




## **Recent development in the UPU – Outcome of the extra session of the Council of Administration**

APPU 11<sup>th</sup> Congress  
New Delhi, India  
3 - 7 May 2013




### **Council of Administration**

- Approval of the CA structure, designation of Chairs and composition of its bodies
  - Established an additional Project Group, under Committee 4 (Development and Cooperation, to address issues concerning “financial inclusion”, composed both of interested CA and POC members
  - Established several ad hoc working groups
- Approval of the work plan of the CA
- Cote d'Ivoire offered to host the Strategy Conference in 2014:
  - The CA will take final decision in November session.

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**Council of Administration**

- Memorandum of Understanding was signed between the CEPT and the UPU,
  - To further strengthen the existing close cooperation, particularly in the fields of universal service obligation, cost accounting, postal regulation, national regulator's issues, sustainable developments, etc.
- EU presentation concerning the Green Paper on delivery – boosting e-commerce

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- UPU conference on postal regulation
  - Agreed on the basic framework on organization of UPU conference on postal regulation, including regional conferences to be organized in conjunction with restricted unions.
  - Decided to establish a small ad hoc group to provide input to the IB in organizing conferences (Argentina, USA, CERP, etc)

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**Council of Administration**

- Protecting the .post project and the postal/mail industry on the Internet
  - Took note of the information on that the IB Director General filed at ICANN an objection on behalf of the UPU against the .epost gTLD, and a community objection against .mail after consulting the opinion of the Chairs of the Councils.
  - Germany and several countries were of the opinion to revisit the issue. However, it was not supported by the necessary majority of the Council.
  - The Council requested the IB to provide an extensive information on the issue for further consideration by the CA

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- UPU Budget
  - Total contribution units decreased to 852.5 from 860.
  - Decided to maintain the amount of contribution unit as 41,770 CHF, instead of 42,400 CHF proposed by the IB, which resulted 600,000 CHF of budget reduction.
  - The IB was instructed to study ways and means to cope with this budget constraints and to report the results to the CA.
  - The DG makes his utmost effort to encourage member countries to increase their contribution units and report the results to the CA.



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- **C 4 Postal Sector Macroeconomics**
  - The Project Group was entrusted to evaluate the impact of cooperation activities on beneficiary countries

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- Set up a clear rule concerning the deadline for document production for the Councils – 4 weeks before the session.
- Approved the e-publication of IB circulars with a transition period for member countries wishing to receive hardcopies of IB circulars.
- POC's decision to hold an extra session during the CA 2013 session
  - From 28 October to 1 November 2013

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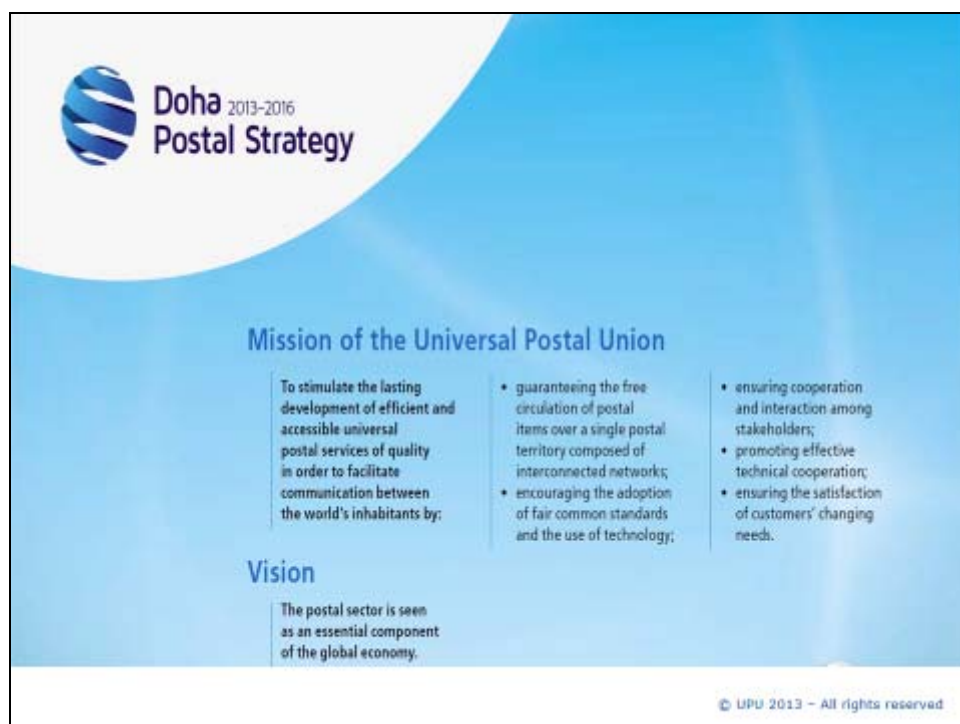
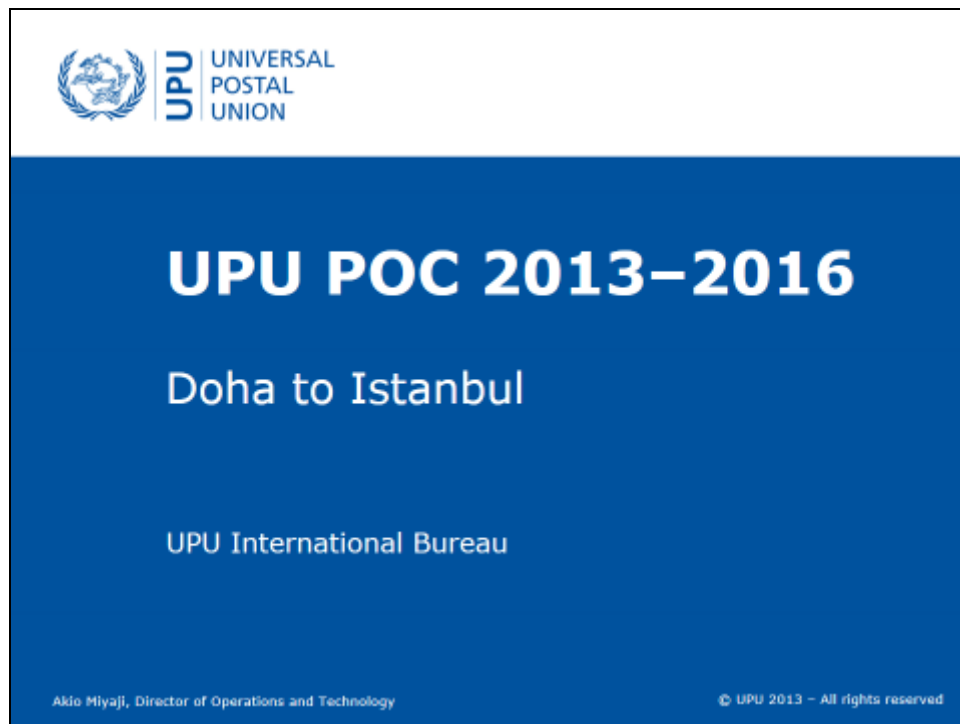
- The dates of the upcoming CA session  
–28 October to 15 November 2013
- Provisional dates for the UPU conference on postal regulation  
–13 to 14 November 2013  
–Any member country wishing to speak at the conference is invited to contact the IB (Ms Lee).

