

## **APPU/UPU REFORM WORKING GROUP: REPORT ON MEETING OF 4 JULY 2017**

### **I Preamble**

1. The APPU / UPU Reform Working Group (WG) met on 4 July.
2. The WG was attended by the following parties,
  - 2.1 **Members:** Bangladesh, Bhutan, China, Fiji, India, Indonesia, Iran, Japan, Korea, Malaysia, Nepal, New Zealand (Chair), Pakistan, Philippines, Singapore, Sri Lanka, Thailand, Viet Nam
  - 2.2 **Observers/Other Attendees:** None – closed session
  - 2.3 The session was taken in two parts; the first on UPU Reform and the second on APPU Reform

### **II UPU Reform**

3. Ms. GAO Hongtao of China (CN) and Chair of the UPU Council of Administration Ad Hoc Group on UPU Reform (CA AHGUR) delivered a comprehensive update on the work of the Ad Hoc Group to date.
4. The briefing took the form of an MS-PowerPoint presentation with elaboration on all points covered, followed by a question and answer session.
5. The briefing focused on the areas of consensus and agreement already achieved, and the outstanding items requiring further study, with the aim of achieving consensus through compromise to enable a single reform proposal to be drafted and taken to the CA S2 / 2017.2 session for further consideration.
6. The briefing was just that; a means of information sharing and knowledge transfer to the APPU Congress, it was not intended as a debate or as a decision-making process.
7. At the conclusion of the briefing, the floor was opened and three member countries made valuable interventions. Each of which were responded to by either CN, the Chair or both.
8. The interventions took the form of a questions and / or comments addressed to the WG Chair, CN and the WG membership as a whole, and have been reflected fully below due to the importance of the discussion, and to ensure transparency, openness and completeness of reporting is maintained.

**Intervention 1 – Indonesia (ID):** In acknowledging the work of the UPU Reform process that is under way, ID asked how the members countries are being engaged; what is the monitoring and reporting process to ensure members are fully apprised of developments?

#### **Response from China (CH) – Chair of CA Ad Hoc Group on UPU Reform**

There are a number of mechanisms in place for member countries to keep up to date. The UPU website ([www.upu.int](http://www.upu.int)) within the documentation centre has a CA section, and all current and historical documents can be obtained from there.

There is also the UPU Workspace, as recently created repository for all UPU working documents, available to all member countries, upon obtaining a user name and password from the UPU International Bureau.

#### **Response from New Zealand (NZ) – Chair of the APPU / UPU Reform Working Group**

Added that another channel is the UPU Regional Coordinator, whose details can also be obtained from the UPU website.

**Indonesia** indicated that the response answered their question.

**Intervention 2 – Pakistan (PK):** Delivered a thorough intervention, stating that there are three areas of key importance of which member countries should be aware:

1. Representation in both “pillars”
2. The Coordinating Body and the percentage of representation
3. The Board and how it is made up

In each of these areas, there is a need for equality and fairness in representation. PK strongly suggested that member countries take an active role. There are multiple means of suggesting / supporting UPU Reform proposals, such as:

- The APPU Working Group on Reform
- The APPU Bureau
- The APPU member countries in the smaller Reform Working Group: China, India and New Zealand

**Response from China (CN) – Chair of CA Ad Hoc Group on UPU Reform**

Acknowledged the intervention, and pointed to the results of the questionnaire on reform, specifically noting:

- A majority of respondents prefer that the two pillars use different election mechanisms. They want “equitable geographic distribution” for the government pillar and “qualified geographical distribution” for the operational pillar. But at the meeting of June, a number of member countries stated their reasoning for equitable geographic distribution in the two pillars. The AHG meeting on June 29 decided that the equitable geographic distribution and qualified geographic distribution will be both taken into account.
- There was also consensus in the responses in relation to the Board requirements on increased equitable representation and two options to answer this will be explored further by the Reform Working Group

And in response to increased participation of APPU member countries to the work of the CA Ad Hoc Group on Reform, increased APPU engagement and involvement would be both appreciated and welcomed.

**Response from New Zealand (NZ) – Chair of the APPU / UPU Reform Working Group**

Reminded the room that we are not a decision making body, but rather this was primarily an information sharing exercise, aimed at ensuring APPU member countries were updated on the development of the work on UPU Reform, and the work of the CA Ad Hoc Group on UPU Reform.

**Pakistan** took note of the response.

**Intervention 3 – India (IN):** The CA membership is based on equitable representation, yet the POC is not. Why not? Rather, it is biased towards Western European member countries, citing the representation on a percentage basis indicating over representation by Western Europe. India invites all APPU member to take an active voice on UPU representation, structure, elections and functions.

**Response from China (CH) – Chair of CA Ad Hoc Group on UPU Reform**

Acknowledged the India is correct, and that representation is a crucial issue, and is one of the key topics to be tackled by the smaller Reform Working Group. Adding, the views of the APPU member countries are both welcomed and valued, and as member countries if we have a view and a preference, then we should ensure our voice is heard on the matter.

9. The APPU / UPU Reform Working Group Chair in the interests of time closed the floor on this matter.

**III APPU Reform**

10. The WG focused on Decision 02 approved at the Plenary session on 3 July. This mandated the WG to undertake the following activities, described in Annex 1 of this document:

Item 1: Monitor the implementation of the 36 initiatives for which funding was approved by the Tehran Congress.

Item 2: Complete the assessment of the nine proposals not completed in the previous cycle and monitor their implementation as appropriate.

Item 3: Report annually to the EC on the outcomes of the monitoring of implementation.

Item 4: Undertake a further review of needs, concerns and issues with members and stakeholders to form the basis for a continuation of reform activity.

11. The WG agreed a range of tasks to be undertaken in the six months to December 2017. This will produce the following outcomes.

Item 1: A method agreed with the Bureau for monitoring the implementation of the 36 initiatives, and the commencement of monitoring.

Item 2: Completion, or significant progress of the nine proposals not finalised in the previous cycle. Exceptionally, there are two proposals that will not be advanced due to lower priority.

Item 3: An agreed format for reporting annually to the EC on the outcomes of the monitoring of implementation.

Item 4: A finalised questionnaire for obtaining the views of members (and possibly other stakeholders) on needs, concerns and issues as a basis for continuing reform activity.

12. The WG is confident that the planned progress will be made over the next six months. A further timing plan will be developed towards the end of 2017.

13. The various tasks and deadlines have been documented in summary form and are included as Annex 2 to this document.

Lindsay Welsh  
New Zealand  
Chair – APPU / UPU Reform Working Group  
Tehran, Iran  
06 July 2017



APPU/UPU REFORM WORKING GROUP  
TEHRAN CONGRESS DISCUSSION NOTES

04 July 2017

Asian-Pacific Postal Union  
12<sup>th</sup> Congress  
Tehran, Iran  
3-7 July 2017

## Members of the Working Group

**Australia**

**China**

**Iran**

**Korea**

**Pakistan**

**Sri Lanka**

**Viet Nam**

**Bangladesh**

**Indonesia**

**Japan**

**New Zealand (Chair)**

**Singapore**

**Thailand**

## Running order for today ...

1. Update on UPU Reform from Ms. GAO of China – Chair of the Council of Administration – Ad Hoc Group on UPU Reform (CA AHGUR)
2. Comprehensive update on APPU Reform; the work passed to this Working Group to progress throughout this cycle, what we have to do, suggestions on how, and a discussion to agree the way forward

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## UPU Reform

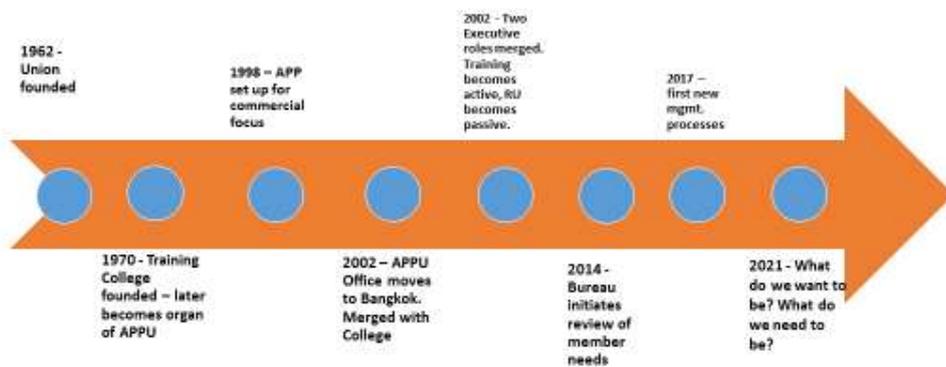
- I pass the floor to China ...

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## APPU Reform

- The “big picture”

1



## Big picture

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## What is "Reform, Part 1"?

