



# **REFORM OF THE APPU**

**Presentation by Malaysia**  
**Chair, Reform of the APPU Working Group**

# Preamble

- **Reform of the APPU - Doc 19, and Annexes 1-5**
- **Ongoing review since 2014. Discussion and updates at**
  - **EC meetings in Islamabad and Langkawi**
  - **Meeting in Kolkata in 2016**
  - **Special Meeting, Bangkok, in March this year**
- **Following March meeting, we processed and reported on feedback to all members**
- **Draft Congress documents to members in March**
- **Final Congress documents on website four weeks ago**
- **Lot of effort to help members know/understand the work on Reform**

# How APPU Reform Started

- **Bureau commenced Reform process in 2014 through consultation to understand what members wanted in areas such as**
  - **improvements to current activities/processes**
  - **new functions to be undertaken**
  - **issues to be resolved, etc.**
- **2014 EC in Sri Lanka set up a WG to look at results of consultation**
- **WG has progressed work to today's conclusion where we seek approval**
  - **to take the next steps on Reform**
  - **for budget to implement the WG proposals**

# What Did Members Ask For?

- **2014 consultation asked for**
  - **more visible coordination/cohesion between Union's bodies to**
    - **achieve greater efficiency**
    - **reduce any overlap/duplication**
  - **clarification of roles of Union's bodies**
  - **clarification of roles of key parties**
  - **the role of the Bureau to be enhanced**
    - **more visible in UPU forums**
    - **more active on membership interests**
    - **source of advice and guidance on key issues**
  - **formal system of accountability for the Bureau**
  - **“relevance to all”**

# Key Observations

- **Consultation**
  - confirmed APPU was proficient in
    - training (College)
    - operational matters (APP)
  - identified for the core business of a RU, there was a gap between current capability and expectations
- Gap – best summarised at Langkawi EC when WG was directed to present proposals to Congress to ensure “APPU stays relevant, vibrant, transparent, objective, market oriented and somewhat commercially driven”
- Doc 19 (and annexes) take positive steps re the Langkawi directive

# Direction of Reform Proposals

- **Not talking about proposals that amend Regulations**
- **Talking about proposals that deal with aspects (predominantly Bureau) of**
  - **management**
  - **communication**
  - **roles**
  - **responsibilities**
- **However, there is one proposal (a draft Resolution), to continue Reform work 2018-2021**

# Summary of Reform Proposals

**Proposals address the 2014 issues and focus on (numbers indicate how many proposals there are for each named aspect of managing the APPU)**

<b>Accountability:</b>	<b>8</b>	<b>Management enhancement:</b>	<b>7</b>
<b>Role relevance:</b>	<b>7</b>	<b>Clarity of role and accountability:</b>	<b>6</b>
<b>Communication:</b>	<b>6</b>	<b>Coordination:</b>	<b>2</b>
<b>EC meeting arrangements:</b>	<b>2</b>	<b>Planning:</b>	<b>2</b>
<b>Leadership:</b>	<b>1</b>	<b>Enabling:</b>	<b>1</b>
<b>Continuous improvement:</b>	<b>1</b>	<b>Building of knowledge:</b>	<b>1</b>
<b>Clarity of purpose of the Union:</b>		<b>1</b>	

# What The Reform Proposals Achieve

- **There is agreement that the proposals deliver**
  - **accountability**
  - **relevance**
  - **knowledgeable, strongly communicating RU**
  - **clarity of purpose and roles**
  - **optimum use made of wider resources**
- **To date there has been no objection to any of the proposals, nor to the cost of implementation**



# Reform Requirements of Congress

- **Three requirements of Congress**
  - **to understand and note the proposals**
  - **to approve funding necessary to implement the proposals**
  - **to approve continuation of Reform work**

# Understanding the Reform Proposals

- **WG, with Bureau, drafted a series of priority actions that**
  - **improve how the Bureau operates**
  - **enhance what the APPU does**
- **Important point to understand i.e., APPU not as active some other RUs re**
  - **representation**
  - **knowledge of the sector**
  - **general organisation for being an RU**
- **Since 2014 consultation, Bureau very keen to improve - hence the range of proposals drafted**
- **Real issue for current situation is simply no resource to do background work that supports representation, knowledge of the sector, and general organisation for being an RU**
- **Annex 2 is a consolidated view of the 45 Reform proposals**

# Cost of Reform

- **Very detailed assessment of cost for each of the 45 proposals (Annex 3)**
  - methodology is in Doc 19, para 6
- **Annexes 4 and 5 set out more detail re sub-tasks and timing – very thorough**
- **Cost for additional resource**
  - **2017:           \$US 14,098 (+\$US 183 per contribution unit)**
  - **2018:           \$US 30,552 (+\$US 397 per contribution unit)**
  - **2019:           \$US 32,338 (+\$US 420 per contribution unit)**
- **Member contributions is one option; could also be financed via a Special Fund**
- **For 2017, current budget should be able to meet estimated costs**

# Resource and Organisational Aspects

- **Resource for additional work - variable cost basis (not recruit a full-time permanent employee in short-to-medium term) because**
  - **amount of work involved may be less than the hours estimated**
  - **nature of Reform focus is highly likely to produce opportunities for new activity more suitable to a different skillset (person)**
- **Variable cost resource will report to the Director as a consultant**
  - **not intended to set up a new Section in the Bureau for the work**
  - **focus should be on making progress with proposals, not organisational distractions**

# Continuation of Reform Work

- **Reform is an ongoing process**
- **Current proposals will provide new opportunities for**
  - **streamlining**
  - **rationalising**
  - **organising**
  - **structuring**
- **Mandate needed to continue Reform work**
- **Draft Resolution submitted to Congress (Proposal 02)**
  - **WG recommends adoption of the Resolution**

# Conclusion

- **WG, with Bureau, has identified a series of proposals that address issues and concerns raised by members in 2014**
- **Proposals primarily management-focused - they enable APPU to undertake and manage activities on a par with the best of other RUs**
- **Proposals will create relevance to membership from new work the Union can involve itself in**

# Action by Congress

- **Decisions expected**
  - **Note the 45 Reform proposals (Annex 2)**
  - **Note the nine proposals carried forward to 2018-2021 (Annex 2)**
  - **Approve additional expenditure (Annex 3) for Reform of:**
    - **\$US 14,098 for 2017**
    - **\$US 30,552 for 2018**
    - **\$US 32,338 for 2019**
  - **Note that the 2017 cost can be met from existing budget**
  - **Approve Proposal 02 for continuation of Reform activity 2018-2021**