

**Agenda Item 15: APPU / UPU Reform Working Group**

**Sub-item 15.0: Agenda**

**Presentation by New Zealand**

<b>Subject:</b>	<b>Document(s)</b>
1. An update on the work of the Ad Hoc Group on UPU Reform (AHGUR), led by China – 15-20 minutes including Q&A session	PowerPoint presentation
2. APPU Reform; a facilitated, interactive session led by the Chair and the APPU Reform Consultant – 130-135 minutes	
a. Monitoring of work currently under way	EC 2018 Doc 15.1 and Annexes 1 and 2
b. Completed work items	EC 2018 Doc 15.2
c. Work items to defer until 2019 for capacity reasons	EC 2018 Doc 15.3.2
d. New items of work on the APPU Reform agenda	
i. Proposed membership survey	EC 2018 Doc 15.3.1 and Annex 1
ii. RTCAP	EC 2018 Doc 15.4.1 and Annex 1
iii. Bureau - Administration and College	EC 2018 Doc 15.4.2 and Annex 1
iv. APP	EC 2018 Doc 15.4.3
3. Recap and close	-

**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Sub-item 15.1: Monitoring Implementation of 36 Agreed Initiatives**

**Presentation by New Zealand**

1. Subject	References/paragraphs
<p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the directive from the Tehran APPU Congress for the Working Group on APPU / UPU Reform to monitor the implementation of the 36 Initiatives developed during the 2014-2017 cycle</li> <li>- the current financial position where the implementation is significantly under budget due, in the main to some activities running behind schedule</li> <li>- the view of the Consultant and Bureau that activity will return to schedule by the end of 2018</li> <li>- budget will not be exceeded for period 1 May 2017 to 31 December 2018</li> </ul>	<p>§ 1.1</p> <p>§ 3.2, Annex 1 § 4.1, Annex 2</p> <p>§ 4.2</p> <p>§ 3.5</p>
2. Decisions expected	
<p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the background and updated information in EC 2018 – Doc 15.1</li> </ul>	<p>§§ 1.1 – 4.2, Annexes 1 - 2</p>

**1. Background**

- 1.1 The Tehran APPU Congress directed the Working Group (WG) for APPU / UPU Reform to monitor the implementation of the 36 Initiatives developed during the 2014-2017 cycle.
- 1.2 The WG has assigned this work to Workstream 1 (WS 1) of its Work Programme for 2018-2021.

**2. Monitoring Tool**

- 2.1 The Bureau and Consultant maintain a detailed reporting schedule for costs and activities. A summary of the data is at:
  - Annex 1: Financial Reporting
  - Annex 2: Activity Reporting
- 2.2 The monitoring information will be reviewed by the WG prior to its meeting on 26 June.

**3. Financial Position**

- 3.1 The Reform activity is under budget as at 26 May 2018.
- 3.2 The topline numbers are set out below.

Period	Actual	Budget	Actual v Budget
2017: Actual v Budget (May to Dec)	\$ 4,075	\$ 14,098	-\$ 10,023
2018: Actual v Budget (to 26 May)	\$ 4,250	\$ 9,234	-\$ 4,984
Total (1 May 2017 to 26 May 2018)	<u>\$ 8,325</u>	<u>\$ 23,332</u>	<u>-\$ 15,007</u>
2018: 27 May to 31 December (estimated)	\$ 35,000	\$ 21,318	\$ 13,682
Total (1 May 2017 to 31 December 2018)	<u>\$ 43,325</u>	<u>\$ 44,650</u>	<u>-\$ 1,325</u>

3.3 The under-spending is mainly the result of other work occupying the Consultant. Such activity did not consume as much time as had been budgeted for the original activities.

3.4 The position at 26 May is underspending of \$15,007.

3.5 The position at the end of 2018 is for activity to be on schedule and the budget slightly underspent (i.e., -\$1,325).

#### 4. Activity Position

4.1 The key summary for activities is tabled below.

Activity Reporting: Status As At 26 May 2018	
Total Action Points	78
Action Points with Q2 2018 Timing	38
- Completed	11
- On Schedule	4
- Issues (see Note)	20
- Behind Schedule	3

**Note:** 13 of the 20 action points with issues are for discussion at the Bureau in June.

4.2 As mentioned in the Financial Reporting comment, all activities are expected to be on schedule by 31 December 2018.

[illegible]



3.2	<b>Formal contact with functional network quarterly based on set agenda (APP, GB, RTCAP, Regional Coordinator, EC Chair)</b>									
	Ongoing maintenance of functional network profile notes and managing outcome documentation	N/A	N/A	N/A						For review at Bureau in June 2018
	Contact discussion	N/A	N/A	N/A						
3.3	<b>Formal contact with (agreed) peer network at least annually based on set agenda</b>									
	Ongoing maintenance of peer network profile notes and managing outcome documentation	N/A	N/A	N/A						For review at Bureau in June 2018
	Contact discussion (selected RUs, IB)	N/A	N/A	N/A						
3.4	<b>Maintain contact with multilateral and industry bodies</b>									
	Bureau undertakes research on possible target organisations to understand broadly what their role is and how they might fit with Post (including logistics and financial services).	N/A	N/A	N/A						For review at Bureau in June 2018
	Bureau nominates a small selection of Bangkok-based multilateral and industry bodies for consideration by EC as targets for	N/A	N/A	N/A	N/A					For review at Bureau in June 2018
	EC approves nominations	N/A	N/A	N/A	N/A					
	Initial approach made to see what interest, opportunity or common objectives exist.	N/A	N/A	N/A	N/A					
	Report back to EC as appropriate.	N/A	N/A	N/A	N/A	N/A	N/A			
	Programme continues.	N/A	N/A	N/A	N/A	N/A	N/A			
3.5	<b>Satisfaction survey to be undertaken annually of agreed stakeholders</b>									
	Establish survey method, timing, cost, audience, reporting process	N/A	N/A	N/A						For review at Bureau in June 2018
	Prepare proposal for EC to approve survey	N/A	N/A	N/A	N/A					
	Undertake survey	N/A	N/A	N/A	N/A	N/A	N/A			
	Prepare and distribute results	N/A	N/A	N/A	N/A	N/A	N/A			
4.1	Review of results and assessment of changes required	N/A	N/A	N/A	N/A	N/A	N/A			
4.2	Participate in annual reviews of Business Plans of Union's organs to ensure coordination, alignment of activity, best use of resources.	N/A	N/A	N/A	N/A	N/A	N/A			
4.3	Consult with Regional Project Coordinator on annual and four-year plans to ensure coordination, alignment of activity with all Stakeholders' plans.	N/A	N/A	N/A	N/A	N/A	N/A			
4.3	<b>Coordination and monitoring of EC Working Groups activity</b>									
	EC appoints WG Chairs	N/A	N/A		N/A	N/A	N/A			
	WG Chairs review their areas of responsibility and advise timelines to Bureau and EC Chair	N/A	N/A	N/A	N/A					For discussion in June
	Bureau to monitor and track progress of WG Work Plans by checking in with WG Chairs on agreed frequency	N/A	N/A							For discussion in June
	Bureau updates activity monitor associated with Four-Year Plan (March and September)	N/A	N/A	N/A	N/A					
5.1	Establish core reading list relevant to member interests	N/A								
	Maintain overview summary of material studied	N/A								
	Identify matters of interest and issues of LDC/LLDC/SIDS	N/A	N/A							
	Act as an advisor and provide update on UPU matters	N/A	N/A							
5.2	Maintain programme of regular communications with members and stakeholders (Website, Newsletter etc)	N/A								
6.1	Review Istanbul Strategy and identify actions for APPU (draft in Four-Year Plan)	N/A	N/A							
6.2	Review Istanbul Congress Decisions and identify actions for APPU (draft in Four-Year Plan)	N/A	N/A							

6.3	Establish process to sight all relevant material from UPU and maintain record of actions taken. Report to EC on any major points.	N/A	N/A								
6.4	Undertake Restricted Union activities for UPU (and others)	N/A	N/A								
7.1	Support the Union through provision of services requested	N/A	N/A								
8.1	Review Position Description and draft KPIs for Director - 2018 onwards	N/A	N/A	N/A		N/A	N/A				
8.2	Review Position Descriptions and set KPIs for Bureau staff for 2018 onwards	N/A	N/A	N/A		N/A	N/A				
9.1	Ensure controls for expenditure are documented and known by key staff. Documentation to be supplied to Finance Committee of the EC for noting at its annual meeting.	N/A	N/A			N/A	N/A				
9.2	Delegated levels of authority for expenditure are to be reviewed by 30 September 2018 for clearance by EC and Governing Board (target date for clearance is 31 December 2018).	N/A	N/A	N/A	N/A	N/A	N/A				
10	Ensure all staff have clear understanding of role, responsibilities and expectations.	N/A	N/A	N/A		N/A	N/A				
10	Ensure individual performance reviews are undertaken on all staff at least annually with report to EC regarding completion.	N/A	N/A	N/A							For review at Bureau in June 2018
10	Implement formal staff survey feedback system by 30 November 2018 (to be annual event).	N/A	N/A	N/A	N/A	N/A	N/A				
11	Operate Bureau within budget approved, as validated by Finance Committee.	N/A	N/A	N/A	N/A	N/A					
11	Review the possibility of a coverage plan to provide automatic back-up for key activities. Implement as appropriate, with report to EC Chair by 31 December 2018.	N/A	N/A	N/A	N/A						
11	Establish an annual compliance review to ensure key management aspects (Health and Safety, general personnel conditions) are in accordance with Thai requirements.	N/A	N/A	N/A	N/A	N/A	N/A				
12	Quarterly report to EC Chair, with reference to staff, financial and relationships.	N/A	N/A	N/A	N/A						For review at Bureau in June 2018
12	Ensure that reports are prepared on key events such as business travel and significant one-off occurrences as determined by the Director. Such reports are to be furnished within four weeks of activity completion and special attention is to be given to informing readers on items of interest in a concise and convenient manner. 2 weeks per year.	N/A	N/A	N/A							
12	Prepare report on annual activity and performance against KPIs by the end of the second week in February each year. Draft to be sent to EC Chair for overall assessment.	N/A	N/A	N/A	N/A	N/A	N/A				
13	Undertake representation as required, or as directed, with report to EC Chair within four weeks of completion of event. Each meeting is to have an agreed objective (with the EC Chair) which is addressed in the meeting report.	N/A	N/A	N/A							
13	Preparation for representation	N/A	N/A	N/A							

**REFORM OF THE APPU: REPORT OF THE WORKING GROUP**  
**Workstream 2 (WS 2)**

<p><b>1. Subject</b></p> <p>Informing EC on:</p> <ul style="list-style-type: none"> <li>- the formation and content of WS 2 of the Reform of the APPU WG</li> <li>- the Initiatives that have been completed</li> </ul>	<p><b>References/paragraphs</b></p> <p>§§ 1.1 – 1.3, Appendix 1</p> <p>§§ 2.1 – 2.2</p>
<p><b>2. Decisions expected</b></p> <p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the completion of Initiative 8.3 on non-Plenary decision-making, and that it is not relevant in the case of the APPU</li> <li>- <b>note</b> the completion of Initiative 8.4 on role description for the EC Chair and that it is not appropriate in the case of the APPU</li> <li>- <b>note</b> the need to ensure the aspects of energy, drive, focus and achievement are clearly specified in the objectives for the Bureau as conveyed through the Duty Statement of the Secretary General</li> </ul>	<p>§ 2.1.1</p> <p>§§ 2.2.2 - 2.2.6</p> <p>§§ 2.2.7 – 2.2.8</p>

**1. Background**

- 1.1 The Tehran APPU Congress directed the Reform of the APPU WG to deal with nine Initiatives that had not been finalised during 2014-2017. These Initiatives are Workstream 2 (WS 2) in the WG's Work Plan.
- 1.2 The nine Initiatives are listed in Appendix 1 to EC 2018 Doc 15.2.
- 1.3 EC 2018 Doc 15.2 reports on those Initiatives that have either been completed or warrant comment from the WG to the EC.

**2. Completed Initiatives**

**2.1 Initiative 8.3: Non-Plenary Decision-Making**

- 2.1.1 The WG has decided that there was no need in the APPU to set up a small group to make decisions in between Union meetings (EC or Congress). Basically, there had not been any requirement in the past. Further, the APPU General Regulations provide for decisions to be made in between meetings using the correspondence method.
- 2.1.2 The Bureau concurs with the WG position.
- 2.1.3 The EC is asked to note this matter and that Initiative 8.3 is now closed.



## **2.2 Initiative 8.4: Role Description for EC Chair**

- 2.2.1 This Initiative considered whether the position of EC Chair should have a role description setting out the work expectations of the jobholder. The background to the issue was identifying who was responsible for ensuring the APPU worked with energy, drive, focus and achievement.
- 2.2.2 The WG has decided that it is not appropriate to have a role description for the EC Chair in which specific expectations are stated.
- 2.2.3 In forming this conclusion, the WG noted that in many commercial businesses (the private sector) there are very specific expectations of a Chair. This can equate to the Chair being the driving force in the business, albeit in name only in some cases. The requirement for positive results in a commercial setting often calls for strong and incisive leadership from a Chair. This can see a Chair (and Board) regularly reviewing and adjusting business elements.
- 2.2.4 However, in organisations such as the APPU, where a Chair operates in a mix of inter-governmental, commercial, social and cultural considerations, continuity and consistency can dominate the focus of an organisation. Continuity and consistency are generally assured by a permanent secretariat. A Chair can sometimes simply be a neutral figurehead chairing meetings and authorising the recommendations of the membership via the secretariat.
- 2.2.5 What we can see in organisations such as the APPU is the input of a Chair varying according to his / her personality / background. Some Chairs have the capacity and mandate to be fully immersed in the business of an organisation. Others may not have such a mandate or (time available) capacity.
- 2.2.6 The WG was of the view that it can be difficult to impose a performance expectation on a Chair. It can also be counter-productive in terms of ensuring rotation of the role. Although some Chairs may have the mandate and capacity to take a more active role than others, this does not establish the benchmark for performance in the role that others should meet.
- 2.2.7 The secretariat (i.e., the APPU Bureau) through continuity and consistency is in a better position to ensure the organisation works with energy, drive, focus and achievement. That said, the ability for a Chair to meet the general expectations of the members needs to be specifically written into the Duty Statement for the Secretary General of the Union. Further, there should be a reference in the appropriate document to the effect that the drive, energy, focus and achievement of the APPU is the responsibility of all parties with the Bureau providing the necessary leadership and support to enable these features to be attained.
- 2.2.8 The WG also noted that the scope of the Secretary General's role needed to be more explicit in its coverage. This observation is to be dealt with in WS 2 under Initiative 8.5 (Update Duty Statement for the Secretary General).
- 2.2.9 The Bureau concurs with the WG position.
- 2.2.10 The EC is asked to note this matter and that Initiative 8.4 is now closed.

