



## OPERATIONS AND TECHNOLOGY COMMITTEE

PAPU/OTC/SCG/01/2026 - Doc No. 2

### SUPPLY CHAIN WORKING GROUP

28<sup>th</sup> JANUARY 2026 (VIRTUAL)

TIME: 09:00 (GMT)

### OPERATIONAL READINESS FOR E-COMMERCE (ORE 3) REPORT

<b>1. Subject:</b> Operational Readiness for E-commerce (ORE 3) Report	<b>References/Paragraphs</b> <b>ORE Workspace</b>
<b>2. Decisions expected:</b> <ul style="list-style-type: none"><li>• Adopt the Report.</li><li>• Take note of the recommendations.</li></ul>	

#### 1.0 INTRODUCTION

Within the framework of the UPU Regional Development Plan for the Africa Region for 2022–2025, the UPU, in collaboration with PAPU, is implementing the Operational Readiness for E-Commerce (ORE 3) Regional Project in Africa. Under this Project, Workshops, Monthly checkpoints, and Onsite Evaluation Missions are held to assess the status of each participating Designated Operator (DO).

In the PAPU Governance Structures, the ORE Project falls under the Supply Chain Working Group, and its implementation is included in the Working Group Action Plan. This Report is therefore submitted to provide the status of the implementation of the ORE Project.

#### 2.0 REPORT SUBMISSION

The detailed report is annexed herewith as Annex 1.

#### 3.0 DECISIONS EXPECTED

The Report is submitted for the Working Group to:

- Adopt the Report.
- Consider the Recommendations contained therein.



PAPU/OTC/SCG/01/2026 - Doc No. 03 ANNEX 1

## OPERATIONAL READINESS FOR E-COMMERCE (ORE 3) PROJECT REPORT

### 1.0 INTRODUCTION

The Operational Readiness for E-commerce Project (ORE3) was implemented within the framework of the Regional Development Plan for Africa for the 2022–2025 Congress cycle. The Project's overall objective was to achieve enhanced delivery performance of postal networks by modernizing operational processes and utilizing standardized IT tools and systems in line with regulatory, technical, and operational requirements.

Under the project, annual review workshops, monthly checkpoints, and on-site evaluation missions were held to assess progress in implementing the deliverables at each participating Designated Operator (DO). The Project was launched in Abuja, Nigeria in December 2022 and was closed in November 2025 during an online closing Workshop.

**The Project was implemented in line with the seven (7) Core Pillars as follows:**

- Minimum operational, technical, and regulatory requirements;
- Electronic data interchange and mail visibility;
- Data quality and compliance;
- Supply chain integration;
- End-to-end reliability and quality improvement;
- Certification;
- E-commerce integration.

### 2.0 PARTICIPATION

All Designated Operators within the African Region participated in the Project except for Eritrea. The five African Regional Project Experts coordinated and monitored the implementation within their sub-regions as follows:

S/N	Sub-Region	No. of Participating DOs.
1.	Central Africa	9
2.	East Africa	8
3.	Southern Africa	11
4.	West Africa	13
5.	Lusophone Countries	6
	<b>TOTAL</b>	<b>47</b>

### 3.0 KEY OBJECTIVES AND AREAS OF THE ORE 3 PROJECT

The key objectives for the project were as follows:

- i) Comply with minimum regulatory, operational, and technical requirements;
- ii) Enhance the use of performance monitoring and reporting systems and tools;
- iii) Ensure data capture and EDI transmission using the available systems and tools;
- iv) Improve the quality of service;
- v) Improve electronic data provision and quality;
- vi) Improve supply chain integration for e-commerce development;
- vii) Receive certification in quality management, addressing, and postal security.

Different Key Performance Indicators (KPIs) were developed for the seven (7) key pillars of the Project emanating from the key objectives.

### 4.0 PROJECT IMPLEMENTATION

At the start of the ORE 3 project, each participating Designated Operator (DO) appointed a project team led by a Country Project Manager. Country Roadmaps and Action Plans were developed in line with the seven (7) pillars of the project to enable monitoring and evaluation of progress made in implementing the project.

A Regional Project Facilitator was appointed to coordinate implementation in collaboration with the five (5) African Region Field Experts.

#### 4.1 ORE 3 PROJECT WORKSHOPS

The Project was launched during a start-up workshop held in Abuja, Nigeria, in December 2022, while the closing workshop was held virtually in November 2025. During the cycle, annual review workshops were held to assess implementation progress and to enhance participants' knowledge and practical skills related to postal service efficiency, quality of service, and compliance with e-commerce requirements.

The table below shows the workshops held for the project.

