ASIAN-PACIFIC POSTAL UNION
MONTHLY NEWSLETTER
OCTOBER 2026



FROM SECRETARY-GENERAL'S DESK

Greetings from the Asian-Pacific Postal Union!

As we enter the final quarter of 2026, I look back with a sense of satisfaction and optimism at the spirit of cooperation and shared purpose that marked our recent 14th APPU Congress in Bangkok. The month of October, particularly with the celebration of World Post Day, gives us another opportunity to reflect on the enduring value of postal services and the future we are working together to build.

This year's World Post Day theme, "**One Postal Network, Infinite Possibilities,**" beautifully captures the strength of the Post. Every local post office is part of a much wider network that connects people, supports businesses and brings essential services closer to communities.

For Asia and the Pacific, this message holds particular significance. Our region is home to large economies and small island states, bustling cities and remote communities. While our postal operators work in different environments and face different challenges, we share a common responsibility: to provide reliable, accessible services while adapting to changing customer needs and expectations.

The opportunities before us are considerable. E-commerce is opening new markets for small businesses. Digital services are making everyday transactions easier, while partnerships are expanding access to financial and public services. To turn these opportunities into lasting benefits, we must invest in our people, strengthen our operations, embrace appropriate technologies and learn from one another. Above all, we must preserve the trust that generations of postal workers have worked so hard to earn.

On a personal note, I am pleased to share that, on the occasion of World Post Day, the Bangkok Post published my article titled "**Rethinking Postal Regulation in a Changing Market**." My central argument is that postal regulation must evolve alongside the postal sector itself. Today, Posts do much more than deliver letters and parcels. They are increasingly engaged in e-commerce, logistics, digital services and public-service delivery, while operating alongside a growing range of private players. Postal modernisation must, therefore, be accompanied by better regulation that protects universal service and the public interest while encouraging fair competition and innovation. The article is reproduced on the final pages of this newsletter, and I hope you will find it of interest.

Following the 14th APPU Congress, our collective task is to translate shared priorities into meaningful action. APPU will continue supporting its members through capacity building, knowledge sharing, research and regional cooperation. The Asian-Pacific Postal College and our Knowledge Centre will remain important platforms for learning and knowledge sharing.

As postal operators prepare for the busy year-end season, I wish to express my sincere appreciation to postal workers across our region. Their dedication, whether at post office counters, sorting centres, transport operations or on delivery routes, keeps our network running and sustains the trust of the communities we serve.

As the spirit of World Post Day stays with us, let us take pride in our tradition of service and look ahead with renewed determination. Together, I am confident we can build a stronger, more innovative and inclusive postal future for the Asia Pacific and beyond.

With warm regards and best wishes,

Dr. Vinaya Prakash Singh
Secretary-General, APPU

FAREWELL COURTESY VISIT BY LONGSTANDING APPU SUPPORTERS





On 21 September, the APPU Bureau welcomed Ms. Kalaya Chinatiworn, former Chair of the APPU Executive Council and Principal Advisor for Foreign Affairs at Thailand's Ministry of Digital Economy and Society, and Ms. Thapanee Amarinrat, Senior Executive Vice President (International Business) of Thailand Post.

During the visit, they congratulated Dr. Vinaya Prakash Singh, Secretary-General of APPU, on his re-election by acclamation for a second term covering the period 2027-2030.





The occasion also served as a farewell courtesy call ahead of their retirement from service later in September, following distinguished careers with their respective organisations.

Dr. Singh expressed his sincere appreciation for their valuable contributions to the postal community and their longstanding support for APPU. On behalf of the APPU Bureau and its member countries, he extended his warmest wishes to Ms. Kalaya and Ms. Thapanee for a happy, healthy and fulfilling retirement and a rewarding new chapter ahead.

FAREWELL TO MR. ANUCHA SOONGLERTSONGPHA UPON HIS RETIREMENT

The APPU Bureau recently organized a farewell gathering in honour of Mr. Anucha Soonglertsongpha, Lecturer, Asian-Pacific Postal College (APPC), on the occasion of his retirement.

