



**APPC Governing Board Meeting
Documents
30 June 2025**

PROVISIONAL AGENDA

- | | |
|--------------------------------------------------------------------|------------|
| 1. Adoption of agenda and business arrangement | Doc 1 |
| 2. Report on 2024 APPC's activities | Doc 2 |
| • Courses & workshops | Appendix A |
| • Statement on the use of cash contributions and fellowship grants | Appendix B |
| 3. Auditor's report for the year 2024 | Doc 3 |
| 4. Report on 2025 APPC's activities | Doc 4 |
| • Courses & workshops | Appendix A |
| 5. 2026 Plan and Budget | Doc 5 |
| • 2026 proposed courses and workshops | Appendix A |
| • Details of 2026 expected income | Appendix B |
| • Details of 2026 expected expenditure | Appendix C |
| • 2026 Business Plan for APPC | Appendix D |
| 6. Specialized Capacity Building Programs | Doc 6 |
| 7. Training Impact Assessment Survey | Doc 7 |
| • Draft Training Impact Assessment Survey | Annex A |
| 8. Training Section Reserve Fund (TSRF) | Doc 8 |
| 9. Appointment of Auditor | Doc 9 |
| 10. Appreciation | Doc 10 |

Report on 2024 APPC's Activities

1. Subject	Paragraphs
Informing GB on the updates of various activities at the APPC, including resources and a summary of courses and workshops at the APPC	§ 1 - § 3
2. The GB is invited to - Take note of this document	§ 1 - § 3

The report covers major activities of the Asian-Pacific Postal College from January to December 2024

1. Personnel

- 1.1 Dr. Vinaya Prakash Singh from India was elected as the Secretary-General of the Asian-Pacific Postal Union (APPU). His tenure started from 1 January 2023 and will continue until 31 December 2026.
- 1.2 Mr. Anucha Soonglertsongpha from Thailand was appointed as a Lecturer. His contract started on 1 January 2023 and is valid until 31 December 2025.
- 1.3 Ms. YU Yan from China was appointed as RTCAP/ Consultancy Section Manager. Her contract started on 1 January 2023 and is valid until 31 December 2025.
- 1.4 Mr. Sandeep KP was seconded as "Lecturer-cum-Consultant" to the Asian-Pacific Postal Union since 20 January 2023 by the Government of India for a period of 3 years, which can be extended to 4 years based on mutual consent. The expenditure of this position is borne by the Government of India.
- 1.5 Ms. Suchismita Swain was appointed as a Lecturer in APPC on 1 January 2024, and her contract is valid until 31 December 2025.
- 1.6 Mr. Kenichi Hosokawa was seconded as Lecturer to the Asian-Pacific Postal College from Japan Post. The expenditure of this position is borne by Japan Post. His contract is for a period of 2 years starting from 3 June 2024.

2. Consultants/ Resource Persons

The quality of teaching at APPC is a priority concern of the Bureau. Apart from the knowledge sharing by Course Directors, the Bureau also invited Consultants/ Guest Speakers from various fields, such as postal administrations and business leaders, to share their expertise, knowledge, and experience in order to enrich the learning experience of participants.

The College would like to take this opportunity to express its sincere appreciation for their contribution and support. The list of Consultants/ Guest Speakers is as follows:-

No.	Name	Organization
1.	Mr. Craig Strickland	Box C
2.	Ms. Candice Yuan Tingting	Cainiao Group
3.	Mr. Dame Damevski	e-Boks
4.	Mr. Brody Buhler	Escher
5.	Dr. Chandrasekhar Bhuvanagiri	Former Course Director at APPC
6.	Mr. Lloyd Luke	IPC
7.	Mr. Trevor Peirce	IPC
8.	Ms. Aishath Shirdha	Maldives Post Limited
9.	Dr. Bernhard Bukovc	Postal Innovation Platform
10.	Mr. Sumesh Rahavendra	Pos Malaysia
11.	Ms. Cinzia Neri	PRIME
12.	Mr. Mark Bastiaanssen	Shiptimize
13.	Mr. Wilson George	Reason Solutions
14.	Mr. Santosh Gopal	Ship2myID
15.	Mrs. Wang Qi	SPTC
16.	Mr. Zhang Chang	SPTC
17.	Mrs. Zhao Ronggai	SPTC
18.	Ms. Isara Luetrakulset	Thailand Post
19.	Ms. Jiralak Phandhusuwankul	Thailand Post
20.	Mr. Jiraporn Phathanakul	Thailand Post
21.	Ms. Maradee Meemowsaw	Thailand Post
22.	Ms. Nissada Khosawasd	Thailand Post
23.	Ms. Paradee Chotamano	Thailand Post
24.	Ms. Prapussorn Khoosiriratne	Thailand Post
25.	Mr. Jiang Feng	UPU, EMS Unit
26.	Ms. Natalia Efremova	UPU, EMS Unit
27.	Ms. Thapanee Amarinrat	UPU, Field Project Expert for Asia-Pacific
28.	Mr. David Avsec	UPU, PTC
29.	Mr. Kazuo Kamishiro	UPU, PTC
30.	Mr. Philippe Grondein	UPU, Remuneration
31.	Mr. Shafwan Sajali	Vitronic
32.	Mr. Derek Osborn	Whatnext4u
33.	Mr. Kermit McKinney	Zonos

3. Summary of Courses, Workshops, and Special Programs (January – December 2024)

The College planned to complete 14 courses and 15 workshops in 2024 (64 training weeks). The College was able to complete 2 online courses, 12 physical courses, and 10 physical workshops, representing a total of 59 training weeks at the end of the year.

Training Type	Training Plan (weeks)	Actual Training (weeks)
Online Courses	4	4
Physical Courses	45	45
Online Workshops	0	0
Physical Workshops	15	10
Total	64	59

In addition, the Bureau conducted 6 special programs that were supported by the UNI Apro, UPU, USPS, Qatar Post, and Korea Post. Also, two External Specialized Capacity Building Programs were organized with the support of the India Fund at the UPU. These programs enriched participants' knowledge and understanding in the given subject area.

**2024 APPC'S ACTIVITIES
(JANUARY – DECEMBER)**

Online Courses

Course	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
1. Digital Transformation in Postal Sector (DTP)	2 Weeks 25 March - 5 April 2024	1. Afghanistan	1	13	0	13	Australia fund	1
		2. Bangladesh	1				APPU fund	7
		3. Cambodia	1				GB Contribution Budget	2
		4. China	1				Swiss Post fund	3
		5. Malaysia	1					
		6. Maldives	1					
		7. Mongolia	1					
		8. Nepal	1					
		9. Pakistan	1					
		10. Philippines	1					
		11. Solomon Islands	1					
		12. Thailand	1					
		13. Vietnam	1					
2. Postal Strategy: Formulation and Execution (PSFE)	2 Weeks 25 March - 5 April 2024	1. Afghanistan	1	14	0	14	Australia fund	1
		2. Cambodia	1				APPU fund	8
		3. China	2				Japan fund	2
		4. Iran	1				GB Contribution budget	2
		5. Malaysia	1				Swiss Post fund	1
		6. Maldives	1					
		7. Mongolia	1					
		8. Myanmar	1					
		9. Pakistan	1					
		10. Solomon Islands	1					
		11. Thailand	1					
		12. Vanuatu	1					
		13. Vietnam	1					

Physical Courses

Courses	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
1. Business Development and Marketing (BDM)	4 Weeks 29 - 23 February	1. Bangladesh 2. Bhutan 3. Cambodia 4. Lao PDR 5. Myanmar 6. Nepal 7. Sri Lanka 8. Thailand	1 1 1 1 1 1 1 1	8	0	8	Japan fund GB Contribution Budget	6 2
2. Managing Quality of Service (MQS)	4 Weeks 29 - 23 February	1. Bangladesh 2. Bhutan 3. Cambodia 4. Nepal 5. Pakistan 6. Sri Lanka 7. Thailand	1 1 1 1 1 1 1	7	0	7	Japan fund GB Contribution Budget	4 3
3. Human Resource Management (HRM)	4 Weeks 13 May - 7 June	1. Bangladesh 2. Bhutan 3. China 4. Maldives 5. PNG 6. Philippines 7. Sri Lanka 8. Thailand	1 1 1 1 1 1 1 1	8	1	7	Japan fund GB Contribution Budget New Zealand fund	2 4 1
4. Parcel, Logistics and Operations Management (PLOM)	4 Weeks 13 May - 7 June	1. Bangladesh 2. Bhutan 3. Cambodia 4. China 5. Fiji	1 1 1 1 1	13	1	12	GB Contribution fund UPU fund	3 9

Courses	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
		6. Indonesia	1					
		7. Lao PDR	1					
		8. Maldives	1					
		9. Mongolia	1					
		10. Papua New Guinea	1					
		11. Sri Lanka	1					
		12. Thailand	1					
		13. Vanuatu	1					
5. International Postal Services (IPS)	4 Weeks 24 June – 19 July	1. Bangladesh	1	21	1	20	GB Contribution Budget	2
		2. Bhutan	1				UPU fund	18
		3. Cambodia	1					
		4. China	1					
		5. Fiji	1					
		6. Indonesia	1					
		7. Kiribati	1					
		8. Lao PDR	1					
		9. Maldives	1					
		10. Mongolia	1					
		11. Nauru	1					
		12. Nepal	1					
		13. Papua New Guinea	1					
		14. Samoa	1					
		15. Sri Lanka	1					
		16. Thailand	1					
		17. Timor Leste	1					
		18. Tonga	1					
		19. Tuvalu	1					
		20. Vanuatu	1					
		21. Vietnam	1					

Courses	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
6. Marketing and Innovation for Posts (MIP)	4 Weeks 24 June – 19 July 2024	1. China 2. Japan 3. Myanmar 4. Pakistan 5. Papua New Guinea 6. Thailand 7. Vanuatu	1 1 1 1 1 1 1	7	1	6	Australia fund Japan fund GB Contribution Budget	2 1 3
7. E-Business and Technology (EBT)	3 Weeks 5 – 23 August	1. Nepal 2. Pakistan 3. Sri Lanka 4. Thailand 5. Tonga	1 1 1 1 1	5	0	5	Australia fund Japan fund GB Contribution Budget	1 1 3
8. Postal Financial Services (PFS)	3 Weeks 5 – 23 August	1. Indonesia 2. Lao PDR	1 1	2	1	1	Japan fund	1
9. e-Commerce Solutions and Supply Chain Management (ESC)	3 Weeks 16 September – 4 October	1. Cambodia 2. China 3. Cook Islands 4. Lao PDR 5. Nepal 6. Pakistan 7. Sri Lanka 8. Thailand 9. Vietnam	1 2 1 1 1 2 1 2 1	12	1	11	GB Contribution Budget La Poste fund New Zealand fund Swiss Post fund	5 4 1 1
10. International Mail Accounting (IMA)	3 Weeks 16 September – 4 October	1. Bhutan 2. Iran 3. Kiribati 4. Nauru 5. Nepal 6. Samoa	2 1 1 1 1 1	13	2	11	GB Contribution Budget Swiss Post fund UPU fund	1 2 8

Courses	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
		7. Sri Lanka 8. Timor Leste 9. Tonga 10. Tuvalu 11. Vanuatu	1 1 1 1 2					
11. Postal Management (PMC)	6 Weeks 21 October – 29 November	1. Cambodia 2. China 3. Japan 4. Lao PDR 5. Myanmar 6. Philippines 7. Thailand	1 1 1 1 1 1 4	10	2	8	Japan fund GB Contribution Budget	3 5
12. Express Mail Service (EMS)	3 Weeks 11 – 29 November	1. Bangladesh 2. Cambodia 3. Indonesia 4. Lao PDR 5. Myanmar 6. Pakistan 7. Thailand	2 1 1 1 1 1 2	9	1	8	Korea fund La Poste fund GB Contribution Budget	4 1 3

Physical Workshops

Workshops	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source		Remarks
					Self	Fellowships			
1. Advanced Business Planning (ABP)	1 Week 12 - 16 February	1. India	4	4	4	0	-		On top of 8 participants from BDM
2. Service Excellence in Postal Sector (SEPS)	1 Week 12 - 16 February	1. China, Macao 2. India	1 3	4	4	0	-		On top of 7 participants from MQS

Workshops	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source		Remarks
					Self	Fellowships			
3. Performance Management of Workforce (PMW)	1 Week 27 - 31 May	1. Fiji 2. India	1 4	5	0	5	India fund GB Contribution Budget	1 4	On top of 8 participants from HRM
4. Last Mile Delivery and Fulfillment (LMDF)	1 Week 27 - 31 May	1. India 2. Indonesia 3. Oman 4. Vietnam 5. Qatar	4 6 1 1 2	14	10	4	GB Contribution Budget	4	On top of 13 participants from PLOM
5. Sustainable Development in the Postal Sector (SDPS)	1 Week 3 - 5 June	1. Philippines 2. Thailand	1 1	2	1	1	GB Contribution Budget	1	
6. Driving Digital Strategy (DDS)	1 Week 12 - 16 August	1. Thailand	1	1	0	1	GB Contribution Budget	1	On top of 5 participants from EBT
7. Financial Inclusion Through Posts (FITP)	1 Week 12 - 16 August	1. Qatar	1	1	1	0	-		On top of 2 participants from PFS
8. Supply Chain Management (SCM)	1 Week 23 - 27 September	1. Qatar	2	2	2	0	-		On top of 12 participants from ESC
9. Leadership and Innovation Management (LIM)	1 Week 25 - 29 November	1. Brunei Darussalam 2. China 3. India 4. Qatar	2 1 5 5	13	8	5	GB Contribution Budget	5	On top of 10 participants from PMC
10. Express Mail Service (EMS)	1 Week 25 - 29 November	1. India 2. Philippines	5 2	7	0	7	GB Contribution Budget	7	On top of 9 participants from EMS

Special Workshops/ Seminars

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
1. UPU Regional Project on “Operational Efficiency and E- Commerce Development” (ORE 3)- Workshop for Asia with special emphasis on EMS	1 Week 18 - 22 March	1. Bangladesh	2	32	4	28	UPU fund	28
		2. Bhutan	2					
		3. Brunei Darussalam	3					
		4. Cambodia	2					
		5. India	2					
		6. I.R. Iran	3					
		7. Lao PDR	2					
		8. Malaysia	2					
		9. Maldives	2					
		10. Mongolia	2					
		11. Nepal	2					
		12. Pakistan	2					
		13. Philippines	2					
		14. Sri Lanka	2					
		15. Timor Leste	2					
2. Intensive International Mail Accounting	1 Week 6 - 10 May	1. Bangladesh	1	30	6	24	USPS fund GB Contribution budget	22 2
		2. Bhutan	2					
		3. Cambodia	1					
		4. India	4					
		5. Kiribati	1					
		6. Lao PDR	2					
		7. Maldives	1					
		8. Mongolia	2					
		9. Nepal	1					
		10. Pakistan	1					
		11. Papua New Guinea	1					
		12. Philippines	3					
		13. Samoa	1					
		14. Solomon Islands	1					

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
		15. Sri Lanka	2					
		16. Thailand	2					
		17. Tonga	1					
		18. Tuvalu	1					
		19. Vanuatu	2					
3. UPU Workshop on "The EAD and CDS/ IPS Training" for Designated Operators of the Asia-Pacific Region	3 Days 18 - 20 June	1. Bangladesh	1	20	5	15	UPU fund	15
		2. Bhutan	1					
		3. Cambodia	1					
		4. Fiji	1					
		5. India	3					
		6. Kiribati	1					
		7. Lao PDR	1					
		8. Maldives	1					
		9. Mongolia	1					
		10. Nepal	1					
		11. Papua New Guinea	1					
		12. Samoa	1					
		13. Sri Lanka	1					
		14. Thailand	2					
		15. Tonga	1					
		16. Tuvalu	1					
		17. Vanuatu	1					
4. UPU Workshop on "Regional Transport" for Designated Operators of the Asia-Pacific Region	3 Days 18 - 20 June	1. Bangladesh	1	22	4	18	UPU fund	18
		2. Bhutan	1					
		3. Cambodia	1					
		4. Fiji	1					
		5. India	3					
		6. Kiribati	1					
		7. Lao PDR	1					
		8. Maldives	1					
		9. Mongolia	1					

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
		10. Nepal	1					
		11. Pakistan	1					
		12. Papua New Guinea	1					
		13. Philippines	1					
		14. Samoa	1					
		15. Sri Lanka	1					
		16. Thailand	2					
		17. Tonga	1					
		18. Tuvalu	1					
		19. Vanuatu	1					
5. Intensive EMS Course	1 Week 29 July - 2 August	1. Bhutan	2	26	1	25	USPS fund	25
		2. Cambodia	2					
		3. Fiji	1					
		4. India	1					
		5. Indonesia	1					
		6. Kiribati	1					
		7. Lao PDR	2					
		8. Maldives	1					
		9. Mongolia	2					
		10. Nauru	1					
		11. Nepal	1					
		12. Pakistan	1					
		13. Papua New Guinea	1					
		14. Sri Lanka	2					
		15. Timor-Leste	1					
		16. Thailand	1					
		17. Tonga	1					
		18. Tuvalu	1					
		19. Vanuatu	1					
		20. Vietnam	2					

