

ELECTION OF THE SECRETARY GENERAL OF APPU¹

Memorandum by the Secretary General

1. Article 107.4 of the General Regulations of the Asian-Pacific Postal Union stipulates that “the Director of the Bureau is chosen from among qualified postal officials by the Executive Council or in the Congress year by Congress. The tenure of office is fixed by the body which selects the Director”
2. The 9th APPU Congress in Seoul agreed that the elected Director would serve for a four year period until the next Congress and the following process for the election:
 - (a) each candidate should be offered ten minutes to make a presentation about themselves and their policies (the order of presentations is to be determined by lot);
 - (b) three scrutineers should be appointed, comprising countries which have not submitted candidates for the post;
 - (c) ballot papers should list the names of the candidates in alphabetical order by family name and indicate the administration which has nominated them;
 - (d) ballot papers should be distributed and filled in, with countries placing a tick or a cross in the box next to the name of the candidate they wish to support;
 - (e) the scrutineers should count the vote;
 - (f) the results of the ballot including the number of votes for each candidate should be announced;
 - (g) to be successful, a candidate for Director must receive an absolute majority (more than 50 per cent) of the votes cast;
 - (h) in the event that no candidate receives more than 50 per cent of the votes cast , a second ballot should be held to decide between the top two candidates;
 - (i) in the event, during the first round of voting, of a tie for second place, then a ballot shall be held to determine which of the second ranked candidates shall compete in the second ballot;
 - (j) in the event of a tie in the second ballot, the election shall be decided by lot drawn by the Chairman.
3. For the 13th APPU Congress, it is proposed to follow the same process as detailed in paragraph 2 for the election of the Secretary General of APPU.
4. Application forms of the 2 candidates namely Mr. Vinaya Prakash Singh from India and Mr. Lindsay Welsh from New Zealand are in Annex 1 and Annex 2 respectively.

¹ The title of the position is Director of the APPU Bureau as set out in the APPU General Regulations. The title "Secretary General of the APPU" was approved at the 2017 Tehran APPU Congress on the understanding that the General Regulations would be amended when the Acts of the Union are next updated.

ASIAN-PACIFIC POSTAL UNION

LETTER OF TRANSMISSION

This form is to be completed by the nominating postal administration that will forward it to APPU Secretary General, P.O. Box 1, Laksi Post Office, Bangkok 10210, Thailand

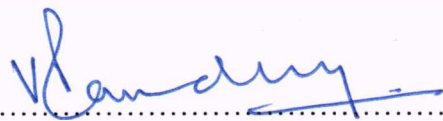
The Government/Postal Administration of: **INDIA**

Nominates: **Dr Vinaya Prakash Singh**

as an applicant for the position of Secretary General of the Asian - Pacific Postal Union and certifies that:

1. all information supplied by the nominee is complete and correct; and
2. his/her proficiency in English has been appropriately tested assuring no difficulties in carrying out the duties for which he/she applies.




.....
(Vineet Pandey)

Signature and name of certifying official*

**Secretary to the Government of India,
Department of Posts
Ministry of Communications
New Delhi-110001 INDIA**
Position/Title

20/01/2022
Day/Month/Year

* senior official of postal administration or corporation

ASIAN-PACIFIC POSTAL UNION PERSONAL HISTORY

This form should be completed by the applicant in typewritten form in English. Each question must be answered clearly and completely. If necessary, additional pages of the same size may be attached.

Name of applicant							
Family name			First name		Middle name		
Singh			Vinaya		Prakash		
Date of birth			Place of birth		Sex	Religion	Marital status
Day 02	Month 07	Year 1964	City Faizabad	Country India	Male	Hinduism	Married
Mailing address						Telephone No.	
Room No. 503, Dak Bhawan, Parliament Street, New Delhi-110001 INDIA						+91 9868852200	
Name of spouse							
Ms Priti Singh							
Dependents							
Name		Date of birth	Name of institution and place of study			Level of study	
Utkarsh Singh (Son)		26 th Apr, 1992	Symbiosis Institute of Business Administration (SIBM), Symbiosis International University, Pune, India			Master of Business Administration (MBA)	
Unnati Singh (Daughter)		12 th Sep, 1995	Indian Institute of Technology, Delhi, India			Master of Public Policy (Pursuing)	
Education (start with last attended institution and work backwards)							
Institution and place		Year of study	Major fields of study			Degree	
Indian Institute of Technology (IIT-D), Delhi, India		2021	Management			Doctor of Philosophy (Ph.D.)	
Indira Gandhi National Open University (IGNOU), New Delhi, India		2007	Marketing Management			Master of Business Administration (MBA)	

University of Allahabad, Prayagraj, India	1984	Modern History	Master of Arts (MA) Gold Medallist
University of Allahabad, Prayagraj, India	1982	Philosophy, Ancient History, Sanskrit Literature and General English	Bachelor of Arts (BA)
Training courses attended (start with last attended institution and work backwards)			
Institution and place	Year of training	Course	
SVP National Police Academy, Hyderabad, India	2019	Advanced Training in Vigilance Investigation	
Institute of Secretariat Training & Management, New Delhi	2019	Central Vigilance Commission Sponsored Induction Training Programme for CVOs	
Bankers Institute of Rural Development, Lucknow, India	2016	Appreciation Programme on Payment Bank for Senior Officers of Department of Posts, Government of India	
Indian Institute of Management, Calcutta, India	2016	Advanced Development Programme	
Goldman School of Public Policy, University of California, Berkeley, CA, USA	2015	Transformational Leadership Programme	
Royal Mail, London, United Kingdom	2012	Management Development Programme	
Institute of Public Administration (IPAC), Canada	2012	Human Resource Management Study Tour	
Western Management Development Centre (WMDC), U.S. Office of Personnel Management, Aurora, Colorado, USA	2011	Collaborative Leadership Seminar	
United Nations Development Programme (UNDP), Kabul, Afghanistan	2008	Training Programme on Safe and Secure Approaches to Field Environment (SSAFE)	
United Nations Development Programme (UNDP), Kabul, Afghanistan	2007	Orientation Training Programme for International Coaches (conducted by InWEnt, Germany)	
Asian-Pacific Postal College, Bangkok & Information and Communication Officials' Training Institute (ICOTI), Republic of Korea	2004	Direct Marketing and Marketing Management Course	
Indian Institute of Management, Calcutta, India	2003	Management Development Programme	
Postal Staff College India, Ghaziabad	2003	Workshop on Creativity and Self- Development	

Postal Staff College India, Ghaziabad	2002	Seminar on Training Activities in the Post
Postal Staff College India, Ghaziabad	2001	Workshop on Financial Services
Postal Staff College India, Ghaziabad	2000	Seminar on Public Grievances and Customer Care
Postal Staff College India, Ghaziabad	2000	Technology Management Programme
Postal Staff College India, Ghaziabad	1999	Marketing Management Programme
CDM, Secunderabad, India	1997	Assignment-Oriented Management Training on Financial Management
MCTE, Madhya Pradesh, India.	1996	Automatic Data Processing (System Analysts and Programmers) Course
Postal Staff College India, Ghaziabad	1996	Executive Development Programme
Postal Staff College India, Ghaziabad	1995	Workshop on Marketing of Premium Services
Postal Staff College India, Ghaziabad.	1992	Financial Management Appreciation Programme
Bureau of Parliamentary Studies and Training, New Delhi, India.	1990	Appreciation Course in Parliamentary Processes and Procedures.
Postal Staff College India, Ghaziabad	1989-1991 (18 months)	Induction Training Programme for Indian Postal Service Probationers
LBS National Academy of Administration, Mussoorie, India	1989 (4 months)	Common Foundational Course for newly inducted civil servants of Government of India

[illegible]