A widely respected and warmly admired Course Director, Mr. Anucha served the APPC for several years. Through his dedication, experience and generous support for successive generations of trainees, he made a valuable contribution to the College's capacity-building activities and built lasting friendships with colleagues and participants from across the region.

In his remarks, Mr. Anucha expressed his sincere appreciation for the support, friendship and cooperation he had received from the Secretary-General and colleagues during his time with APPU. He also reflected warmly on the experiences and relationships that had shaped his years of service.

Dr. Vinaya Prakash Singh expressed his appreciation for Mr. Anucha's dedicated service and valuable contributions to the work of the Union. He acknowledged Mr. Anucha's professionalism, commitment and collegial spirit, which had earned him the respect and affection of his colleagues.

The Secretary-General and Bureau colleagues extended their warmest wishes to Mr. Anucha for a happy, healthy and fulfilling retirement. The Bureau looks forward to welcoming him back to the APPC as a guest speaker in the years ahead.





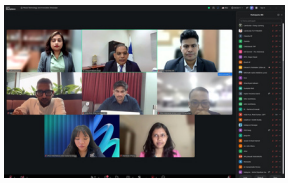
APPC CONCLUDES TWO ONLINE COURSES IN OCTOBER 2026

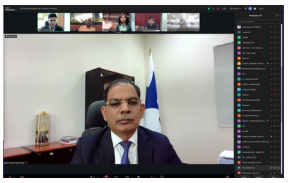
The Asian-Pacific Postal College (APPC) successfully concluded the online courses on “Digital Transformation in the Postal Sector” (DTP) and “Postal Strategy: Formulation and Execution” (PSFE) on 9 October 2026. The two-week programmes were conducted from 28 September to 9 October.

The DTP Course examined how digital developments are reshaping postal operations and business models. Its sessions covered e-commerce, smart delivery solutions, alternative revenue streams, artificial intelligence, digital payments, customer engagement, emerging technologies, and digital security and compliance.

The PSFE Course focused on the formulation and practical implementation of postal strategies. Participants explored global postal business challenges, competitive analysis, operating models, the modernization of retail networks and citizen services, performance-management tools, and risk management.

Participants in both courses also attended a session on navigating change in the postal sector and a two-day Postal Technology and Innovation Showcase. Joint guest sessions on digital transformation and livestream e-commerce provided further insights into current developments and practical experience in the postal sector.





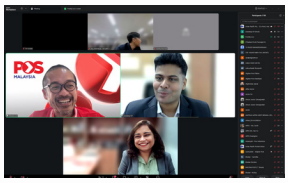
APPU HOSTS POSTAL TECHNOLOGY AND INNOVATION SHOWCASE 2026

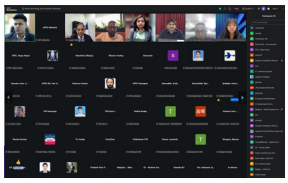
APPU held its annual Postal Technology and Innovation Showcase online on 5–6 October 2026, bringing together around 130 online participants. The two-day event provided a platform for postal operators and technology providers to share practical applications and explore opportunities for cooperation.

Presentations highlighted how artificial intelligence and digital technologies can support postal transformation. Pos Malaysia shared its AI roadmap, emphasising measurable business value, employee productivity and workforce development. India Post presented its approach to developing in-house AI capabilities, including applications for customer support, address recognition, delivery prediction and IT infrastructure monitoring.

The industry tech partners that made presentations included BoxC, Datalogic, e-Boks, Escher, FarEye, Hurricane and Shipsy. Their sessions explored Optical Character Recognition (OCR) and AI for automated sorting, data-based route planning and delivery management. Speakers also discussed digital solutions for cross-border trade, including customs compliance, duties and taxes, and AI-assisted product classification.

In his closing remarks, Dr. Vinaya Prakash Singh, Secretary-General of APPU, thanked speakers and participants and reaffirmed APPU’s commitment to connecting members with technology partners and supporting further collaboration.





