



Integrated Quality of Service Plan (IQP) IQP proposal (2026–2029) for the 28th Congress (Congress-Doc 38)

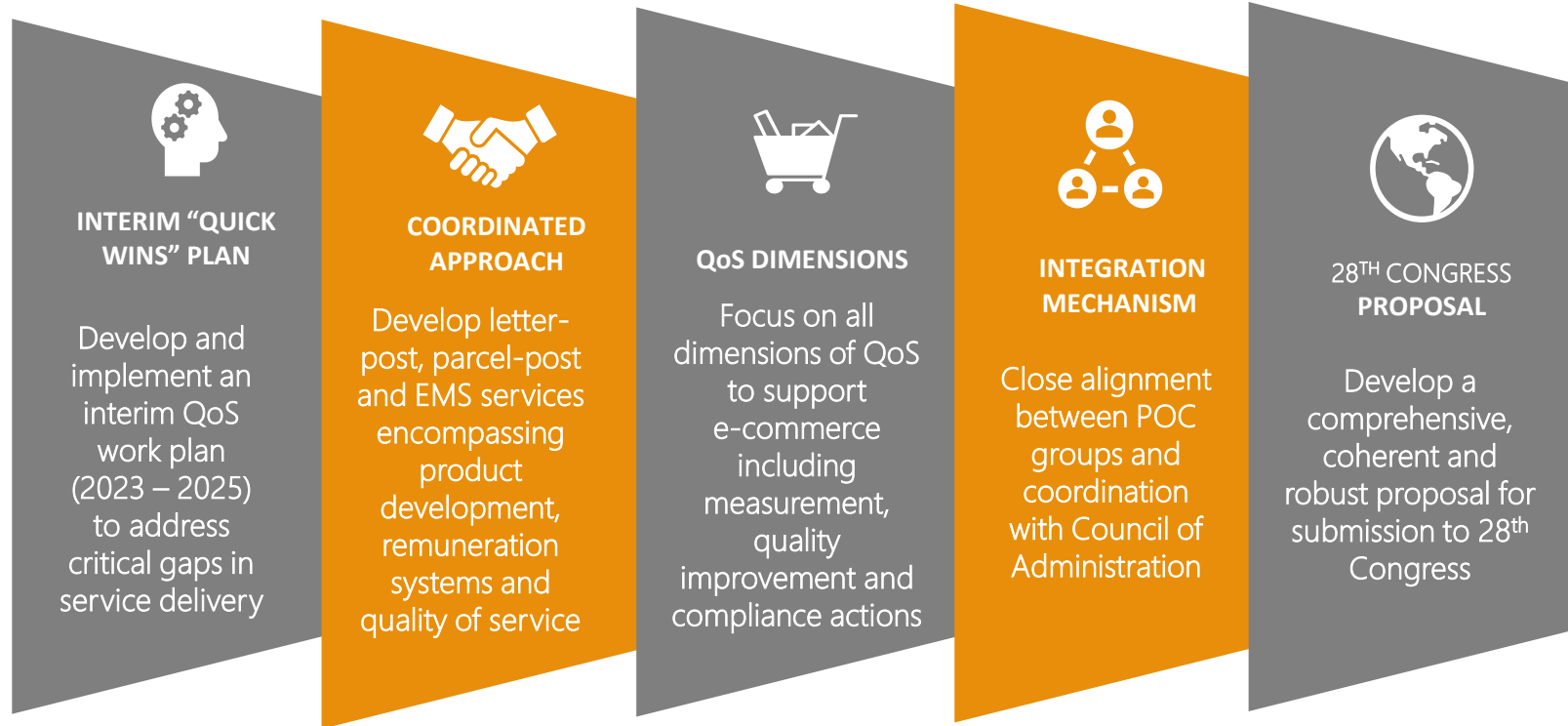
APPU EC Meeting
Ulaanbaatar, Mongolia, 30 June – 5 July 2025

Presentation by Chair of IQP Expert Team (India)



Resolution CEP 1/2023.1

Development of an integrated quality of service plan (POC C 2 2023.1-Doc 3d)



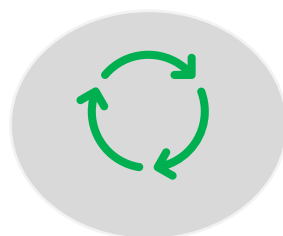
Guiding Principles for the development of the IQP proposal



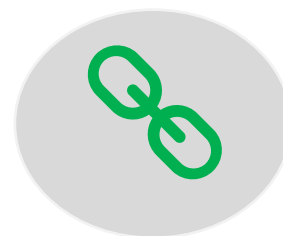
Customer Focus



Focus on items containing goods



Simplify, simplify, simplify



Think integration and harmonization



"We don't know what we don't know"



Organisation of work of the IQP expert team

Balanced representation from POC and CA groups, ICs and DCs, and regional representation

Lead
China (People's Rep)

