

APPU REFORM: FINAL DOCUMENTATION FOR THE WORKING GROUP

1. Introduction

- 1.1 The Reform of the APPU is a piece of work that originated from a consultation initiated by the Bureau in 2014. This consultation basically sought to understand what the APPU members wanted the Restricted Union to do by way of improvements to current activities and processes, new functions to be undertaken, issues to be resolved, etc.
- 1.2 The 2014 EC meeting in Sri Lanka reviewed a summary report of the responses to the consultation and set up a Working Group (WG) under the leadership of Malaysia to deal with the various proposals, views and comments provided by the members when consulted.
- 1.3 Progress reports were tabled at the EC meeting in Islamabad in March 2015, a Roundtable meeting in Bangkok in August 2015, and a further Roundtable meeting in Kolkata in January 2016. On each of these occasions the WG and / or Bureau was requested to address certain aspects to enable the WG to report to a subsequent meeting. The process has been as follows.
 - (i) In response to the directive from the Islamabad EC, the Bureau prepared an extremely comprehensive report and recommendations which were tabled by the Director of the Bureau at the Bangkok meeting in August 2015.
 - (ii) In response to the directive from the Bangkok meeting, the WG prepared and tabled a series of recommendations to the Kolkata meeting in January 2016.
 - (iii) In response to discussion at the Kolkata meeting, the Bureau prepared a further comprehensive report on how the WG's recommendations (at the Kolkata meeting) could be implemented together with timing, resource and outcomes. Following an initial high-level review of this material, the leader of the WG (Malaysia) requested summary documentation for the WG members to assess with the intention of tabling a final WG report to the EC in Langkawi in May 2016.

2. Outline of Documentation

- 2.1 The documentation (ref para 1.3 (iii)) now provided to the WG comprises four items.
 - (i) Paper I – a document on the main proposals that covers the key conclusions regarding change in APPU structure, supported by specific recommendations and justification for the changes.
 - (ii) Paper I (A) – a document on other proposals that have been dealt with in the review but which do not have a bearing on structure or represent major changes
 - (iii) Paper II – a document covering any changes that would be necessary to the APPU Acts in order to implement the proposed changes.
 - (iv) Paper III – a document on financial implications arising from the proposed changes if additional resources are required.
- 2.2 The four Papers are tabled under cover of this introductory note. In proceeding with this very condensed report (as per Papers I, I (A), II and III), the main consideration has been the convenience and ease of WG members to undertake the final assessment. The four Papers assume full knowledge of earlier reports and discussions on the Reform topic as the basis for using a concise style of presenting the information requested for the WG.

APPU REFORM - PAPER I: MAIN PROPOSALS: KEY CONCLUSIONS ON APPU STRUCTURE, RECOMMENDATIONS, JUSTIFICATION

1. Key Conclusions on Structure

- In terms of structure (as defined by the Union's organs), the Union has not developed in a uniform or balanced manner. However, the developmental aspect of structure is not the main issue at the moment (although it might be appropriate to review some minor changes in the 2017-2021 cycle).
- The structural aspects that have developed well are:
 - the College and Administrative elements of the Bureau; and
 - the APP Cooperative.
- The structural aspect that has not kept pace with counterparts is the "policy and representation" component of a Restricted Union. There are reasons for this, key of which is that it covers specialist fields and can only be effectively driven by appropriately-skilled resource (in similar fashion to why the College, Administrative Section, and the APP Cooperative operate efficiently and well). The Bureau simply does not have this resource and, in its absence, the APPU is primarily a training and operational organisation. To date, any crucial policy and representation aspects have been taken care of through best (generalist) endeavours or by calling on the voluntary (i.e., input provided at no cost) services of an expert.
- A semi-structural observation is that the operational activities (i.e., APP Cooperative) might benefit from a closer association with the detail of what is happening in the training area. Similarly, there are activities in the EC that could benefit from a closer association with the activities in the Cooperative. A change to structure is neither necessary nor contemplated; enhanced outcomes can be achieved by regular, formalised communication and a specific programme of planning and updating.
- Against this background, the main issues put forward by members and acknowledged by the WG and Bureau are a combination of:
 - the desire for greater visibility of coordination / cohesion between the organs of the Union (EC, Bureau (including College), APP (including RTCAP)) with a view to achieving efficiency and reducing any overlap that may exist;
 - a need for clarification of roles of the Union's organs;
 - a need for clarification of roles of key parties (EC Chair, Director of the Bureau);
 - the role of the Bureau to be enhanced e.g., more visible as the Union's representative in UPU forums, more active on matters of interest to the membership, source of advice and guidance on key issues (CA POC);
 - the desire for a system of accountability to be formally put in place for the Bureau (Objectives, Key Performance Indicators, Performance Review); and
 - "relevance to all" i.e., the Union needs to ensure it has an agenda that provides interest and value for all its members
 -

2. Summary of Present Situation

- The WG summary is that the first steps that need to be considered revolve around:
 - setting up a process that ensures the organs of the Union work together in a coordinated manner where:
 - roles and objectives are known, understood and agreed; and
 - outcomes, to the extent possible, are complementary,
 - the roles of key parties, including how they work together, are clear, agreed, documented and reviewed regularly;
 - ensuring that the Bureau has the skill-base and capacity to undertake a policy and representation role whereby:
 - the Union is visible and contributing effectively in international forums;
 - regional interests and issues are monitored and dealt with via continuous review of activities and outputs in policy forums (CA and POC), a particular by-product being “relevance to all” from this focus;
 - a strengthened and practical relationship develops with other Restricted Unions;
 - the Bureau can be self-supporting in terms of dealing with policy and complex issues; and
 - rebalancing workload in the Bureau with the College and Administrative functions being able to focus on their priorities in a standard working day.

3. The Proposals

Detailed Key Performance Indicators (KPIs) for the Bureau (Director) with expectations described in terms of timing, output and reporting. The KPIs cover detailed requirements in:

- financial management;
- human resource management;
- general management;
- training provision;
- reporting;
- representation;
- strategy, direction, planning;
- keeping in touch with key parties;
- continuous updating on matters affecting the membership;
- undertaking tasks assigned to Restricted Unions by UPU;
- setting up and maintaining management controls;
- facilitating cohesion and best use of resources across the full range of APPU activities; and
- undertaking tasks assigned by APPU Congress and EC.

(Slides 67-70)

Accountability process for the Bureau (Director) regarding KPIs – a cycle of events that clearly sets out the process for establishing KPIs and how / when they are reviewed (Slides 76-77).

Greater coordination and cohesion between organs of the Union – the development and management of a **four-year plan** covering all activities (Slides 9-13). This initiative will ensure:

- optimum use of organs' resources;
- complementary outcomes are maximised;
- any overlaps in activities are identified;
- any realignment of roles or responsibilities is identified; and
- visibility of the Union working in a coordinated, cohesive and structured manner.

Building of Union profile with multilateral and industry bodies – a formal programme for introducing the APPU to relevant (Bangkok-based) organisations, as well as building information on counterpart activities and interests (Slides 24-26)

Building of personal (Director) / Union profile with “peer” network – a formal programme of contact with UPU IB, Restricted Unions, MICT, Thai Post (Slides 37-39).

The shared responsibility for the EC Chair and Bureau Director to provide direction, drive, energy and leadership of the APPU (Slides 78-79).

Continuity of leadership – a formal process for the handover of responsibilities and current issues between outgoing incoming EC Chairs, and between outgoing and incoming Bureau Director (Slides 80-85).

Relevance to all – a formal process for increased contact between the Bureau and members to understand issues and how the Union might assist (Slides 7- 8). This is for all members but there will be a particular focus on LDC/LLDC/SIDS.

Support to membership – a formal system where the Bureau assists chairs of Working Groups with achieving work-plans (Slides 50-51).

Recruitment of new resource to undertake (new) specialist activities in the policy and representation area – this is qualified in terms of the KPIs for the Bureau (Slides 89-90) where the additional (new) hours created by the various enhancement activities in the Bureau (as requested by the membership) are allocated across the main players. The information in Slide 90 confirms that current capacity simply does not exist in the Bureau to handle the new workload.

4. The Impact of the Proposals

4.1 The proposals set out in paragraph 3:

- address the issues put forward by the members in the initial consultation as summarised in paragraph 1; and
- provide the solutions identified by the WG in paragraph 2.

4.2 As such, looking at justification on a one-dimensional basis, the justification question is answered i.e., the solution to issues is met via the proposals in paragraph 3.

4.3 In addition, the proposals set the APPU up to be a Restricted Union that can operate across the same bandwidth as other leading Restricted Unions.

4.4 In a practical and detailed sense the proposals will, inter alia, achieve the following.

- The role of the Bureau will be clear.
- The responsibilities, accountabilities and performance measurement of the Director of the Bureau will be clear.

- The relationship between the Director of the Bureau and the Chair of the EC will be clear in two key areas:
 - the annual process for establishing accountabilities and how these will be managed; and
 - the joint responsibility for direction, drive energy and leadership of the Union.
- Setting up a process (i.e., the four-year plan) that will document (coordinate) the entire activities of the APPU (as well as the UPU activities in the region). Part of this process will be identification of any duplication of activities and optimum use of resources across all organs. The process will also provide clarity around the roles of the Union's organs.
- Formal contact programmes between the Bureau and three sets of key stakeholders :
 - members
 - functional network (organs of the Union and Regional Coordinator)
 - peer network (UPU, Restricted Unions)

(These contact programmes are a vital element in bringing identity and profile to the Union and to the Bureau. They enable the latter to link members' needs and interests with a wide knowledge of activities and ensure that the regular communication with the functional and peer networks maximises possible benefits to *all* members.)

- The Union will have a resource able to coordinate and deal with policy and complex issues (in the same manner as other Restricted Unions can). This will support effective representation but, perhaps just as importantly, it will increase the Bureau's ability to understand the issues faced by members through current and proposed Treaty policies.

5. Other Proposals

5.1 The proposals in paragraph 3 deal with the main issues. In the course of the Reform work there are also proposals that address:

- attendance of Observers at EC meetings (Slides 46-47);
- non-postal organisations presenting at EC meetings (Slides 46-47);
- workshops at EC meeting that involve Regulators (Slides 48-49); and
- non-Plenary decision-making (Slides 52-54).

5.2 It is suggested that these be dealt with via a separate document. The reason is that they are comparatively minor and could distract or confuse what is considered to be the main thrust (i.e., the proposals in paragraph 3 of this document).

6. Timing

6.1 A separate document will be prepared on current timing proposals for the various initiatives.

6.2 A point in relation to timing is that action is subject to decisions being made. Obviously, the sooner a decision is made then the closer the actions can be to the current timings.

APPU REFORM - PAPER I (A): OTHER PROPOSALS: KEY CONCLUSIONS AND COMMENT

1. Introduction

1.1 In the course of the Reform work there were also proposals that addressed:

- attendance of Observers at EC meetings;
- non-postal organisations presenting at EC meetings;
- workshops at EC meeting that involve Regulators; and
- non-Plenary decision-making.

1.2 These are now dealt with as below.

2. Observers Attending and Making Presentations at EC Meetings

2.1 The detail is dealt with in Slides 46-47. It relates to non-postal organisations attending as Observers.

2.2 A process is proposed as follows.

- If the membership approves the request for Observer status the confirmation should indicate the conditions i.e.,
 - some sessions may be closed to Observers;
 - written material may be distributed after clearance by the EC Chair; and
 - there will not be the opportunity to address the delegates in Plenary sessions.

3. Workshops at EC Meeting that Involve Regulators

3.1 The detail is dealt with in Slides 48-49. It relates to EC meetings being an opportunity to involve Regulators in Workshops.

3.2 A process is proposed as follows.

- Request for Workshops with Regulators to be fed into the four-year plan process
- When the Istanbul Strategy is approved, the Bureau would identify suitable “priority” topics for a Workshop (i.e., “priority” is a subject included in the Strategy that represents an agreed priority for the Asia Pacific region – an example would be the Universal Service topic in the Doha Strategy)
- The recommended Workshop would be included in the four-year plan for consideration and approval for the 2017-2021 cycle

4. Non-Plenary Decision-Making

4.1 The detail is dealt with in Slides 52-54. It relates to whether the APPU could follow the example of other Restricted Unions in terms of streamlining Plenary sessions by having some decision-making done by a delegated body.

4.2 PAPU, PostEurop and PUASP have been reviewed. There are non-plenary decision-making processes in place specifically set up to reduce pressure on meeting time-frames.

4.3 The Bureau has reviewed the APPU EC activity and is of the view that, in principle, delegating decision-making to a competent body is a good practice. However, in practice, the Bureau was not aware of any issues that would benefit from a modified decision-making process.

4.4 It is proposed to take no further action.

5. Additional Matters

5.1 In the course of the Reform assignment, two additional matters emerged i.e.,

- the status of the APP Cooperative as an organ of the Union; and
- the title of “Director” for the head of the Bureau.

5.2 APP Cooperative

- (i) The Asia Pacific Post Cooperative is an organ of the Union. The basis for this position is taken from Article 1, paragraph 1 of the Asia Pacific Post Cooperative Statutes, 2012 which states “The constitutional foundation of the Asia Pacific Post Cooperative (hereinafter APP Cooperative) is based on the 1998 Executive Council (EC) Resolution "Creation of the Asia Pacific Post Cooperative". The EC approved the establishment of the APP Cooperative within the existing Asian Pacific Postal Union (hereinafter APPU) structure.”
- (ii) Constitution Article 8 does not contain any reference to the Cooperative as an organ of the Union. To be consistent with the naming of other organs in Article 8, it follows that reference should also be made to the Cooperative. It will also provide clarity on the status of the Cooperative.

5.3 Title of “Director” for the head of the Bureau

- (i) In the course of the Reform assignment, when dealing with external relationships, the relevance of the title “Director” was discussed. The common title used in Restricted Unions is Secretary-General (a survey was made of 17 Restricted Unions and seven used Secretary-General including the three main Unions used for various comparisons i.e., PAPU, PostEurop and PUASP). The APPU is the only Restricted Union with the title “Director”.
- (ii) The point is made that “Director” is a very generic term and may not reflect sufficiently the holding of the senior position in an intergovernmental organisation. Some thought was given to how the APPU arrived at “Director” and the only conclusion thus far is that it may have been the title of the person who managed the day-to-day affairs of the Union when it was located in Manila. At that time, of course, the actual head of the Union was the Postmaster-General of the Philippines. Given the latter was mainly a figurehead, the day-to-day running required an appropriate title to be in place. Today, we should be using the common equivalent in the Restricted Union family i.e., Secretary-General.
- (iii) It is noted that Secretary-General is the title for the Director when carrying out duties in meetings of the EC or Congress. That, however, only mirrors a UPU arrangement where the person concerned is otherwise known as the Director General of the UPU. As no other Restricted Union has the title of Director General in its leadership position, the UPU situation is not seen as a precedent in this matter.