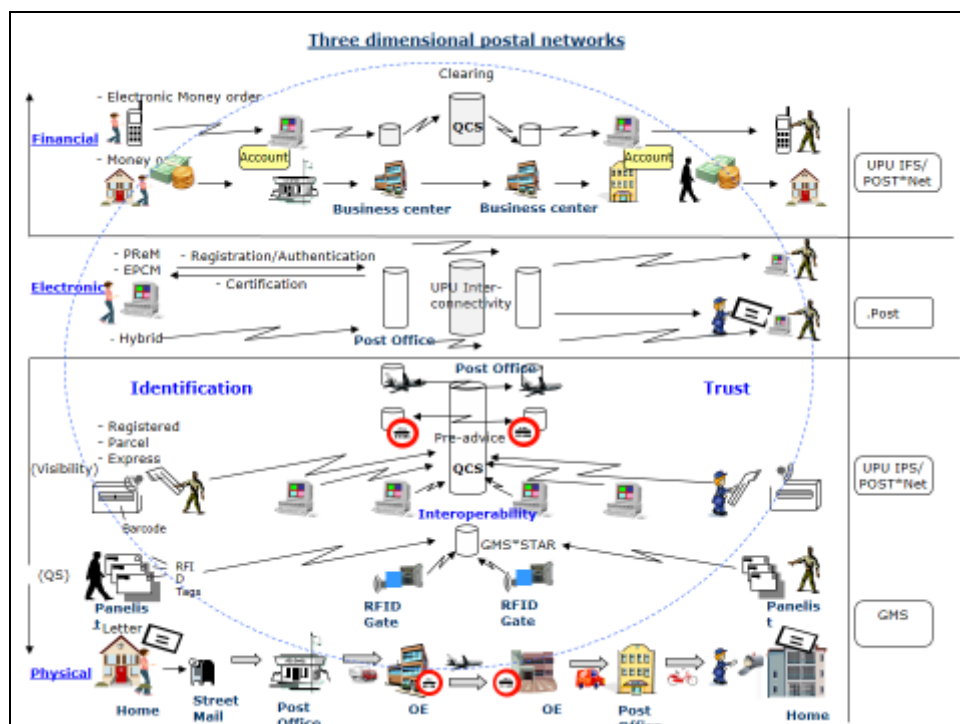
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**THANK YOU FOR YOUR  
ATTENTION**

**ANY QUESTIONS OR COMMENTS?**

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## DPS Strategic Context

- The broader environment in which the UPU, as an intergovernmental organization, needs to carry out its activities.
- Postal trends the UPU needs to consider when carrying out its activities as a sector-focused intergovernmental organization.

