoire achieved a growth rate of 2%, which underscores the importance of its fundamentals and its real capacity for resilience. The rebound expected in 2021, at +6.5%, only serves to confirm this. In this context, the organization of the 27th UPU Congress in Abidjan is both a recognition of Côte d'Ivoire's efforts by our common organization, and a recognition of the extent of the recovery achieved, its capacity to adapt and its great agility in modernizing and strengthening its economy.

I am certain that the work of the 27th Congress will enable the Abidjan Postal Strategy (APS), the UPU's first data-based strategy, to be fully capable of positioning and reinventing the universal postal service, by 2024, as a strategic global tool, at the service of the men and women of their time, but also of the performance of businesses, the economy in general and the achievement of the United Nations Sustainable Development Goals.

More than ever, the Universal Postal Union will also have to structure the postal network as the main catalyst of e-commerce, worldwide and even more specifically in Africa, from an integrated, inclusive and innovative ecosystem. With the opening of the «Post Office of the Future» on 21 May 2021, in the presence of the UPU Deputy Director General, Côte d'Ivoire has already irreversibly entered this perspective, in accordance with the Strategic Vision 2030.

I wish the 27th UPU Congress in Abidjan a great success! And may the international postal community become ever more dynamic, innovative, supportive and sustainable!



Statement of M. Roger Felix ADOM

Minister of the Digital Economy,
Telecommunications and Innovation of the Republic
of Côte D'Ivoire

« Abidjan is therefore ready to offer this framework which will enable us to reflect on these issues and lay the foundations of a strong and evolving postal sector, at the service of the citizen. »

A specialized agency of the United Nations system, the Universal Postal Union (UPU) was created in 1874. Its headquarters are in Bern, Switzerland. Its purpose is to promote the proper development and cooperation of the various postal systems. As such, the UPU sets the rules for the exchange of international mail and makes recommendations to stimulate the growth of letter-post, parcel and financial services volumes and improve the quality of service.

The Congress is the supreme body of this Union. It brings together every four (4) years, the Plenipotentiaries of the 192 Member States to decide on the new world postal strategy.

The 27th Congress has important stakes in view of the rapid evolution of the political, economic and technological environment of the postal sector. This Congress will be an opportunity to lay the foundations for a secure and sustainable future for our Organization.

One of the major challenges of this Congress is to put in place, within the Union, the bodies necessary to complete the transformation of our Organization.

The Abidjan World Postal Strategy (APS) will therefore

constitute the roadmap in which each of the main players in the postal sector will have a role to play.

The 27th Congress will also be an opportunity to take strong measures to strengthen the resilience of the UPU.

Important issues such as the risks to the Union in the event of a member country withdrawing from the Union and the means of sustainable financing of the Union will be addressed.

These are some of the issues at stake in this major event that I wanted to share with you.

Abidjan is therefore ready to offer this framework which will enable us to reflect on these issues and lay the foundations of a strong and evolving postal sector, at the service of the citizen.

Postal workers and partners of the postal sector, I invite you to participate actively in the work of this 27th Congress of the Universal Postal Union, organized around the theme: «Digitalization of postal services, development of e-commerce».

AKWABA (Welcome) to Abidjan.

H.E. Bishar. A. HUSSEIN, Ambassador
CEO of the Universal Postal Union



H.E. Bishar. A. HUSSEIN, Ambassador CEO of the Universal Postal Union

After a long spell of uncertainty, primarily due to the global impact of the COVID-19 pandemic in 2020, I am very pleased to welcome you to Abidjan, the capital of Côte d'Ivoire, for the 27th Universal Postal Congress, which will run from 9 to 27 August 2021.

For many UPU member countries outside Côte d'Ivoire, this is the Congress of Africa. True to the principles governing UPU Congresses, this major event brings together government representatives, designated operators, regulators and restricted unions from the UPU member countries, as well as leaders of the United Nations and other international organizations.

As the host country, Côte d'Ivoire found itself in the extremely difficult position of having to postpone the 27th Universal Postal Congress. With the pandemic at its peak in 2020, it was not advised to take risks and expose Congress participants to the virus, which was at its most contagious in all parts of the world.

In 2021, despite a sensitive environmental context and lingering uncertainties, Côte d'Ivoire acquired the advanced technological tools required to honour its commitment, and so the 27th Congress is well and truly taking place in Côte d'Ivoire, in accordance with the decision taken at the close of the 26th Congress in Istanbul. A hybrid format has been proposed, where member countries who may not be able to travel to Abidjan will be joining the proceedings from home via videoconference. Most members are now used the electronic format of holding meetings. I, therefore, expect that if this format is applied it will not affect either the dynamic of Congress's work or the credibility of its decisions.

In the current global economic, social and environmental context, the 27th Universal Postal Congress represents a key turning point for the postal sector and for our Union. Indeed, faced with a series of global shocks, all countries have had to rethink their economic models and build their development strategies around the digital economy, e-commerce, supply chain improvements and public services. Technological advancements and innovations in these areas have given rise to new commercial codes and consumer societies. Posts around the world have never been in such high demand as

during the COVID-19 pandemic, during which governments were forced to impose lengthy lockdowns to effectively contain the spread of the virus. More than 80% of goods and services are now consumed via e-commerce, the growth of which calls for a modern, seamless, well-structured and technologically advanced global logistics system.

Given this new global socio-economic environment, and the challenges facing Posts, the Abidjan Congress is truly a crossroads and a starting point for our first steps towards a new global postal strategy. Such a strategy should enable all Union member countries, both industrialized and developing, to embark on a structural transformation of their postal services so that they can meet new global commercial needs. The triple objective of the UPU's Vision 2020 – innovation, integration and inclusion – remains relevant, and the transformation process launched during the Istanbul cycle will need to continue.

The UPU is standing shoulder to shoulder with governments and helping them to achieve their development goals, with due regard for the environment and the constraints facing each continent.

Discussions at the Ministerial Conference of 10 August 2021 will centre on the impact of the COVID-19 pandemic on economies in general and on postal operations in particular. Clearly, in addition to transforming how people behave, the pandemic has caused a great deal of harm. But let us embrace these eventful and challenging times. After all, they are the backdrop against which the global postal sector is primed to play a key role in the years to come. That is why the UPU, in elaborating the Abidjan global postal strategy, aims to bring tangible solutions to Union member countries, to help them implement a new economic model for the development of their Posts.

I would like to express particular thanks to the delegations that have travelled to Abidjan to take an active part in the proceedings. To those of you who could not make the journey to Abidjan, I sincerely hope that you will play an equally active role in Congress via videoconference.

I wish you all a pleasant and productive Congress in Abidjan.



UNION POSTALE UNIVERSELLE

Universal Postal Union



I- Presentation of the Universal Postal Union

The Universal Postal Union (UPU), a United Nations body created in 1874, is the second oldest international organization after the International Telecommunication Union (ITU). With 192 member countries, the UPU is the main forum for cooperation between postal sector players, ensuring a truly universal network of postal products and services.

The UPU advises, mediates and sets the rules for international mail exchanges and makes recommendations to stimulate growth in letter, parcel and financial services volumes and to improve the quality of service offered to the world's citizens.

The main objective of the UPU's activities is to carry out postal operations in a more systematic and efficient manner in order to accelerate the development of the sector. The Universal Postal Union works to establish collaboration between member states and to create a unique shared network that helps people benefit from a similar quality of postal service throughout the world.

The UPU is made up of :

- **4 key bodies**

- The Congress
- The Council of Administration (CA)
- The Postal Operations Council (POC)
- The International Bureau (IB)

- **2 cooperatives**

- The Telematics Cooperative
- The EMS Cooperative

Côte d'Ivoire has been a member of this organization since May 23, 1961.

1.1. UPU'S role in The United Nations Unies



The UPU became a specialized agency of the United Nations on 1 July 1948. As such, the UPU participates in the policies and actions carried out by the United Nations that are related to its mandate and missions in favour of economic and social development. In this context, the UPU develops numerous joint actions with other specialized agencies, funds and programs of the United Nations.