APPU REFORM - PAPER II: CHANGES NECESSARY TO APPU ACTS

This document sets out the relevant Articles in the Constitution and General Regulations that would be subject to amendment if the proposals in Paper I are approved. The material is as complete as possible for a first review. In a number of cases there are consequential amendments necessary to reflect a similar change of wording. Paper II has not identified consequential amendments.

1. Proposed Changes to the Constitution

1.1 Constitution Article 8 Organs of the Union

The following are established as the organs of the Union: Congress, the Executive Council, the Bureau and the Asia Pacific Post Cooperative. The purposes and functions of these organs are prescribed in this chapter and in the General Regulations.

Reason: this is an editorial amendment. The Asia Pacific Post Cooperative is an organ of the Union. The basis for this position is taken from Article 1, paragraph 1 of the Asia Pacific Post Cooperative Statutes, 2012 which states “The constitutional foundation of the Asia Pacific Post Cooperative (hereinafter APP Cooperative) is based on the 1998 Executive Council (EC) Resolution "Creation of the Asia Pacific Post Cooperative". The EC approved the establishment of the APP Cooperative within the existing Asian Pacific Postal Union (hereinafter APPU) structure.”

Accordingly, no new ground is opened to debate as the status of an organ of the APPU is explicit in the Cooperative being established within the APPU structure.

The amendment provides clarity and is consistent with the naming of the other organs.

1.2 Constitution Article 12 Bureau

1. The Bureau serves as a medium of liaison, information, inquiry and training for the member countries of the Union.
2. The Bureau is composed of the administrative section, the training section, and the policy section.

Reason: this is consequential on the final decision on organisation of the Bureau. For the current draft it has been assumed that there will be a section dealing with policy and representation and that it will be called the “Policy Section”.

Note: paragraph 1 of Article 12 was looked at to see if it reflected the new activities for the Bureau. The view is that the terms “liaison” and “information” cover the requirement.

1.3 Constitution Article 13 Expenditure of the Union

The annual expenditure of the Union shall be separate for the administrative and policy sections as one grouping, and for the training section as the other grouping. Each Congress of the Union decides on the maximum amount for the annual expenditure for

the administrative and policy sections on the basis of the recommendation made by the Director of the Bureau. The expenditure for the administrative and policy sections is shared by all the member-countries of the Union. The contribution units of each member-country shall be determined on the basis of that member-country's Universal Postal Union contribution class, as prescribed in the General Regulations of the Asian-Pacific Postal Union. The annual expenditure for the training section is covered in principle by participating countries in direct proportion to their use of the training course and by voluntary contributions of the other countries or organisations or the administrative and policy sections.

Reason: the changes to Article 13 are consequential to the decision to create a policy section.

2. General Regulations

2.1 General Regulations Article 106 Composition, functioning and meetings of the Executive Council

1. No change
2. No change
3. No change
4. No change
5. No change
6. No change
7. No change
8. No change
9. The functions of the Council are:
 - (a) To perform any duty assigned to it by a Resolution of the Congress;
 - (b) To lay down the international postal service rules which shall provide for details necessary for the operation of the international postal service between the member-countries;
 - (c) To maintain contacts with postal administration of the member-countries of the Union with a view to improving the postal service;
 - (d) To prescribe rules for the administration of the Bureau, ~~and~~ to supervise the activities of the Bureau, and to manage the performance of the Bureau through an annual review process;
 - (e) To review and approve the annual budget and accounts of the administrative and policy sections prepared by the Bureau in the intervals between Congresses;
 - (f) To make useful contacts with the various organs of the Universal Postal Union, with the Restricted Unions or with other specialized agencies of the United Nations with special interests in the area, and if, necessary, to appoint representatives to conference of such organizations;
 - (g) To conclude agreements on behalf of the Union with the Universal Postal Union, and other Restricted Unions and international organizations with regard to such matters as technical co-operation, with the concurrence of

at least two-thirds of the members of the Union. The Council may authorize the Director of the Bureau to execute such agreements;

- (h) To assemble, prior to each Universal Postal Congress, in accordance with the provisions of Article 115 paragraph 2; and
 - (i) To take necessary steps, with the agreement of the majority of the members of the Union, provisionally to carry out such other administrative acts which are not covered by the Acts of the Union and cannot await the next Congress for the settlement;
- 10. No change
 - 11. No change
 - 12. No change
 - 13. No change
 - 14. No change
 - 15. No change

Reason: the change to paragraph 9 (d) is a fundamental aspect of the clarity of roles, accountability for meeting specified objectives, and best-practice management, as conveyed through the Reform assignment. Specifying that the EC manages the performance of the Bureau through an annual review process makes the requirement clear for both parties viz., that the EC must be active in setting KPIs and assessing performance against them, and that the Bureau must be active in meeting expectations and reporting on them.

The change to paragraph 9 (e) is consequential and editorial.

2.2 General Regulations Article 107 Bureau

- 1. The Bureau is composed of a Secretary-General ~~Director~~ and such other staff as the Union may require.
- 2. The Secretary-General ~~Director of the Bureau~~ attends the meetings of the Union and takes part in the discussions without the right to vote.
- 3. The Bureau provides the secretariat for meetings of the Union, jointly with the postal administration of the country where each meeting is held.
- 4. The Secretary-General ~~Director of the Bureau~~ is chosen, from among qualified postal officials, by the Executive Council, or in Congress year by Congress. The tenure of office is fixed by the body which selects the Secretary-General ~~Director~~.
- 5. The Bureau is under the general supervision of the Executive Council as exercised through an annual performance management process. ~~and~~ Its financial accounts are audited by the competent authority of the country where the bureau is situated.

Reason: in the course of the Reform assignment, when dealing with external relationships, the relevance of the title “Director” was discussed. The common title used

in Restricted Unions is Secretary-General (a survey was made of 17 Restricted Unions and seven used Secretary-General including the three main Unions used for various comparisons i.e., PAPU, PostEurop and PUASP). The APPU is the only Restricted Union with the title “Director”.

The point is made that “Director” is a very generic term and may not reflect sufficiently the holding of the senior position in an intergovernmental organisation. Some thought was given to how the APPU arrived at “Director” and the only conclusion thus far is that it may have been the title of the person who managed the day-to-day affairs of the Union when it was located in Manila. At that time, of course, the actual head of the Union was the Postmaster-General of the Philippines. Given the latter was mainly a figurehead, the day-to-day running required an appropriate title to be in place. Today, we should be using the common equivalent in the Restricted Union family i.e., Secretary-General.

It is noted that Secretary-General is the title for the Director when carrying out duties in meeting of the EC or Congress. That, however, only mirrors a UPU arrangement where the person concerned is otherwise known as the Director General of the UPU. As no other Restricted Union has the title of Director General in its leadership position, the UPU situation is not seen as a precedent in this matter.

The amendment proposed for paragraph 5 is a more precise and appropriate description of the supervisory role of the EC vis-à-vis the Bureau. To leave it expressed as “...under the general supervision of...” does not convey the proposed new performance management process.

2.3 General Regulations Article 108 Organisation and staff of the Bureau

1. The direction of the Bureau is entrusted to a Director assisted, if necessary, by qualified officials who have served at least five years in the postal service and who possess a working knowledge of French or any of the languages in Asia, in addition to English. These positions are in addition to the training, ~~and~~ administrative and policy staff of the Bureau. The representation of the member-countries of the Union is taken into consideration in the selection of these officials. The Director appoints them, subject to the confirmation of the Executive Council, from among those who are recommended by their respective postal administrations, on condition that they satisfy the needs of the Bureau on the technical aspect.
2. No change
3. No change

Reason: consequential and editorial.

2.4 Article 109 Functions of the Bureau

1. No change
2. No change
3. No change

4. No change
 5. No change
 6. The Bureau provides training facilities and advisory services in the training section to improve postal services within Asia and the Pacific. This training section shall be administered by a Governing Board whose composition, purpose and functions are prescribed in Article 111.
- 6 bis. The Bureau provides administrative and policy services to support the interests and needs of the member countries.

Reason: given the reference to training and advisory services in paragraph 6, it would seem reasonable to make a general balancing reference to the other sections as well. Hence the addition of paragraph 6 bis.

2.5 Article 117 Budget and accounts of the Union

1. The expenditure of the administrative and policy sections shall not exceed the sum of ~~80,000~~ (figure to be inserted) US dollars per annum.

Reason: as a result of the membership wanting the Bureau to have an enhanced role, this has meant the addition of some activities to the Bureau's workload. In turn, this increases the budget for the administrative and policy sections.

APPU REFORM - PAPER III: ADDITIONAL COMMENT ON FINANCIAL ASPECT

1. Introduction

1.1 In response to the question from the Working Group regarding the financial aspect of implementing the Reform proposals, the Bureau indicated that the estimated additional cost in 2017 would equate to an increase in the contribution unit of \$US 150.

1.2 This increase would provide total funding in 2017 of \$US 20,000 largely for the purpose of funding the services of a consultant.

2. Comment on Budget Estimate for 2017

2.1 A deal of work has been done on trying to estimate the cost of implementing the Reform proposals to enhance the role of the Bureau. Some of the estimating can be precise, some cannot. This is due to the fact that, by and large, the activities to be undertaken are new to the Bureau and there is no knowledge of how much they might cost in terms of resource (hours) required. Moreover, there is the obvious factor of experience i.e., a skilled, experienced person would require less time than an inexperienced person (albeit the latter might not command as high a salary).

2.2 The Bureau is of the view that \$US 20,000 would cover between three to six months activity depending on remuneration level.

2.3 There will almost certainly be other resourcing changes in the Bureau in 2017 that could provide capacity to supplement the three to six months of a consultant's time. Further, other measures with distribution of work and general cost savings, should result in additional funds for consultant services if this is required.

2.4 Key to the way in which the 2017 costs have been estimated are the following points.

(i) The additional hours overall for a consultant have been calculated at 1,145. On a working year, calculated as 48 weeks at 40 hours per week, the estimated requirement is a little over seven months. With additional capacity from other personnel changes in 2017 as well as savings being available to supplement consultant costs, the figure of \$US 20,000 is fairly realistic.

(ii) The Bureau has deliberately set a tight figure for the additional cost. This is to keep reasonable pressure on the Bureau to work within its means to produce the results expected. In the unlikely event that further funding was required in 2017, it would need to be supported by results already achieved regarding the enhancement of the role of the Bureau.

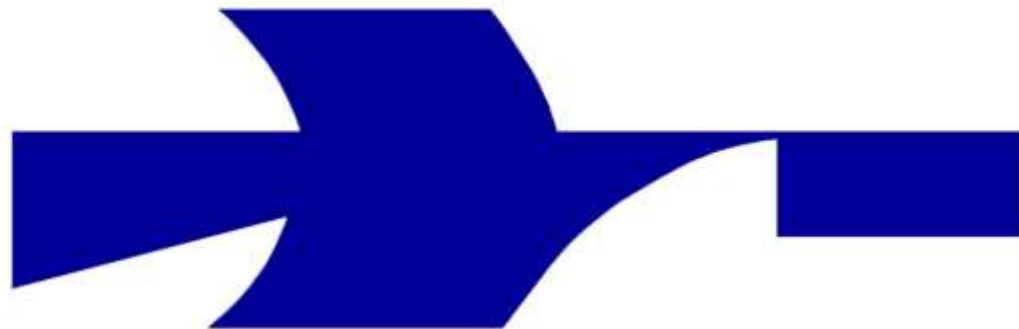
3. Dealing with the 2016 "Gap"

3.1 The Reform proposals have elements that should be implemented commencing in 2016 if the full benefit is to be achieved in the run-up to the 2017 Congress. This is particularly so for:

- (i) the introduction and development of the Four-Year Plan;
- (ii) the introduction of specific accountabilities and performance measures for the Director and Bureau;
- (iii) a range of activities to lift the profile and contribution of the Union in external dealings; and
- (iv) the harmonisation of roles and responsibilities of the Union's organs.

3.2 A schedule of timings has been developed and this indicates that to commence implementing the proposals in 2016 would involve bringing forward 320 hours of activity. This is split between the Bureau (120 hours for current resource) and a consultant (200 hours). At the top rate of \$US 80,000 per annum, this would mean unbudgeted cost for a consultant of \$US7,663 in 2016. It might be prudent to allow additional costs for travel in a total estimated figure of \$US 10,000 in 2016.

3.3 An option that might be possible to negotiate if the budget situation is difficult for 2016, is to take the services of a consultant in 2016 but accrue the cost for payment in 2017. This would need to be acceptable to the consultant as well as fitting with accounting rules.



APPU REFORM

RESPONSE TO KOLKATA DISCUSSION

Background Material for Working Group for Langkawi EC Meeting,
May 2016

1

Structure of Report (1)

1. Role and Functions of the APPU

- i. Identify matters of interest and issues of LDC/LLDC/SIDS
- ii. Lead the development of the Four-Year Work Plan
- iii. Prepare submission to APPU Congress
- iv. Prepare and present at the APPU Congress
- v. Employ resources

2. Role and Functions of the APPU

- i. Review all documents from UPU Congress
- ii. Action and attention to the UPU and Restricted Union incoming material
- iii. Maintain contact with multilateral and industry bodies

3. Role and Function of the APPU

Act as an advisor and provide update on UPU matters

2

2

Structure of Report (2)

4. Role and Function of the APPU

Active involvement in the development of Regulation

5. Roles and Functions of APPU

Harmonise working of various bodies under the APPU

6. Role of APPU Director

- i. Attending all POC and CA meetings
- ii. KPI for attendance at (POC and CA) meetings
- iii. Maintain and build networking plan with nominated parties
- iv. Develop position statement for the region

7. Role of APPU Director

Newsletter on POC and CA developments

3

Structure of Report (3)

8. Conduct of APPU EC Meeting

Duration of the EC meeting to be extended

9. Conduct of APPU EC Meeting

Plenary session dedicated to matters affecting the region

10. Conduct of APPU EC Meeting

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

11. Conduct of APPU EC Meeting

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

12. Effectiveness of Various Working Groups (no action required for Bureau)

4

Structure of Report (4)

13. Effectiveness of Various Working Groups

Workshops to be held during EC meeting with the involvement of the Regulators

14. Effectiveness of Various Working Groups

- i. WG leaders present their 4 year Work Plan with timelines during the EC Meeting
- ii. Bureau to monitor and track progress of Work Plan

23. Organisation and Management of Work Programmes

- i. Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)
- ii. Membership contributions (Bureau to work with other Restricted Unions to better understand)

24. Role and Responsibilities of EC Chair and Bureau Director

- i. General practice of Chairs having Role Description or guidance charter
- ii. Updated Duty Statement for Director
- iii. Process for EC Chair for setting Objectives for Director and that these are met by Bureau
- iv. Direction, drive, energy and leadership for APPU to achieve its objectives 5

Structure of Report (5)

25. Passing of Roles and Responsibility

- i. Handover between outgoing EC Chair and incoming EC Chair
- ii. Handover between outgoing Director and incoming Director

26. Bureau Organisation and Resourcing

- i. Director to address current staffing issues
- ii. WG to review current structures of Union's bodies

1. Role and Functions of the APPU

i. Identify matters of interest and issues of LDC/LLDC/SIDS

7

Note: understanding
this initiative is
resource-dependent

Identify matters of interest and issues of LDC/LLDC/SIDS

The objective is increased relevance to this section of the membership through gaining knowledge.