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
6. UPU Workshop on "Disaster Risk Management for the Asia-Pacific Region"	3 Days 3 - 5 September	1. Bangladesh 2. Bhutan 3. Cambodia 4. Fiji 5. Indonesia 6. Kiribati 7. Lao PDR 8. Maldives 9. Mongolia 10. Nepal 11. Pakistan 12. Sri Lanka 13. Thailand 14. Timor Leste 15. Tonga 16. Tuvalu 17. Vanuatu	1 1 2 2 1 1 2 1 1 1 1 1 3 1 1 1 1	22	3	19	UPU fund	19
7. Leadership and Innovation Management Workshop for Qatar Post	1 Week 17 - 21 November	1. Qatar	15	15	15	0		
8. Business Development and Marketing	1 Week 14 - 18 October	1. Korea	14	14	0	14	GB Contribution budget	14
9. QSF Project on "Capacity Building for Mail Quality Improvement of LDCs in Asia-Pacific"	1 Week 18 - 22 November	1. Bangladesh 2. Bhutan 3. Cambodia 4. Kiribati 5. Lao PDR 6. Myanmar 7. Tuvalu	1 1 1 1 1 1 1	7	0	7	UPU fund	7

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
10. The UPU Regional Project on “Operational Efficiency and E-commerce Development (ORE 3) - Workshop for Asia with Special Emphasis on Physical Services, Mail Processing, EDI and Visibility	1 Week 2 - 6 December	1. Bangladesh	2	38	9	29	UPU fund	29
		2. Bhutan	2					
		3. Brunei Darussalam	3					
		4. Cambodia	2					
		5. India	2					
		6. Indonesia	2					
		7. Iran	3					
		8. Lao PDR	2					
		9. Malaysia	2					
		10. Maldives	2					
		11. Mongolia	2					
		12. Nepal	2					
		13. Pakistan	1					
		14. Philippines	1					
		15. Sri Lanka	2					
		16. Thailand	6					
		17. Timor Leste	2					

External Training Programme

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
1. Terminal Dues Training in USA	1 Week 13 - 17 May	1. USA	5	5	5	0	USPS fund	5
2. Capacity Building Program on “Marketing, Innovation and Operational Excellence for Lao Post”	1 Week 25 - 29 June	1. Lao PDR	26	26	0	26	India fund through the UPU	26

Workshops/ Seminars	Duration (2024)	Administration		Participants	Source of Fund		Fellowship Source	
					Self	Fellowships		
3. Capacity Building Program for Bhutan Post	3 Days 16 - 18 September	1. Bhutan	30	30	0	30	India fund through the UPU	30
4. Postal Policy and Regulation Workshop in Hanoi, Vietnam	1 Week 10 - 12 December	1. Bhutan 2. Brunei Darussalam 3. Cambodia 4. China 5. Fiji 6. India 7. Indonesia 8. Lao PDR 9. Malaysia 10. Maldives 11. Mongolia 12. Myanmar 13. Pakistan 14. Philippines 15. Thailand	1 2 6 1 1 3 1 1 2 1 1 1 1 1 1 2	25	12	13	China fund through the UPU	13

STATEMENT ON THE USE OF 2024 CASH CONTRIBUTIONS AND FELLOWSHIP GRANTS

1. Statement on the use of 2024 cash contributions

1.1 The 2024 cash contributions were received as below;

Contributors	Cash on Hand (Baht)	Amount Used (Baht)	Agreed to Use the Funds for APPC Activities (Baht)	Unused Funds (Baht)
China	916,750.00	912,166.25	4,583.75	-
India	916,750.00	531,715.00	385,035.00	-
Korea	916,750.00	874,442.50	42,307.50	-
Pakistan	916,750.00	894,025.00	22,725.00	-
Philippines	916,750.00	630,866.25	285,883.75	-
Sri Lanka	916,750.00	916,690.75	59.26	-
Thailand	2,000,000.00	2,000,000.00	-	-
Total	7,500,500.00	6,759,905.75	740,594.26	-

1.2 The statements for the use of 2024 cash contributions are as follows:

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
CHINA**

Income			Baht
2024 Contribution received			916,750.00
Expenditure			
Attendances at training			912,166.25
Agreed to use the 2024 contribution to support APPC's activities			4,583.75
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Physical Courses			
Mr. Zhou Xianren	3	ESC	96,258.75
Mr. ZHANG Chenwu	4	HRM	128,345.00
Mr. Liu Gang	4	IPS	128,345.00
Mr. Wang Bo	4	MIP	128,345.00
Ms. LIU Hui	4	PLOM	128,345.00
Mr. Zhao Kefeng	6	PMC	265,857.50
Total	25		875,496.25
Online Courses			
Mr. Chan Ka Chon	2	PSFE	36,670.00
Total			912,166.25

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
INDIA**

Income			Baht
2024 Contribution received			916,750.00
Expenditure			
Attendances at training			531,715.00
Agreed to use the 2024 contribution to support APPC's activities			<u>385,035.00</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Workshops	Cost (Baht)
Courses			
Ms. Reeta Garg	1	LMDF	32,086.25
Mr. Mit G Pandya	1	LMDF	32,086.25
Mr. Ujjaval D Shah	1	LMDF	32,086.25
Mr. Vijay	1	LMDF	32,086.25
Mr. Om Prakash Pokhriyal	1	PMW	32,086.25
Mr. Bhartendu Kaushik	1	PMW	32,086.25
Mr. Vinod Kumar Meena	1	PMW	32,086.25
Mr. Amit Bakshi	1	PMW	32,086.25
Mr. Amit Kumar Singh	1	LIM	27,502.50
Mr. Gourav Jain	1	LIM	27,502.50
Mr. Ankush Bhagat	1	LIM	27,502.50
Mr. Sreekanth Kasoju	1	LIM	27,502.50
Mr. Nikhil Jain	1	LIM	27,502.50
Mr. Sandeep G Kadgaonkar	1	EMS	27,502.50
Ms. Smt. Kinjal S. Shah	1	EMS	27,502.50
Mr. Rupender Kumar	1	EMS	27,502.50
Mr. Paras Narang	1	EMS	27,502.50
Mr. Subhendu Banerjee	1	EMS	27,502.50
Total	18		531,715.00

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
KOREA**

Income		Baht	
2024 Contribution received		916,750.00	
Expenditure			
Attendances at training		874,442.50	
Agreed to use the 2024 contribution to support APPC's activities		<u>42,307.50</u>	
Balance c/f to 2025		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Courses			
Mr. Md. Ahad Miah, Bangladesh	3	EMS	107,758.75
Mr. Prak Sovanny, Cambodia	3	EMS	104,058.75
Ms. Phetphailin Khaopasert, Lao PDR	3	EMS	107,258.75
Mr. Aung Thu Han, Myanmar	3	EMS	106,158.75
Korea Group	1	PBD	449,207.50
Total			874,442.50

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
PAKISTAN**

Income		Baht	
2024 Contribution received		916,750.00	
Expenditure			
Attendances at training		894,025.00	
Agreed to use the 2024 contribution to support APPC's activities		<u>22,725.00</u>	
Balance c/f to 2025		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Physical Courses			
Ms. Asma Amin	3	EBT	135,058.75
Ms. Maryam Khalid Khan	3	EMS	142,258.75
Ms. Ayesha Komal	3	ESC	138,258.75
Ms. Uzma Sharif	3	ESC	138,258.75
Mr. Israr Ul Haq	4	MIP	173,345.00
Mr. Mehmood Abid	4	MQS	166,845.00
Total			894,025.00

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
PHILIPPINES**

Income			Baht
2024 Contribution received			916,750.00
Expenditure			
Attendances at training			630,866.00
Agreed to use the 2024 contribution to support APPC's activities			<u>285,884.00</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses/ Workshops	Cost (Baht)
Courses			
Ms. Maria Cecilia R. Landicho	4	HRM	145,345.00
Mr. Joseph E. Santiago	6	PMC	286,658.00
Mr. Rodel V. Dela Pasion	1	SDPS Workshop	22,919.00
Ms. Carol C. Terrado	1	2IMA	32,086.00
Mr. Alexis F. Aguilar	1	2IMA	32,086.00
Mr. Ethelbert M. Serrano	1	EMS Workshop	55,886.00
Mr. Ariel G. Racelis	1	EMS Workshop	55,886.00
Total	15		630,866.00

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 CASH CONTRIBUTION
SRI LANKA**

Income			Baht
2024 Contribution received			916,750.00
Expenditure			
Attendances at training			916,690.75
Agreed to use the 2024 contribution to support APPC's activities			<u>59.26</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Physical Courses			
Mr. Chamil K. W.	4	BDM	168,696.58
Ms. Lakni Anjali Nethmini Malgamage	3	EBT	116,302.51
Ms. O.T.M.S.E Premaratne	4	HRM	174,702.61
Mr. W. M. G. Manjula	3	IMA	113,589.86
Ms. M.G.R. Samanmalie Perera	4	MQS	168,696.58
Ms. P.T.M. Hawarihewa	4	PLOM	174,702.61
Total	22		916,690.75

The exchange rate is US\$ 1 = Baht 36.37

2. Statement on the use of 2024 fellowship grants

2.1 The fellowship grants received from contributors in the year 2024 are as follows:

Contributors	Amount in Currency		Amount in Baht	
Australia	AUD	50,000	THB	1,173,050.00
Japan	USD	79,290	THB	2,907,564.30
New Zealand	USD	10,000	THB	366,700.00
La Poste	USD	13,000	THB	502,911.23
Swiss Post	CHF	15,000	THB	538,050.00
UPU	USD	196,650	THB	7,211,171.91
USPS	USD	107,261	THB	3,857,089.00
Total			THB	16,556,536.44

2.2 The 2024 fellowship utilization is shown below:

Contributors	Cash on Hand (Baht)	Amount Used (Baht)	Agreed to Use the Funds for APPC Activities (Baht)	Unused Fund (Baht)
Australia	1,173,050.00	648,631.25	-	524,418.75
Japan	2,907,564.30	2,907,375.30	189.00	-
New Zealand	366,700.00	357,103.75	9,596.25	-
La Poste	502,911.23	502,911.23	-	-
Swiss Post	538,050.00	534,870.00	3,180.00	-
UPU	7,211,171.91	7,211,171.91	-	-
USPS	3,857,089.00	3,857,089.00	-	-
Total	16,556,536.44	16,019,152.44	12,965.25	524,418.75

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
AUSTRALIA**

Income		Baht	
2024 Grant received		1,173,050.00	
Expenditure			
Attendances at training		648,631.25	
Agreed to use the 2024 unused fund to support APPC's activities		<u>0.00</u>	
Balance c/f to 2025		<u>524,418.75</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Online Courses			
Mr. George Dennis, Solomon Islands	2	DTP	36,670.00
Mr. Vira Timbaci, Vanuatu	2	PSFE	36,670.00
Physical Courses			
Mr. Richard Jasper Opiti, PNG	4	MIP	238,145.00
Ms. Melissa Ishmael, Vanuatu	4	MIP	231,345.00
Ms. Mohelata Ulukau, Tonga	3	EBT	105,801.25
Total	15		648,631.25

The exchange rate is AUD 1 = Baht 23.461

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
JAPAN**

Income			Baht
2024 Grant received			2,907,564.30
Expenditure			
Attendances at training			2,907,375.30
Agreed to use the 2024 unused fund to support APPC's activities			<u>189.00</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses	Cost (Baht)
Physical Courses			
Ms. Sarmilla Chhetri, Bhutan	4	HRM	143,141.70
Ms. Nima Zangmo, Bhutan	4	BDM	143,632.43
Mr. Kunzang Wangchuk, Bhutan	4	MQS	143,632.43
Ms. Has Duong Leakhana, Cambodia	6	PMC	273,492.47
Ms. Rith Dollary, Cambodia	4	MQS	136,565.89
Ms. Phav Chaneng, Cambodia	4	BDM	136,565.89
Mr. MD. Ruhul Amin, Bangladesh	4	MQS	149,030.49
Mr. Mithun Chandra Das, Bangladesh	4	HRM	147,362.00
Mr. Naimur Rahman, Bangladesh	4	BDM	149,030.49
Ms. Sinsamai Singvongxay, Lao PDR	3	PFS	104,976.23
Ms. Thanaphone Vongphouthone, Lao PDR	4	BDM	138,626.97
Mr. Chonthachak Vanisouvong, Lao PDR	6	PMC	271,725.83
Mr. Khaing Myo, Myanmar	6	PMC	272,903.59
Ms. Phyu Phyu Win, Myanmar	4	BDM	138,332.53
Mr. Kaung Khant Win, Myanmar	4	MIP	138,725.11
Mr. Pradip Kumar Shrestha, Nepal	4	MQS	151,386.01
Mr. Govinda Prasad Pandey, Nepal	4	BDM	151,386.01
Mr. Mitralal Bhattarai, Nepal	3	EBT	116,859.24
Total	74		2,907,375.30

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
NEW ZEALAND**

Income		Baht
2024 Grant received		366,700.00
Expenditure		
Attendances at training		357,103.75
Agreed to use the 2024 unused fund to support APPC's activities		<u>9,596.25</u>
Balance c/f to 2025		<u>0.00</u>
Particulars of Expenditure		
Name of Attendees	Number of Weeks	Courses
Physical Courses		
Ms. Maryanne Edith Ulitaia, PNG	4	HRM
Ms. Leanna Tekura Mona Tupai, Cook Islands	3	ESC
Total	7	357,103.75

The exchange rate is US\$ 1 = Baht 36.67

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
LA POSTE**

Income		Baht
2024 Grant received		502,911.23
Expenditure		
Attendances at training		502,911.23
Agreed to use the 2024 unused fund to support APPC's activities		<u>0.00</u>
Balance c/f to 2025		<u>0.00</u>
Particulars of Expenditure		
Name of Attendees	Number of Weeks	Course
Physical Courses		
Mrs. Mst. Rounok Islam, Bangladesh	3	EMS
Mr. Bonarin Hem, Cambodia	3	ESC
Ms. Oulayvanh Nandavong, Lao PDR	3	ESC
Mr. K. A. D. Rangana, Sri Lanka	3	ESC
Mr. Chu The Tuan, Vietnam	3	ESC
Total	15	502,911.23

The exchange rate is CHF 1 = Baht 38.685479

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
SWISS POST**

Income		Baht	
2024 Grant received		538,050.00	
Expenditure			
Attendances at training		534,870.00	
Agreed to use the 2024 unused fund to support APPC's activities		<u>3,180.00</u>	
Balance c/f to 2025		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Online Courses			
Mr. Azimullah Habibi, Afghanistan	2	DTP	35,870.00
Mr. MD. Ahad Miah, Bangladesh	2	DTP	35,870.00
Ms. Davaasuren Jargalantuul, Mongolia	2	DTP	35,870.00
Mrs. Nasrin Golzadeh, Iran	2	PSFE	35,870.00
Physical Courses			
Ms. Rinchen Zangmo, Bhutan	3	IMA	116,658.75
Mr. Shadanand Kaphle, Nepal	3	ESC	124,158.75
Ms. Elnaz Mahdad, Iran	3	IMA	150,572.50
Total	17		534,870.00

The exchange rate is US\$ 1 = Baht 35.87

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
UPU**

			Baht
Income			
2024 Grant received			7,211,171.91
Expenditure			
Attendances at training			7,211,171.91
Agreed to use the 2024 unused fund to support APPC's activities			<u>0.00</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Courses/ Workshops	Cost (Baht)
Physical Courses			
Ms. Meerite Aberaam, Kiribati	3	IMA	229,540.72
Mr. Jonah Lesa, Nauru	3	IMA	254,746.32
Ms. Yashoda Aryal, Nepal	3	IMA	139,652.26
Ms. Leata Lydia Mataia, Samoa	3	IMA	202,378.52
Ms. Lindalva Isabel Natividade Nunes De Orleans, Timor Leste	3	IMA	174,180.48
Ms. Minime Kitiseni, Tonga	3	IMA	225,857.71
Ms. Oniki Teitala, Tuvalu	3	IMA	263,838.76
Mr. Sharif MD. Saifullah, Bangladesh	4	PLOM	172,928.83
Mr. Dawa, Bhutan	4	PLOM	168,440.16
Mr. Mong Bora, Cambodia	4	PLOM	157,276.04
Mr. Penaia Josefa Vave, Fiji	4	PLOM	163,376.02
Mr. Xayyora Phanouvong, Lao PDR	4	PLOM	174,885.43
Mr. Mahmood Ahmed, Maldives	4	PLOM	178,913.72
Ms. Byambajav Batsaikhan, Mongolia	4	PLOM	274,499.34
Mr. Mago Robin Namaliu, PNG	4	PLOM	239,338.10
Mr. Watson Kalo, Vanuatu	4	PLOM	224,951.35
Mr. MD. Rashidul Hasan, Bangladesh	4	IPS	176,611.84
Ms. Tshomo Ugyen, Bhutan	4	IPS	167,404.32
Mr. Meun Sopanha, Cambodia	4	IPS	161,649.61
Mr. Jona Sukamaivanuavou Siriako, Fiji	4	IPS	241,064.52
Mr. Biiiai Teikakoa, Kiribati	4	IPS	285,951.20
Mr. Phasith Davong, Lao PDR	4	IPS	161,419.42
Ms. Aminath Shara, Maldives	4	IPS	184,668.42
Ms. Enkhdulguun Tsend-Ayush, Mongolia	4	IPS	201,357.06
Mr. Isaiah Halstead, Nauru	4	IPS	305,517.19
Mr. Chhabi Prasad Rijal, Nepal	4	IPS	177,187.31
Ms. Sion Melinda, PNG	4	IPS	229,555.11
Mr. Epafara Junior Elisaia, Samoa	4	IPS	274,441.79
Ms. M.G.R. Samanmalie Perera, Sri Lanka	4	IPS	176,611.84
Ms. Lindalva Isabel De Orleans, Timor Leste	4	IPS	215,743.82
Ms. Lavenita Maile Makaafi, Tonga	4	IPS	254,066.69
Ms. Minime Kitiseni, Tuvalu	4	IPS	297,460.61
Ms. Rose Starlight Taylor, Vanuatu	4	IPS	291,705.90
Mr. Nguyen Viet Hung, Vietnam	4	IPS	163,951.49
Total	129		7,211,171.92

