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OPERATIONS AND TECHNOLOGY COMMITTEE (OTC)
18th JUNE 2025, ARUSHA, TANZANIA

**IMPLEMENTATION STATUS OF THE OPERATIONS AND TECHNOLOGY COMMITTEE ACTION PLAN
2022-2025**

1. Subject: <ul style="list-style-type: none">Operations and Technology Action Plan Implementation Status Report	References/Paragraphs PAPU Action Plan (2022-2025)
2. Decisions expected: <ul style="list-style-type: none">Note the Status Report.Adopt the Report;Take note of the Recommendations.	

1.0 INTRODUCTION

The Administrative Council, during its 40th ordinary session, approved a consolidated Action Plan for the Union for the period 2022-2025. During the 2024/2025 financial year, the Operations and Technology Committee undertook several activities to implement the Programme of Activities through its Working Groups and Task Force.

2.0 ACTIVITIES UNDERTAKEN DURING THE 2024/2025 FINANCIAL YEAR

The following are the main activities undertaken:

2.1 Remuneration Round Table

PAPU Member States and the General Secretariat participated in Regional Remuneration Round Tables organized by the UPU, in collaboration with its Restricted Unions as follows:

- Arab Region Remuneration Round Table - 9th to 10th September 2024, in Cairo, Egypt.
- Africa Region Round Table on Remuneration - 28th to 29th November 2024, PAPU Tower, Arusha, Tanzania.

2.2 Digital Financial Services Workshop

A Workshop on Digital Financial Services was held from 11th to 13th December 2024 at the PAPU Tower in Arusha, Tanzania, under the theme “Fostering Financial Inclusion through Digital Solutions.”

The workshop's main objective was to share knowledge, skills, and experiences, tap into best practices, and appreciate the state-of-the-art tools needed to deliver and manage digital financial services.

2.3 Third African Philately Conference (3rd APC)

The 3rd African Philately Conference (APC) was held virtually on 5th and 6th March 2025. The two-day Conference held under the theme: ‘**Digital Stamps: Offering a New Dimension in Philately**’, was attended by over ninety (90) participants from thirty-four (34) Member States.

2.4 Africa Transport Think Tank Activities

The Africa Transport Think Tank (ATTT) held six (6) meetings during the year 2024/25 to deliberate on international mail transportation matters, which were topped by the following: the European Union Import Control System 2 Release 2 (ICS2 R2), the implementation of regional mail hubs, and paper-free transport. The TTT was tasked with establishing transport hubs in Africa’s sub-regions, transit mail modalities, and contingency mail routing plans.

2.5 Paper-Free Transport Training

Designated Operators attended the online Paper-Free Transport Training Session organized by the UPU for the Arab and African Regions on 20th November 2024.

2.6 Security Standards Certification

Designated Operators continued implementing and complying with their critical facilities' S58 and S59 Security Standards. During the year, the following Members, **Ghana, Kenya, Sierra Leone, and Morocco**, were awarded various levels of certification for compliance with the standards.

2.7 PAPU Security Action Group

The 42nd Administrative Council Resolution established the PAPU Security Action Group (PSAG). It comprises ten (10) members from all five African subregions and has since commenced its work.

2.8 EAD, CDS/IPS Training Workshop

Designated Operators in the Africa Region participated in the training workshop for Electronic Advance Data (EAD) and Customs Declaration System/ International Postal System (CDS/IPS) organized by the UPU in collaboration with the United States Postal Services from 9th to 11th July 2024 in New York, USA.

2.9 ORE Project Activities

Designated Operators continued to implement the Operational Readiness for E-commerce Project. The UPU organized the 3rd ORE Workshop from 5th to 10th May 2024 in Gaborone, Botswana while the 4th Workshop was held from 7th to 11th April 2025 in Cotonou, Benin at which Member States and the General Secretariat participated.

Monthly Checkpoint meetings were held to assess the status of implementing National Roadmaps and Action Plans and discuss any challenges DOs encounter in implementing the Project.

2.10 Questionnaires

Three questionnaires were circulated by the General Secretariat during the period to get information directly from the Member States, in pursuit of assessing the implementation of the Operations and Technology Action Plan as follows:

- i) Status of Digitalization of Postal Services in Africa;
- ii) Status of Supply Chain Services in Africa;
- iii) Status on Global Monitoring System Implementation.