**Appendix 1**

<b>Initiative Number</b>	<b>Initiative Description</b>
<b>8.3</b>	Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
<b>8.4</b>	General practice of Chairs having Role Description or guidance charter
<b>8.5</b>	Update Duty Statement for the Secretary General
<b>8.6</b>	Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met
<b>11.4</b>	Handover between outgoing EC Chair and incoming EC Chair
<b>11.5</b>	Handover between outgoing and incoming Secretary General
<b>11.6</b>	Presentation by non-postal organisations should be made separately or may opt for one day sharing session
<b>11.7</b>	Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
<b>13.3</b>	Develop position statement for the region

**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Workstream 3 (WS 3), Sub-item 15.3.1: New work of a functional nature – proposed 2018 membership survey**

**Presentation by New Zealand**

<p><b>1. Subject</b></p> <p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the proposal discussed in the Working Group (WG) on APPU / UPU Reform to undertake a further survey of members to understand current suggestions, proposals, concerns etc</li> <li>- the questions to be asked</li> <li>- the parties to whom the survey will be sent</li> <li>- the timetable for activities to occur</li> </ul>	<p><b>References/paragraphs</b></p> <p>Annex, §§ 1 - 3</p> <p>Annex, §§ 5 – 6</p> <p>Annex, § 7</p> <p>Annex, § 4</p>
<p><b>2. Decisions expected</b></p> <p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the questions to be asked</li> <li>- <b>note</b> the parties to whom the survey is to be sent</li> <li>- <b>note</b> the timetable for activities to occur</li> </ul>	<p>Annex, §§ 5 – 6</p> <p>Annex, § 7</p> <p>Annex, § 4</p>

**2018 Membership Survey: Questionnaire – Material considered by Working Group (WG) on Reform of the APPU / UPU**

1. In 2014 the APPU undertook a Survey of its members to get feedback on opportunities and issues. This feedback has resulted in a number of Initiatives now being implemented by the Bureau in areas such as planning, communications, clarity of roles etc.
2. The Working Group (WG) on Reform of the APPU believes that a follow-up Survey should be undertaken to enable members to give their current views (particularly as four years have passed since the 2014 Survey was undertaken)<sup>1</sup>.
3. Some of the questions being asked are the same as those asked in 2014. This is normal practice.
4. The timetable for the Survey process is as follows. The line highlighted in yellow is the current status of the Survey process.

Step No.	Activity	Timing	Comment
1.	First draft of Survey Questionnaire is prepared	13 April	Completed
2.	Draft Survey Questionnaire is sent to WG members for comment	24 May	Completed
3.	WG members review draft Survey Questionnaire and send feedback to WG Chair.	24 May to 15 June.	Completed
4.	Consultant to prepare summary of comments sent by WG members to WG Chair.	18-20 June	
5.	Discussion of comments made by WG members, plus opportunity for further comments from WG members on draft Survey Questionnaire.	WG meeting, 26 June.	
6.	Finalisation of Survey Questionnaire.	2-3 July	
7.	Survey Questionnaire is sent to APPU members and any other agreed parties	To be sent on 6 July.	
8.	Survey Questionnaire to be completed and returned to APPU Bureau	Timing for responses to reach the APPU Bureau is 27 July.	
9.	Draft report prepared on responses to Survey Questionnaire	Draft report to be prepared by 24 August.	
10.	Feedback on draft report from members	To be provided to Bureau by 28 September.	
11.	Preparation of final report and distribution to members	To be prepared and distributed by 26 October.	
12.	Commence process for approving / implementing any agreed actions	From 26 October	

**Please note:** All responses to the Membership Survey will be treated in confidence. Responses will be anonymised and not attributed to a specific member country / respondent, unless this is explicitly requested in the survey response.

<sup>1</sup> The Reform WG was consulted during April (2018) regarding a Survey in 2018. This was part of the overall draft Work Plan for the Reform of the APPU WG. There was no objection from the WG members regarding the Survey.

**5. Draft Survey Questionnaire**

**Part A: Topics from 2014 Survey Questionnaire that are being asked again in 2018**

A 1 What is the **most important** benefit you look to the APPU to provide you with? (Please select one of the following.)

- a. Connection to the UPU for technical assistance
- b. Member of a regional grouping for consultation on key global matters, advice and support of key UPU issues
- c. The opportunity to have a voice in regional and global matters
- d. Training
- e. Others (please specify)

A 2 What is the **least interesting** aspect of the APPU for you?

---

---

---

A 3 If you could change the format and / or content of the EC meetings, what would you change?

---

---

---

A 4 If there was one thing you could change regarding the APPU, or its organs, what would it be?

---

---

---

**6. Part B: New Topics in 2018 Survey Questionnaire**

**B 1. Communication**

Question B 1 looks at communication issues, understanding communications, and communication preferences of members. The purpose of this is to see if there is any guidance on how more effective communication can be achieved.

To provide a response to question B 1, please think about meeting documents, presentations, discussions in both the APPU and the UPU. (For clarity, the question relates to the use of English.)

- B 1.1 Does your country have any communication issues regarding documentation, presentations, discussions in APPU and UPU?

---

---

---

If so, please provide brief information on the issue(s).

---

---

---

- B 1.2 Could there be greater use of technology (conference calls, Skype, etc) to make communication more effective / easier? If yes, please indicate your preferences.

---

---

---

- B 1.3 Thinking about business communication in general, is there any development or technique that you would like to see in use by the APPU, its Standing Committees and Working Groups?

---

---

---

**7. Distribution of Survey Questionnaire**

The Survey Questionnaire is sent to the 32 APPU members. Is there any other party you believe it could be sent to (accepting that not all questions might be relevant to a non-member)? Examples of other parties might be APP, Regional Project Coordinator.

---

---

---

---

---

---

---

---

---

---

---

---

---

**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Workstream 3 (WS 3), Sub-item 15.3.2: New work of a functional nature – other new work items**

**Presentation by New Zealand**

<p><b>1. Subject</b></p> <p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the four items in WS 3</li> <li>- due to workload, only the membership survey in WS 3 will be undertaken in 2018</li> <li>- the other three items will be looked at again in 2019 but, if time and resource permit, some individual pieces of work might be advanced</li> </ul>	<p><b>References/paragraphs</b></p> <p>§ 1</p> <p>§§ 2.1 – 2.2</p> <p>§ 2.3</p>
<p><b>2. Decisions expected</b></p> <p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the WG decision, in principle, to defer work on some aspects of WS 3 to 2019</li> </ul>	<p>§§ 2.1 – 2.3</p>

**1. Background**

1.1 Workstream 3 (WS 3) of the 2018-2021 Work Plan has four elements:

1. Consult with members similar to 2014 for comments, suggestions, proposals – and take action as appropriate – **this is dealt with in EC 2018 – Doc 15.3.1**
2. Develop a small range of template documentation to assist newcomers to key roles in the Union's meetings
3. Review Rules of Procedure, various sets of Regulations etc
4. Review APPU website for any enhancements that might be possible

1.2 EC Doc 15.3.2 deals with elements **2, 3** and **4**.

**2. Comment**

2.1 The Work Plan for the WG is ambitious – there is a lot of work.

2.2 For the moment, it is suggested that no firm plans be developed for 2018 regarding elements **2, 3** and **4**. These items can be looked at again in 2019.

2.3 Exceptionally, there are a couple of items (a guideline script for chairing a Congress, and a guideline script for chairing an EC meeting) that are already available and might only require minor editing to be fit-for-purpose. Depending on time and resource, these items might be attended to in 2018.



**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Workstream 4 (WS 4): Structure, Organisation and Resource of APPU Entities**

**Sub-item 15.4.1: RTCAP – general structure and operation**

**Presentation by New Zealand**

1. Subject	References/paragraphs
<p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the base information developed on RTCAP for discussion by the Working Group (WG) on APPU / UPU Reform (26 June)</li> <li>- the purpose of the discussion</li> <li>- key questions that the discussion is to address</li> <li>- what the next steps are following the discussion of 26 June</li> </ul>	<p>§§ 2 – 10, Annex 1</p> <p>§ 1</p> <p>§§ 11 – 12</p> <p>§ 13</p>
2. Decisions expected	
<p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the purpose of the WG discussion on RTCAP</li> <li>- <b>note</b> the questions to be probed during the discussion</li> <li>- <b>note</b> the possibility of further action following the discussion on 26 June</li> </ul>	<p>§ 1</p> <p>§§ 11 – 12</p> <p>§ 13</p>

**1. Objectives of Document:**

- (i) To understand the basics of how RTCAP operates.
- (ii) To confirm accountability and reporting lines, as well as how RTCAP, organisationally, fits into the APPU.
- (iii) To understand the relationship between RTCAP and the UPU PTC.
- (iv) To discuss longer-term reliance on RTCAP for the services it provides and any issues that are foreseen in obtaining such services.

**2. RTCAP: Purpose / Role<sup>1</sup>**

- Practical assistance for installation and deployment of PTC products.
- Country visits for more complex problem solving (including follow up missions as directed or initiated by PTC).

**3. Relevant Background<sup>2</sup>**

- 3.1 Initially set up by UPU (1995) as RSCAP (Regional Support Centre for Asia and Pacific). Purpose was to support UPU's Telematics Project, with a broad role of developing and implementing

<sup>1</sup> Source: 2013 APPU Congress Doc 14 Add 1

<sup>2</sup> Source: EC 2008 – Doc 18

the Telematics Project at the regional level. RSCAP was one of four Regional Support Centres established by the UPU (the others being located in Tanzania, Puerto Rico and Uruguay).

- 3.2 In 2007, the UPU PTC reorganised its support services. A Global Support Centre (GSC) was established in Montevideo, Uruguay. In 2008, the GSC took over providing the hotline support services that RSCAP had provided up until April 2008.
- 3.3 With the establishment of the GSC, the residual tasks for RSCAP were technical expertise and assistance to countries on PTC systems (IPS, IFS). This technical support might comprise deployment of experts and follow up and training missions for the PTC in the region. The change from support services to technical services was reflected in the change of name to RTCAP.
- 3.4 At the 2008 APPU EC meeting in Hanoi, the PTC and APP agreed that an improvement would be for the RTCAP to report to the APP Cooperative Office Director for operational control. This was seen as APP / RTCAP working in close cooperation with PTC in the area of technological products, services and regional missions. It also reflected the fact that APP and RTCAP staff were working alongside each other. (The change in operational control became effective on 1 January 2009.)

#### **4. Funding**

- 4.1 APPU set up a Special Activities Fund following the 1995 APPU Congress. At the time of setting up the fund, the RSCAP was a key intended beneficiary.<sup>3</sup>
- 4.2 Funding (as set out in the accounts for 2016 presented at the Tehran Congress), comes from the voluntary contributions of members, with shortfalls being met, as required, from the RTCAP Special Activity Fund.<sup>4</sup>
- 4.3 As at the time of preparing this document the contributors to RTCAP could not be located in the one document for a specific year. Annex 1 attempts to present a schedule of annual donors by using the voluntary contributions for 2016 and the contribution shares for 2017.

#### **5. Financial Position (as at the end of 2016)<sup>5</sup>**

- **2016 actual expenditure:** \$US 68,092 (budget was \$US 84,000)
- **2017 budget:** \$US 84,000
- **2018 budget:** \$US 84,000
- **2019 budget:** \$US 84,000

**Funds in RTCAP Special Activity Fund:** \$US 253,171 (2016)

#### **6. Location<sup>6</sup>**

Singapore (the decision on location was made at the 1995 APPU Congress)

---

<sup>3</sup> Source: EC 2010 – Doc 6

<sup>4</sup> Source: 2017 APPU Congress Doc 17

<sup>5</sup> Source: EC 2016 – Doc 6

<sup>6</sup> Source: EC 2010 – Doc 6

**7. Human Resource**

1 person

**8. Known Documentation**

Annual reports to APPU EC meetings and Congresses

**9. Reporting Line(s)**<sup>7</sup>

9.1 Operational control: APP Cooperative Office Director

9.2 Report on annual activity: APPU EC / APPU Congress

**10. Key Relationships**

- APP
- UPU Regional Project Coordinator
- UPU PTC

**11. 2023 Scenario**

11.1 What will the RTCAP be doing in five years' time?

**RTCAP Comment**

**Initial thinking is that the Reform WG may wish to develop this item.**

11.2 Who is doing the future planning?

**RTCAP Comment**

**Initial thinking is that the Reform WG may wish to develop this item.**

**12. Questions**

12.1 Who sets the annual work-plan for RTCAP?

**RTCAP Comment**

**There is no specific work-plan for RTCAP. RTCAP continues to provide technical assistance to install/upgrade and deploy PTC products and services, and provide support and advice for the technical and general enquiries related to the mails applications and EDI transmission for the users in the region with its limited resources.**

12.2 Who is RTCAP accountable to for annual performance?

**RTCAP Comment**

**RTCAP is currently report to APP Cooperative Office Director and to APPU EC / APPU Congress annually.**

12.3 Little is said in documentation about the relationship between RTCAP and the UPU PTC. What is the relationship?

---

<sup>7</sup> Source: EC 2010 – Doc 6

RTCAP Comment

**RTCAP works independently with only one-man operation under the direction and guidance from PTC. RTCAP is one of the RTC in UPU PTC global support for their products and services.**

- 12.4 Are there some RTCAP costs / expenses that are paid by other parties and do not get charged to RTCAP (e.g., accommodation rental, electricity, etc).

RTCAP Comment

**There are two main groups of expenses not charged to RTCAP SAF i.e.,**

- **Mission expenses funded by the country or funded by sponsors, like Japan or UPU.**
- **Administrative and office support expenses are provided by Singapore Post.**

**13. Next Steps**

- 13.1 The discussion of the material on RTCAP, including the questions in paragraphs 11 and 12, will result in a more detailed and helpful summary of the entity. Prior to the discussion on 26 June (i.e., at the time of preparing this document) it is not possible to say what the next steps will be after the WG discussion.
- 13.2 Based on general experience, it is likely that the WG will summarise the discussion of 26 June and table it for consideration / clearance by the appropriate person / entity and then take whatever action is agreed.