Co-Leads
Germany
Netherlands

Co-Leads
Belgium
United States

Co-Leads
Canada
India

Lead
United States of
America

Co-Leads
Singapore
United Kingdom

WS
1

REVIEW "PAIN POINTS" OF POSTAL NETWORK

- Review along all lines and identify "pain points" of the postal network, service performance and operational processes
- Compare with non-postal players
- Recommendations to boost the competitiveness of the postal network

WS
2

MEASUREMENT AND STANDARD SETTING METHODOLOGY

- Review, develop and harmonize measurement and standards setting methodology for tracked packets and parcels for Leg 1, Leg 2, Leg 3 and E2E measurement

WS
3

REPORTING AND DIAGNOSTIC SYSTEM INTEGRATION

- Review and undertake comparative analysis of current reporting systems
- Propose business and functional requirements for reporting and diagnostic system for items containing goods

WS
4

RESEARCH, BENCHMARK STUDY AND PRICE-PERFORMANCE MECHANISM

- Conduct trend analysis for postal, courier and delivery sector (desktop)
- Benchmark study on service delivery of non-postal players
- Develop performance parameters for Price-Performance mechanism

WS
5

PERFORMANCE LINK SYSTEMS (PfP)

- Review the current PfP systems
- Analysis of quality attributes linked to remuneration in current cycle
- Propose attributes to RIG for quality improvement purposes in line with customer expectations

WS
6

INTEGRATED QUALITY MANAGEMENT METHODOLOGY/ E-CERTIFICATION

- Develop e-Certification methodology, KPIs and ranking
- Validate and develop IQMM model for quality improvement
- Develop framework and activities for ORE-Quality

Framework of the development of the IQP for the 2026-2029 cycle

Expand business and market share of UPU member countries with modernized products and services priced competitively and delivered reliably

Goal

Reliability – Visibility – Predictability



Measurement and standard setting methodology for items containing goods

Mandatory events, standards, targets, KPIs



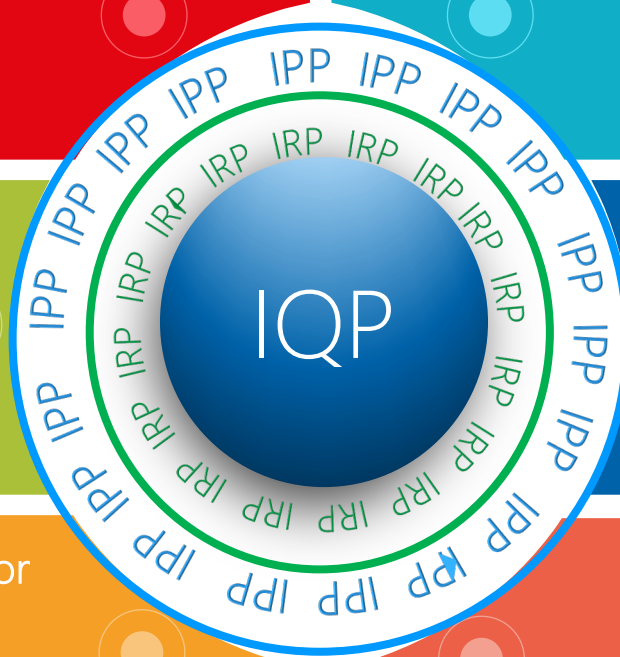
Diagnostic and reporting systems for items containing goods

Single reporting and diagnostic tool



Performance-link systems for items containing goods

Quality of service attributes that will drive performance



Research, studies and analysis

Review of "pain points", trend analysis, market intelligence, benchmark study



Integrated Quality Management Model (IQMM)

6-step methodology on scalable and sustainable QS improvement



Price-performance mechanism

Correlation between performance and price driving e-commerce growth



Customer centricity and market driven

Operations

Integrated with development and cooperation activities and regional development plans

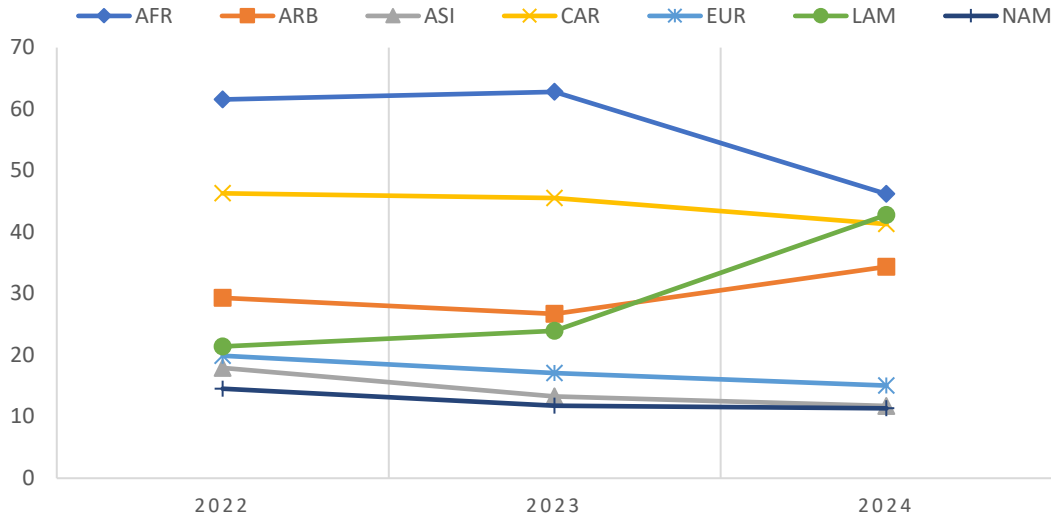
Integrated with Quality of Service Fund – Common Fund mechanism