The questionnaire responses were analyzed and will be presented to the Committee in separate documents.

3.0 MAJOR MILESTONES FOR THE PERIOD 2022-2025

a) Committee and Working Group Meetings

Four Working Groups, a Task Force, and an Action Group were established under the Committee as follows:

- i) Remuneration Working Group
 - ii) Digitalization and Innovation Working Group
 - iii) Promotion of Philately Working Group
 - iv) Supply Chain Working Group
- PAPU AFRAA Task Force
 - PAPU Security Action Group

Five meetings were held for the Committee, while the Working Groups held twenty-seven (27) meetings during the 2022- 2025 cycle. The detailed list of meetings held since the committee's inception is attached as **Annex 1**.

b) Workshops/ Conferences

A total of twelve (12) workshops/Conferences were organized by PAPU in collaboration with different partners in pursuit of implementing the Committee Action Plan.

A detailed list of the workshops/conferences held is attached as **Annex 2**

c) 4th UPU Extraordinary Congress

African Member States joined the rest of the world in participating in the 4th UPU Extraordinary Congress, held in Riyadh, Saudi Arabia, in September 2023. The Congress decided to make resolutions to the Integrated Product Plan (IPP), particularly to track the delivery service, registered items, M-bags, and advice of delivery.

d) UPU Remuneration Round Tables

African Member States participated in Remuneration Round Tables to deliberate on the remuneration system proposals submitted to the 28th UPU Congress in Dubai, United Arab Emirates, in September 2025.

e) African Philately Conferences (APC)

The African Philately Conference was established as an annual event. The table below illustrates the three (3) Conferences that were held.

CONFERENCE	DATE	VENUE
1 st APC	21-22 November 2022	Cape Town, South Africa
2 nd APC	21-22 November 2023	Rabat, Morocco
3 rd APC	5-6 March 2025	Virtual

f) Africa Joint Stamp Issue

A joint stamp was issued to commemorate the commissioning of the PAPU Tower in August 2023. Seven (7) Designated Operators issued the stamp: Algeria, Egypt, Morocco, Nigeria, Senegal, Tanzania, and Zimbabwe.

g) Operational Readiness for E-Commerce (ORE3) Project Implementation

UPU, working inclose collaboration with PAPU, coordinated the ORE 3 Project among Designated Operators in Africa. To review the project's Implementation Status, annual workshops, onsite review missions, and monthly Checkpoint Meetings, in which the PAPU General Secretariat participated, were held.

Four (4) workshops have been held to date as follows:

WORKSHOP	DATE	VENUE
ORE3 Startup Workshop	13-14 December 2022	Abuja, Nigeria
2 nd ORE3 Workshop (French)	14 to 18 August 2023	Cotonou Benin
2 nd ORE3 Workshop (English)	25-29 September 2023	Nairobi, Kenya
3 rd ORE3 Workshop	6-10 May 2024	Gaborone Botswana
4 th ORE3 Workshop	7- 11 April 2025	Cotonou Benin

h) Africa Transport Think Tank

UPU, in collaboration with PAPU, created the Africa Transport Think Tank (TTT) following the Transport Workshop held in December 2023 in Arusha, Tanzania. The TTT was established to address international mail challenges faced by African DOs. Eleven (11) TTT meetings have been held since its inception.

i) PAPU Security Action Group

The PAPU Security Action Group was established in pursuit of the implementation of the 42nd AC **Resolution No. 02/PAPU/AC/XLII/2024**, to develop Security strategies that are to be implemented within the framework of the Regional Development Plan for Africa.

j) Questionnaires and Analysis Reports

The following questionnaires were circulated in pursuit of the implementation of the Committee Action Plan:

S/N	SUBJECT	DATE	RESPONSES	STATUS REPORT
1.	Letter Post Remuneration- Survey on the impacts of decisions taken by the third Extraordinary Congress	4 th April 2023	23 Member States (51%)	Report submitted to the Committee on 24 th August 2023
2.	Status of Digitalization of Postal Services in Africa	4 th May 2023 29 th January 2024 25 th January 2025	27 Member States (60%) 32 Member States (74%) 42 Member States (93%)	Reports submitted annually to the Committee since 2023
3.	Status of Philately Services in Africa	30 th April 2024	29 Member States (64%)	Report submitted to the Committee, June 2024
4.	Status of Supply Chain Services	1 st March 2025	36 Member States (80%)	Report to be submitted to the Committee, June 2025
5.	Global Monitoring Services Implementation	14 April 2025	32 Member States (71%)	Report to be submitted to Committee, June 2025