8

1. Role and Functions of the APPU

ii. Lead the development of the Four-Year Work Plan

9

Note: understanding
this volume is
subject-dependent

Lead the development of the Four-Year Work Plan (1)

What is this item about?

Timeline is May 2016 for "Lead the development of the Work Plan"; current response is to outline the rationale and process for preparing a Four-Year Plan for the APPU

What is a Four-Year Plan?

A document that sets out the broad direction and activities of the APPU for the period between its next two Congresses i.e., 2017 to 2021. In part it is a management document to make sure we attend to what we are required to do from other sources e.g., the various Decisions impacting on Restricted Unions from the Istanbul Congress, the priorities for the region as set out in the Istanbul Strategy.

Is preparing the Plan difficult?

Depends what one means by "difficult"! If the intention is to produce the perfect plan, with everything covered, then, yes, it is difficult – very difficult. However, if there is a structure to follow, a timetable to work to, and a real effort to keep it simple, then it can be undertaken in reasonable comfort.

10

APPU Executive Council Meeting

Lead the development of the Four-Year Work Plan (2)

Is there any key advice to help in the preparation?

Yes, this is a Plan for the Restricted Union – a summary of

- what we have to do (requirements)
- what we should do (needs)
- what we want to do (“desirables”)

In the course of drafting there may be questions about who should be undertaking various activities. The drafting process can highlight such issues – it cannot necessarily solve them. Make a note about the issue and move on!

It can be useful to know that plans improve over a period of time. It is a case of working to commonsense guidelines and understanding that the first version will not be perfect.

Where do we start?

We start with a draft structure and timeline. This follows in the next slides.

11

APPU Executive Council Meeting

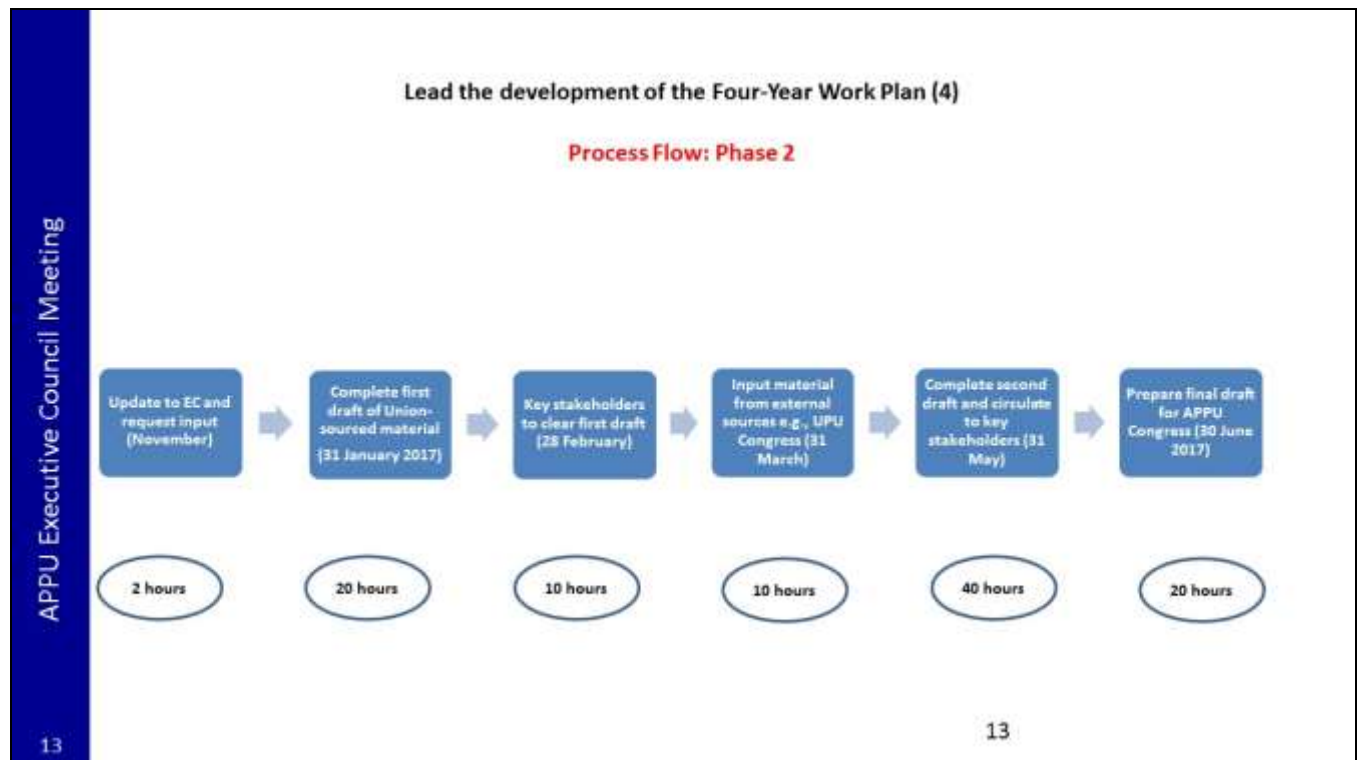
Lead the development of the Four-Year Work Plan (3)

Process Flow: Phase 1

```

    graph LR
      A[Identify key stakeholders and advise intended process (May at EC)] --> B[Draft Timeline for Full Process (by 30 June)]
      B --> C[Prepare Plan structure (by 31 July)]
      C --> D[Identify key inputs (by 31 July)]
      D --> E[Gather material already available (by 31 August)]
      E --> F[Calculate time/effort to get other material (by 31 August)]
      F --> G[Update to key stakeholders re process and timing (by 30 September)]
  
```

12



- 1. Role and Functions of the APPU**
- iii. **Prepare submission to APPU Congress (i.e., re the Four-Year Plan)**
- 14

APPU Executive Council Meeting

15

Prepare submission to APPU Congress (i.e., for the Four-Year Plan)

This item is relevant in 2017. No detailed action is documented at this stage.

15

APPU Executive Council Meeting

16

1. Role and Functions of the APPU

iv. Prepare and present at the APPU Congress (i.e., for the Four-Year Plan)

16

APPU Executive Council Meeting

17

Prepare and present at the APPU Congress (i.e., for the Four-Year Plan)

This item is relevant in 2017. No detailed action is documented at this stage.

17

APPU Executive Council Meeting

18

1. Role and Functions of the APPU

v. Employ resources

18

APPU Executive Council Meeting

Employ resources (to carry our activities for enhancing the role of the Bureau)

This item requires approval by the EC for any increased expenditure associated with resources needed to carry out additional activities.

19

APPU Executive Council Meeting

2. Role and Functions of the APPU

i. Review all documents from UPU Congress

20

21 APPU Executive Council Meeting

Review all documents from UPU Congress

**Non-identifying
Restrictive
Resource dependent**

This activity is included in Phase 2 of the Process Flow for the Four-Year Plan (refer Slide 13).

21

22 APPU Executive Council Meeting

2. Role and Functions of the APPU

**ii. Action and attention to the UPU and Restricted Union
incoming material**

22

APPU Executive Council Meeting

Action and attention to the UPU and Restricted Union incoming material

This item has been reviewed in the Bureau and there are no issues with the present system of dealing with communications from the UPU.

No further action is required.

23

APPU Executive Council Meeting

2. Role and Functions of the APPU

iii. Maintain contact with multilateral and industry bodies

24

With understanding
the initiative is
resource dependent

Maintain contact with multilateral and industry bodies (1)

The purpose of this initiative is to develop an external profile for the APPU among organisations that have a link to the postal business.

A small selection of Bangkok-based multilateral and industry bodies have been identified for initial consideration. The intention is to make an initial approach to see what interest, opportunity or common objectives exist.

Pre-requisites for undertaking this activity are:

- some research on the partner organisation to understand broadly what their role is and how it might fit with Post
- a concise presentation on the APPU and what our objectives are
- a clear understanding of why the APPU wants to meet with the partner organisation

A diagram showing the small selection of external organisations follows.

(Note: the KPI for this activity is not yet drafted.)

Maintain contact with multilateral and industry bodies (2)



3. Role and Function of the APPU

Act as an advisor and provide update on UPU matters



Act as an advisor and provide update on UPU matters

This item has been included in the updated Duty Statement for the Director (re-named "Position Description" with KPIs).

4. Role and Function of the APPU

Active involvement in the development of Regulation



Active involvement in the development of Regulation

This item has been included in the updated Duty Statement for the Director (re-named "Position Description" with KPIs).

5. Roles and Functions of APPU

Harmonise working of various bodies under the APPU

31

Note: undertaking
this initiative is
resource dependent

Harmonise working of various bodies under the APPU

The original intent was to set up a process to ensure each of the Union's bodies was aware of the work of the other and to minimise duplication and overlaps.

In light of the intended structure and coverage of the Four-Year Plan (reference 1 ii.), this is seen as a practical method of increasing awareness and minimising duplication and overlaps. It is proposed to rely on the Four-Year Plan to deal with the harmonisation issue.

32

6. Role of APPU Director

i. Attending all POC and CA meetings

Attending all POC and CA meetings

In principle this is approved by the EC. It has been included in the new KPIs for the Director.

6. Role of APPU Director

ii. KPI for attendance at (POC and CA) meetings

KPI for attendance at (POC and CA) meetings

This has been addressed in 24 ii. as part of the updating of the Duty Statement for the Director.

6. Role of APPU Director

iii. Maintain and build networking plan with nominated parties

37

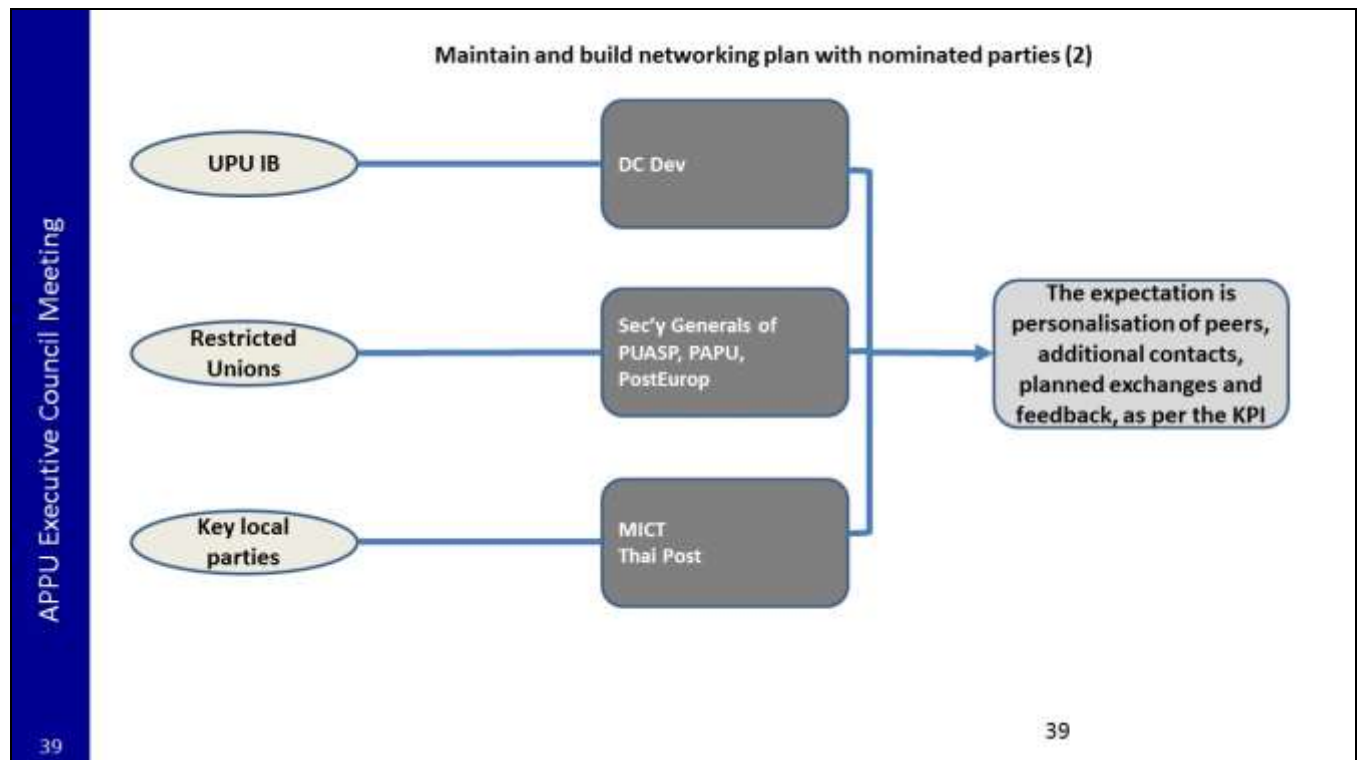
Maintain and build networking plan with nominated parties (1)

In 24 ii. three KPIs have been developed dealing with the need for the Director to keep in touch with key parties (stakeholders). For ease of reference, these are set out below.

- Formal contact with all members at least annually based on set agenda. Summary reports to be maintained. Satisfaction survey to be completed in December 2016
- Formal contact with functional network quarterly based on set agenda. Summary reports to be maintained
- Formal contact with (agreed) peer network at least annually based on set agenda. Summary reports to be maintained

Item 6 iii. deals with the KPI in green i.e., the peer network. In principle this is the appropriate representatives in the UPU IB, other Restricted Unions, key suppliers and regional agencies. The following nominees are proposed, it being noted that the network is flexible and there is no single definitive list.

38



APPU Executive Council Meeting

6. Role of APPU Director

iv. **Develop position statement for the region**
(Draft version is at Slide 41)

40

Draft position statement for the region

The Asia Pacific Postal Union (APPU) is a Restricted Union of the Universal Postal Union (UPU). Its core functions are to extend, nurture and improve postal relations between its 32 member countries and to promote cooperation in the field of postal services. The Union seeks to do this in three ways.