The exchange rate is US\$ 1 = Baht 36.70

**STATEMENT ON THE USE OF 2024 FELLOWSHIP GRANTS
USPS**

Income			Baht
2024 Grant received			3,857,089.00
Expenditure			
Attendances at training			3,857,089.00
Agreed to use the 2024 unused fund to support APPC's activities			<u>0.00</u>
Balance c/f to 2025			<u>0.00</u>
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course/ Work-shop	Cost (Baht)
Physical Courses			
Ms. Pema Deki, Bhutan	1	IEMS	49,465.00
Mr. Tshering Dendup, Bhutan	1	IEMS	49,465.00
Ms. Dollary Rith, Cambodia	1	IEMS	43,465.00
Ms. Sreyreth Khin, Cambodia	1	IEMS	43,465.00
Mr. Ravinesh Dayal, Fiji	1	IEMS	140,465.00
Mr. Vishnu Ambareesh, India	1	IEMS	26,970.00
Ms. Almi Novrina, Indonesia	1	IEMS	46,965.00
Mr. Willie Tekanene, Kiribati	1	IEMS	166,465.00
Mr. Phokham Khaykhamphithoune, Lao PDR	1	IEMS	42,465.00
Mr. Chonthachak Vanisouvong, Lao PDR	1	IEMS	42,465.00
Mr. Thalhath Mohamed, Maldives	1	IEMS	68,065.00
Ms. Sodchimeg Battulga, Mongolia	1	IEMS	87,465.00
Ms. Sarangerel Orsoo, Mongolia	1	IEMS	87,465.00
Ms. Seli Lesa, Nauru	1	IEMS	161,465.00
Ms. Nisha Aryal, Nepal	1	IEMS	56,465.00
Mr. Ahmad Iqbal, Pakistan	1	IEMS	76,965.00
Mr. Dogo Edea, PNG	1	IEMS	106,465.00
Mr. T.M. Dhammike Ekanayake, Sri Lanka	1	IEMS	57,265.00
Ms. Thilini Dinusha Nanayakkarawasan Nagahawatta, Sri Lanka	1	IEMS	57,265.00
Ms. Herminia Etelvina A. Magno, Timor Leste	1	IEMS	86,465.00
Ms. Sirataya Jindapan, Thailand	1	IEMS	31,465.00
Ms. Tafenga Melino Finau, Tonga	1	IEMS	110,465.00
Ms. Sophia Afelee, Tuvalu	1	IEMS	146,465.00
Ms. Carol Jack, Vanuatu	1	IEMS	149,634.00
Mr. Tang Van Tuan, Vietnam	1	IEMS	44,465.00
Ms. Pham Thi Tuyet Thanh, Vietnam	1	IEMS	44,465.00
Ms. Tahmina Mamtaz, Bangladesh	1	2IMA	54,265.00
Ms. Chandra Maya Chettri, Bhutan	1	2IMA	48,965.00
Mr. Rinchen Dorji, Bhutan	1	2IMA	49,465.00
Ms. Sokly Luy, Cambodia	1	2IMA	43,465.00
Mr. Arjuna Jakkula, India	1	2IMA	53,465.00
Ms. Tiotibin Bitamatang, Kiribati	1	2IMA	180,565.00
Mr. Dethmonkham Kankham, Lao PDR	1	2IMA	42,465.00
Ms. Sisamout Oudomxay, Lao PDR	1	2IMA	42,465.00
Ms. Wafiyya Mohamed, Maldives	1	2IMA	59,465.00
Ms. Khaliunaa Erdene-ochir, Mongolia	1	2IMA	70,965.00

Ms. Oyun-Erdene Monduush, Mongolia	1	2IMA	70,965.00
Mr. Shalik Ram Basyal, Nepal	1	2IMA	57,465.00
Mr. Muhammad Aamer, Pakistan	1	2IMA	81,995.00
Mr. Salmon Gerson, PNG	1	2IMA	119,965.00
Mr. Richard Paul Martin, Philippines	1	2IMA	50,465.00
Ms. Faapaia Epa, Samoa	1	2IMA	122,065.00
Ms. Caroline Qilabari Vanden Kanoko, Solomon Islands	1	2IMA	177,465.00
Ms. W.A.D.S.A. Wickamaarachchi, Sri Lanka	1	2IMA	56,465.00
Ms. Udari Harshani Nishshanka, Sri Lanka	1	2IMA	56,465.00
Ms. Juraiporn Wongboonpeng, Thailand	1	2IMA	31,465.00
Mr. Nau Pusiaki Kouvaka, Tonga	1	2IMA	111,465.00
Ms. Selane Faila Ofati, Tuvalu	1	2IMA	131,065.00
Ms. Mereisi Are Scott Shem, Vanuatu	1	2IMA	120,265.00
Total	49		3,857,089.00

The exchange rate is US\$ 1 = Baht 35.96

2024 ACTUAL ATTENDANCE

Table I : 2024 actual attendance against courses/ workshops

No.	Courses	Actual Attendance	
		Self-Funded Seat (s)	Fellowship-Funded Seat (s)
1	Business Development and Marketing (BDM)	0	8
2	Managing Quality of Service (MQS)	0	7
3	Digital Transformation in Postal Sector (DTP) - Online	0	13
4	Postal Strategy: Formulation and Execution (PSFE) - Online	0	14
5	Human Resource Management (HRM)	1	7
6	Parcel, Logistics and Operations Management (PLOM)	1	12
7	International Postal Services (IPS)	1	20
8	Marketing and Innovation for Posts (MIP)	1	6
9	E-Business and Technology (EBT)	0	5
10	Postal Financial Services (PFS)	1	1
11	e-Commerce Solutions and Supply Chain Management (ESC)	1	11
12	International Mail Accounting (IMA)	2	11
13	Postal Management (PMC)	2	8
14	Express Mail Service (EMS)	1	8
No.	Workshops	Actual Attendance	
		Self-Funded Seat (s)	Fellowship-Funded Seat (s)
1	Advanced Business Planning (ABP)	4	0
2	Service Excellence in Postal Sector (SEPS)	4	0
3	Performance Management of Workforce (PMW)	0	5
4	Last Mile Delivery and Fulfillment (LMDF)	10	4
5	Sustainable Development in Postal Sector (SDPS)	1	1
6	Integrated Index for Postal Development (2IPD)	0	0
7	IPS and IPS.Post Workshop (IPS)	0	0
8	Key Account Management for Posts (KAMP)	0	0
9	Driving Digital Strategy (DDS)	0	1
10	Financial Inclusion Through Posts (FITP)	1	0
11	Supply Chain Management (SCM)	2	0
12	Terminal Dues (TD)	0	0
13	Postal Regulatory Framework (PRF)	0	0
14	Express Mail Service (EMS)	0	7
15	Leadership and Innovation Management (LIM)	8	5
Total		41	154
Grand Total		195	

Table II : 2024 actual attendance against countries

No.	Administration	Actual Attendance			
		Seat (s)		Week (s)	
		Self-Funded Seat (s)	Fellowship-Funded Seat (s)	Self-Funded Seat (s)	Fellowship-Funded Seat (s)
1	Afghanistan	0	2	0	4
2	Bangladesh	0	8	0	28
3	Bhutan	0	7	0	26
4	Brunei Darussalam	2	0	2	0
5	Cambodia	0	9	0	32
6	China	3	9	5	31
7	Cook Islands	0	1	0	3
8	Fiji	0	3	0	9
9	India	7	18	7	18
10	Indonesia	10	0	20	0
11	Iran	0	2	0	5
12	Japan	2	0	10	0
13	Kiribati	0	2	0	7
14	Lao PDR	0	7	0	27
15	Malaysia	0	2	0	4
16	Maldives	1	4	4	12
17	Mongolia	0	4	0	12
18	Myanmar	0	5	0	19
19	Nauru	0	2	0	7
20	Nepal	0	7	0	23
21	Oman	1	0	1	0
22	Pakistan	0	8	0	24
23	Papua New Guinea	0	4	0	16
24	Philippines	0	6	0	15
25	Qatar	10	0	10	0
26	Samoa	0	2	0	7
27	Solomon Islands	0	2	0	4
28	Sri Lanka	0	8	0	29
29	Thailand - MDES	0	2	0	7
30	Thailand - THP	2	15	7	55
31	Timor-Leste	0	2	0	7
32	Tonga	0	3	0	10
33	Tuvalu	0	2	0	7
34	Vanuatu	2	4	6	14
35	Vietnam	1	4	1	11
Total		41	154	73	473
Grand Total		195		546	

<p>1. Subject Report on the 2024 statement of financial position</p>	<p>Paragraphs §1- §2</p>
<p>2. Decisions expected The GB is invited to: - Note the 2024 income and expenditure</p>	<p>§1- §2</p>

Report on 2024 statement of financial position

Introduction

- 1 An audit report from The Banchi Co., Ltd shows the statement of financial position of the Asian-Pacific Postal College from 1 January to 31 December 2024.
- 2 In the year 2024, the College’s revenue was over Baht 40,881,514.58, up by over Baht 15.9 million on the previous year. The revenue was from cash contribution, tuition fee, fellowships, interest miscellaneous. The whole year expenditure was Baht 39,780,875.82, including exchange rate loss. Thus, it can be summarized that the surplus for 2024 was Baht 1,100,638.76.

**STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Unit: Baht	
	2024	2023
INCOME		
Cash contribution	7,500,500.00	7,590,077.85
Tuition fee	2,583,907.66	2,526,522.45
Fellowship grants	16,556,536.44	10,236,476.78
Interest income	111,054.02	52,057.14
Miscellaneous	14,081,654.82	5,238,820.49
Other Income	47,861.64	-
TOTAL INCOME	40,881,514.58	25,643,954.71
EXPENDITURE		
Personnel	21,422,454.84	18,132,554.31
General operations	2,680,908.42	1,823,377.44
Dormitory operations	512,548.14	379,580.45
Course and participant operations	15,135,285.39	5,446,081.40
Loss on exchange rate	28,920.99	480,065.94
TOTAL EXPENDITURE	39,780,875.82	26,261,659.54
EXCESS INCOME OVER EXPENDITURE	1,100,638.76	(617,704.83)

Report on 2025 APPC's activities

1. Subject	Paragraphs
Informing GB of the activities in the APPC In 2025 including updates to the personnel, resource persons, summary of courses, workshops, and special programs and the estimated budget For 2025.	§ 1- § 4
2. Decisions expected The GB is invited to: <ul style="list-style-type: none"> - Note the activities of APPC in 2025. - Note the estimated budget for 2025 	§ 1 - § 3 § 4, Appendix B

The report covers major activities of the Asian-Pacific Postal College from January to April 2025.

1 Personnel

- 1.1 Mr. Anucha Soonglertsongpha will complete his one-year extended contract as Lecturer on 31 December 2025.
- 1.2 Ms. Sushimita Swain from will complete her two-year contract on 31 December 2025.
- 1.3 Ms. Yu Yan will complete her one-year extended contract as RTCAP/ Consultancy Section Manager on 31 December 2025.
- 1.4 Mr. Sandeep KP will complete his three-year contract as “Lecturer-cum-Consultant” on 19 January 2026.
- 1.5 The contracts of the officials mentioned in 1.1 to 1.4 will expire in the coming year. The APPU Bureau will write to the respective postal administrations to extend their contracts. The tenure of all these four officials is proposed to be extended by one more year from the date of expiry of their contracts in line with the APPU Staff Regulations and subject to the approval of their respective postal administrations.

2 Consultants / Resource Persons (January-April 2025)

The guest speakers who had in-person and online sessions not only added variety to the classroom but also provided rich perspectives to the participants.

The following resource persons were invited to share their experience and expertise for courses and workshops from January to March.

Name of Consultants/ Guest Speakers	Organizations
Mr. Wang Fan	Shijiazhuang Posts and Telecommunications Technical College
Mrs. Jiralak Phandhusuwankul	Thailand Post
Mrs. Isara Luetrakulset	Thailand Post
Dr. Chaiyatom Limapornvanich	National Innovation Agency (Nia)

The College would like to take this opportunity to express its sincere appreciation for their contribution and support.

**ASIAN-PACIFIC POSTAL COLLEGE
REPORT AND FINANCIAL STATEMENTS
31 DECEMBER 2024**

REPORT OF CERTIFIED PUBLIC ACCOUNTANT

To Governing Board of Asian-Pacific Postal College

Opinion

I have audited the financial statements of Asian-Pacific Postal College, which comprise the statement of financial position as at December 31, 2024, and the statement of income and statement of changes in equity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Thailand office as at December 31, 2024, and its financial performance for the year then ended in accordance with Thai Financial Reporting Standards for Non-Publicly Accountable Entities.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Union in accordance with the Federation of Accounting Professions' Code of Ethics for Professional Accountants together with the ethical requirements that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards for Non-Publicly Accountable Entities, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Thailand office's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Thailand office or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Thailand office's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Thailand office to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Suwit Luangratanacharoen
Certified public accountant (Thailand) No.11037

701 Sio Phetkaseam 4,
Phetkaseam Road
Tapra ,Bangkok Yai, Bangkok, 10600
27 March 2025

ASIAN-PACIFIC POSTAL COLLEGE
STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

		(Unit : Baht)	
ASSETS	Note	2024	2023
CURRENT ASSETS			
Cash and cash equivalents	3	31,146,861.91	29,046,875.29
Accounts receivable		13,414,712.74	13,561,335.08
TOTAL CURRENT ASSETS		44,561,574.65	42,608,210.37
NON - CURRENT ASSETS			
Long-term retirement based loans to local staff		1,725,264.85	2,061,380.08
Equipment - net	5	849,342.04	527,438.64
TOTAL NON - CURRENT ASSETS		2,574,606.89	2,588,818.72
 TOTAL ASSETS		 47,136,181.54	 45,197,029.09
 LIABILITIES AND EQUITY			
CURRENT LIABILITIES			
Accounts payable		18,082,072.03	18,511,318.33
TOTAL CURRENT LIABILITIES		18,082,072.03	18,511,318.33
 EQUITY			
Reserve fund		10,774,456.37	9,873,677.61
TSRF (210,000 USD)		7,434,000.00	7,434,000.00
Reserve for retirement benefits		8,543,927.25	7,280,364.45
Reserve for retirement tax		2,301,725.89	2,097,668.70
TOTAL EQUITY		29,054,109.51	26,685,710.76
 TOTAL LIABILITIES AND EQUITY		 47,136,181.54	 45,197,029.09

The accompanying notes are an integral part of the financial statements.

Secretary-General

Manager Administration & APPU Affairs

ASIAN-PACIFIC POSTAL COLLEGE
STATEMENTS OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2024

	(Unit : Baht)	
	2024	2023
INCOME		
Cash contribution	7,500,500.00	7,590,077.85
Tuition fee	2,583,907.66	2,526,522.45
Fellowship grant	16,556,536.44	10,236,476.78
Interest income	111,054.02	52,057.14
Miscellaneous	14,081,654.82	5,238,820.49
Other Income	47,861.64	-
TOTAL INCOME	40,881,514.58	25,643,954.71
EXPENDITURE		
Personnel	21,422,454.84	18,132,554.31
General operations	2,680,908.42	1,823,377.44
Dormitory operations	512,548.14	379,580.45
Course and participant operations	15,135,285.39	5,446,081.40
Loss on exchange rate	29,679.03	480,065.94
TOTAL EXPENDITURE	39,780,875.82	26,261,659.54
EXCESS INCOME OVER EXPENDITURE (EXPENDITURE OVER INCOME)	1,100,638.76	(617,704.83)

The accompanying notes are an integral part of the financial statements.

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Secretary-General

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Manager Administration & APPU Affairs

ASIAN-PACIFIC POSTAL COLLEGE
STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2024

	(Unit : Baht)	
	2024	2023
EQUITY		
Balance as at 31 December 2023	26,685,710.76	26,717,844.35
Digital Library Project*	(199,860.00)	-
Increase (decrease) in reserve for retirement benefits	1,467,619.99	585,571.24
Excess income over expenditure (Expenditure over income)	1,100,638.76	(617,704.83)
Balance as at 31 December 2024	29,054,109.51	26,685,710.76

The accompanying notes are an integral part of the financial statements.