13 2

Present position	From	
Senior Deputy Director General Department of Posts, Ministry of Communications, Government of India New Delhi	June 2019	
Description of present post duties and responsibilities		
In my current position, I am responsible for recommending and overseeing systemic ways and means to improve operational efficiency in the services provided by India Post. I am also responsible for Postal Security, prevention and detection of fraud and risks. My job inter alia involves securing the safe flow of mail and money in the entire supply chain using the ICT systems and in line with the UPU security standards.		
Previous position	From	To
1. Chief Postmaster General, Department of Posts, Ministry of Communications, Government of India	March, 2018	June, 2019
Description of previous duties and responsibilities		
I headed Uttar Pradesh Postal Circle, which is co-terminus with the largest State in India. The Circle comprises 7 Postal Regions, 51 Divisions, about 17,500 Post Offices and more than 50,000 employees. I was responsible for Postal Operations- mail and parcel operations, e-commerce as well as financial inclusion through postal financial services including Postal Life Insurance. Financial inclusion was further strengthened by the operationalization of 70 Branches and more than 300 Access Points of the India Post Payments Bank, which took the postal banking to the doorsteps of the unbanked and underbanked. Also, set up export promotion centres in the State by facilitating customs clearance processing. The position was also responsible to extend the reach of the postal network for various citizen-centric services like passport, enrollment/ updation for unique ID (Aadhaar), bill payments. Successfully implemented India Post IT Modernization Project by organizing various training workshops and training sessions for the employees with focused attention across the spectrum of services. At this position, I also managed a budget and expenditure of around INR 2643 crores (USD 356 million) per annum.		
2. Chief General Manager, Business Development & Marketing Directorate, Department of Posts, Ministry of Communications, Government of India	February, 2017	March, 2018
Description of previous duties and responsibilities		
I headed the Business Development and Marketing Directorate of the Department of Posts, Government of India and was responsible for policy formulation, administration, operation and marketing of India Post products like EMS, Business Parcels, Mass Mailing solutions for bulk mailers and tie-ups with major e-commerce players like Amazon, Flipkart etc. Market Research and Market Surveys were also undertaken. Another key-responsibility of the position involved providing		

	<p>Government's citizen-centric services leveraging the pan-India postal network. Two such major services strategized, planned, monitored and successfully implemented were: a) setting up Enrolment and Updation Centres for Aadhaar (unique identification for citizens) in Post Offices, and b) Post Office Passport Service Centres in various parts of India in close coordination with the Unique Identification Authority of India (UIDAI) and Ministry of External Affairs, Government of India respectively. Other noteworthy tie-ups using the postal network included- sale of Reserve Bank of India's sovereign gold bonds, computerised passenger reservation for railways and facilitating booking of electronic Postal Ballot (eTPB) for service voters in coordination with the Election Commission of India. As such, this position involved taking the role of Postal Services in diversified activities to the people and customers.</p>		
3.	<p>Senior Deputy Director General/ Deputy Director General (International Relations & Global Business), Department of Posts, Ministry of Communications, Government of India</p>	2016	2017
<p>Description of previous duties and responsibilities</p> <p>I headed the International Relations & Global Business Division of the Department of Posts, Government of India. This position entailed management of international relations of India Post with the Universal Postal Union (UPU), Asian-Pacific Postal Union, Conference of Commonwealth Postal Administrators (CCPA) and all bilateral and multilateral postal matters. My responsibilities also involved overseeing all international mail operations and global business of the Department of Posts. I specifically focussed on providing quality international postal service through the implementation of ICT. Duties entailed maintaining professional relations with international mail carriers (airlines and shipping agencies), customs, airport authorities and security agencies. I endeavoured to improve relations with Designated Operators by ensuring timely settlement of terminal dues and response to customer enquiries through international customer care centres.</p> <p>I also facilitated the implementation of the Government of India's international cooperation policy in the postal sector under the Indian Technical and Economic Cooperation (ITEC) programme, under which more than 100 postal officers from Designated Operators and Governments from different parts of the world including the Asia Pacific were trained. Here the special emphasis was on providing training support to postal officials from LDCs, SIDS and LLDCs.</p> <p>Chaired Executive Council meeting of APPU in Langkawi, Malaysia in 2016. Co-chaired with Russian Federation Committee 5 of POC on Postal Financial Services, co-chaired with Japan Committee 2 of CA on Finance & Administration in UPU. Played a key role in India's participation in the Istanbul Congress of the UPU held in 2016. Post Istanbul Congress of UPU, I co-chaired with the USA the constituent meeting of Committee 1 of POC on Supply Chain Integration. Represented India in the meetings of the Quality-of-Service Fund (QSF), Board of Trustees of UPU.</p>			

4.	Secretary, Postal Services Board, Department of Posts, Ministry of Communications, Government of India	2015	2016
	<p>Description of previous duties and responsibilities</p> <p>Besides coordinating the meetings of the Postal Services Board and handling administration, the position acts as Head of Department and appointing authority of various cadres in the headquarters of India Post.</p>		
5.	Deputy Director General (Personnel, Establishment), Department of Posts, Ministry of Communications, Government of India	2011	2015
	<p>Description of previous duties and responsibilities</p> <p>Formulation and implementation of the HR policies in a labour-intensive Department of Government of India such as India Post, which has a workforce of about half a million. The major subjects dealt with encompassed promotions and placements of personnel from management cadres in addition to service conduct rules, compensation and benefits, performance appraisal, staff relations and capacity building of the personnel.</p>		
6.	Joint Secretary, Union Public Service Commission (UPSC), Government of India, New Delhi	2006 2010	2007 2011
	<p>Description of previous duties and responsibilities</p> <p>The position of Joint Secretary in the Union Public Service Commission, the topmost recruiting agency of the Government of India entailed the vital responsibility of recruitment and selection of civil servants to the top echelons of Indian bureaucracy including the officers of the Indian Postal Service. This position also provided exposure to international recruitment processes and standards.</p>		
7.	International Coach and Advisor (Human Resource Management), United Nations Development Programme (UNDP), Kabul, Afghanistan	2007	2010
	<p>Description of previous duties and responsibilities</p> <p>I was seconded to the United Nations Development Programme (UNDP), Afghanistan by the Government of India under Capacity for Afghan Public Service Project (CAP) and subsequently under the National Institution Building Project (NIBP), which aimed at building the capacities of the Afghan civil servants in the line Ministries and Departments of Government of Afghanistan. My position of International Coach and Advisor required the capacity building of the Afghan civil servants deployed in the Independent Administrative Reform and Civil Service Commission (IARCSC) in the area of Human Resource Management using the tools of coaching and training. Capacity development of the senior management through advice on policy formulation, implementation and monitoring was also undertaken. Project management assumed the key to the deliverables. Dealing with other multilateral agencies and consulting partners from diverse nationalities were part of the work profile. The assignment provided experience of working with the Government of one of the Least Developed Countries under the UN Development Programme.</p>		

8.	Director in the Department of Posts, Ministry of Communications, Government of India	1999	2005
<p>Description of previous duties and responsibilities</p> <p>Held three Director level positions successively in India Post. Working as Director Postal Services in two vast Regions in the State of Uttar Pradesh for about five years entailed management and coordination of the Postal Administration and Operations in the vast area under jurisdiction. My work as Director (Staff) in the headquarters of India Post required administering personnel matters, such as recruitment, placement and promotion of the management cadre of officers of the Department of Posts as per the established rules and procedures.</p>			
9.	In-charge Field Post Offices	1995	1999
<p>Description of previous duties and responsibilities</p> <p>I managed and oversaw postal operations and postal financial services in Field Post Offices in different parts of India.</p>			
10.	Head of Postal Divisions, Department of Posts, Ministry of Communications, Government of India	1991	1995
<p>Description of previous duties and responsibilities</p> <p>Served as Senior Superintendent of Post Offices in two Postal Divisions, which were co-terminus with one or more revenue Districts. Played a vital role in administering Postal services at the District level entailing operative, administrative, financial and quasi-judicial work.</p>			
11.	Indian Postal Service Probationer (1989-1991)	1989	1991
<p>Description of previous duties and responsibilities</p> <p>Underwent induction training as a trainee officer of Indian Postal Service at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, India and Postal Staff College India {subsequently renamed as Rafi Ahmad Kidwai National Postal Academy (RAKNPA), Ghaziabad, India}. As an induction trainee, I was trained in a gamut of areas, which included Public Administration, Management, Financial Management and Budgeting, Human Resource Management, multi-cultural work environment, Law and Postal Operations.</p>			
<p>Training/teaching experiences</p> <p>a) For the last 17 years, I have been a regular guest faculty to the Postal Staff College India, presently known as Rafi Ahmad Kidwai National Postal Academy (RAKNPA), Ghaziabad. I have been taking sessions in diverse areas, e.g., international postal relations, human resource management, business development of premium services, vigilance and anti-corruption for not only domestic but also international participants of different training programmes.</p>			

- b) As International Coach & Advisor for close to three years in a UNDP Project in Afghanistan, I was closely involved in coaching and training the national staff of the Independent Administrative Reform and Civil Service Commission, Kabul, Afghanistan to build their capacities in the area of Human Resource Management.
- c) Before joining the Indian Postal Service in 1989, I had the opportunity of teaching undergraduate classes of Modern History as a Junior Research Fellow at the University of Allahabad, India for about two years.