Enabler



UPU E2E Performance Compared to Non-Postal Players

POSTAL E2E TRANSIT TIME BY DESTINATION REGION BY YEAR (2022-2024)



Regional Postal vs. Non-Postal E2E Average Transit Days (2022-2024)



Region	2022 Postal E2E	2023 Postal E2E	2024 Postal E2E	2024 Non-Postal E2E
AFR	61.59	62.8	46.2	5.9
ARB	29.33	26.71	34.38	4.6
ASI	17.93	13.32	11.75	5.6
CAR	46.31	45.54	41.31	10.1
EUR	19.91	17.07	15.06	5.3
LAM	21.42	23.94	42.81	4.2
NAM	14.55	11.81	11.36	8.7



A snapshot of the IQP proposal to 28th Congress

(as approved by S7 POC and CA)



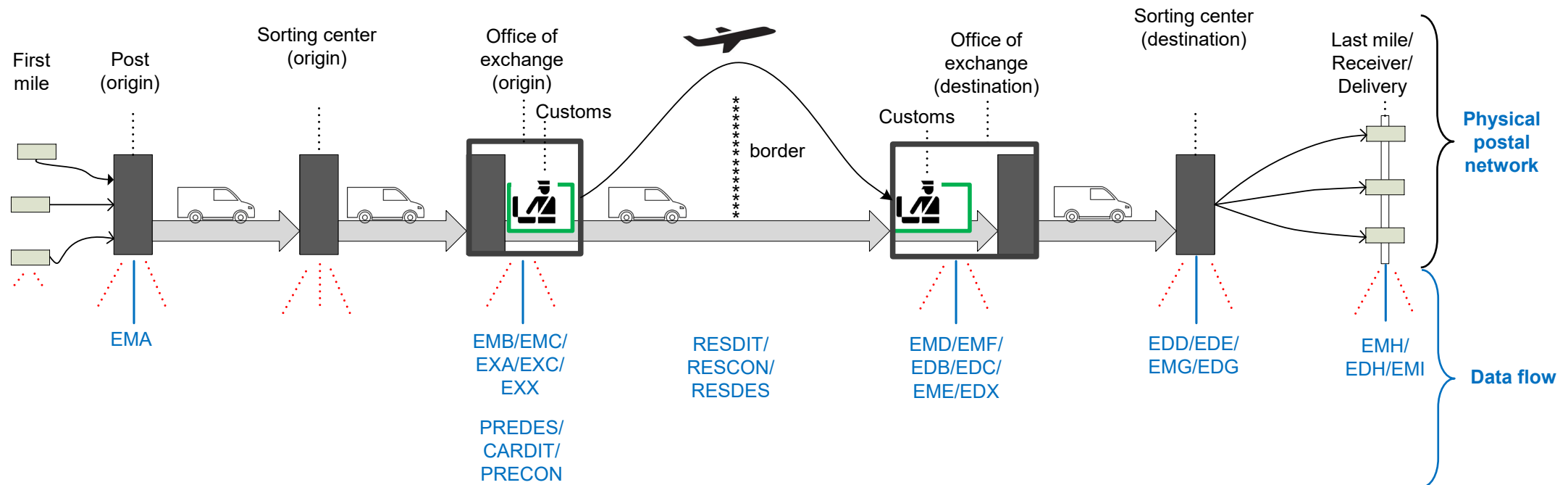


Measurement and standard setting methodology

Physical postal pipeline and data flow for items containing goods

What's new?