### PESTLE

(Global Trends: Political, Economic Social, Technological, Legal and environmental)


- Changing economic & political landscape
- **Technology, the internet, and customer power**
- Human factors (migration, urbanization, ageing)
- Global Crises
- Regulation

### TRENDS

(Global Postal Sector)

- **Changes in volumes and mix**
- **Changing market conditions**
- Diversification of services to **respond to customer needs**
- **Innovation**
- Environment and **Sustainability**

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## DPS SWOT

|  |  |
|--|--|
| <h3 style="margin-top: 0;">Strengths</h3> <ul style="list-style-type: none"> <li>▪ <b>Global Network</b> of 192 Countries</li> <li>▪ Intergovernmental Character</li> <li>▪ Integrated 3-dimensional networks</li> <li>▪ Expertise and access to information</li> </ul>  | <h3 style="margin-top: 0;">Weaknesses</h3> <ul style="list-style-type: none"> <li>▪ <b>Structure</b> and general lack of flexibility in decision making</li> <li>▪ Attracting member interest</li> <li>▪ Inability to prioritize</li> <li>▪ Inability to deal with an <b>increasingly complex sector</b></li> </ul>  |
| <h3 style="margin-top: 0;">Opportunities</h3> <ul style="list-style-type: none"> <li>▪ Sector info and expertise</li> <li>▪ <b>Supporting e-commerce growth and trade</b></li> <li>▪ Social and economic inclusion</li> <li>▪ New and <b>improved postal networks</b></li> <li>▪ Addressing</li> <li>▪ Greater need for interoperability and international standards</li> <li>▪ DM, <b>package delivery</b> and money transfers</li> </ul> | <h3 style="margin-top: 0;">Threats</h3> <ul style="list-style-type: none"> <li>▪ Shrinking funding base (real terms)</li> <li>▪ <b>Relevance</b> <ul style="list-style-type: none"> <li>- Technological substitution of letters</li> <li>- Bi-lateral agreements</li> <li>- Unilateralism / regionalism</li> <li>- Non-UPU networks</li> </ul> </li> <li>▪ Pressure on universal service obligation</li> </ul> |