Experience in the field advertised (Applicants may attach a separate statement)

Note: This statement **must** address the **Person Specifications** detailed in the Circular. It should clearly show the applicants expertise in the **Essential** Specifications and any others in the **Highly Desirable** specifications

I possess the requisite experience and qualifications for the position of Secretary-General, APPU. Besides my skills and competencies, I believe my academic background and professional experience would make me a strong fit for this position from India.

With a Master's in Business Administration (MBA), I have recently completed a PhD from Indian Institute of Technology Delhi, one of the premier institutes of India, where the broad area of my Doctoral research was 'Change Management' in the organizational context of India Post. My doctoral work in such a field relevant to the postal sector has helped me understand and appreciate that 'people' issues are at the core of any radical or transformational change. They are crucial in developing a meticulous understanding of the factors impacting change resistance as well as change readiness. A grasp of these issues, for me, is valuable for this role.

With over 32 years of rich and varied experience as an Indian Postal Service officer including experience of holding senior positions for more than eleven years, I have acquired a fine understanding of the developments and best practices in the postal sector. In a fast-paced, technology-enabled and customer-driven business environment, wherein the postal sector is currently operating, it is salient that the postal administrations initiate and manage 'change' constructively to survive and flourish.

During my long career, I have held progressively responsible management positions, which range from advising on to handling policy formulation, policy implementation, stakeholder management, project management and managing postal operations as well as financial services. Over a period, I have developed the ability to strategize, plan and organize the tasks at hand in a successful manner.

I have chaired the Executive Council meeting of APPU in Langkawi, Malaysia in 2016, co-chaired with the Russian Federation Committee 5 of POC on Postal Financial Services, co-chaired with Japan Committee 2 of CA on Finance & Administration in UPU. Post the Istanbul UPU Congress, I co-chaired with the USA constituent meeting of Committee 1 of POC on Supply Chain Integration. I have also represented India in the 2016 Istanbul Congress of the UPU and in the meetings of the Quality-of-Service Fund (QSF), Board of Trustees of the UPU. Having represented India in different international fora coupled with an experience of closely dealing with multilateral agencies and handling UPU and APPU affairs, I can appreciate the issues and priorities in a proper perspective and effectively position

them in an international forum. This also comes in handy in taking the implementation of the UPU Strategy (Abidjan) in the APPU region and encouraging participation of APPU members in UPU Committees and Working Groups.

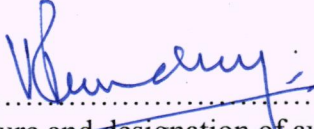
I can effectively lead and manage a team in a multicultural environment in a result-oriented fashion by regular communication and monitoring. This has been amply demonstrated in my professional experience not only in all my assignments in a culturally diverse country like India itself but also in my different international training courses and my international assignment with the UNDP, Afghanistan. The last one required daily dealing with the international and national staff representing different religions, languages, regions and ethnicities, that too in a conflict zone.

In addition, my field assignments in India Post, my association with the RAK National Postal Academy, Ghaziabad, India and my international assignment with the UNDP Afghanistan have comprehensively helped me develop a nuanced appreciation of the issues in adult training since these experiences focused on capacity building of the civil servants using different tools of training, coaching and advising.

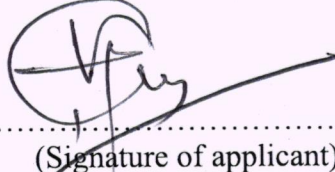
With my rich professional profile, it would not be out of place to indicate my broad vision if I get an opportunity to serve as Secretary-General of APPU. I'll strive to (a) strengthen cooperation in the postal services among the member countries of the Asian-Pacific Postal Union; (b) encourage the participation of APPU members in the UPU forums; (c) make the APPU a financially sustainable Restricted Union of the UPU seeking support from all stakeholders and generating additional resources; (d) align the training courses of APPC with the changing needs of the postal sector as also to make the training courses affordable to members across the Asia Pacific Region, and (e) work towards the development of quality postal services in the region with a focus on protecting the interests of LDCs, SIDS and LLDCs.

I certify that my statement in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief.

New Delhi 17.01.2022
Place and date


.....
(Signature and designation of authorising officer)
Secretary to the Government of India
Department of Posts

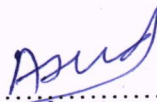
New Delhi 17.01.2022
Place and date


.....
(Signature of applicant)

ASIAN-PACIFIC POSTAL UNION

MEDICAL REPORT

To be completed by a registered medical practitioner after thorough clinical and laboratory examination including X-ray of chest.

Name of applicant Vinaya Prakash Singh	Age 57 years	Sex Male
Blood Group B - (B Negative)	Allergic to Not known	
Is the person examined in good health and enjoying full working capacity? Yes		
Is the person examined able physically and mentally to work away from his/her home? Yes		
Is the person examined free from infectious diseases (for instance, tuberculosis, trachoma, leprosy) which could present risks for both the applicant and his/her contacts during his/her assignment aboard? Yes		
<div style="text-align: right;"> (DR ANUJ SINGH) Signature and name of physician</div>		
Date 08/01/2022	Address <div style="text-align: right;">प्रभारी मुख्य चिकित्सा अधिकारी Chief Medical Officer incharge के.सा.एवा.यो. एफ.ए.पी. CGHS FAP न्यू मोती बाग, नई दिल्ली-110023 New Moti Bagh, New Delhi-110023 दूरभाष / Tel No.24675048</div>	

CURRICULUM VITAE

Name	Dr Vinaya Prakash SINGH
Current Position	Senior Deputy Director General Department of Posts, Ministry of Communications, Government of India Candidate for Secretary General, APPU
Nationality	Indian
Date of Birth	02 July, 1964
Marital Status	Married, 2 children
Education	Doctor of Philosophy (PhD) in Management from IIT, Delhi, India; Master of Business Administration (MBA) from IGNOU, India; Master of Arts (Modern History), Gold Medalist, University of Allahabad, India
Email	vinaya.singh@gov.in



My Vision for APPU

As Secretary-General of APPU, I will strive to (a) strengthen cooperation in the postal services among the member countries of the Asian-Pacific Postal Union; (b) encourage the participation of APPU members in the UPU forums; (c) make the APPU a financially sustainable Restricted Union of the UPU seeking support from all stakeholders and generating additional resources; (d) align the training courses of APPC with the changing needs of the postal sector as also to make the training courses affordable to members across the Asia Pacific Region, and (e) work towards the development of quality postal services in the region with a focus on protecting the interests of LDCs, SIDS and LLDCs.

Professional Profile

Over 32 years of rich and varied experience as an Indian Postal Service officer with a Doctorate in the area of Change Management in India Post from a globally acclaimed Institute (IIT, Delhi). Held diverse responsible positions handling myriad facets of policy formulation, policy implementation and postal operations as well as postal financial services. Represented India in different international fora and closely handled UPU and APPU affairs. Possess experience of working with the UNDP, Afghanistan in a conflict zone and a multi-cultural environment.

Professional Experience

Senior Deputy Director General, Department of Posts, Ministry of Communications, Government of India (June, 2019 to Present)

In my current position, I am responsible for recommending and overseeing systemic ways and means to improve operational efficiency in the services provided by India Post. I am also responsible for Postal Security, prevention and detection of fraud and risks. My job inter alia involves securing the safe flow of mail and money in the entire supply chain using the ICT systems and in line with the UPU security standards.

Chief Postmaster General, Department of Posts, Ministry of Communications, Government of India (March, 2018- June, 2019)

Headed Uttar Pradesh Postal Circle, which is co-terminus with the largest State in India. The Circle comprises 7 Postal Regions, 51 Divisions, about 17,500 Post Offices and more than 50,000 employees. I was responsible for Postal Operations- mail and parcel operations, e-commerce as well as financial inclusion through postal financial services including Postal Life Insurance. Financial inclusion was further strengthened by the operationalization of 70 Branches and more than 300 Access Points of the India Post Payments Bank, which took the postal banking to the doorsteps of the unbanked and underbanked. Also, set up export promotion centres in the State by facilitating customs clearance processing. The position was also responsible to extend the reach of the postal network for various citizen-centric services like passport, enrollment/ updation for unique ID (Aadhaar), bill payments. Successfully implemented India Post IT Modernization Project by organizing various training workshops and training sessions for the employees with focused attention across the spectrum of services. At this position, I also managed a budget and expenditure of around INR 2643 crores (USD 356 million) per annum.