Summary of Financial Contributions to RTCAP (\$US)			EC 2018 - Doc 15.4.1, Annex 1	
Donor	RTCAP Voluntary Contribution	RTCAP Contribution Shares		
	2016	2017		
Bhutan	500			
China		5,000		
Fiji		500		
India		5,000		
Japan	40,000			
Lao	500	500		
Philippines	1,000	1,000		
Singapore		5,000		
Thailand		1,500		
Vietnam	1,000			
	<b>43,000</b>	<b>18,500</b>		
<b>Total</b>	<b>61,500</b>			
<b>Note:</b> financial data not readily available for a single year (i.e., voluntary contributions and contribution shares). Data compiled as best effort to represent funding sources on an annual basis.				

**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Workstream 4 (WS 4): Structure, Organisation and Resource of APPU Entities**

**Sub-item 15.4.2: Bureau – governance structures**

**Presentation by New Zealand**

1. Subject	References/paragraphs
<p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the base information developed on the Bureau for discussion by the Working Group (WG) on APPU / UPU Reform (26 June)</li> <li>- the purpose of the discussion</li> <li>- the governance questions that the discussion is to address</li> <li>- what the next steps are following the discussion of 26 June</li> </ul>	<p>§§ 2 – 4, Annex 1</p> <p>§ 1</p> <p>§ 1 (iii), §§ 5.1 – 5.3</p> <p>§ 6</p>
2. Decisions expected	
<p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the purpose of the WG discussion on governance structures in the Bureau</li> <li>- <b>note</b> the questions to be probed during the discussion</li> <li>- <b>note</b> the possibility of further action following the discussion on 26 June</li> </ul>	<p>§ 1</p> <p>§§ 12 – 13</p> <p>§ 1 (iii), §§ 5.1 – 5.3</p> <p>§ 6</p>

**1. Objectives of Document:**

- (i) To understand the two separate entities that exist in the Bureau.
- (ii) To understand the significantly different governance structures that apply to each of the two entities.
- (iii) To propose a study into the reasons for the current governance structure for the training section of the Bureau.
- (iv) To ensure that the next Director of the Bureau / Secretary General (appointed, in principle, from 2022) is provided with an organisation structure that has been thoroughly reviewed and is in line with the interests and needs of key stakeholders.

**2. Bureau: Role / Purpose**

- 2.1 The Bureau is an organ of the Union.<sup>1</sup>
- 2.2 The Bureau serves as a medium of liaison, information, inquiry and training for the member countries of the Union.<sup>2</sup> Its activities include that of secretariat for the Union.

<sup>1</sup> Source: Constitution, Article 8.

<sup>2</sup> Source: Constitution, Article 12.

- 2.3 The Bureau is composed of the administrative section and the training section.<sup>3</sup> (The administrative section can be categorised as the affairs of the restricted union. The training section is the College.)

### **3. Relevant Background (refer to Appendix 1 for diagram of details in this section)**

- 3.1 The Bureau was originally known as the Central Office. It was established in the 1960s and was located in Manila, Philippines.
- 3.2 The Central Office relocated to Bangkok in 2001 and its name changed to the Bureau. The effect of the relocation was to put the College and the Union administration in the one entity. In turn, this meant that the responsibilities for managing the Bureau included heading up an intergovernmental organisation as well as running an international training business.
- 3.3 Prior to the relocation of the Central Office (Bureau) from Manila to Bangkok, the College was headed by a Director and supported by a Director of Studies. The Central Office in Manila had one senior manager undertaking administrative duties. The legal representative of the Central Office (APPU) was the head of the postal administration of the Philippines i.e., the Postmaster General.
- 3.4 When the two entities merged in 2001 (i.e., the Central Office relocated to Bangkok), the Bureau was placed under the management of a Director (with the Director of Studies position being abolished). A position was retained in the new structure for a “Manager, Administration & APPU Affairs” (this being the nominal retention of the senior manager undertaking administrative duties in the Manila office). (For ease of understanding, refer to Appendix 1.)
- 3.5 Looking back at the change process in 2001, the support resource to maintain activities and standards at the College was retained. However, the support resource for the role and affairs of a restricted union (the administrative section) was an uncompleted task i.e., such resources were not put in place. (Many of the Initiatives in the current Reform work now deal with the “uncompleted task”.)

## **4. Governance**

### **4.1 Bureau**

- 4.1.1 The direction of the Bureau “is entrusted to a Director”<sup>4</sup> (Secretary General).
- 4.1.2 The Bureau is under the general supervision of the Executive Council<sup>5</sup> (which meets annually). (Note the contrast in reporting frequency with paragraph 4.3.2 below.)

### **4.2 Administrative Section**

- 4.2.1 By analogy, the administrative section reports to the Secretary General.

---

<sup>3</sup> Source: Constitution, Article 12.

<sup>4</sup> Source: General Regulations of the APPU, Article 108, § 1.

<sup>5</sup> Source: General Regulations of the APPU, Article 107, § 5.

#### 4.3 Training Section

- 4.3.1 Whereas the Bureau comprises an administrative section and a training section, and the direction and staffing of the Bureau are entrusted to the Director (Secretary General), the General Regulations specify that the training section “shall be administered by a Governing Board”.<sup>6</sup> In addition, the Governing Board is described as the “Governing Board of the training section of the Bureau”.<sup>7</sup>
- 4.3.2 A further variation with the training section is that the Governing Board is accountable to the APPU Congress<sup>8</sup> (which meets every four years). (Note the contrast in reporting frequency with paragraph 4.1.2 above.)
- 4.3.3 The powers / responsibilities of the Governing Board include:<sup>9</sup>
- determining rules for the administration of the training section;
  - directing the general training policy of the training section;
  - approving and supervising the budget of the training section;
  - appointing the teaching staff of the training section; and
  - establishing the scales of salaries and conditions of service for the training.
- 4.3.4 The Director / Secretary General may attend meetings of the Governing Board as an observer.<sup>10</sup> The Director / Secretary General is the secretary of the Governing Board.<sup>11</sup>
- 4.3.5 A further layer of governance exists to ensure the smooth running of the training section i.e., a Local Executive Committee.<sup>12</sup> This Committee meets at least six-monthly. It comprises the Head of the Postal Administration of the country where the Bureau is situated, the Director / Secretary General and the Manager, Administration and APPU Affairs.”<sup>13</sup>

#### 5. Comment on Governance

- 5.1 The governance of the training section would appear to be the same as it was when the administrative section was located in Manila. (Indeed, it could be the same governance structure for when the College was established in 1970.)
- 5.2 Whether one agrees with a governance structure or not, it is useful to understand why it is designed in a certain way. Historically, Thailand has invested heavily in support for the College in one form or another. It is perfectly reasonable to monitor and manage such an investment through representation on Boards and Committees.
- 5.3 A possible explanation for the governance model at the College is that it has carried on without any questions being raised since the relocation of the Manila function to Bangkok. Going forward, however, and handing over the management of the Union to a new Secretary

---

<sup>6</sup> Source: General Regulations of the APPU, Article 109, § 6.

<sup>7</sup> Source: General Regulations of the APPU, Article 111, Title.

<sup>8</sup> Source: General Regulations of the APPU, Article 111, § 2.

<sup>9</sup> Source: General Regulations of the APPU, Article 111, § 2.

<sup>10</sup> Source: General Regulations of the APPU, Article 111, § 3.

<sup>11</sup> Source: General Regulations of the APPU, Article 111, § 8.

<sup>12</sup> Source: General Regulations of the APPU, Article 111, § 10.

<sup>13</sup> Source: General Regulations of the APPU Bureau, Article 3.



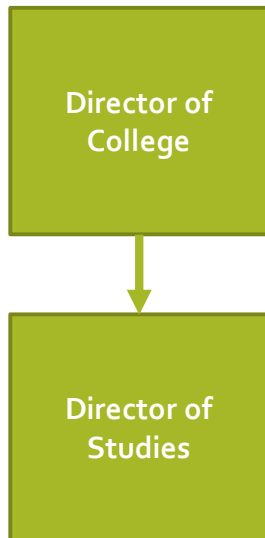
General in 2022, it would be good business practice to review the governance framework and make any changes deemed appropriate. Moreover, it would be helpful to reconfirm the reasons for the governance structure of the training section irrespective of whether any changes are made.

**6. Next Steps**

- 6.1 The discussion of the material on the Bureau may lead to further work being undertaken to confirm the reasons for the current governance structure, or to a change in the governance structure.
- 6.2 Based on general experience, it is likely that the WG will summarise the discussion of 26 June and table it for consideration / clearance by the appropriate person / entity and then take whatever action is agreed.

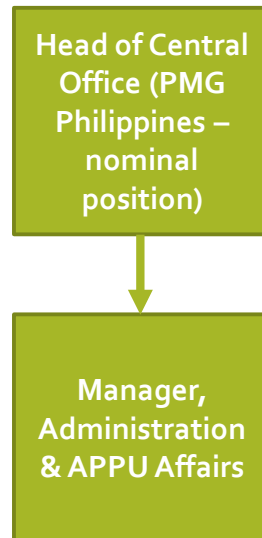
**Management  
Structure at College  
pre-2001 (Bangkok)**

2 people



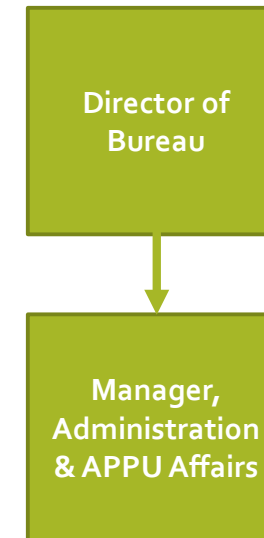
**Management Structure  
at Central Office  
(Bureau) pre-2001  
(Manila)**

2 people



**Management Structure  
for Manila and Bangkok  
functions at Bureau from  
2001 (Bangkok)**

2 people



**Agenda Item 15: Report of the APPU / UPU Reform Working Group**

**Workstream 4 (WS 4): Structure, Organisation and Resource of APPU Entities**

**Sub-item 15.4.3: APP Cooperative – role within APPU and key relationships**

**Presentation by New Zealand**

1. Subject	References/paragraphs
<p>Informing APPU members on:</p> <ul style="list-style-type: none"> <li>- the information developed on APP for discussion by the Working Group (WG) on APPU / UPU Reform (26 June)</li> <li>- the purpose of the discussion</li> <li>- key questions that the discussion is to address</li> <li>- what the next steps are following the discussion of 26 June</li> </ul>	<p>§§ 2 – 9</p> <p>§ 1</p> <p>§ 10</p> <p>§ 11</p>
2. Decisions expected	
<p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the purpose of the WG discussion on APP</li> <li>- <b>note</b> the questions to be probed during the discussion</li> <li>- <b>note</b> the possibility of further action following the discussion on 26 June</li> </ul>	<p>§ 1</p> <p>§ 10</p> <p>§ 11</p>

**1. Objectives of Document**

- (i) To understand, at a high level, key business facts about the APP, how it operates, and what it does.
- (ii) To be the basis for a discussion on how the APP fits into the APPU and its relationship with the Bureau.

**Note:** this document is not the basis for discussing APP strategy or other similar aspects of APP. Such items are the business of APP, and nothing to do with the Reform WG.

**2. APP: Purpose / Role**

The objectives of the APP Cooperative are:

- to provide market analysis and interpretation for the Asia Pacific region including customer needs and market trends;
- to support the Asia Pacific region to enhance the quality of postal services; and
- to strengthen the Asia Pacific postal network.

**3. Relevant Background**

- 3.1 There was a shift in APPU member interests and needs during the 1980s and 1990s. This was due to the separation of regulatory and operational roles in the postal sector followed by

liberalisation of markets and increasing commercialisation of the postal business. The government-to-government focus in a restricted union did not provide an agenda or forum that met the changing member interests and needs. Accordingly, and in order to provide a forum where designated operators could pursue their interests and business priorities, the APP Cooperative was established.

- 3.2 In 1994 the APPU EC approved a resolution “Creation of the Asia Pacific Post Cooperative” which established the APP as an organ of the APPU.
- 3.3 The EC resolution specified the APP being a forum for designated operators (i.e., not a government-to-government forum). By way of exception, where designated operators were also government departments, this could see government participation in the APP. The resolution also directed the APP to demonstrate leadership and advocacy for the postal sector in Asia Pacific with a clear focus on strengthening the commercial outlook of the postal sector and its relevance to various stakeholders.
- 3.4 The direction given to the APP has effectively shaped it as an organization that aims to assist its member Posts to:
- enhance their respective market shares;
  - improve the quality of their services; and
  - address the overall operational, technical, commercial and economic issues pertaining to postal services in the Asia Pacific region.
- 3.5 It is also important to note that the APP was deliberately established as a cooperative body to enshrine its not-for-profit motive. Membership of the APP is voluntary albeit restricted to the designated operators of APPU member countries. The APP currently has 27 member Posts (drawn from 25 APPU member countries).
- 3.6 In recent years (i.e., since 2016) the key focus has been on reviewing its financial base and agreeing a strategic direction involving the development of the Asia e-Packet product for e-Commerce deployment. The APP is currently operating in a disciplined commercial mode where business development and growth of its members’ market shares is very much to the forefront.

#### **4. Funding**

- 4.1 APP is funded by its members who can select one of the 12 contribution classes as the amount paid annually.
- 4.2 Singapore Post meets some internal costs on a year-by-year basis (valued at \$US 12,000 for each of 2017 and 2018).

#### **5. Annual Operating Cost**

- **2016 budget:** \$US 471,500
- **2017 contributions:** \$US 445,900
- **2018 contributions:** \$US 547,200

**6. Location**

Singapore

**7. Human Resource**

Managing Director of APP Office

Senior Manager Operations and Technology

Admin and Performance Support Manager

**8. Known Documentation**

APP has a website and regular business communications in the form of quarterly update and annual reports. Its activities are well documented and distributed. Information is easy to obtain.

**9. Reporting Line(s)**

9.1 Cooperative Management Board

9.1.1 The APP has a Cooperative Management Board (CMB) that supervises the activities of the APP Cooperative.

9.1.2 The CMB, which meets at least twice a year, undertakes tasks such as:

- defining strategies related to the APP Cooperative activities based on the needs and requirements of the members,
- formulating business plans and priorities aiming at implementing these strategies in accordance with the interest of the members of the Cooperative,
- supervising the overall activities of the Cooperative and evaluating the results of these activities,
- formulating funding plans and managing the use of budget in order to facilitate the Cooperative activities and projects,
- appointing (from the candidates recommended by postal administrations) and reappointing and dismissing staff of the Office of the APP Cooperative, without the need to consult all members of the Cooperative.

