

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

Assignments from 2019 Tokyo EC meeting Presentation by New Zealand

1. Subject	References/paragraphs
Informing APPU members on: <ul style="list-style-type: none"> - unplanned activities arising from decisions taken at the 2019 Tokyo EC meeting that significantly impacted the Reform WG core work programme - topline details of the work undertaken since the Tokyo meeting - the ability to complete the Reform WG core work programme - the possibility of reducing external consultancy costs through focus and training of existing Bureau capability to undertake financial analysis work 	§§ 1.1, 2.1, Tables 1-2 EC 2020 Doc 15.1 § 3.1 (ii) § 3.1 (iii) § 3.2
2. Decisions expected The EC, via the Reform WG, is asked to: <ul style="list-style-type: none"> - note the unplanned activities arising from decisions taken at the 2019 Tokyo EC meeting that significantly impacted the Reform WG core work programme - note the topline details of the work undertaken since the Tokyo meeting - note the ability to complete the Reform WG core work programme - note the possibility of reducing external consultancy costs through focus and training of existing Bureau capability to undertake financial analysis work - agree that the Bureau, under the guidance of the Reform Consultant and, to the extent possible, undertakes more research and analysis work associated with the performance of the business 	§ 2.1, Tables 1-2 § 3.1 (ii) § 3.1 (iii) § 3.2 § 3.2

1. Introduction

1.1 This document reports on activities actioned under the Reform WG that resulted from decisions taken at the 2019 Tokyo EC meeting. (A significance in the activities is that they were priority items that diverted time and budget from the planned work programme of the Consultant engaged for Reform WG work – reference EC 2020 Doc 15.1.)

2. The size of the workload from the Tokyo EC meeting

2.1 To provide a context for the workload generated at Tokyo, two Tables have been prepared covering all work undertaken for the Reform WG by the Consultant.

- **Table 1** is an analysis of the topics where work has been done (with the measurement method being hours worked).
- **Table 2** identifies the source of activity.

Activity Area	Hours	% of Work	Origin of Activity
Reserve Funds	110.25	19%	Tokyo EC
Miscellaneous financial analyses	38.00	6%	Tokyo EC (Reserve Funds)
High Level Strategic Discussion	160.75	27%	Tokyo GB
Renovation Project	105.75	18%	Tokyo EC
Archiving project	3.25	1%	Tokyo EC
Privileges and Immunities Clarification	16.50	3%	Da Nang EC
Review of APPU Acts (pre-Congress)	4.75	1%	2021 APPU Congress
General matters re 2020 EC meeting	41.25	7%	2020 EC
General matters re 2020 Governing Board meeting	89.25	15%	2020 GB
General WG matters	3.50	1%	Reform WG
Administration and management of WS 4	13.50	2%	Reform WG
Total	586.75		

Source	% of Work	Grouped
Tokyo EC	44%	71%
Tokyo GB	27%	
2020 EC	7%	22%
2020 GB	15%	
Other	7%	7%

3. Comment

3.1 The main points from Tables 1 and 2 are as follows.

- (i) The Tokyo EC meeting created a major new workload in the Reform area. All requirements and expectations have been met (i.e., timing and completed assignments), notwithstanding the absence of base data and background information in some fields of work.
- (ii) Key outputs are:
 - development and approval of policy and operational rules for the management and replenishment of the two Reserve Funds
 - development and approval of minimum financial levels for the two Reserve Funds
 - development of a range of financial tool for understanding the real-time status of Reserve Funds
 - development and approval of a Business Case for the release of funds for the Renovation Project, including financial modelling to understand impact on residual funds available under various contract specifications

- research, preparation and presentation of material as the foundation for the High-Level Strategic Discussion on the future sustainability of the College, including creation of financial analyses for historic performance of the College as well as a range of tipping-points in the future operation
- development (for approval at the 2020 EC session) of an implementation plan covering actions to be taken regarding the sustainable future for the College
- preparation of comprehensive material for the online sessions of the Governing board and Finance Committee.

(iii) Decisions made at the Tokyo EC meeting have obviously had a major impact on the deployment of the Reform Consultant (71% of time available has been focused on such work). Further, an additional 22% has focused on work associated with the 2020 meetings of the EC and Governing Board (noting that the Governing Board work was directly the result of business changes due to COVID-19). Only 7% of time has been available for the original programme of the Working Group. That said, if the 2020 EC approves the draft Budget for 2021, then there will be scope to continue with the core Reform programme.

3.2 There is one aspect of the recent activity by the Reform Consultant that could require further thought i.e., activity on the Reserve Funds, the Renovation Project, the High-Level Strategic Discussion and the 2020 Governing Board meeting, all involved a deal of financial analysis including, in some activities, the creation of base data for eventual analysis. The capability exists in the Bureau to undertake a lot of this work and it may be as simple as focus and training. This is activity that the Bureau should be encouraged to take up to the extent that it is feasible to do so.