- Series of proposals to meet members' concerns as expressed in 2014 (consultation by Bureau)
  - Summarised as enhancing basic management practices and processes
    - More accountability
    - More communication
    - Greater clarity – roles, responsibilities, relationships
    - More visibility regionally and globally
  - Laying foundation for increased value and relevance for members
  - Building the Restricted Union side of APPU

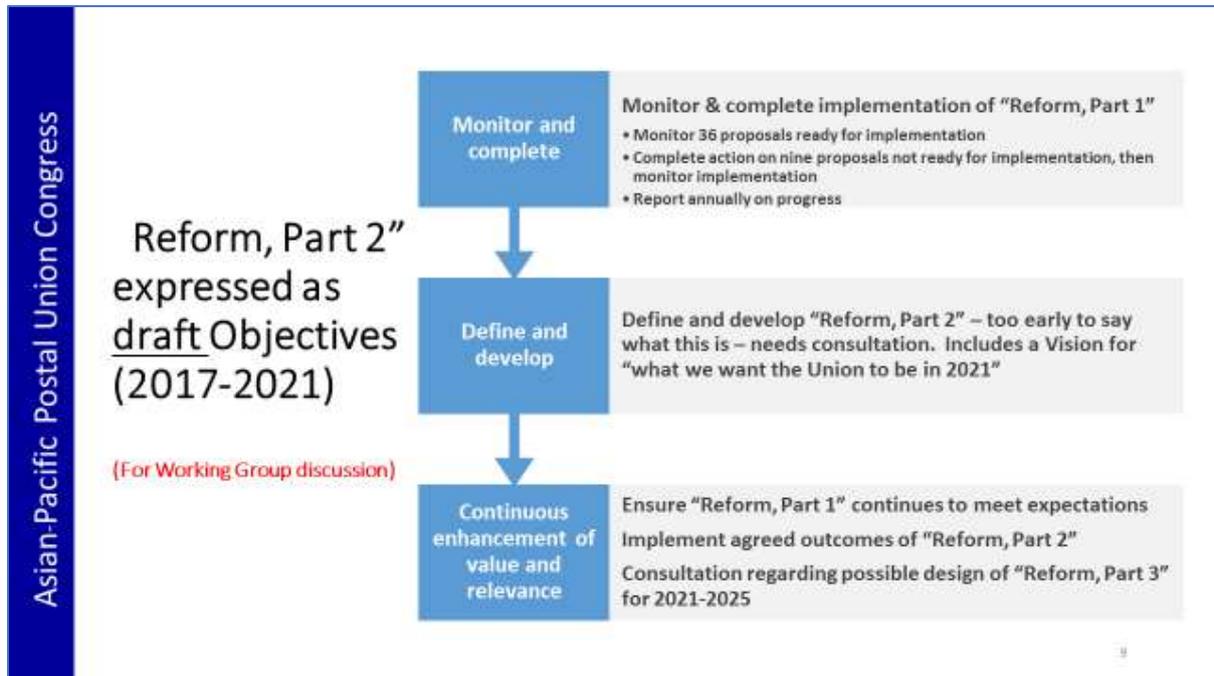
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## What is "Reform, Part 2"?

### PROPOSED SCOPE OF "REFORM, PART 2"

- Three main features:
  - Some specific tasks assigned to the WG by Congress
  - New tasks and issues that may emerge from a consultation of the members and stakeholders
  - Assessing the need and scope of "Reform, Part 3" (2021-2025)
- Working Group to discuss and decide on scope of "Reform, Part 2"

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## Work Plan – Broad Work Plan – Broad Areas of Work Areas

**Work Plan needs to be developed for what the WG has been specifically asked to do in Congress 2017, Decision 02**

- 1. Monitor the implementation of the initiatives approved by the Tehran Congress
- 2. Complete the final nine proposals in “Reform, Part 1”, and monitor implementation
- 3. Report annually to the EC on the outcomes of the monitoring
- 4. Undertake a further review of needs, concerns and issues with members and stakeholders to form the basis for a continuation of reform activity

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## Work Plan – What role does the WG play

Governance – all  
WG members

Review of progress  
– all WG members

Undertaking actual  
tasks – this will  
vary

Gaining work  
experience and  
new knowledge –  
this will vary

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## Work Plan – Item 1

- **Work Plan needs to be developed for Item 1... Monitor the implementation of the initiatives approved by the Tehran Congress**
- **Initial comments**
  - WG role will be
    - governance
    - review of progress
  - Undertaking actual tasks – the 36 proposals are ready for implementation. Undertaking actual tasks will mainly involve the Bureau and the Consultant
- **To undertake governance and review of progress, the WG will have to set up an agreed feedback system with the Bureau.**
  - **Feedback system – targeted for set up by 31 August - WG to discuss who and how we will set this up**

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## Work Plan – Item 2

- Work Plan needs to be developed for Item 2...Complete the final nine proposals in “Reform, Part 1”, and monitor implementation
- WG role will vary depending on the nature and current status of each of the nine proposals.
- Much more opportunity for undertaking actual tasks and gaining experience and new knowledge
- Suggest we take each of the nine proposals individually? – do we agree?

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## The Nine Proposals for Completion

- 8.3 Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- 8.4 General practice of Chairs having Role Description or guidance charter
- 8.5 Updated Duty Statement for Director
- 8.6 Process for EC Chair for setting Objectives for Director and that these are met by Bureau
- 11.4 Handover between outgoing EC Chair and incoming EC Chair
- 11.5 Handover between outgoing Director and incoming Director
- 11.6 Conduct of APPU EC Meeting - presentations by non-postal organisation should be made separately or may opt for one day sharing session
- 11.7 Conduct of APPU EC Meeting - guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- 13.3 Develop position statement for the region

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## Work Plan – Item 2: Proposal 8.3

- Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- This is a proposal where the objective was to have a smaller group of members make certain decisions – to take administrative work out of the EC – to speed up our work processes and decision-making
- The Bureau has looked at what happens in some other Restricted Unions
- Bureau not aware of any issues that would benefit from a modified decision-making process
- **However, it may be useful to confirm that this is the view of all members**

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## Work Plan – Item 2: Proposal 8.3 - Assessment

- Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- **Recommendation for next action**
  - WG to review documentation available (by 31 August)
  - Agree a WG decision (by 30 September)
  - Discuss WG decision with Bureau (31 October)
  - Communicate final position to EC (30 November)

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**Non-Plenary decision-making**

Kolkata did not direct any activity on this item; yet, the Bureau has done some further work

	PAPU	PostEurop	PUASP
<b>Supreme Body</b> (RU Members)	Plenipotentiary Conference (Meets four-yearly) (44)	Plenary Assembly (Meets annually) (34)	Congress (Meets four-yearly) (28)
<b>Delegated Decision-Making Body</b>	Administrative Council	Management Board	Management Committee
<b>Composition</b>	16 members (elected)	11 members (elected)	6 members (elected)
<b>Term</b>	4 years	3 years	4 years
<b>Meetings per</b>	One	Four	Two
<b>Status</b>	Decision-making body of the Union	Decision-making body of the Association	Administrative and supervisory role
<b>Authority</b>	Operates within powers delegated by Plenipotentiary Conference	Operates with very broad powers delegated by Plenary Assembly	Reports to Advisory and Executive Council (which reports to Congress)

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**Work Plan – Item 2: Proposal 8.4**

- General practice of EC Chairs having Role Description or guidance charter
- This is a proposal where the inquiry is whether it is common practice for roles such as the EC Chair to have a specified list of requirements to fulfil, tasks to perform etc.
- The Bureau has looked at what happens in some other entities
- There is a general expectation of a Chair's role but it is not overly specific
- A key outcome of this item was to confirm "who is the driving force for the activity of the Union"

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## Work Plan – Item 2: Proposal 8.4 - Assessment

- General practice of EC Chairs having Role Description or guidance charter
- More input may be useful (current assessment based on limited research)
- There is budget for 6 hours work (including 4 hours of Consultant)
- Recommendation for next action
  - Bureau and Consultant to do further research and present to WG (by 30 September)
  - Agree a WG position (by 31 October)
  - Communicate final position to Bureau (30 November)
  - Communicate final position to EC (31 December)

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## Chairs of bodies such as the EC having a Role Description or guidance charter

### UPU CA

The Chairman .... shall also be responsible for the general direction of the Council's work and activities.

### UPU POC

The Chairman .... shall also be in overall charge of the work and activity of the Postal Operations Council.

### UPU IB

.... shall serve as an organ of execution, support, liaison, information and consultation.

### APPU

The Bureau serves as a medium of liaison, information, inquiry and training for the member-countries of the Union.

### Conclusion

General practice appears to be that there is no detailed list of requirements or expectations for the Chair of a body such as the APPU EC. The situation has been interpreted as the Chair being responsible for ensuring the work entrusted to the EC gets done by the required timing and is reported back to the next Congress.

### Clarification Offered

This issue arose because of a question of "who is the driving force for the activity of the Union". The two possibilities were the EC Chair and the Director of the Bureau. The answer really lies in the process for establishing and managing the Union's activities (as per the diagram that follows). Once there is workload, then the question of who is the driving force can be asked more relevantly.