9.1.3 The CMB currently comprises:

- Australia Post
- China Post
- Hongkong Post
- Japan Post
- Korea Post
- Pos Malaysia
- SingPost

9.2 The APP provides a report on its annual activity to APPU EC / APPU Congress.

## **10. Questions**

10.1 If we say that the APPU is made up of:

- the APP;
- the Bureau (including the College);
- the EC; and
- Congress,

with coordination of the parties being undertaken by the Bureau . . . . do you agree with this statement as far as the APP is concerned?

10.2 Currently the degree of contact and involvement between the Bureau and the APP is very small. This seems to be because of the line drawn between the APPU as an inter-governmental organisation versus the APP as a designated operator organisation. However, both the APP and the Bureau are organs of the same body. Is the current separation of the two entities the only operating option for the APPU? To what extent do you think it important for both entities to be seen as unified and supportive of each other?

10.3 What should APP be/look like in the future? For example, similar to IPC (totally independent)? – or similar to the EMS Cooperative? – or maintain the current situation/structure?

## **11. Next Steps**

11.1 The discussion of the material on APP, including the questions in paragraph 10, may result in agreement to do further work.

11.2 Based on general experience, it is likely that the WG will summarise the discussion of 26 June and table it for consideration / clearance by the appropriate person / entity and then take whatever action is agreed.

## Agenda Item 15: APPU / UPU Reform Working Group

### Sub-item 15.5 – Report of the APPU / UPU Reform Working Group Meeting

#### Presentation by New Zealand

1. Subject	References/paragraphs
<p>Informing EC members on:</p> <ul style="list-style-type: none"> <li>- the discussions and comment in the APPU/UPU Reform Working Group</li> </ul>	<p>§§ 1.1 – 3.4.3</p>
<p><b>2. Decisions expected</b></p> <p>The EC is asked to:</p> <ul style="list-style-type: none"> <li>- <b>note</b> the update on the work of the CA AHGUR working group on UPU Reform, presented by China</li> <li>- <b>note</b> the activities dealt with in the Working Group that do not require EC attention <ul style="list-style-type: none"> <li>- monitoring of budget and work progress</li> <li>- completed work items</li> <li>- work items deferred until after 2018</li> <li>- 2018 Survey Questionnaire to send to members and others (questions, distribution, timetable)</li> </ul> </li> <li>- <b>approve</b> further work being undertaken on future planning for <b>RTCAP</b></li> <li>- <b>note</b> that the next step on governance and liability for the <b>Bureau</b> will be a review in a smaller group where interest will be more specific.</li> <li>- <b>note</b> the positive confirmation of the operating and structural situation of the <b>APP</b></li> <li>- <b>note</b> that the Reform WG will now review the legal situation of the Secretary General in relation to the <b>APP</b> in terms of liability (legal and financial) to confirm risk exposure, if any.</li> </ul>	<p>§ 2</p> <p>§ 3.1</p> <p>§ 3.2</p> <p>§ 3.3</p> <p>§ 3.4.1</p> <p>§ 3.4.2</p> <p>§ 3.4.3</p> <p>§ 3.4.4</p>

## 1. Introduction

1.1 The APPU / UPU Reform Working Group met on Tuesday, 26 June 2018.

1.2 Its agenda covered the following matters.

1. An update on the work of the Ad Hoc Group on UPU Reform (AHGUR), led by China.
2. APPU Reform, led by the Chair and the APPU Reform Consultant, dealing with:
  - a. Monitoring of work currently under way (Doc 15.1 and Annexes 1 and 2)
  - b. Completed work items (Doc 15.2)
  - c. Work items to defer until 2019 for capacity reasons (Doc 15.3.2)

- d. New items of work on the APPU Reform agenda
  - i. Proposed membership survey (Doc 15.3.1)
  - ii. RTCAP (Doc 15.4.1)
  - iii. Bureau - Administration and College (Doc 15.4.2)
  - iv. APP (Doc 15.4.3)

## **2. Discussions and Decisions – UPU Reform**

### **2.1 Update on the work of the Ad Hoc Group on UPU Reform (AHGUR) – Presented by China**

- (i) The meeting heard of the mandate and timeline for the work on the reform of the management of the Union – the UPU, and the makeup of Ad Hoc Group on UPU Reform (AHGUR), the body tasked with developing a single reform proposal to take to the Extraordinary Congress in Addis Ababa...
- (ii) The five areas of consensus include:
  - a. Maintaining the intergovernmental nature of the UPU; a UN specialised agency
  - b. The structure of the Union includes functional, but not legal separation between the Governmental (CA) and Operational (POC) pillars.
  - c. The governmental pillar, its election mechanisms and composition remain unchanged, whilst the operational pillar will increase by eight seats and will increase the number of vice-chairs to five. In situations where cross-cutting decisions are required, the governmental pillar has enhanced authority in such matters.
  - d. The current coordinating body will be retained in its current form
  - e. A final decision on the permanent nature of the mid-term Congress will be made at the 2020 Congress in Abidjan.
- (iii) A full package of supporting legal amendments has also been prepared by the IB Legal Secretariat to support the consensus package. This will come to the Addis Ababa

## **3. Discussions and Decisions – APPU Reform**

### **3.1 Monitoring of work currently under way (Doc 15.1 and Annexes 1 and 2)**

- (i) The meeting noted the budget and activities position as at 26 May 2018.

### **3.2 Completed work items (Doc 15.2)**

The meeting noted:

- (i) the two completed items i.e. agreeing we will not pursue Initiatives:
  - a. 8.3 – Non-Plenary Decision-Making
  - b. 8.4 – Role Description for EC Chair; and



- (ii) the decision to insert a comment in the Duty Statement for the Secretary General of the Union re responsibility for the drive, energy, focus and achievement in APPU.

### 3.3 Work items to defer until 2019 for capacity reasons (Doc 15.3.2)

The meeting noted:

- (i) the decision, in principle, to defer some items in WS 3 until after 2018; and
- (ii) the possibility of minor work being done to complete some activities that were otherwise scheduled for deferral.

### 3.4 New items of work on the APPU Reform agenda

#### 3.4.1 Proposed membership survey (Doc 15.3.1)

The draft Survey Questionnaire was discussed and the following decisions made:

- (i) Part A (Topics from 2014 Survey Questionnaire that are being asked again in 2018): no changes were proposed. **Part A approved.**
- (ii) Part B (New Topics in 2018 Survey Questionnaire): no comment made on proposed question on Communication. No new additional questions proposed. **Part B approved.**
- (iii) Distribution of Survey Questionnaire: **no objection** to distribution of the Survey Questionnaire to non-member parties (i.e., UPU Regional Project Coordinator, APP, Governing Board, and the LEC).
- (iv) Timetable for Survey Questionnaire actions: **timetable approved unchanged.**

### Review of a structural, organisational and governance nature

#### 3.4.2 RTCAP (Doc 15.4.1)

- (i) Excellent discussion held on the RTCAP, including interesting and helpful information on history and key milestones (e.g., 2008, 2014).
- (ii) RTCAP Manager, Mr Tan Yong Chee, is clearly held in very high regard for technical capability, ability to impart knowledge, and working-style.
- (iii) Consensus view was that it was very timely to review the future of RTCAP in terms of functions/role, resource, location, stakeholder requirements, etc.

### **Recommendation**

It is **recommended** that the EC **approves**:

- (i) further work being undertaken by the Working Group on future planning for RTCAP;
- (ii) the Working Group updating the EC annually on progress; and
- (iii) seeking decisions from the EC, as and when these may be required, to maintain optimum progress with the work.

#### **3.4.3 Bureau - Administration and College (Doc 15.4.2)**

- (i) The governance situation in the Bureau (Administrative Section and Training Section) was presented. This included a question regarding the party liable if there was a serious matter arising of a legal or financial nature.
- (ii) Discussion included comment and questions on:
  - the strategic / commercial objectives of the College
  - the funding status of the College
  - what are the expectations of the Secretary General role
  - is the College operating to a model that can easily increase training capacity
  - concerns about a shortage of trainers at the College
  - more value could be created (training) by co-locating resources (College and RTCAP); and
  - there is a need for a Board-type entity to set strategy and broad objectives but to leave the day-to-day running to management. A variation to the Board-type entity could dilute support for the College
- (iii) The meeting did not generate discussion on the intended key points (governance and liability). The Working Group considers that these topics still need to be assessed as there may be issues of significance involved. Accordingly, the meeting **decided** that the next step on governance and liability for the Bureau should be for review in a smaller group where interest would be more specific.

#### **3.4.4 APP (Doc 15.4.3)**

- (i) The operating situation of the APP was presented.
- (ii) In terms of structure and relationships, several speakers confirmed the current structure as the best model. APP had a strong reliance on its operating freedom and this ruled out any consideration of an alternative structure.

- (iii) There was support for APPU and APP looking for opportunities to work together, including a presentation role at the annual APPU Business Forum.
- (iv) The meeting concluded that there was no case (or interest) for structural or role change.
- (v) The Working Group will move on from its initial examination and assess any legal implications from retaining the current structure (e.g., whether the Secretary General, as the legal representative of the APPU, has any responsibility for the APP - as an organ of the APPU - in terms of legal or financial liability).