Workshop	Dates	Venue	Focus Areas
Start-up Workshop	13 <sup>th</sup> to 15 <sup>th</sup> December 2022	Abuja, Nigeria	<ul style="list-style-type: none"><li>✓ Project launch- Overview of project.</li><li>✓ Project objectives, KPIs, and Expected Outcomes.</li><li>✓ Country Road Maps and Action Plans</li><li>✓ WCO–UPU Cooperation.</li><li>✓ CDS 2022 Implementation of Electronic Messaging Standards M53 (ITMREF) and M54 (REFRSP).</li><li>✓ Electronic messaging standard M48 (CARDIT)</li><li>✓ Quality Reporting and Monitoring Tools.</li><li>✓ Integrated Product Plan (IPP): Recommendations for the 2022–2025 Period.</li></ul>

			<ul style="list-style-type: none"> <li>✓ Advanced Security Online Training Course and Security Certification.</li> <li>✓ E-commerce Integration.</li> <li>✓ EMS Development: Business Continuity and Recovery.</li> </ul>
2 <sup>nd</sup> Workshop	14 <sup>th</sup> to 18 <sup>th</sup> August 2023 (Francophone)	Cotonou, Benin	<ul style="list-style-type: none"> <li>✓ Quality of Service and Electronic Data Quality Compliance performance both regionally and at the country level.</li> <li>✓ UPU Quality of Service Certification System and its Methodology.</li> <li>✓ Use of available reports to monitor Quality of Service.</li> <li>✓ Use of Quality-of-service reporting tools such as Quality Control System (QCS) and Integrated Quality Reporting System (IQRS) to monitor performance.</li> <li>✓ Practical experience in assessing compliance and performance reports.</li> <li>✓ Assessment and review of country ORE Roadmaps and Action Plans.</li> <li>✓ On-site visit to postal facilities, airport, and customs facilities for first-hand insights into the operations.</li> <li>✓ Sharing best practices on quality management, mail processing, EAD compliance, e-commerce integration, etc.</li> </ul>
	25 <sup>th</sup> to 29 <sup>th</sup> September 2023 (Anglophone)	Nairobi, Kenya	
3 <sup>rd</sup> Workshop	6 <sup>th</sup> to 10 <sup>th</sup> May 2024	Gaborone, Botswana	<ul style="list-style-type: none"> <li>✓ Physical Services Implementation covering the Integrated Product Plan (IPP) - changes approved by the Riyadh Congress</li> <li>✓ Quality of Service and Electronic Data Quality Compliance performance</li> <li>✓ Quality of Service Fund (QSF) to enhance quality of service improvement;</li> <li>✓ E-Commerce Integration;</li> <li>✓ EMS performance;</li> <li>✓ Postal Security; compliance with S58 &amp; S59 standards and Certification;</li> <li>✓ Postal Addressing covering address compliance and S42 Compliance and Certification</li> <li>✓ Site Visit to Gaborone Office of Exchange.</li> </ul>
4 <sup>th</sup> Workshop	7 <sup>th</sup> to 11 <sup>th</sup> April 2025	Cotonou, Benin	<ul style="list-style-type: none"> <li>✓ Implementation Status of ORE 3 and Impact Assessment</li> <li>✓ Follow-up on ORE 3 Country Roadmap, Action Plans, and Performance Achievements Quality of Service Fund (QSF) Projects;</li> </ul>

			<ul style="list-style-type: none"> <li>✓ Physical Services Development and Implementation</li> <li>✓ E-commerce Integration</li> <li>✓ On-site visits to the International Mail Processing Centre and mail facilities</li> <li>✓ Transport and Mail Processing</li> <li>✓ Customs and Mail Processing</li> <li>✓ Postal Security</li> <li>✓ Quality Performance Reporting and Monitoring</li> <li>✓ Overview of the EMS Business Plan, standards, and procedures, along with performance updates</li> <li>✓ Global Monitoring System (GMS) Business Plan 2025–2029.</li> </ul>
Closing Workshop	20 <sup>th</sup> November 2025	Online	<ul style="list-style-type: none"> <li>✓ Presentation of Regional Evaluation Reports</li> <li>✓ Summary of Main achievements and best practices from the ORE Project</li> <li>✓ Discussion on postal operators' expectations for the upcoming cycle.</li> </ul>

## 5.0 MONTHLY CHECKPOINT MEETINGS

The Regional Project Facilitators and Field Experts held monthly checkpoint meetings to evaluate progress and discuss operational challenges that DOs faced in implementing the Project, as well as share best practices. In some cases, UPU International Bureau Experts were invited to meetings to guide Country Project Managers on specific deliverables.