* A budget of 6,000 USD from the Training Section Reserve Fund for the Digital Library Project was approved at the 2024 EC Meeting

Digital Library year 2024 199,860.00 Baht



Secretary-General



Manager Administration & APPU Affairs

ASIAN-PACIFIC POSTAL COLLEGE
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1 GENERAL

The Asian and Oceanic Postal School [rechristened as Asian-Pacific Postal College (APPC) in 1997] was established on 10 September 1970 in Bangkok as a regional training center. It operates under the Act to Facilitate the Operation of the Asian-Pacific Postal Union Bureau B.E. 2551. The College is aimed to provide relevant training courses to enhance the knowledge and effectiveness of postal staff at management level in Asia-Pacific region and to promote better understanding and cooperation in postal services among the countries in the region. It is located at 111 Chaengwattana Road, Laksi, Bangkok.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Income and Expenditure Recognition

Income and expenditure are recognized on an accrual basis.

2.2 Non-Current Assets

Non-current assets are expensed as incurred and donated. Non-current assets are not recorded in the financial statements.

2.3 Equipment and Depreciation

Equipment is recorded at cost, net of accumulated depreciation.

Depreciation is calculated using the straight-line method over the following estimated useful lives:

Office equipment	-	5 years
Vehicles	-	5 years

2.4 Foreign Currencies

Foreign currency transactions are translated into Baht using the exchange rates prevailing on the transaction dates. Assets and liabilities denominated in foreign currencies at the balance sheet date are translated into Baht using the exchange rates in effect on 31 December 2024, as published by the United Nations. Gains and losses from foreign exchange differences are included in the income statement.

2.5 Employee Benefits

Salaries, wages and retirement benefits are recognized as expenses when incurred.



Secretary-General



Manager Administration & APPU Affairs

3 CASH AND CASH EQUIVALENTES

	(Unit: Baht)	
	2024	2023
Cash in hand	111,091.67	118,148.94
Bank accounts		
- Baht Currency	22,976,562.14	17,757,622.17
- US dollar (2024: USD 234,075.17, 2023: USD 320,456.23)	8,059,208.10	11,171,104.18
Total	<u>31,146,861.91</u>	<u>29,046,875.29</u>

Remark

Bank Accounts

	(Unit: Baht)	
	2024	2023
SCB:- TOT branch No.198-2-01648-2 (Baht)	18,295,529.03	9,074,552.13
SCB:- TOT branch No.198-2-01647-4 (Baht)	4,681,033.11	8,683,070.04
Total	<u>22,976,562.14</u>	<u>17,757,622.17</u>
SCB:- HQ NO. 111-2-00070-7-840 (USD)	6,757,422.54	9,853,730.14
SCB:- HQ NO. 111-2-00074-9-840 (USD)	1,301,785.56	1,317,374.04
Total	<u>8,059,208.10</u>	<u>11,171,104.18</u>

Exchange rate used for conversion of bank saving account denominated in US Dollar as of

31 December 2024 was USD 1 Per Baht 34.09 (actual account rate as of 1 December 2024 Baht 34.43 per USD)

31 December 2023 was USD 1 Per Baht 34.16 (actual account rate as of 1 December 2023 Baht 34.86 per USD)

4 FOREIGN CURRENCY RISK

The College's exposure to foreign currency risk primarily arises from its bank deposits denominated in foreign currency. However, the College does not engage in forward exchange contracts for managing international currency risks.

As of 31 December 2024, the College's unhedged foreign currency-denominated assets amounted to 234,075.17 (2023: USD 320,456.23).



Secretary-General



Manager Administration & APPU Affairs

5 EQUIPMENT - NET

	Office		(Unit : Baht)
	Equipment	Vehicles	Total
Cost			
31 December 2022	2,474,768.00	4,274,351.03	6,500,877.03
Additions	287,428.00	-	287,428.00
31 December 2023	2,762,196.00	4,274,351.03	6,788,305.03
Additions	461,727.92	-	461,727.92
31 December 2024	3,223,923.92	4,274,351.03	7,250,032.95
Accumulated depreciation :			
31 December 2022	2,231,006.47	4,035,706.29	6,266,712.76
Donation	(208.24)		
Depreciation for the year	152,115.87	90,488.00	242,603.87
31 December 2023	2,382,914.10	4,126,194.29	6,509,316.63
Disposal of fixed asset	(41,621.96)		(41,621.96)
Depreciation for the year	181,446.48	-	181,446.48
31 December 2024	2,522,738.62	4,126,194.29	6,649,141.15
Net book value			
31 December 2023	379,281.90	148,156.74	527,438.64
31 December 2024	701,185.30	148,156.74	849,342.04
Depreciation for the year			
2024			181,446.48
2023			242,603.87

6 APPROVAL OF FINANCIAL STATEMENTS

These financial statements were authorized for issuance by the Secretary-General of the Union for the approval by the Governing Board.

Secretary-General

Manager Administration & APPU Affairs

(Unit : Baht)

	For the years ended 31 December	
	2024	2023
Cash Contributions :		
China	916,750.00	951,500.00
India	916,750.00	951,500.00
Korea	916,750.00	948,000.00
Pakistan	916,750.00	951,500.00
Philippines	916,750.00	836,077.85
Sri Lanka	916,750.00	951,500.00
Thailand	2,000,000.00	2,000,000.00
TOTAL	7,500,500.00	7,590,077.85
Tuition fees :		
Brunei Darussalam	-	157,125.00
China, Macao	123,780.00	418,249.89
Cambodia	-	26,452.50
India	185,640.00	444,010.00
Indonesia	543,315.00	413,182.50
Japan	454,706.86	451,267.36
Maldives	111,150.00	232,012.50
Mongolia	-	25,642.50
Oman	36,036.00	131,470.20
Thailand	267,377.50	227,110.00
Vanuatu	188,812.50	-
Vietnam	27,788.00	-
Qatar	645,301.80	-
TOTAL	2,583,907.66	2,526,522.45



Secretary-General



Manager Administration & APPU Affairs

Schedule 1 : Details of Income (Continued)

(Unit : Baht)

For the years ended 31 December

Fellowship Grants :

	2024	2023
Australia Post	1,173,050.00	1,217,726.40
Japan Post	2,907,564.30	3,006,676.80
New Zealand Post	366,700.00	948,000.00
Deutsche Post	-	379,200.00
La Poste	502,911.23	818,756.82
Swiss Post	538,050.00	170,950.00
UPU	7,211,171.91	1,622,277.27
USPS	3,857,089.00	2,072,889.49
TOTAL	16,556,536.44	10,236,476.78

Interest :

Interest received	111,054.02	52,057.14
TOTAL	111,054.02	52,057.14



Secretary-General



Manager Administration & APPU Affairs

Schedule 1 : Details of Income (Continued)

(Unit : Baht)

	For the years ended 31 December	
	2024	2023
Miscellaneous :		
APPU - UNI Apro Joint Seminar	-	241,898.46
APPU Postal Business Forum	3,905,092.50	1,063,988.36
UPU DRM Workshop	1,558,236.17	-
UPU ORE Workshop	2,352,921.60	551,458.32
Sub total	7,816,250.27	1,857,345.14
Dormitory Rental Fee	7,000.00	32,200.00
UPU - India Capacity-Building Program	13,257.47	-
UPU Transport Workshop	151,393.86	-
Secondment / India	3,486,000.00	3,278,322.13
Secondment / Japan	1,499,924.77	-
Smart classroom - UPU India Fund	1,070,000.00	-
Others	37,828.45	70,953.22
Sub total	6,265,404.55	3,381,475.35
TOTAL	14,081,654.82	5,238,820.49
Other Income :		
Disposal of Fixed Assets	3,340.00	-
Others	44,521.64	-
TOTAL	47,861.64	-
TOTAL INCOME	40,881,514.58	25,643,954.71



Secretary-General



Manager Administration & APPU Affairs

(Unit : Baht)

	Budget	Actual	
		For the years ended 31 December	
		2024	2023
PERSONNEL EXPENDITURE :			
Airfares and shipping expenses for			
Staff and their Dependents	20,000.00	18,507.69	134,340.50
Allowances and overtime	5,000.00	7,650.00	3,375.00
Education Expenses for Staff's Children	20,000.00	12,600.00	37,600.00
Income Tax of Staff Paid in Thailand	314,597.00	278,366.00	336,679.11
Insurance Premiums	65,000.00	84,497.09	57,321.67
Medical Expenses	400,000.00	498,172.33	398,678.70
Retirement Benefits	1,263,563.00	1,263,562.80	1,205,767.07
Retirement Tax	204,057.00	204,057.19	460,722.39
Staff Salaries, Post Adjustment, and			
Dependency Allowances	14,187,978.00	14,041,937.29	12,317,223.70
Secondment / India	3,600,000.00	3,513,179.68	3,180,846.17
Secondment / Japan	2,340,000.00	1,499,924.77	-
TOTAL	22,420,195.00	21,422,454.84	18,132,554.31



Secretary-General



Manager Administration & APPU Affairs

Schedule 2 : Details of Expenditure (Continued)

(Unit : Baht)

	Budget	Actual	
		For the years ended 31 December	
		2024	2023
GENERAL OPERATIONS :			
Auditing	40,000.00	40,000.00	40,000.00
General Cleaning	336,000.00	371,509.33	313,998.14
Water	55,000.00	23,233.92	51,564.16
Electricity	450,000.00	364,716.60	346,989.60
Equipment and Supplies	75,000.00	20,880.86	70,884.50
Hospitality Expenses	70,000.00	99,545.00	69,834.66
Maintenance	220,000.00	230,110.55	225,123.23
Petrol	100,000.00	40,188.80	81,430.00
Postage	8,000.00	9,513.98	6,027.00
Printing & Stationary	65,000.00	19,825.97	66,627.68
Tax and Duty	30,000.00	30,543.52	28,651.88
Telecommunications	100,000.00	76,376.73	102,331.31
Transportation	25,000.00	12,535.00	66,556.17
Miscellaneous and Contingencies	30,000.00	-	250.00
Vehicle Insurance	100,000.00	90,481.68	109,423.48
Other Expenses	-	758.04	1,081.76
Depreciation	250,000.00	181,446.48	242,603.87
Smart classroom - UPU India Fund	1,080,000.00	1,070,000.00	-
TOTAL	3,034,000.00	2,681,666.46	1,823,377.44



Secretary-General



Manager Administration & APPU Affairs

Schedule 2 : Details of Expenditure (Continued)

(Unit : Baht)

	Budget	Actual	
		For the years ended 31 December	
		2024	2023
DORMITORY OPERATIONS :			
Equipment	25,000.00	50,334.41	26,720.16
Maintenance	70,000.00	158,145.73	53,362.15
Cleaning	300,000.00	304,068.00	299,498.14
TOTAL	395,000.00	512,548.14	379,580.45
COURSE AND PARTICIPANT OPERATIONS :			
Allowances	15,000.00	109,859.57	11,470.90
Hospitality	700,000.00	406,373.66	645,107.33
Airfares for Participants	7,206,830.00	6,041,191.47	3,292,461.17
Subsistence Allowances for Participants	2,160,070.00	1,880,464.25	1,142,175.00
Guest Speakers	120,000.00	55,674.00	151,129.00
Overtime	120,000.00	132,145.00	112,575.00
Transportation	100,000.00	143,189.50	91,163.00
APPU Postal Business Forum	-	3,166,428.36	-
UPU DRM Workshop	-	1,409,322.75	-
UPU ORE Workshop	-	1,790,636.83	-
TOTAL	10,421,900.00	15,135,285.39	5,446,081.40
Loss on exchange rate :			
Loss on exchange rate	-	28,920.99	480,065.94
TOTAL	-	28,920.99	480,065.94
TOTAL EXPENDITURE	36,271,095.00	39,780,875.82	26,261,659.54



Secretary-General



Manager Administration & APPU Affairs

Asian-Pacific Postal College

Schedule 3 : Asset Acquisition

(Unit : Baht)

For the years ended 31 December

APPC PURCHASE :

- Equipment (General Operations and Dormitory Operations)

TOTAL

2024	2023
461,727.92	287,428.00
461,727.92	287,428.00



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Secretary-General



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Manager Administration & APPU Affairs

(Unit : Baht)

	For the years ended 31 December	
	2024	2023
ACCOUNTS RECEIVABLE :		
APPU	-	195,659.90
RTCAP	651,194.00	-
Australia Fellowship Grant	555,702.04	1,833,500.00
UPU Fellowship Grant	-	1,599,585.96
India GB Contribution	-	916,750.00
Pakistan GB contribution	807,250.00	916,750.00
Philippines GB Contribution	807,250.00	916,750.00
Sri Lanka GB Contribution	807,250.00	-
Japan Fellowship Grant	2,673,658.80	2,907,564.30
Cambodia	-	26,452.50
Maldives	-	25,702.50
Vietnam	161,820.00	-
Qatar	571,942.80	-
UPU	1,732,761.28	-
UPU - QSF Project	527,577.76	-
APPU Postal Business Forum	99,547.50	722,020.00
Secondment / India	3,443,000.00	3,486,000.00
Secondment / Japan	534,309.37	-
Others	41,449.19	14,599.92
TOTAL	13,414,712.74	13,561,335.08



Secretary-General



Manager Administration & APPU Affairs

(Unit : Baht)

	For the years ended 31 December	
	2024	2023
ACCOUNTS PAYABLE :		
Accrued Expenses	1,912,811.83	298,679.27
Australia Fellowship Grant	555,702.04	1,833,500.00
Japan Fellowship Grant	2,673,658.80	2,907,564.30
New Zealand Fellowship Grant	-	366,700.00
Swiss Post Fellowship Grant	-	538,050.00
China GB Contribution	807,250.00	916,750.00
India GB Contribution	807,250.00	916,750.00
Korea GB Contribution	807,250.00	916,750.00
Pakistan GB Contribution	807,250.00	916,750.00
Philippines GB Contribution	807,250.00	916,750.00
Sri Lanka GB Contribution	807,250.00	916,750.00
Thailand GB Contribution	2,000,000.00	2,000,000.00
Korea Post	805,126.20	805,126.20
Secondment / Japan	249,720.79	-
Secondment / India	3,946,857.74	3,734,865.54
APPU Postal Business Forum	478,577.00	493,513.02
APP Membership Fee	273,258.59	-
Others	342,859.04	32,820.00
TOTAL	18,082,072.03	18,511,318.33



Secretary-General



Manager Administration & APPU Affairs

3 Summary of Courses, Workshops, and Special Programs (January - April 2025)

The 2025 training program comprises a total of 14 courses including 2 online courses and 10 workshops. From January to March 2025, the College was able to complete 6 courses and 4 workshops as per the information provided below: -

Courses	Period (2025)
Digital Transformation in Postal Sector Course	13 - 24 January
Postal Strategy: Formulation and Execution Course	13 - 24 January
Business Development and Marketing Course	3 - 28 February
Managing Quality of Service Course	3 - 28 February
EMS Course	17 March - 4 April
e-Commerce Solutions and Supply Chain Management Course	17 March - 4 April

Workshops	Period (2025)
Advanced Business Planning Workshop	17 - 21 February
Service Excellence in Postal Sector Workshop	17 - 21 February
Express Mail Service Workshop	24 - 28 March
Supply Chain Management Workshop	24 - 28 March

4 Budget

The 2025 budget projection below shows that the Bureau is expected to receive an income of Baht **34,002,746.00** whereas our expenditure is expected to be Baht **36,433,059.50**. Therefore, based on these projections, the budget deficit for 2025 is now projected to be Baht **(2,430,313.50)**.