Chief General Manager, Business Development & Marketing Directorate, Department of Posts, Ministry of Communications, Government of India (2017-2018)

Headed the Business Development and Marketing Directorate of the Department of Posts, Government of India and was responsible for policy formulation, administration, operation and marketing of India Post products like EMS, Business Parcels, Mass Mailing solutions for bulk mailers and tie-ups with major e-commerce players like Amazon, Flipkart etc. Market Research and Market Surveys were also undertaken. Another key responsibility of the position involved providing Government's citizen-centric services leveraging the pan-India postal network. Two such major services strategized, planned, monitored and successfully implemented were: a) setting up Enrolment and Updation Centres for Aadhaar (unique identification for citizens) in Post Offices, and b) Post Office Passport Service Centres in various parts of India in close coordination with the Unique Identification Authority of India (UIDAI) and Ministry of External Affairs, Government of India respectively. Other noteworthy tie-ups using the postal network included- sale of Reserve Bank of India's sovereign gold bonds, computerized passenger reservation for railways and facilitating booking of electronic Postal Ballot (eTPB) for service voters in

coordination with the Election Commission of India. As such, this position involved taking the role of Postal Services in diversified activities to the people and customers.

Senior Deputy Director General/ Deputy Director General (International Relations & Global Business), Department of Posts, Ministry of Communications, Government of India (2016-2017)

I headed the International Relations & Global Business Division of the Department of Posts, Government of India. This position entailed management of international relations of India Post with the Universal Postal Union (UPU), Asian-Pacific Postal Union, Conference of Commonwealth Postal Administrators (CCPA) and all bilateral and multilateral postal matters. My responsibilities also involved overseeing all international mail operations and global business of the Department of Posts. I specifically focused on providing quality international postal service through the implementation of ICT. Duties entailed maintaining professional relations with international mail carriers (airlines and shipping agencies), customs, airport authorities and security agencies. I endeavoured to improve relations with Designated Operators by ensuring timely settlement of terminal dues and response to customer enquiries through international customer care centres.

I also facilitated the implementation of the Government of India's international cooperation policy in the postal sector under the Indian Technical and Economic Cooperation (ITEC) programme, under which more than 100 postal officers from Designated Operators and Governments from different parts of the world including the Asia Pacific were trained. Here the special emphasis was on providing training support to postal officials from LDCs, SIDS and LLDCs.

Chaired Executive Council meeting of APPU in Langkawi, Malaysia in 2016. Co-chaired with Russian Federation Committee 5 of POC on Postal Financial Services, co-chaired with Japan Committee 2 of CA on Finance & Administration in UPU. Played a key role in India's participation in the Istanbul Congress of the UPU held in 2016. Post Istanbul Congress of UPU, I co-chaired with the USA the constituent meeting of Committee 1 of POC on Supply Chain Integration. Represented India in the meetings of the Quality-of-Service Fund (QSF), Board of Trustees of UPU.

Secretary, Postal Services Board, Department of Posts, Ministry of Communications, Government of India (2015-2016)

Besides coordinating the meetings of the Postal Services Board and handling administration, I acted as Head of Department and appointing authority of various cadres in the headquarters of India Post during 2015-2016.

Deputy Director General (Establishment, Personnel), Department of Posts, Ministry of Communications, Government of India (2011-2015)

Headed the Establishment and Personnel Divisions of India Post from 2011 to 2015. Involved in formulation and implementation of the HR policies in a labour-intensive Department of Government of India such as India Post, which has a workforce of about half a million. The major subjects dealt with encompassed promotions and placements of personnel from management cadres in addition to service

conduct rules, compensation and benefits, performance appraisal, staff relations and capacity building of the personnel.

Joint Secretary, Union Public Service Commission (UPSC), Government of India, New Delhi (2006-2007 & 2010-2011)

Served as Joint Secretary in the topmost recruiting agency of Government of India with the vital responsibility of recruitment and selection of civil servants to the top echelons of Indian bureaucracy including the officers of Indian Postal Service. This position also provided exposure to international recruitment processes and standards.

International Coach and Advisor, United Nations Development Programme (UNDP), Afghanistan (2007-2010)

I was seconded to the United Nations Development Programme (UNDP), Afghanistan by the Government of India under Capacity for Afghan Public Service Project (CAP) and subsequently under the National Institution Building Project (NIBP), which aimed at building the capacities of the Afghan civil servants in the line Ministries and Departments of Government of Afghanistan. My position as International Coach and Advisor required the capacity building of the Afghan civil servants deployed in the Independent Administrative Reform and Civil Service Commission (IARCSC) in the area of Human Resource Management using the tools of coaching and training. Capacity development of the senior management through advice on policy formulation, implementation and monitoring was also undertaken. Project management assumed the key to the deliverables. Dealing with other multilateral agencies and consulting partners from diverse nationalities were part of the work profile. The assignment provided experience of working with the Government of one of the Least Developed Countries under the UN Development Programme.

Director in the Department of Posts, Ministry of Communications, Government of India (1999-2005)

Held three Director level positions successively in India Post. Worked as Director Postal Services in two vast Regions in the largest State of India for about five years and was responsible for management and coordination of the Postal Administration and Operations in the vast area under jurisdiction. My work as Director (Staff) in the headquarters of India Post required administering personnel matters, such as recruitment, placement and promotion of the management cadre of officers of the Department of Posts as per the established rules and procedures.

In-charge Field Post Offices (1995-1999)

I managed and oversaw postal operations and postal financial services in Field Post Offices in different parts of India.

Head of Postal Divisions, Department of Posts, Ministry of Communications, Government of India (1991-1999)

Served as Senior Superintendent of Post Offices in two Postal Divisions, which were co-terminus with one or more revenue Districts. Played a vital role in administering Postal services at the District level entailing operative, administrative, financial and quasi-judicial work.

Indian Postal Service Probationer (1989-1991)

Underwent induction training as a trainee officer of Indian Postal Service at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, India and Postal Staff College India {subsequently renamed as Rafi Ahmad Kidwai National Postal Academy (RAKNPA), Ghaziabad, India}. As an induction trainee, I was trained in a gamut of areas, which included Public Administration, Management, Financial Management and Budgeting, Human Resource Management, multi-cultural work environment, Law and Postal Operations.

International Experience

- During deputation to the **United Nations Development Programme (UNDP) Afghanistan**, Kabul as **International Coach and Advisor (HRM)**, was engaged in capacity development of the Afghan national staff and policy advice to the senior management deployed in the Independent Administrative Reform and Civil Service Commission (IARCSC). The assignment was quite challenging as it entailed the design and implementation of suitable HRD interventions in a Government organization of a country in a multi-cultural setting, that too, encountering day-to-day security threats to the international staff working in Afghanistan. The assignment provided experience of working with the Government of one of the Least Developed Countries (LDCs) under the UN Development Programme.
- Led the Indian **delegation to Islamabad, Pakistan in the first Joint Meeting of the Representatives of Postal Services and the National Focal Points on Establishment of South Asian Postal Union** held in July, 2015.
- Led the Indian delegation and **chaired the 5-day Executive Council Meeting of the Asian Pacific Postal Union (APPU) in May, 2016 at Langkawi, Malaysia.**
- **Co-chaired** with the Russian Federation **Committee 5 of the UPU's Postal Operations Council (POC) on Postal Financial Services** in 2016.
- **Co-chaired** with Japan **Committee 2 of the UPU's Council of Administration (CA) on Finance & Administration** in 2016.
- Post the Istanbul UPU Congress, I **co-chaired with the USA constituent meeting of Committee 1 of POC on Supply Chain Integration.**
- Represented India in the **meeting of Board of Trustees, Quality of Service Fund (QSF)** held under the aegis of the Universal Postal Union. Pushed for clearance of projects on improving quality of services.
- Represented India in the three-week **26th Universal Postal Union (UPU) Congress held in Istanbul, Turkey** in Sep-Oct, 2016.