## Work Plan – Item 2: Proposal 8.5

- Update Duty Statement for the Director
- This is a proposal where the objective is to review and update the Duty Statement for the Director of the Bureau – the outcome being a clear statement of role, responsibilities, accountabilities, deliverables, etc. In other words, a Job Description drafted to current business standards.
- The Bureau and the Consultant have done a significant amount of quite detailed work on the Duty Statement. However, the work is not regarded as complete.
- **This item is very important.**

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## Work Plan – Item 2: Proposal 8.5 - Assessment

- Update Duty Statement for the Director
- More work is needed to complete the documentation – some of this is basic editing and tidying – some of it is “serious thinking”
- There is no budget for further work by Consultant; however, there may be scope to transfer budget from other initiatives.
- Recommendation for next action
  - Consultant to indicate time requirement to have documentation completed for worthwhile review by Bureau and WG (by 31 August)
  - WG to review scope to transfer budget to 8.5 (by 30 September)
  - WG / Bureau / Consultant to agree action plan (by 15 October)

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## Work Plan – Item 2: Proposal 8.6

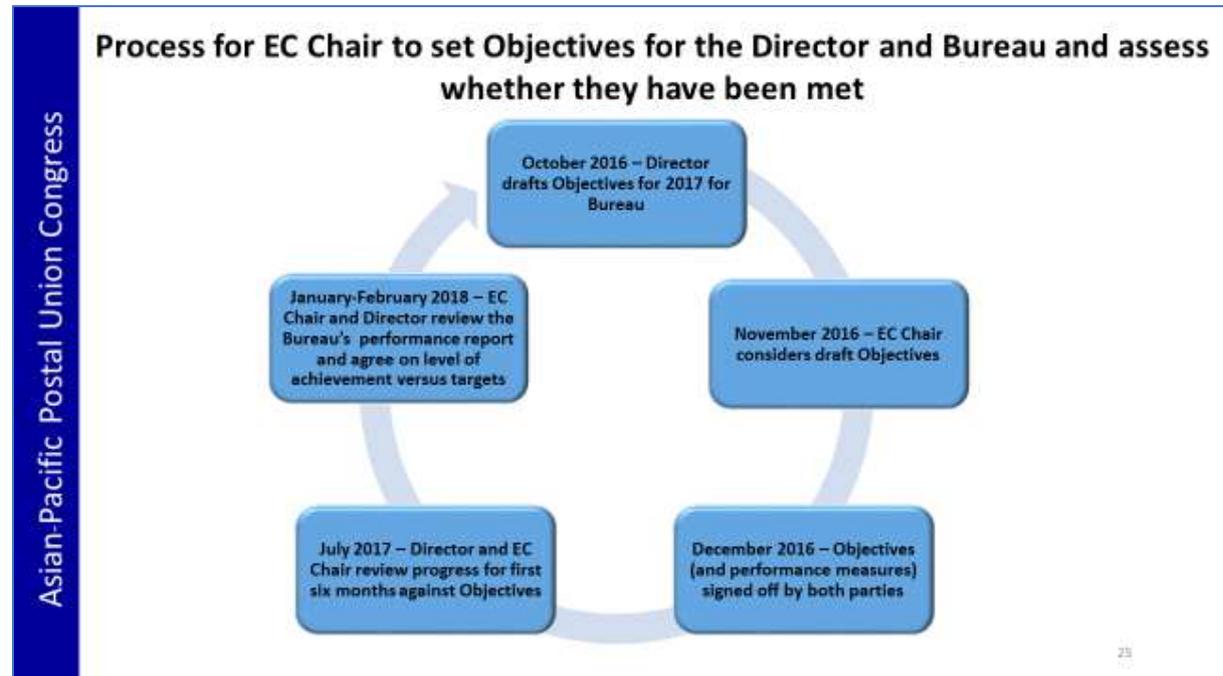
- Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met
- Some work has been done by the Bureau and the Consultant – the work is on the (theoretical) process.
- The next steps are unclear. It would be highly desirable to have a process in place for 2018 where Objectives are set and performance assessment takes place.
- **This item is very important.**

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## Work Plan – Item 2: Proposal 8.6 - Assessment

- Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met
- The Consultant has doubt about the practicality and effectiveness of the process for setting Objectives and assessing whether they have been met. No system is perfect – perhaps it is a case of commencing the process on a trial basis and seeing how it operates.
- There is Consultant budget for 2017 for work in this area (4 hours) and Bureau (2 hours).
- Recommendation for next action
  - WG to consider options and advise on how to proceed (bearing in mind that 8.6 has a dependence on 8.5) – (by 30 September)

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## Work Plan – Item 2: Proposal 11.4

- Handover between outgoing EC Chair and incoming EC Chair
- This proposal sets up a formal process for handover between the EC Chairs.

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## Work Plan – Item 2: Proposal 11.4 - Assessment

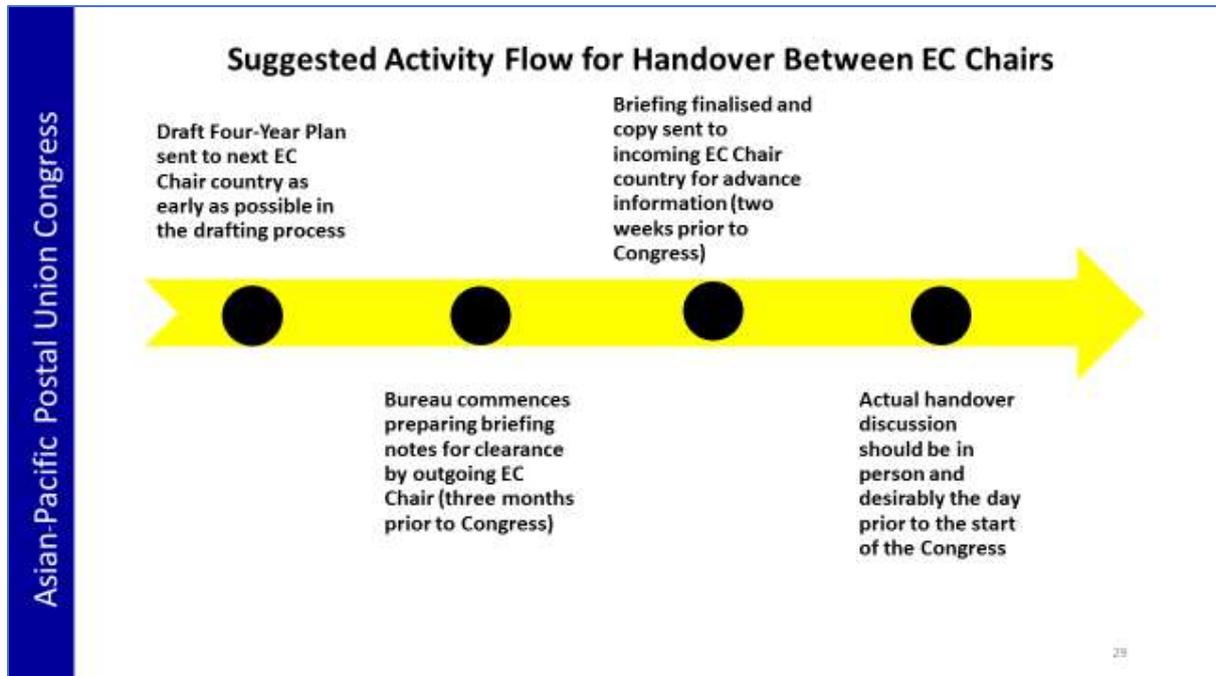
- Handover between outgoing EC Chair and incoming EC Chair
- Developmental work has been done for a handover process between the two Chairs.
- The opportunity to use the process in 2017 has been lost due to timing.
- Recommendation for next action
  - WG to review draft process documentation and advise any changes (timing TBA)
  - Agreed process to be used for 2021 change of Chairs
- **Note: this proposal has Consultant budget for 2017 (12 hours) and Bureau (6 hours)**

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## Handover between outgoing EC Chair and incoming EC Chair

- The change in Chair takes place at an APPU Congress
- No formal system in place for handover
- Experience is that the requirement of the position may be seen as simply to chair EC meetings
- This is a leadership position
- EC Chair needs to establish working relationship with key people (Director of Bureau, and others), and to understand the requirements of the role (direction, drive, energy, leadership)
- Key handover items are
- The Four-Year Plan (this should be ongoing from when drafting commences prior to the APPU Congress), and key aspects of its implementation
  - The Director's Objectives and KPIs – and the process for managing this activity
  - Ensuring that the procedure for chairing Congress and the Constituent meeting of the EC is clear and understood
  - A briefing on any current issues
  - Confirmation of key office-holders for the next four-year term (Working Groups, Committees)
- Recommended process is set out in following diagram

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## Work Plan – Item 2: Proposal 11.5

- Handover between outgoing Director and incoming Director
- This proposal sets up a formal process for handover between the Directors