2025 STATEMENT OF INCOME AND EXPENDITURE

	Unit: Baht	
	2025 Budget	2024 Actual
INCOME		
Cash contribution	7,100,000.00	7,500,500.00
Tuition fees	2,992,000.00	2,583,907.66
Fellowship grants	6,382,860.00	16,556,536.44
Interest income	120,000.00	111,054.02
Miscellaneous	17,407,886.00	14,129,516.46
Gain on exchange rate	-	-
Total Income	34,002,746.00	40,881,514.58
EXPENDITURE		
Personnel	16,872,173.50	21,422,454.84
General operations	1,700,000.00	2,681,666.46
Dormitory operations	420,000.00	512,548.14
Course & participant operations	3,360,000.00	11,379,492.39
Miscellaneous/Activities	14,080,886.00	3,755,793.00
Loss on exchange rate	-	28,920.99
Total Expenditure	36,433,059.50	39,780,875.82
Excess Income over (lower) expenditure	(2,430,313.50)	1,100,638.76

**2025 APPC's ACTIVITIES
(JANUARY – MARCH)**

Online Courses

Courses	Duration (2025)	Administration		Participants	Source of Fund		Fellowship source	
					Self	Fellowships		
1. Digital Transformation in Postal Sector	2 weeks 13 - 24 January	1. Afghanistan 2. Bhutan 3. Cambodia 4. China 5. Fiji 6. Iran 7. Malaysia 8. Maldives 9. Mongolia 10. Nepal 11. Samoa 12. Solomon Islands 13. Thailand	1 1 2 1 1 1 1 1 1 1 1 1 1	14	0	14	Australia fund APPU fund GB Contribution budget	1 12 1
2. Postal Strategy: Formulation and Execution	2 weeks 13 - 24 January	1. Afghanistan 2. Cambodia 3. China 4. Fiji 5. Iran 6. Nepal 7. Malaysia 8. Maldives 9. Mongolia 10. Solomon Islands 11. Thailand 12. Vietnam	1 1 1 1 1 1 1 1 1 1 1 1	12	0	12	APPU fund GB Contribution budget	11 1

Physical Courses

Courses	Duration (2025)	Administration		Participants	Source of Fund		Fellowship source	
					Self	Fellowships		
1. Business Development and Marketing	4 weeks 3 - 28 February	1. Bangladesh 2. Cambodia 3. Fiji 4. Indonesia 5. Maldives 6. Samoa 7. Thailand	1 1 1 1 1 1 2	8	2	6	Australia fund Japan fund GB Contribution budget	2 2 2
2. Managing Quality of Service	4 weeks 3 - 28 February	1. Bangladesh 2. Cambodia 3. Indonesia 4. Lao PDR 5. Maldives 6. Nepal 7. Thailand	1 1 1 1 1 1 2	8	2	6	Japan fund GB Contribution budget	4 2

Physical Workshops

Workshops	Duration (2025)	Administration		Participants	Source of Fund		Remarks
					Self	Fellowship	
1. Advanced Business Planning	1 Week 17 - 21 February	1. India	5	5	5	0	On top of 8 participants from BDM
2. Service Excellence in Postal Sector	1 Week 17 - 21 February	1. India	5	5	5	0	On top of 8 participants from MQS
3. Express Mail Service Workshop	1 Week 24 - 28 March	1. India	4	4	0	4	On top of 13 participants from EMS
4. Supply Chain Management	1 Week 24 - 28 March	1. India	5	5	0	5	On top of 8 participants from ESC

ESTIMATED INCOME AND EXPENDITURE FOR 2025

2025 ESTIMATED INCOME

1. Cash contributions of Baht 7,100,000.00

Member Countries	Amount in US\$	Amount in Baht
China	25,000	850,000.00
India	25,000	850,000.00
Korea	25,000	850,000.00
Pakistan	25,000	850,000.00
Philippines	25,000	850,000.00
Sri Lanka	25,000	850,000.00
Thailand	n/a	2,000,00.000
Total		7,100,000.00

2. Tuition fees

2.1 Self - funded seats of Baht 2,992,000.00

Countries	Amount in US\$	Amount in Baht
Brunei Darussalam	6,000	204,000.00
China	4,500	153,000.00
Fuji	1,500	51,000.00
India	15,000	510,000.00
Indonesia	12,000	408,000.00
Japan	11,250	382,500.00
Maldives	6,132	208,500.00
Thailand	4,500	153,000.00
Oman	9,900	336,600.00
Qatar	9,900	336,600.00
Total		2,815,200.00

2.2 Self – ETP (External Training Programs) of Baht 176,800.00

Countries	No. of ETP (s)	No. of Week (s)	Amount in US\$	Amount in Baht
China, Hong Kong	1	1	5,200	176,800.00
Total	1	1	5,200	176,800.00

3. Fellowship grants of Baht 6,382,860.00

Member Countries/ Donors	Amount in US\$	Amount in Baht
Australia (AUD 25,000)	15,442	525,000.00
India	8,000	272,000.00
Japan	79,290	2,695,860.00
La Poste	40,000	1,360,000.00
Swiss Post	15,000	510,000.00
UPU	30,000	1,020,000.00
Total		6,382,860.00

Remarks: Fellowships for physical training comprise the tuition fee of US\$ 750 per week, subsistence allowance of US\$ 125 per week and economy round-trip air ticket. Any other expenses are borne by the fellowship recipient.

4. Miscellaneous income of Baht 17,407,886.00

Activities	Amount in Baht
Secondment / India	3,347,320.00
Secondment / Japan	3,333,566.00
APPU Business Forum	4,250,000.00
UNI-Apro Activities	918,000.00
UPU CBP	2,482,000.00
UPU ORE Workshops	3,026,000.00
Dormitory rental fee	17,000.00
Other	34,000.00
Total	17,407,886.00

2025 ESTIMATED EXPENDITURE

Unit: Baht

NAME OF ACCOUNT		APPC Budget 2025	Actual 2024	Actual 2023
I.	PERSONNEL			
1	Air Fares and shipping expenses for International staff	30,000.00	18,507.69	134,340.50
2	Allowance and overtime	10,000.00	7,650.00	3,375.00
3	Education expenses	20,000.00	12,600.00	37,600.00
4	Income tax of local staff	318,202.45	278,366.00	336,679.11
5	Insurance premium	93,228.00	84,497.09	57,321.67
6	Medical expenses	500,000.00	498,172.33	398,678.70
7	Retirement benefits	1,114,613.45	1,263,562.80	1,205,767.07
8	Retirement tax	204,057.00	204,057.19	460,722.39
9	Salaries, post adjustment & dependency allowance	14,582,072.60	14,041,937.29	12,317,223.70
Sub-Total		16,872,173.50	21,422,454.84	18,132,554.31
II.	GENERAL OPERATIONS			
1	Auditing	50,000.00	40,000.00	40,000.00
2	General Cleaning	370,000.00	371,509.33	313,998.14
3	Water	30,000.00	23,233.92	51,564.16
4	Electricity	400,000.00	364,716.60	346,989.60
5	Equipment and Supply	50,000.00	20,880.86	70,884.50
6	Hospitality expenses	70,000.00	99,545.00	69,834.66
7	Maintenance	230,000.00	230,110.55	225,123.23
8	Petrol	50,000.00	40,188.80	81,430.00
9	Postage	10,000.00	9,513.98	6,027.00
10	Printing and Stationery	25,000.00	19,825.97	66,627.68
11	Tax and duty	30,000.00	30,543.52	28,651.88
12	Telecommunications	80,000.00	76,376.73	102,331.31
13	Transportation	20,000.00	12,535.00	66,556.17
14	Miscellaneous and contingencies	5,000.00	758.04	1,331.76
15	Vehicles insurance	100,000.00	90,481.68	109,423.48
16	Depreciation	180,000.00	181,446.48	242,603.87
17	Smart classroom - UPU India Fund	-	1,070,000.00	-
Sub-Total		1,700,000.00	2,681,666.46	1,823,377.44
III.	DORMITORY OPERATIONS			
1	Equipment	50,000.00	50,334.41	26,720.16
2	Maintenance	70,000.00	158,145.73	53,362.15
3	Cleaning (2 cleaners and cleaning equipment)	300,000.00	304,068.00	299,498.14
Sub-Total		420,000.00	512,548.14	379,580.45

NAME OF ACCOUNT		APPC Budget 2025	Actual 2024	Actual 2023
IV.	COURSE & PARTICIPANT OPERATIONS			
1	Allowances	100,000.00	109,859.57	11,470.90
2	Hospitality	500,000.00	406,373.66	645,107.33
3	Airfares for participants	1,900,000.00	6,041,191.47	3,292,461.17
4	Subsistence allowances for participants	550,000.00	1,880,464.25	1,142,175.00
5	Guest Speaker	60,000.00	55,674.00	151,129.00
6	OT and Transportation	250,000.00	275,334.50	203,738.00
Sub-Total		3,360,000.00	8,768,897.45	5,446,081.40
V.	MISCELLANEOUS/ACTIVITIES			
1	Secondment / India	3,347,320.00	3,513,179.68	3,180,846.17
2	Secondment / Japan	3,333,566.00	1,499,924.77	-
3	APPU Postal Business Forum	3,200,000.00	3,166,428.36	
4	UPU CBP	1,200,000.00		
5	UPU DRM Workshops	-	1,409,322.75	
6	UPU ORE Workshops	2,500,000.00	1,790,636.83	
7	UNI Apro Activities	500,000.00		
Sub-Total		14,080,886.00	11,379,492.39	3,180,846.17
VI.	LOSS ON EXCHANGE RATE			
1	Loss on exchange rate (Unrealized)		28,920.99	480,065.94
Sub-Total		-	28,920.99	480,065.94
Total		36,433,059.50	39,780,875.82	26,261,659.54

- * Thailand Post kindly waived the maintenance and depreciation costs valued at Baht 1,500,000 for the apartments and dormitories in 2025.

STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION AND FELLOWSHIP GRANTS

1. The 2025 cash contribution

1.1 The 2025 cash contributions are detailed hereunder:

Unit: Baht			
Contributors	Expected funds on hand	Estimated Amount used	Estimated unused funds *
China (US\$ 25,000)	850,000.00	850,000.00	-
India (US\$ 25,000)	850,000.00	229,500.00	620,500.00
Korea (US\$ 25,000)	850,000.00	535,500.00	314,500.00
Pakistan (US\$ 25,000)	850,000.00	826,355.00	23,645.00
Philippines (US\$ 25,000)	850,000.00	816,000.00	34,000.00
Sri Lanka (US\$ 25,000)	850,000.00	850,000.00	-
Thailand (Baht 2,000,000)	2,000,000.00	2,000,000.00	-
Total	7,100,000.00	6,107,355.00	992,645.00

* Unused funds will be used to support the 2025 APPC activities as agreed at the GB Meeting at the Bangkok 2022.

1.2 Statement on the proposed use of 2025 cash contribution

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
CHINA**

		(Baht)	
Income			
2025 Contribution received		850,000.00	
Expenditure			
Estimated (Attendances)		850,000.00	
Estimated unused fund to support APPC's activities		<u>0.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Online training			
Ms. Wang Yixuan	2	DTP	34,000.00
Ms. Yang Shuai	2	PSFE	34,000.00
Physical training			
N/A	4	HRM	119,000.00
N/A	3	EMS	89,250.00
N/A	3	ESC	89,250.00
N/A	4	IPS	119,000.00
N/A	6	PMC	246,500.00
N/A	4	MIP	119,000.00
Total	28		850,000.00

The exchange rate is US\$ 1 = Baht 34

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
INDIA**

Income		(Baht)	
2025 Contribution received		850,000.00	
Expenditure			
Estimated (Attendances)		229,500.00	
Estimated unused fund to support APPC's activities		<u>620,500.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Physical training			
Ms. Rekha Devi	1	EMS Workshop	25,500.00
Sh. Javaid Ahmand Haji	1	EMS Workshop	25,500.00
Sh. Rajesh E Madkalkar	1	EMS Workshop	25,500.00
Sh. P M S Suryanarayana	1	EMS Workshop	25,500.00
Mr. Manmeet Kaur	1	SCM Workshop	25,500.00
Sh. Lalit Kumar	1	SCM Workshop	25,500.00
Sh. Ravi Midha	1	SCM Workshop	25,500.00
Sh. M Sathish Kumar	1	SCM Workshop	25,500.00
Sh. Vinayak Shamrao Gaikwad	1	SCM Workshop	25,500.00
Total		9	229,500.00

The exchange rate is US\$ 1 = Baht 34

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
KOREA**

Income		(Baht)	
2025 Contribution received		850,000.00	
Expenditure			
Estimated (Attendances)		535,500.00	
Estimated unused fund to support APPC's activities		<u>314,500.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Online training			
N/A			
N/A			
Physical training			
N/A		IPS	238,000.00
N/A		IPS. Post	59,500.00
N/A		KAMP	119,000.00
N/A		LIM	119,000.00
Total			535,500.00

The exchange rate is US\$ 1 = Baht 34

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
PAKISTAN**

Income		(Baht)	
2025 Contribution expected to received		850,000.00	
Expenditure			
Estimated (Attendances)		826,355.00	
Estimated unused fund to support APPC's activities		<u>23,645.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Physical training			
Mr. Shahid Iqbal	3	EMS	121,285.00
Ms. Iffat Ishaq	3	ESC	121,285.00
Mr. Saifullah	3	ESC	121,285.00
N/A	4	PLOM	174,000.00
N/A	4	IPS	174,000.00
N/A	2	EBT	114,500.00
Total		19	826,355.00

The exchange rate is US\$ 1 = Baht 34

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
PHILIPPINES**

Income		(Baht)	
2025 Contribution received		850,000.00	
Expenditure			
Estimated (Attendances)		816,000.00	
Estimated unused fund to support APPC's activities		<u>34,000.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Physical training			
N/A	4	IMA	119,000.00
N/A	4	PLOM	119,000.00
N/A	4	HRM	42,500.00
N/A	3	ESC	89,250.00
N/A	3	EMS	89,250.00
N/A	4	PLOM	119,000.00
N/A	4	HRM	119,000.00
N/A	4	MIP	119,000.00
Total		30	816,000.00

The exchange rate is US\$ 1 = Baht 34

**STATEMENT ON THE PROPOSED USE OF 2025 CASH CONTRIBUTION
SRI LANKA**

Income		(Baht)	
2025 Contribution received		850,000.00	
Expenditure			
Estimated (Attendances)		850,000.00	
Estimated unused fund to support APPC's activities		<u>0.00</u>	
Balance c/f to 2026		<u>0.00</u>	
Particulars of Expenditure			
Name of Attendees	Number of Weeks	Course	Cost (Baht)
Physical training			
Mr. Malith Chathuranga Geekiyanage Don	3	EMS	109,585.00
Mr. W. K. Roshan Piyadigama	2	EBT	84,500.00
N/A	3	ESC	109,585.00
N/A	4	PLOM	137,415.00
N/A	4	HRM	137,415.00
N/A	6	PMC	271,500.00
Total		22	850,000.00

The exchange rate is US\$ 1 = Baht 34

2. 2025 fellowship grants

2.1 The fellowship grants from donors in 2025 are as follows:

Contributors	Expected funds on hand	Unused fund C/F 2024	Expected Amount used	Unit: Baht
				Expected Unused funds *
Australia (AUD 25,000)	525,000.00	524,418.75	658,852.00	390,566.75
India (USD 8,000)	272,000.00	-	272,000.00	-
Japan (USD 79,290)	2,695,860.00	-	2,635,275.00	60,585.00
La Poste (USD 40,000)	1,360,000.00	-	746,170.00	613,830.00
Swiss Post (USD 15,000)	510,000.00	-	509,135.00	865.00
UPU (USD 30,000)	1,020,000.00	-	1,020,000.00	-
Total	6,382,860.00	524,418.75	5,841,432.00	1,065,846.75

*Unused funds will be used to support the 2025 APPC activities as agreed at the GB Meeting at the Bangkok 2022.

2.2 Statement on the use of 2025 fellowship grants

**STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS
AUSTRALIA**

			Baht
Income			
2025 Grant received			525,000.00
2024 Grant C/F			524,418.75
Expenditure			
Estimated Expenditure			658,852.00
Estimated unused fund to support APPC's activities			<u>390,566.75</u>
Balance c/f to 2026			<u>0.00</u>
Particulars of Expenditure			
Country	Number of Weeks	Course	Cost (Baht)
Online training			
Ms. Mafaia Leata	2	DTP	34,000.00
Physical training			
Mr. Joseph Tukana Talemaibolatagane Mataika, Fiji	4	BDM	192,826.00
Mr. Mathew Iakopo, Samoa	4	BDM	207,626.00
Papua New Guinea	4	PLOM	224,400.00
Total		18	658,852.00

The exchange rate is AUD 1 = Baht 21

**STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS
INDIA**

			Baht
Income			
2025 Grant expected to receive			272,000.00
Expenditure			
Estimated expenditure			272,000.00
Estimated unused fund to support APPC's activities			<u>0.00</u>
Balance c/f to 2026			<u>0.00</u>
Particulars of Expenditure			
Country	Number of weeks	Course	Cost (Baht)
Physical training			
N/A			
Total			

The exchange rate is US\$ 1 = Baht 34

STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS

JAPAN

Income			Baht
2025 Grant expected to receive			2,695,860.00
Expenditure			
Estimated expenditure			2,635,275.00
Estimated unused fund to support APPC's activities			<u>60,585.00</u>
Balance c/f to 2026			<u>0.00</u>
Particulars of Expenditure			
Country	Number of weeks	Course	Cost (Baht)
Online training			
Mr. Mohammad Ajmal Stanikzai, Afghanistan	2	PSFE	34,000.00
Physical training			
Mr. Al Amin, Bangladesh	4	BDM	142,035.00
Mr. MD Amir Hossain, Bangladesh	3	EMS	112,285.00
Mr. Khandker Shahnur Sabbir, Bangladesh	4	MQS	142,035.00
Bhutan	4	HRM	137,700.00
Bhutan	4	MIP	137,700.00
Bhutan	6	PMC	265,200.00
Mr. HUN Chiva, Cambodia	4	MQS	127,035.00
Mr. Satya Khiev, Cambodia	4	BDM	127,035.00
Cambodia	6	PMC	258,910.00
Mr. Phuthasone Homlatsamy, Lao PDR	3	ESC	101,185.00
Mr. Mon Phlasakha, Lao PDR	4	MQS	130,535.00
Lao PDR	6	PMC	258,740.00
Myanmar	4	PLOM	131,240.00
Myanmar	4	HRM	131,240.00
Mr. Shopharam Basnet, Nepal	4	MQS	137,235.00
Nepal	4	IMA	145,180.00
Ms. Mina Aryal Pandey, Nepal	3	EMS	115,985.00
Total			2,635,275.00