APPU JOINS DIALOGUE ON CLIMATE AND DISASTER RESILIENCE

APPU participated in the Bangkok Climate Action Week session, “Beyond the Payout: Rethinking Disaster Risk Finance for Locally Led Adaptation,” convened by the Asian Disaster Preparedness Center (ADPC) and MicroSave Consulting.



Secretary-General Dr. Vinaya Prakash Singh exchanged views with ADPC Executive Director Mr. Aslam Perwaiz and other partners on how climate and disaster finance can better reach communities. The discussion highlighted perspectives to strengthen local resilience and build inclusive communities across Asia and the Pacific.

POSTAL CEOS FORUM 2026: KEY INSIGHTS FROM THE LEADERSHIP DISCUSSIONS

The APPU Postal CEOs Forum, held on 1 September 2026 in Bangkok ahead of the 14th APPU Congress, brought together postal leaders to exchange perspectives on building a competitive, connected and future-ready postal ecosystem. Across three CEO panel discussions, speakers explored business transformation, digital innovation, regional cooperation and practical approaches to modernisation. Their experiences reflected the diversity of postal networks across Asia-Pacific, while highlighting shared priorities for adapting services and sustaining their value to customers and communities.

PANEL 1:

ADAPTING POSTAL STRATEGIES FOR THE NEXT DECADE



Dr. Zhao Chongjiu, Director General of the State Post Bureau of China (P.R), Mr. Charles Robertson Brewer, Group CEO of Pos Malaysia, Mr. Chin Kok Chong, CEO of Singapore Post (SingPost) and Dr. Dhanant Subhadrabandhu, CEO and President of Thailand Post discussed how postal organisations can respond to declining letter volumes, growing competition and changing customer expectations.

- Adapting universal service to changing needs. The discussion highlighted financial pressures associated with the Universal Service Obligation (USO) and the need for dialogue with regulators. Dr. Zhao emphasised support for rural communities and opportunities in services where postal reach and public trust offer particular value, including healthcare and government document delivery.

- Investing in technology and commercial discipline. Artificial intelligence, automation and flexible IT systems featured prominently. Mr. Chong stressed the importance of a modular IT foundation that enables rapid integration with partners, alongside careful selection of commercially sustainable business opportunities.

- Mr. Brewer emphasised "controlling what you can control" to ensure long-term sustainability. He called for regulatory reform to address the financial burden of the USO and advocated AI, robotics and autonomous systems to reduce costs and improve revenue, including AI-supported customer service and data-driven cross-selling.

- Opening networks to specialised services. Dr. Subhadrabandhu outlined Thailand Post's approach to "lifestyle logistics," extending services into travel baggage handling and cold-chain transport. His contribution highlighted opportunities to open postal infrastructure to partners and use the delivery network as a broader distribution channel.

The panel emphasised that future competitiveness will depend on understanding customers, making focused investments and building partnerships that translate postal strengths into new services.

PANEL 2:

CONNECTING POSTAL NETWORKS WITH NEW OPPORTUNITIES



Mr. Marjan Osvald, Deputy Director General of the UPU International Bureau; Mr. Mohammad Ahmadi, Deputy Minister, Chairman and CEO of Iran Post; and Mr. Telmen Gerelt, CEO of Mongol Post, explored how physical networks, digital capabilities and partnerships can support a more competitive and inclusive postal ecosystem.

- Starting with customer needs. Mr. Osvald emphasised that there is no single formula for future readiness. Postal organisations must understand the needs of businesses, individuals and communities, and adapt their services accordingly. He also highlighted the opportunity to use digital innovation to narrow development gaps between postal networks.

POSTAL CEOS FORUM 2026: KEY INSIGHTS FROM THE LEADERSHIP DISCUSSIONS

- Building infrastructure for wider services. Mr. Ahmadi described Iran Post's work on standardised, geocoded addressing as a foundation for government and private-sector services. Cooperation with start-ups through its innovation centre is also supporting market development, new services and operational improvements.