The Director General of the UPU International Bureau participates in the sessions of the Chief Executives Board, which coordinates the activities of the UN system under the chairmanship of the UN Secretary General.

Partner organizations

The UPU collaborates with many organizations in the United Nations family through partnership agreements and concrete projects. These include the United Nations Development Programme (**UNDP**), the United Nations Environment

Programme (**UNEP**), the International Telecommunication Union (**ITU**), the International Civil Aviation Organization (**ICAO**), the International Labour Organization (**ILO**) and the World Trade Organization (**WTO**).

The UPU is also developing relations with international organizations that are not members of the United Nations, such as the International Air Transport Association (**IATA**), the International Organization for Standardization (**ISO**), the International Organization for Migration (**IOM**) and the World Customs Organization (**WCO**).

1.2. The universal postal service

In each member country, a number of initiatives are being launched to help define the universal postal service at national level. The UPU, in partnership with the Restricted Unions, is developing practical guides to help countries with basic knowledge to develop and implement a strategy to provide

a universal postal service that meets the needs of the people. According to the rules defined by the Universal Postal Union, each member country must provide the other member countries with information on its postal service in terms of the following criteria: definition and scope of the postal service, access, speed and reliability, financing, price determination, etc.

The postal entities provide information on the structure and main management parameters of each UPU member entity, such as the main functions of the various entities responsible for postal service operations, postal reform, universal postal service and financial management.

- **The challenges of postal parcels**

The international parcel market is expanding rapidly. The prospects for sustainable growth are excellent, given the opportunities offered by the growth of e-commerce. The removal of trade barriers, coupled with the globalization of trade, is increasing the demand for parcel services internationally.

- **Better quality of service**

The UPU helps designated operators respond effectively to the ever-changing needs and expectations of postal customers and, as such, implements projects to improve quality of service worldwide. These projects are designed to stimulate growth in the Post's share of the international parcel market.

- **Customer service**

In the parcel post sector, postal operators offer a full range of international parcel services with increasingly shorter end-to-end delivery times and efficient customer service with reliable technical support. However, the UPU is working to help member countries constantly strive to improve their customer services.

- **The development of electronic postal services**

ICTs have changed social and commercial communications and are now being used in all sectors of economic development. The structural transformation of the world's Posts inevitably involves the strengthening of ICT in postal services. Today, all Posts are transforming their traditional services into electronic postal services. These electronic services have been divided into four categories:

- e-government and e-mail services: postal electronic mailbox, registered e-mail, online direct mail, e-card, e-billing, hybrid

mail, etc.

- Electronic financial and payment solutions: Electronic certification postmark, digital signature, certification services, digital archiving, online ordering, online account management and funds transfer etc.

- E-commerce services: Online store for philatelic and postal products, online postal shopping portal, online customs declarations, virtual addresses, integration of online postal services in online stores, etc.

- Support services: Public Internet access point in post offices, online information on products and services as well as tariffs, tracking and tracing, electronic notification, digital postage, pick-up service etc.

- **Developing public-private partnerships for e-services in the postal sector**

The transformation of the ecosystem necessarily involves the use of Public-Private Partnerships (PPPs). The postal operator must set up the infrastructure and systems needed to provide new solutions or services in response to market requirements. This may require a financial investment and technical or management skills that the operator does not have. For this reason, a postal operator may establish partnerships with private sector players in order to implement its development strategy and offer these new innovative services.

1.3. Restricted Unions

Restricted unions are organizations representing continents and sub-regions within the UPU. They may be formed by member countries or by their designated operators, when the legislation of the country in question so permits. Restricted unions are governed by Article 8 of the UPU Constitution and are mandated to strengthen cooperation between Posts and improve their services.

To date, the Universal Postal Union has 18 restricted unions covering all regions of the world.

The countries belonging to the restricted unions may conclude agreements among themselves relating to postal services under the international regime, the provisions of which are at least as favourable to customers as those provided for in the Acts of the UPU.

The Restricted Unions are invited to participate in the plenary sessions and in the meetings of the Congress Committees, the Council of Administration and the Postal Operations Council, as observers.

List of restricted unions

AICEP	International Association of Portuguese-speaking Communications.
CAPP	Permanent Arab Postal Commission.
APPU	Postal Union of Asia and the Pacific.
UPAF	African Postal Union.
UPB	Baltic Postal Union
CEPT	European Conference of Postal and Telecommunications Administrations.
COPTAC	Central African Post and Telecommunications Conference
UPC	Caribbean Postal Union
ARCAA	Southern African Association of Communications Regulators
EACCO	East African Communications Organization
UPPN	Postal Union of Northern Countries
UPAP	Pan African Postal Union
POSTEUROP	Association of European Public Postal Operators
UPAEP	Postal Union of the Americas, Spain and Portugal
UPmed	Postal Union for the Mediterranean
CRPT	Regional Community of Posts and Telecommunications
AOPAA	Association of Postal Operators of Southern Africa
CEPAO	Post Conference of West African States



II. Presentation of the key organs of the Union

2.1. The Congress

The Congress of the Universal Postal Union is the supreme authority of this institution. It brings together the plenipotentiaries of the 192 member countries every four (4) years.

The main objective of the Congress is to define a world postal strategy for a four (4) year cycle.

During three weeks, the member countries participating in the Congress address together the policy, strategy and development issues of the world postal sector.

During the Congress, exchanges and discussions are held in order to define, by consensus, the rules that will govern future international mail logistics management exchanges for the next four years.

For this 27th edition, the major issues of the Congress of Abidjan 2020 will be :

- **The development and adoption of the World Postal Strategy of Abidjan;**
- **The renewal of the bodies.**
- **The attributions of the Congress**

In accordance with the General Regulations of the Universal Postal Union in its Chapter I / Article 103

1. On the basis of the proposals of the member countries of the Council of Administration and the Postal Operations Council, the Congress :

1.1 Determine the general policies for the realization of the mission and purpose of the Union as set forth in the Preamble to the Constitution, in its Article 1;

1.2 Examine and adopt, if necessary, the proposals for amendment of the Constitution, the General Regulations, the Convention and the Arrangements formulated by the Member Countries and the Councils, in accordance with Article 29 of the Constitution and Article 138 of the General Regulations;

1.3 Sets the date of entry into force of the Acts;

1.4 Adopt its Rules of Procedure and amendments thereto;

1.5 Examines full reports on the work of the Council of Administration, the Postal Operations Council, and the Advisory Committee covering the period since the previous Congress, in accordance with the provisions of Articles 111,

117, and 125 of the General Regulations;

1.6 Adopts the strategy of the Union;

1.6 bis: approves the draft four-year activity plan of the UPU (1) ;

1.7 Sets the maximum amount of the Union's expenses, in accordance with article 21 of the Constitution;

1.8 Elects the member countries to serve on the Council of Administration and the Postal Operations Council, in accordance, inter alia, with the electoral procedures established in the relevant Congress resolutions* (2)

1.9 Elect the Director General and Deputy Director General of the International Bureau;

1.10 Establish by resolution the maximum cost to the Union for the production of documents in German, Chinese, Portuguese and Russian.

2. The Congress, as the supreme body of the Union, shall deal with other matters including postal services.



2.2. The Board of Directors

The mission of the Board of Directors is to ensure, between two Congresses, the continuity of the work of the Union, in accordance with the provisions of the Acts of the Union. Its attributions derive in particular from the corresponding Article 1 of the General Regulations and the decisions of the Congress.

In accordance with the General Regulations of the Universal Postal Union in its Chapter I / Section 2, the Council of Administration is composed of 41 members.

The Presidency is vested in the host country of the Congress.

The other 40 members of the Council of Administration are elected by Congress on the basis of equitable geographical distribution. At least half of the members are renewed at each Congress. No member country may be selected successively by three Congresses.

Each member of the Board of Directors appoints its representative(s) (modified by the Istanbul Congress 2016 and by the Extraordinary Congress of Addis Ababa 2018)

The Board of Directors shall define, formalize and/or establish the permanent groups and task forces or other bodies to be set up within its structure, taking due account of the Union's strategy and activity plan adopted by the Congress.