Firstly, the Union's headquarters in Bangkok (the APPU Bureau) undertakes the role, via its Director, of representing the members in international forums when this is required. It is also the focal point for industry and sector representatives from outside the region when wishing to engage with Asia-Pacific on postal matters (be they governmental, non-governmental, or general interest). Included in the functions of the Bureau are:

- coordinating UPU technical assistance in the region (with the UPU Regional Coordinator (also based in Bangkok));
- acting as the regional platform for consultation on key global matters impacting on the postal sector;
- contributing to the benchmarking of best postal practices to APPU members;
- disseminating information on worldwide postal sector policy and regulations; and
- supporting and generating networking within and outside the region in the interest of postal sector development.

In addition to undertaking the core functions of a Restricted Union, the Union has two specialised bodies working in the fields of training and operational excellence.

Training is provided through the Asia Pacific Postal College (based in Bangkok); operational excellence is through the Asia Pacific Post Cooperative (based in Singapore).

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

The Asia Pacific Post Cooperative (APP) was formed during the period 1990-1998 and is a reflection of the need for postal companies to bring greater commercial focus and discipline to the management of their businesses. The creation of the Cooperative as an organ of the APPU established two important points of difference – uniqueness – in the overall structure and functioning of the typical Restricted Union. Firstly, the APP acts as a forum specifically for the designated operators of APPU member countries as opposed to their governments (except in circumstances where such designated operators are also government departments). Secondly, the APP is mandated to demonstrate leadership and advocacy for the postal sector in the Asia Pacific region with a clear focus on strengthening the commercial outlook of the postal sector and its relevance to varied stakeholders. These two aspects position the APP as an organisation that aims to assist its member Postals:

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

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

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

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

8. Conduct of APPU EC Meeting

Duration of the EC meeting to be extended

43 APPU Executive Council Meeting

Duration of the EC meeting to be extended

This item has been completed i.e., the Langkawi meeting has an extra day.

43

44 APPU Executive Council Meeting

9. Conduct of APPU EC Meeting

Plenary session dedicated to matters affecting the region

44

Plenary session dedicated to matters affecting the region

The Union exists, in the first place, for the members. It is appropriate that regional interests take priority on the agenda.

Accordingly, as a principle to guide the EC Chair, the Bureau and host country, Plenary agendas will be set with regional interests as the main focus.

However, scope needs to be allowed for situations that cannot be foreseen or that might create undesirable issues e.g., a shortage of agenda items, the host country wanting time for a non-business presentation. There can also be divided opinion on what is a "matter affecting the region" – developments in another region may well be of interest on the basis that they could spread to Asia-Pacific. Further, a European operator talking about their business interests in Asia-Pacific might be seen as a matter affecting the region.

We need to be careful that we do not create a further issue while trying to solve the original one.

The Bureau believes the appropriate guidance on this topic is matters affecting the region, based on commonsense judgement, take precedence at Plenary sessions.

10. Conduct of APPU EC Meeting

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

11. Conduct of APPU EC Meeting

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

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

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

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

Bureau proposes as follows



13. Effectiveness of Various Working Groups

Workshops to be held during EC meeting with the involvement of the Regulators

APPU Executive Council Meeting

Note: undertaking this initiative is resource dependent

Workshops to be held during EC meeting with the involvement of the Regulators

Bureau proposal is that this request should be dealt with as follows

```
graph LR; A[Request for Workshops with Regulators to be fed into Four-Year Plan process] --> B[When Istanbul Strategy approved, identify suitable "Priority" for Workshop]; B --> C[Include recommended Workshop in Four-Year Plan for consideration and approval for 2017-2021 cycle]; B --- D[As an example of possible topic, the Doha Strategy included a Priority on Universal Service];
```

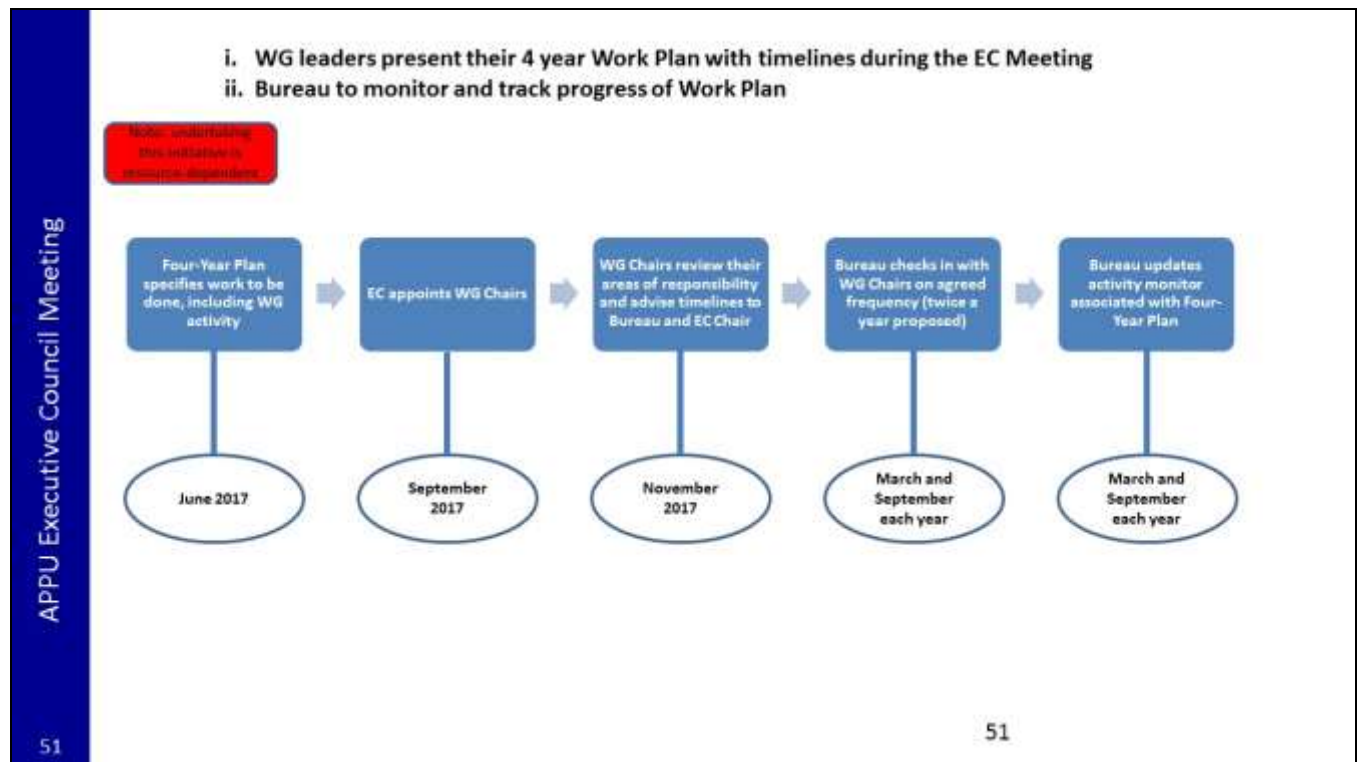
49

APPU Executive Council Meeting

14. Effectiveness of Various Working Groups

- i. WG leaders present their 4 year Work Plan with timelines during the EC Meeting
- ii. Bureau to monitor and track progress of Work Plan

50



APPU Executive Council Meeting

23. Organisation and Management of Work Programmes

i. **Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)**

52

Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand) (1)

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

	PAPU	PostEurop	PUASP
Supreme Body (RU Members)	Plenipotentiary Conference (Meets four-yearly) (44)	Plenary Assembly (Meets annually) (54)	Congress (Meets four-yearly) (28)
Delegated Decision-Making Body	Administrative Council	Management Board	Management Committee
Composition	16 members (elected)	11 members (elected)	6 members (elected)
Term	4 years	3 years	4 years
Meetings pa	One	Four	Two
Status	Decision-making body of the Union	Decision-making body of the Association	Administrative and supervisory role
Authority	Operates within powers delegated by Plenipotentiary Conference	Operates with very broad powers delegated by Plenary Assembly	Reports to Advisory and Executive Council (which reports to Congress)

53

Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand) (2)

Bureau not aware of any issues that would benefit from a modified decision-making process

However, it may be useful to confirm that this is the view of all members

54

23. Organisation and Management of Work Programmes

- ii. Membership contributions (Bureau to work with other Restricted Unions to better understand)**

Membership contributions (Bureau to work with other Restricted Unions to better understand)

Kolkata did not direct any activity on this item

In the work undertaken on the assignment in 2015, the Restricted Unions consulted chose to not advise any detail regarding financial matters. (Only one figure was sourced i.e., the annual budget of PAPU at \$US1.7m.)

For the moment it is proposed to defer any further action on this item. There are other questions awaiting response from the Restricted Unions we have consulted – it is preferable to close these before attempting the financial inquiry again.

24. Role and Responsibilities of EC Chair and Bureau Director

i. General practice of Chairs having Role Description or guidance charter

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

UPU CA

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

UPU POC

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

UPU IB

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

APPU

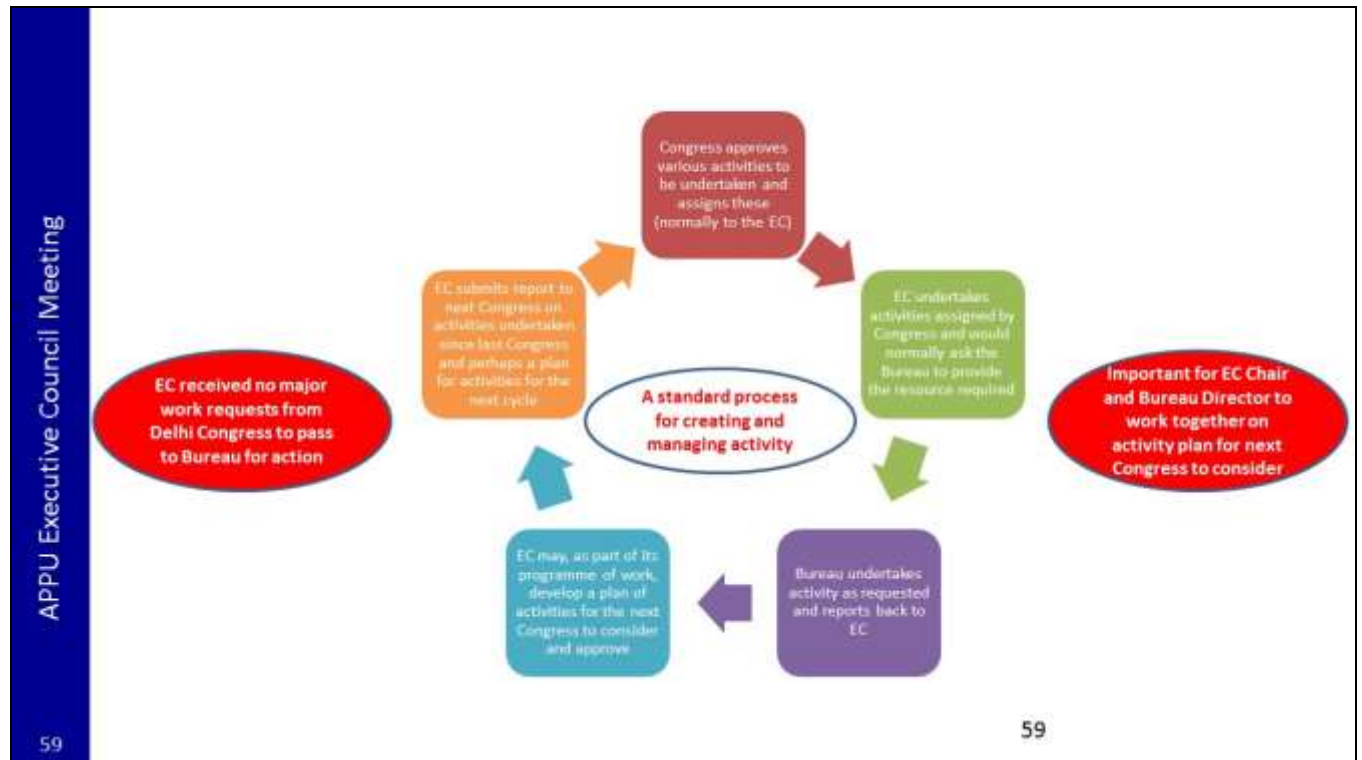
The Bureau serves as a medium of liaison, information, inquiry and training for the member-countries of the Union.