- Opening networks to commercial partners. Mr. Gerelt outlined Mongol Post's efforts to combine nationwide physical coverage with digital access points and shared parcel lockers. Opening infrastructure to delivery companies, e-commerce platforms and other providers can help attract younger customers while maintaining access for remote communities.

- Making regional cooperation more practical. The discussion highlighted that e-commerce growth does not automatically generate additional postal business. Mr. Gerelt called for stronger interoperability and practical support from the UPU and APPU in sharing innovations, connecting business partners and helping small enterprises participate in cross-border trade. Mr. Ahmadi also emphasised regional cooperation and customs facilitation.

The panel underlined the continuing value of postal reach and public trust, and the need to connect these strengths with customer demand, digital services and commercial partnerships.

PANEL 3:

PRACTICAL PATHWAYS TO POSTAL MODERNISATION



Dr. Ngu Thida, Managing Director of Myanmar Post; Ms. Manamaya Pangeni, Director General of Nepal Post; and Mr. Isireli Leweniqila, Chairman of the Post Fiji Board, shared their approaches to modernisation in challenging operating environments.

- Diversifying services through partnerships. Dr. Thida described how technology partnerships have supported the digitisation of Myanmar Post's acceptance and delivery processes. She also highlighted efforts to serve micro, small and medium-sized enterprises and develop partnerships in banking, insurance and other services to generate additional revenue.

- Bringing public services closer to citizens. Ms. Pangeni outlined Nepal Post's reforms to simplify procedures, improve routes and strengthen digital tracking and customer support. Smart post offices and improvements to addressing are supporting a broader role in delivering government services, particularly to remote mountainous communities.

- Preparing the workforce for change. Mr. Leweniqila presented a vision of integrated postal outlets offering convenient access to multiple services. He emphasised that investment in technology must be accompanied by staff development and a stronger commercial mindset. Regional training and capacity-building cooperation are helping Post Fiji prepare its workforce for these changes.

- Connecting digital processes with physical delivery. Dr. Thida highlighted the need to help both employees and customers adopt digital processes. She also explained that limited international transport connections remain a significant barrier, demonstrating that reliable physical connectivity is essential to realise the benefits of digital systems.

The panel showed that modernisation must reflect national circumstances. Progress depends on combining technology with capable people, dependable transport and partnerships that make postal services more accessible and sustainable.

CHINA: EVENT LOGISTICS SUPPORT SPORT AND LOCAL PRODUCE

In a contribution from China's State Post Bureau, SF Express, a private express delivery operator in China, highlighted its logistics support for the 2026 Urumqi Marathon, held on 13 September with 15,000 runners.

Preparations began 40 days in advance. A team of 150 personnel and 160 vehicles supported race pack distribution, baggage storage, trackside replenishment and post-event material recovery.

Seventeen express service points provided shipping services, alongside baggage transfers connecting the airport, hotels and marathon venue. On-site shipping also enabled visitors to send local agricultural products home, including Hami melons featured in a tasting area.

The initiative illustrates opportunities for delivery networks to support sporting events, tourism and market access for local producers.



Source: State Post Bureau (China)

INDIA RELEASES COMMEMORATIVE POSTAGE STAMPS ON TWO DECADES OF BRICS COOPERATION

Marking two decades of BRICS cooperation, two commemorative postage stamps were released on 12 September 2026 on the sidelines of the 18th BRICS Summit in New Delhi.



The stamps, bearing the inscription "BRICS: Two Decades of Cooperation, 2006–2026" / "ब्रिक्स: सहयोग के दो दशक, 2006–2026", celebrate the evolution of BRICS as a valuable platform for dialogue and cooperation.

The two stamps also capture the priorities of India's BRICS Chairship 2026 under the theme "Building for Resilience, Innovation, Cooperation and Sustainability."

While the first stamp embodies the emergence of BRICS as a platform with the spirit of mutual respect, understanding and solidarity, the second displays the logo and reflects the "humanity first" and "people-centric" vision behind India's Chairship.