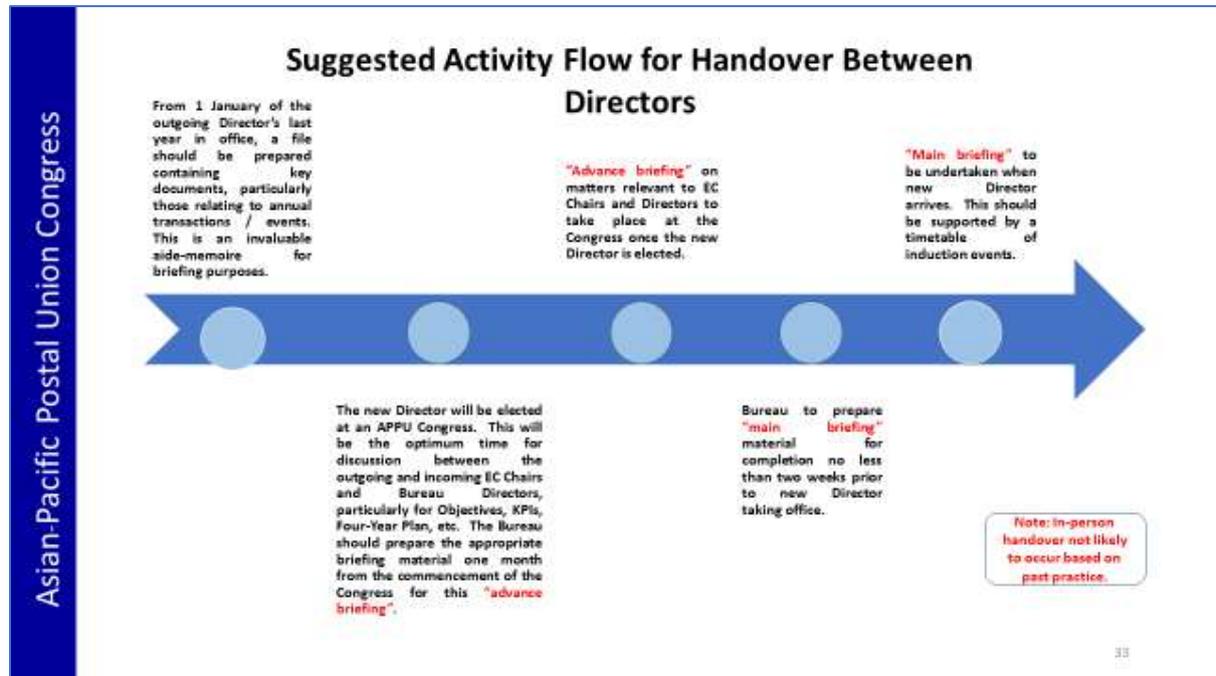
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## Work Plan – Item 2: Proposal 11.5 - Assessment

- Handover between outgoing Director and incoming Director
- Developmental work has been done for a handover process between the two Directors
- The opportunity to use the process will occur in 2021
- Recommendation for next action
  - WG to review draft process documentation and advise any changes (timing TBA)
  - Agreed process to be used for 2021 change of Directors

## Handover between outgoing Director and incoming Director

- The change in Director takes on January 1 of the year following that in which the APPU Congress is held
- No formal system in place for handover, albeit no issues appear to have arisen
- The expectations of the position are increasing and it is important for the leadership aspect, at least, to be highlighted in a handover
- Director needs to establish working relationship with key people (EC Chair, and others), and to understand the requirements of the role (direction, drive, energy, leadership)
- Key handover items are
  - Position Description, Objectives, KPIs, and the process for managing performance
  - The roles to be undertaken (Director of the Bureau, Secretary General of the EC, LEC and Governing Board Secretary, APPU representative in international meetings)
  - Staff responsibilities – general profile of the team, structure, conditions of employment, current issues, Objectives and performance of individuals
  - The Four-Year Plan and key aspects of its implementation
  - Business Plans for the Administrative Section and the Training Section and current status
  - Financial controls, delegated authorities and fixed asset management
  - Key suppliers including the relationships with Thai Government, MICT and Thailand Post
- Recommended process is set out in following diagram (Note: given the reporting relationship of the Director to the EC Chair, advantage should be taken of the presence of all parties (incoming and outgoing EC Chairs and Directors) at the Congress to undertake an “advance briefing” on relevant matters).



Asian-Pacific Postal Union Congress

## Work Plan – Item 2: Proposals 11.5 and 11.6

- Presentations by non-postal organisations should be made separately or may opt for one day sharing session
- Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- **These are potentially sensitive items and need to be handled with care**

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## Work Plan – Item 2: Proposals 11.5 and 11.6 - Assessment

- Presentations by non-postal organisations should be made separately or may opt for one day sharing session
- Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- Developmental work has been done on a process for dealing with the two situations
- Recommendation for next action
  - WG to review draft process documentation and decide how it wishes to handle the matter (timing TBA)
  - Consideration to be given to any broadening that may be appropriate (timing TBA)

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**Presentation by non-postal organisations should be made separately or may opt for one day sharing session**

**Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions**

**Non-postal organisations? – Uni Apro, Eurogiro – any others?**

**Bureau proposes as follows**



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## Work Plan – Item 2: Proposal 13.3

- Develop position statement for the region
- The need for a position statement arose from the greater visibility aspect of the APPU in international forums (regional and global). It was seen as important to have a document that set out “what the APPU is”.
- The use of the position statement is seen as either oral or written. The benefit is a positive, consistent message.
- **This is an important item.**

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## Work Plan – Item 2: Proposal 13.3 – Assessment

- Develop position statement for the region
- A draft has been prepared
- Recommendation for next action
  - WG to review draft position statement (by 30 September)
  - WG to decide on what final clearance is required (**target date for final clearance is 31 December**)

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**Draft position statement for the region**

The Asia Pacific Postal Union (APPU) is a Federated Union of the Universal Postal Union (U.P.U.). Its core functions are to reformulate and improve postal relations between its 22 member countries and to promote cooperation in the field of postal services. The Union seeks to do this in three ways:

- Firstly, the Union's headquarters in Bangkok (the APPU Bureau) undertakes the role, via its Director, of representing the members in international forums when this is required. It is also the focal point for industry and sector representatives from outside the region when wishing to engage with Asia Pacific on postal matters (be they governmental, non-governmental, or general interest), included in the functions of the Bureau are:
  - coordinating UPU technical assistance in the region (with the UPU Regional Coordinator also based in Bangkok);
  - acting as the regional platform for consultation on key global matters impacting on the postal sector;
  - contributing to the broader field of best postal practice to APPU members;
  - disseminating information on worldwide postal sector policy and regulations; and
  - supporting and generating networking within and outside the region in the interest of postal sector development.

In addition to undertaking the core functions of a Federated Union, the Union has two operational bodies working in the fields of training and operational excellence. Training is provided through the Asia Pacific Postal College (based in Bangkok); operational excellence is through the Asia Pacific Post Cooperative (based in Singapore).

The College has served the region for nearly 50 years as a place of learning in a variety of industry-related disciplines. Its curricula covers management, planning, strategy, marketing, specialist operational areas such as mailflow, accounting, quality etc. Participants from outside the region also attend. The College equally serves as a centre for advanced studies and leadership seminars where the needs of postal business from the region and further afield need to involve key industry developments. As an alternative to Bangkok as a venue for training, there is an Extended Training Programme (ETP) where the College resources "travel" to a contracting member and tuition is provided on site. Often an ETP is tailored to the needs of the contracting country. Professional resources to provide tuition is a mix of long-term lecturers based in Bangkok supplemented by short-term and visiting lecturers from around the world. This approach ensures maintenance of standards, currency of material and economic access to expertise in specific fields.

The Asia Pacific Post Cooperative (APP) was formed during the period 1994-1998 and is a reflection of the need for postal companies to bring greater commercial focus and discipline to the management of their businesses. The creation of the Cooperative as an organ of the APPU established two important points of difference – uniqueness – in the overall structure and functioning of the typical Federated Union. Firstly, the APP acts as a forum specifically for the designated operators of APPU member countries as opposed to their governments (except in circumstances where such designated operators are also government departments). Secondly, the APPU is intended to demonstrate leadership and advocacy for the postal sector in the Asia Pacific region with a focus on strengthening the operational outlook of the postal sector and its relevance to all stakeholders. These two aspects position the APP as an organization that aims to assist its member Posts to:

- enhance their respective market shares;
- improve the quality of their services;
- address the overall operational, technical, commercial and economic issues pertaining to postal services in the Asia Pacific region.

Membership of the APP is voluntary albeit restricted to the designated operators of APPU member countries. The APP currently has 27 member Posts.

Ongoing relevance of the Union's activities is a challenge that arises from the extremely diverse economic and developmental situations of the members. The Union is almost evenly split between emerging / emerging economies on the one hand, and LDC / LIC / SIDS on the other hand. Within the emerging economies are the rising global powerhouses of China and India followed by countries whose growth is also strong and vibrant. Striving a balance of interests and common causes is increasingly difficult and when combined with the reality of the situation (i.e. balance of interests and common causes) has become less of an objective with greater acknowledgment being given to the growing divergence and seeking to serve those aspects within the capability of the Union and the scope of its constitutional mandate.

The APPU brings the postal businesses of the region together albeit as a widely diverse grouping. It focuses on regional technical assistance programmes. It trains, it focuses on commercial development, quality and market share. Into the future this will be its operating background into the future it will operate in its diverse manner. Into the future it will join with the UPU and other Federated Unions in supporting the common cause of development, cooperation and mutual interests.