The member countries of the Board of Directors are

Algeria • Australia • Barbados • Belgium • Brazil • Bulgaria • Burkina Faso • China (Rep.) • Costa Rica • Côte d'Ivoire (Rep.) • Cuba • Dominican Republic • Ethiopia • Georgia • Germany • Indonesia • Iran (Islamic Rep.) • Italy • Japan • Kazakhstan • Kenya • Malaysia • Mexico • Morocco • Pakistan • Paraguay • Poland • Romania • South Africa • Spain • Uganda • United Arab Emirates • United Kingdom of Great Britain and Northern Ireland/ Sudan/ Switzerland/ Tunisia/ Turkey/ Uruguay/ Viet Nam/ Zambia

2.3. The Postal Operations Council

The Postal Operations Council (POC) is the UPU body responsible for technical and operational matters. It is generally made up of the Designated Operators. Initially composed of 40 members, it now has 48 members following decisions taken by the 2nd Extraordinary Postal Congress in Addis Ababa in September 2018.

The POC's work program focuses on ways to help Posts modernize and improve their products and services. Members discuss operational, economic and commercial aspects of the postal business. The POC also makes recommendations to member countries on standards in technological processes and where uniform practices are needed.

The members of the Postal Operations Council are elected by Congress according to a specified geographical distribution. The Abidjan Congress will therefore elect 48 members of the POC

Africa will have 11 seats, which are generally distributed by sub-regional area.

The seats are distributed after consultation between the member countries of the Pan African Postal Union (PAPU). In this distribution, West Africa has 2 seats. They are currently occupied by Senegal (on behalf of Francophones) and Ghana (on behalf of Anglophones).

However, each country is free to express its desire to run for a seat, although at the level of regional and sub-regional meetings, there is a harmonization to reach a consensus.

At the African level, after the sub-regional consultations, all the candidacies are carried by the Pan African Postal Union (PAPU). It is this consensus list that is transmitted to the other regions to solicit their support during the votes.



Colis postaux

The initial 40 members are :

Germany • America (USA) • Argentina • Australia • Austria • Azerbaijan Bangladesh Belgium Brazil Canada Chile People's Republic of China Korea (Rep.) Cuba Egypt Finland (including the Aland Islands) France Georgia Germany Ghana India Italy Japan Kenya Morocco Spain New Zealand (including Ross Dependency) Netherlands Pologne Portugal Romania Russia (Federation of) Senegal Singapore Spain Switzerland United Kingdom of Great Britain and Northern Ireland Russian Federation Senegal Singapore Switzerland Tanzania (United Rep.) Thailand Tunisia Turkey Netherlands Uruguay.

2.4. The Advisory Committee

The purpose of the Consultative Committee is to represent the interests of the postal sector in the broadest sense of the term and to provide a framework for effective dialogue between interested parties.

Postal stakeholders other than public postal operators or regulators can express their views during UPU deliberations. The committee plays a key role in providing a global view of postal issues and contributing to effective decision-making for the sector.

The Consultative Committee includes non-governmental organizations representing customers, delivery service providers, trade unions, suppliers of postal goods and services, as well as other organizations and businesses wishing to join the UPU's mission and objectives.

Organizations must be registered in a member state. Individual companies may not join the Committee. Eight member countries are represented and are appointed by the Council of Administration (CA) and the Postal Operations Council (POC).

23 bodies of the Advisory Committee

America (USA) • Argentina • Brazilian Association of Institutional and Governmental Relations (ABRIG) • Burkina Faso • Ecommerce Europe Forum for Research and Development of Postal Services in Africa (FRDPA) • Global Envelope Alliance (GENA) • Global Express Association (GEA) • GS1 • International Mailers' Advisory Group (IMAG) • International Post Corporation (IPC) International Publisher and Postal Association (IPPA) • Italy • Latin American Association of Private Posts and Postal Operators (ALACOPP) • Latin American Institute for Electronic Commerce (elstituto) • Morocco • Mexico • New Zealand (including the Ross dependency) • Research and Studies Telecommunications Centre (CERT) • Senegal • UNI Global Union • World Blind Union (WBU) • World Free Zones Gold.



III. The International Bureau

The International Bureau plays the essential role of the Union's secretariat. It provides technical and logistical support to the organs of the UPU. It acts as a liaison, information and consultative body, and promotes technical cooperation among the members of the Union.

In recent years, the International Bureau has strengthened its role in a number of areas, including the application of postal technology through its Postal Technology Centre (PTC), the development of postal markets through growth areas such as direct mail and EMS, and the monitoring of postal quality of service worldwide.

Seven regional field coordinators strengthen the International Bureau's ability to assist Posts in developing countries as effectively as possible.

They are primarily responsible for the programming, preparation, implementation and monitoring of postal development projects in their regions.

Through its Postal Technology Centre, the UPU has established regional support centers in different parts of the world to

support information technology activities. These centers manage the deployment of technology applications, products and services in their respective regions and provide related technical support.

Article 126.1 of the General Regulations provides that: «The Director General and the Deputy Director General of the International Bureau shall be elected by the Congress for the period between two successive Congresses, with a minimum term of office of four years.

Therefore, according to the above-mentioned Article 126.1, the minimum term of office for the Director General and Vice Director General shall be four years. Their term of office may be renewed only once. Unless otherwise decided by Congress, the date of their entry into office shall be January 1 of the year following Congress.

One of the issues at stake at the 27th Congress is the renewal of the International Board, including the election of a new Director General and a new Vice Director General.



Timbre de service - Monument de l'UPU

Site of the 27th
UPU Congress



IV. The 27th Congress of the Universal Postal Union



The 27th Congress is being held in a very special context. Scheduled to be held from 10 to 29 August 2020 in Abidjan, the Congress has been postponed for one year. Indeed, like many countries, the Republic of Côte d'Ivoire was forced to take measures to fight against the spread of the coronavirus and in this context, the holding of a congress bringing together nearly 3000 people, proved too risky. Thus, in April 2020, Côte d'Ivoire took the decision to propose a postponement of the event.

At the end of the Extraordinary Board of Directors meeting held on October 26, 2020 in Bern, the period from August 9 to 27, 2021 was decided for the holding of the Congress in Côte d'Ivoire under a hybrid format which gives the possibility to member countries to participate in the Congress by videoconference.

For the first time in its history, the 27th UPU Congress will therefore see some of the member countries taking part virtually.

The Congress is governed by a set of rules of procedure which are based on 28 points:

1. General provisions
2. Delegations
3. Power of delegates
4. Order of seating
5. Observers and ad hoc observers
6. Presidents and vice-presidents of the Congress and of the commissions
7. Bureau of the Congress
8. Members of the Commissions
9. Working group
10. Secretariat of the Congress and the Commissions
11. Languages of deliberation
12. Languages of drafting of the documents of the Congress
13. Proposals
14. Consideration of proposals in Congress and in Commissions
15. Deliberations
16. Points of order and procedural motions
17. Quorum
18. Voting Principle and Procedure
19. Conditions for approval of proposals
20. Election of the members of the Board of Directors and the Postal Operations Council
21. Election of the Director General and Deputy Director General of the International Bureau
22. Reports
23. Appeal of decisions made by the committees and the Congress
24. Approval by the Congress of the draft decisions (acts, resolutions etc.)
25. Assignment of the studies of the Board of Directors and the Postal Operations Council
26. Reservations to the Acts
27. Signing of Acts
28. Amendment to the Regulations