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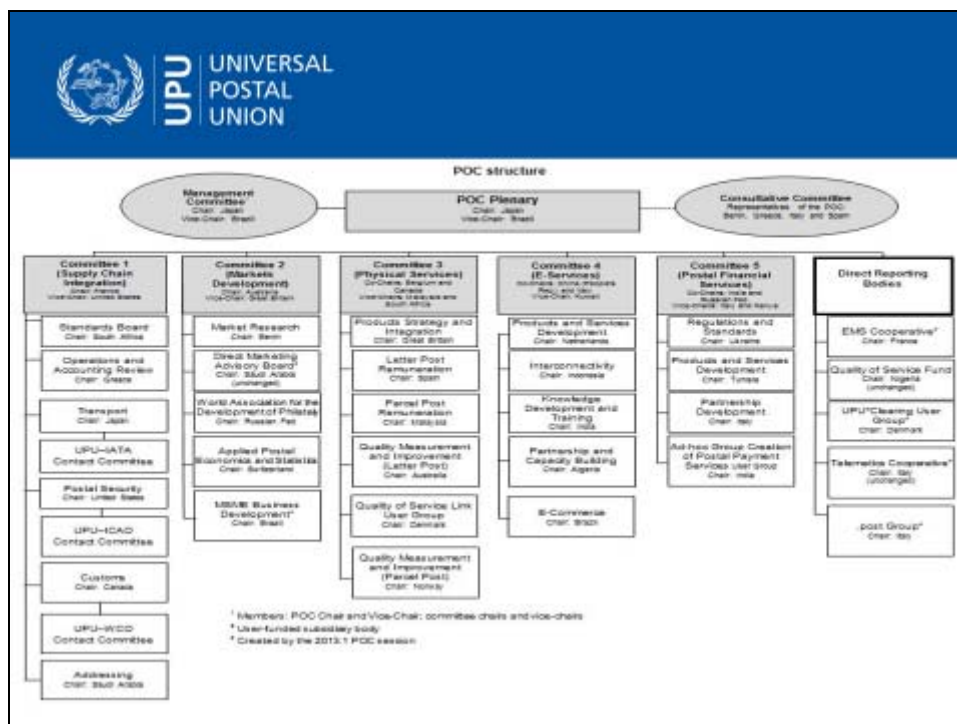
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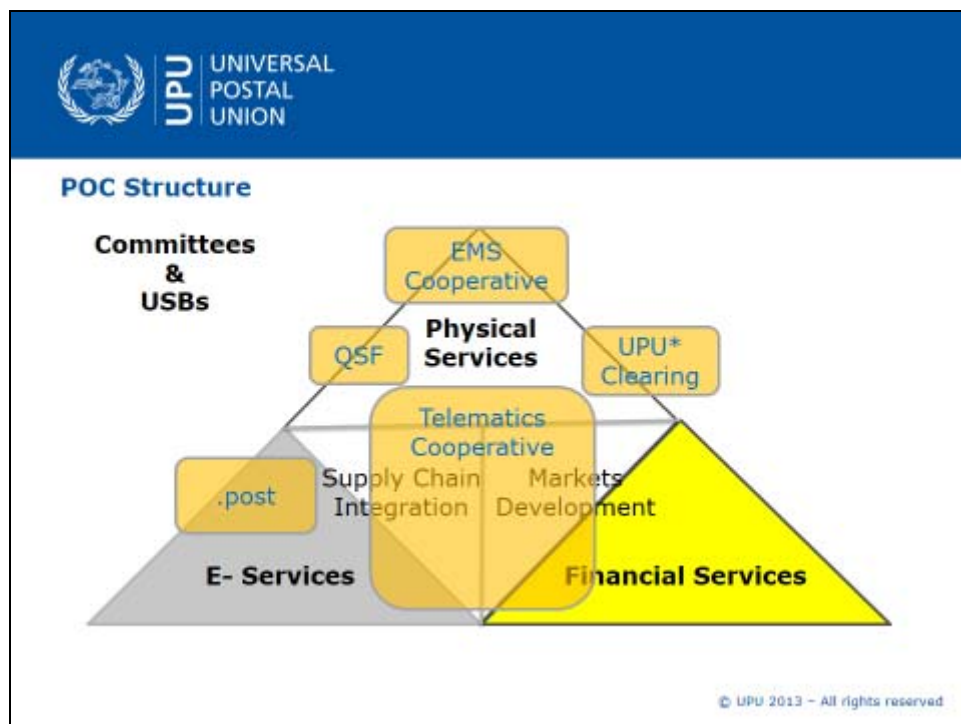
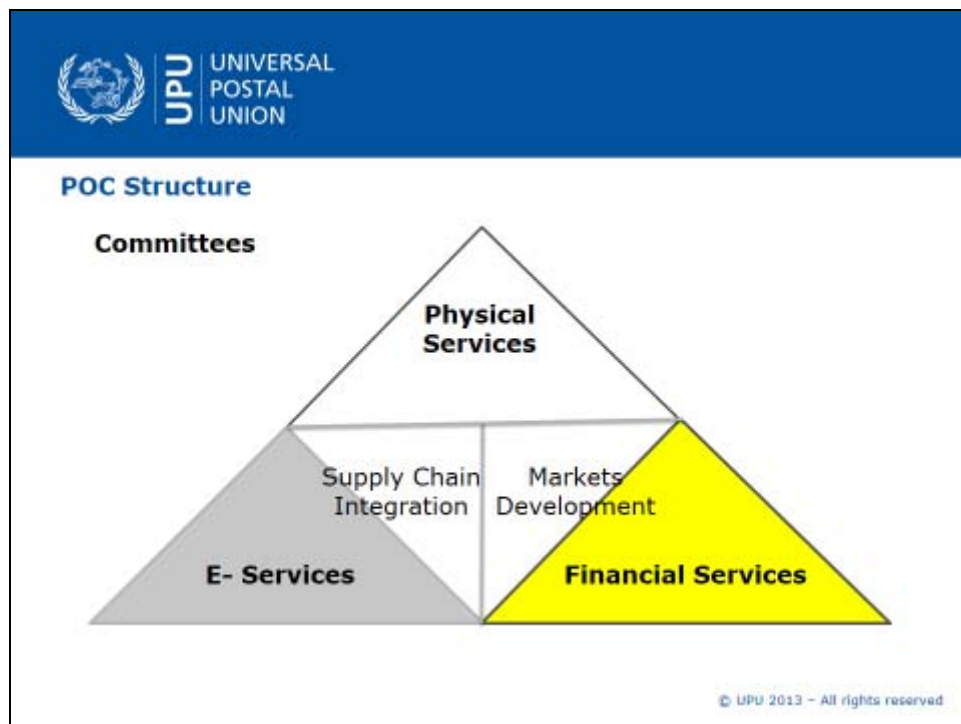
## DPS – Call to Action

- Ensuring the satisfaction of Customers' changing needs
  - Part of our Mission!
- Reacting quickly to global developments and sector trends
  - Technology, internet and customer power,
  - Changes in mail volumes and mix,
  - Changes in postal markets,
- Capitalizing on Opportunities
- Driving an integrated and outward looking focus for success
  - Lessons learned from Nairobi Cycle.
  - Urgency: e-Commerce is redefining how customers and supply chain partners view the postal sector. Will they wait?