## Work Plan – Item 3

- **Work Plan needs to be developed for Item 3... Report annually to the EC on the outcomes of the monitoring**
- **Reporting – consultative and timely**
- **Recommendation for next action**
  - **WG to establish a schedule for action, reporting, clearance and tabling at 2018 EC that is based on known timing of meeting (by 30 November)**

## Work Plan – Item 4

- **Work Plan needs to be developed for Item 4... Undertake a further review of needs, concerns and issues with members and stakeholders to form the basis for a continuation of reform activity**
- **WG need to consider:**
  - Who is it sent to?
  - What do we want to cover?
  - Separate survey for other Restricted Unions?
  - How can we find out the real issues that are of concern to members?
- **Recommendation for next action**
  - WG members (and possibly Bureau/Consultant) asked for views on issues raised and who survey is sent to (by 31 July – for reply by 31 August)
  - Draft summary of replies circulated (by 30 September)
  - Further discussion and finalisation of survey (by 31 October)

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## APPU / UPU Reform Working Group

- Thank you for your participation today
- If you have any questions, comments and / or observations, please contact me at:
  - [lindsay.welsh@nzpost.co.nz](mailto:lindsay.welsh@nzpost.co.nz)

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Asian-Pacific Postal Union  
12th Congress  
Tehran, Iran  
3-7 July 2017

Congress 2017 Doc 29 Annex 1

Reform Working Group Meeting of 4 July 2017: Summary of Decisions re APPU										
Item No.	Ref.	Task	Detailed Action	Timing for Completion (numbers in Month columns = dates)						Comment
				July	August	September	October	November	December	
1		Monitor the implementation of the 36 initiatives approved by the Tehran Congress	Set up an agreed feedback system with the Bureau so that the implementation of the various initiatives can be monitored.		31					
2	8.3	Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)	WG to review documentation available							Documentation reviewed by WG on 4 July
			Agree a WG decision							WG decision made
			Discuss WG decision with Bureau				31			
			Communicate final position to EC					30		
	8.4	General practice of EC Chairs having Role Description or guidance charter	Bureau and Consultant to do further research and present to WG			30				
			Agree a WG position				31			
			Communicate final position to Bureau					30		
			Communicate final position to EC						31	
	8.5	Update Duty Statement for the Director	Consultant to indicate time requirement to have documentation completed for worthwhile review by Bureau and WG		31					
			WG to review scope to transfer budget to 8.5			30				
			WG / Bureau / Consultant to agree action plan				15			
	8.6	Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met	WG to consider options and advise on how to proceed (bearing in mind that 8.6 has a dependence on 8.5)			30				
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	11.6	Presentations by non-postal organisations should be made separately or may opt for one day sharing session	WG to review draft process documentation and decide how it wishes to handle the matter							11.6 and 11.7 will be dealt with as one piece of work. Timing is yet to be decided.
	11.7	Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions	Consideration to be given to any broadening that may be appropriate							11.6 and 11.7 will be dealt with as one piece of work. Timing is yet to be decided.
	13.3	Develop position statement for the region	WG to review draft position statement			30				
			WG to decide on what final clearance is required						31	
Item No.	Ref.	Task	Detailed Action	Timing for Completion (numbers in Month columns = dates)						Comment
				July	August	September	October	November	December	

3	Prepare a reporting format for informing the EC on the implementation of the 36 proposals under Item 1 (first report is to the 2018 EC).						30		
4	Prepare a survey questionnaire as a further review of needs, concerns and issues for sending to members and stakeholders. (The results of the survey will form the basis for a continuation of reform activity.)	Request for comment to be sent to WG members (and possibly Bureau/Consultant). Comment is to cover issues to be included in questionnaire and who the questionnaire is to be sent to.	31						
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		Draft summary of replies circulated (by 30 September)			30				
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APPU/UPU REFORM WORKING GROUP  
TEHRAN CONGRESS DISCUSSION NOTES

04 July 2017

Asian-Pacific Postal Union  
12<sup>th</sup> Congress  
Tehran, Iran  
3-7 July 2017

## Members of the Working Group

**Australia**

**China**

**Iran**

**Korea**

**Pakistan**

**Sri Lanka**

**Viet Nam**

**Bangladesh**

**Indonesia**

**Japan**

**New Zealand (Chair)**

**Singapore**

**Thailand**

## Running order for today ...

1. Update on UPU Reform from Ms. GAO of China – Chair of the Council of Administration – Ad Hoc Group on UPU Reform (CA AHGUR)
2. Comprehensive update on APPU Reform; the work passed to this Working Group to progress throughout this cycle, what we have to do, suggestions on how, and a discussion to agree the way forward

3

## UPU Reform

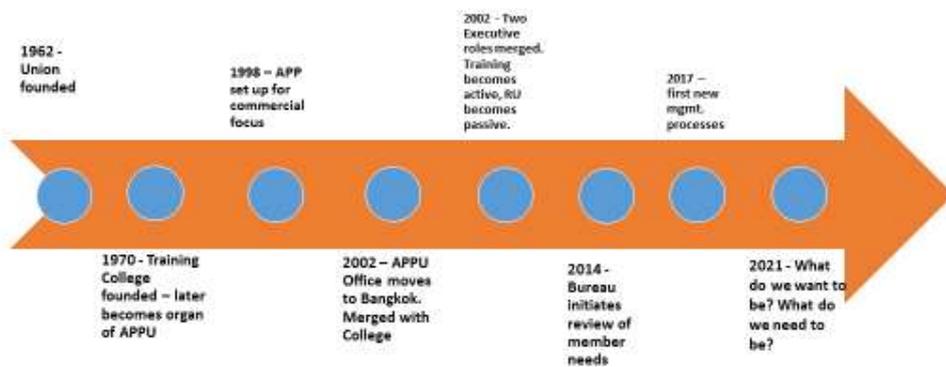
- I pass the floor to China ...

4

## APPU Reform

- The “big picture”

1



## Big picture

2

## What is "Reform, Part 1"?

- Series of proposals to meet members' concerns as expressed in 2014 (consultation by Bureau)
  - Summarised as enhancing basic management practices and processes
    - More accountability
    - More communication
    - Greater clarity – roles, responsibilities, relationships
    - More visibility regionally and globally
  - Laying foundation for increased value and relevance for members
  - Building the Restricted Union side of APPU

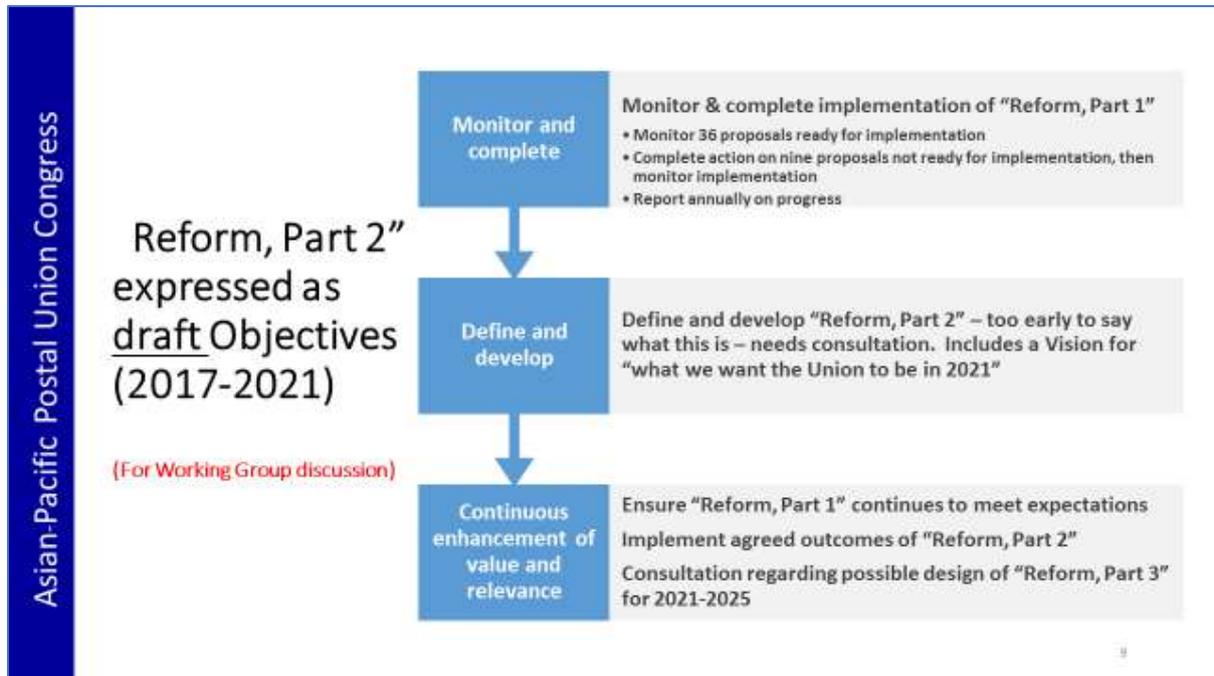
7

## What is "Reform, Part 2"?

### PROPOSED SCOPE OF "REFORM, PART 2"

- Three main features:
  - Some specific tasks assigned to the WG by Congress
  - New tasks and issues that may emerge from a consultation of the members and stakeholders
  - Assessing the need and scope of "Reform, Part 3" (2021-2025)
- Working Group to discuss and decide on scope of "Reform, Part 2"