- Supplementary events have been added in order to enhance requirements for customer view. Postal messages will be included in the measurement with the aim of increasing visibility and enhancing the accuracy of the measurement.
- Twelve (12) events will be mandatory in Dubai cycle compared to six (6) events this cycle





Mandatory events for 2026-2029 cycle

(For measurement purposes only)

	Event	Description	Status
Item level			
1	EMA	Posting/collection	Mandatory
2	EMC	Departure from outward office of exchange	Mandatory
3	EMD	Arrival at inward office of exchange	Mandatory
4, 5	EDB	Item presented to import Customs	Mandatory (in case item goes to Customs)(at least one is mandatory if EDB is provided. If an item has no EDB, the EME or EDC is not expected to be provided. The EDB and either EME or EDC are expected to be provided as a pair)
	EME	Item held by import Customs (+ reason code from code list 111)	
	EDC	Item returned from import Customs	
6, 7	EMF	Departure from inward office of exchange	Mandatory (event that marks the handover of responsibility from international into domestic network)
	EDD	Item into sorting centre	
8	EMH	Attempted/unsuccessful (physical) delivery	Mandatory (the earliest of the three events)
	EDH	Item arrival at collection point for pick-up (by recipient)	
	EMI	Final delivery	
Dispatch level			
9	PREDES	Receptacle message at origin	Mandatory
10	RESDES	Receptacle message at destination	Mandatory
Consignment level			
11	PRECON	Consignment message at origin	Mandatory
12	RESCON	Consignment message at destination	Mandatory



Diagnostics and reporting system

Schematic view of the main features of the integrated analytical and reporting system for items containing goods (based on EMS SMART)

What's new?

- Introducing a new diagnostic and reporting system that integrates various applications
- Generates 'customer view' reports i.e. E2E elapsed time
- Integrating UPU e-certification platform
- Creation of an expert team to support the development of UPU global reporting system focusing on user-friendly, practical and easy-to-use features. Call for tender (CFT) process with the participation of expert team for preparation of CFT and preliminary assessment of bids

UPU GLOBAL REPORTING SYSTEM

APPLICATION MODULES:

Remuneration, Ranking, Monitoring, etc.

MEASUREMENT

E2E elapsed time and on-time performance

STANDARDS

Declared and confirmed standards for on-time performance

DATA

Data points

- Focus on **E2E elapsed time** in order to reflect the **view of the customer**.
- **Automatically update** information for **Standards, non-working days/holidays** and the process of **validation** of measurable standards, etc



Creation of an **expert team** comprising **POC members** and the **International Bureau experts** to provide feedback/testing and validation on development phases, functions, modules and implementation of the UPU Global Reporting System.



Pay-for-performance systems for items containing goods

Quality of service KPIs approved by POC for submission to RIG for consideration

What's new?

- Increase minimum threshold for leg 3 tracking for tracked packets to 95% from the current 90% (standardize with threshold for parcels already at 95%) at a gradual pace
- Improve transmission time for all events currently set at 24 hours to 6 hours on a gradual basis

PfP attributes for items containing goods to be harmonised for tracked service and parcels

Performance attributes recommended for PfP systems for tracked service	Abidjan Cycle	Dubai Cycle				Rationale
		2026	2027	2028	2029	
Provision of EMD event and at least one of the delivery events of EDH, EMH or EMI	75%	80%	85%	90%	95%	Standardization of threshold for items containing goods. Gradual increase.
Transmission of the event within the timeframe	24 hours	24 hours	12 hours	12 hours	6 hours	Customers expect to have data in the network as soon as it is generated

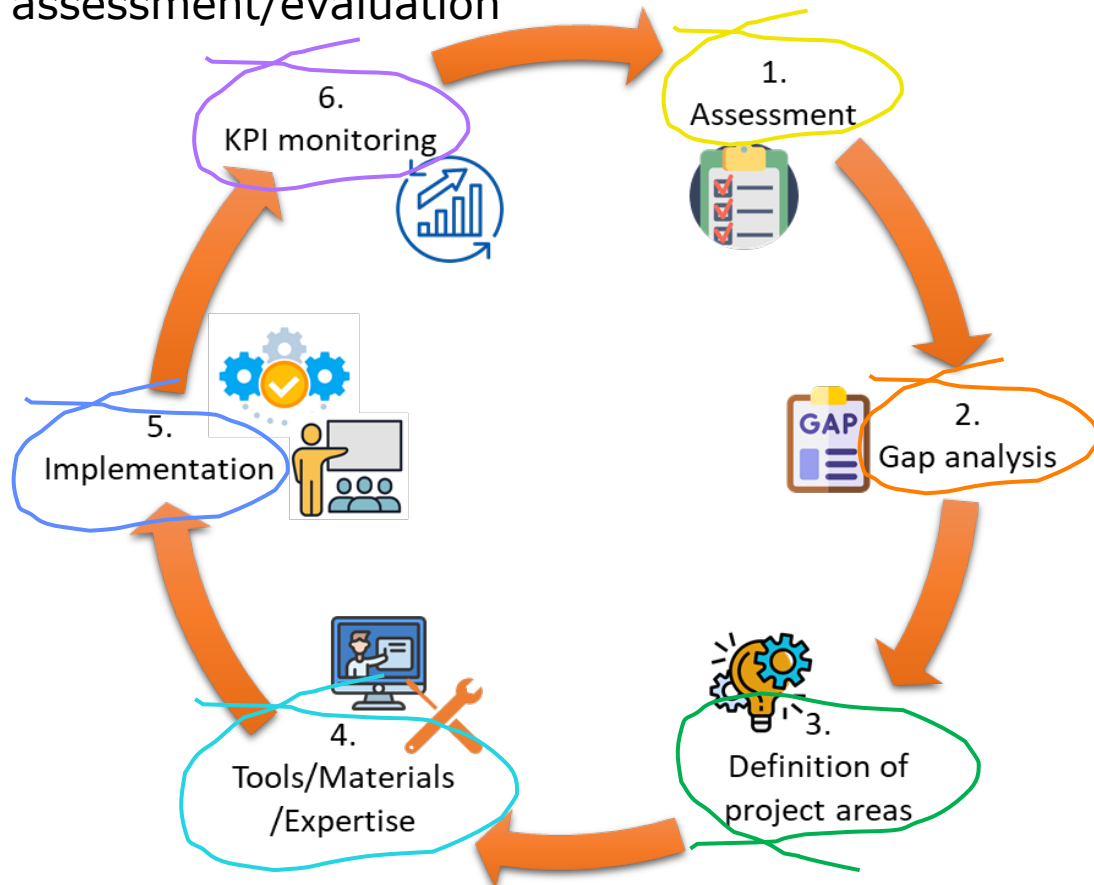
PfP attributes for parcels will be developed in the next cycle, in line with Congress mandate being sought by RIG (POC C2 2025.1-Doc 4c.Rev 1)