• From Letter Post vs. Parcel Post ...to... Documents vs. Packages

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**POC**

- Body responsible for operational, commercial, technical and economic matters concerning postal services
- As an organ locomotive to achieve Doha postal strategy
  - Three axes: "Development", "Interconnection" and "Governance"
  - Three dimensions: "Physical", "Electronic" and "Financial"
  - Four goals and 18 programmes
- With a greater focus on supply chain integration, market development and three sector products and services development; physical services, E-services and postal financial services
- With a coordinated and result-oriented approach
- As a forum where to meet top level decision makers

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**Strategic matters**

- Physical postal products and services integration including remuneration system alignment and quality of service enhancement
- Supply chain integration
- Trade facilitation with increased e-commerce businesses
- Digital inclusion; E-services development with increased expansion of .post network
- Financial inclusion; electronic postal payment services development
- Addressing inclusion

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**Committee 1 – Supply chain integration**

- Strategic focus
  - Standards and certification development
  - Streamlining operational and accounting procedures
  - Customs and transport facilitation
  - Postal security enhancement
  - Increased implementation of EDI exchanges including pre-advice information
  - Addressing development

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**Committee 1 – Supply chain integration**

- Major issues (1)
  - Development of guidance principles on designation of multiple DOs and on access conditions of non-DOs to UPU product offers (with CA)
  - (Development of UPU certification or mutual recognition systems)
  - Rationalization of regulations to achieve paperless operations and accounting
  - Clarification on transit policy and streamlining of transit arrangements
  - Development of the smart convergence of cargo and mail processes
  - Improvement of the visibility of mail with the increased use of EDI messaging

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### **Committee 1 – Supply chain integration**

- Major issues (2)
  - Progressive implementation of (security) supply chain standards (capacity building and mutual recognition)
  - Progressive implementation of dangerous goods training to meet safety/security requirements (and expand the scope of items being carried by the posts)
  - Progressive implementation of EDI (pre-advice) messaging for facilitation of customs clearance and for the enhancement of risk management
  - Increased compliance of customs formalities
  - Promotion of "one address for everyone" for awareness raising and fund raising
  - Progressive implementation of addressing systems in the member countries

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### **Committee 2 Markets development**

- Strategic focus
  - Trade facilitation
  - Markets development and postal business growth
  - Markets monitoring, research and knowledge sharing
  - Direct marketing development
  - Philately development
  - Applied postal economics and statistics

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**Committee 2 Markets development**

- Major issues(1)
  - Concerted and harmonised postal network trade facilitation for micro, small and medium size enterprises (MSMEs) working with key stakeholders at national, regional and international levels
  - Postal operators' capacity building for trade facilitation
  - Monitor markets (including key drivers of change), conduct relevant research and analysis
  - Aligning the UPU and its decision making processes to markets and customer groups requirements and expectations
  - Undertake multi-channel approaches for the development of direct marketing


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**Committee 2 Markets development**

- Major issues(2)
  - Development of philately as a key business activity to grow revenues
  - Increased interaction with the relevant stakeholders for the development of philately
  - Develop sets of international mail market indicators for postal economic modelling
  - Assess the impacts of postal inclusion policies on economic and social development


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### Committee 3 – Physical Services

- Strategic focus
  - Products strategy and integration of physical postal services
  - Development of remuneration systems
  - Improvement of quality of service


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### Committee 3 – Physical Services

- Major issues (1)
  - Development of products strategy and alignment of products portfolio, features and valued-added supplementary services
  - Remodelling and modernization of lightweight package services
  - Development of value-added supplementary services
  - Development of a merchandise return services
  - (Alignment of remuneration systems between the products and services)
  - Further development of letter mail remuneration system (TDs)
  - Further development of parcel remuneration system (ILR)


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**Committee 3 – Physical Services**

- Major issues (2)
  - Improvement of quality of service of letter mail
  - Progressive implementation of Global Monitoring System for the expansion of QS-link payment practice
  - Improvement of quality of service of parcels
  - Further development of performance based remuneration for parcels

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**Committee 4 – E-services**

- Strategic focus
  - Products and services development
  - Interconnectivity
  - Knowledge development and training
  - Digital inclusion: Capacity building and partnership development
  - E-commerce facilitation

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### Committee 4 – E-services

- Major issues (1)
  - Development of e-services product strategy for postal electronic registered mail, hybrid mail and digital mailbox
  - Enhancement of e-services definitions and regulations
  - Development of digital identification (post-ID) framework for the secured e-network and interconnection of e-services
  - Development of e-services educational materials including e-learning module
  - Market studies, best practices & case studies of e-services
  - Development of partnership with the relevant international/regional/national organizations for digital inclusion and e-services business development

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### Committee 4 – E-services

- Major issues (2)
  - Development of e-enabling platform to support E-commerce facilitation by postal operators
  - Development of a comprehensive E-commerce cooperation framework (integrating physical delivery with payment services, import/export services, security services, global T&T, electronic signatures) and dissemination of best practices
  - Promotion of pilot projects between the postal operators


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### Committee 5 – Postal financial services

- Strategic focus
  - Regulations and standards development
  - Products and services development
  - Network (corridor) development and partnership development
  - Quality of service enhancement
  - Business development and capacity building through USB creation


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### Committee 5 – Postal financial services