8



Asian-Pacific Postal Union Congress

## Work Plan – Broad Work Plan – Broad Areas of Work Areas

**Work Plan needs to be developed for what the WG has been specifically asked to do in Congress 2017, Decision 02**

- 1. Monitor the implementation of the initiatives approved by the Tehran Congress
- 2. Complete the final nine proposals in “Reform, Part 1”, and monitor implementation
- 3. Report annually to the EC on the outcomes of the monitoring
- 4. Undertake a further review of needs, concerns and issues with members and stakeholders to form the basis for a continuation of reform activity

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## Work Plan – What role does the WG play

Governance – all  
WG members

Review of progress  
– all WG members

Undertaking actual  
tasks – this will  
vary

Gaining work  
experience and  
new knowledge –  
this will vary

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## Work Plan – Item 1

- **Work Plan needs to be developed for Item 1... Monitor the implementation of the initiatives approved by the Tehran Congress**
- **Initial comments**
  - WG role will be
    - governance
    - review of progress
  - Undertaking actual tasks – the 36 proposals are ready for implementation. Undertaking actual tasks will mainly involve the Bureau and the Consultant
- **To undertake governance and review of progress, the WG will have to set up an agreed feedback system with the Bureau.**
  - **Feedback system – targeted for set up by 31 August - WG to discuss who and how we will set this up**

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## Work Plan – Item 2

- Work Plan needs to be developed for Item 2...Complete the final nine proposals in “Reform, Part 1”, and monitor implementation
- WG role will vary depending on the nature and current status of each of the nine proposals.
- Much more opportunity for undertaking actual tasks and gaining experience and new knowledge
- Suggest we take each of the nine proposals individually? – do we agree?

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## The Nine Proposals for Completion

- 8.3 Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- 8.4 General practice of Chairs having Role Description or guidance charter
- 8.5 Updated Duty Statement for Director
- 8.6 Process for EC Chair for setting Objectives for Director and that these are met by Bureau
- 11.4 Handover between outgoing EC Chair and incoming EC Chair
- 11.5 Handover between outgoing Director and incoming Director
- 11.6 Conduct of APPU EC Meeting - presentations by non-postal organisation should be made separately or may opt for one day sharing session
- 11.7 Conduct of APPU EC Meeting - guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- 13.3 Develop position statement for the region

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## Work Plan – Item 2: Proposal 8.3

- Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- This is a proposal where the objective was to have a smaller group of members make certain decisions – to take administrative work out of the EC – to speed up our work processes and decision-making
- The Bureau has looked at what happens in some other Restricted Unions
- Bureau not aware of any issues that would benefit from a modified decision-making process
- **However, it may be useful to confirm that this is the view of all members**

15

## Work Plan – Item 2: Proposal 8.3 - Assessment

- Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- **Recommendation for next action**
  - WG to review documentation available (by 31 August)
  - Agree a WG decision (by 30 September)
  - Discuss WG decision with Bureau (31 October)
  - Communicate final position to EC (30 November)

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Asian-Pacific Postal Union Congress

### Non-Plenary decision-making

Kolkata did not direct any activity on this item; yet, the Bureau has done some further work

	PAPU	PostEurop	PUASP
Supreme Body (RU Members)	Plenipotentiary Conference (Meets four-yearly) (44)	Plenary Assembly (Meets annually) (34)	Congress (Meets four-yearly) (28)
Delegated Decision-Making Body	Administrative Council	Management Board	Management Committee
Composition	16 members (elected)	11 members (elected)	6 members (elected)
Term	4 years	3 years	4 years
Meetings per	One	Four	Two
Status	Decision-making body of the Union	Decision-making body of the Association	Administrative and supervisory role
Authority	Operates within powers delegated by Plenipotentiary Conference	Operates with very broad powers delegated by Plenary Assembly	Reports to Advisory and Executive Council (which reports to Congress)

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Asian-Pacific Postal Union Congress

## Work Plan – Item 2: Proposal 8.4

- General practice of EC Chairs having Role Description or guidance charter
- This is a proposal where the inquiry is whether it is common practice for roles such as the EC Chair to have a specified list of requirements to fulfil, tasks to perform etc.
- The Bureau has looked at what happens in some other entities
- There is a general expectation of a Chair's role but it is not overly specific
- A key outcome of this item was to confirm "who is the driving force for the activity of the Union"

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## Work Plan – Item 2: Proposal 8.4 - Assessment

- General practice of EC Chairs having Role Description or guidance charter
- More input may be useful (current assessment based on limited research)
- There is budget for 6 hours work (including 4 hours of Consultant)
- Recommendation for next action
  - Bureau and Consultant to do further research and present to WG (by 30 September)
  - Agree a WG position (by 31 October)
  - Communicate final position to Bureau (30 November)
  - Communicate final position to EC (31 December)

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## Chairs of bodies such as the EC having a Role Description or guidance charter

### UPU CA

The Chairman .... shall also be responsible for the general direction of the Council's work and activities.

### UPU POC

The Chairman .... shall also be in overall charge of the work and activity of the Postal Operations Council.

### UPU IB

.... shall serve as an organ of execution, support, liaison, information and consultation.

### APPU

The Bureau serves as a medium of liaison, information, inquiry and training for the member-countries of the Union.

### Conclusion

General practice appears to be that there is no detailed list of requirements or expectations for the Chair of a body such as the APPU EC. The situation has been interpreted as the Chair being responsible for ensuring the work entrusted to the EC gets done by the required timing and is reported back to the next Congress.

### Clarification Offered

This issue arose because of a question of "who is the driving force for the activity of the Union". The two possibilities were the EC Chair and the Director of the Bureau. The answer really lies in the process for establishing and managing the Union's activities (as per the diagram that follows). Once there is workload, then the question of who is the driving force can be asked more relevantly.

## Work Plan – Item 2: Proposal 8.5

- Update Duty Statement for the Director
- This is a proposal where the objective is to review and update the Duty Statement for the Director of the Bureau – the outcome being a clear statement of role, responsibilities, accountabilities, deliverables, etc. In other words, a Job Description drafted to current business standards.
- The Bureau and the Consultant have done a significant amount of quite detailed work on the Duty Statement. However, the work is not regarded as complete.
- **This item is very important.**

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## Work Plan – Item 2: Proposal 8.5 - Assessment

- Update Duty Statement for the Director
- More work is needed to complete the documentation – some of this is basic editing and tidying – some of it is “serious thinking”
- There is no budget for further work by Consultant; however, there may be scope to transfer budget from other initiatives.
- Recommendation for next action
  - Consultant to indicate time requirement to have documentation completed for worthwhile review by Bureau and WG (by 31 August)
  - WG to review scope to transfer budget to 8.5 (by 30 September)
  - WG / Bureau / Consultant to agree action plan (by 15 October)

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## Work Plan – Item 2: Proposal 8.6

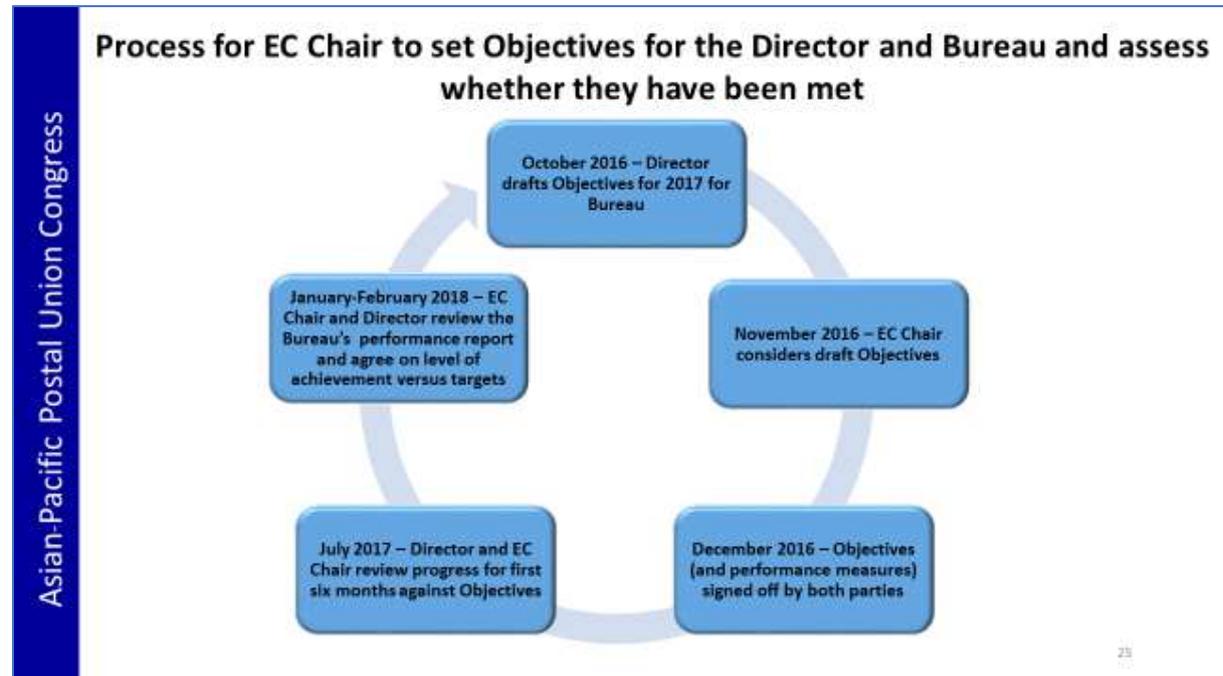
- Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met
- Some work has been done by the Bureau and the Consultant – the work is on the (theoretical) process.
- The next steps are unclear. It would be highly desirable to have a process in place for 2018 where Objectives are set and performance assessment takes place.
- **This item is very important.**