Performance attributes for PfP system for parcels	Abidjan Cycle	Dubai Cycle	Rationale
Provision of EMD event and at least one of the delivery events of EMH, EDH or EMI	95%	From 1 Jan 2027 95%	Tracking has been mandatory for parcels in past cycles.



The Integrated Quality of service Management Methodology (IQMM): the IQP “quick wins” approach

A 6-step methodology integrating the activities of measurement, KPI monitoring, quality and process improvement, compliance, assessment/evaluation



1. Assessment

External or internal self-assessment. Assess Leg 3 delivery performance using historical data

2. Gap analysis

Identify areas that have biggest impact and easy to implement

3. Definition of project areas (Action Plan)

Formulate project that addresses the identified bottlenecks

4. Tools/Materials/Expertise

Develop e-learning modules. Provide materials and expertise (IB regional consultants/expert pool)

5. Implementation

Implement according to national action plan. On-site training will be provided, where necessary.

6. KPI monitoring

Consistently monitor progress. Prompt intervention to resolve issues that impact on KPI



Integrated E-Certification Methodology

QS certification methodology driven by KPIs and integrated with IQMM

What's new?

- Introducing new QS certification methodology with 3 new features: KPI-based, follow-up mechanism via IQMM and robust and objective ranking system
- Introducing integrated dashboard for performance of all products – self assessment, gap analysis and identification of project areas
- Introducing e-certification platform for assessment and ranking – objective and system generated results
- Ranking of DOs will be fed into 2IPD mechanism

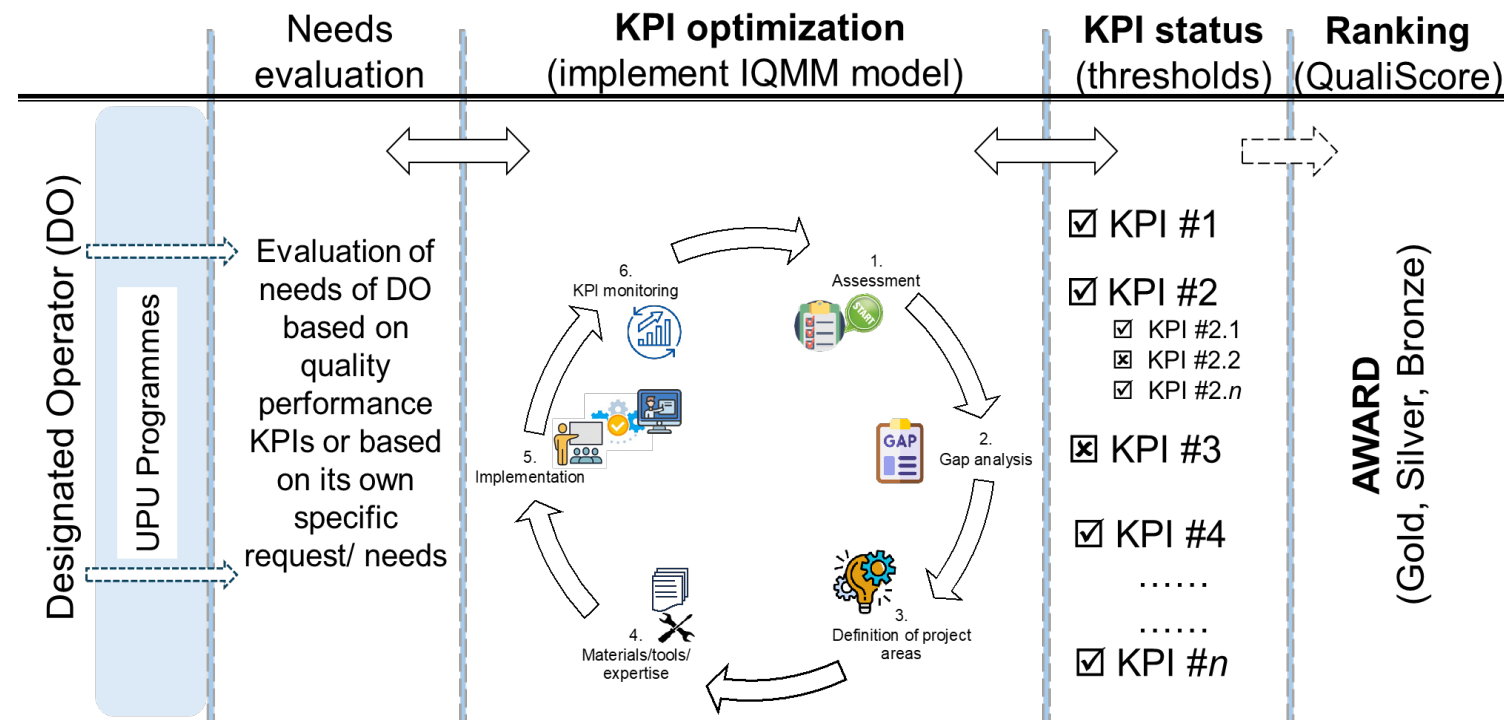
Components:

1. KPI-based
(quantitative)

2. Follow up mechanism
via IQMM

3. Ranking & Awards

Procedures



IQP Proposal – 15 Recommendations

01 Review of “pain points” and trend analysis of postal sector

- That the Universal Postal Convention be amended, where appropriate, and the UPU rules and Convention Regulations reviewed comprehensively during the 2026-2029 cycle with a focus on:
 - outdated provisions concerning quality of service standards and targets for all categories of products driving e-commerce growth;
 - harmonization of quality of service-linked measurements for different products;
 - alignment of physical flow with data exchanges, the operational framework and processes;
 - assessment of the efficacy of the existing performance-linked remuneration system; and
 - an overall revamp of rules and regulations for packets and parcels with a view to enabling postal operators to handle bulk/volume business, including an upgrade of the UPU event management and tracking system to cater for packets and parcels, thereby establishing a more precise and relevant regulatory framework for all DOs.
- That:
 - an extensive trend analysis and benchmark study on service delivery and performance be conducted by S3 of the Dubai cycle, with the results to be presented to POC and CA groups by S5 and used as a basis for the future development of the IQP.
 - a more concerted and coordinated effort across POC and CA groups is essential to improve the reliability and visibility of the UPU postal network in the 2026–2029 cycle.
 - the development and implementation of a single window be explored, for tracking cross-border shipments by aggregating tracking information from various postal operators into one unified interface.



Measurement and standard setting methodology for items containing goods

02

- That the list of UPU standard messages that will be mandatory for the measurement and standard-setting methodology for the 2026–2029 cycle be updated in the UPU regulations – including the transmission times as required for remuneration purposes – and implemented accordingly.

03

- Leg 2 at item level be defined as EMC to RESCON and Leg 3 as RESCON to the first of the “stop-the-clock” delivery events (EMH, EDH or EMI). The service standards for international transport/carrier performance will be based on the consignment level and shall be defined as CARDIT to RESDIT 21 with the possibility of using PRECON and/or RESCON if the CARDIT and/or RESDIT 21 information is not provided.
- the measurement and standard-setting methodology should be progressively updated and developed with respect to visibility and delivery performance against standards, including, but not limited to, the provision of as many data points as possible to boost visibility for customers.

IQP Proposal – 15 Recommendations

UPU Integrated Global Reporting System for items containing goods

04

- That the expert team approved by the POC to develop and implement the UPU integrated global reporting system should do so using the features of EMS SMART as a **benchmark** insofar as possible and using a database structure similar to that for UPU parcels and tracked letters, guided by the business requirements approved by the POC (Attachment 5).

05

- That the UPU integrated global reporting system be **developed in phases**, ensuring integration and robust interfaces with different layers and/or applications, with the first minimum viable product to be ready by **January 2027**.

Quality of service attributes for pay-for-performance systems for items containing goods

06

- That the performance threshold linked to Leg 3 tracking information for the purposes of pay-for-performance, namely EMD and of the “stop-the-clock” delivery scans (EMH or EDH or EMI), should be set at a **minimum of 95% for both parcels and tracked packets**. Furthermore, the monitoring and reporting of Leg 3 on-time performance should be continued for the 2026–2029 cycle with a view to gauging the readiness of designated postal operators to be measured for PfP purposes in future cycles.