- Major issues (1)
  - Further development of legal framework for the development of postal financial services (UPU PPSA, regulations, agreements, publications)
  - Development service standards and improvement of quality of service
  - Development of postal payment services (Cash-Cash, Cash-Account, Account-Cash, Account-Account) (Mobile payment services) (COD)
  - Expansion of business corridors (network)
  - Expansion of the use of IFS domestic module as a start-up practise base for the international
  - Development of vision/guidance principles for the business partnerships

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**Committee 5 – Postal financial services**

- Major issues (2)
  - Creation of a USB for business development and capacity building of service providers)
  - Trademark development
  - Further development of UPU central clearing system

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**EMS Cooperative**

- Strategic focus
  - Core forum for express product and services development
  - Product development, quality enhancement, and investment in CDS and .post development

Major issues

- Product and service development
- Quality of service development
- Market development
- Remuneration system development


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### Telematics Cooperative

- Strategic focus
  - As a core forum for digital age compliance of postal networks
  - Maintenance and further development of UPU "Electronic network", i.e. standard IT infrastructure and IT solutions
- Major issues
  - Increased UPU telematics product and service offers
    - Roll-out for CDS and
    - Roll-out for IFS domestic
    - Development of e-Commerce/COD Payment System COMPAS from IFS technology
  - Building an integrated standard IT framework for supply chain integration, trade facilitation and E-commerce development
  - Building an infrastructure for a future Post-ID interconnectivity

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### QSF Board of Trustees

- Strategic focus
  - As core forum for QSF projects and accounts management
  - As source of resources for the capacity building for quality improvement
- Major issues
  - Effective QSF projects implementation
  - Effective QSF fund management

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**.post group**

- Strategic focus
  - As core forum for development of the .post platform
- Major issues
  - Governance of .post
  - Oversight of the operation of the internet infrastructure
  - Product development
  - Market development


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**Areas of coordination/cooperation**

- Coordination (between Committees and groups)
  - Products strategy and integration
  - Supply chain integration
  - Trade facilitation and E-Commerce
  - E-Commerce customer needs across all services
  - Market research
  - Remuneration
  - Electronic services
- Cooperation (from)
  - EMS Cooperative
  - Telematics Cooperative

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## POC decision making session in Autumn 2013

- The complexity and volume of the POC's work has increased considerably.
- However, the work cycle of the UPU has been shortened from five to four years since 2004.
- In practical terms, the POC has only three sessions and about 36 months in which to fulfil the various mandates received from Congress.
- Against this backdrop, the POC leadership felt that the POC should organize a short decision making session in conjunction with the CA session scheduled in October/November 2013 in order to optimize the implementation of the Doha Postal Strategy.
- Decisions expected to be taken by the proposed POC autumn session include:
  - approval of proposals to amend the Regulations;
  - approval of future deliverables;
  - determination of the strategic directions to be followed in the coming year(s).

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UPU UNIVERSAL POSTAL UNION RAQUEL PROJECT

## 1. Introduction (1)

- **Opportunities for registered traffic**
  - Rapid development of e-commerce
  - Considerable potential for growth in registered traffic
- **Problems with its current service features**
  - Large number of designated operators (DOs) do not exchange EDI messages
  - Lack of track and trace data does not meet customer expectations today
  - Without the provision of tracking data, it would not be possible to measure the delivery performance of inbound registered items
  - Currently no Internet-based inquiry system to facilitate and expedite the processing of inquiries regarding registered items.

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RAQUEL PROJECT

## 1. Introduction (2)

To address these problems, Hongkong Post, Korea Post, Pos Malaysia and Singapore Post decided to contribute part of their QSF funds to launch a regional project to:

- reduce the gap between letter mail service and other postal products
- improve delivery performance for registered items
- facilitate handling of customer inquiries and e-commerce development

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RAQUEL PROJECT


## 2. Objectives (1)

The main objective of the "Registered Articles Quality Enhancement Lead Project (RAQUEL) for the Asia Pacific Region:

- to improve the quality of service for registered items in respect of the DOs in the Asia Pacific region

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RAQUEL PROJECT

## 2. Objectives (2)

The Project encompasses:

- The establishment of a sustainable track and trace system for registered items
- Steps to promote the exchange of EDI data on registered items among DOs in the Asia Pacific region
- Introduction of a new registered articles measurement system (RAMS)
- Introduction of a new Internet-based registered articles inquiry system (RAIS) and measures to promote its use among DOs in the Asia Pacific region
- Review of the possible options for a performance-based payment system for registered items

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RAQUEL PROJECT

## 3. Benefits for participating DOs

- Reduce gap in service quality between letter mail service and the rapid development of service improvements for EMS and parcels
- Provide knowledge and assistance for enhancing operations of the registration service through workshops and site surveys
- Supply performance measurement reports to facilitate appropriate measures to increase delivery performance for registered items
- Meet customer needs for tracking information concerning registered items
- Improve processing of customer inquiries through participation in the Internet-based inquiry system for registered items
- Possibly increase traffic volumes arising from improved services and fulfilment of customer expectations