The exchange rate is US\$ 1 = Baht 34

STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS

La Poste

			Baht
Income			
2025 Grant expected to receive			1,360,000.00
Expenditure			
Estimated expenditure			746,170.00
Estimated unused fund to support APPC's activities			<u>613,830.00</u>
Balance c/f to 2026			<u>0.00</u>
Particulars of Expenditure			
Country	Number of weeks	Course	Cost (Baht)
Physical training			
Mr. Mohamed Simah, Maldives	3	EMS	118,785.00
Mr. Kumar Thapa, Nepal	3	ESC	111,885.00
Lao PDR	4	IMA	131,000.00
Mongolia	4	IMA	169,000.00
Sri Lanka	4	IMA	144,000.00
Cambodia	2	EBT	71,500.00
Total			746,170.00

The exchange rate is US\$ 1 = Baht 34

STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS

SWISS POST

			Baht
Income			
2025 Grant received			510,000.00
Expenditure			
Estimated expenditure			509,135.00
Estimated unused fund to support APPC's activities			<u>856.00</u>
Balance c/f to 2026			<u>0.00</u>
Particulars of Expenditure			
Country	Number of weeks	Course	Cost (Baht)
Physical training			
Mr. Pema Dorji, Bhutan	3	EMS	108,785.00
Bangladesh	4	IMA	146,200.00
Iran	4	PLOM	181,050.00
Lao PDR	2	EBT	73,100.00
Total			509,135.00

The exchange rate is US\$ 1 = Baht 34

STATEMENT ON THE PROPOSED USE OF 2025 FELLOWSHIP GRANTS

UPU

Income		Baht		
2025 Grant expected to receive		1,020,000.00		
Expenditure				
Estimated expenditure		1,020,000.00		
Estimated unused fund to support APPC's activities		<u>0.00</u>		
Balance c/f to 2026		<u>0.00</u>		
Particulars of Expenditure				
	Country	Number of weeks	Course	Cost (Baht)
Physical training				
	Mr. Sangay Zangmo, Bhutan	3	EMS	121,793.64
	Mr. Devnldhl Lohani, Nepal	3	EMS	129,854.62
	Mr. Richiel P. Cardiel, Philippines	3	EMS	117,875.10
	Lao PDR	4	PLOM	147,224.92
	Maldives	2	EBT	100,202.51
	Sri Lanka	2	EBT	94,604.61
	Bangladesh	4	HRM	161,219.69
	Vietnam	4	HRM	147,224.92
Total				1,020,000.00

The exchange rate is US\$ 1 = Baht 34

2026 Plan and Budget

<p>1. Subject Informing GB of:</p> <ul style="list-style-type: none"> - The APPC training plan for 2026 - 2026 statement of income and expenditure 	<p style="text-align: center;">Paragraphs</p> <p>§ 1</p> <p>§ 2</p>
<p>2. Decisions expected The GB is invited to:</p> <ul style="list-style-type: none"> - Note the 2026 training plan of APPC - Note the 2026 budget projection 	<p>§ 1, Appendix A, D</p> <p>§ 2, Appendix B, C</p>

1. APPC Training Plan 2026

1.1 The 2026 training plan comprises 59 training weeks that will be delivered through 14 courses and 12 workshops (Appendix A). This plan is based on responses to the Training Needs Assessment (TNA), which was sent to all APPU members.

2. Budget Projection for 2026

2.1 The 2026 forecast budget is based on:

- a. 100 percent attendance rate.
- b. An exchange rate of US\$ 1 being equivalent to Baht 34.
- c. An exchange rate of AUD 1 being equivalent to Baht 21.

2.2 The budget projection below shows that the College is projected to have a deficit of Baht 4,083,862.35 in 2026. Details are provided in Appendices B and C.

Unit: Baht

	2026 Budget	2025 Budget	2024 (Actual)
Income			
Cash contributions	7,100,000.00	7,100,000.00	7,500,500.00
Tuition fees	2,888,300.00	2,992,000.00	2,583,907.66
Fellowship grants	6,110,860.00	6,382,860.00	16,556,536.44
Interest income	120,000.00	120,000.00	111,054.02
Miscellaneous/Activities	15,350,784.00	17,407,886.00	14,129,516.46
Total	31,569,944.00	34,002,746.00	40,881,514.58

	2026 Budget	2025 Budget	2024 (Actual)
Expenditure			
Personnel	17,862,022.35	16,872,173.50	21,422,454.84
General operations	1,700,000.00	1,700,000.00	2,681,666.46
Dormitory operations	420,000.00	420,000.00	512,548.14
Course & participant operations	3,210,000.00	3,360,000.00	11,379,492.39
Miscellaneous/Activities	12,461,784.00	14,080,886.00	3,7558,793.00
Loss on exchange rate	-	-	28,920.99
Total	35,653,806.35	36,433,059.50	39,780,875.82
Total Income	31,569,944.00	34,002,746.00	40,881,514.58
Total Expenditure	35,653,806.35	36,433,059.50	39,780,875.82
Expenditure over Income	(4,083,862.35)	(2,430,313.50)	1,100,638.76

2026 COURSES AND WORKSHOPS

The College plans to conduct 14 courses and 12 workshops in 2026 based on responses to the training needs assessment (TNA).

No	Courses	No. of Week
1	Business Development and Marketing (BDM)	4
2	Managing Quality of Service (MQS)	4
3	Digital Transformation in Postal Sector (DTPS)– Online	2
4	Strategy Formulation and Execution (SFE) - Online	2
5	E-Business and Technology (EBT)	2
6	Digital Financial Service (DFS)	2
7	e-Commerce Solutions and Supply Chain Management (ESC)	3
8	EMS	3
9	International Mail Accounting (IMA)	4
10	International Postal Services (IPS)	4
11	Parcel, Logistics and Operations Management (PLOM)	4
12	Human Resource Management (HRM)	4
13	Marketing and Innovation for Posts (MIP)	4
14	Postal Management (PMC)	6

No	Workshops	No. of Week
1	Advanced Business Planning (ABP)	1
2	Service Excellence in Postal Sector (SEPS)	1
3	Performance Management of Workforce (PMW)	1
4	Last-Mile Delivery and Fulfillment	1
5	Supply Chain Management (SCM)	1
6	EMS	1
7	Terminal Dues (TD)	1
8	IPS and IPS.POST Workshop (IPS)	1
9	Marketing in the Digital Era for Posts	1
10	Leadership and Innovation Management (LIM)	1
11	Sustainable Development in Postal Sector (SDPS)	3 days
12	Postal Regulatory Reforms (PRR)	3 days

2026 EXPECTED INCOME

1. Cash contributions

Unit: Baht

Contributors	2026 Budget
China (US\$ 25,000)	850,000.00
India (US\$ 25,000)	850,000.00
Korea (US\$ 25,000)	850,000.00
Pakistan (US\$ 25,000)	850,000.00
Philippines (US\$ 25,000)	850,000.00
Sri Lanka (US\$ 25,000)	850,000.00
Thailand (MDES)	2,000,000.00
Total	7,100,000.00

Remarks: US\$ 1 = Baht 34

2. Tuition fees (Self-funded seats)

2.1 Regular courses and workshops

Unit: Baht

Countries	2026 Budget
China, Macao	153,000.00
India	510,000.00
Indonesia	408,000.00
Japan	382,500.00
Maldives	255,000.00
Thailand	153,000.00
Qatar	336,600.00
Oman	336,600.00
Total	2,534,700.00

Remarks: US\$ 1 = Baht 34

Tuition fee US\$ 750 per week

Subsistence Allowance = US\$ 125 per week

2.2 External Training Program (ETP)

Countries	No. of ETP (s)	Week (s)	Amount (US\$)	Amount (Baht)
China, Hong Kong	1	1	5,200.00	176,800.00
China, Macao	1	1	5,200.00	176,800.00
Total		2	10,400.00	353,600.00

Remarks: US\$ 1 = Baht 34

Tuition fee = US\$ 5,200 per week (Internal Lecturers)

Tuition fee = US\$ 10,000 per week (External Lecturers)

3. Fellowship grants

Unit: Baht

Member Countries/Donors	2026 Budget
Australia (AUD 25,000)	525,000.00
India (US\$ 15,000)	510,000.00
Japan (US\$ 79,290)	2,695,860.00
La Poste (US\$ 35,000)	1,190,000.00
Swiss Post (US\$ 5,000)	170,000.00
UPU (US\$ 30,000)	1,020,000.00
Total	6,110,860.00

- Remarks:**
1. Fellowships for physical training comprise the tuition fee of USD 750 per week, subsistence allowance of USD 125 per week, and economy round-trip air ticket. Any other expenses are borne by the fellowship recipient.
 2. AUD = Baht 21
 3. US\$ 1 = Baht 34

4. Miscellaneous

Unit: Baht

Activities	2026 Budget
Secondment / India	3,498,484.00
Secondment / Japan	1,363,300.00
APPU Business Forum	5,100,000.00
UNI-Apro Activities	748,000.00
UPU DRM Workshop	1,564,000.00
UPU ORE Workshops	3,026,000.00
Dormitory rental fee	34,000.00
Others	17,000.00
Total	15,350,784.00

DETAIL OF 2026 EXPENDITURE

NAME OF ACCOUNT		APPC Budget 2026	APPC Budget 2025	Actual 2024
I.	PERSONNEL			
1	Air Fares and shipping expenses for International staff	30,000.00	30,000.00	18,507.69
2	Allowance and overtime	10,000.00	10,000.00	7,650.00
3	Education expenses	20,000.00	20,000.00	12,600.00
4	Income tax of local staff	328,146.45	318,202.45	278,366.00
5	Insurance premium	95,000.00	93,228.00	84,497.09
6	Medical expenses	500,000.00	500,000.00	498,172.33
7	Retirement benefits	1,383,065.20	1,114,613.45	1,263,562.80
8	Retirement tax	465,835.00	204,057.00	204,057.19
9	Salaries, post adjustment & dependency allowance	15,029,975.70	14,582,072.60	14,041,937.29
Sub-Total		17,862,022.35	16,872,173.50	21,422,454.84
II.	GENERAL OPERATIONS			
1	Auditing	50,000.00	50,000.00	40,000.00
2	General Cleaning	370,000.00	370,000.00	371,509.33
3	Water	30,000.00	30,000.00	23,233.92
4	Electricity	400,000.00	400,000.00	364,716.60
5	Equipment and Supply	50,000.00	50,000.00	20,880.86
6	Hospitality expenses	70,000.00	70,000.00	99,545.00
7	Maintenance	230,000.00	230,000.00	230,110.55
8	Petrol	50,000.00	50,000.00	40,188.80
9	Postage	10,000.00	10,000.00	9,513.98
10	Printing and Stationery	25,000.00	25,000.00	19,825.97
11	Tax and duty	30,000.00	30,000.00	30,543.52
12	Telecommunications	80,000.00	80,000.00	76,376.73
13	Transportation	20,000.00	20,000.00	12,535.00
14	Miscellaneous and contingencies	5,000.00	5,000.00	758.04
15	Vehicles insurance	100,000.00	100,000.00	90,481.68
16	Depreciation	180,000.00	180,000.00	181,446.48
17	Smart classroom - UPU India Fund	-	-	1,070,000.00
Sub-Total		1,700,000.00	1,700,000.00	2,681,666.46

III.	DORMITORY OPERATIONS			
1	Equipment	50,000.00	50,000.00	50,334.41
2	Maintenance	70,000.00	70,000.00	158,145.73
3	Cleaning (2 cleaners and cleaning equipment)	300,000.00	300,000.00	304,068.00
Sub-Total		420,000.00	420,000.00	512,548.14
IV.	COURSE & PARTICIPANT OPERATIONS			
1	Allowances	100,000.00	100,000.00	109,859.57
2	Hospitality	500,000.00	500,000.00	406,373.66
3	Airfares for participants	1,800,000.00	1,900,000.00	6,041,191.47
4	Subsistence allowances for participants	500,000.00	550,000.00	1,880,464.25
5	Guest Speaker	60,000.00	60,000.00	55,674.00
6	OT and Transportation	250,000.00	250,000.00	275,334.50
Sub-Total		3,210,000.00	3,360,000.00	8,768,897.45
V.	MISCELLANEOUS/ACTIVITIES			
1	Secondment / India	3,498,484.00	3,347,320.00	3,513,179.68
2	Secondment / Japan	1,363,300.00	3,333,566.00	1,499,924.77
3	APPU Postal Business Forum	3,200,000.00	3,200,000.00	3,166,428.36
4	UPU CBP	-	1,200,000.00	-
5	UPU DRM Workshop	1,400,000.00	-	1,409,322.75
6	UPU ORE Workshops	2,500,000.00	2,500,000.00	1,790,636.83
7	UNI Apro Activities	500,000.00	500,000.00	
Sub-Total		12,461,784.00	14,080,886.00	11,379,492.39
VI.	LOSS ON EXCHANGE RATE			
1	Loss on exchange rate (Unrealized)	-	-	28,920.99
Sub-Total		-	-	28,920.99
Total		35,653,806.35	36,433,059.50	39,780,875.82

* Thailand Post will waive the maintenance and depreciation costs valued at 1,500,000 Baht for the apartments and dormitories in 2026

Salary Scale for 2025¹ and 2026²

International staff

Position	Salary step (US\$/month)						
Secretary General	8,195	8,527	8,855	9,187	9,514	9,842	10,174
	10,426	10,829					
Lecturer	5,302	5,455	5,606	5,764	5,916	6,072	-
Post adjustment allowance	1,954						
Dependent spouse	26						
Dependent child	21						

Local staff

Position	Salary step (Baht/month)						
Manager Administration & APPU Affairs	93,227	96,546	99,864	103,183	106,501	109,821	113,138
	116,455	119,773	123,092	126,409	129,728	133,044	136,361
Senior Administrative Officer	47,458	50,402	53,352	56,298	59,253	62,201	65,151
	68,099	71,049	73,997	76,212	79,897	82,841	85,788
	88,732	91,679	94,624				
Secretary	43,917	46,865	49,818	52,766	55,714	58,666	61,615
	64,561	67,512	70,463	73,410	76,358	79,310	82,257
	85,207	88,157					
System Support Officer	43,917	46,865	49,818	52,766	55,714	58,666	61,615
	64,561	67,512	70,463	73,410	76,358	79,310	82,257
	85,207	88,157					
Administrative Support Officer	26,407	29,325	32,244	35,159	38,078	40,997	43,948
	46,837	49,752	52,669	55,586	58,505	61,423	64,341
	67,260	70,178	73,097	76,013	78,934		
Office Assistant	19,698	22,185	24,677	27,166	29,659	32,151	34,640
	37,129	39,622	42,111	44,604	47,092	49,464	52,074
	54,563	57,049	59,537	62,023	64,513		
Driver	17,678	19,682	21,690	23,695	25,701	27,707	29,715
	31,723	33,730	35,734	37,743	39,746	41,755	43,761
	45,763	47,766	49,770	51,774			

¹ For the 2025 year, the Bureau applied a CPI increase of 0.40% for the salary adjustment. <https://www.bot.or.th/English/MonetaryPolicy/MonetPolicyCommittee/MPR/Pages/default.aspx>.

² For the 2026 year, The CPI has not been announced yet. The Bureau, therefore calculated the salary excluding the CPI increment. The 2026 actual figures will be adjusted once the CPI accountment is made by the Bank of Thailand (BOT) or Division of Trade and Economic Indices Trade Policy and Strategy Office of the Ministry of Commerce, expected to be in early 2026.