07

- That the group responsible for quality of service integration in the next cycle work in coordination and synergy with the group responsible for remuneration integration to develop the **pay-for-performance model for parcels including on-time delivery performance against standards**

15 Recommendations

Integrated Quality Management Methodology (IQMM)

08

In line with the integrated approach of the IQP, it is recommended that:

- the **six-step IQMM framework** be implemented for all quality of service improvement activities in future cycles;
- the process and procedures for implementation of the IQMM be used to devise a **guidebook** for the coming cycle;
- comprehensive **training** be provided to Development and Cooperation Directorate (DCDEV) **regional coordinators and regional experts** to ensure efficient and effective implementation of the IQMM in the regions.

e-Certification methodology for UPU quality management system: Integration with the IQMM

09

In line with the integrated approach of the IQP, it is recommended that:

- the **e-certification methodology, KPIs and associated assessment model, and scoring mechanism** (Attachment 8) be adopted for UPU quality of service management certification activities and incorporated into the IQMM;
- the methodology and KPIs be **revised** by S5 with a view to improvement and keeping pace with customer and market requirements and changes;
- a small team be set up for the validation of ranking of e-certification results, with a **governance** role with regard to the level of awards proposed for DOs.

IQP Proposal – 15 Recommendations

Integration of IQMM with regional development and cooperation activities

10

In line with the integrated approach of the IQP, it is recommended that:

- a dedicated **quality component (“ORE-Quality”)** within the UPU regional development and technical assistance framework be developed for capacity-building and quality improvement activities in the 2026 – 2029 cycle

11

In line with IQMM methodology, it is recommended that:

- a **dedicated pool of experts** be identified and formalized for the implementation of “ORE-Quality” in the next cycle, working in tandem with existing DCDEV regional experts

12 Quality parameters for UPU price-performance correlation/index

That **work continue** on the development of a robust framework for a UPU price-performance mechanism, in coordination with the UPU’s strategy and research activities, for submission to the 29th Congress. Emphasis should be on **the correlation of price, quality and volume changes**, identifying the quality of service parameters critical to the success of e-commerce, taking cognizance of the results of the review of “pain points” and trend analysis, and developing the modalities for a UPU price-performance index.

Linking IQMM with the Integrated Index for postal development

13

In line with the integrated approach of the IQP, it is recommended that:

- a mechanism be developed to **link quality** performance indicators to the **ZIPD**, in coordination with the IB’s Knowledge Centre and Think Tank.

Linking IQP to Quality of Service Fund

14

That a **representative** from the POC group **responsible for quality of service be included on the QSF prioritization review committee** to provide a quality perspective on the assessment of projects submitted for prioritization.

Strategies for implementing the IQP

15

Cognizant of the POC and CA’s call for a more integrated and coordinated approach across products and services integration, remuneration integration and quality of service integration, it is recommended to **ensure the coordination and development of the transversal work** implementing the Dubai Postal Strategy particularly within the areas of responsibility of the three respective groups

15
Recommendations



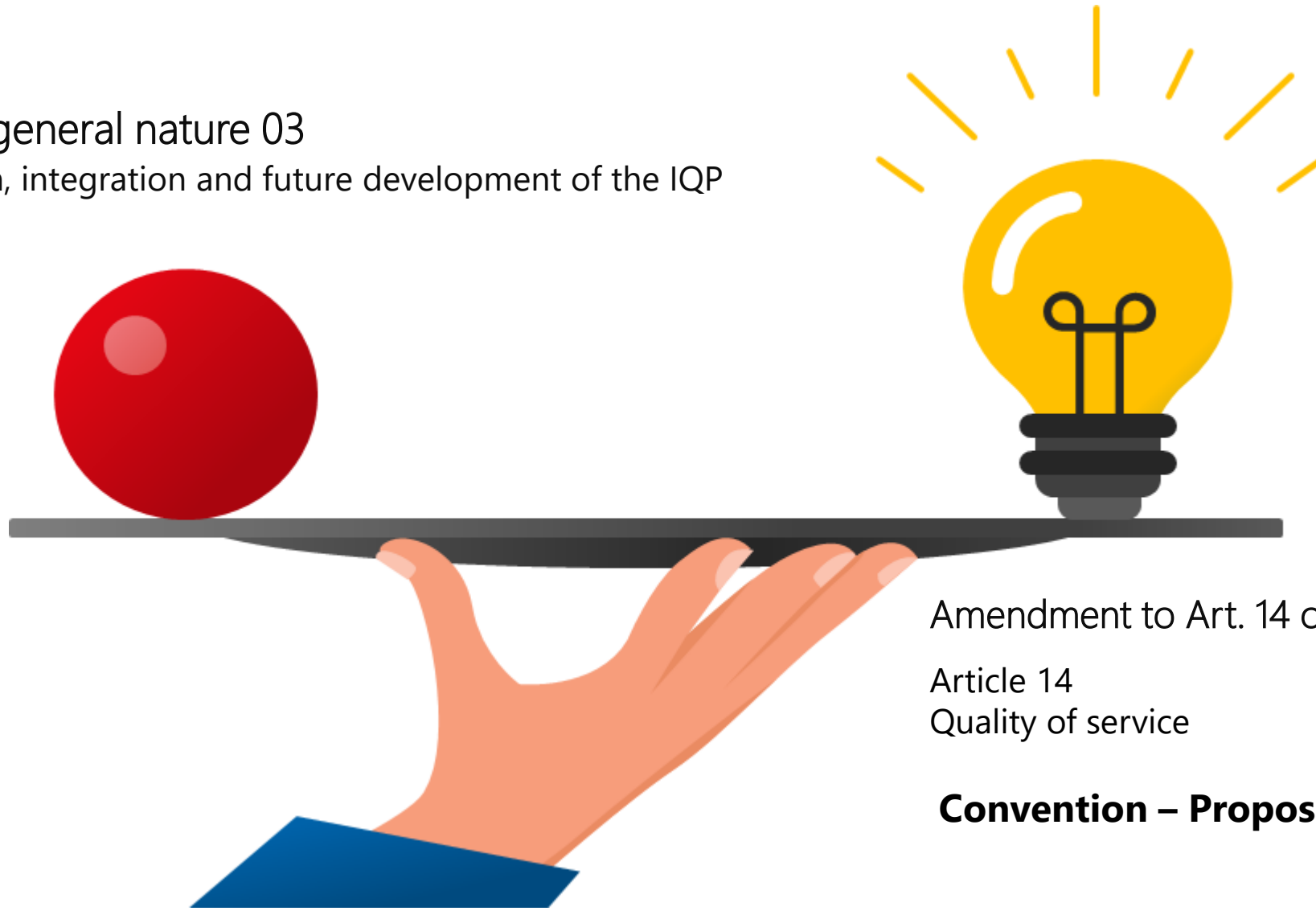
To Congress....