## 6.0 ONSITE REVIEW MISSIONS

On-site review missions were conducted in some of the participating DOs during the cycle. Regional Operational Consultants and Experts conducted the on-site evaluation missions. The main objectives of the missions were:

- Perform an on-site evaluation of the DOs' operational readiness for e-commerce in line with ORE 3 project goals and KPIs and recommend improvement.
- Provide on-site training on the International Postal Management Systems -IPS and CDS, and in the QCS/ IQRS reporting tool.
- Assess fulfillment of the prerequisites for certification in quality management, addressing, and postal security.
- Verify the implementation of the required ORE3 activities, provide inputs, and recommend changes to the project's Roadmap and Action plan.

The evaluation missions were conducted for the following countries: **Angola, Burundi, Central African Republic, Chad, Comoros, Equatorial Guinea, Gabon, Guinea, Lesotho, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, South Africa, Zambia, and Zimbabwe.**

## 7.0 PROJECT EVALUATION

During the Closing workshop, the Regional Project Experts and the two project facilitators (for English-speaking and French-speaking countries) made presentations on the regional evaluation of the project, including the main achievements, challenges, and expectations for the next cycle.

The reports covered the seven (7) pillars of the project, indicating how the counties in their sub-regions performed against the base year of 2021. Marked improvement was registered in fulfilment of minimum operational, technical, and regulatory requirements, electronic data interchange and mail visibility, data quality and compliance, and supply chain integration. Low performance was registered in end-to-end reliability and quality improvement, as well as addressing certification and e-commerce integration.

### 7.1 Main Project Achievements - Certification

S/N	Milestone	Achieving DOs
1.	Fulfillment of Prerequisites and Certification in Quality Management	Burkina Faso, Ghana, Madagascar
2.	Security Certification	Burkina Faso, Madagascar, Togo, Botswana, Cape Verde, Equatorial Guinea, Eswatini, Seychelles, Ghana, Kenya, Malawi, Sierra Leone, Tanzania, Zimbabwe
3.	Addressing Certification	Mauritius, Comoros, Tanzania, Uganda, South Africa, Zambia, Zimbabwe

### 7.2 Regional Indicator-Based Results

The Project Coordinator, Mr. Chokri Ellili from the International Bureau, gave an overview of the indicator-based results for the Africa Region.

**The highlights from the presentation were:**

- i. **Mail visibility:** Discrepancies among Member States. Sierra Leone achieved high performance, while Cameroon, Niger, and Côte d'Ivoire registered significant improvement from their 2021 level.
- ii. **E2E average transmission as destination (EMA to EDH/EMH/EMI):** Great improvement for the region. However, the quality of service remains low in comparison to customer expectations. The best achiever was Burkina Faso with an average of 14 days of transmission time.
- iii. **Customs Average times for Imports:** Reduced time for most DOs. However, Angola, Botswana, Gambia, Kenya, Namibia, and Nigeria still need to improve.
- iv. **Electronic Advance Data Compliance – ITMATT vs PREDEs:** Good results, above 90% for most countries;
- v. **Transport Leg 2 (outbound):**
  - a. Lots of improvement on origin to destination Office of Exchange (OE) except for Cote d'Ivoire and Cape Verde;
  - b. Carrier Performance- Burkina Faso, Zimbabwe, Namibia, Sierra Leone, and Burundi, taking 5-9 days.

- vi. **Transport- Inbound (RESBIT 21 to RESCON):** Transport between facilities of carriers and destination posts takes longer for some DOs, impacting leg 2, and E2E performance. Comoros, Zambia, and Liberia take an average of 5-12 days.

### 7.3 Challenges

**The main challenges cited by the Field Experts were:**

- ✓ Change of Country Project Managers and staff turnover;
- ✓ Insufficient IT Equipment and infrastructure;
- ✓ Financial constraints to invest in e-commerce;
- ✓ Shortage of qualified staff to perform certain activities;
- ✓ Change in security, customs, and transport regulations;
- ✓ Limited flight for mail conveyance;
- ✓ High cost of UPU PTC systems;
- ✓ Lack of collaborative support from stakeholders; Custom, Airlines etc.

### 7.4 Expectations for the Next Cycle

- ✓ Increased regional cooperation/collaboration;
- ✓ More opportunities for sharing experiences and best practices;
- ✓ Continuous capacity building for upskilling workforce, especially on UPU systems (IPS, CDS, IQRS, QCS, etc.);
- ✓ Development of regional projects to address shared challenges in mail transportation and quality improvement;
- ✓ Continued support for digital transformation and e-commerce integration;
- ✓ Establishment of regional transport hubs;
- ✓ Focus on project management with clearly defined annual milestones and KPIs to enhance accountability and monitoring.

## 8.0 RECOMMENDATIONS

- i. Member States should continue implementation of activities that improve and maintain their operational efficiency;
- ii. Member States should ensure participation in any project implemented to improve efficiency in the next cycle.

## 9.0 CONCLUSION

The project was successfully concluded with active participation in activities organized to implement the ORE 3 Project, resulting in a marked improvement for the region compared to the initial project period.