CALENDRIER DES REUNIONS

DATE	HEURE	AUDITORIUM	AUTRES SALLES DE RÉUNION
Sunday August	9:00 a.m. - 12:00 p.m.	Meetings and related events (Restricted unions, etc.)	
	2:00 p.m. - 5:00 p.m.	Check-in: 9:00 a.m. - 8:00 p.m.	
Monday August 9	10 a.m. - 12 p.m.	Opening ceremony (recording)	Congress Bureau (9 a.m. - 10 a.m.) 1
	2:00 p.m. - 5:00 p.m.	Opening plenary 1/10	
Tuesday August 10	9:00 a.m. - 12:00 p.m.	Plenary (Ministerial Conference) 2/10	
	2:00 p.m. - 5:00 p.m.	Plenary (Ministerial Conference) 3/10	
Wednesday August 11	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 1/6	
	2:00 p.m. - 5:00 p.m.	Committee 4 "Convention" 1/6	
Thursday August 12	9:00 a.m. - 12:00 p.m.	Commission 6 «Cooperation and development» 1/3	Commission 5 "Postal financial services" 1/3
	2:00 p.m. - 5:00 p.m.	Committee 2 «Finances» 1/5	
Friday August 13	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 2/6	Committee 1 "Verification of credentials" (1:00 p.m. - 2:00 p.m.) 1
	2:00 p.m. - 5:00 p.m.	Committee 4 "Convention" 2/6	Bureau of the Congress (5.30 p.m. - 6.30 p.m.) 1
Saturday August 14			
Sunday August 15th			
Monday August 16	9:00 a.m. - 12:00 p.m.	Committee 6 «Cooperation and development» 2/3	Commission 5 "Postal financial services" 2/3
	2:00 p.m. - 5:00 p.m.	Committee 2 «Finances» 2/5	
Tuesday August	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 3/6	Committee 1 "Verification of credentials" (1:00 p.m. - 2:00 p.m.) 1
	2:00 p.m. - 5:00 p.m.	Commission 4 "Convention" 3/6	
	5:00 p.m. - 7:00 p.m.	Committee 2 «Finances» 2 3/5	

DATE	TIME	AUDITORIUM	OTHERS MEETING ROOMS
Wednesday August 18	9:00 a.m. - 12:00 p.m.	Commission 6 «Cooperation and development» 3/3	Commission 5 "Postal financial services" 3/3
	2:00 p.m. - 5:00 p.m.	Committee 4 "Convention" 4/6	
Thursday August 19	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 4/6	
	2:00 p.m. - 5:00 p.m.	Committee 4 "Convention" 5/6	
	5:00 p.m. - 7:00 p.m.	Committee 2 «Finances» 4/5	
Friday August 20	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 5/6	Committee 1 "Verification of credentials" (1:00 p.m. - 2:00 p.m.) 4
	2:00 p.m. - 5:00 p.m.	Committee 4 «Convention» 6/6	
Saturday August 21			
Sunday August 22			
Monday 23 August	9:00 a.m. - 12:00 p.m.	Committee 3 «General affairs and policies» 6/6	
	2:00 p.m. - 5:00 p.m.	Committee 2 «Finances» 5/5	
Tuesday August 24	9:00 a.m. - 12:00 p.m.	Plenary 4/10	Congress Bureau (8:00 a.m. - 9:00 a.m.)
			Committee 1 "Verification of credentials" (1:00 p.m. - 2:00 p.m.) 4
	2:00 p.m. - 5:00 p.m.	Plenary 5/10	
Wednesday 25 August	9:00 a.m. - 12:00 p.m.	Plenary (elections) 7/10	
	2:00 p.m. - 5:00 p.m.	Plenary (elections) 7/10	
Thursday August 26	9:00 a.m. - 12:00 p.m.	Plenary (elections) 8/10	
		Plenary 9/10	Signature of Acts
	2:00 p.m. - 5:00 p.m.	Constitutive meetings of the Administrative Council and the Postal Operations Council	
Friday August 27	9:00 a.m. - 12:00 p.m.	Closing plenary session 10/10	Signature of Acts
	2:00 p.m. - 5:00 p.m.	Constitutive meetings of the Administrative Council and the Postal Operations Council	Signature of Acts



3.1. The principle of the plenary session

The plenary session is the supreme decision-making body. It is composed of the member countries assisted by the staff of the international office which provides the secretariat. Observers take part in it without voting rights. The plenary session is directed by a bureau composed of

- A president
- Two vice-presidents
- Assistants provided by the International Bureau

The role of the plenary is to approve or amend proposals and projects resulting from the work of the commissions.

Decisions are generally made by consensus, and if necessary, a simple or qualified majority vote (2/3) is taken depending on the subject. All delegations participate in the plenary session of the Congress.

The plenary session consists of the following stages:

- Opening of the Congress

- Control of the quorum
- Address by the Honorary President
- Election of the President of the Congress
- Speech of the President of the Congress
- Speech of the General Secretary
- Approval of the appointment of the Vice-Presidents of the Congress, the Chairmen and Vice-Chairmen of the Commissions
- Approval of the appointment of the members of the restricted Commissions
- List of organizations invited to the Abidjan Congress
- Messages (Chairman of the Board)
- Miscellaneous and contingencies

3.2. The general assemblies of the EMS cooperative

The EMS Cooperative aims to promote cooperation between members to enable them to offer their customers, worldwide, a standardized, reliable and high quality EMS service at a competitive price that promotes growth.

Therefore, the EMS Cooperative meets in a General Assembly to review its activities and to be informed of market trends.

The General Assembly is composed of all members and meets at least once a year to

- Review and approve these EMS Cooperative Bylaws for submission to the Postal Operations Board for approval;
- Review and approve a report on the activities of the EMS Cooperative;
- To review and approve the annual budget of the EMS Cooperative, as recommended by the Board of Management, in accordance with the financial rules of the UPU;
- Approve proposals for EMS Cooperative strategies and projects;
- To approve standards and procedures as recommended by the Council of Management;
- Serve as a forum for the exchange of ideas and information;
- To elect members of the Management Council.

Participation in General Assembly meetings is restricted to members. Meetings shall also be open to observers and duly authorized ad hoc observers, as provided in the Rules of Procedure of the Postal Operations Council.

3.3. Description of the purpose of committee debates

The Member States represented at the Congress are, ex officio, members of the Committees responsible for examining proposals relating to the Constitution, the General Regulations and the Convention.

Member countries represented at the Congress which are parties to one or more of the Optional Arrangements shall be ex officio members of the Commission or Commissions responsible for the revision of such Arrangements. The voting rights of the members of this Commission or these Commissions are limited to the Arrangement or Arrangements

to which they are parties.

Delegations that are not members of the Arrangement Commissions may attend the meetings of the Arrangement Commissions and take part in the deliberations without the right to vote. Also, each Commission may establish Working Groups to study special issues.

3.4. Role of the Congress Bureau

The Bureau is the central body responsible for directing the work of the Congress. It shall be composed of the President and Vice-Presidents of the Congress and the Chairmen of the Commissions. It shall meet periodically to review the progress of the work of the Congress and its Committees and to make recommendations to promote such progress. It assists the President in preparing the agenda for each plenary session and in coordinating the work of the Commissions. It makes recommendations concerning the closing of the Congress.

3.5. Principle of verification of credentials

In order to participate in the vote, any delegate representing a member country must have a mandate from the competent authorities of his country. This mandate must be signed by one of the following authorities:

- The President of the Republic ;
- The Prime Minister;
- The Minister of Foreign Affairs;
- Any other government official duly authorized in writing by any of these authorities to sign the credentials. This mandate must also bear the stamp of the signing authority and the date of signature.

It is this document that allows the bearer to speak in certain cases and then to participate in the vote.

The Credentials Committee is responsible for analyzing the various documents presented as proxies by the delegations.

3.6. The principle of the signature of the acts

The main decisions taken at the congress are recorded in a document called the congress proceedings. At the end of the congress, this document is submitted to the heads of delegation or their representatives for signature.

This signature expresses the agreement of the country pending eventual ratification.

The credentials of the delegates authorized to sign the Acts (plenipotentiaries) must indicate the scope of this signature (signature subject to ratification or approval, signature «ad referendum», final signature. In the absence of such a specification, the signature is considered to be subject to ratification or approval.

The powers to sign the Acts implicitly include the right to deliberate and vote.

The delegates to whom the competent authorities have conferred full powers without specifying the scope thereof are authorized to deliberate, vote and sign the Acts, unless the contrary is explicitly stated in the wording of the powers.