Proposal of a general nature 03

Proposed amendment to Convention article 14

Proposal of a general nature 03

- Implementation, integration and future development of the IQP



Amendment to Art. 14 of Convention

Article 14

Quality of service

Convention – Proposal 20.14.1



Article 14
Quality of service standards and targets

POSTAL OPERATIONS COUNCIL

Amend the title and content of the article as follows:

Article 14
Quality of service standards and targets

0bis Quality of service principles

0bis.1 Quality of service shall include activities that are focused on all dimensions of service delivery, for the provision of accessible, efficient and quality postal services.

0bis.2 Quality of service activities shall include, without limitation, measurement, quality improvement, certification and compliance actions, driven by a robust and reliable network focused on demand and supply chain management.

0ter Quality of service standards and targets

0ter.1 Member countries or their designated operators shall establish, publish and update delivery standards and targets for their inward untracked letter-post items, and ~~parcel-post items~~ in the relevant compendia as specified in the Regulations.

0ter.2 ~~These standards and targets, increased by the time normally required for customs clearance, shall be no less favourable than those applied to comparable items in their domestic service. Member countries or their designated operators shall also establish, publish and update delivery standards and targets for their inward tracked postal items containing goods, in the relevant compendia as specified in the Regulations.~~



Article 14

Quality of service standards and targets

- 0ter.3 Member countries or their designated operators shall ~~also establish and publish end-to-end their~~ outbound standards and targets for tracked priority and airmail letter-post and parcel-post items containing goods, as well as for non-priority parcels and economy/surface parcels, in the relevant compendia as specified in the Regulations.
- 0ter.4 ~~Member countries or their designated operators shall measure the application of quality of service standards~~ The standards and targets referred to in this article, increased by the time normally required for customs clearance, shall be no less favourable than those applied to comparable items in the domestic service.
- 5 Member countries or their designated operators shall measure the application of quality of service standards.

Reasons – In order to be consistent with the Integrated Quality of Service Plan proposal to Congress (POC C 2 2025.1–Doc 3e.Rev 1), there is a need to update article 14 so that it covers quality of service in general, incorporating the existing content on quality of service standards and targets. New article 0bis (provisional numbering) on quality of service in general has therefore been inserted. The existing paragraphs have then been mostly retained, with the addition of an introductory subtitle, “Quality of service standards and targets”. The existing paragraph 1 (provisionally renumbered 0ter.1) needs to be amended to reflect only untracked

postal items. With the focus on items containing goods, publishing of standards and targets in the compendia for untracked postal items is less useful. Paragraph 2 (provisionally renumbered 0ter.2) is amended to reflect the publication of standards and targets in the compendia for tracked postal items containing goods. As regards paragraph 3 (provisionally renumbered 0ter.3), the term “economy/surface” has been replaced with “non-priority” in order to reflect more recent amendments to the Acts. Additionally, this paragraph has been amended to focus on postal items containing goods. Paragraph 4 (provisionally renumbered 0ter.4) is amended to reflect the information contained in paragraph 2 before the amendment. Lastly, a new paragraph 5 has been created to reflect the information contained in the current paragraph 4 before the proposed amendment.

Proposed date of entry into force: 1 January 2026.



Thank You