

Agenda Item 15: Report of the APPU / UPU Reform Working Group

Workstream 3 (WS 3), Sub-item 15.3.1: New work of a functional nature – update on 2018 membership survey

Presentation by New Zealand

1. Subject	References/paragraphs
Informing APPU members on the status of the 37 action items identified in the 2018 membership survey	§ 2.1, Annex 1
2. Decisions expected The EC, via the WG, is asked to: <ul style="list-style-type: none"> - note the status of actions arising from the 2018 membership survey - note that since the Tokyo EC meeting: <ul style="list-style-type: none"> • Under Action items have reduced from 13 to 7; and • Completed items have increased from 6 to 14 	§ 2.1, Annex 1 § 2.2

1. Introduction

1.1 This document updates the EC, through the APPU / UPU Reform Working Group of the status regarding the 37 actions identified in the 2018 membership survey.

2. Update summary

2.1 The detailed position regarding 37 actions is set out in EC 2020 Doc 15.3.1 Annex 1. The summary of the various actions is in the table below. (**Note:** in the column “No. of Actions”, the number in brackets (e.g., “(6)”) is the number that applied when reporting was done at the Tokyo EC meeting).

Status Ref.	Status	No. of Actions
1	Ongoing action item	7 (6)
2	Under action	7 (13)
3	Completed and awaiting feedback	0 (4)
4	Completed	14 (6)
5	No action required	9 (8)

2.2 From the table, the key changes are:

- reduction from 13 to 7 of Under Action items; and
- increase from 6 to 14 of Completed items.

3. Comment

3.1 Work will continue on the various items that are either ongoing action items or those that require completion.

Updated Schedule of Actions on Survey Feedback				EC 2020 Doc 15.3.1 Annex 1
Report Ref.	Survey Topic	Feedback / Proposal Made in Survey	Working Group Comment	Status of Action: Update (numbers in brackets (e.g., (2)) relate to "Status Ref" in the table in paragraph 2.1 of EC 2020 Doc 15.3.1)
	What is the <u>most important</u> benefit you look to the APPU to provide you with?			
A.1.1	Connection to the UPU for technical assistance	No members selected this option.	Noted	UPU Regional Coordinator advised (4)
A.1.2	Member of a regional grouping for consultation on key global matters, advice and support of key UPU issues	8 members selected this option.	Ensure that this main value to members: 1. Is prominent, as a principle, in all that the APPU does . 2. Influences the agenda of APPU meetings . 3. Is a key element in the recruitment of the next Director.	The Tokyo EC meeting was asked if the APPU could do more to brief members on global matters. There was no comment . This meeting considered the item as actioned. (4)
A.1.3	The opportunity to have a voice in regional and global matters	3 members selected this option.	Noted	No action required (5)
A.1.4	Training	2 members selected this option.	Noted	Training Section made aware of comment (4)
A.1.5	Other	1 member selected this option i .e., a forum for the exchange and enhancement of best-practice.	Noted	Try to have some best -practice content in EC meetings (e.g., Tokyo Supply Chain Integration WG) (1)
	What is the <u>least interesting</u> aspect of the APPU for you?			
A.2.1		The College activities	Noted as minor issue	No action required (5)
A.2.2		To be in a regional organisation	Noted as minor issue	No action required (5)
A.2.3		APPU is less relevant to business and less connected with the global context (2 respondents)	Noted as minor issue, but dealt with elsewhere in the management of feedback	Dealt with elsewhere (5)
A.2.4		UPU technical assistance	Noted as minor issue	No action required (5)
	If you could change the format and / or content of the EC meetings, what would you change?			
A.3.1		Suggest increasing regional projects in order to stimulate business synergy among designated operators in Asia Pacific.	This seems to be more for the APP Cooperative	Taken up with APP Cooperative (4)
A.3.2		Given the apparent interest and participation in the POC C 3 E-Services and Markets Development Working Group , whether this session could be reduced to one hour?	This is a scheduling issue when setting the agenda and timings for EC meetings.	Actioned (4)
A.3.3		There needs to be more active participation and more business-oriented approaches from members at EC meetings. It is an opportunity to come together and forge one voice as a regional group.	Agreed, but to date the Union has not identified how this can be achieved. Perhaps one way of responding to this item is to organise more business sessions at EC meetings.	Timing limitations made this difficult for the Tokyo EC meeting. That said, there is an APP session on Innovation. To be noted for future years. (1)
A.3.4		Too many Presentations focused rather than to take an emphasis on discussions on vital matters having implications for the member countries as a whole.	Working Group not aware of the extent of this issue	Under action (2)
A.3.5		Agree that APPU may explore more regional business opportunities and cooperation.	This may be a topic for the APP Cooperative	Taken up with APP Cooperative (4)
A.3.6		More business -oriented (2 respondents). A thematic forum on an issue of critical importance should be given due time during the EC	EC meetings in the past (e.g., the 2009-2013 cycle) have featured extended sessions on business issues and common interests particularly in the commercial market . During the 2013-2017 cycle there was discussion of adding a day to EC meetings to provide the opportunity to hold business sessions . However, that appears to have been overlooked at subsequent EC meetings . With members continuing to request the organs of the Union to work more closely together , a business session organised and managed by the EC / Bureau / APP could be a worthwhile initiative that meets dual objectives (i.e., providing business focus and the Union's organs working more closely together)	This is a very important element in the future direction and purpose of the APPU . Partly it revolves around the planning and organisation of the EC meetings (and Congress). Relying on a formula approach to annual meetings (i.e., organisation of agenda) is acceptable for those items that are standard reporting matters . However, for generating interest , relevance, value and liveliness at a meeting , significant input is required . This needs to be worked on under the leadership of the Bureau / EC Chair / host country of meeting . Not able to be implemented for Tokyo 2019 or the online session in 2020. However, to be top -of-mind for 2021 meeting. (1)