**UPU** | UNIVERSAL  
POSTAL  
UNION

# Reform of the Union:

## Document and proposals to be submitted to the Extraordinary Congress

China, chair of Ad Hoc Group on UPU Reform  
26 June 2018



# Agenda

---

## **1- Overview of progress**

- Establishment of the AHG
- Composition
- Key meetings

## **2- Reform plan**

- Areas of consensus
- Main Changes

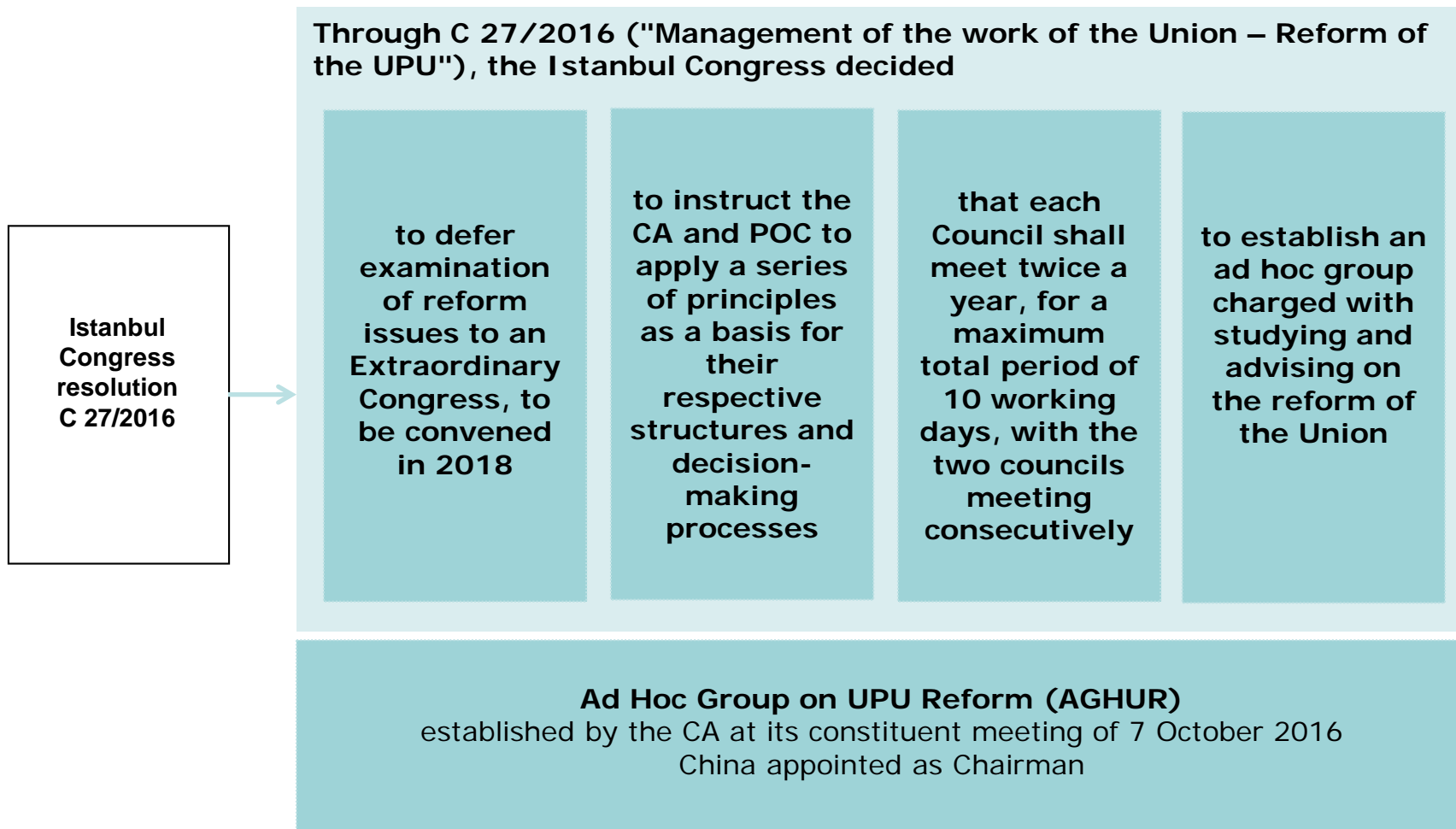
## **3- Legal Amendments**

## **4-Conclusion**



# 1- Overview of progress

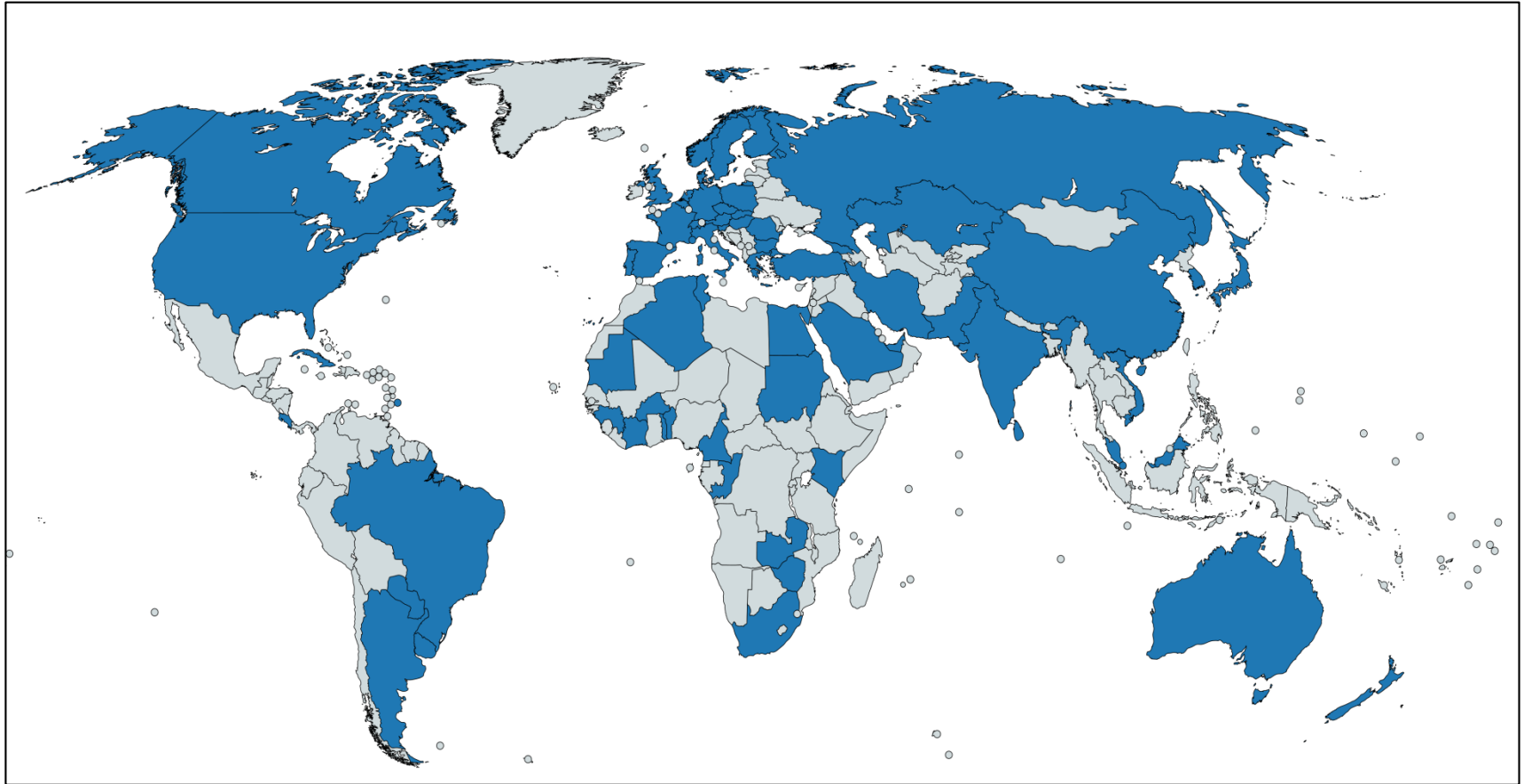
*Ad hoc Group on UPU Reform established by Congress resolution C 27/2016*





# 1- Overview of progress

*Composition: 76 members and observers*

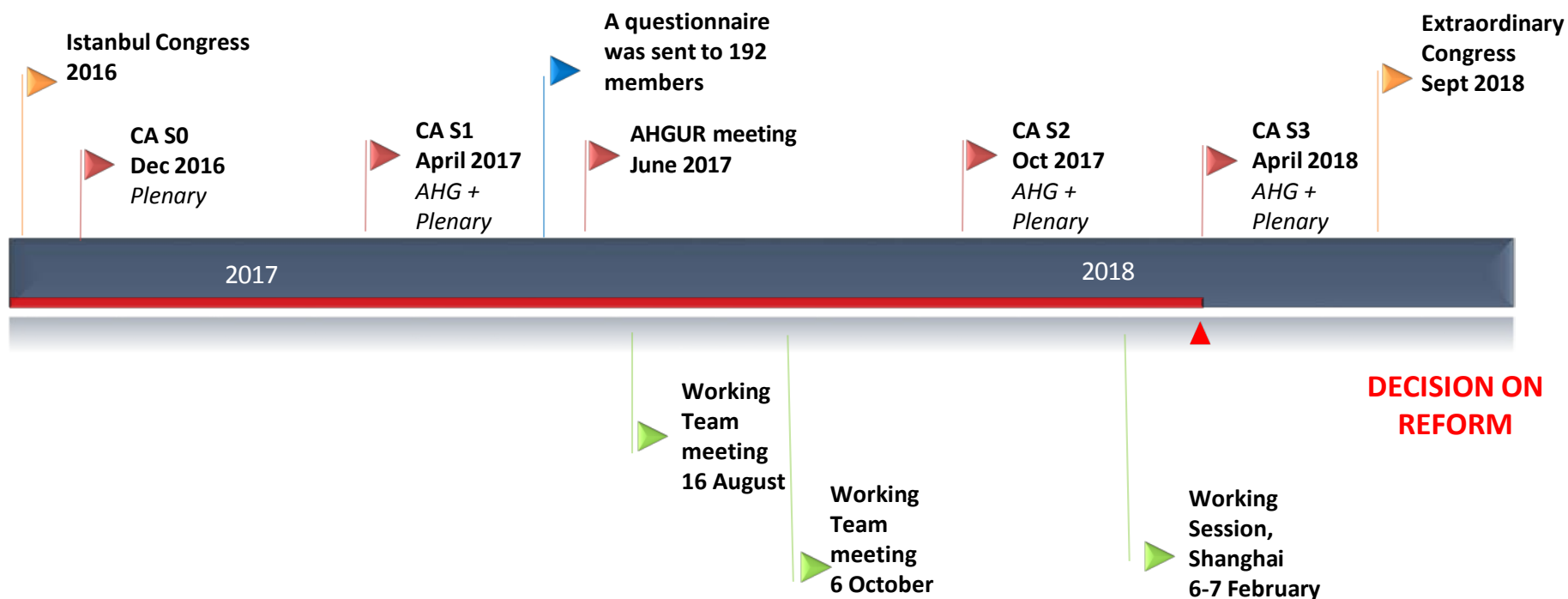


**Including**  
**66 member countries**  
**5 Restricted Unions** (APPU, PAPU, PostEurop, PUASP, WAPCO)  
**5 other CA Observers** (EU, GEA, Ecommerce Europe, IPPA Italy, eInstituto)



# 1- Overview of progress

## Key meetings







# Agenda

---

## **1- Overview of progress**

- Establishment of the AHG
- Composition
- Key meetings

## **2- Reform plan**

- Areas of consensus
- Main Changes






## **3- Legal Amendments**

## **4-Conclusion**



## 2- Reform plan

### *Areas of consensus*

	<b>Intergovernmental nature of the UPU:</b> UPU should remain an intergovernmental organization and specialized agency of the UN	<b>CONSENSUS ACHIEVED</b>
	<b>Structure of the UPU:</b> There should be functional separation (and not legal separation) between the governmental and operational pillars	<b>CONSENSUS ACHIEVED</b>
	<b>Pillars:</b> <ul style="list-style-type: none"><li>* For the governmental pillar, election mechanisms and composition should remain unchanged</li><li>* For the operational pillar, increase the number of seats and simplify election method</li><li>* Increase the POC vice-chairs to 5</li></ul>	<b>CONSENSUS ACHIEVED</b>
	<b>Coordinating Body:</b> <ul style="list-style-type: none"><li>* Current Coordination Committee should be retained with its existing functions and composition</li></ul>	<b>CONSENSUS ACHIEVED</b>
	<b>Mid-term Congress:</b> <ul style="list-style-type: none"><li>* Mid-term Congress should be a permanent feature</li><li>* An assessment of the 2018 Extraordinary Congress required to fully ascertain the need</li></ul>	<b>C 28/2016: Issue to be decided at 2020 Congress</b>



## 2- Reform plan

*Arrangement for the Mid-term congress until the 27th UPU congress*

### Resolution C 28/2016

#### Organization of an Extraordinary Congress in 2018

Recognizing

that one of the key expectations of the reform was faster, timely decision making within the Union in order to cope with rapidly changing needs in the postal environment,

Considering

that since 2001, the Union has held a Strategy Conference at the midway point between Congresses, to assess the progress made in achieving the World Postal Strategy, address the challenges facing the postal sector, and discuss the development of a more dynamic, competitive, customer-focused postal network,

#### *Further instructs*

the Council of Administration, with the full support of the International Bureau, to assess the need as to whether a mid-term Congress should take place on a permanent basis and therefore be defined in the Acts of the Union, and to submit proposals to the 2020 Congress as appropriate.

measures to organize the Extraordinary Congress (e.g. timetable, agenda, host country, designation of the Chair if applicable),

#### *Further instructs*

the Council of Administration, with the full support of the International Bureau, to assess the need as to whether a mid-term Congress should take place on a permanent basis and therefore be defined in the Acts of the Union, and to submit proposals to the 2020 Congress as appropriate.

(Proposal 16, 2nd plenary meeting)



## 2- Reform plan

*main Changes : pillar*



### Pillars



The governmental and operational pillars should continue taking decisions in their own areas of competence, with enhanced authority for the governmental pillar to take decisions on cross-cutting matters



## 2- Reform plan

*main Changes: POC Election methodology*

### Statue quo

Election mechanism : qualified geographical distribution

renewal of at least one-third of members

Reserved seats for industrialized and developing countries

the minimum number of seats guaranteed for the DC in each geographical group

Election of members would be based on the ranking in order of votes obtained with the appropriate adjustments

Number of Seats : 40

### New Proposal

Election mechanism : take into account Both equitable and qualified geographical distribution.

Discontinue renewal of one-third of members

No more Reserved seats for industrialized and developing countries

Election of members would be based on the ranking in order of votes obtained within each region

Number of Seats : 48, a potential increase for regions 1, 2, 4, and 5



## 2- Reform plan

### Main Changes : POC Election Mechanism

<b>Council</b>	<b>Rationale</b>	<b>Group 1 Western Hemisphere</b>  36 member countries	<b>Group 2 Eastern Europe and Northern Asia</b>  25 member countries	<b>Group 3 Western Europe</b>  28 member countries	<b>Group 4 Southern Asia and Oceania</b>  49 member countries	<b>Group 5 Africa</b>  54 member countries	<b>Total</b>  192 member countries
CA (2016)	Equitable geographical distribution	8	5	6	10	11	<b>40</b> + 1 (Chair)
POC (2016)	Current position: qualified geographical distribution	7	5	12	9	7	<b>40</b>
Operational pillar	The gap between the number of seats in the CA and POC for groups 1, 4 and 5 is <b>bridged</b>  An <b>extra seat</b> for groups 2 and 4 is allocated	8 (current <b>+1</b> )	6 (current <b>+0 +1</b> )	12 (current)	11 (current <b>+1 +1</b> )	11 (current <b>+4</b> )	<b>48</b>



## 2- Reform plan

*Main Changes: chairmanship of POC*

---



**One Chairman + Four Vice-Chairmen** (with the Chairman and Vice-Chairmen being member countries from each of the five geographical groups of the Union)



## 2- Reform plan

*Main Changes: Coordinating Body*

---



### Coordinating Body



**The current Coordination Committee should be retained with its existing functions and composition.**

**Formalize the Coordination Committee in the UPU General Regulations**

**Composition : The Chairman of the CA, the Chairman of the POC and the Director General**

**Functions :  
coordination/Ensure proper implementation of the strategic planning process /discuss important questions, etc**





## **2- Reform plan**

### *Advantage of Reform package*

---

- ✓ **Maintain functional separation, with enhanced CA authority towards crossing cutting matters and DOs' flexibility on operational matters**
- ✓ **Simplified POC election mechanism, additional seats for the regions under-represented**
- ✓ **Better and more balanced regional representation**
- ✓ **Updated UPU Acts, improved working method and more transparent process**



# Agenda

---

## **1- Overview of progress**

- Establishment of the AHG
- Composition
- Key meetings

## **2- Reform Plan**

- Areas of consensus
- Main Changes

## **3- Legal Amendments**

## **4-Conclusion**



## 3- Legal Amendments

### Legal amendments

Paragraph 1. Amend as follows:

1 The countries adopting this Constitution shall ~~comprise~~ establish, under the ~~title of~~ intergovernmental organization entitled the Universal Postal Union, a single postal territory for the reciprocal exchange of postal items. Freedom of transit shall be guaranteed throughout the entire territory of the Union, subject to the conditions specified in the Acts of the Union.

Amend paragraphs 1, 2 and 3 and create a new paragraph 5 as follows:

1 The Postal Operations Council shall consist of ~~forty-eight~~ members who shall exercise their functions during the period between successive Congresses.

Create a new section 3bis entitled "Coordination Committee (CCoord)" containing the following new article 117bis:

#### Article 117bis Coordination Committee

1 The Chairman of the CA, the Chairman of the POC and the Director General of the International Bureau shall form the Coordination Committee for the Permanent Bodies of the Union (CCoord).