Calculation of 2025 Salaries, Post Adjustment and Dependency Allowances

International staff

Position	Salary (US\$)	Post adjustment allowance (US\$)	Dependency allowance (US\$)	Total (US\$)
Secretary-General	(8,855 x 12) = 106,260.00	(1,954 x 12) = 23,448.00	(26 x 12) = 312.00	130,020.00
Lecturer I (Mr. Anucha)	(5,606 x 12) = 67,272.00	(1,954 x 12) = 23,448.00	-	90,720.00
Lecturer II (Ms. Suchismita)	(5,455 X 12) = 65,460.00	(1,954 x 12) = 23,448.00	-	88,908.00
Total	238,992.00	70,344.00	312.00	309,648.00

Local staff

Position	Salary (Baht)	Post adjustment allowance (Baht)	Dependency allowance (Baht)	Total (Baht)
Manager Administration & APPU Affairs	(123,092 x 1) + (126,409 x 11) = 1,513,591.00	-	-	1,513,591.00
Senior Administrative Officer	(71,049 x 9) (73,997 x 3) = 861,432.00	-	-	861,432.00
Secretary	(88,157 X 12) = 1,057,884.00	-	(100 x 12) = 1,200.00	1,059,084.00
System Support Officer	(88,157 x 12) = 1,057,884.00	-	-	1,057,884.00
Administrative Support Officer	(78,934 x 12) = 947,440.00	-	-	947,208.00
Office Assistant	(39,622 x 10) + (42,111 x 2) = 480,442.00	-	(50 x 12) = 600.00	481,042.00
Driver I	(51,774 x 12) = 621,288.00	-	-	621,288.00
Driver II	(51,774 x 12) = 621,288.00	-	(50 x 12) = 600.00	621,888.00
Total	7,161,017.00		2,400.00	7,163,417.00

Calculation of 2026 Salaries, Post Adjustment and Dependency Allowances

International staff

Position	Salary (US\$)	Post adjustment allowance (US\$)	Dependency allowance (US\$)	Total (US\$)
Secretary-General	(9,288 x 12) = 111,456.00	(1,975 x 12) = 23,700.00	(26 x 12) = 312.00	135,468.00
Lecturer I (Mr. Anucha)	(5,827 x 12) = 69,924.00	(1,975 x 12) = 23,700.00	-	93,624.00
Lecturer II (Ms. Suchismita)	(5,668 X 12) = 66,516.00	(1,975 x 12) = 23,700.00	-	91,716.00
Total	249,396.00	71,100.00	312.00	320,808.00

Local staff

Position	Salary (Baht)	Post adjustment allowance (Baht)	Dependency allowance (Baht)	Total (Baht)
Manager Administration & APPU Affairs	(127,799 x 1) + (131,155 x 11) = 1,570,504.00	-	-	1,570,504.00
Senior Administrative Officer	(74,811 x 9) (77,050 x 3) = 904,449.00	-	-	904,449.00
Secretary	(89,127 X 12) = 1,069,524.00	-	(100 x 12) = 1,200.00	1,070,724.00
System Support Officer	(89,127 x 12) = 1,069,524.00	-	-	1,069,524.00
Administrative Support Officer	(79,802 x 12) = 957,624.00	-	-	957,624.00
Office Assistant	(42,574 x 10) + (40,254 x 2) = 515,930.00	-	(50 x 12) = 600.00	516,530.00
Driver I	(52,344 x 12) = 628,128.00	-	-	628,128.00
Driver II	(52,344 x 12) = 628,128.00	-	(50 x 12) = 600.00	628,128.00
Total	7,343,811.00		2,400.00	7,346,211.00

2025 APPC and APPU Staff Cost Proportion

International staff

Position	Total Salary (US\$)	APPC Salary			APPU Salary		
		Proportion	(US\$)	(Baht)	Proportion	(US\$)	(Baht)
Secretary-General	130,020.00	50%	65,010.00	2,340,360.00	50%	65,010.00	2,340,360.00
Lecturer I	90,720.00	100%	90,720.00	3,265,920.00	-	-	-
Lecturer II	88,908.00	100%	88,908.00	3,200,688.00	-	-	-
Total	309,648.00		244,638.00	8,806,968.00		65,010.00	2,340,360.00

Local staff

Position	Total Salary (Baht)	APPC Salary			APPU Salary		
		Proportion	(US\$)	(Baht)	Proportion	(US\$)	(Baht)
Manager Administration & APPU Affairs	1,513,591.00	70%	29,431.00	1,059,514.00	30%	12,613.26	454,077.00
Senior Administrative Officer	861,432.00	80%	19,143.00	689,146.00	20%	4,785.73	172,286.00
Secretary	1,059,084.00	80%	23,535.00	847,267.00	20%	5,883.80	211,817.00
System Support Officer	1,057,884.00	80%	23,509.00	846,307.00	20%	5,877.13	211,577.00
Administrative Support Officer	947,208.00	85%	22,365.00	805,127.00	15%	3,946.70	146,081.00
Office Assistant	481,042.00	85%	11,358.00	408,886.00	15%	2,004.34	72,156.00
Driver I	621,288.00	90%	15,532.00	559,159.00	10%	1,725.80	62,129.00
Driver II	621,288.00	90%	15,547.00	559,699.00	10%	1,727.47	62,189.00
Total	7,163,417.00		160,420.00	5,775,105.00		38,564.23	1,388,312.00

Total APPC Salary, Post Adjustment and Dependency Allowances

14,582,073.00

2026 APPC and APPU Staff Cost Proportion

International staff

Position	Total Salary (US\$)	APPC Salary			APPU Salary		
		Proportion	(US\$)	(Baht)	Proportion	(US\$)	(Baht)
Secretary-General	135,468.00	50%	67,734.00	2,438,424.00	50%	67,734.00	2,438,424.00
Lecturer I	93,624.00	100%	93,624.00	3,370,464.00	-	93,624.00	3,370,464.00
Lecturer II	91,716.00	100%	91,716.00	3,301,776.00	-	91,716.00	3,301,776.00
Total	320,808.00		253,074.00	9,110,664.00		253,074.00	9,110,664.00

Local staff

Position	Total Salary (Baht)	APPC Salary			APPU Salary		
		Proportion	(US\$)	(Baht)	Proportion	(US\$)	(Baht)
Manager Administration & APPU Affairs	1,570,504.00	70%	30,538.00	1,099,353.00	30%	13,088.00	471,151.00
Senior Administrative Officer	904,449.00	80%	20,099.00	723,559.00	20%	5,025.00	180,890.00
Secretary	1,070,724.00	80%	23,794.00	856,579.00	20%	5,948.00	214,145.00
System Support Officer	1,069,524.00	80%	23,767.00	855,619.00	20%	5,942.00	213,905.00
Administrative Support Officer	957,624.00	85%	22,611.00	813,980.00	15%	3,990.00	143,644.00
Office Assistant	516,530.00	85%	12,196.00	439,051.00	15%	2,152.00	77,480.00
Driver I	628,128.00	90%	15,703.00	565,315.00	10%	1,745.00	62,813.00
Driver II	628,728.00	90%	15,718.00	565,855.00	10%	1,746.00	62,873.00
Total	7,346,211.00		164,425.00	5,919,312.00		39,636.00	1,426,899.00

Total APPC Salary, Post Adjustment and Dependency Allowances

15,029,976.00

Calculation of 2025 Retirement Benefit and Tax

International Staff

Position	Year Of Service	Salary (US\$)	Annual Salary (US\$)	Retirement (US\$)	Total Income (US\$)	APPC Retirement			APPU Retirement	
						Proportion	(US\$)	Tax (US\$)	Proportion	(US\$)
Secretary-General	3	10,835.00	130,020.00	32,505.00	162,525.00	50%	16,253.00	-	50%	16,252.00
Lecturer I	3	7,560.00	90,720.00	22,680.00	113,400.00	100%	22,680.00	-	0%	-
Lecturer II	2	7,409.00	88,908.00	14,818.00	103,726.00	100%	14,818.00	-	0%	-
Total (US\$)		25,804.00	309,648.00	70,003.00	379,651.00		53,751.00	-		16,252.00
Total (Baht)			10,528,032.00	2,380,102.00	12,908,134.00		1,827,517.00	-		552,602.00

Local staff

Position	Year of Service	Salary (Baht)	Annual Salary (Baht)	Retirement (Baht)	Total Income (Baht)	Tax rate	APPC Retirement			APPU Retirement	
							Proportion	Retirement (Baht)	Tax (Baht)	Proportion	Retirement (Baht)
Manager Administration & APPU Affairs	7	126,409.00	1,513,591.00	884,863.00	2,398,454.00	0%	70%	619,404.10	-	30%	265,458.90
Senior Administrative Officer	3	73,997.00	861,432.00	221,991.00	1,083,423.00	0%	80%	177,592.80	-	20%	44,398.20
Secretary	20	88,157.00	1,057,884.00	1,763,140.00	2,821,024.00	30%	80%	1,410,512.00	531,820.00	20%	352,628.00
System Support Officer	25	88,155.00	1,057,884.00	2,503,925.00	3,261,809.00	30%	80%	1,763,140.00	691,757.72	20%	440,785.00
Administrative Support Officer	21	78,934.00	947,440.00	1,657,614.00	2,604,822.00	30%	85%	1,408,971.90	528,287.38	15%	248,642.10
Office Assistant	6	42,111.00	480,442.00	252,666.00	733,108.00	0%	85%	214,766.10	-	15%	37,899.90
Driver I	30	51,774.00	621,288.00	1,553,220.00	2,174,508.00	25%	90%	1,397,898.00	434,110.00	10%	155,322.00
Driver II	18	51,774.00	621,288.00	931,932.00	1,553,220.00	20%	90%	838,738.80	214,277.20	10%	93,193.20
Total		601,313.00	7,161,017.00	9,469,351.00	16,630,368.00			7,831,023.70	2,400,252.30		1,638,327.30
Retirement for 2024				11,849,453.00				9,658,540.70	2,400,252.30		2,190,912.30
								Retirement fund and Tax at 31 December 2024	8,543,927.25	2,301,725.89	
								Proposed retirement fund and Tax for 2025	1,114,613.45		

Calculation of 2026 Retirement Benefit and Tax

International Staff

Position	Year Of Service	Salary (US\$)	Annual Salary (US\$)	Retirement (US\$)	Total Income (US\$)	APPC Retirement			APPU Retirement	
						Proportion	(US\$)	Tax (US\$)	Proportion	(US\$)
Secretary-General	4	11,289.00	135,468.00	45,156.00	180,624.00	50%	22,578.00	-	50%	22,578.00
Lecturer I	4	7,802.00	93,624.00	31,208.00	124,832.00	100%	31,208.00	-	0%	-
Lecturer II	3	7,643.00	91,716.00	22,929.00	114,645.00	100%	22,929.00	-	0%	-
Total (US\$)		26,734.00	320,808.00	99,293.00	420,101.00		76,715.00	-		22,578.00
Total (Baht)			10,907,472.00	3,375,962.00	14,283,434.00		2,608,310.00	-		767,652.00

Local staff

Position	Year of Service	Salary (Baht)	Annual Salary (Baht)	Retirement (Baht)	Total Income (Baht)	Tax rate	APPC Retirement			APPU Retirement	
							Proportion	Retirement (Baht)	Tax (Baht)	Proportion	Retirement (Baht)
Manager Administration & APPU Affairs	8	131,155.00	1,570,504.00	1,049,240.00	2,619,744.00	0%	70%	734,468.00	-	30%	314,772.00
Senior Administrative Officer	4	77,050.00	904,449.00	308,200.00	1,212,649.00	0%	80%	246,560.00	-	20%	61,640.00
Secretary	21	89,127.00	1,069,524.00	1,871,667.00	2,941,191.00	30%	80%	1,497,333.60	637,892.11	20%	374,333.40
System Support Officer	26	89,127.00	1,069,524.00	2,317,302.00	3,386,826.00	30%	80%	1,853,841.60	732,292.69	20%	463,460.40
Administrative Support Officer	22	79,802.00	957,624.00	1,755,644.00	2,713,268.00	30%	85%	1,492,297.40	565,579.32	15%	263,346.60
Office Assistant	7	42,574.00	515,930.00	298,018.00	813,948.00	0%	85%	253,315.30	-	15%	44,702.70
Driver I	31	52,344.00	628,128.00	1,622,664.00	2,250,792.00	25%	90%	1,460,397.60	462,849.83	10%	162,266.40
Driver II	19	52,344.00	628,128.00	994,536.00	1,622,664.00	20%	90%	895,082.40	234,426.40	10%	99,453.60
Total		613,523.00	7,343,811.00	10,217,271.00	17,561,082.00			8,433,295.90	2,633,040.35		1,783,975.10
Retirement for 2025				13,593,233.00				11,041,605.90	2,633,040.35		2,551,627.10
								9,658,540.70	2,400,252.30		
								1,383,065.20			

Retirement fund and Tax at 31 December 2025

Proposed retirement fund and Tax for 2026

Business plan of APPC for 2026

1. Introduction

The business plan of Asian-Pacific Postal College (APPC) for 2026 provides the framework by which the APPC can develop into a center of excellence in postal capacity building for the Asia-Pacific region and beyond.



At the core of the business plan are the Vision, Mission, and Core Values of APPC. Under this core are the training modules that form our products and services. At the foundation of our business plan are the 32 members of the APPU whom the College serves.

On either side of the pyramid are the key deliverers of the business plan. The services provided by APPC are supported by its comprehensive resources.

2. Vision, Mission & Core Values

2.1 Vision

The vision for the Asian-Pacific Postal College is:



APPC aims to be a highly valued center of excellence for all postal and related training for the Asia Pacific region and beyond. APPC inspires all attendees to the College

through practical and innovative training methods to meet future challenges with the vision of “motivate, connect and innovate”.

2.2 Mission

The College has the following Mission objectives to support the vision:

1. Keep courses relevant to the members and partners
2. Make courses attractive to countries and partners within and outside the region
3. Take advantage of the visiting lecturers and guest speakers to share the best industry practices and new developments
4. Make College financially self-sufficient

2.3 Core Values

All activities at the College will be conducted in line with the following core values:



All staff working at the College are expected to work according to the core values. It is expected that all attendees at the College will follow the same principles outlined in the core values.

- | | |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respectful | Staff and attendees must show respect and understanding of the wide cultural diversity they face in the college. The College encourages everyone to embrace the wonderful opportunity to gain awareness of other cultures. |
| Accountable | All staff and attendees are accountable for their actions, and they should place the wider needs of the APPC community before their own. |
| Quality | We want to deliver quality to our attendees from the moment they arrive at the airport to the moment they depart. Our <i>on-course</i> evaluations provide us with instant feedback, which we act upon immediately to ensure constant improvement. |
| Innovative | We encourage staff to be innovative in their thinking and their actions to ensure we progress as a college. Attendees are encouraged to be innovative in their thinking to get the most out of their training in APPC. |

- Professional** It is expected that all staff and attendees act professionally during their stay at the College. All involved at the college should be civil to fellow staff and attendees, regardless of personal differences.
- Passionate** We want our staff to be passionate about their work and proud to work at APPC. It is hoped that attendees feel such passion, take that passion home with them, and report it to their colleagues.

3. Training Modules

The APPC currently conducts five types of activity:



3.1 Regular Courses

To meet the basic training needs of the staff of the member countries and other partners, APPC offers regular courses on an annual basis. The duration of these courses ranges from two to six weeks.

3.2 Workshops

To meet the special training needs of the staff of the members and other partners, the college offers workshops. The duration of these workshops is normally one to two weeks.

3.3 Special Programs

To help members prepare for the new business developments and postal regulations changing, the College organizes programs held at the College, in collaboration with UPU and other stakeholders.

3.4 External Courses and Specialized Capacity Building Programs

To meet specific training requirements for members and non-APPU members, the College also carries out External Training Programs (ETP) and Specialized Capacity Building Programs in the countries requesting the same.

ETPs and SPCBPs target specific countries or groups of countries, enabling a greater number of people to be trained.

3.5 Consultancy Services

Besides, the College also provides consultancy services at the request of members and non-APPU member countries according to their specific needs and requirements. Such consultancy service can be provided at the College or in the requesting country.

4. APPC Stakeholders

4.1 Key Stakeholders

The success of the APPC depends on all the APPU members and the APPC Governing Board (APPC GB). They provide the funds for the College and send participants to support the courses and workshops.

4.2 Key Contributors

APPC appreciates the valuable and continued support from the Ministry of Digital Economy and Society of Thailand and Thailand Post. APPC also values the support and significant funding for its activities from the following member countries and partners:

Member Countries - Australia, China, India, and Japan
Partners - UPU, La Poste France and Swiss Post

4.3 Key Fellowship Receivers

Most of the fellowship recipients are from the Least Developed Countries (LDCs) in the region. They benefited from the fellowships contributed by the key contributors to send their staff to attend the training courses and workshops at APPC.

5. Resources

The business operations of APPC are administered and driven by APPC resources. They can be boiled down to two main groups, personnel and facilities.

5.1 Personnel

5.1.1 Full-time lecturers

All the training courses, workshops, and special programs are run by two full-time Lecturers/Course Directors, one seconded Lecturer, one seconded Lecturer-cum-Consultant, and one Consultancy Section Manager. The number of regular full-time Lecturers will be maintained, and it will be complemented with the seconded Lecturers, Consultants in APPU, and external Experts engaged by APPC.

5.1.2 External Experts

Besides the full-time Lecturers, APPC also engages external Experts as visiting lecturers and guest speakers to increase the pool of subject Experts.

The benefit of the external Experts is threefold; it is more flexible, it allows the College to engage Specialists, and it brings in new ideas and teaching methods.

5.1.3 Admin and Support

The administrative staff is essential to support the running of the daily operations, such as course registration, visa application, and purchasing air tickets for the participants.

The IT staff is important to keep and maintain the IT systems and training facilities in good working condition to ensure the training and workshops can be conducted smoothly.

The two full-time drivers are responsible for transporting the overseas participants to and from the airport, between the site visit areas and APPC for benchmarking visits, and during the courses. In addition, they are responsible for the office and dormitory maintenance service.

5.2 Facilities

5.2.1 ICT Facilities

Computers with an Internet connection are available 24/7 for the attendees to do assignments and to connect to their office and home. Wifi is also available to those with their laptops.

5.2.2 Smart Classroom

A smart classroom was established in the APPC campus in 2024 with the support of the India Fund in the UPU. This facility is now being used to conduct hybrid programs that benefit the wider online and offline participation from the member countries.

5.2.3 Dormitory

APPC provides accommodation for attendees who choose to stay at APPC. Laundry, kitchen, and dining facilities are also provided in the campus for their convenience.

5.2.4 Library

The library is a useful resource center for the participants. As a part of our ongoing commitment to enhance training excellence, APPC is establishing a state-of-the-art digital library aimed at providing seamless and efficient access to a wide array of physical and digital resources. To support this initiative, a modern digital library management system is being implemented alongside upgraded IT infrastructure. This development is intended to significantly enrich the learning experience of participants. Besides the collection of books related to the training courses, it has subscribed to renowned journals such as Mail and Express Review (MER) from Triangle and Union Postale from UPU.

6. Business Plan Review

6.1 Training platform

APPC strongly emphasizes the value of conducting physical training courses and workshops due to the unique nature and design of our curriculum. In-person training offers numerous characteristics and advantages that contribute to a more effective and engaging learning experience.