Training Courses

- Advanced Training Programme in Vigilance Investigation at SVP National Police Academy, Hyderabad, India in 2019
- Central Vigilance Commission Sponsored Induction Training Programme for CVOs at Institute of Secretariat Training & Management, New Delhi in 2019
- Appreciation Programme on Payment Bank for Senior Officers of Department of Posts, Government of India at Bankers Institute of Rural Development, Lucknow, India in 2016
- Advanced Development Programme at Indian Institute of Management, Calcutta, India in 2016
- Transformational Leadership Programme at Goldman School of Public Policy, Berkeley, CA, USA in 2015
- Management Development Programme at Royal Mail, UK in 2012
- Human Resource Management Study Tour to Institute of Public Administration (IPAC), Canada in 2012
- Collaborative Leadership Seminar at Western Management Development Centre (WMDC), U.S. Office of Personnel Management, Aurora, Colorado, USA in 2011
- Training Programme on Safe and Secure Approaches to Field Environment (SSAFE) at UNDP Country Office, Kabul, Afghanistan in 2008
- Orientation Training Programme for International Coaches (Organized by InWent, Germany under the aegis of UNDP, Afghanistan) at Afghanistan in 2007
- Direct Marketing and Marketing Management Programme at Asian Pacific Postal College, Bangkok (4 Weeks including one week in the Republic of Korea)
- Management Development Programme at Indian Institute of Management, Calcutta, India in 2003
- Attended mid-career and many other in-service training courses, workshops and seminars at Postal Staff College India (now renamed as RAKNPA) in diverse areas.
- Common Foundational Course for newly inducted civil servants at LBS National Academy of Administration, Mussoorie, India in 1989

Languages

Hindi	Mother tongue
English	Proficient
Sanskrit	Basic knowledge

ASIAN-PACIFIC POSTAL UNION

LETTER OF TRANSMISSION

This form is to be completed by the nominating postal administration that will forward it to APPU Secretary General, P.O. Box 1, Laksi Post Office, Bangkok 10210, Thailand.

The Government/Postal Administration of: **New Zealand**

Though:

The Ministry of Business, Innovation and Employment

And

New Zealand Post Limited

nominates: **Mr. Lindsay Welsh, Director–International Relations and Policy, New Zealand Post**

as an applicant for the position of Secretary General of the Asian-Pacific Postal Union and certifies that:

1. all information supplied by the nominee is complete and correct; and
2. his/her proficiency in English has been appropriately tested assuring no difficulties in carrying out the duties for which he/she applies.



Carolyn Tremain

Chief Executive, Ministry of Business, Employment and Innovation

06 April 2022

**ASIAN-PACIFIC POSTAL UNION
PERSONAL HISTORY**

This form should be completed by the applicant in typewritten form in English. Each question must be answered clearly and completely. If necessary, additional pages of the same size may be attached.

Name of applicant: **Lindsay Welsh**

Family name			First name		Middle name		
Welsh			Lindsay		Robert		
Date of birth			Place of birth		Sex	Religion	Marital status
Day 12	Month February	Year 1967	City Wellington	Country New Zealand	Male	Roman Catholic	Widowed
Mailing address						Telephone No.	
Private Bag 39990, Wellington Mail Centre, Lower Hutt 5045, NEW ZEALAND						+64 27 446 9538	
Name of spouse Mrs. Caroline Paul Hope-Welsh (deceased 02 September 2018)							
Dependents							
Name		Date of birth	Name of institution and place of study			Level of study	
Mr. Mahon Finn Welsh		26 October 2003	Victoria University of Wellington New Zealand			Undergraduate 1 st year Bachelor of Arts Psychology Major	
Education (start with last attended institution and work backwards)							
Institution and place		Year of study	Major fields of study			Degree	
New Zealand Marketing Associations		1997	Direct Marketing			Certificate of Direct Marketing – with Merit	
New Zealand Institute of Management		1992	Management			Certificate of Management	
Training courses attended (start with last attended institution and work backwards)							
Institution and place			Year of training		Course		
Ilume –Executive Development			2016-2017		Senior Leadership / Executive Development Programme		
NZ Post - Navigate			2015		Senior Management / Leadership Development Programme, Strategic Planning – Creating Vision, Mission, Organisational Culture		

NZ Post - Motivate	2014	Senior Management / Leadership Development Programme, Team building, motivation, goal setting, implementation,
NZ Post – Activate	2013	Senior Management / Leadership Development Programme, Operational planning and development
Several other NZ Post internal and externally delivered training courses between 1996 and 2010	1996 - 2010	Communication Skills Presentation Skills Line Management Operational Management Management Development

Language known	Read			Write			Speak		
	Excellent	Good	Fair	Excellent	Good	Fair	Excellent	Good	Fair
English	✓			✓			✓		
French									
Present position							From		
Director – International Relations and Policy New Zealand Post Limited							January 2014		

Description of present post duties and responsibilities

The purpose of the role is to take responsibility for NZ Post's international policy and relations strategy, negotiations at multilateral forums, and relationships across multilateral postal organisations and overseas postal administrations.

- Optimising value of inbound/outbound payments and costs.
- Extracting maximum value from bilateral and multilateral relationships through multilateral forums and bilaterally negotiations.
- Optimising NZ Post's position as a 'good citizen' and contributory member of the wider UPU, APPU and international postal market.

Key accountabilities

At its highest level, this role takes responsibility for:

- 1) Ensuring that NZ Post's international relationships and negotiating strategies within UPU mail and parcels channels contributing successfully to the Group's overall business objectives.
- 2) Developing international relationships that deliver business results primarily in the UPU and APPU channel.
- 3) Ensuring that NZ Post is compliant with all international obligations as the New Zealand Designated Operator.

Specific accountabilities for this role include the following:

Accountability	Description
Leadership	<ul style="list-style-type: none"> • Leadership, mentoring, and management of International Policy and Relations (IRP) team. • Ensure the IRP team are engaged and deliver the best outcomes for the business.

Strategy	<ul style="list-style-type: none"> ● Provide leadership across the International business and the wider NZ Post Group. ● Develop team members so that they have the new range of skills and experience to deliver results in the changing and increasingly demanding environment. ● Optimising value of inbound/outbound payments and costs by: <ul style="list-style-type: none"> ● Alignment of NZ Post policy position on postal channel. ● Aligning NZ Post policy around the development and/or support of infrastructure and operational capability activities (including pay-for-performance, service requirements, performance, monitoring and reporting, and technology investment from international postal bodies, including the UPU, IPC and APP). ● Systemised prioritisation of NZ Post involvement in UPU/APPU Committees and Working Groups to ensure NZ Post actively participates in key work streams that have a direct impact on payments, operational capabilities, and costs. ● Develop and regularly update the International Relations and Policy strategy to ensure NZ Post's representation at all multilateral and bilateral negotiations contribute to business objectives. ● Ensure that the International Relations and Policy strategy is aligned with and delivers on NZ Post Group strategy and objectives. ● Optimise the value of inbound and outbound payments and costs by aligning policy on UPU postal channel rates with commercial objectives.
Relationship Management	<ul style="list-style-type: none"> ● Devise and execute a strategy of engagement with international Postal Administrations, the UPU, APPU and other multilateral organisations. ● Develop and effectively manage senior management-level relationships with key postal operators and develop strong personal connections to leverage co-operation on international policy and treaty negotiations. ● Identification of and building of relationships with Postal Administrations from key markets in developing and industrialised countries. ● Establish and maintain an in-depth network of international contracts of most use to NZ Post Group objectives. ● Maintain a strategic policy around inter-Postal Administration visits to ensure that visits are aligned with and assist in the execution of the International Relations and Policy strategy. ● Build maximum value from bilateral and multilateral relationships through multilateral forums
International Representation	<ul style="list-style-type: none"> ● Lead the delegation representing NZ Post or the New Zealand government at multilateral international forums in New Zealand and overseas. ● Ensure NZ Post delivers maximum value from participation in the Universal Postal Union, Asian-Pacific Postal Union, and other international forums. ● Represent other parts of the Group in overseas meetings and forums when travelling as needed, including gaining a clear understanding of, and deliver on, the business outcomes they are seeking. ● Ensure that NZ Post has a position on all key issues in UPU Congress, POC Committees, APPU, and other multilateral forums.
Government and Policy	<ul style="list-style-type: none"> ● Facilitate the policy interface between NZ Post and key government agencies around international positioning and obligations. ● Connect effectively to NZ Post Regulatory, Risk and Assurance teams to ensure compliance and appropriate governance in all aspects of NZ Posts' designated operator status. ● Optimising NZ Post's position as a 'good citizen' and contributory member of the wider UPU and APPU by ensuring NZ Post is meeting all international treaty obligations and contributes to the studies and questionnaires of importance to NZ Post and its key and emerging partners.

Compliance	<ul style="list-style-type: none">● Ensure that the business receives quality advice regarding UPU and APPU Acts and other regulations.● Facilitate solutions to assist the business to maintain compliance with international treaty obligations while also achieving commercial objectives● Communicate changes in UPU Acts and Regulations across the business and ensure compliance by due dates.
Miscellaneous	<ul style="list-style-type: none">● Ensure timely communication between NZ Post and the UPU and APPU, including co-ordination of NZ Post's responses to surveys, completing administrative documentation and invoices by due dates.● Manage visits by overseas delegations to New Zealand and visits by senior NZ Post Executives and managers overseas.