2 The CCoord shall have the following attributions and functions:

2.1 Contribute to the coordination of the work of the permanent bodies of the Union;

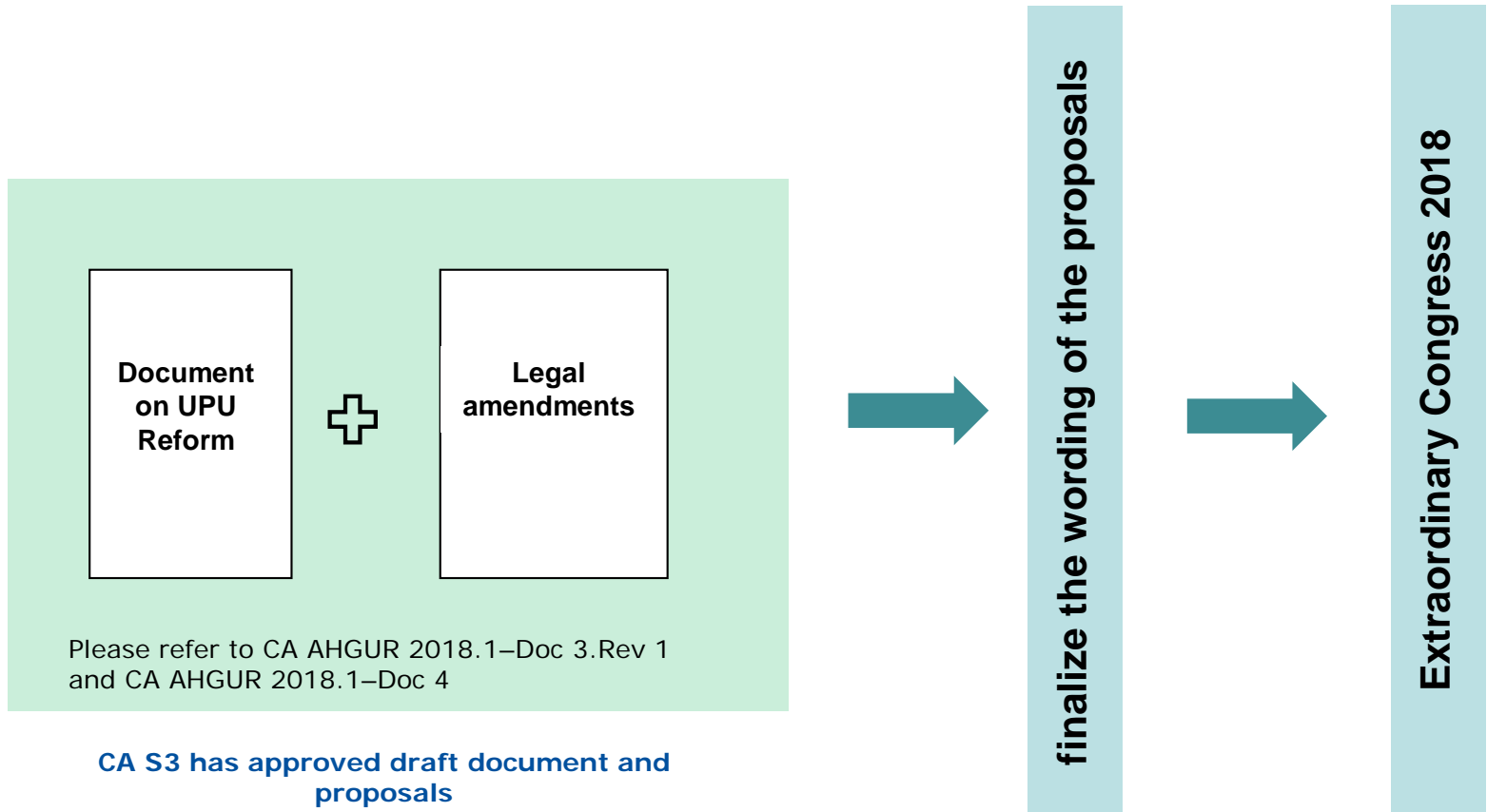
2.2 Meet, when needed, in order to discuss important questions relating to the Union and the postal service and provide the Union's bodies with an evaluation of such questions;

2.3 Ensure proper implementation of the strategic planning process so that all decisions on the Union's activities are taken by the appropriate bodies in accordance with the respective responsibilities as specified in the Acts of the Union.



### 3- Legal Amendments

*Presentation of package to Extraordinary Congress 2018*





# Agenda

---

## **1- Overview of progress**

- Establishment of the AHG
- Composition
- Key meetings

## **2- Reform Plan**

- Areas of consensus
- Main Changes

## **3- Legal Amendments**

## **4-Conclusion**



- ✓ To resolve disputes and differences through **dialogue and consultation** for a **win-win solution**.
- ✓ **Inclusive and transparent** working method



UPU

UNIVERSAL  
POSTAL  
UNION

# Q & A

# **APPU/UPU Reform Working Group**

**Da Nang, 26 June 2018  
Continuity Presentation**



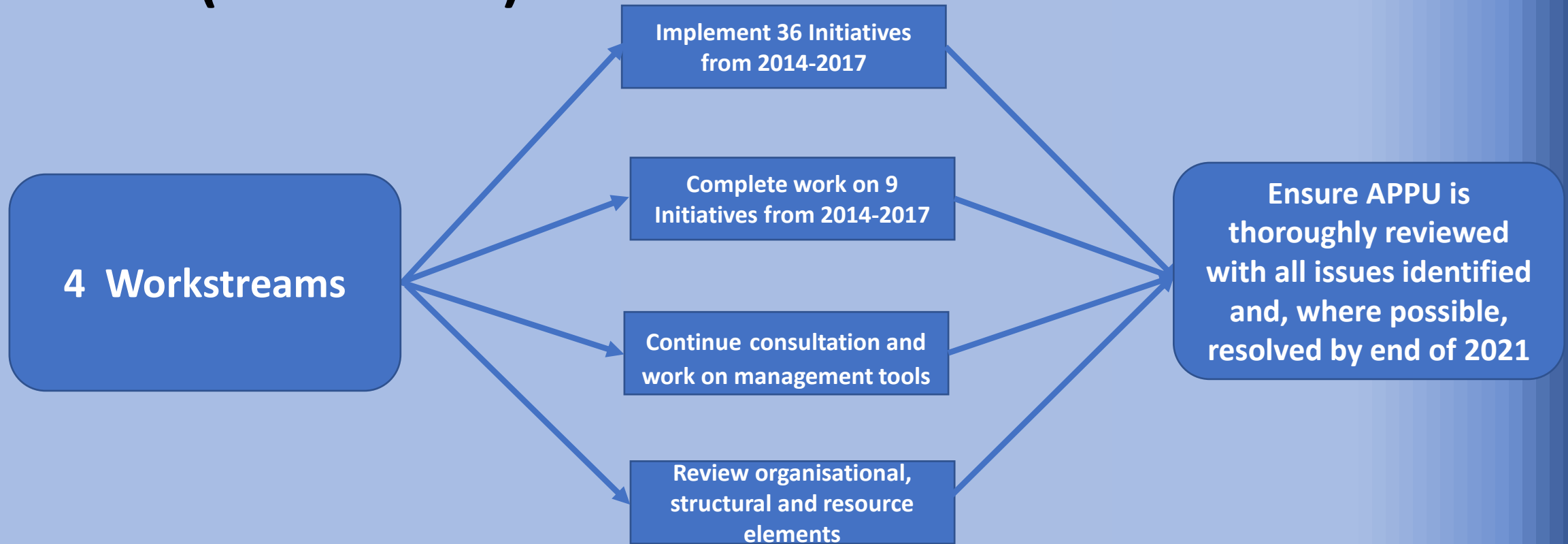
# Outline of Session

- **Overview of Reform WG Activity**
- **Some basics**
- **Workstream 1**
- **Workstream 2**
- **Workstream 3**
  - Review Survey questionnaire
  - Discuss “new work”
- **Workstream 4**
  - RTCAP
  - Bureau
  - APP
- **Recap**

# Overview of Reform WG Activity

- Basics of management (studied 2014-2017)
  - Now implementing 36 Initiatives (WS 1)
  - Completing 9 Initiatives (WS 2)
- Continue to focus on basics of management
  - Further member consultation (WS 3)
  - Development of simple tools (WS 3)
- What sort of organisation will the new Director / Secretary General be “given” in 2022?
  - Review structure, organisation, resourcing (WS 4)
    - RTCAP
    - Bureau
    - APP

# The detail of future Reform (2018-2021)



**Continued focus on basic issues, plus organisational, structural and resource review**

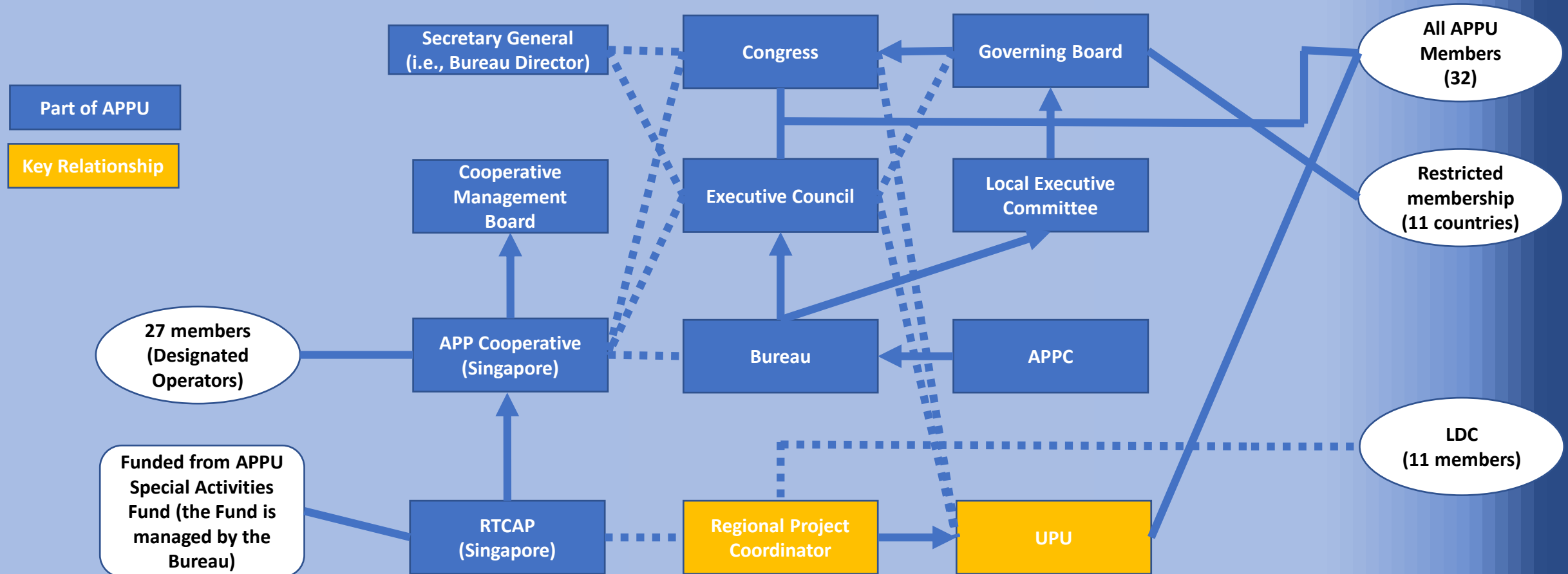
# Overview of Reform WG Activity (cont'd)

- What sort of person might be best suited to Director / Secretary General role for 2022-2025?
  - What is the current APPU “business”? (WS 4)
  - What will the future business be? (WS 4)

# Overview of Reform WG Activity – cont'd

- Basics of management **(WS 1 and WS 2)** – why?
  - It's what good businesses do all the time
  - Efficiency and success rely on basics being done well
- Further consultation of members **(WS 3)** – why?
  - Not good to decide what people want – better to ask them from time to time
- Development of simple tools **(WS 3)** – why?
  - Important to make work easy and straightforward
- Review structure organisation, resourcing **(WS 4)** – why?
  - Very frequent process for many businesses
  - There could be some issues in current structure (or perhaps lack of information on some structures)
  - We should be able to understand / explain our structure and organisation – can we?
  - Mr Lin wants to give his successor a fully reviewed structure and organisation. Mr Lin wants to be certain that we know the role that his successor should fill.

# Some basics – organisational / structural



## Some basics – financial

A Financial Context (\$US)		
APPU	204,050	12%
APPC	937,547	53%
APP	559,200	32%
RTCAP	61,500	3%
<b>Total</b>	<b>1,762,297</b>	

# Some basics – financial

Top 10 Contributors	
Japan	13%
China	12%
UPU	10%
Australia	8%
Korea	6%
Misc Training Fees	6%
India	6%
Thailand	5%
Singapore	4%
New Zealand	3%



# WS 1 – Monitoring implementation of 36 Initiatives - Update (Doc 15.1)

- Two monitoring tools developed
  - Financial reporting
  - Activity
- Financial management of Reform budget is very rigorous. All costs incurred are allocated to specific activities

# WS 1 – Monitoring implementation of 36 Initiatives - Update (Doc 15.1) (cont'd)

Period	Actual	Budget	Actual v Budget
2017: Actual v Budget (May to Dec)	\$ 4,075	\$ 14,098	-\$ 10,023
2018: Actual v Budget (to 26 May)	\$ 4,250	\$ 9,234	-\$ 4,984
Total (1 May 2017 to 26 May 2018)	\$ 8,325	\$ 23,332	-\$ 15,007
2018: 27 May to 31 December (est'd)	\$ 35,000	\$ 21,318	\$ 13,682
Total (1 May 2017 to 31 December 2018)	\$ 43,325	\$ 44,650	-\$ 1,325

# WS 1 – Monitoring implementation of 36 Initiatives - Update (Doc 15.1)

- Activity management is fluid in order to absorb unbudgeted work (judged necessary to do) or where budgeted work takes longer than forecast.
- Reform is totally new work – very difficult to estimate time required for many tasks.

# WS 1 – Monitoring implementation of 36 Initiatives - Update (Doc 15.1)

Activity Reporting: Status As At 26 May 2018	
Total Action Points	78
Action Points with Q2 2018 Timing	38
- Completed	11
- On Schedule	4
- Issues (see Note)	20
- Behind Schedule	3
<b>Note: 13 of the 20 action points with issues are for discussion at Bureau in June</b>	

## **WS 2 – Completion of 9 Initiatives carried over from 2014-2017 cycle - Update (Doc 15.2)**

- **2 Initiatives now completed via consultation with WG**
  - **8.3 – Non-Plenary Decision-Making**
  - **8.4 – Role Description for EC Chair**
- **Doc 15.2 will be tabled in EC Plenary for noting, including the energy, drive, focus and achievement of APPU being specified in the general role of the Bureau**
- **Remaining 7 Initiatives carried over from 2014-2017 will be actioned progressively.**

# WS 3 – New Work in 2018-2021 cycle (items of a functional nature)

- 4 parts to WS 3
  1. Consult with members similar to 2014 for comments, suggestions, proposals – and take action as appropriate
  2. Develop a small range of template documentation to assist newcomers to key roles in the Union's meetings
  3. Review Rules of Procedure, various sets of Regulations etc
  4. Review APPU website for any enhancements that might be possible
- Today we will focus on Item 1 in detail, and Items 2, 3 and 4 more generally

# **WS 3 – New Work in 2018-2021 cycle (items of a functional nature) – Survey Questionnaire (1)**

- **How do we feel about the draft questions? Comments please on:**
  - **A 1 – most important benefit**
  - **A 2 – least interesting aspect**
  - **A 3 – format and / or content of EC meetings**
  - **A 4 – changes to APPU or its organs**

# **WS 3 – New Work in 2018-2021 cycle (items of a functional nature) – Survey Questionnaire (2)**

- **Part B – new topics**
  - **Communication – is this a useful question to be asking?**
    - **In part, we are trying to see if there are ways to make it easier for members to understand the meeting topics and contribute**
  - **Any other questions we could ask?**



## **WS 3 – New Work in 2018-2021 cycle (items of a functional nature) – Survey Questionnaire (3)**

- **Who should we send the Survey Questionnaire to?**
  - In 2014 we sent it to the 32 members
  - Should we also send it to key stakeholders and ask for responses to any of the questions that are relevant? – e.g., APP Office, RTCAP, GB/LEC, Regional Project Coordinator.