Full article: https://www.mea.gov.in/press-releases?dtl/41777/Release_of_Commemorative_Postage_Stamps_on_Two_Decades_of_BRICS_Cooperation

IRAN POST OFFERS FREE DELIVERY OF SCHOOL SUPPLIES TO STUDENTS IN UNDERSERVED AREAS

Iran's national postal service has launched a nationwide campaign to collect and deliver donated school supplies to students in underserved areas as the new academic year begins.



Source: Iran Post

Under the initiative, people across the country can donate stationery, schoolbags and other educational necessities at Iran Post offices nationwide during the campaign period. The items will be delivered free of charge through the postal network.

The initiative is designed to make it easier for people from different parts of Iran to support students facing economic and geographical barriers. Donations will be collected and organised for distribution among students in need, in cooperation with local education authorities and charitable organisations supporting children who are out of school.

By using its nationwide network, Iran Post aims to facilitate public participation and connect donors with students in underserved communities. The initiative also reflects a broader commitment to social inclusion by helping reduce barriers to essential educational resources and encouraging community participation in supporting disadvantaged students.



POST FIJI PLANS PACIFIC MAIL HUB IN NADI

Post Fiji is planning to establish a Pacific Mail Hub in Nadi to facilitate regional mail exchanges and strengthen connectivity among Pacific postal operators. According to CEO Isaac Mow, the proposed hub will serve as a central transit point for mail entering and leaving Pacific countries, supporting smoother and more efficient cross-border operations.

All 58 Post Fiji outlets are now fully automated and connected online, providing a modernised network to support the proposed hub. Post Fiji is also enhancing its digital services, including parcel tracking and delivery, and plans to introduce parcel lockers to improve customer convenience.

Beyond mail operations, Post Fiji is diversifying its services through initiatives such as Agropost, which uses its nationwide network to improve rural communities' access to agricultural products. The company is also exploring opportunities in renewable energy and e-commerce, alongside expanded services for rural and maritime communities. These developments aim to keep postal services relevant and responsive to changing customer needs.

Source:

https://www.fbcnews.com.fj/news/post-fiji-plans-pacific-mail-hub-in-nadi/

POS MALAYSIA LAUNCHES SME JUMPSTART WORKSHOP 2026 TO BOOST D2C GROWTH

Pos Malaysia held the SME Jumpstart Workshop 2026, a one-day programme designed to help Malaysian SMEs strengthen direct-to-consumer (D2C) capabilities and reduce reliance on online marketplaces. The workshop focused on owned sales channels, customer retention, digital commerce readiness, and long-term business resilience.

Supported by ZUS Coffee, the event brought together founders, industry experts, and ecosystem partners to share practical insights on profitability, logistics enablement, and sustainable digital growth. Pos Malaysia highlights that selling directly enables SMEs to own customer data, improve margins, and build more stable business models independent of marketplace policies.



The workshop was held on 7 October 2026 in Kuala Lumpur. Speakers included Pos Malaysia's Group Chief Sales Officer Charles William, RichWorks' Datuk Wira Dr. Azizan Osman, and Signature Market Co-Founder Edwin Wang.

https://www.pos.com.my/post-list/detail?postDetailId=Pos%20Malaysia%20Launches%20SME%20Jumpstart%20Workshop%202026%20to%20Help%20Malaysian%20SMEs%20Grow%20Beyond%20Online%20Marketplaces

JAPAN POST LAUNCHES DIGITAL-ADDRESS AND PUDO LOCKER PILOT TO CUT REDELIVERIES

Japan Post has partnered with JP Digital, GMO MakeShop and Packcity Japan on a pilot integrating digital addresses with PUDO Stations to reduce redeliveries and improve delivery convenience.

Beginning in November 2026, the pilot will connect Japan Post's seven-digit digital address system with Packcity Japan's nationwide network of 7,000 smart lockers, enabling customers to select PUDO pickup directly on e-commerce sites.