Conclusion

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

Clarification Offered

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

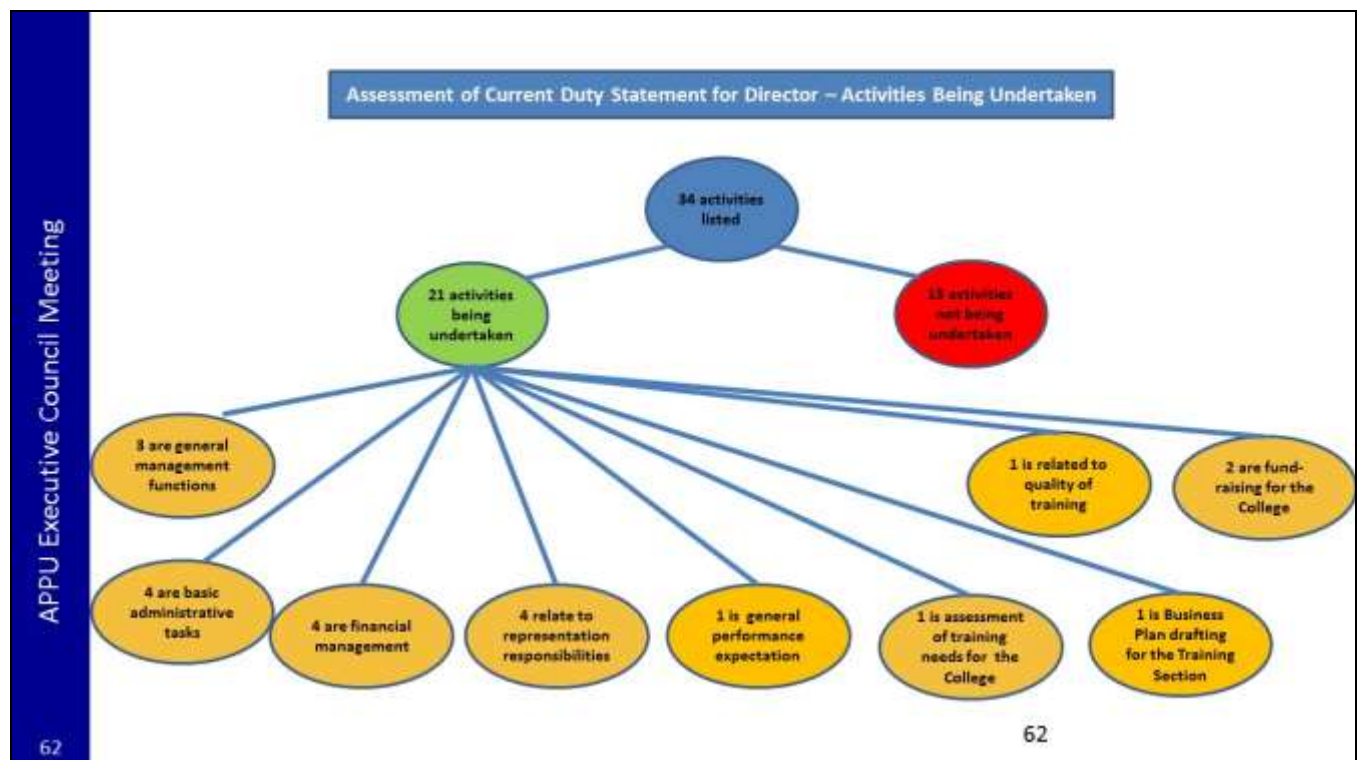
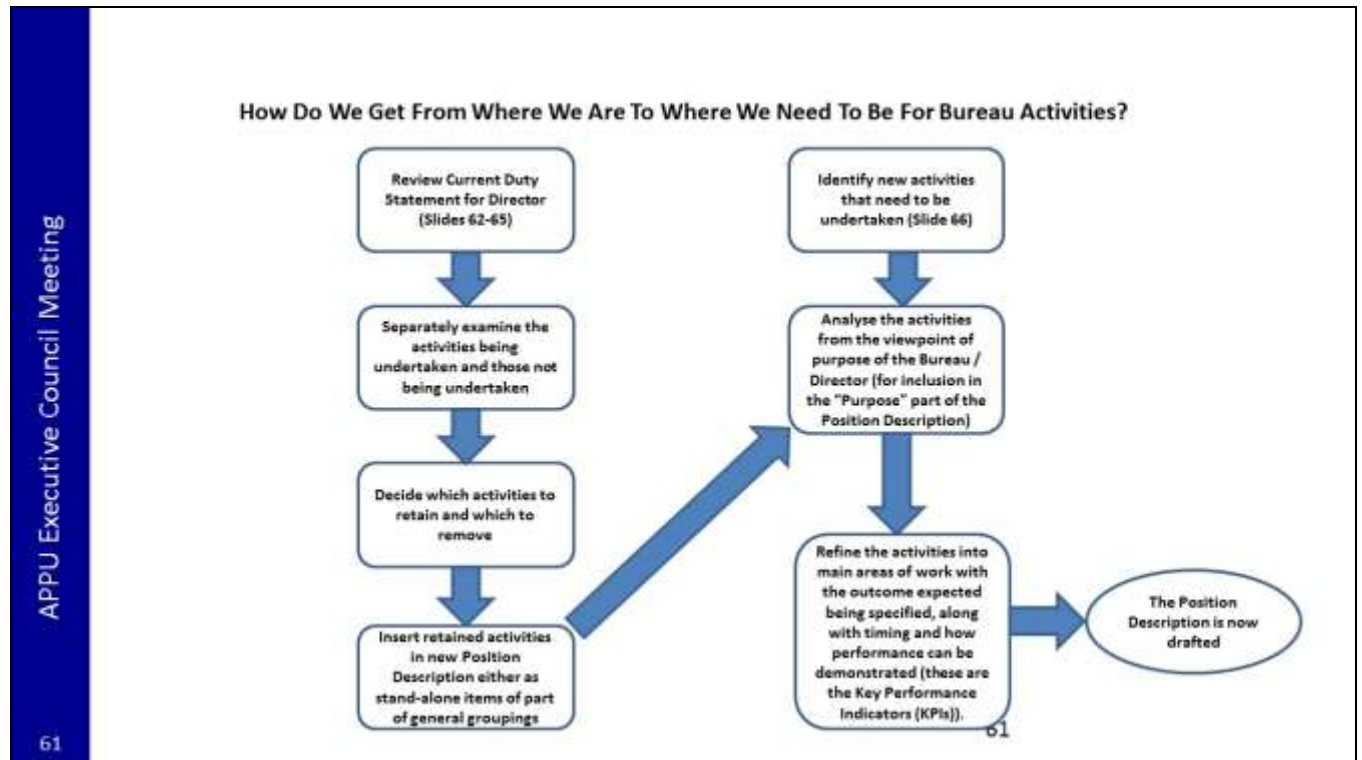


APPU Executive Council Meeting

24. Role and Responsibilities of EC Chair and Bureau Director

ii. Update Duty Statement for the Director

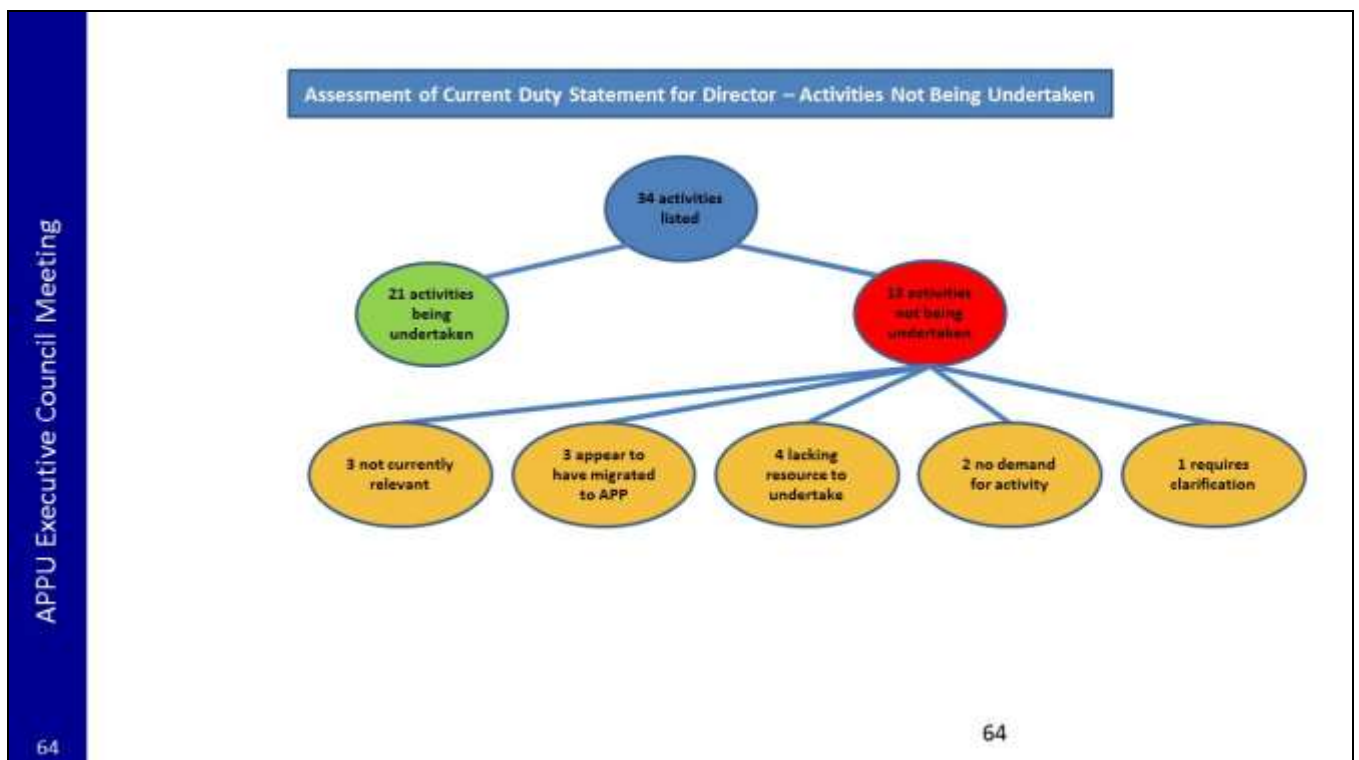
59

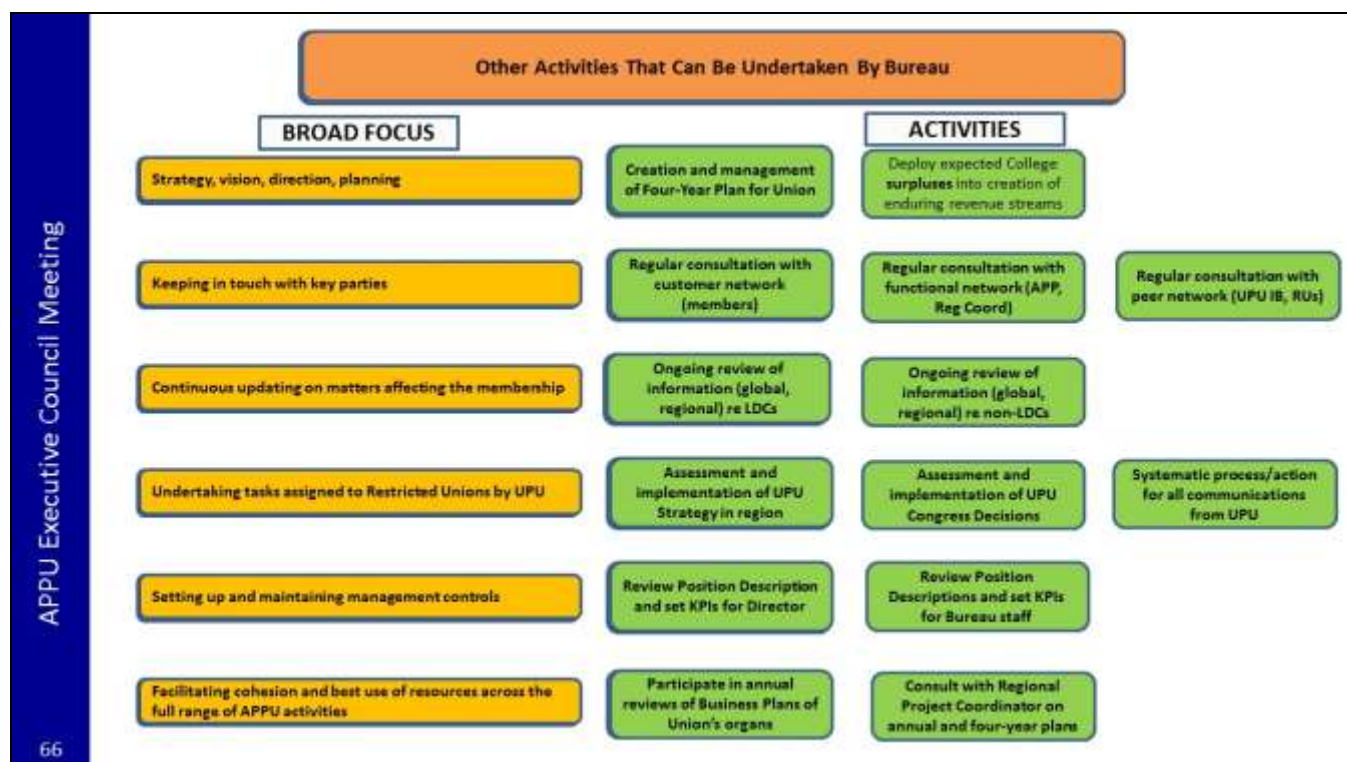
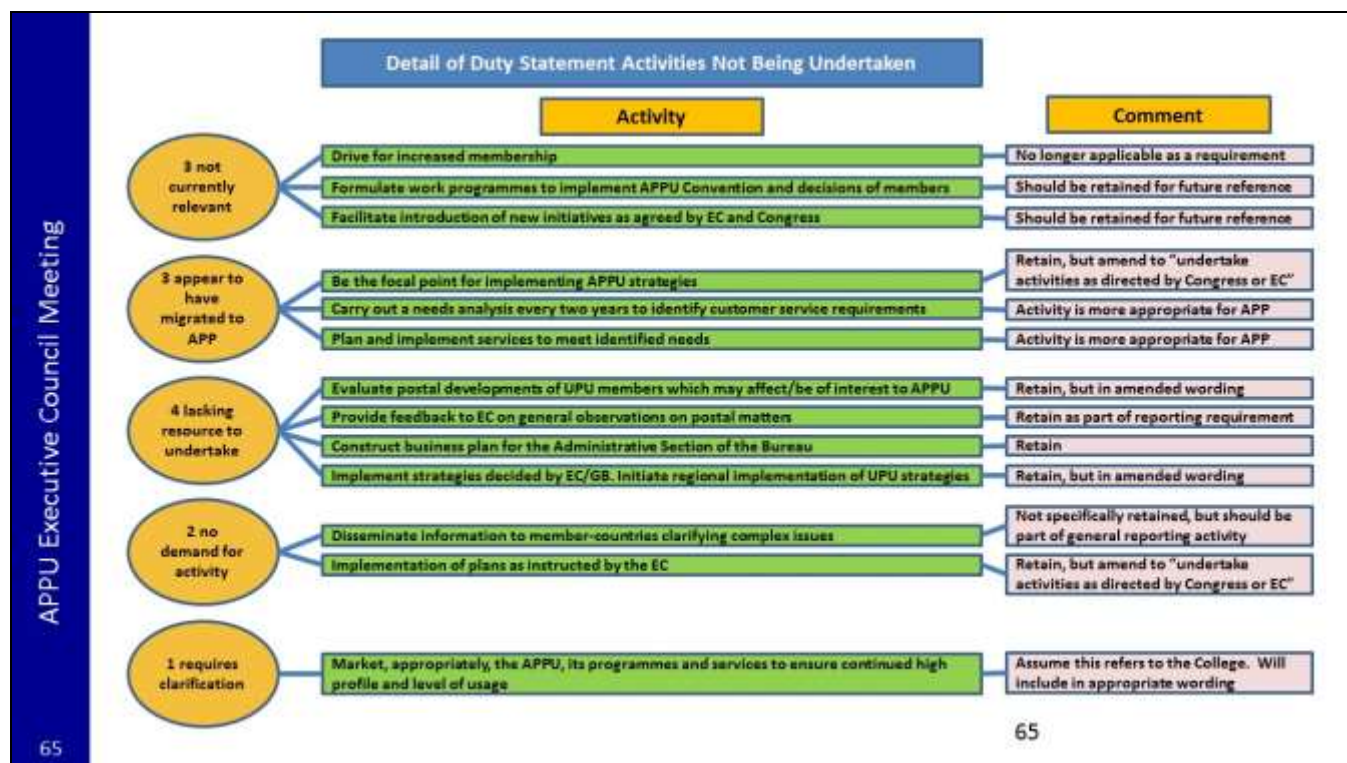