The Acts of the Union are composed of :

- Permanent Acts, which are the 1964 Vienna Constitution with ten additional protocols and the General Regulations with two additional protocols. They are revised at each Congress.
- Non-permanent acts: the Universal Postal Convention and the arrangement concerning postal payment services. They are adopted by the Postal Operations Council.

3.7. The role of observers

Observers, including representatives of the United Nations, Restricted Unions, Members of the Consultative Committee, and entities authorized to attend meetings of the Union as observers by resolution or decision of Congress, are invited to participate in plenary sessions and meetings of Congress Committees.

Ad hoc observers, including the Specialized Agencies of the United Nations system and other intergovernmental organizations, as well as any international body, association or corporation, or any qualified individual, may be invited to attend specific meetings of the Congress and its Committees, when it is in the interest of the Union or may benefit the work of the Congress

Observers and ad hoc observers shall not have the right to vote, but may speak when authorized by the Chairman of the meeting. They can be identified in the room by the orange color of the easels while the member states have white easels.

3.8. Congress Committees and their objectives

There are seven commissions. The proceedings will be held in the same room with the exception of the finance committee which will be held in another room. A total of six sessions are planned in plenary including the elections.

Committee 1: «Verification of credentials»

Commission 2: «Finances»

- Application of the automatic sanctions system at the 27th Congress
- Report on the finances of the Union
- Contribution of member countries
- Financing of the obligations of the Provident Fund of the Universal Postal Union



- Setting of the expenditure ceiling for the next financial period 2022–2025
- 2021-2024 business plan

Commission 3 «General policy question and management of the work of the Union»

- Reform of the system applicable to contributions from member countries
- Sustainability of the UPU pension scheme

- Abidjan postal strategy

Commission 4 «Convention»

- Common rules applicable to the international postal service
- Service quality standards and objectives
- Basic services
- Product integration plan
- Items not accepted. Prohibitions
- Border control. Customs duties and other duties
- Complaints
- Responsibility of designated operators. Indemnities
- Integrated compensation plan and integrated compensation system
- Specific provisions for the settlement of accounts and payments for international postal exchanges
- Logistics and e-commerce

Commission 5 «Postal financial services»

- Questions of interest to the Postal Payment Services User Group
- Report on the "Dialogue on Payments" webinar series
- Draft methodology for assessing the level of readiness for payments for e-commerce
- Establishment of formal contacts between the UPU and Western Union
- Establishment of formal contacts between the UPU and Ria
- Establishment of formal contacts between the UPU and Ria

Commission 6 «Cooperation and development»

- Future of the FAQS
- Opening of the UPU to other non-member countries
- Development cooperation policy 2021-2024

- Logistics and e-commerce

Commission 7 «Drafting»

3.9. The themes to be addressed during this congress

- 1° Reform of the system applied to contributions from member countries of the Union
- 2° Sustainability of the UPU provident fund
- 3° Opening of the UPU to other non-member countries
- 4° Integration of products and remuneration systems
- 5° Abidjan Postal Strategy
- 6° Abidjan 2021-2025 business plan
- 7° Development cooperation policy for the period 2022-2025
- 8° Future of the Quality of Service Improvement Fund (FAQS)
- 9° Draft amendments for the purposes of legal stability of the Acts of the Union
- 10° Possible extension of the regulation of the codes of extraterritorial offices of exchange and international mail processing centers.



3.10. The Congress and the renewal of the governing bodies of the UPU

Thanks to the 27th UPU Congress which marks the end of the 2016-2020 Cycle and opens the new 2021-2025 cycle, the Universal Postal Union (UPU) will renew its bodies and adopt a world postal strategy for a period of 4 (four years).

3.11. Applications submitted by member countries

In accordance with Article 126.2 of the General Regulations,

at least seven months before the opening of Congress, the Director General of the International Bureau sends a note to the Governments of member countries inviting them to present possible candidatures for the posts of Director General and Deputy Director-General and at the same time indicating whether the Director-General or the Deputy Director-General in office is interested in the possible renewal of their initial mandate.

To date, several candidatures have been submitted by member countries (See tables in appendix 1 & 2).


• PRINCIPLE OF ELECTIONS

In accordance with Article 126.2 cited above, the election of the Director-General and that of the Deputy Director-General shall take place by secret ballot, the first election being for the post of Director-General. Candidates must be nationals of the member countries which present them. In addition, applications must be accompanied by a curriculum vitae, and reach the International Bureau at least two months before the opening of Congress. To date, the following countries have applied:


- For the post of CEO of the UPU: 3 candidates (put the flags of the countries)


- Switzerland: 


- Japan 

- Belgium 

- For the post of VDG: 4 candidates (put the flags of the countries)

- Argentina 

- Cameroon 

- Slovenia 

- Ukraine 

• POSITIONS TO BE FILLED IN THE CA AND CEP

- At the level of the Board of Directors

Apart from the President of the Board of Trustees who is the host country of Congress, the other 40 members of the Board of Trustees are elected by Congress on the basis of equitable geographical distribution. At least half of the members are renewed at each Congress; no member country can be chosen successively by three Congresses. The 4 Vice-Presidents will

come from countries elected as members of the Board by Congress.

• AT THE CEP LEVEL

The Postal Operations Council is headed by a President elected from among the countries elected to the CEP.

The President of the CEP is assisted by 4 Vice-Presidents representing each of the 4 other geographical areas.

As this is the first election of CEP members since the introduction of the additional procedures specified in resolution C 3/2018 of the Extraordinary Congress in Addis Ababa, the renewal of at least one third of the members in each group geographical will not be applied during the 27th Congress in Abidjan.

This principle will only be applied from the 2024 Congress. Furthermore, contrary to the practice in force for the Board of Directors, the number of consecutive mandates that a member country can carry out within the CEP is not limit.





Le Conseil du Café-Cacao

Le Conseil de Régulation, de Stabilisation et de Développement de la Filière Café-Cacao

La Côte d'Ivoire, Leader Mondial de Cacao

Premier pays producteur de cacao, la Côte d'Ivoire est aussi un important producteur de café. Ces deux cultures font vivre environ huit millions de personnes et contribuent à environ 15% au produit intérieur brut (PIB).

Le secteur du café-cacao est régulé par Le Conseil du Café-Cacao dont les missions essentielles sont : garantir le revenu des producteurs, améliorer les conditions de vie des producteurs et leurs communautés, faire la promotion d'une économie cacaoyère durable et veiller à la mise en place des règles de bonne gouvernance et de transparence dans la gestion des filières café et cacao.



RÉGULER

STABILISER

DÉVELOPPER

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Annex 1: Summary table of applications for the posts of DG and VDG of the UPU

ORGANISATIONS	LAST NAME AND FIRST NAMES	COUNTRY	POSITION HELD	POSITION CONCERNED	REFERRAL DATE	OBSERVATIONS
UNION POSTALE UNIVERSELLE (UPU)	POSTE DE DIRECTEUR GENERAL DU BI					
	Pascal Clivaz	Suisse	Vice-Directeur du Bureau International de l'UPU	Directeur général du Bureau International de l'UPU	3 février 2020	Candidature portée par la Suisse
	Metoki Masahiko	Japon	Chairman of the UPU Postal Operating Council	Director General of the UPU International Office	March 12, 2020	Application carried by Japan which requested the support of the Ivory Coast - no MOU with Japan.
	Jack Hamande	Belgium	Member of the Council of the Belgian Institute, responsible for postal services.	Director General of the UPU International Office	January 31, 2020	Application made by Belgium
	POSITION OF VICE-GENERAL DIRECTOR OF BI					
	Younouss Djibrine	Cameroon	PAPU Secretary General	Deputy Director General of the UPU International Office	September 24, 2019	
	Marcela Maron	Argentina	Director of the Department of Value-Added Services at the ICT Secretariat under the State Secretariat for Modernization	Deputy Director General of the UPU International Office	September 4, 2019	Candidacy from the Republic of Argentina
	Marjan Osvold	Republic of Slovenia	Member of the Board of Directors of PostEurop	Deputy Director General of the International Office	February 25, 2020	Application submitted by the Republic of Slovenia
	Vladyslav Dubenko	Ukraine	Acting Director of Human Resources at the UPU International Office	Deputy Director General of the UPU International Office	October 7, 2020	Application from Ukraine