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## Work Plan – Item 2: Proposal 8.6 - Assessment

- Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met
- The Consultant has doubt about the practicality and effectiveness of the process for setting Objectives and assessing whether they have been met. No system is perfect – perhaps it is a case of commencing the process on a trial basis and seeing how it operates.
- There is Consultant budget for 2017 for work in this area (4 hours) and Bureau (2 hours).
- Recommendation for next action
  - WG to consider options and advise on how to proceed (bearing in mind that 8.6 has a dependence on 8.5) – (by 30 September)

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Asian-Pacific Postal Union Congress

## Work Plan – Item 2: Proposal 11.4

- Handover between outgoing EC Chair and incoming EC Chair
- This proposal sets up a formal process for handover between the EC Chairs.

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## Work Plan – Item 2: Proposal 11.4 - Assessment

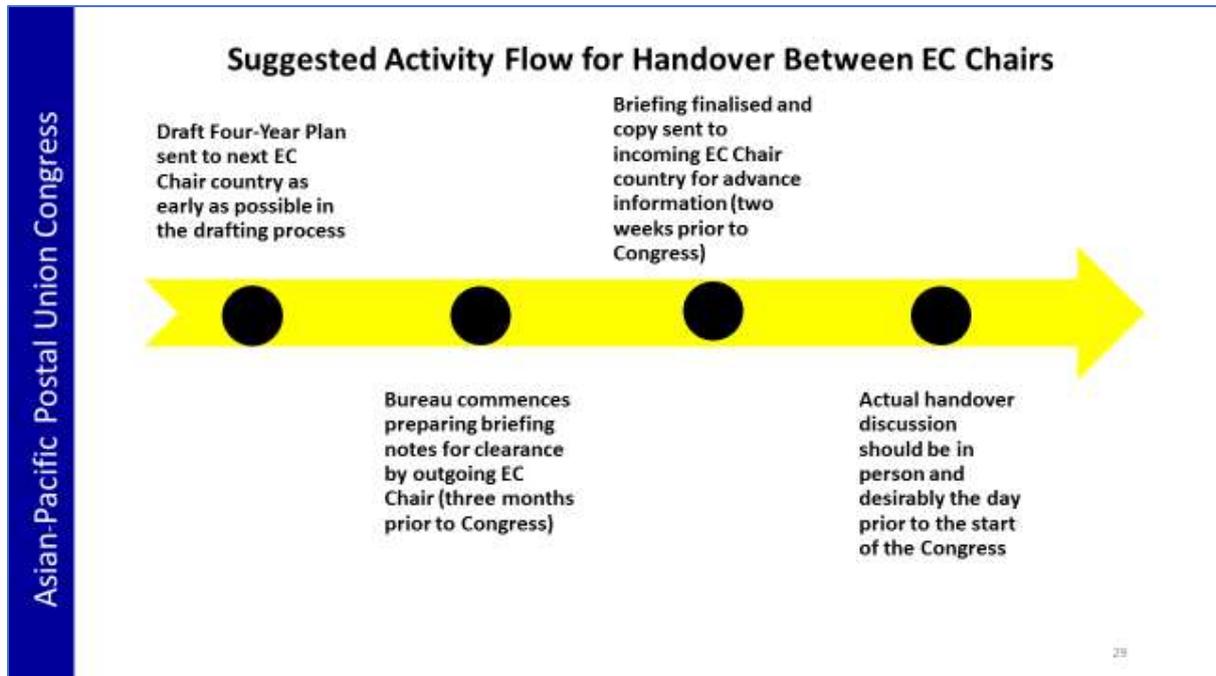
- Handover between outgoing EC Chair and incoming EC Chair
- Developmental work has been done for a handover process between the two Chairs.
- The opportunity to use the process in 2017 has been lost due to timing.
- Recommendation for next action
  - WG to review draft process documentation and advise any changes (timing TBA)
  - Agreed process to be used for 2021 change of Chairs
- **Note: this proposal has Consultant budget for 2017 (12 hours) and Bureau (6 hours)**

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## Handover between outgoing EC Chair and incoming EC Chair

- The change in Chair takes place at an APPU Congress
- No formal system in place for handover
- Experience is that the requirement of the position may be seen as simply to chair EC meetings
- This is a leadership position
- EC Chair needs to establish working relationship with key people (Director of Bureau, and others), and to understand the requirements of the role (direction, drive, energy, leadership)
- Key handover items are
- The Four-Year Plan (this should be ongoing from when drafting commences prior to the APPU Congress), and key aspects of its implementation
  - The Director's Objectives and KPIs – and the process for managing this activity
  - Ensuring that the procedure for chairing Congress and the Constituent meeting of the EC is clear and understood
  - A briefing on any current issues
  - Confirmation of key office-holders for the next four-year term (Working Groups, Committees)
- Recommended process is set out in following diagram

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Asian-Pacific Postal Union Congress

## Work Plan – Item 2: Proposal 11.5

- Handover between outgoing Director and incoming Director
- This proposal sets up a formal process for handover between the Directors

30

## Work Plan – Item 2: Proposal 11.5 - Assessment

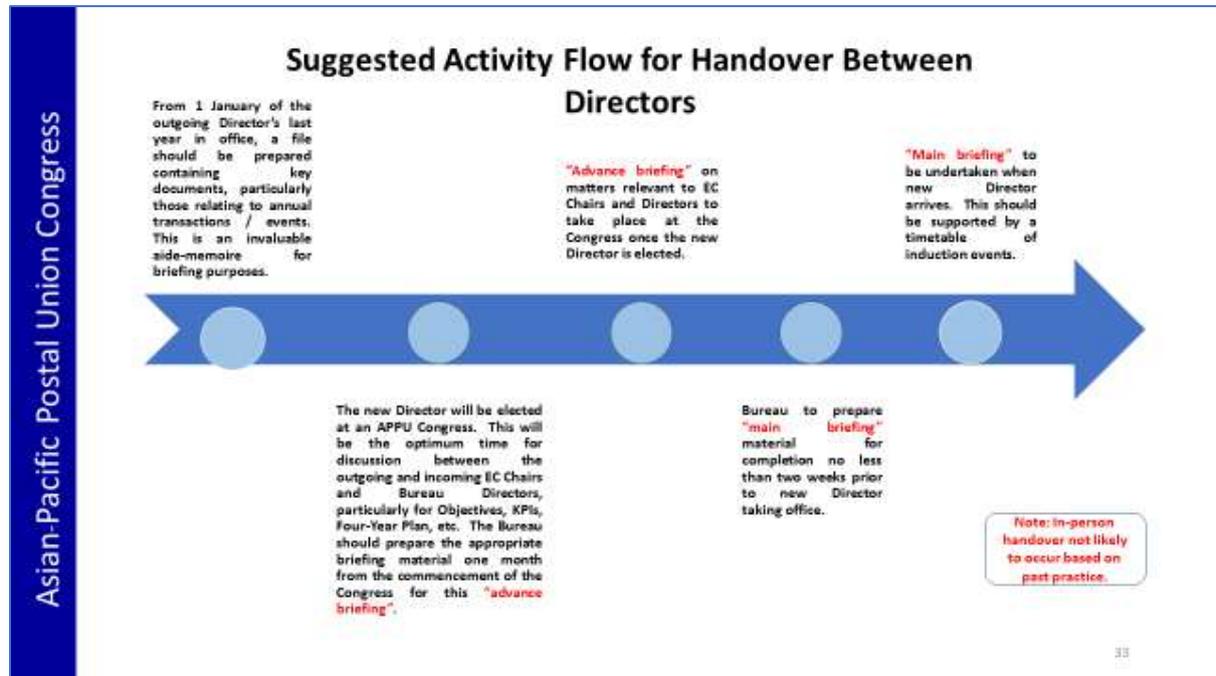
- Handover between outgoing Director and incoming Director
- Developmental work has been done for a handover process between the two Directors
- The opportunity to use the process will occur in 2021
- Recommendation for next action
  - WG to review draft process documentation and advise any changes (timing TBA)
  - Agreed process to be used for 2021 change of Directors

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## Handover between outgoing Director and incoming Director

- The change in Director takes on January 1 of the year following that in which the APPU Congress is held
- No formal system in place for handover, albeit no issues appear to have arisen
- The expectations of the position are increasing and it is important for the leadership aspect, at least, to be highlighted in a handover
- Director needs to establish working relationship with key people (EC Chair, and others), and to understand the requirements of the role (direction, drive, energy, leadership)
- Key handover items are
  - Position Description, Objectives, KPIs, and the process for managing performance
  - The roles to be undertaken (Director of the Bureau, Secretary General of the EC, LEC and Governing Board Secretary, APPU representative in international meetings)
  - Staff responsibilities – general profile of the team, structure, conditions of employment, current issues, Objectives and performance of individuals
  - The Four-Year Plan and key aspects of its implementation
  - Business Plans for the Administrative Section and the Training Section and current status
  - Financial controls, delegated authorities and fixed asset management
  - Key suppliers including the relationships with Thai Government, MICT and Thailand Post
- Recommended process is set out in following diagram (Note: given the reporting relationship of the Director to the EC Chair, advantage should be taken of the presence of all parties (incoming and outgoing EC Chairs and Directors) at the Congress to undertake an “advance briefing” on relevant matters).