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A.3.7		APPU should review and update the topic each year . APPU may organize the Preparatory meetings on specific issues of the UPU that affect member countries , such as the contribution system and Integrated Product Plan or Integrated Remuneration Plan for the members to have time to prepare and discuss together. (1 respondent)	This seems to be a proposal for the Bureau to undertake annual updates of key topics that affect members.	This is partly achieved through the focus of WG sessions . However, there may be a need for more agenda -planning to be initiated by the Bureau . This could be an ideal area of development for the relocated RTCAP Manager. Assigned to Bureau for action. (1)
A.3.8		The work and the documents of the APPU Finance Committee. At both the 2017 Tehran Congress , and again at the 2018 Da Nang EC , we saw several examples of inaccuracies in the documents . We would strongly suggest that a very <i>thorough and comprehensive peer review</i> of all financial documents is completed well in advance of their circulation.		Tokyo EC meeting agreed that there had been a distinct improvement in documentation (accuracy, timeliness) and that this Item could be regarded as actioned. (4)
A.3.9		If we could change the format and/or content of the EC meetings, at the first step, we stop holding the APPU-EC meetings on an annual basis. Holding an APPU Congress every four years would be sufficient. All the tasks can be done by the Bureau.	Realistically, this proposal is a "step too far". In practical terms, looking at the agenda and content of the most recent EC meeting, the Bureau would not have been able to undertake many activities without the leadership and support of members (e.g., Working Group activities).	No action proposed (5)
	If there was one thing you could change regarding the APPU, or its organs, what would it be?			
A.4.1		Clarity, as evidenced by the work of the APPU / UPU Reform Working Group, this is one area that would really help in terms of the discussions and activities brought to the APPU EC bodies and Plenary. The work of the Da Nang EC meeting highlighted the need for greater clarity and provided a roadmap to achieve this. Accordingly, we are pleased to participate in this work, with the view that it will lead to the requisite clarity around the union, its organs, their purpose, role, objectives, management / leadership and reporting lines.	Noted by the Working Group.	Continue with the approach started in Da Nang whereby the APPU / UPU Reform Working Group completes the work on its 2018 EC agenda (EC 2018 - Docs 15.4.1, 15.4.2 and 15.4.3), and addresses other key issues in similar manner at the 2019 and 2020 EC meetings. (1)
A.4.2		Enhance the coordination & streamline the process among the organs (2 respondents)	There is activity in the 2018-2021 cycle that addresses this matter. That said, it would be useful to get ideas and suggestions regarding coordination and streamlining opportunities.	The Tokyo EC meeting noted that "enhancing coordination , streamlining processes, greater synergy , better use of resources between organs of the Union" are consistent messages that the Bureau constantly has under review . The EC meeting accepted that the message in this proposal should be an ongoing feature of business management for the organs of the Union and , as such, no further action was required re the survey feedback. (4)
A.4.3		Work towards greater synergy among the wings and organs of the APPU to ensure optimal utilization of efforts and resources for the intended outcomes and common objectives (1 respondent)	There is activity in the 2018-2021 cycle that addresses this matter. That said, it would be useful to get ideas and suggestions regarding opportunities to achieve greater synergy in the activities of the Union's organs.	The Tokyo EC meeting noted that "enhancing coordination , streamlining processes, greater synergy , better use of resources between organs of the Union" are consistent messages that the Bureau constantly has under review . The EC meeting accepted that the message in this proposal should be an ongoing feature of business management for the organs of the Union and , as such, no further action was required re the survey feedback. (4)
A.4.4		APPU to review a whole-year syllabus to make topics more relevant and better respond to the harshly competitive environment (1 respondent)	This seems to be similar to Item A.3.6 and should be included with that proposal.	Not able to be implemented for Tokyo 2019 or the online session in 2020. However, to be top-of-mind for 2021 meeting. (1)
A.4.5		Abolish the APPU-EC	This is linked to Item A.3.9 and should be treated in the same manner.	No action proposed (5)