4.0 STATUS OF IMPLEMENTATION OF COMMITTEE ACTIVITIES

The summary of the analysis of progress made in implementing the Operations and Technology Activities is indicated in the table below:

S/N	WORKING GROUP/TASK FORCE	IMPLEMENTATION STATUS (%)		
		Done	In progress	Not Done
6.	Remuneration Working Group	100		-
7.	Digitalization and Innovation Working Group	47.1	52.9	-
8.	Promotion of Philately Working Group	88.2	11.8	-
9.	Supply Chain Working Group (Excluding Transport)	79.2	20.8	-
	OVERALL	78.6	21.4	-

The overall implementation status for fully implemented activities stands at 78.6%. Digitization and Innovation activities are the weak links that need focused attention and intense focus.

The dashboard on the implementation status of the Operations and Technology Committee Action Plan for 2022-2025 is attached as **Annex 3**.

5.0 RECOMMENDATIONS

The Committee and the General Secretariat are encouraged to continue implementing the outstanding activities on the Action Plan.

6.0 DECISION EXPECTED

The Committee is hereby requested to:

- Take note of the status of implementation of the Action Plan;
- Adopt the Report;
- Table the Report to the 43rd Administrative Council.

COMMITTEE AND WORKING GROUP MEETINGS

1. Operations and Technology Committee Meetings

S/N	MEETING	DATES	VENUE
Operations and Technology Committee (OTC)			
1.	OTC Inaugural Meeting	15-17 February 2022	Abuja, Nigeria
2.	OTC Meeting 40 th AC Session	4-6 July 2022	Kinshasa, DRC
3.	OTC Meeting 41 st AC Session	24, 28 August 2023	Arusha Tanzania
4.	OTC Meeting 42 nd AC Session	3, 4 June 2024	Arusha Tanzania
5.	OTC Meeting 43 rd AC Session	18, 20 June 2025	Arusha Tanzania

2. Working Group Meetings

S/N	COMMITTEE	WORKING GROUP	2022	2023	2024	2025	
1.	OPERATIONS AND TECHNOLOGY COMMITTEE	Remuneration	1	1	2	1	5
2.		Supply Chain	1	1	2	1	5
3.		Promotion of Philately	2	2	1	1	6
4.		Digitalization and Innovation	1	2	2	1	6
5.		Security Action Group	0	0	1	1	2
6.		PAPU/AFRAA Task Force	0	1	1	1	3
TOTAL			5	7	9	6	27

WORKSHOPS/CONFERENCES

S/N	WORKSHOP/CONFERENCE	DATES	VENUE	PARTNERS
REMUNERATION				
1.	Remuneration Workshop for Africa Region	16-17 December 2022	Abuja, Nigeria	PAPU, UPU
2.	International Accounting, IPS Workshop for the Africa Region	5-7 March 2024	Cairo, Egypt	PAPU, UPU
3.	Remuneration Round Table	28-29 November 2024	Arusha, Tanzania	PAPU, UPU
4.	International Accounting, IPS Workshop for Arab Region	4-6 February 2025	Cairo, Egypt	
DIGITALIZATION AND INNOVATION				
5.	Digital Financial Services Workshop	11-13 December 2025	Arusha, Tanzania	PAPU
PHILATELY				
6.	Webinar on Digitalization of Stamps	31 st August 2022	Online	StampsDaq, PAPU
7.	Philately Conference and Exhibition	9-10 November 2022	Cape Town, South Africa	PAPU, UPU
8.	2 nd Africa Philately Conference	21-22 November 2023	Rabat, Morocco	PAPU
9.	Philately Capacity Building Workshop	23 November 2023	Rabat, Morocco	USA, PAPU
10.	3 rd African Philately Conference	5-6 March 2025	Online	PAPU
SUPPLY CHAIN				
11.	Advanced Security Certification Workshop	28-30 September 2022	Arusha, Tanzania	PAPU, UPU
12.	Transport Workshop	6-8 December 2023	Arusha, Tanzania	PAPU, UPU
13.	Postal Prosperity Zone (PPZ) Workshop	31 January 2024	Online	PAPU, CC