Annex 2 : Summary table of Candidates for election to the Board of Directors and the Postal Operating Board

REGION / NUMBER OF SEATS	BOARD OF DIRECTORS	POSTAL OPERATING BOARD
Western hemisphere CA : 8 CEP : 8	America (United States), Argentina, Canada, Chile, Cuba, Paraguay, Peru, Uruguay.	America (United States), Argentina, Barbados, Brazil, Canada, Chile, Colombia, Costa Rica, Paraguay, Uruguay.
Eastern Europe and North Asia CA : 5 CEP : 6	Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Russia (Federation).	Belarus, Bulgaria (Rep.), Georgia, Kazakhstan, Poland, Romania, Russia (Federation).
Western Europe CA : 6 CEP : 12	Allemagne, Autriche, Belgique, Espagne, France, Royaume-Uni, Suisse, Turquie.	Germany, Austria, Belgium, Spain, France, Italy, Norway, Netherlands, United Kingdom, Sweden, Switzerland, Turkey.
South Asia and Oceania CA : 10 CEP : 11	Saudi Arabia, Bangladesh, China (People's Rep.), United Arab Emirates, Iran (Islamic Rep.), India, Iraq, Jordan, Malaysia, Oman, Qatar, Thailand.	Saudi Arabia, Australia, Bangladesh, China (People's Rep.), Korea (Rep.), United Arab Emirates, India, Indonesia, Iran (Islamic Rep.), Iraq, Japan, Jordan, Malaysia, New Zealand, Oman, Pakistan, Singapore, Thailand, Viet Nam.
Africa CA : 11 CEP : 11	Algeria, Cameroon, Egypt, Kenya, Madagascar, Nigeria, Tanzania (United Rep.), Tunisia, Zambia.	Algeria, Botswana, Burkina Faso, Cameroon, Egypt, Kenya, Madagascar, Morocco, Nigeria, Senegal, Tanzania (United Rep.), Tunisia.

SOME FLAGS



3.11. The Conference of Ministers

On Tuesday August 10, 2021, the 2031 UPU Ministerial Conference will be held at SOFITEL ABIDJAN HOTEL IVOIRE on the theme: "COVID 19 and the postal sector: What has changed, what has not changed and what must change"

• CONTEXT

The emergence of the COVID-19 pandemic has shattered all global economic prospects. In addition to its terrible impact on public health, the crisis has had disastrous socio-economic consequences. Even as governments, businesses and citizens have adapted to this new reality, most macroeconomic aggregates have collapsed to levels not seen since World War II.

And despite the fact that a rebound in economic growth and trade is expected, the global economy still faces major risks. These trends will not necessarily limit the growth of e-commerce, but they will change consumer behavior, at least in the short term.

The continued development of internet connectivity will exacerbate the transformational effect of digitization in all

sectors. Market players can therefore expect an increase in complementary services to e-commerce retail (payments, parcels and logistics).

With a global network of nearly 630,000 post offices, 5.2 million employees and a physical infrastructure spanning 192 countries, the postal sector is poised to play a role in this transformation and support the achievement of the Sustainable Development Goals. United Nations. However, the sector also faces a number of long-term challenges that need to be addressed in order to maintain its role as a network capable of fostering communication between the inhabitants of the planet. On August 10, 2021, as leaders gather at the Abidjan Congress, the 27th Congress in the 147-year history of the UPU, a Ministerial Conference will be held on the same date. Structured in four sessions, this conference will be a unique opportunity to take stock of the transformations brought about by the COVID-19 pandemic and to reflect on what has not changed and what must change to achieve a sustainable future. Speakers at the conference include ministers, heads of regulatory authorities, heads of intergovernmental organizations and other high-level representatives of organizations interested in the benefits the postal sector can bring to societies and economies worldwide.

Program of the Ministerial Conference of the 27th UPU Congress in Abidjan

09.00 – 09.30	OPENING CEREMONY
09.30 – 09.45	GROUP PHOTOGRAPHY
09.45 – 11.00	SESSION 1 - HOW HAS THE WORLD CHANGED SINCE THE EMERGENCE OF THE COVID-19 PANDEMIC?
11H00am – 12H15pm	SESSION 2 - WHAT HAS NOT CHANGED IN THE PAST TWO YEARS?
12H15am – 13H45pm	LUNCH BREAK
13H45am – 14H15pm	MINISTERIAL STATEMENTS
14H15am – 15H30pm	SESSION 3 - WHAT NEEDS TO CHANGE?
15H30am – 16H45pm	SESSION 4 - MAIN CONCLUSIONS FOR UNITED NATIONS AGENCIES AND FOR THE UPU IN PARTICULAR
16H45am – 17H15pm	CLOSING CEREMONY

Orientation of the themes to be addressed

SESSION 1

HOW HAS THE WORLD CHANGED SINCE THE EMERGENCE OF THE COVID-19 PANDEMIC?

The COVID-19 pandemic has severely disrupted global supply chains, which include ramifications in the postal sector. Speakers will discuss the repercussions of the pandemic in their respective countries and the solutions put in place to resolve the challenges that arose.

SESSION 2

WHAT HAS NOT CHANGED OVER THE PAST TWO YEARS?

Despite the disruption it has caused, the COVID-19 pandemic has not reversed some of the macroscopic trends that have emerged in recent decades. Speakers will discuss areas that have not been disrupted by the pandemic from a national, regional and global perspective.

THE MINISTERS' DECLARATION: STATEMENTS BY MINISTERS MINISTERS ATTENDING THE CONFERENCE WILL MAKE STATEMENTS ON VARIOUS ISSUES OUTSIDE THE SCOPE OF THE SESSIONS

SESSION 3

WHAT NEEDS TO CHANGE?

Among the areas that did not change during the pandemic, some elements should have undergone transformation long ago. Participants will discuss what changes would have been desirable and will need to be made within the postal sector and beyond, in order to build a more prosperous future.

SESSION 4

MAIN CONCLUSIONS FOR THE UNITED NATIONS AGENCIES AND FOR THE UPU IN PARTICULAR

As the world evolves and transformations take place at the heart of international supply chains and the postal sector, United Nations agencies have a role to play in providing multilateral solutions in response to complex international challenges. Participants will take stock of all previous analyzes and discussions to provide guidance on the way forward for the United Nations system and the UPU in particular.