Supported by the Ministry of Land, Infrastructure, Transport and Tourism's subsidy programme for diverse and flexible delivery methods, the project will test digital addresses as a common platform for pickup locations. The system protects privacy and remains valid after customers move. The partners aim to reduce implementation burdens for businesses and support more efficient last-mile delivery across Japan.



https://en.lnews.jp/2026/08/s0805504.html

PHLPOST HOSTED ASEAN POSTAL LEADERS TO ADVANCE CROSS-BORDER BUSINESS

The Philippine Postal Corporation (PHLPost) hosted the 32nd ASEAN Postal Business Meeting (APBM) and ASEANPOST++ Meeting on 5–7 October 2026 at the Manila Marriott Hotel, bringing together postal leaders and representatives from ASEAN and partner countries.

The three-day gathering included postal partners from Australia, China, Hong Kong, India, Japan and Korea. Discussions focused on business initiatives and regional technical projects supporting cross-border e-commerce, logistics, operational improvement and revenue growth.

Participants reviewed ongoing ASEANPost initiatives and explored opportunities for closer cooperation in e-commerce and logistics. Topics included potential joint services combining customs clearance and last-mile delivery across participating postal networks, alongside ways to make cross-border returns more efficient and convenient for merchants and consumers.



The meetings also explored how postal facilities and infrastructure could support logistics and micro-fulfilment operations, helping postal organizations make greater use of their networks and physical assets. Technology, innovation and sustainability were also discussed.

The programme opened on 5 October with an opening ceremony, followed by the ASEANPOST++ Meeting, which continued through the morning of 6 October. The 32nd ASEAN Postal Business Meeting took place that afternoon, while the programme concluded on 7 October with a tour for delegates.

Source: PHLPOST



THAILAND'S REVISED POSTAL ACT EXPECTED BY YEAR-END

Thailand's revised Postal Act is expected to be introduced by the end of the year as part of efforts to update the regulatory framework governing postal and parcel delivery services. The proposed legislation seeks to address regulatory gaps and reflect changes in the industry driven by e-commerce and logistics growth.

According to Thailand Post, the current market comprises a range of operators serving different segments, and the revised law would provide a clearer framework for industry oversight. Proposals under consideration include the establishment of an independent regulator to oversee postal and delivery services, along with updated licensing and regulatory requirements.

The legislation is also intended to balance commercial competition with the provision of universal postal services, ensuring continued access to essential postal services nationwide. The revised Postal Act remains under review, with policymakers working towards its completion later this year.

https://bangkokpost.pressreader.com/article/282076283778882

Rethinking Postal Regulation in a Changing Market

Following World Post Day 2026, Dr. Vinaya Prakash Singh, Secretary-General's article, "Rethinking postal regulation in a changing market" was published in the *Bangkok Post*. Reflecting on the changing boundaries of the postal sector, the article explores how regulation can support fair competition, sustainable universal service and strong consumer protection in an increasingly diverse and technology-driven delivery market. The article is reproduced below.


Rethinking postal regulation in a changing market

Every year on 9 Oct, the international postal community marks World Post Day to commemorate the Universal Postal Union's (UPU) establishment in 1874. This year, the UPU has chosen a particularly timely theme: "One Postal Network, Infinite Possibilities".

Globally, more than 679,000 post offices make the postal network one of the world's most extensive physical service networks. With such a vast network, the possibilities are indeed becoming almost infinite. But these possibilities also raise questions that deserve attention: What exactly constitutes the postal sector today, and what should its regulatory framework look like?

In this rapidly expanding delivery and logistics market, even the boundary between the postal and logistics sectors is becoming less distinct. In my view, postal policy increasingly requires an inclusive understanding of the sector. Private courier and express operators compete directly with national postal operators in the parcel and delivery market. If these and logistics operators or digital platforms perform substantially similar collection, conveyance and delivery functions, regulators and policymakers cannot ignore them simply because their businesses originate outside traditional postal services.