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Asian-Pacific Postal Union Congress

## Work Plan – Item 2: Proposals 11.5 and 11.6

- Presentations by non-postal organisations should be made separately or may opt for one day sharing session
- Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- **These are potentially sensitive items and need to be handled with care**

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## Work Plan – Item 2: Proposals 11.5 and 11.6 - Assessment

- Presentations by non-postal organisations should be made separately or may opt for one day sharing session
- Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
- Developmental work has been done on a process for dealing with the two situations
- Recommendation for next action
  - WG to review draft process documentation and decide how it wishes to handle the matter (timing TBA)
  - Consideration to be given to any broadening that may be appropriate (timing TBA)

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**Presentation by non-postal organisations should be made separately or may opt for one day sharing session**

**Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions**

**Non-postal organisations? – Uni Apro, Eurogiro – any others?**

**Bureau proposes as follows**



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## Work Plan – Item 2: Proposal 13.3

- Develop position statement for the region
- The need for a position statement arose from the greater visibility aspect of the APPU in international forums (regional and global). It was seen as important to have a document that set out “what the APPU is”.
- The use of the position statement is seen as either oral or written. The benefit is a positive, consistent message.
- **This is an important item.**

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## Work Plan – Item 2: Proposal 13.3 – Assessment

- Develop position statement for the region
- A draft has been prepared
- Recommendation for next action
  - WG to review draft position statement (by 30 September)
  - WG to decide on what final clearance is required (**target date for final clearance is 31 December**)

38

## Work Plan – Item 3

- **Work Plan needs to be developed for Item 3... Report annually to the EC on the outcomes of the monitoring**
- **Reporting – consultative and timely**
- **Recommendation for next action**
  - **WG to establish a schedule for action, reporting, clearance and tabling at 2018 EC that is based on known timing of meeting (by 30 November)**

### Draft position statement for the region

The Asia Pacific Postal Union (APPU) is a Federated Union of the Universal Postal Union (U.P.U.). Its core functions are to reform and improve postal relations between its 22 member countries and to promote cooperation in the field of postal services. The Union seeks to do this in three ways:

- Firstly, the Union's headquarters in Bangkok (the APPU Bureau) undertakes the role, via its Director, of representing the members in international forums when this is required. It is also the focal point for industry and sector representatives from outside the region when wishing to engage with Asia Pacific on postal matters (be they governmental, non-governmental, or general interest), included in the functions of the Bureau are:
  - coordinating UPU technical assistance in the region (with the UPU Regional Coordinator also based in Bangkok);
  - acting as the regional platform for consultation on key global matters impacting on the postal sector;
  - contributing to the biennial King of Post postal practice to APPU members;
  - disseminating information on worldwide postal sector policy and regulations; and
  - supporting and generating networking within and outside the region in the interest of postal sector development.

In addition to undertaking the core functions of a Federated Union, the Union has two operational bodies working in the fields of training and operational excellence. Training is provided through the Asia Pacific Postal College (based in Bangkok); operational excellence is through the Asia Pacific Post Cooperative (based in Singapore).

The College has served the region for nearly 50 years as a place of learning in a variety of industry-related disciplines: its curricula covers management, planning, strategy, marketing, specialist operational areas such as mailflow, accounting, quality etc. Participants from outside the region also attend. The College equally serves as a centre for advanced studies and leadership seminars where the heads of postal businesses from the region and further afield meet to review key industry developments. As an alternative to Bangkok as a venue for training, there is an Extended Training Programme (ETP) where the College resources "travel" to a contracting member and tuition is provided on site. Often an ETP is tailored to the needs of the contracting country. Professional resources to provide tuition is a mix of long-term lecturers based in Bangkok supplemented by short-term and visiting lecturers from around the world. This approach ensures maintenance of standards, currency of material and economic access to expertise in specific fields.

The Asia Pacific Post Cooperative (APP) was formed during the period 1994-1998 and is a reflection of the need for postal companies to bring greater commercial focus and discipline to the management of their businesses. The creation of the Cooperative as an organ of the APPU established two important points of difference – uniqueness – in the overall structure and functioning of the typical Federated Union. Firstly, the APP acts as a forum specifically for the designated operators of APPU member countries as opposed to their governments (except in circumstances where such designated operators are also government departments). Secondly, the APPU is intended to demonstrate leadership and advocacy for the postal sector in the Asia Pacific region with a focus on strengthening the operational outlook of the postal sector and its relevance to all stakeholders. These two aspects position the APP as an organization that aims to assist its member Posts to:

- enhance their respective market shares;
- improve the quality of their services;
- address the overall operational, technical, commercial and economic issues pertaining to postal services in the Asia Pacific region.

Membership of the APP is voluntary albeit restricted to the designated operators of APPU member countries. The APP currently has 27 member Posts.

Ongoing relevance of the Union's activities is a challenge that arises from the extremely diverse economic and developmental situations of the members. The Union is almost evenly split between emerging / emerging economies on the one hand, and LDC / LIC / SIDS on the other hand. Within the emerging economies are the rising global powerhouses of China and India followed by countries whose growth is also strong and vibrant. Striving a balance of interests and common causes is increasingly difficult and when combined with the reality of the situation (i.e. balance of interests and common causes) has become less of an objective with greater acknowledgment being given to the growing divergence and seeking to serve those aspects within the capability of the Union and the scope of its constitutional mandate.

The APPU brings the postal businesses of the region together albeit as a widely diverse grouping. It focuses on regional technical assistance programmes, it trains, it focuses on commercial development, quality and market share. Into the future this will be its operating background into the future it will operate in its diverse manner. Into the future it will join with the UPU and other Federated Unions in supporting the common cause of development, cooperation and mutual interests.

## Work Plan – Item 4

- **Work Plan needs to be developed for Item 4... Undertake a further review of needs, concerns and issues with members and stakeholders to form the basis for a continuation of reform activity**
- **WG need to consider:**
  - Who is it sent to?
  - What do we want to cover?
  - Separate survey for other Restricted Unions?
  - How can we find out the real issues that are of concern to members?
- **Recommendation for next action**
  - WG members (and possibly Bureau/Consultant) asked for views on issues raised and who survey is sent to (by 31 July – for reply by 31 August)
  - Draft summary of replies circulated (by 30 September)
  - Further discussion and finalisation of survey (by 31 October)

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## APPU / UPU Reform Working Group

- Thank you for your participation today
- If you have any questions, comments and / or observations, please contact me at:
  - [lindsay.welsh@nzpost.co.nz](mailto:lindsay.welsh@nzpost.co.nz)

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Reform Working Group Meeting of 4 July 2017: Summary of Decisions re APPU										
Item No.	Ref.	Task	Detailed Action	Timing for Completion (numbers in Month columns = dates)						Comment
				July	August	September	October	November	December	
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2	8.3	Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)	WG to review documentation available							Documentation reviewed by WG on 4 July
			Agree a WG decision							WG decision made
			Discuss WG decision with Bureau				31			
			Communicate final position to EC					30		
	8.4	General practice of EC Chairs having Role Description or guidance charter	Bureau and Consultant to do further research and present to WG			30				
			Agree a WG position				31			
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	11.4	Handover between outgoing EC Chair and incoming EC Chair	WG to review draft process documentation and advise any changes							Timing is yet to be decided as there is a low priority for this item i.e., agreed process to be used for 2021 change of EC Chairs.
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	13.3	Develop position statement for the region	WG to review draft position statement			30				
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3	Prepare a reporting format for informing the EC on the implementation of the 36 proposals under Item 1 (first report is to the 2018 EC).						30		
4	Prepare a survey questionnaire as a further review of needs, concerns and issues for sending to members and stakeholders. (The results of the survey will form the basis for a continuation of reform activity.)	Request for comment to be sent to WG members (and possibly Bureau/Consultant). Comment is to cover issues to be included in questionnaire and who the questionnaire is to be sent to.	31						
		Deadline for comment from WG members (and possibly Bureau/Consultant).		31					
		Draft summary of replies circulated (by 30 September)			30				
		Further discussion and finalisation of survey (by 31 October)				31			
		Submission to EC (using the correspondence method)					30		
		Questionnaire sent to members and other agreed parties						31	