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	Part B: New Topics in 2018 Survey Questionnaire	Communication		
	Question B 1 looks at communication issues, understanding communications, and communication preferences of members. The purpose of this is to see if there is any guidance on how more effective communication can be achieved. To provide a response to question B 1, please think about meeting documents, presentations, discussions in both the APPU and the UPU. (For clarity, the question relates to the use of English.)			
	Does your country have any communication issues regarding documentation, presentations, discussions in APPU and UPU?			
B.1.1.1		We believe that there needs to be greater discipline within the APPU, led by the Bureau, to ensure all papers, documents, presentations etc., which are to be heard at the APPU Congress or EC meetings are published, ideally 2 weeks in advance, to enable member countries to have the material translated into their first language, as well as enabling a thorough review of positions to be taken in advance of the meetings. The current approach simply doesn't provide adequate time for this translation / review / assessment / response process at or during the EC meetings.	This is a common issue. If we look at the UPU we find that the IB is active in ensuring documents are available as soon as possible prior to a meeting. However, the APPU does not have resource that can assist in the preparation of documents. This is a crucial difference and one that will continue to make the timely availability of meeting documents difficult to achieve.	Tokyo EC meeting agreed that there had been a distinct improvement in documentation (accuracy, timeliness) and that this Item could be regarded as actioned. (4)
B.1.1.2		A number of APPU EC documents are described as "Revs" or revisions. While this is completely understandable and normal practice, what is not normal practice is the consistent failure to reflect what changes have been made. Traditionally this is done via a mark-up or redline (as per UPU documents reflecting revisions). We strongly recommend that the APPU also adopt this practice for any documents released after the 2018 APPU EC meeting in Da Nang.	Working Group strongly supports this comment.	Tokyo EC meeting agreed that there had been a distinct improvement in documentation (accuracy, timeliness) and that this Item could be regarded as actioned. (4)
B.1.1.3		Documents were not published on the APPU website properly at the APPU EC meeting. If a "paperless" meeting is held, it is essential to publish the documents in a timely manner.	Working Group not aware of the specific issue being referenced.	Tokyo EC meeting agreed that there had been a distinct improvement in documentation (accuracy, timeliness) and that this Item could be regarded as actioned. (4)
B.1.1.4		We receive late information. We would like to suggest that any documentations, questionnaires etc are sent by email.	Working Group not aware of the specific issue being referenced.	Bureau advised of the comment. (4)