# WS 3 – New Work in 2018-2021 cycle (items of a functional nature) – Survey Questionnaire (4)

- What happens now?

<b>6.</b>	<b>Finalisation of Survey Questionnaire.</b>	<b>2-3 July</b>
<b>7.</b>	Survey Questionnaire is sent to APPU members and any other agreed parties	To be sent on 6 July.
<b>8.</b>	Survey Questionnaire to be completed and returned to APPU Bureau	Timing for responses to reach the APPU Bureau is 27 July.
<b>9.</b>	Draft report prepared on responses to Survey Questionnaire	Draft report to be prepared by 24 August.
<b>10.</b>	Feedback on draft report from members	To be provided to Bureau by 28 September.
<b>11.</b>	Preparation of final report and distribution to members	To be prepared and distributed by 26 October.
<b>12.</b>	Commence process for approving / implementing any agreed actions	From 26 October

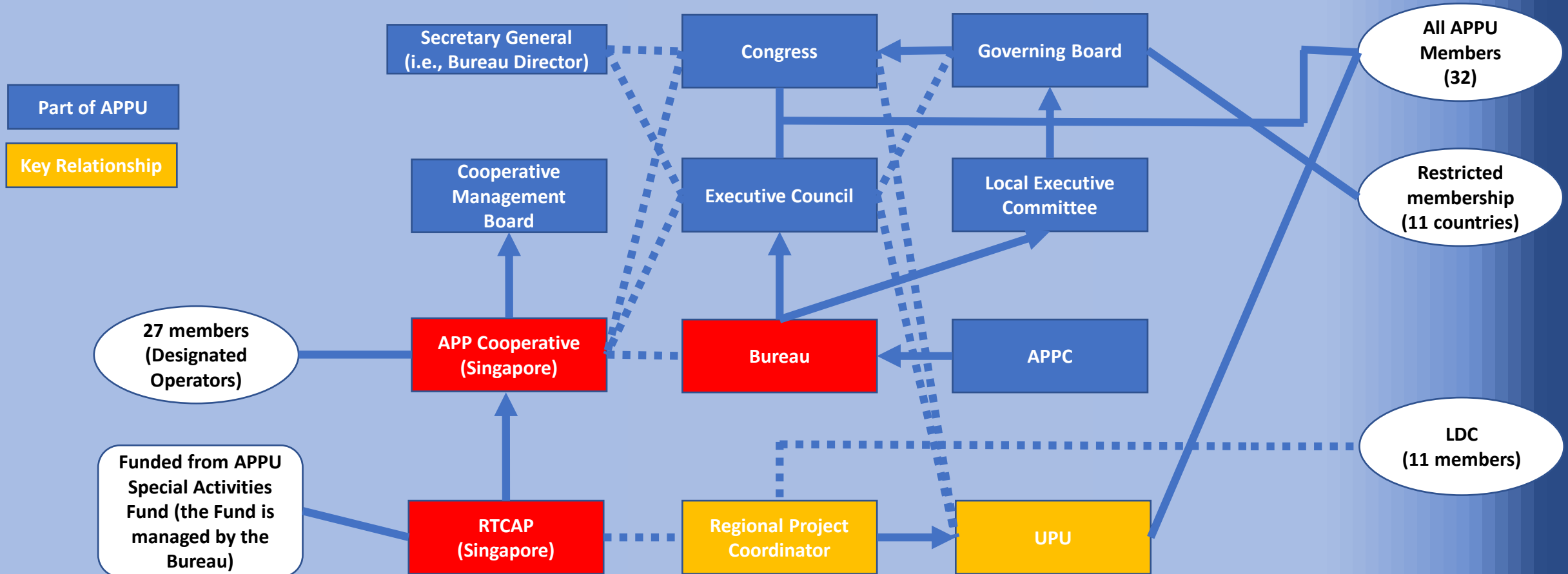
## **WS 3 – New Work in 2018-2021 cycle (items of a functional nature) – other activities**

- 2. Develop a small range of template documentation to assist newcomers to key roles in the Union's meetings**
  - 3. Review Rules of Procedure, various sets of Regulations etc**
  - 4. Review APPU website for any enhancements that might be possible**
- Issue for WG is our overall workload**
  - Proposal is to defer these three pieces of work until 2019**
  - Exceptionally, a couple of items may only require minor editing and could be done**

## **WS 4 – New Work in 2018-2021 cycle (items of a organisational / structural / resource nature functional)**

- **We look at three entities ...**

# ... RTCAP, Bureau, APP ...



# Remember this slide?

A Financial Context (\$US)		
APPU	204,050	12%
APPC	937,547	53%
APP	559,200	32%
RTCAP	61,500	3%
<b>Total</b>	<b>1,762,297</b>	

# What do the financials tell us?

- APPU's main role is to provide for the existence of:
  - a training college
  - an operators' cooperative
  - technical support services
- Based on initial review. these entities are “self-governing”
- APPU relies on dotted-line relationships to function?
  - is that true?
  - if it is true, does it matter?
- Let's confirm relationships and understand the reasons
  - RTCAP
  - Bureau / College
  - APP

A Financial Context (\$US)		
APPU	204,050	12%
APPC	937,547	53%
APP	559,200	32%
RTCAP	61,500	3%
<b>Total</b>	<b>1,762,297</b>	

# **RTCAP** – review of general structure and operation (1) (EC 2018 – Doc 15.4.1)

- **We'd like to**
  - **understand the basics of how RTCAP operates**
  - **confirm accountability and reporting lines, as well as how RTCAP, organisationally, fits into the APPU**
  - **understand the relationship between RTCAP and the UPU PTC**
  - **discuss longer-term reliance on RTCAP for the services it provides and any issues that are foreseen in obtaining such services**



# **RTCAP** – review of general structure and operation (2)

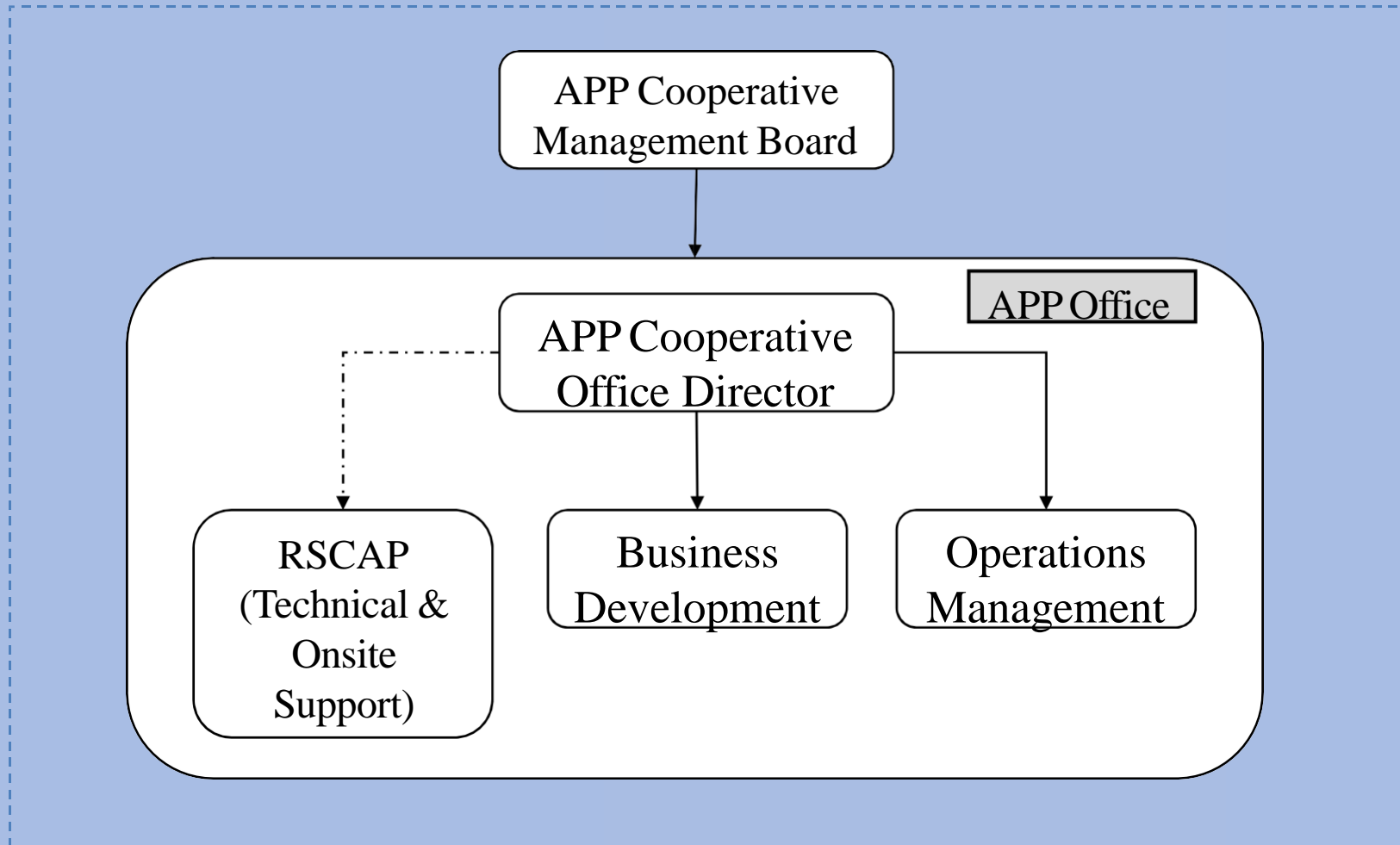
## **(EC 2018 – Doc 15.4.1)**

- **RTCAP: Purpose / Role**
  - practical assistance for installation and deployment of PTC products
  - country visits for more complex problem solving (including follow up missions as directed or initiated by PTC)
- **Relevant Background**
  - set up by UPU (1995) as RSCAP (Regional Support Centre for Asia and Pacific). Purpose was to support UPU's Telematics Project, with a broad role of developing and implementing the Telematics Project at the regional level.
  - In 2007, the UPU PTC reorganised its support services
    - Global Support Centre (GSC) established in Uruguay
    - GSC took over providing the hotline support services that RSCAP had provided up until April 2008
    - Residual tasks for RSCAP were technical expertise and assistance to countries on PTC systems (IPS, IFS). The change from support services to technical services was reflected in the change of name to RTCAP.
  - 2008 APPU EC meeting in Hanoi, the PTC and APP agreed that an improvement would be for the RTCAP to report to the APP Cooperative Office Director for operational control.

# **RTCAP** – review of general structure and operation (3) (EC 2018 – Doc 15.4.1)

- **Funding**
  - funding comes from the voluntary contributions of members, with shortfalls being met, as required, from the RTCAP Special Activity Fund (source: 2016 accounts presented in Tehran)
- **Financial Position (as at the end of 2016)**
  - 2016 actual expenditure: \$US 68,092 (budget was \$US 84,000)
  - 2017 budget: \$US 84,000
  - 2018 budget: \$US 84,000
  - 2019 budget: \$US 84,000
- **(Funds in RTCAP Special Activity Fund: \$US 253,171 (2016))**

## RSCAP - Structure Agreed at Hanoi EC, 2008



# **RTCAP** – review of general structure and operation (4) (EC 2018 – Doc 15.4.1, Annex 1)

- Who contributes to RTCAP? – difficult to define for a specific year. Doc 15.4.1, Annex 1 attempts to present a schedule of annual donors by using the voluntary contributions for 2016 and the contribution shares for 2017.

Donor	RTCAP Voluntary Contribution (\$US)	RTCAP Contribution Shares (\$US)
	2016	2017
Bhutan	500	
China		5,000
Fiji		500
India		5,000
Japan	40,000	
Lao	500	500
Philippines	1,000	1,000
Singapore		5,000
Thailand		1,500
Vietnam	1,000	
	43,000	18,500
Total	61,500	

# **RTCAP** – review of general structure and operation (5) (EC 2018 – Doc 15.4.1)

- Location – Singapore (decision made at the 1995 APPU Congress)
- Human Resource – 1 person
- Known Documentation - reports to APPU EC and Congress
- Reporting Line(s)
  - operational control: APP Cooperative Office Director
  - annual activity: APPU EC / APPU Congress
- Key Relationships
  - APP
  - UPU Regional Project Coordinator
  - UPU PTC

# **RTCAP** – review of general structure and operation (6) (EC 2018 – Doc 15.4.1) – key questions

1. 2023 Scenario
  - 1.1 What will the RTCAP be doing in five years' time? – **WG to consider**
  - 1.2 Who is doing the future planning? – **WG to consider**
2. Who sets the annual work-plan for RTCAP? – **no specific work-plan for RTCAP**
3. Who is RTCAP accountable to for annual performance? – **APP, APPU EC, Congress**
4. Little is said in documentation about the relationship between RTCAP and the UPU PTC. What is the relationship? – **PTC provides direction and guidance**
5. Are there some RTCAP costs / expenses that are paid by other parties and do not get charged to RTCAP (e.g., accommodation rental, electricity, etc)? – **mission expenses funded by recipient or by sponsors, admin and office support provided by Singapore Post.**

# **RTCAP** – review of general structure and operation (7) (EC 2018 – Doc 15.4.1) – what happens next?

- What happens after the discussion on 26 June depends on what the meeting learns, and on what further questions arise.
- WG will summarise the discussion, and table it for consideration / clearance as appropriate.

