



REFORM OF THE APPU

Presentation by Malaysia
Chair, Reform of the APPU Working Group

Preamble

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

How APPU Reform Started

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

What Did Members Ask For?

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

Key Observations

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

Direction of Reform Proposals

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

Summary of Reform Proposals

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

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

What The Reform Proposals Achieve

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

Reform Requirements of Congress

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

Understanding the Reform Proposals

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

Cost of Reform

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

Resource and Organisational Aspects

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

Continuation of Reform Work

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

Conclusion

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

Action by Congress

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