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B.1.1.5		Meeting documents and minutes of the previous conferences should be uploaded for any inquiries and researches. <At least 1 Congress cycle or the previous 4 years>.	This is a very good observation.	Noted by the Bureau for inclusion in proposed Bureau IT review (2)
B.1.1.6		Some UPU official invitation letters from the UPU have been sent to us late . For example, we received the UPU 's fellowship official invitation letter on 24 July 2018 for the Postal Training Programme to be held in China on 16-22 September 2018. Unfortunately, UPU had already accepted two trainees from our Designated Operator (on 20 July).	This is a matter that should be referred to the UPU.	No action required by Reform WG. (5)
	Could there be greater use of technology (conference calls, Skype, etc) to make communication more effective / easier? If yes, please indicate your preferences.			
B.1.2.1		Greater use needs to be made of conference calls (including Skype , Teams, WebEx) for Working Group discussions and dealing with any urgent issues (11 respondents).	Working Group supports the member feedback.	WG Chairs to take the lead on this and engage their members directly, plus liaise with the Bureau to ensure they have full visibility and, where appropriate, the Bureau can share information with the wider APPU membership. (1)
B.1.2.2		The format of the meeting should be the same as the UPU conference which any documents can be downloaded via online with updated version. If a member country wants to amend a draft of any document, it can do so immediately.	Working Group to review this proposal prior to forming a view on it.	The Tokyo EC meeting decided that the proposal , for the APPU to have a collaborative document drafting system similar to the UPU , should be further dealt with under the Bureau IT review (key points being clarification of the intent of the proposal and whether this it is a reasonable requirement for consideration in the Bureau IT review). (2)
B.1.2.3		The APPU Bureau should not only undertake a stocktake of its capabilities but should also undertake a stocktake of APPU members' capabilities in this regard. A schedule might be developed showing the capability of each post and its ability to join such meetings. Separately, a review of IT use in providing international postal services may be of value as some members might not be equipped to operate systems such as IPS.POST (thus hindering participation in the global tracking system).	Working Group strongly supports this comment.	Noted by the Bureau for review and possible action (2)
	Thinking about <u>business</u> communication in general, is there any development or technique that you would like to see in use by the APPU, its Standing Committees and Working Groups?			
B.1.3.1		Suggest adding a new section in the website of the APPU which provides hierarchy charts, general contacts and updated proposals (if any) of various Working Groups and Committees.	Working Group to review this proposal prior to forming a view on it.	Noted by the Bureau for inclusion in proposed Bureau IT review (2)

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B.1.3.2		We would strongly recommend that the Bureau <i>thoroughly</i> reviews its email distribution lists, as there are numerous examples of member countries not receiving correspondence, or receiving duplicate correspondence. To this end, we would suggest the Bureau creates a database of all member countries (Ministries / Regulators / Operators), including their membership of Standing Committees and Working Groups, and that this is reviewed and updated by the Bureau on a six-monthly basis.	Working Group supports the proposal.	Noted by the Bureau for action. (4)
B.1.3.3		Further to this, the Bureau could follow the UPU model for capturing and reflecting Senior Officials, as found in the "List of addresses in member countries" page: http://www.upu.int/en/resources/list-of-addresses-in-member-countries/about-the-list.html	Working Group to review this proposal from a practical viewpoint i.e., is it proposing duplication, or simply a click through to the UPU website.	The Tokyo EC meeting decided that this suggestion should be actioned as a click-through option in the proposed Bureau IT review. (2)
B.1.3.4		APPU could have an online platform where each committee or working group member can exchange information and/or communicate with each other. This will give opportunity to all the members to be engaged in group discussions and be aware of all the changes as well.	In principle, this seems a worthwhile proposal. Potential issues around IT capacity and commitment required to make it effective. It may be best dealt with on a trial basis in the first place.	Noted by the Bureau for inclusion in proposed Bureau IT review (2)
B.1.3.5		Working group chairs to be more active and liaise with member countries, including to organize, in collaboration with the bureau, remote meetings from time to time in the interim of the two EC meetings.	Two issues with this feedback. Firstly, the desire for WG chairs to be more active. Secondly, holding meetings between annual EC sessions. No issue with chairs being more active. As far as how they do their work, there is already a strong body of opinion for greater use of technology. Actual work methods should be left to chairs to decide, recognising the value of holding special meetings where necessary / possible.	WG Chairs to be advised of comment (5)

Agenda Item 15: Report of the APPU / UPU Reform Working Group

Workstream 3 (WS 3), Sub-item 15.3.2: New work of a functional nature – work items deferred to 2020 from Da Nang and Tokyo EC meetings