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RAQUEL PROJECT

#### **4. Quality Indicators for the PDOs**

- **Development of a quality improvement plan among the PDOs for registered items (RI)**
- **Establishment of delivery standards for RI**
- **Implementation of tracking systems**
- **Exchange of tracking information in respect of RI**
- **Development and implementation of an Internet-based Inquiry System for RI**

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RAQUEL PROJECT

#### **5. Deliverables achieved**

- **Registered Article Measurement System (RAMS) in place**
- **Registered Article Inquiry System (RAIS) under pilot testing**
- **EDI exchange amongst 23 DOs established**
- **EDI alert system operating**

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RAQUEL PROJECT

## 6. Future action plan

- To expand RAQUEL to other DOs in the Asia – Pacific region
- To improve the performance of scan events by using the RAMS
- To optimize the usage of RAIS in the region
- To improve delivery performance of the DOs as per the established delivery standards

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# UPU Global Monitoring System (GMS)

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GLOBAL MONITORING SYSTEM

### GMS in the world in 2013

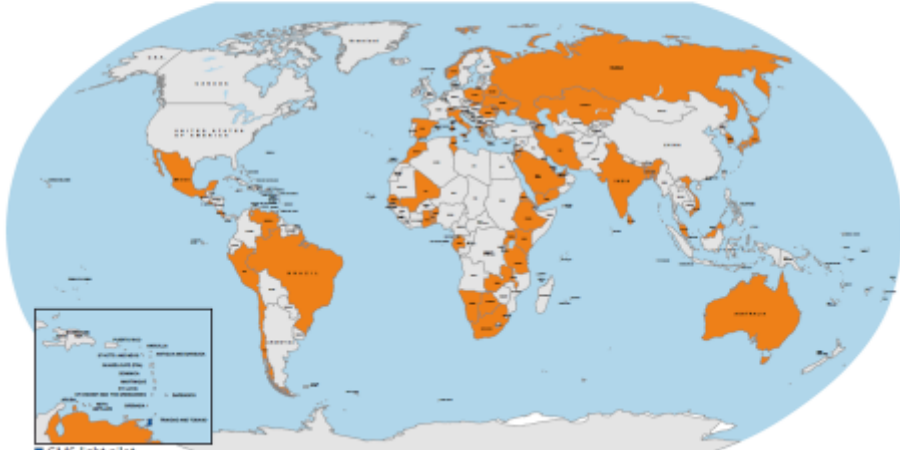
- Ever since the launch of GMS in 2009 the project started with 21 pioneering member countries and is proud to have almost 60 member countries in 2013, measuring their quality of service with the UPU's Global Monitoring System.
- We look forward to bringing on board the GMS family other countries by the second half of 2013, which have already announced their participation.
- GMS has been developing two pilot projects (GMS light in the Caribbean region and GMS end-to-end measurement in the Asia-Pacific region) the participants of the GMS end-to-end measurement pilot are: INDIA, MALAYSIA and VIETNAM

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GLOBAL MONITORING SYSTEM

### GMS in the world in 2013



■ GMS light pilot

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GLOBAL MONITORING SYSTEM

**GMS in the world in 2013**

The current APPU member countries, which measure their quality of service with GMS are:

- Australia
- Bangladesh
- Brunei Darussalam
- Hong Kong
- Macao
- Korea Rep.
- India
- Iran (Islamic Rep.)
- Japan
- Malaysia
- Singapore
- Sri Lanka
- Vietnam

We are very happy to announce that **Thailand** has decided to join GMS as a member country in the second half of 2013

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GLOBAL MONITORING SYSTEM


**GMS main objectives**

**Enhance:**

- quality of service
- reliability and efficiency of the postal networks by improving GMS
- rolling out the system to more countries
- providing assistance and support to the users through a GMS improver programme:

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GLOBAL MONITORING SYSTEM

**GMS main objectives**

- a) Continue to carry out developments to improve the system and roll it out to more countries/territories
- b) Extend the capability of the system to cover end-to-end measurement to meet specific needs of GMS users, based on the "user pays" principle: Roll out of GMS end-to-end to UPU members
- c) Implement auditing exercise aimed at compliance of the UPU-agreed measurement systems with the GMS technical design
- d) Continue to provide members with support to seek QSF resources or alternative funding to implement and operate GMS:  
Provision of assistance to DOs to fund participation costs in GMS through respective QSF funds