Previous position	From	To
Regional Business Director – Europe/North America	September 2011	January 2014
Description of previous duties and responsibilities		
Key accountabilities		
Specific accountabilities for this role include the following:		
Accountability	Description	
Relationship Management	<ul style="list-style-type: none"> • Develop strong and effective relationships within assigned customer base of key, high value strategic accounts and international Designated Operators (DOs). • Work collaboratively with the Global Business Director and General Manager International to ensure goals are aligned and principles agreed. • Advocate and understand our international customer needs within the customer base; ensuring value is top of mind. • Deliver against agreed revenue and profit targets assigned to the customers/portfolio. • Ensure customers are secured on robust contracts and manage the ongoing management and renewal thereof. • Deliver excellence measured through customer satisfaction surveys. • Build and maintain sound business relationships whilst actively securing ways to support mutually beneficial business. 	
Strategic Planning	<ul style="list-style-type: none"> • Develop a strategic plan for the agreed strategic customers and DOs; developing initiatives which support the vision of the International business and develop and implement solutions which deliver tangible performance improvement. • Design, develop and implement customer plans and/or agreed business plan with successful outcomes. 	
Business Development	<ul style="list-style-type: none"> • Champion, promote and enhance the quality of the International business service by identifying and providing relevant and effective product solutions, designed to deliver mutual value-add. • Retain and grow existing yield return from the portfolio of customers. • Ensure priority is given to the delivery of essential value propositions. • Ensure delivery of relevant pricing strategies within appropriate risk management agreements. • Ensure the development and execution of agreed strategies via robust account planning and effective use of appropriate CRM tools. • Ensure the delivery of a commercial contract framework, incorporating segment pricing strategies and appropriate risk management agreements, to key customers and suppliers. 	
Segment Strategy	<ul style="list-style-type: none"> • Work cross functionally with key stakeholder groups to develop solutions driven by customer needs and commercial imperatives. • Build credibility into the service proposition by exploring customer driven solutions/options with which to increase the relevance of and demand for postal services within the International business sector. 	
Team Contribution	<ul style="list-style-type: none"> • Build and maintain relationships within the International team and actively look at ways to support team objectives and targets. 	

All previous positions

2003 - 2009 New Zealand Post Limited

- September 2011 – January 2014 Regional Business Director - Europe / North America
- July 2009 - August 2011 Manager Commercial Services
- May 2009 - July 2009 Data and Solutions Procurement Manager
- September 2008 - May 2009 Business Development Manager (Secondment)
- July 2008 - March 2009 Service Delivery Manager
- July 2006 - June 2008 Address Accuracy Manager
- July 2005 - May 2006 Data Business Relationship Manager
- December 2004 - July 2005 Data Manager
- April 2003 - December 2004 Project Manager

2000 - 2003 AddressWorks Limited (New Zealand Post, Joint Venture company)

- November 2000 - March 2003 General Manager, Sales and Marketing

1996 - 2000 New Zealand Post Limited

- October 2000 - November 2000 Database Marketing Manager, Letters Marketing
- November 1999 - September 2000 Project Manager, Letters Group
- November 1996 - November 1999 Addressing Services Manager, Post Plus Group

1984 - 1996 ANZ Banking Group Limited

- November 1994 - November 1996 Marketing Database Manager, Retail Marketing
- October 1993 - November 1994 Senior Business Analyst, Retail Marketing
- March 1993 - October 1993 Product Manager, Self Service Banking (Secondment)
- July 1992 - March 1993 Business Analyst, Retail Marketing
- June 1990 - July 1992 Business Analyst, Information Technology
- July 1998 - June 1990 Systems Officer, Information Technology
- March 1987 - July 1988 Help Desk Officer, Information Technology
- August 1984 - March 1987 Various Branch Retail Banking Roles

Representation to Multilateral / Intergovernmental bodies and roles

Universal Postal Union (UPU)

- ***Doha cycle 2012 – 2016***
 - Parcel Post Remuneration Group, Co-Chair Inward Land Rates Review Ad Hoc Group
- ***Istanbul cycle 2016 – 2021***
 - Vice-Chair of the Consultative Committee
 - Product Matrix Expert Team Chair for Postal Operations Council (POC) Physical Services, E-Commerce, and Integration Group (PSDEIG)
 - Parcel Remuneration Expert Team Co-Chair for Postal Operations Council (POC) for Remuneration Integration Group (RIG)
 - Oceania/South Asia Regional Representative – Council of Administration UPU Reform Working Group
- ***Abidjan cycle 2021 – 2025***
 - Remuneration and Implementation Expert Team Co-Chair for Postal Operations Council (POC) for Remuneration Integration Group (RIG)

Asian-Pacific Postal Union (APPU)

- ***New Delhi cycle 2013 – 2017***
 - Chair, Physical Services Working Group
 - New Zealand Deputy Head of Delegation, promoted to New Zealand Head of Delegation
- ***Tehran cycle 2017 – 2022***
 - Chair, APPU / UPU Reform Working Group
 - Chair, E-Services and Markets Development Working Group
 - New Zealand Head of Delegation

Asia Pacific Post Cooperative (APP)

- Chair, APP ePacket Steering Committee

International Post Corporation (IPC)

- Board Advisor to NZ Post CEO as IPC Board Member
- Board sub-committee representative of NZ Post

Ministry of Foreign Affairs and Trade (MFAT), New Zealand Government

- NZ Post liaison for to MFAT on all international postal matters, including trade agreements and diplomatic positions.

Ministry of Business, Innovation and Employment (MBIE), New Zealand Government – Postal Ministry and Postal Regulator

- NZ Post liaison for to MBIE on all international postal matters, including UPU / APPU Congress, POC, and CA matters.

Training/teaching experience

Marketing Association of New Zealand - Direct and Data Driven Marketing Lecturer - 2000, 2003

Developed and delivered course content primarily for Medium to Corporate scales businesses for the Marketing Association's 6-month programme, the Certificate of Direct Marketing. This involved the review and refresh of course content annually, course plans, classroom lecturing and assignment and examination marking. This was a significant personal commitment outside of my role with NZ Post.

NZ Post - Direct Marketing and Project Management Advisor – 1998, 1999

This represented NZ Post pursuing a value-add education programme to build direct and data-driven marketing in its customer base. The role involved the development and delivery of course content, both as standardised courses and as bespoke customer-specific training programmes for organisations of all sizes from small office/home office, to micro, small and medium enterprises, to Corporate and Government. These programmes were billable to the attendees and therefore had to deliver tangible content, benefits, and value for money for the attendees.

ANZ Banking Group (NZ) Limited - Senior Business Analyst - ATM 1989 – 1991

In this capacity, the role was responsible for a national programme of ATM purchasing and installation. In deploying the devices, the role authored operational and technical processes documentation and user and technical manuals. The role then required national travel around NZ overseeing the ATM installations and delivering all aspects of operational training.

Experience in the field advertised (Applicants may attach a separate statement)

Note: This statement **must** address the **Person Specifications** detailed in the Circular. It should clearly show the applicants expertise in the **Essential** Specifications and any others in the **Highly Desirable** specifications.

Please see attached documents.

- Letter of Expression of Interest in the role of APPU Secretary General
- Lindsay Welsh curriculum vitae – two-page short form

Person Specification

Management style

I am an inclusive, collaborative leader. I seek to consult and engage my Team in our work to ensure buy-in, understanding and commitment towards our common goals. In saying this, I am also not afraid to make decisions as required. Ultimately, when I hold accountability, authority, and responsibility for outcomes, then I seek to create consensus, cooperation, and collaboration through well-established, trusted relationships to achieve our desired outcomes.

In brief, as a leader, I believe it is important to share the fame, but claim the blame for the results and outcomes of the Teams I lead. By this I mean that the recognition of the Team, its members and their contributions are very important to me. A leader does not work in isolation. Accordingly, I am focused on ensuring that individuals are recognised for their contributions and successes. Equally, if something doesn't go to plan, then this is the responsibility of me as a leader, and I accept accountability.

Task

I am a member of multiple GM-level leadership teams within NZ Post. My role requires the in-depth understanding of the international postal regulatory environment and the potential impacts on the domestic environment and the roles and obligations of NZ as a member country and NZ Post as its designated operator. This in turn is closely aligned to strategic leadership, planning, organising, leading, monitoring and reporting on work within the wider international environment to ensure NZ understands, prepares for and responds to the evolving international postal environment.

Personal

I have been both Deputy and Head of Delegation to APPU and UPU constituent meetings and Congresses. In this capacity, my role has been to lead the NZ delegation, to speak and negotiate on behalf of NZ which also includes taking voting positions. To this end, I proactively brief NZ government agencies and Ministries to ensure a comprehensive awareness of the matters to come before APPU and UPU sessions, and I have the written and oral skills to effectively convey our position, and to seek to find ways to resolve impasses.