ACTION PLAN FOR THE PERIOD 2022-2025

S/N	SUBJECT MATTER	MILESTONE	PERIOD	DONE	WIP*	NOT DONE
REMUNERATION WORKING GROUP						
1.	Letter Post Remuneration System	i) Unpack the Remuneration model	Q3 2022			
		ii) Outline rates for different letter post services, including value-added and supplementary services	Q3 2022			
		iii) Outline the remuneration for undeliverable items (UV)	Q3 2023			
		iv) Enumerate the implications of the Remuneration System on Africa	Q4 2022			
		v) Organize a Remuneration Working Group Meeting	Q4 2022			
		vi) Solicit feedback from Member States (Questionnaire)	Q1 2023			
2.	Parcel Post Remuneration	i) Expound the Parcel Post Remuneration Model	Q2 2023			
		ii) Explain the Quality Performance system of the Parcel Post Remuneration system	Q2 2023			
		i) Illuminate the implications of the Remuneration System on Africa	Q3 2023			
		ii) Organize a Remuneration Working Group Meeting	Q4 2023			
		iii) Request for feedback from Member States (Questionnaire)	Q4 2023			
3.	Integrated Product Plan	i) Integrated Product Plan Model	Q4 2022			
		ii) Integrated Remuneration Plan	Q4 2022			

		iii) Organize a Remuneration Working Group Meeting	Q1 2023			
		iv) Seek feedback from Member States (Questionnaire)	Q1 2023			
4.	Remuneration Issues	i) Identify and summarize key issues	Q2 2024			
		ii) Communicate to the Committee and Member States	Q2 2024			
5.	Future Remuneration System	i) Identify areas of concern in international mail handling and resultant remuneration	Q3 2024			
		ii) Consider ways of improvement on the system	Q3 2024			
		iii) Propose amendments to the Regulations	Q4 2024			
		iv) Analyze IB and other Member States' Proposals related to the remuneration of physical services <ul style="list-style-type: none"> • Study proposal; • Come up with implications for Africa; • Propose alternative views from Africa; • Advise Member States 	Q1 2025			
		v) Come up with proposals from Africa	Q1 2025			
DIGITALIZATION AND INNOVATION WORKING GROUP						
6.	Model Digital Post Office	i) Develop a Digital Post Office Model benchmarked from other regions and industries;	Q1 2023			
		ii) Develop a Digital Transformation Framework and road-map for the Posts of Africa;	Q1 2023			
		iii) Adopt a streamlined postal digital transformation program	Q1 2023			
		iv) Pursue coordinated implementation by Member States' DOs	Q1 2023			
7.	Digital Infrastructure	i) Provision of digitization environment and infrastructure within Member	Q2 2023			

	and modernization of operations	States to cover the following: <ul style="list-style-type: none"> • Electrification and alternative power sources • Internet connectivity • Networking of offices • Cloud computing 				
		ii) Members to ensure the provision of hardware at Post Offices: <ul style="list-style-type: none"> • Servers • Computers/laptops • Printers • Scanners • Digital Scales 	Q3 2023			
		iii) Share information on postal systems and tools to develop specifications for ideal software for the digitalization of the Post in Africa	Q3 2023			
8.	Digitalization of Postal Services	i) Migration of services from the traditional onto the digital platforms: <ul style="list-style-type: none"> • E-Post • E-commerce • E-Government • Digital financial services • Mobile banking solutions 	Q1 2024			
		ii) Deploy technology-based value-added features on the Integrated Product Plan (IPP) portfolio to ensure full implementation of IPP: <ul style="list-style-type: none"> • ECOMPRO • Tracked delivery service • Small packets 	Q1 2024			
		iii) Participation in the Digitalization and Innovation projects in partnership with relevant industry stakeholders	Q4 2022			
9.	Postal home-grown digital innovations	i) Develop own digital solutions: <ul style="list-style-type: none"> • Software • Applications 	Q2 2023			
		ii) Participate in Innovation exhibitions and competitions	Q3 2022			