The postal network has survived for centuries precisely because it has never remained static. It has evolved from the traditional post office counter to increasingly interconnected physical and digital networks. Regulation must evolve in the same way. Modernising postal legislation should not mean regulating yesterday's post more intensively. It means writing tomorrow's rules for tomorrow's delivery ecosystem. Why does modern postal regulation matter?

First, because postal markets must accommodate both competition and public service obligations.

The designated national postal operator is generally expected to provide universal postal service: basic postal services throughout the national territory, including areas where providing them may not be commercially attractive. At the same time, designated operators increasingly compete for parcels and express traffic with private operators that may focus on more profitable routes, customers, or geographic areas.

A sound regulatory framework must therefore address gaps and strike an appropriate balance. It should promote innovation and fair competition among market participants without weakening a country's ability to maintain essential universal services.

Licensing can be one useful tool. Properly designed, it can establish who operates in the market, set basic operating conditions, and set security and quality requirements, reporting obligations, and appropriate consumer protections.

Second, regulation matters because market power itself is changing.

In the past, market power might have been associated principally with physical infrastructure: post offices, sorting centres, vehicles and delivery networks. Today it can also come from technology, data, digital marketplaces and control over the customer interface. A digital platform connecting millions of buyers and sellers and controlling the associated delivery ecosystem

Continued on page 10

may have a different form of market power than a traditional national postal operator. This raises legitimate questions for policymakers about transparency, consumer choice and the conditions under which delivery partners compete on digital marketplaces.

Third, and perhaps most importantly, regulation is about the customer.

For an ordinary citizen sending a document or receiving an e-commerce parcel, the institutional distinction between a national postal operator, courier company, logistics provider or delivery platform is of little importance. The customer simply expects the item to arrive. He or she expects transparent pricing, reliable delivery, the ability to track an item from acceptance to delivery, protection of personal information and a straightforward mechanism for resolving a complaint when something goes wrong. When a shipment is lost or damaged, there should be clarity about responsibility and compensation.

Regulation, therefore, needs to ensure sufficient information is available to understand not simply how many parcels are moving across the postal and delivery market, but whether customers are being served fairly. Transparent data on complaints, delivery performance, loss and damage, dispute resolution and other service-quality indicators can help reveal problems that headline growth figures may conceal.

Postal regulatory landscapes and institutional arrangements vary considerably. Some countries still operate under old postal laws, others have modernised their legislation, and many are at different stages of bringing in new postal acts or regulatory frameworks.

Across the Asia-Pacific, three models are broadly evident. In countries such as Bangladesh, India, Nepal and Tonga, regulatory and operational responsibilities remain closely linked within government. Brunei Darussalam, China, Malaysia, Maldives, Mongolia and Singapore have dedicated or converged regulatory agencies, while countries including Australia, Indonesia, Japan, New Zealand and Thailand follow ministerial collaborative arrangements in which ministries retain policy and regulatory roles while postal operators have greater commercial autonomy.

Several Asia-Pacific countries offer useful examples. Malaysia regulates postal services through the Malaysian Communications and Multimedia Commission under a licensing framework covering universal and nonuniversal postal service providers, including courier services. Mongolia's Communications Regulatory Commission licenses postal operators, develops standards, promotes competition and safeguards consumer interests. In Brunei Darussalam, the Authority for Infocommunications Technology Industry has served as the postal regulatory authority since 2023, with licensing arrangements that distinguish the public postal licensee from domestic and international courier, express and parcel operators.

Thailand provides a particularly timely example. Its existing Postal Act dates to 1934, and the Ministry of Digital Economy and Society is currently developing a new draft law governing postal business. A key proposed change is establishing a central regulatory body to oversee commercial postal and delivery services outside the social-service category. The reform reflects the need to update a legal framework created in a very different era for today's far more diverse and technology-driven delivery market.

Whatever the national model, the guiding principles should increasingly be shared: clearly defined markets, fair competition, sustainable universal service, proportionate and transparent licensing, service quality, security, accountability and, above all, strong consumer protection.

https://bangkokpost.pressreader.com/article/281728390715404