We prioritize the safety and well-being of our participants, and with the current circumstances allowing for travel and physical gatherings, APPC will focus majorly on providing in-person training opportunities. We believe that face-to-face interactions and hands-on learning are essential for optimal skill development and knowledge transfer.

6.2 Training courses and workshops

APPC strives constantly to review and revise the courses and workshops to ensure the courses are relevant and meet the needs of the region.

APPC continues to adopt diverse training methodologies and platforms such as classroom interactions, benchmark visits, group activities, country presentations, and individual and group project work.

6.3 Consultancy Services

APPC is providing professional services and will continue to expand the range of consultancy services to the members and other stakeholders.

7. List of APPC Activities

7.1 Regular Courses

1. Business Development and Marketing	9. E-Business and Technology
2. Managing Quality of Service	10. Digital Financial Services
3. Digital Transformation in the Postal Sector– Online	11. e-Commerce Solutions and Supply Chain Management
4. Strategy Formulation and Execution - Online	12. International Mail Accounting
5. Human Resource Management	13. Postal Management
6. Parcel, Logistics and Operations Management	14. EMS
7. International Postal Services	
8. Marketing and Innovation for Posts	

7.2 Workshops

<ol style="list-style-type: none"> 1. Advanced Business Planning 2. Service Excellence in the Postal Sector 3. Performance Management of Workforce 4. Last-Mile Delivery and Fulfillment 5. Sustainable Development in Postal Sector 6. IPS and IPS.POST Workshop 	<ol style="list-style-type: none"> 7. Marketing in the Digital Era for Posts 8. Supply Chain Management 9. Terminal Dues 10. Postal Regulatory Framework 11. EMS 12. Leadership and Innovation Management
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7.3 Specialized Capacity Building Programs and External Training Programs

<ol style="list-style-type: none"> 1. Parcel, Logistics and Operations Management 2. E-Business and Technology 3. Digital Postal Financial Services 4. Leadership and Innovation Management 5. Marketing in the Digital Era for Posts 6. Last-Mile Delivery and Fulfillment 7. Service Excellence in Postal Sector 8. Postal Security and Safety 9. Financial Inclusion through Posts 10. UPU Remuneration 	<ol style="list-style-type: none"> 11. Express Mail Services 12. International Postal Services 13. Postal Supply Chain Management 14. Strategy Formulation and Execution 15. Performance Management for Workforce 16. Advanced Business Planning 17. E-Commerce Solutions and Supply Chain Management 18. Supply Chain Management 19. Digital Transformation in Postal Sector 20. Marketing and Innovation in Posts
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The programs listed above are not exhaustive. We design specialized training programs as per the request and requirements of the member countries and other stakeholders. Further, based on regional and global requirements, UPU also organizes special programs in the APPC on specific topics such as Disaster Risk Management, Postal Security, and Dangerous Goods, Operational Readiness for E-Commerce, etc.

8 Promote APPC

APPC plans to promote the new facilities together with the new courses through various channels. This includes:

Website and Social Media: to publish details on the APPC website and social media of the Bureau, participants, and alumni.

Newsletters: to advertise details in the APPU newsletter.

Events and Seminars: to distribute details using brochures and leaflets to the participants attending the regional and international events.

9 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Bangkok is a logistics hub of the region with numerous connecting flights and various tourist attractions • The college environment is pleasant. • Accommodation is located on-site. • Value for money training. • Well-stocked postal library. • IT facilities for computer-based training. • Experienced professional staff. • Good college facilities. • Related Industry experts. 	<ul style="list-style-type: none"> • Promotion to non-postal operators is still limited • The duration of courses offered can be challenging for operators to send their best resources for training for more than 2 weeks. • Highly dependent on funding from member countries and reliant on fellowships for many participants. • Few participants from Industrialized Countries and Developed Countries.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Develop and offer courses for governmental and regulatory bodies. • Adjust the duration of courses and develop more options for short courses and workshops. • Upgrade existing courses to attract participants from various levels of development in the countries. • Recruit more Visiting lecturers and Guest Speakers with ground business and industrial experiences. • Promote courses outside the region 	<ul style="list-style-type: none"> • Fluctuations in exchange rates might lead to financial risks. • With the advance of online training and limited budgets allotted for international training, some countries are showing less interest in physical training. • Sponsors are reducing contributions, resulting in fewer fellowship allocations to participants from countries in need of support.

The action points in the Opportunities mentioned above are being taken up in full earnest

Specialized Capacity Building Programs

<p>1. Subject Specialized Capacity Building Programs organized by the APPC</p>	<p>Paragraphs § 1- § 3</p>
<p>2. Decisions expected The GB is invited to: - Take note of the document</p>	<p>§ 1- § 3</p>

- 1 The Asian-Pacific Postal College (APPC) hosts approximately 60 weeks of training activities annually on its campus. Most of these programs span 3 to 6 weeks and play a critical role in providing targeted training to postal staff from across the region. However, due to logistical and operational constraints, member countries are typically able to send only a limited number of staff to the APPC campus in Bangkok.
- 2 To address this limitation, APPC, with support from the India Fund at the Universal Postal Union (UPU), launched Specialized Capacity Building Programs in APPU member countries starting in 2024. Through these initiatives, experts from APPC travel to member countries to deliver focused, on-site training programs to a larger pool of postal staff, either at the host’s premises or at venues arranged by the host administration. While the host country is responsible for organizing the logistics for its participants, APPU manages the logistical arrangements for the visiting experts.
- 3 To date, three such programs have been successfully implemented for the staff of Lao Post, Bhutan Post, and PHLPost, conducted in Vientiane, Paro, and Manila, respectively. Nearly 150 postal staff have been trained through these efforts. In the coming months, a similar program is scheduled to be held in Colombo, Sri Lanka. APPC remains open to receiving proposals from other postal administrations and is firmly committed to supporting the capacity-building needs of APPU member countries.

Training Impact Assessment Survey

<p>1. Subject Impact Assessment Survey of the Training Activities at APPC</p>	<p>Paragraphs § 1- § 5</p>
<p>2. Decisions expected The GB is invited to:</p> <ul style="list-style-type: none"> - Take note of the document - Review the draft Training Impact Assessment Survey and offer Comments, if any, for improvement 	<p>§ 1- § 5 Annex A</p>

Background

- 1 The Asian-Pacific Postal College (APPC) currently implements a comprehensive multi-level feedback mechanism for all participants attending its training programs. This includes:
 - Weekly feedback on the quality and delivery of classes;
 - Open house sessions with the Secretary-General at the end of each program to gather overall impressions and suggestions;
 - Individual participant evaluations are completed at the conclusion of each course, and
 - Annual country-level feedback submitted through the Training Needs Assessment (TNA) survey.
- 2 These mechanisms have been instrumental in maintaining the quality and relevance of APPC training programs and in aligning course content with the evolving needs of member countries.

Need for a Training Impact Survey

- 3 Over recent years, a few member countries have expressed the need for a Training Impact Assessment Survey to better understand the long-term effects of APPC's training programs. Specifically, the intention is to assess:
 - The practical application of acquired skills by participants in their home organizations;
 - The observable improvements in performance or work practices following training;
 - The overall value and return on investment of sending staff to APPC programs.
- 4 Recognizing the importance of this request, APPU has developed a first draft of the Training Impact Assessment Survey (Doc 7 Annex A), designed to be completed not only by the participants but also by their direct supervisors. This approach aims to provide a clearer, more objective view of how the training has influenced the participants' work and contributions after returning to their respective postal administrations.

Next steps

- 5 The GB is invited to provide feedback and suggestions on the approach and the survey. Feedback and suggestions from Governing Board members will be gathered to refine and finalize the survey. Once finalized, the survey will be formally shared with all member countries for response.
- 6 The College is confident that the introduction of this Training Impact Assessment Survey will further strengthen its capacity-building initiatives and ensure that training investments lead to meaningful, measurable outcomes across the region.

PART I : To be filled by Participants of the Course/Workshop

A. General Information

Country	
Organization sending response: Ministry/ Regulator/ Postal Operator	
Full Name of Participant <input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Others	
Position/Title	
Years of Experience in Current Position	
Address	
Tel.	Fax
E-mail	
Name of Course/Workshop	
Dates of the Course/Workshop From DD/MM/YY to DD/MM/YY	
Date of Submission	Signature

B. Questionnaire (to be completed by trained employee(s))

1. How important was this course/workshop for your organization?

- Extremely Important
- Very Important
- Important
- Somewhat Important
- Not Important

2. In your opinion, what are the main benefits of participating in this course/workshop? (You can choose as many options as you wish)

- Development of skills
- Learning new concepts and enhancing knowledge
- Exposure to best practices across postal industry
- Learning practical application of latest trends in postal industry

3. In your opinion, which statement do you support regarding the duration of the course/workshop?

- The duration should be extended as the course/workshop was engaging.
- The duration is appropriate even though the course/workshop was hectic.
- The duration can be reduced due to other official commitments.

4. Given the significant improvements you've experienced after participating in the course/workshop, how effective was the content of the course/workshop in helping you to achieve the organization's goals/objectives?

- Very Effective
- Somewhat Effective
- Neutral
- Somewhat Ineffective
- Ineffective

5. How often do you experience positive changes in your skills after participating in the course/workshop?
- Always
 - Frequently
 - Most of the times
 - Sometimes
 - Rarely
6. How satisfied are you with the opportunity to learn new concepts and enhance your knowledge?
- Very Satisfied
 - Satisfied
 - Neutral
 - Somewhat Dissatisfied
 - Dissatisfied
7. "After the course/workshop , I feel more confident and productive at work", please choose an option.
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
8. How often do you apply the best practices learnt during course/workshop?
- Always
 - Frequently
 - Most of the times
 - Sometimes
 - Rarely

9. How supportive was the course/workshop in your career development?

- Extremely Supportive
- Very Supportive
- Moderately Supportive
- Slightly Supportive
- Not at all Supportive

10. “ The guidance offered was helpful to make me more efficient at work”, please choose an option.

- I strongly support the statement.
- I somewhat support the statement.
- I did not see any difference in my efficiency.
- I do not support the statement.

11. “After training, I supported my coworkers with the help of resources shared during the course/workshop”, please choose an option.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. How often did you experience challenges while applying the knowledge and skills gained from APPC training?

- Always
- Often
- Sometimes
- Rarely
- Never

13. How important is the support of lecturers in helping you overcome challenges after the completion of the course/workshop?

- Extremely Important
- Very Important
- Moderately Important
- Slightly Important
- Not Important

14. What specific aspects of the training program do you think were most beneficial to you?

15. "I support the statement that more employees should have access to this training for enhancing job performance.", please choose an option.

- Extremely Supportive
- Very Supportive
- Moderately Supportive
- Slightly Supportive
- Not at all Supportive

16. "Due to the enriching and engaging content of the training, I feel that my contributions at organization are appreciated and supported", please choose an option.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. Given the significant improvements you've experienced after participating in the course/workshop, how satisfied are you with the results?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

18. How satisfied are you with the overall quality of the training?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Part II : To be filled by Supervisors/Seniors/Managers/Others

C. General Information

Country	
Organization sending response: Ministry/ Regulator/ Postal Operator	
Full Name of Supervisor/Senior/Manager/Others <input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Others	
Position/Title	
Name of Participant Reported Upon : 1) 2)	
Address	
Tel.	Fax
E-mail	
Name of Course/Workshop	
Dates of the Course/Workshop From DD/MM/YY to DD/MM/YY	
Date of Submission	Signature

D. Questionnaire (to be completed by Senior/Supervisor/Manager/Others)

1. How effective was the impact of the course/workshop on the positive performance of participant(s)?

- Very Effective
- Effective
- Neutral
- Somewhat Ineffective
- Ineffective

2. How satisfied are you with the content of the training being impactful to achieve organization's goals?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

3. How often do participants show positive behaviour when faced with challenging tasks after completing training from APPC ?

- Always
- Frequently
- Sometimes
- Rarely
- Never

4. Do you feel the participant received enough guidance from lecturers during training to implement new ideas?

- Strongly Agree
- Agree
- Neutral
- Disagree

5. In your opinion, how well did the training address the real-world challenges?

- Extremely Well
- Well
- Moderately Well
- Slightly Well
- Not Well at All

6. Given the positive impact of the training on the participant, how satisfied are you with the outcome?

- Extremely Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Extremely Dissatisfied

7. Do you believe the training has positively influenced the work culture through participant's action?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. Has the participant been able to implement the skills learned in the training effectively in their tasks?

- Completely
- To a Large Extent
- To a Moderate Extent
- To a Small Extent
- Not at All

9. Would you recommend this course for other employees in your organization?

- Definitely Yes
- Probably Yes
- Neutral
- Probably Not
- Definitely Not

10. What specific aspects of the training program do you think were most beneficial to your organization?

Training Section Reserve Fund (TSRF)

<p>1. Subject Informing GB of :</p> <ul style="list-style-type: none"> - Background of the TSRF minimum financial levels - The TSRF financial level as of 31 December 2024 and the projected levels from 2025 to 2026 	<p>Paragraphs</p> <p>§ 1- § 4 § 5</p>
<p>2. Decisions expected The GB is invited to:</p> <ul style="list-style-type: none"> - Take note of the document - Note the TSRF financial level as of 31 December 2024 and the projected levels from 2025 to 2026 	<p>§ 1- § 5 § 5</p>

- 1 According to the APPU General Regulations Article 117, § 7, “To cover shortfalls in Union financing, reserve funds shall be established for the budget of the administrative section and that of the training section separately, the amount of which shall be fixed by the Executive Council. These funds shall be maintained primarily from budget surpluses. They may also be used to balance the respective budgets or to reduce the amount of member countries’ contributions.”
- 2 However, there is no record of the EC fixing an amount for the Training Section Reserve Fund (TSRF), nor of the Governing Board doing so prior to the merger of the College with the Administrative Section following the 2000 Tehran APPU Congress.
- 3 In 2019, the Tokyo EC meeting approved a recommendation from the Finance Committee in relation to EC 2019 Doc 5.2. Rev 1 “Review of cash position of Union, proposal for additional management guidelines, and approval in principle for priority areas of spending”. Accordingly, the need to set a “TSRF minimum financial level” and draft “rules for the management and replenishment of the Training Section Reserve Fund” became necessary.
- 4 Thus, the 2020 EC meeting approved the TSRF minimum financial level of US\$ 210,000 (approximately Baht 7,560,000) and “rules for the management and replenishment of the Training Section Reserve Fund” (as decided by correspondence on 17 December 2019).
- 5 Consequently, the Bureau would like to report the TSRF financial level as of 31 December 2024 and the proposed levels of TSRF from 2025 to 2026 below.

TSRF Financial Level			
Year	Change in TSRF in the year (Baht)	Balance (Baht)	Balance (USD)
2022		17,925,382	527,217
2023	-617,705	17,307,677	509,049
2024	+900,779	18,208,456*	535,542
2025	-2,430,313	15,778,143	464,063
2026	-4,083,862	11,694,281	343,949

*The digital library project utilized 199,860 Baht (approximately USD 5,878) from the Reserve Fund. The exchange rate US\$ 1 = Baht 34

Appointment of Auditor

1. Subject	Paragraphs
Informing GB of: - The tender process for 2025 auditing services	§ 1-3
2. Decisions expected	
The GB is invited to take note of the document and provide any comments	§ 1- 3

- 1 The Bureau issued a call for tenders for 2025 auditing services for both the Administrative Section and Training Section on 16 September 2024.
- 2 The tender evaluation was completed on 29 November 2024.
- 3 The contract was awarded to Kid Keng Company Limited on 18 December 2024 and is valid for one year. The Bureau will issue a fresh call for tenders for the next year in the last quarter of 2025.

Appreciation

The College and the APPU Bureau would like to express their sincere gratitude and appreciation to all GB members, donors, and APPU member countries for their continued support and cooperation.

In 2024, the Bureau received contributions as detailed below.

1. Cash contributions

Country	Amount (Baht)
China	916,750.00
India	916,750.00
Korea	916,750.00
Pakistan	916,750.00
Philippines	916,750.00
Sri Lanka	916,750.00
Thailand	2,000,000.00
Total	7,500,500.00

2. Fellowships

Country/Organization	Amount (Baht)
Australia	1,173,050.00
Japan	2,907,564.30
New Zealand	366,700.00
La Poste	502,911.23
Swiss Post	538,050.00
UPU	7,211,171.91
USPS	3,857,089.00
Total	16,556,536.44

3. Accommodation

Thailand provided the premises for the College. Further, Thailand Post kindly waived the maintenance and depreciation costs for the apartments and dormitories (valued at 1,500,000 Baht in 2024). The APPC extends sincere thanks to Thailand Post for this gesture.

4. In-kind support

India and Japan have recognized the strategic importance of the College and its role in developing capacity within the postal sector. As a result, both have demonstrated their commitment by assigning expert officers—Mr. Sandeep K.P. (India) and Mr. Kenichi Hosokawa (Japan)—to serve as lecturers at the College.

5. Infrastructure Development

The Government of India demonstrated a strong commitment to enhancing the learning environment for participants by generously supporting the College, through the UPU, in upgrading a classroom into a smart classroom valued at 1,070,000 Baht and also by sponsoring the Specialized Capacity Building Programs in two countries in 2024.