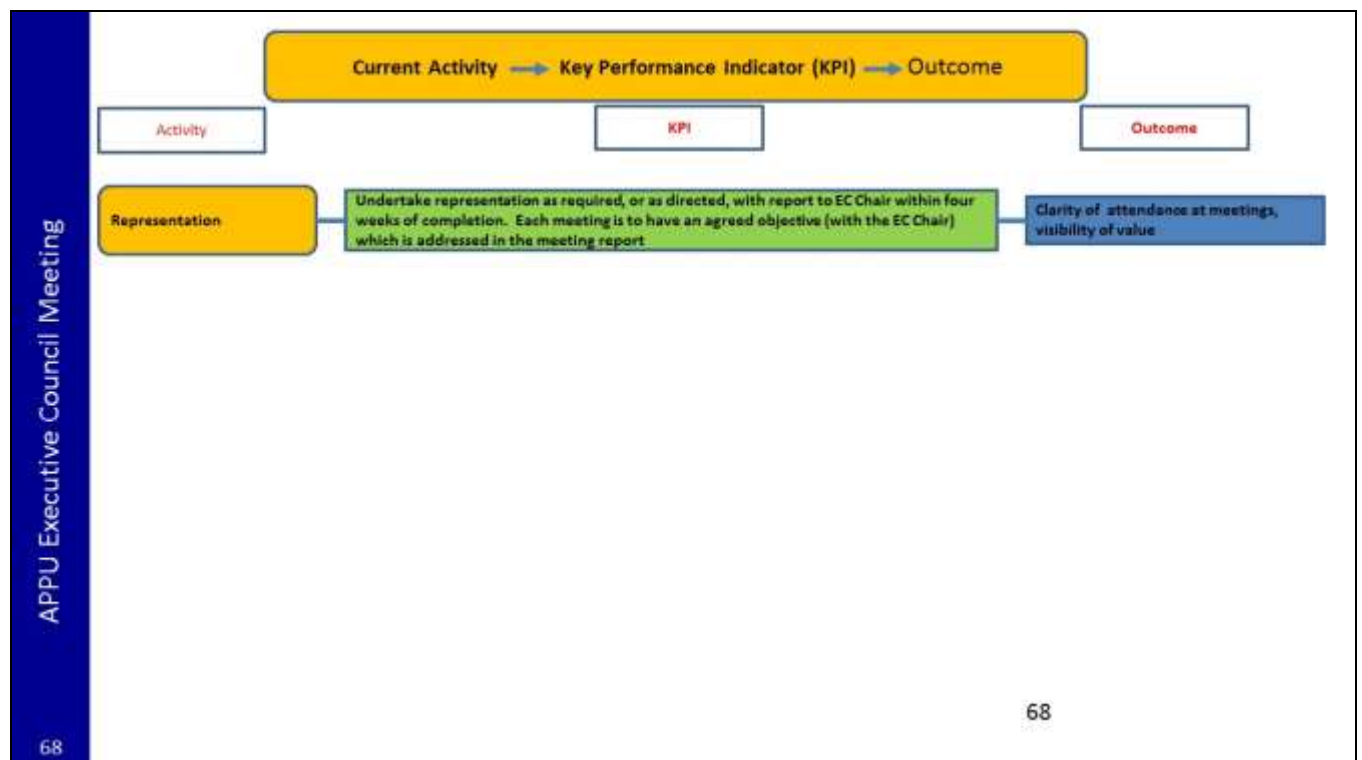
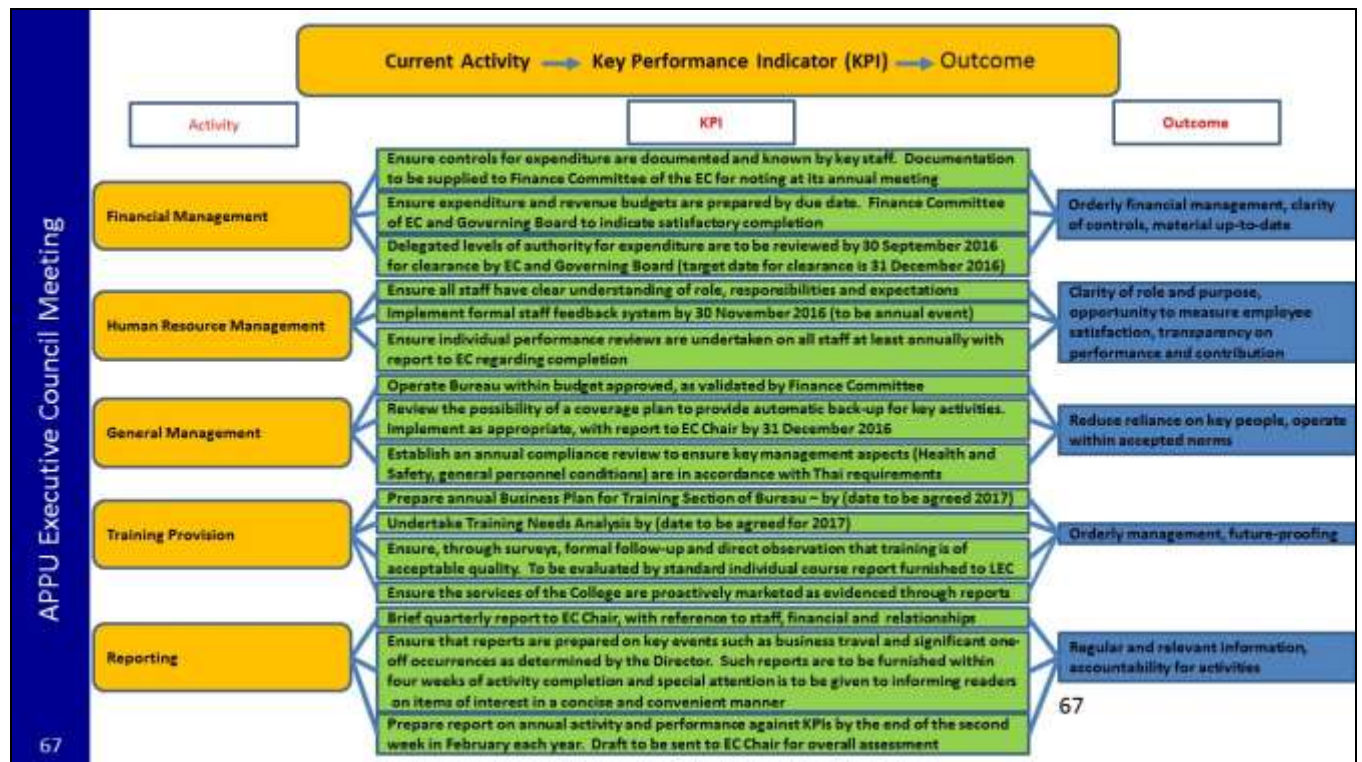
APPU Executive Council Meeting

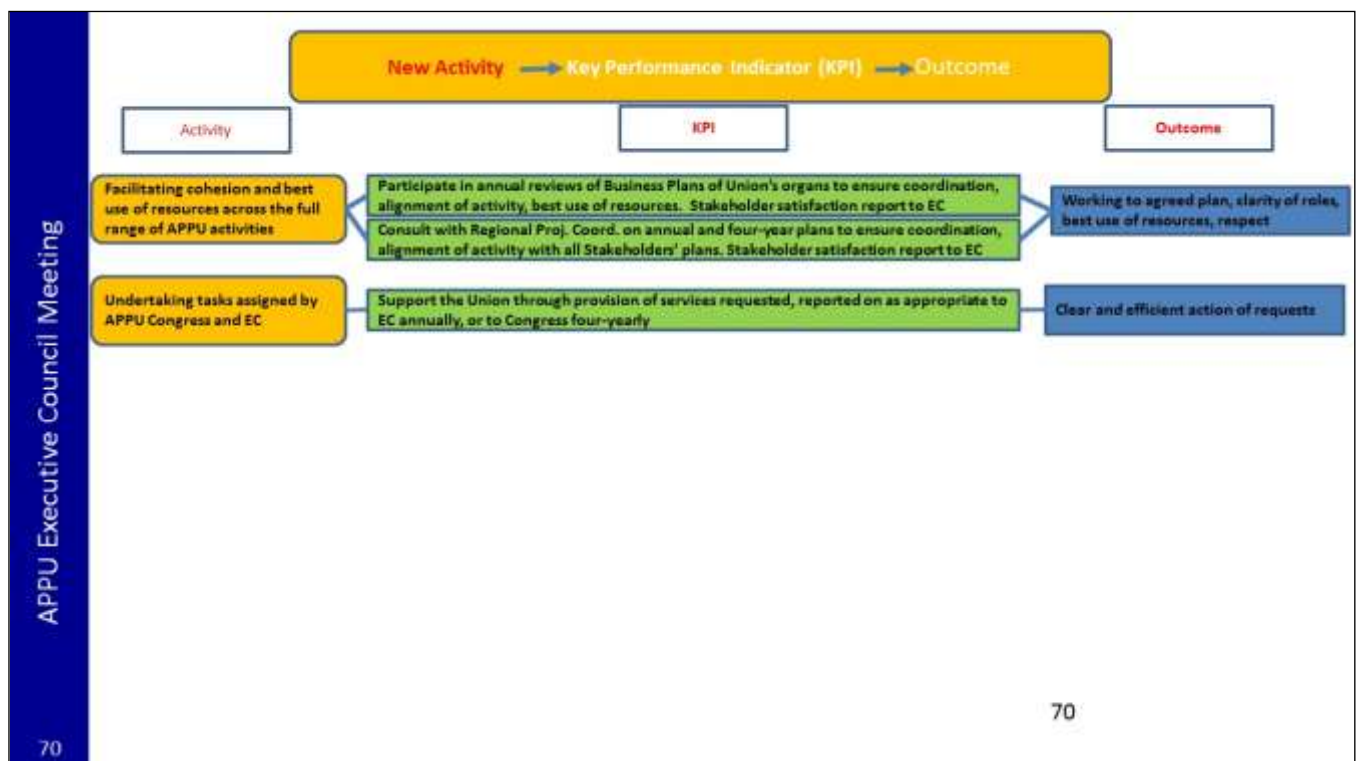
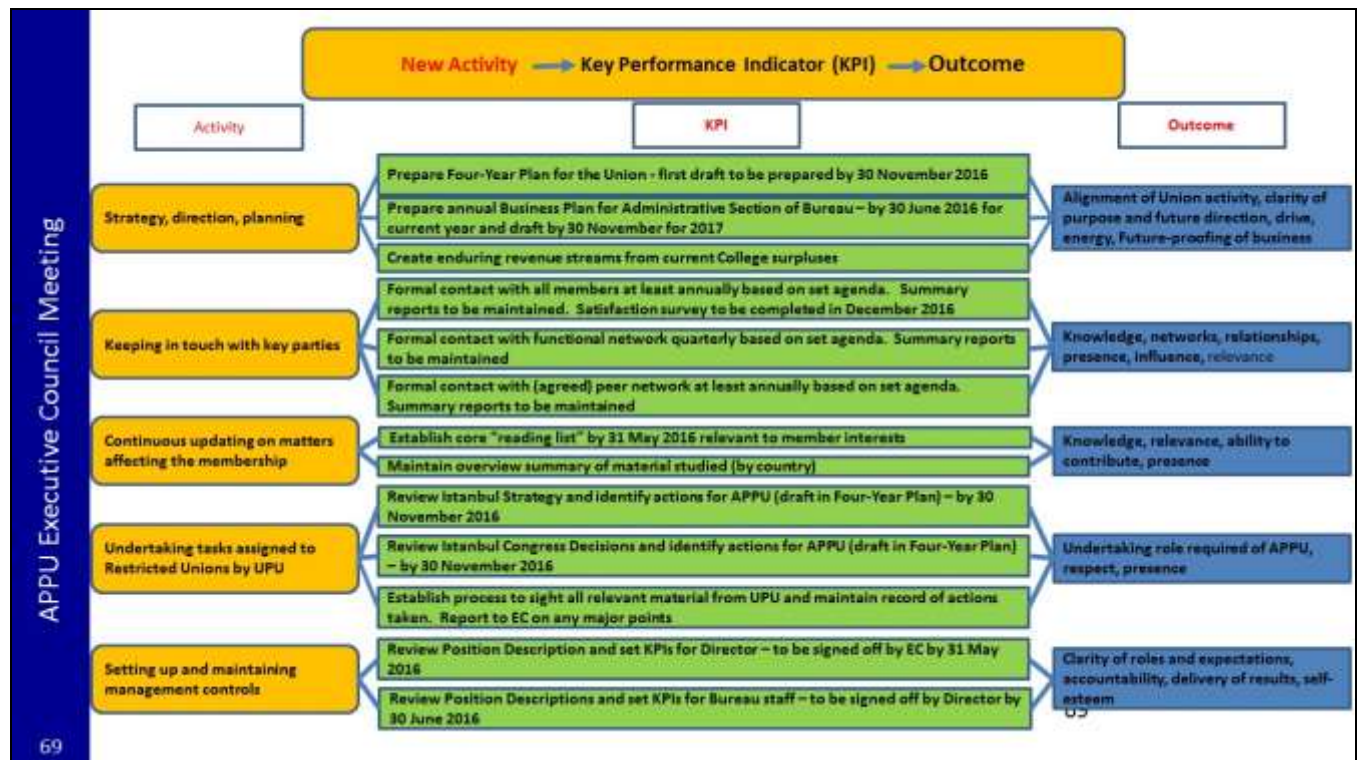
Proposed Treatment of Duty Statement Activities Being Undertaken		
Duty Grouping	Proposed Treatment	Now Covered In
General management (3)	Will cover with general wording in Position Description (current detail to be retained in a file note)	Human Resources KPI
Basic administrative tasks (4)	Will cover with general wording in Position Description (current detail to be retained in a file note)	General Management KPI
Financial management (4)	Will cover with general wording in Position Description	Financial Management KPI
Representation responsibilities (4)	Will make appropriate specific reference in Position Description	Representation KPI
General performance expectation (1)	Will cover with general wording in Position Description	General Management KPI
Assessment of College training needs (1)	Will make appropriate specific reference in Position Description	Training Provision KPI
Drafting Business Plan for Training (1)	Will make appropriate specific reference in Position Description	Training Provision KPI
Fund-raising for the College (2)	Will make appropriate specific reference in Position Description	Training Provision KPI
Quality of training (1)	Will cover with general wording in Position Description	Training Provision KPI