		like the World Summit on the Information Society (WSIS)				
10.	Human Capital Development	i) Members to capacitate staff on digital skills	Q3 2024			
		ii) Organize workshop on Digital Transformation and Financial Inclusion	Q4 2022			
		iii) Training workshop: <ul style="list-style-type: none">IT systemsToolsCyber security	Q4 2023			
11.	Communication and Feedback on Digitalization and Innovation Progress	i) Members' active participation in the different projects <ul style="list-style-type: none">Regional/Global Meetings on Innovation and Product DevelopmentDigitization implementation initiatives	Annually			
		ii) Information feedback from Member States on the implementation of the projects	Annually			
PROMOTION OF PHILATELY WORKING GROUP						
12.	New trends and innovations in the philately business	i) Share information on the latest global trends and innovations in philately	Q1 2023			
		ii) Share information on new philatelic products on the market and the World Association for Development of Philately (WADP)	Q1 2023			
		iii) Explore new markets for African philatelic products in partnership with other stakeholders	On-going			
		iv) Philately information feedback from Member States (Questionnaire)	Q2 2023			
13.	Digitizing the Philately Business	i) Share information on current digitalization trends in the industry	Q1 2022			
		ii) Explore digital stamp products on the market	On-going			
14.	Promotion of philatelic products	iii) Promote philatelic products and activities on different platforms.	On-going			

		iv) Participate in joint stamp issues to promote African heritage and events	2024			
		v) Organize stamp design competitions	Q3 2022			
		vi) Member States participate in philatelic activities organized by PAPU, UPU, fellow Members, and other Organizations. (meetings/workshops/conferences/exhibitions)	On-going			
15.	Illegal and counterfeit stamp issues	i) Share information on illegal and counterfeit issues	Q2 2023			
		ii) Craft strategies to eradicate illegal and counterfeit issues of African stamps	Q2 2023			
		iii) Review existing UPU regulations on illegal and counterfeit issues	Q3 2024			
16.	Sharing of best practices on Philately	i) Identify Member States excelling in the philately business to share experiences during workshops/ Committee meetings	Q2 2023			
		ii) Consider twinning and pairing of Member States	Q3 2024			
17.	Reviving Philately Business in Africa	i) Participation of more countries in the Working Group	Q 4 2022			
		ii) Feedback from Member States on philatelic activities (Questionnaire)	Q3 2024			
SUPPLY CHAIN WORKING GROUP						
18.	Transport Matters	i) Provide guidelines for Service Level Agreements with airlines	Q4 2022			
		ii) Achieve affordable mail conveyance rates	Q4 2023			
		iii) Exchange of Electronic Advance Data (CARDIT, RESDIT) with airlines and maintenance of up-to-date EAD Compendium	Q1 2023			
		iv) Efficient intra-Africa mail conveyance	Q4 2023			
		v) Constitute National Contact Committees with transport stakeholders (Airlines, Aviation, Handling Agents etc.)	Q2 2023			

		vi) Consolidate reports on participation and feedback from PAPU /AFRAA Taskforce	Bi-annually			
		vii) Transport information feedback from Members (Questionnaire)	Q4 2024			
19.	Customs Matters	i) Share with DOs the streamlined international mail processing procedures for Customs	Q4 2022			
		ii) Member DOs to exchange Electronic Advance Data with partner DOs and Customs for items containing goods - ITMATT	Q4 2022			
		iii) Maintain an updated Customs Compendium by Member States	Q1 2023			
		iv) Members' participation in Regional/Global Meetings on the subject area	Q2 2025			
		v) Customs information feedback from Members (Questionnaire)	Q1 2025			
20.	Security Matters	i) Members to comply with the UPU Security Standards (S58, S59)	Q4 2024			
		ii) Prevent acceptance of Prohibited items and Dangerous goods into the Postal System - illicit trade	Q4 2023			
		iii) High Cyber Security awareness by Members	Q2 2023			
		iv) Member participation in Regional/Global Meetings on Security matters	Q3 2023			
		v) Security information feedback from Members (Questionnaire)	Q1 2023			
21.	Quality of Service for Mail	i) Implementation of GMS by DOs: <ul style="list-style-type: none"> End-to-end module Inbound module 	Q1 2024			
		ii) Meeting Quality of Service Standards by Members: <ul style="list-style-type: none"> Letter Post standards Parcel Post targets under the Inward Land 	Q4 2024			

		Rates (ILR) bonus system				
		• EMS standards				
		iii) Member Participation in Quality of Service link to terminal dues	Q1 2023			
		iv) Participation in Quality of Service Certification of Members	Q4 2024			
22.	E-commerce	i) Participation in ORE 3 Project	Q4 2022			
		ii) Guarantee Logistics and warehousing	Q3 2024			
		iii) Export promotion	Q4 2024			

WIP* - Work in Progress