Expertise and knowledge

I have a professional career spanning almost 38 years, 27 years in management roles, 25 in postal management positions. With 11 years in the international postal community in both commercial and regulatory roles, leading expert Teams. I have represented NZ and NZ Post in multiple UPU, APPU and other multilateral bodies, leading significant bodies of work. My current APPU obligations include chairing two APPU EC working groups, one specifically focused in the organisational reform and improvement of the APPU Bureau (Administration, Consultation and Training sections).

I certify that my statement in answer to the foregoing questions are true, complete, and correct to the best of my knowledge and belief.



Carolyn Tremain
Chief Executive, Ministry of Business, Employment and Innovation

Place and date:

Wellington, New Zealand

06 April 2022

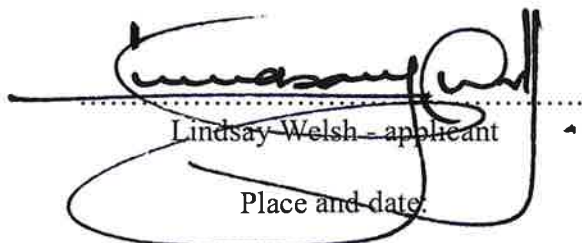


David Walsh
Chief Executive, New Zealand Post

Place and date:

Wellington, New Zealand

06 April 2022



Lindsay Welsh - applicant

Place and date:

Wellington, New Zealand

06 April 2022

ASIAN-PACIFIC POSTAL UNION

MEDICAL REPORT

To be completed by a registered medical practitioner after thorough clinical and laboratory examination including X-ray of chest.

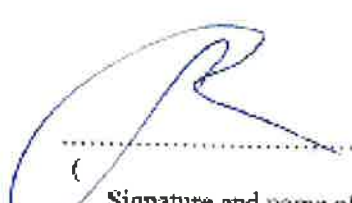
Name of applicant	Age	Sex
Lindsay Robert Welsh	55	Male
Blood Group	Allergic to:	
O Rh Negative	Cat dander Morphine – itchy skin	
Is the person examined in good health and enjoying full working capacity?		
Surgery C2/3 planned for 23/02/2022 as severe L sided pain by neurosurgeon.		
Is the person examined able physically and mentally to work away from his/her home?		
Yes		
Is the person examined free from infectious diseases (for instance, tuberculosis, trachoma, leprosy) which could present risks for both the applicant and his/her contacts during his/her assignment aboard?		
Yes		
Original handwritten signed form follows on next page (Dr. G. P. Jenner) Signature and name of physician		
Date	Address	
22/02/2022	Kelburn Northland Medical 1 Upland Road Kelburn Wellington 6011 NEW ZEALAND MC Reg 12512 / ACC U48594 Telephone: +64 4 9399551	

IS 3

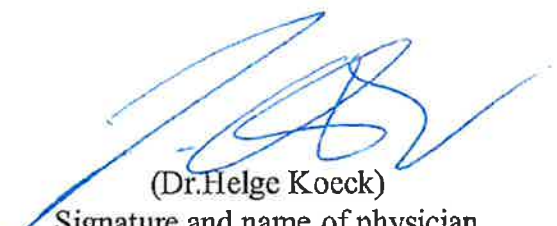
ASIAN-PACIFIC POSTAL UNION

MEDICAL REPORT

To be completed by a registered medical practitioner after thorough clinical and laboratory examination including X-ray of chest.

Name of applicant	Age	Sex
Lindsay Robert Welsh	55	Male
Blood Group	Allergic to	
O Rh Negative	cat dander morphine - itchy skin	
Is the person examined in good health and enjoying full working capacity?		
Surgery C2/3 planned for 23/2/22 as severe neck sided pain by Neurosurgeon.		
Is the person examined able physically and mentally to work away from his/her home?		
YES		
Is the person examined free from infectious diseases (for instance, tuberculosis, trachoma, leprosy) which could present risks for both the applicant and his/her contacts during his/her assignment abroad?		
YES		
Date	Signature and name of physician	
22/02/2022	 Dr Guy Jenner Kelburn Northland Medical 1 Upland Road, Kelburn Wellington 8011 MC Reg. 12512 ACC U48594 Ph. 04 930 9551	

IS 3

ASIAN-PACIFIC POSTAL UNION MEDICAL REPORT To be completed by a registered medical practitioner after thorough clinical and laboratory examination including X-ray of chest.		
Name of applicant	Age	Sex
Lindsay Robert Welsh	55	Male
Blood Group	Allergic to:	
O Rh Negative	Cat dander Morphine – itchy skin	
Is the person examined in good health and enjoying full working capacity?		
Lindsay Underwent a successful posterior C2/3 Fusion in 02-2022 and has recovered well. He is in good health and there are no limitations in his working capacity.		
Is the person examined able physically and mentally to work away from his/her home?		
Yes		
Is the person examined free from infectious diseases (for instance, tuberculosis, trachoma, leprosy) which could present risks for both the applicant and his/her contacts during his/her assignment aboard?		
Yes		
		 (Dr. Helge Koeck) Signature and name of physician
Date	Address	
08/04/2022	Neurosurgery Department, Wellington Hospital, Newtown, 6022 Wellington, New Zealand Tel 0064(0)278073297	

Lindsay Welsh

Director of International Relations & Policy

March 2022

To Whom It May Concern,

I would like to take this opportunity to formally express my interest in the Secretary General of the Asian-Pacific Postal Union role. As an insightful, engaging and highly influential Senior Leader and National Representative of the APPU and UPU Member Country, New Zealand and its Designated Operator – NZ Post, I am confident I have the skills, knowledge, experience and expertise needed to succeed in this capacity.

CONTACTS



+64 (0)27 446 9538



Lindsay.welsh@nzpost.co.nz
LRWelsh@gmail.com



Linkedin.com/in/Lindsay-
Welsh-0074101/



Wellington, New Zealand

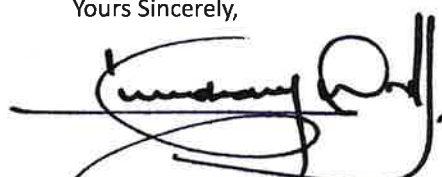
Over the course of my career, I have had the privilege of supporting and representing New Zealand as a key member of NZ Post's International Leadership Team. In my General Management Level role as Director of International Relations and Policy, I have played a key role in developing and implementing NZ Post's international policy and relations strategy while maintaining a focus on negotiations and relationship management across multilateral postal organisations and international postal administration bodies and international postal regulatory agencies. This has seen me work extensively with the APPU, UPU and various other postal administrative bodies allowing me to gain a greater understanding of the opportunities and challenges facing the APPU in light of current global and regional activities.

Showcasing an astute commercial and strategic mindset, I am confident I have the management, reporting, HR and financial management capabilities needed to thrive in this position. With first-hand experience leading, managing and mentoring the International Relations and Policy Team, as well as other large teams of specialists, I have identified a deep-seated passion for supporting and empowering my team members. I firmly believe in the mantra, leaders should claim the blame and share the fame, and this has been a driving force behind my collaborative, inclusive and hands-on leadership style. I have been honoured to work with some very talented professionals and by encouraging idea-sharing and innovation within the teams, I have seen the benefits of cultural diversity and I am eager to work alongside the APPU Bureau, member countries, designated operators and supporters to further develop and deliver sustainability and cultural diversity in the decision-making processes.

Alongside my ability to build and maintain robust professional relationships with my teams and Executive Leaders, I have also proven my skills in cultivating and nurturing international relationships. This has seen me establish a reputation of a trusted advisor during numerous congresses over the last 10+ years while always looking for new ways to drive the success of all postal services and representing the interests of New Zealand and the Unions within which we operate. Leveraging these connections to determine the challenges, risks and gaps within our policies has allowed me to champion a culture of versatility, resilience and flexibility while always ensuring New Zealand and NZ Post is operating with integrity and in a way that boosts commercial success opportunities for all.

After careful consideration, I am confident the culmination of my experience, skills and personal objectives would serve me well as the Secretary General of the APPU and I am honoured by the opportunity to run as a candidate for this role. I have attached my CV to further highlight my suitability for this position and would welcome the opportunity to provide more insight into my career preceding the last 10 years.