# **Bureau** – review of governance structures (1) (EC 2018 – Doc 15.4.2)

- Objectives are to:
  - understand the two separate entities that exist in the Bureau
  - understand the significantly different governance structures that apply to each of the two entities
  - propose a study into the reasons for the current governance structure for the training section of the Bureau
  - ensure that the next Director of the Bureau / Secretary General is provided with an organisation structure that has been thoroughly reviewed and is in line with the interests and needs of key stakeholders



# **Bureau – governance structures (2)**

## **(EC 2018 – Doc 15.4.2)**

- **Bureau – purpose / role**
  - is an organ of the Union
  - “serves as a medium of liaison, information, inquiry and training for the member countries of the Union”
  - its activities include that of secretariat for the Union.
  - composed of the administrative section and the training section. (The administrative section can be categorised as the affairs of the restricted union. The training section is the College.)
- **Bureau - relevant background**
  - originally known as the Central Office, established in the 1960s, was located in Manila, Philippines
  - relocated to Bangkok in 2001 and its name changed to the Bureau.
  - relocation put the College and the Union administration in the one entity in Bangkok. This meant that the responsibilities for managing the Bureau included heading up an intergovernmental organisation as well as running an international training business

# **Bureau** – governance structures (3)

## **(EC 2018 – Doc 15.4.2)**

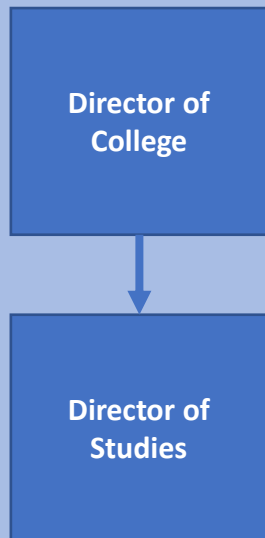
- **Bureau – relevant background (cont'd)**
  - **Staffing (before relocation from Manila to Bangkok)**
    - Manila (Central Office) had one senior manager undertaking administrative duties. The legal representative of the Central Office (APPU) was the head of the postal administration of the Philippines i.e., the Postmaster General.
    - Bangkok (College) was headed by a Director and supported by a Director of Studies.
  - **Staffing (when the two entities merged in 2001)**
    - Bureau was placed under the management of a Director (with the Director of Studies position being abolished).
    - A position was retained in the new structure for a “Manager, Administration & APPU Affairs”
- **Comment on staffing**
  - looking back at the change process in 2001, the support resource to maintain activities and standards at the College was retained.
  - however, the support resource for the role and affairs of a restricted union (the administrative section) was an uncompleted task i.e., such resources were not put in place. (Many of the Initiatives in the current Reform work now deal with the “uncompleted task”).

# Bureau – governance structures (4)

## (EC 2018 – Doc 15.4.2)

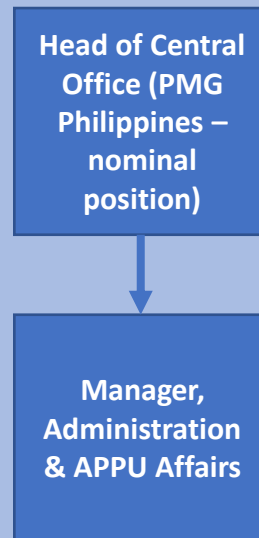
Management  
Structure at College  
pre-2001 (Bangkok)

2 people



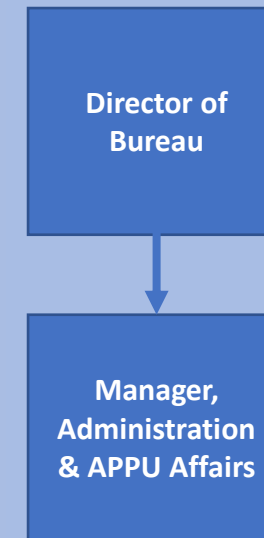
Management Structure  
at Central Office  
(Bureau) pre-2001  
(Manila)

2 people



Management Structure  
for Manila and Bangkok  
functions at Bureau from  
2001 (Bangkok)

2 people



# Bureau – governance structures (5)

## (EC 2018 – Doc 15.4.2)

- Governance
  - Bureau
    - the direction of the Bureau “is entrusted to a Director” (Secretary General)
    - **the Bureau is under the general supervision of the Executive Council (which meets annually)**
  - Administrative Section
    - the administrative section reports to the Secretary General
  - Training Section
    - Bureau comprises an administrative section and a training section
    - the direction and staffing of the Bureau are entrusted to the Director (Secretary General)
    - but the General Regulations specify that the training section “shall be administered by a Governing Board” (described as the “Governing Board of the training section of the Bureau”.)
    - **the Governing Board is accountable to the APPU Congress (which meets every four years)**
    - The powers / responsibilities of the Governing Board include:
      - determining rules for the administration of the training section;
      - directing the general training policy of the training section;
      - approving and supervising the budget of the training section;
      - appointing the teaching staff of the training section; and
      - establishing the scales of salaries and conditions of service for the training

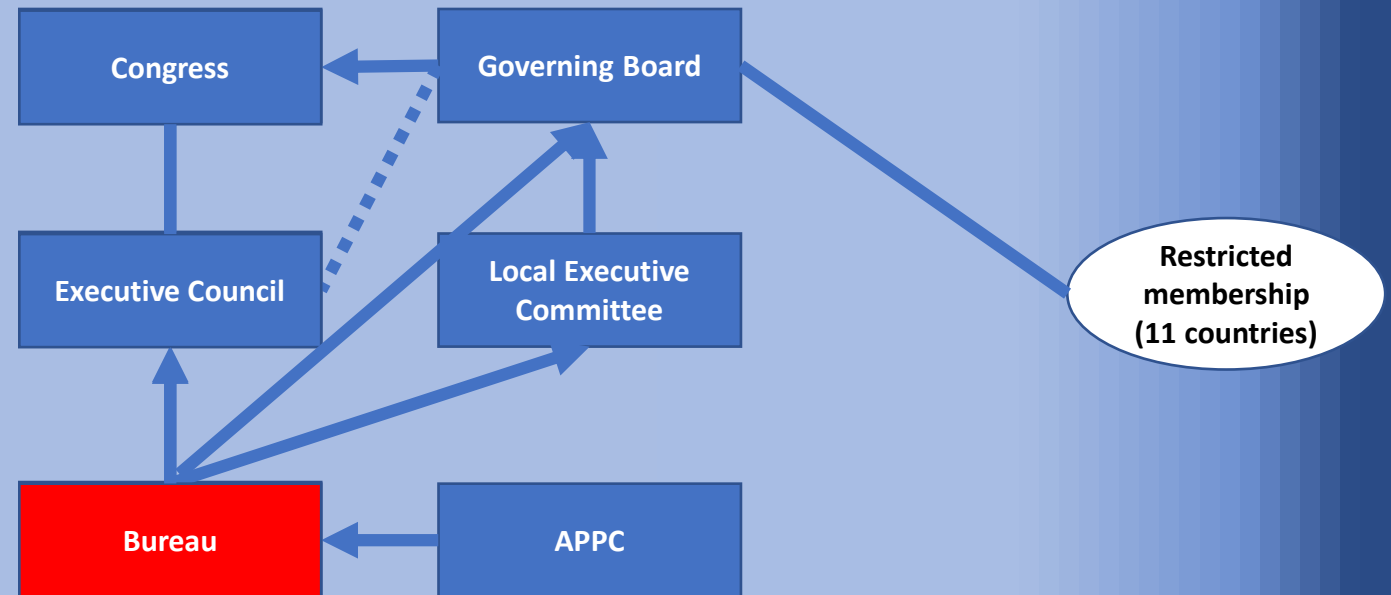
# **Bureau – governance structures (6)**

## **(EC 2018 – Doc 15.4.2)**

- **Governance (cont'd)**
  - further layer of governance exists to ensure the smooth running of the training section i.e., a Local Executive Committee (LEC)
    - LEC meets at least six-monthly
    - comprises the Head of the Postal Administration of Thailand, the Director / Secretary General of the Bureau, and the Manager, Administration and APPU Affairs
- **Director / Secretary General**
  - may attend meetings of the Governing Board as an observer
  - is the secretary of the Governing Board

## ... hence, this governance structure at the **Bureau** ... (7)

- Not saying the governance structure is wrong
- Simply want to know the reasons why
- Important for those with investment in the College to be able to monitor performance (MDES, Thai Post, GB members)
- Perhaps it is as simple as no-one ever raising a question about the governance structure?
- Would be good to get the reasons for the structure explained and confirmed



# **Bureau** – governance structures (8) (EC 2018 – Doc 15.4.2) – what happens next?

- What happens after the discussion on 26 June depends on what the meeting learns, and on what further questions arise.
- WG will summarise the discussion, and table it for consideration / clearance as appropriate.

# **APP** – role in APPU and key relationships (1) (EC 2018 – Doc 15.4.3)

- Objectives are to:
  - To understand, at a high level, key business facts about the APP, how it operates, and what it does
  - To be the basis for a discussion on how the APP fits into the APPU and its relationship with the Bureau

**Note:** this document is not the basis for discussing APP strategy or other similar aspects of APP. Such items are the business of APP, and nothing to do with the Reform WG.



## **APP** – role in APPU and key relationships (2) (EC 2018 – Doc 15.4.3)

- The objectives of the APP Cooperative are:
  - to provide market analysis and interpretation for the Asia Pacific region including customer needs and market trends;
  - to support the Asia Pacific region to enhance the quality of postal services; and
  - to strengthen the Asia Pacific postal network.

# **APP** – role in APPU and key relationships (3) (EC 2018 – Doc 15.4.3)

- **Relevant background**
  - 1980s / 1990s the postal sector changed – regulatory, operationally, commercially. Members had new needs that were not on a restricted union agenda
  - APP Cooperative created in 1994, as an organ of the APPU, to be a forum for operators – leadership and advocacy for the postal sector, commercial strengthening of the sector
  - Specific focus on market shares, quality of services, operational, technical, commercial and economic issues
  - 27 member Posts drawn from 25 APPU member countries
  - Recent attention has been on reviewing financial base and agreeing a strategic direction / position on e-Commerce

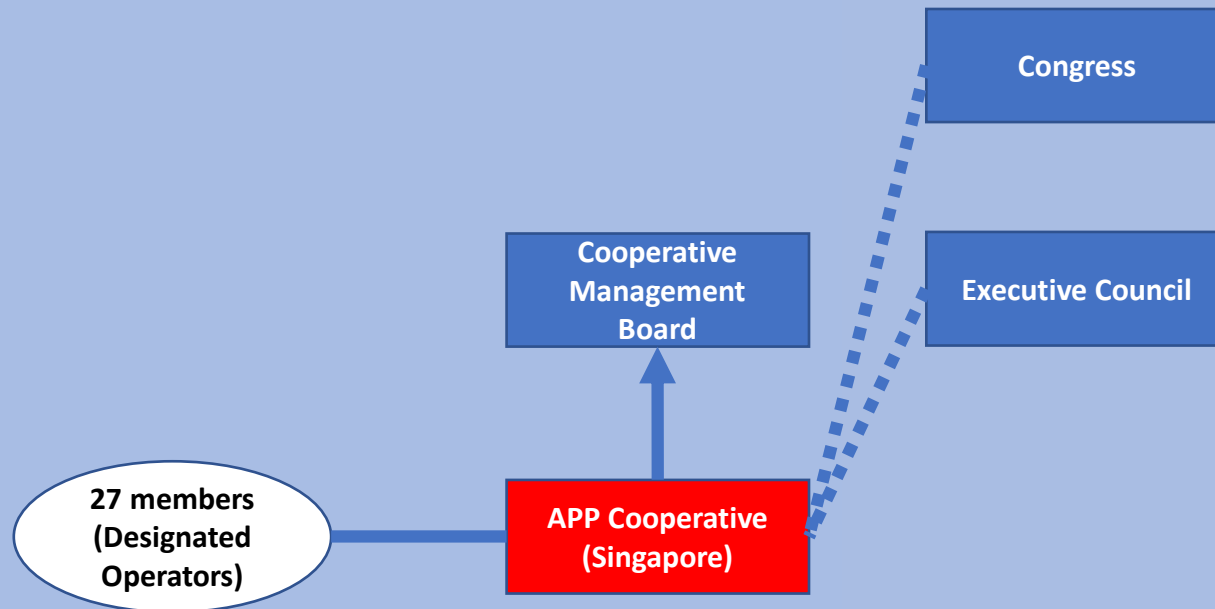
# **APP** – role in APPU and key relationships (4) (EC 2018 – Doc 15.4.3)

- **Funding**
  - APP is funded by its members who can select one of the 12 contribution classes as the amount paid annually.
  - Singapore Post meets some internal costs on a year-by-year basis (valued at \$US 12,000 for each of 2017 and 2018).
- **Annual Operating Cost**
  - 2016 budget: \$US 471,500
  - 2017 contributions: \$US 445,900
  - 2018 contributions: \$US 547,200

# **APP** – role in APPU and key relationships (5) (EC 2018 – Doc 15.4.3)

- **Location - Singapore**
- **Human Resource**
  - **Managing Director of APP Office**
  - **Senior Manager Operations and Technology**
  - **Admin and Performance Support Manager**
- **Known Documentation**
  - **Website**
  - **Regular business communications**
    - **quarterly updates**
    - **annual reports**
  - **Activities are well documented and distributed. Information is easy to obtain.**

# APP on Organisation Chart (6)



# **APP** – role in APPU and key relationships (7) (EC 2018 – Doc 15.4.3)

## **Reporting Lines**

- **Cooperative Management Board (CMB)**
  - **supervises the activities of the APP Cooperative e.g.,**
    - **defines and implements strategies related to the needs of members,**
    - **formulates funding plans and manages the use of budget for activities and projects,**
    - **makes personnel decisions**
- **CMB currently comprises Australia Post, China Post, Hongkong Post, Japan Post, Korea Post, Pos Malaysia, SingPost**
- **The APP provides a report on its annual activity to APPU EC / APPU Congress.**

# **APP** – role in APPU and key relationships (8)

## **(EC 2018 – Doc 15.4.3)**

Some questions ...

1. If we say that the APPU is made up of ...

- the APP;
- the Bureau (including the College);
- the EC; and
- Congress,

... with coordination of the parties being undertaken by the Bureau ... do you agree with this statement as far as the APP is concerned?

2. Currently the degree of contact and involvement between the Bureau and the APP is very small – why? – is it a separation that has been seen as necessary? – have we tried to find synergy? – are there other organisational options? – are the two organs seen as unified and supportive of each other?

3. What should APP be/look like in the future? For example, similar to IPC (totally independent)? – or similar to the EMS Cooperative? – or maintain the current situation/structure?

## **APP** – role in APPU and key relationships (9) (EC 2018 – Doc 15.4.3) – what happens next?

- The discussion of the material on APP, including the questions in paragraph 10, may result in agreement to do further work.
- Based on general experience, it is likely that the WG will summarise the discussion of 26 June and table it for consideration / clearance by the appropriate person / entity and then take whatever action is agreed.