Presentation by New Zealand

1. Subject	References/paragraphs
<p>Informing APPU members on:</p> <ul style="list-style-type: none"> - the background to the three areas of work that have been deferred to 2020 by the 2018 and 2019 EC meetings - the current status of the three areas of work - aspects of business knowledge and experience that have been passed on to the Bureau through some diversion of focus and effort by the Consultant and the Manager Administration and APPU Affairs - identification of resource to manage and develop the review of Rules of Procedure, Regulations, etc - future plan for Workstream 15.3.2 	<p>§ 1</p> <p>§ 2.1, Table</p> <p>§ 2.3</p> <p>§ 2.1, Table, Line 2</p> <p>§ 3.1</p>
<p>2. Decisions expected</p> <p>The EC, via the Reform WG, is asked to:</p> <ul style="list-style-type: none"> - note the background to the three areas of work that have been deferred to 2020 by the 2018 and 2019 EC meetings - note the current status of the three areas of work - note aspects of business knowledge and experience that have been passed on to the Bureau through some diversion of focus and effort by the Consultant and the Manager Administration and APPU Affairs - note identification of resource to manage and develop the review of Rules of Procedure, Regulations, etc - note the future plan for Workstream 15.3.2 	<p>§ 1</p> <p>§ 2.1, Table</p> <p>§ 2.3</p> <p>§ 2.1, Table, Line 2</p> <p>§ 3.1</p>

1. Introduction

- 1.1 Workstream 15.3.2 (“New work of a functional nature – other work items”) was created at the 2018 Da Nang EC meeting. The Workstream comprised three items that the meeting agreed to defer to 2019 for action because of workload in the APPU/UPU Reform Working Group (Reform WG).
- 1.2 At the 2019 Tokyo EC meeting, the Reform WG reported that other priorities had, unfortunately, prevented the intended progress on the three items being made. That said, there were areas where some positive steps had been taken.

1.3 Although the workload situation in the Reform WG has not improved since the 2019 Tokyo EC meeting (as primarily reported in EC 2020 Doc 15.1), there have been some further positive steps with Workstream 15.3.2.

1.4 EC 2020 Doc 15.3.2 updates on the work position.

2. Summary of work assigned to Workstream 15.3.2

2.1 The summary of Workstream 15.3.2 is set out in the table below.

No.	Activity	Position at 2019 EC Meeting	Position at 2020 EC Meeting	Comment
1	Template documentation (refer to para 2.2)	Although a change in Bureau staff impacted progress, significant amount of template material was able to be developed.	Activity has continued, albeit as more of an informal nature in passing on general business experience and methods for business evaluations.	The Consultant has worked with the Bureau (mainly Ms Kwanjai) on priority assignments. This has become an area of value to the Bureau in terms of knowledge and experience gained (refer to para 2.3).
2	Review Rules of Procedure, Regulations, etc	Work not started.	Work not started, but resource identified to manage and develop the material with guidance from the Consultant.	
3	APPU Website enhancement	Work not started.	Assigned to the Bureau IT review as part of its needs analysis.	No further action required by the Reform WG

2.2 “Template documentation” refers to the development of a small range of resources to assist newcomers to key roles in the Union’s meetings.

2.3 During and since the 2019 Tokyo EC meeting, areas where the Bureau has been involved new skills and disciplines include the following.

- Introduction to EC environment and meeting organisation, including Bureau relationship with host country and delegates
- Drafting of Governing Board report
- Drafting of EC Minutes

- Strategy development (High-Level Strategic Discussion)
 - identifying the strategic issue (as opposed to the consequential issues)
 - the process of developing strategy options, understanding levers, and evaluating consequences
 - development of a template to review a “business that sells product”
- Policy development – Reserve Funds
- Financial analysis
 - historic
 - future-focused
 - creating data and converting it to meaningful information
 - tipping-point concept

- Cashflow analysis to identify Reserve Fund replenishment trigger
- Creating financial models for managing business, assessing risk, decision-making
- Business Case development (Renovation Project) – focus on quantitative v qualitative arguments, framework for the Case, the role of financial analysis
- Proposal development – ASRF and TSRF
- Development of meeting presentation material and (ongoing) guidance on presentation style (Governing Board and Finance Committee)

3. Future plan for Workstream 15.3.2

3.1 Subject to the approval of the 2021 Budget, the Reform WG, via the Consultant, will focus on the following:

- (i) reviewing the remaining template documentation needs of the Bureau so that this work can be formally reported on regarding input required; and
- (ii) guiding the work on the review of Rules of Procedure, Regulations, etc