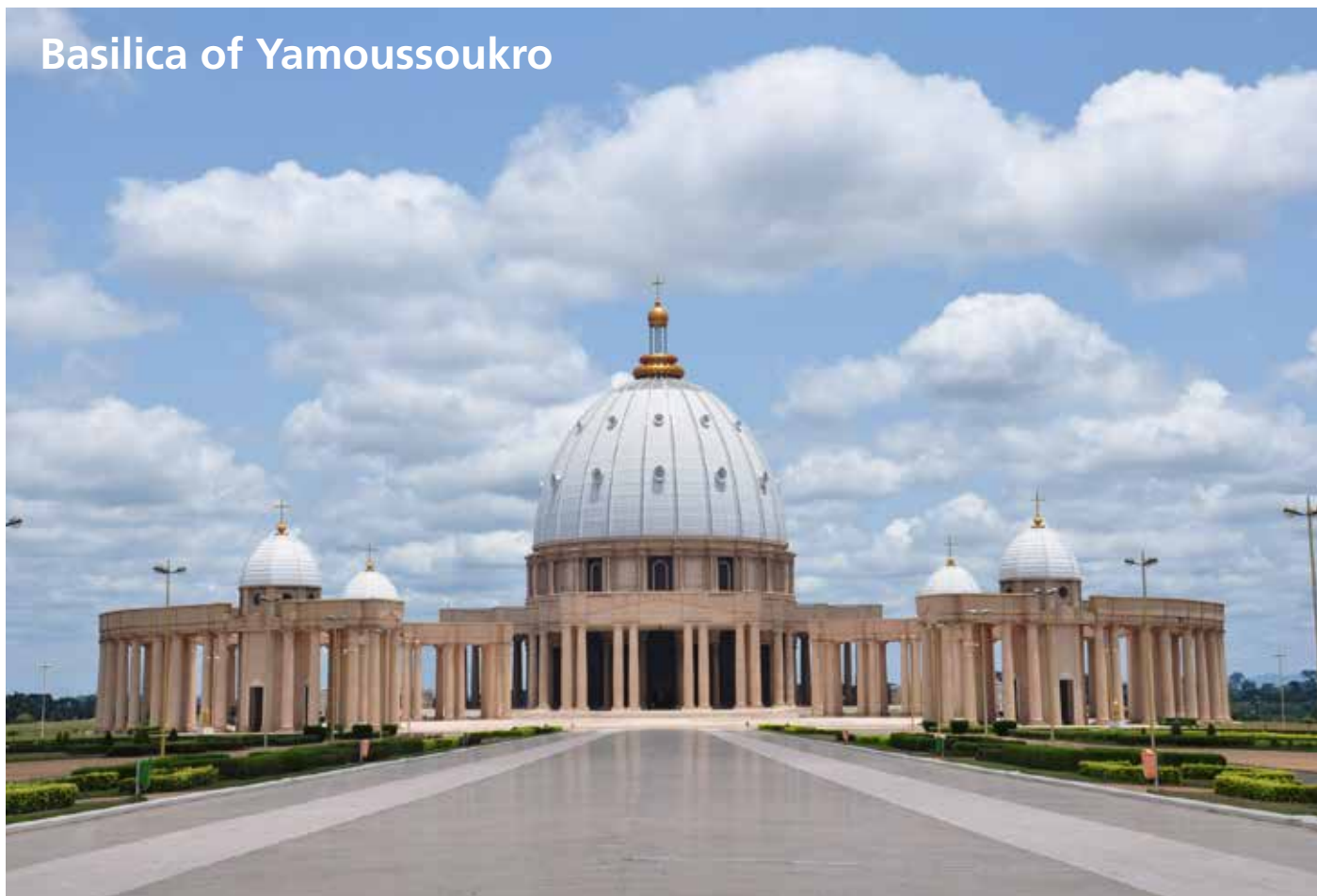


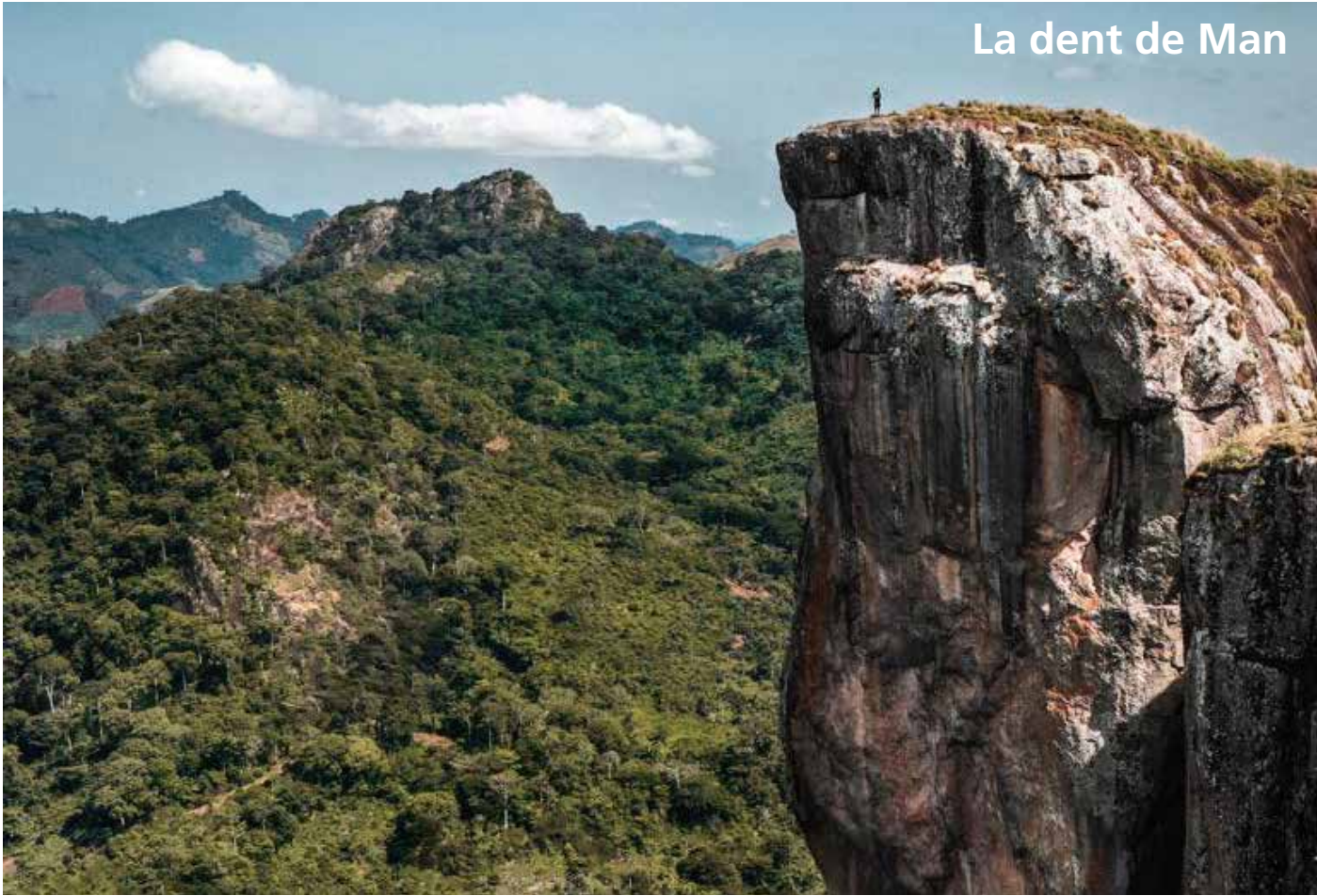
VISIT THE IVORY COAST

Bassam Museum



Basilica of Yamoussoukro





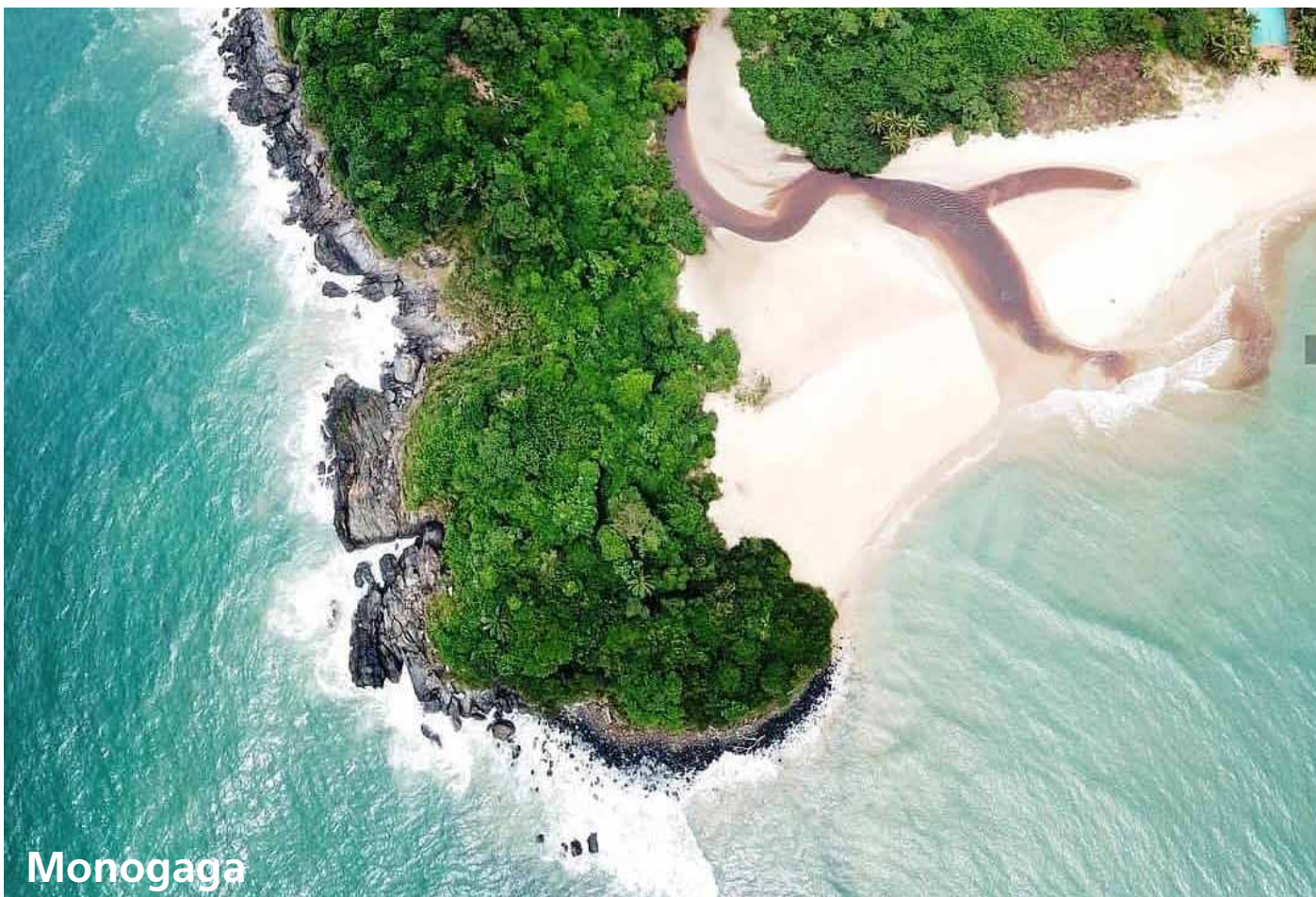
La dent de Man



Sassandra

Visit the Ivory Coast

San Pedro



Monogaga

Vridi Canal



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GLACIER AMORE	Glaces, burger, pizzas	(+225) 01 02 50 5293

Transport circuit to recommended hotels

Reception at the airport

RECEPTION OF DELEGATES AT THE AIRPORT

During the welcome phase, the transfer of participants from the airport to their hotels will be by zone according to the groupings indicated by the colors on the previous slide.
A fleet of vehicles (sedans and VIP coaches) will be available at the airport and departures will follow the crowds on arrival.

RETURN OF PARTICIPANTS

For departure from Côte d'Ivoire after the Congress, the transfer of participants from hotels to FHB Abidjan airport will be provided by the Transport Commission.

This task will be done according to the initially expressed needs.

Shuttles are available to delegates in front of each hotel.

FROM 08 TO 27 AUGUST 2021

- COLLECTION TIME IN FRONT OF RECOMMENDED HOTELS (SEE LIST) TO THE CONGRESS VENUE (SOFITEL) 07.00 AM
- COLLECTION SCHEDULE FROM THE CONGRESS VENUE (SOFITEL) TO RECOMMENDED HOTELS

Journey to selected hotels

ZONE 1

- ONOMO
- RADISSON BLU
- IBIS MARCORY
- HÔTEL AZALAI

ZONE 2

- PULMAN HÔTEL
- HÔTEL TIAMA
- IVOTEL
- HÔTEL IBIS PLATEAU
- MÖVENPICK HÔTEL
- SEEN HÔTEL
- HÔTEL NOVOTEL

ZONE 3