63

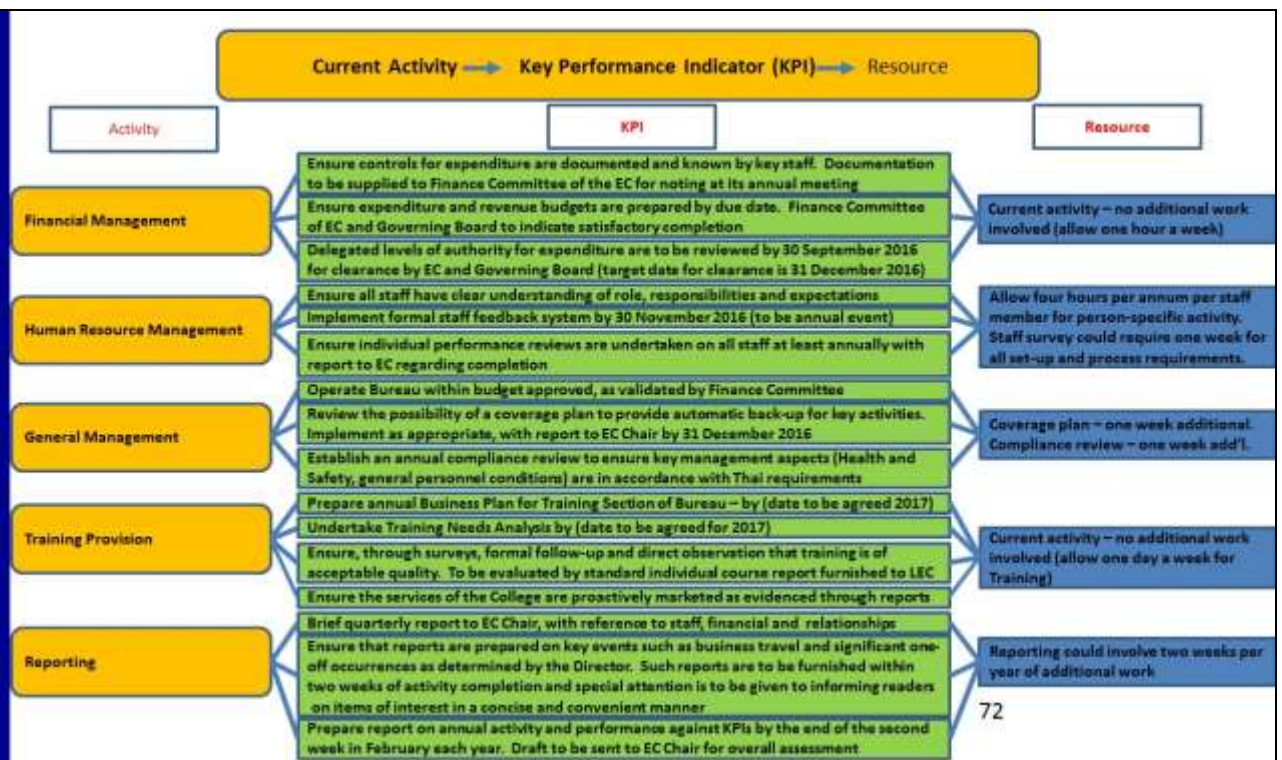


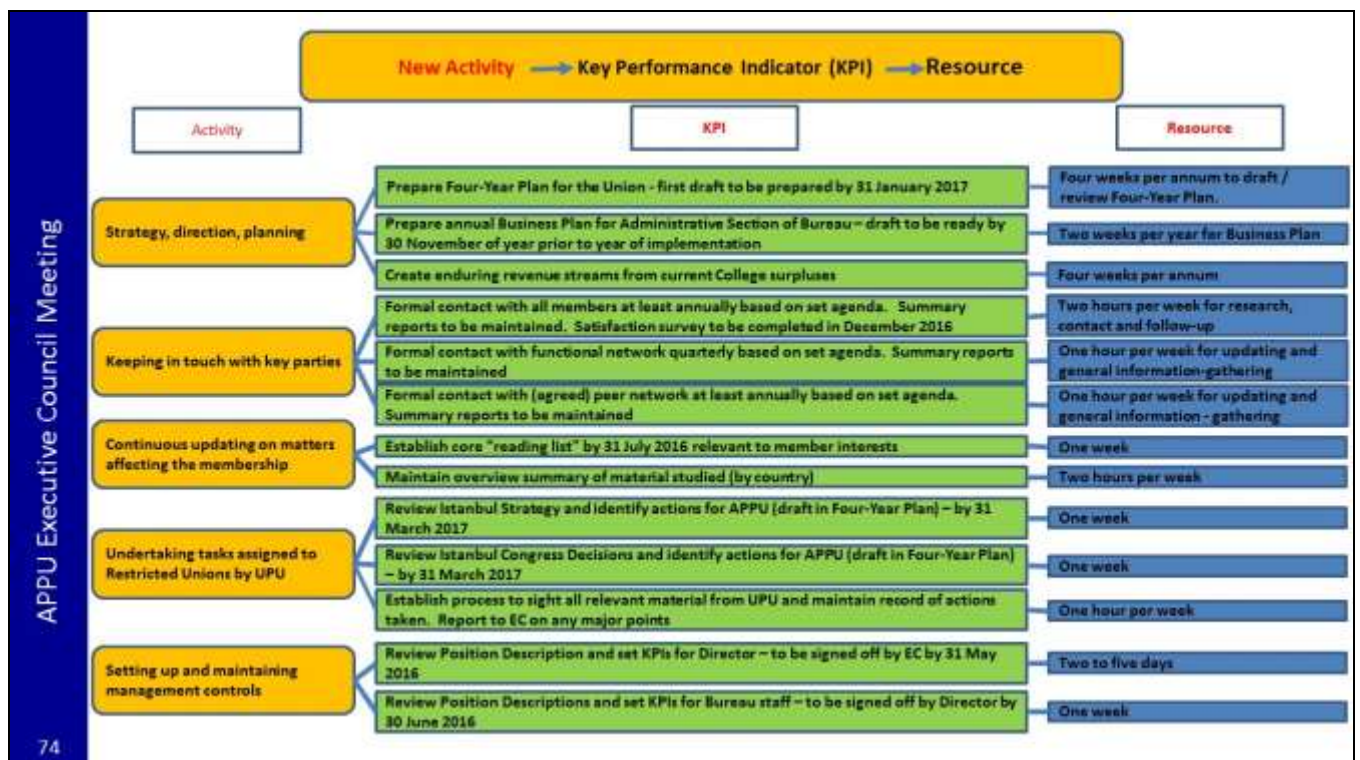
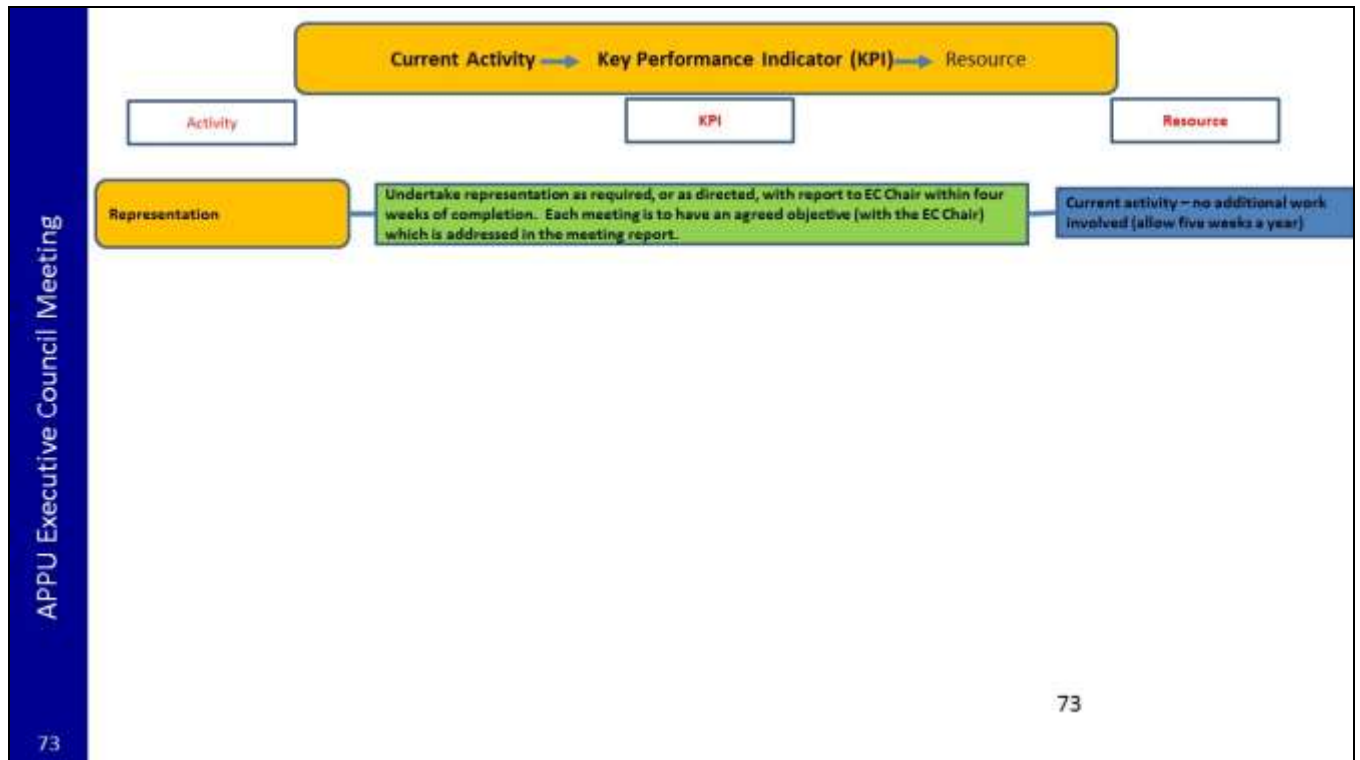


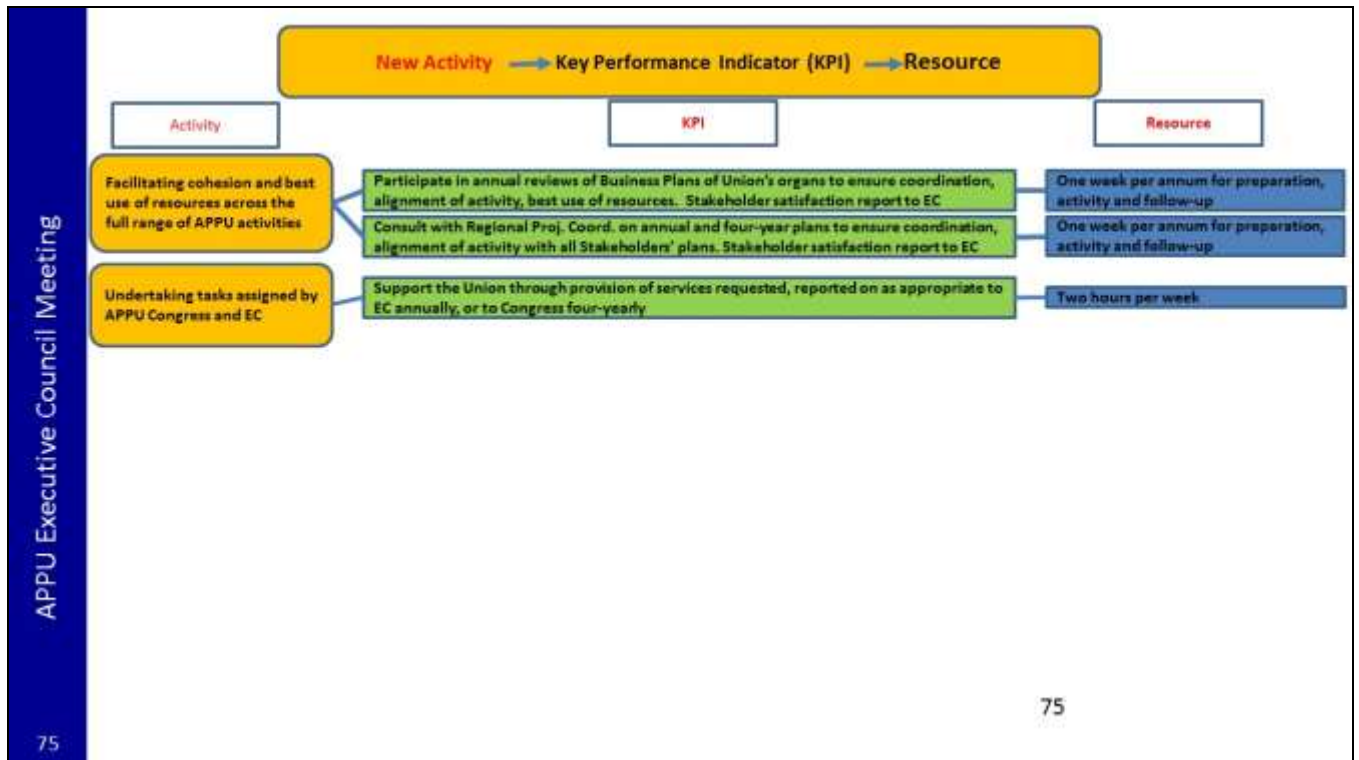




Impact of new KPIs on workload







APPU Executive Council Meeting

24. Role and Responsibilities of EC Chair and Bureau Director

iii. Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met

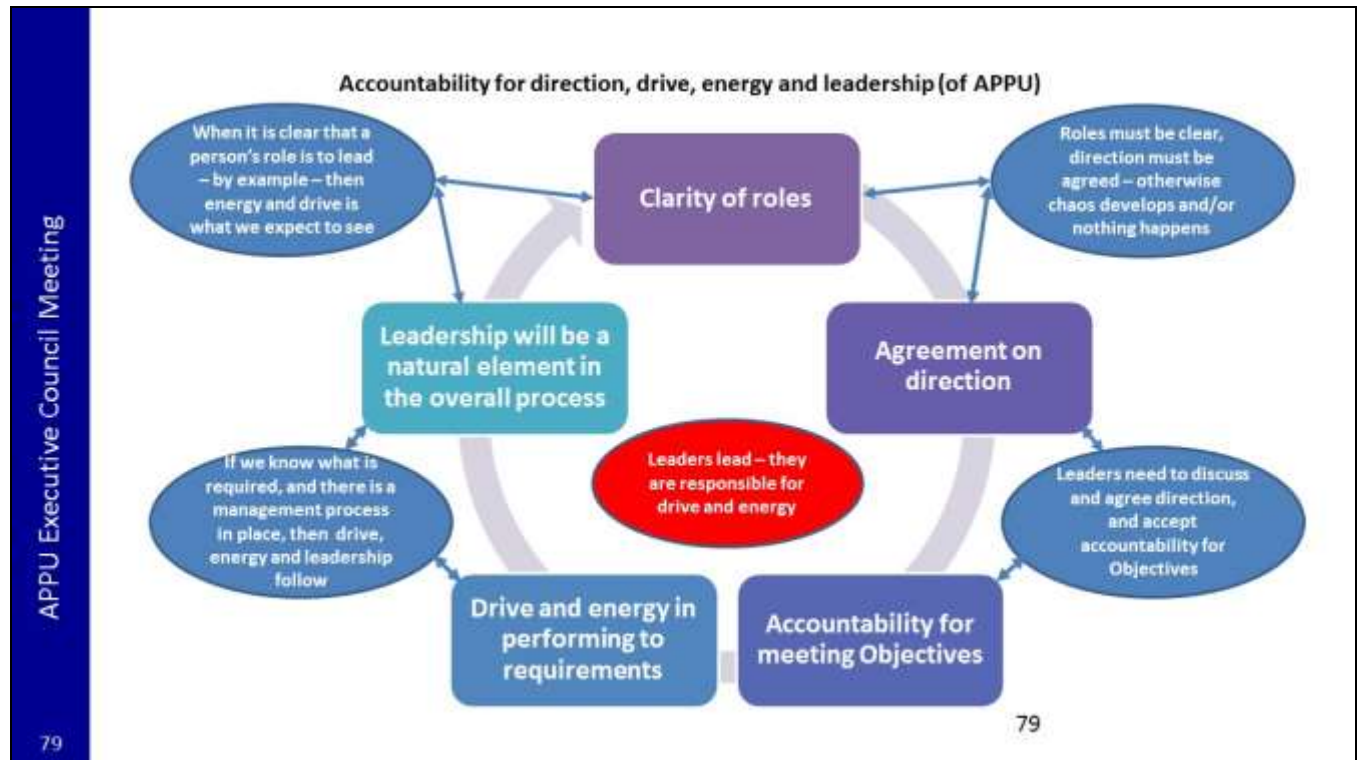
76

Process for EC Chair to set Objectives for the Director and Bureau and assess whether they have been met