Yours Sincerely,



Lindsay Welsh

Lindsay Welsh

Director of International Relations & Policy

CONTACTS



027 446 9538



Lindsay.welsh@nzpost.co.nz
LRWelsh@gmail.com



Linkedin.com/in/Lindsay-
Welsh-0074101/



Wellington, New Zealand

SKILLS

- Communication
- Leadership
- Teamwork & Collaboration
- Problem-Solving
- Critical & Analytical Thinking
- Culturally Responsive & Aware
- Resilience & Adaptability
- Organisation & Planning

EXPERTISE

- International Relations
- Relationship Management
- Strategy Development
- Business Planning & Analysis
- Project Management
- Stakeholder Engagement
- Training, Mentoring & Support
- Financial Management
- HR & People Management
- Governance & Policy
- Commercial Negotiations
- Sales & Marketing Management

PROFESSIONAL PROFILE

Influential, insightful and engaging Senior Leader with a demonstrable record of success as a respected leader, ambassador and spokesperson for NZ Post and New Zealand. Showcasing an astute commercial mindset with over 25 years in the postal business, I have proven my skills in shaping NZ Post's network on a global scale while developing and driving international business strategies, leading policy discussions and positioning the organisation for future growth and development. As a leader, I strive to create an engaged and collaborative team culture while identifying key strengths and leveraging them to enable my team's success and support their growth as individuals. With relationships at the cornerstone of my success, I take pride in my ability to cultivate and nurture multilateral relationships while demonstrating integrity, inclusivity and an innate cultural awareness. Upholding the belief that diversity brings a collective strength that benefits all, I am passionate about engaging with and working alongside the UPU and restricted unions across the globe to deliver real value to the Asia Pacific Postal Union.

PROFESSIONAL EXPERIENCE

DIRECTOR OF INTERNATIONAL RELATIONS & POLICY ***NZ Post / 2014 – Present***

In this role, I am responsible for NZ Post's international policy and relations strategy while maintaining a focus on negotiations and relationship management across multilateral postal organisations and international postal administration bodies.

- **Leadership** – Showcase an empathetic and engaging leadership style while providing direction, stewardship and support to the International Policy and Relations team. Empower team members to offer up unique insights thereby creating a culture of collaboration and use those insights to innovate new solutions to a range of traditional and emerging challenges.
- **Strategy Development** – Continually review and analyse the NZ Post International Policy and Relations strategy in light of changing requirements, ensure the current strategy and policy represents the organisation's interest as a business as well as a representative of the Crown aligning work within the team to deliver and drive strategic commercial and policy objectives.
- **Relationship Management** – Cultivate and foster robust professional relationships with international postal administrations, the Universal Postal Union, restricted unions and key members of the APPU. Successfully established open lines of communication and leveraged these connections to improve NZ Post and New Zealand's position in and contribution to the global postal sector while remaining responsive to cultural differences, regional needs and universal challenges.
- **International Representation** – Established a reputation of trust within the global postal sector, successfully represented New Zealand as a Delegate, Head and Deputy Head of Delegation to a range of Congresses for the UPU and the APPU, led strategic discussions to promote New Zealand's interests and achieved buy-in across the board to progress work across various inter-governmental organisations.
- **Executive Leadership** – Excel as a key member of the Business Leadership Team while supporting the Executive Team, regularly engaging with the CEO and successfully acquiring and maintaining a reputation as a trusted advisor and expert leader.
- **Governance** – Successfully reinvigorated NZ Post's governance structure while leading work to improve compliance internally and at an international level. Played a key role in leading work as a member of the APPU Reform Working Group, chaired meetings, developed strategic plans, activities, budgets and operational roadmaps and promote an agenda to enable the Union's resilience and adaptability in light of changing global issues and challenges.
- **Commercial Strategies** – Maintained a focus on NZ Post's profitability and financial sustainability, led negotiations for long-term multi-million-dollar agreements and ensured all financial ramifications were accounted for, mitigated and managed effectively.

PRIOR WORK HISTORY

NZ Post Ltd. / 2003 – 2011

Manager Commercial Services
Data & Solutions Procurement Manager
Business Development Manager
Service Delivery Manager
Address Accuracy Manager
Data Business Relationship Manager
Data Manager
Project Manager

AddressWorks Ltd. / 2000 – 2003

NZ Post Joint Venture Company
General Manager, Sales & Marketing

NZ Post Ltd. / 1996 – 2000

Database Marketing Manager
Project Manager
Addressing Services Manager

ANZ Banking Group Ltd. / 1984 – 1996

Marketing Database Manager
Various Senior Business Analyst, Product
Management & Team Leadership Roles

INTERNATIONAL REPRESENTATION

Head of Delegation

UPU Congress – Abidjan / 2021
APPU Executive Council / 2015 – Present

Deputy Head of Delegation

UPU Congress – Geneva / 2021
APPU Congress – Tehran / 2017

Member of NZ's Delegation

APPU / 2014 – Present
UPU / 2012 – Present

Chair

APPU EC Working Groups (APPU Reform,
and E-Services & Market Development)
APPU Congress Tehran / 2017 – Present

Chair

APP ePacket Steering Committee
December 2021 – December 2022

Chair

Various Working Groups
APPU Congress Tehran / 2017 – Present

Chair

Various UPU Working Groups, Ad Hoc
Groups, and Expert Teams
2012 – Present

Vice Chair

UPU Consultative Committee
2016 – 2021

Panelist

UPU Consultative Committee
Universal Services Obligation Webinar

EXPERIENCE CONTINUED

DIRECTOR OF INTERNATIONAL RELATIONS & POLICY

NZ Post / 2014 – Present

Continued:

- **Government & Policy** – Facilitate transparency and collaborative work with the Ministry of Foreign Affairs and Trade (MFAT), Ministry of Business, Innovation and Employment (MBIE), Ministry for Primary Industries (MPI) and New Zealand Customs Service (NZCS), align all policies with agency expectations and maintain cohesion across all agencies thereby enabling New Zealand's success on a global scale.
- **Process Improvement** – Pioneered process improvements at the UPU, identified the duplication of UPU products, services and solutions, led a team of Experts to streamline the product suite to eliminate the duplication of services and fed these outcomes into the development of the UPU Integrated Product Plan.
- **Financial Management** – Demonstrated an astute commercial acumen while managing a significant Operating Budget, ensured all financial matters were managed with a focus on medium and long-term gains, analysed financial opportunities, risks and potential challenges and worked alongside the leadership and executive teams to deliver financial objectives.
- **Reporting** – Successfully prepared and presented comprehensive reports to the NZ Post's Executive Leadership Team. Reported on progress and outcomes delivered to the UPU and APPU, navigate commercially sensitive discussions and inform decision-making processes through the provision of data, insights and commercial research.

ADVISORY & CONSULTATIVE ROLES

NZ Post / 2014 – Present

Leveraging over 25 years' postal experience with 10 years primarily focusing on the global post sector, I have held a range of consultative roles which allowed me to deliver strategic insights and add real value to the organisation.

- **Te Iho & Future of Mail** – Effectively represent the international business in NZ Post's strategic long-term business transformation programmes and ensure business plans enable and promote sustainable growth on an international scale.
- **International Strategy** – Contribute to the development of the long-term strategy for NZ Post's International business, add valuable commercial insights at a strategic and operational level and successfully align all policies, processes and procedures.
- **Addressing Standards & Postcoding** – Played a significant role in leading a strategic programme of work to redefine postal addressing in NZ and navigated its release to businesses, consumers and the international data processing industry.

REGIONAL BUSINESS DIRECTOR – EUROPE & NORTH AMERICA

NZ Post / 2011 – 2014

As the Regional Business Director for the Europe and North America markets, I was responsible for the development and execution of business strategies while leading a team of highly skilled professionals managing a multi-million-dollar portfolio.

- **Team Leadership** – Demonstrated an in-depth understanding of HR requirements while building, leading and mentoring a team of professionals, aligned all tasks and operations with NZ Post's business strategy and ensured all team members were able to deliver their core objectives.
- **Contract Negotiation** – Successfully ideated, negotiated and implemented bilateral agreements with various other postal administrations for the exchange of EMS, letter, packet and parcel post items, identified success drivers within each contract and leveraged those to drive mutually beneficial outcomes.
- **Business Development** – Actively managed and grew a multi-million-dollar international customer portfolio, consistently met sales and revenue targets and encouraged a culture of business growth and sustainability.
- **International Representation** – Successfully engaged with international postal representatives, attended various congresses and represented New Zealand at an international level while chairing, contributing to and leading various working groups.
- **Financial Management** – Aligned operational tasks and functions with NZ Post's financial strategies and successfully managed a substantial expenditure budget while consistently realising strategic goals and objectives.