- EDEN GOLF HÔTEL

ZONE 4

- HÔTEL PALM CLUB

Shuttle Buses

LINE 1 (BLUE-GREEN)

ONOMO (07 A.M)
RADISSON (07.10 A.M)
Hotel IBIS Marcory (07.30 A.M)
Hôtel AZALAI (07.45 A.M)



SOFITEL HOTEL IVOIRE
ABIDJAN VENUE OF THE
CONGRESS



LINE 2 (GREEN LINE)
Hôtel AZALAI (07.45 A.M)



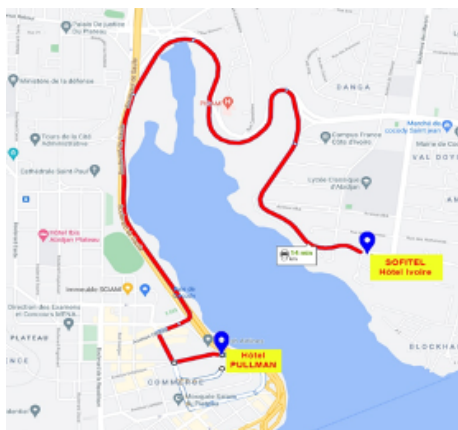
SOFITEL HOTEL IVOIRE
ABIDJAN VENUE OF THE
CONGRESS



LINE 3 : (BLACK LINE)
Hôtel PULLMAN



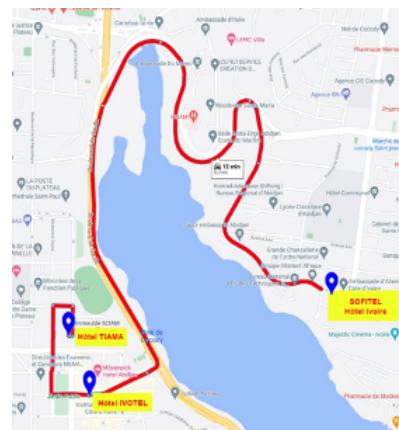
SOFITEL HOTEL IVOIRE
DEPARTURE FROM
PULLMAN



LINE 4 : (ORANGE LINE)
Hôtel TIAMA (7.00 AM)
Hôtel IVOTEL (7.30 AM)



SOFITEL HOTEL IVOIRE
DEPARTURE FROM
TIAMA



LINE 5: (RED LINE)
Hôtel IBIS PLATEAU (7.00 AM)
Hôtel MOVENPICK (7.30 AM)



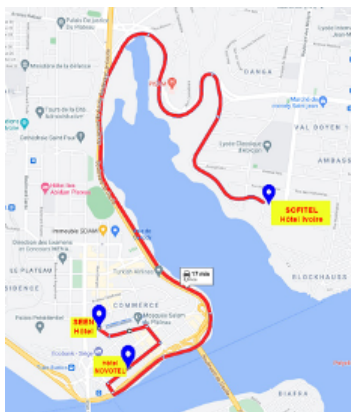
SOFITEL HOTEL IVOIRE
DEPARTURE FROM
IBIS PLATEAU



LINE 6: (BLUE LINE)
Hôtel SEEN HOTEL (7.00 AM)
Hôtel NOVOTEL (7.30 AM)



SOFITEL HOTEL IVOIRE
DEPARTURE FROM
SEEN HOTEL



LINE 7: (BLUE LINE)
Hôtel HEDEN Golf (7.30 AM)



SOFITEL HOTEL IVOIRE
DEPARTURE FROM
HEDEN GOLF



LINE 8 : (BROWN LINE)
Hôtel PALM CLUB (7.30 AM)



SOFITEL HOTEL IVOIRE
DEPARTURE FROM
Hotel PALM CLUB



PRIVATE TRAVEL IN THE CITY

NAME	TYPE OF RENTAL	ACCESS MODE	CONTACTS
TAXIJET	TAXI	PHONE CALL MOBILE APP	07 08 72 59 87
YANGO	TAXI	MOBILE APP	07 08 72 59 87
ROADSTAR	DAILY RENTAL	MOBILE APP	01 01 05 04 04 01 03 11 71 71
AVIS LOCATION	DAILY RENTAL	MOBILE APP	07 89 90 82 80 27 21 23 97 21



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9 au 27 Août 2021, Sofitel Hôtel Ivoire

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