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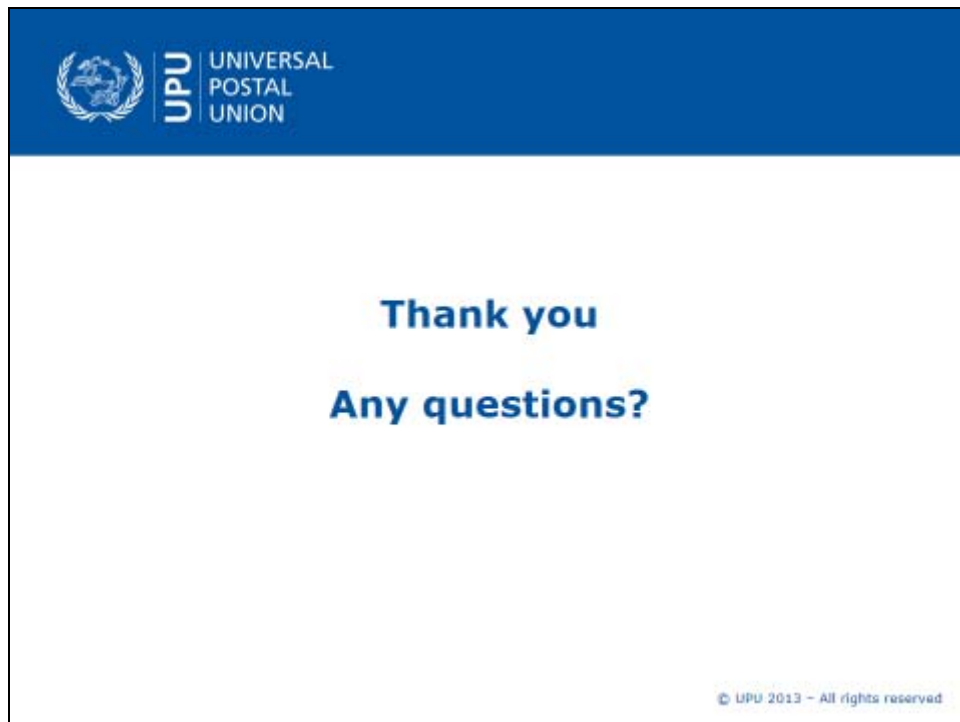
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GLOBAL MONITORING SYSTEM

**GMS main objectives**

- e) Implement a GMS improver programme to provide assistance and support to GMS users to improve their outbound and inbound operations:
  - Definition of methodology
  - Implementation of methodology
  - Delivery of workshops
- f) Achieve synergies with the UPU continuous testing system by integrating that system into GMS:
  - Integration of continuous testing into GMS

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# Quality of Service Fund (QSF)

## General Overview

Key Facts and Figures for the  
Asia/Pacific Region

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### Recall some basic facts about the QSF

- The QSF was created in 1999. The 24<sup>th</sup> and 25<sup>th</sup> Congresses extended the duration of the Trust until 2020.
- The aim of the QSF is to help its beneficiaries through projects that improve the quality of service of international mail.
- Contributions to the Fund are calculated based on Terminal Dues. All countries and territories pay into to it, except the least developed ones (i.e. group G5 from 2010).



*A system that  
produces results!*

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## Consider the composition of the QSF Board of Trustees

**9 Members** (5 developing countries (DCs) and 4 industrialized countries (IC))

- Regions
  - 2 Africa
  - 2 Americas
  - 2 Asia/Pacific
  - 2 Europe
  - 1 Eastern Europe


- The Chair and Vice-Chair are elected annually by the members of the Board
- The Board meets up to four times a year, and always during the POC and CA sessions in Berne
- The Board produces an annual Report to the POC

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## Consider the composition of the QSF Board of Trustees – current Members

|                      |                                      |
|----------------------|--------------------------------------|
| <b>1. India:</b>     | <b>Mr Subash Barmma (Vice Chair)</b> |
| <b>2. Australia:</b> | <b>Mr Alan Smith</b>                 |
| 3. Azerbaijan:       | Mr Nasir Hamidov                     |
| 4. Chili:            | Ms Marisol Hernandez Dos Santos      |
| 5. Ghana:            | Ms Veronica Acheampong               |
| 6. Nigeria:          | Mr Loveridge Debegdudu               |
| 7. Portugal:         | Ms Isabel Tavares                    |
| 8. Switzerland:      | Mr Paul Epiney (Chair)               |
| 9. USA:              | Ms Flori Berrocal McClung            |



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## Understand the functions of the QSF Board

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- Manages the affairs of the Trust
- Invests and disburses funds
- **Analyzes and approves or disallows projects**
- Evaluates projects' results
- Revises the QSF Practical Guide
- Interprets the QSF rules
- Communicates the work of the QSF to postal Operators
- Oversees the management and administration of the QSF Secretariat (QSF Team)

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## Understand the functions of the QSF Team in Berne

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FAQS-Projets (QSF Projects) – 5 persons


- Acts as the QSF Secretariat
- Analyzes project proposals and reports
- Follows up on project implementation (including compliance with Board decisions)
- Organizes project evaluations
- Coordinates QSF activities
- Supports the Board of Trustees

FAQS-Finances (QSF Finance) – 4 persons

- Billing
- Accounting and financial management
- Cash management
- Financial statements and financial analysis

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 **Any questions, comments or concerns should please be sent here:**

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 **Here are some concrete facts and figures about the QSF overall (in USD)**

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- Total funds generated by the QSF (solely from contributions – excluding interest on investments): 152.81 mio
- Average “annual” amount generated: 12.73 mio
- Total budget of projects approved since 2001: 117.68 mio
- Total amount available for new projects: 53.1^



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