24. Role and Responsibilities of EC Chair and Bureau Director

iv. Accountability for direction, drive, energy and leadership so that the APPU achieves its agreed objectives in the four-yearly cycle



APPU Executive Council Meeting

80

25. Passing of Roles and Responsibility

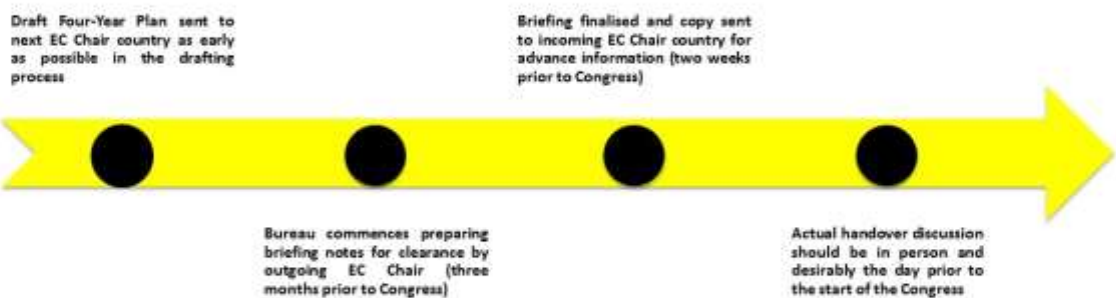
- i. Handover between outgoing EC Chair and incoming EC Chair

Handover between outgoing EC Chair and incoming EC Chair

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

81

Suggested Activity Flow for Handover Between EC Chairs



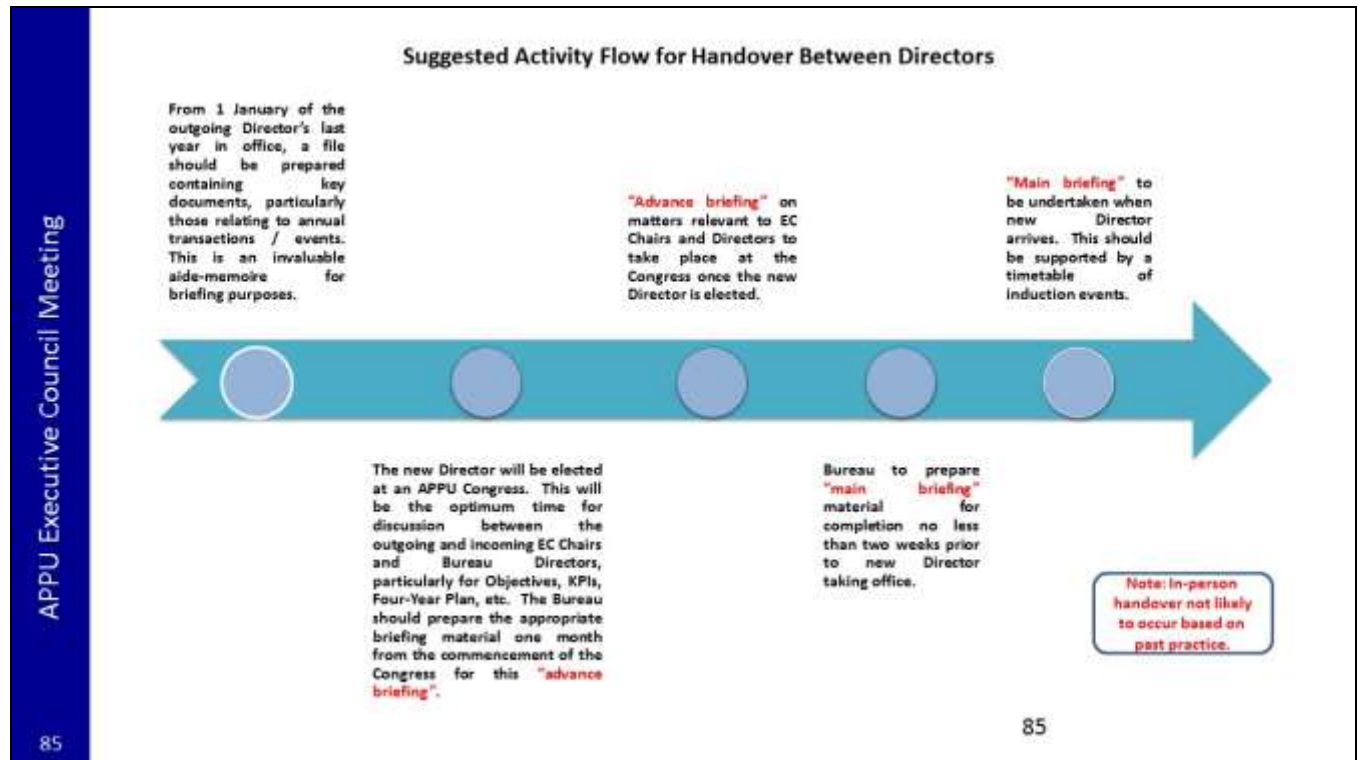
82

25. Passing of Roles and Responsibility

ii. Handover between outgoing Director and incoming Director

Handover between outgoing Director and incoming Director

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

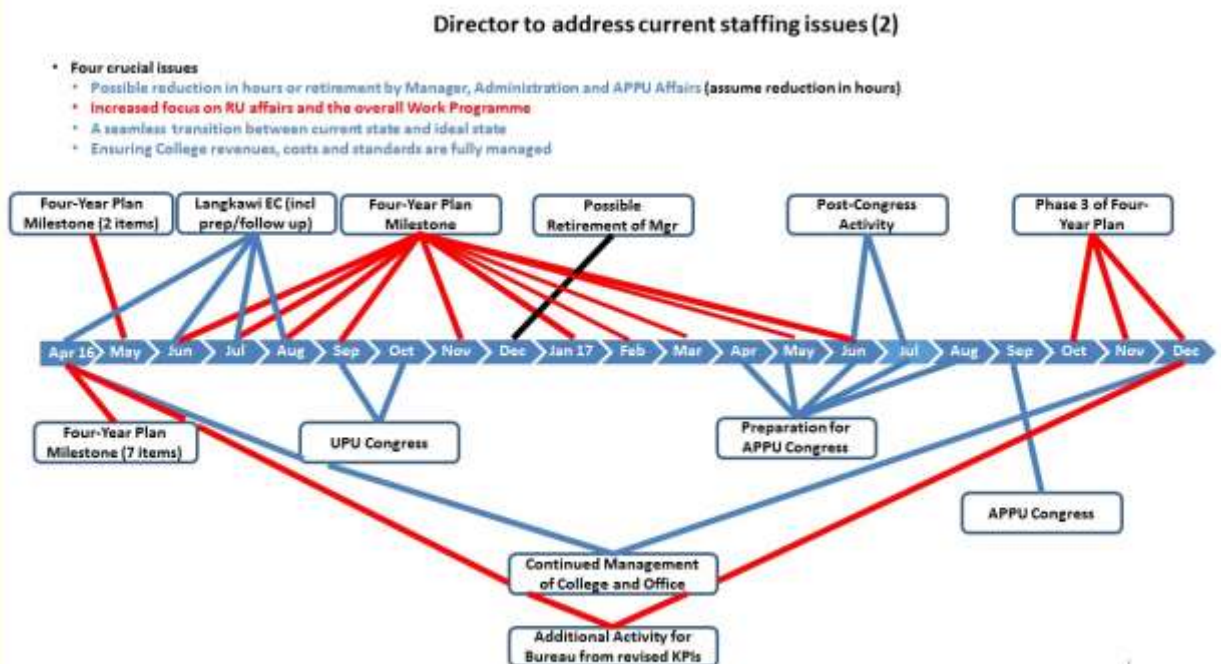
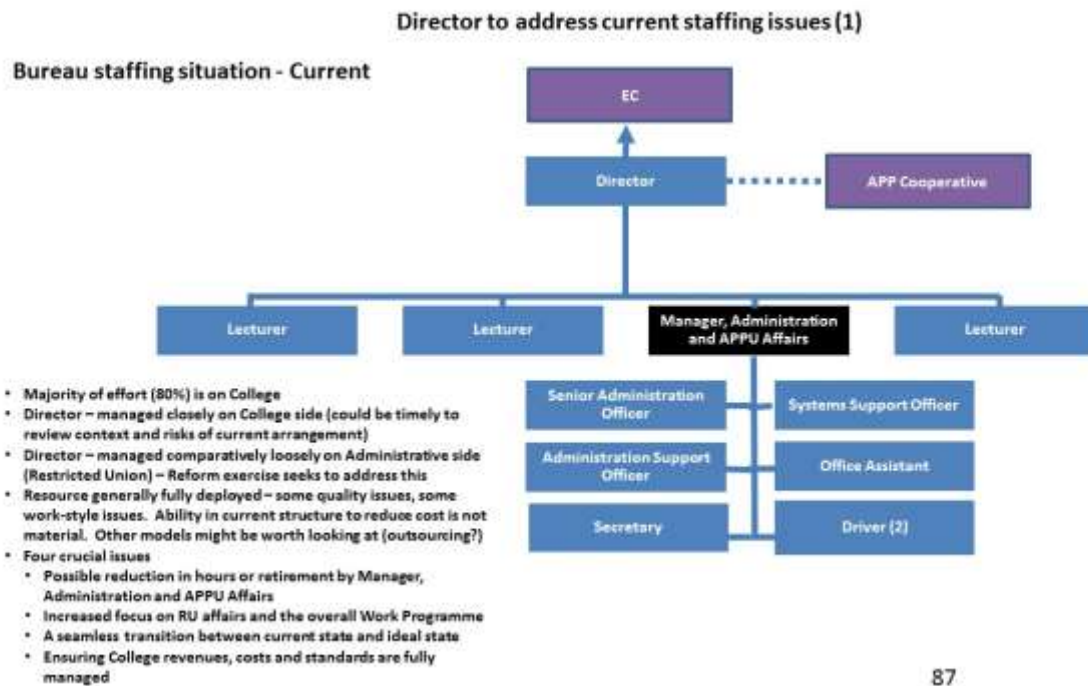


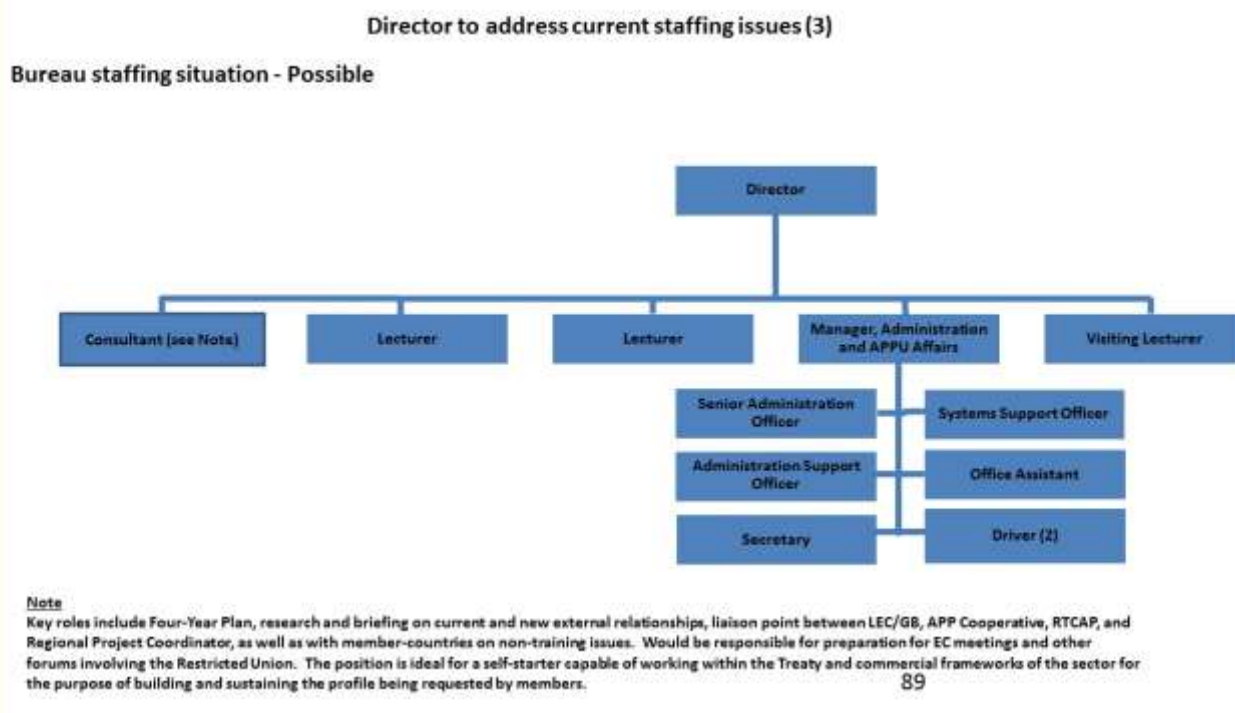
APPU Executive Council Meeting

26. Bureau Organisation and Resourcing

i. Director to address current staffing issues

86





Summary of Role Enhancement Activities for Resource Requirements

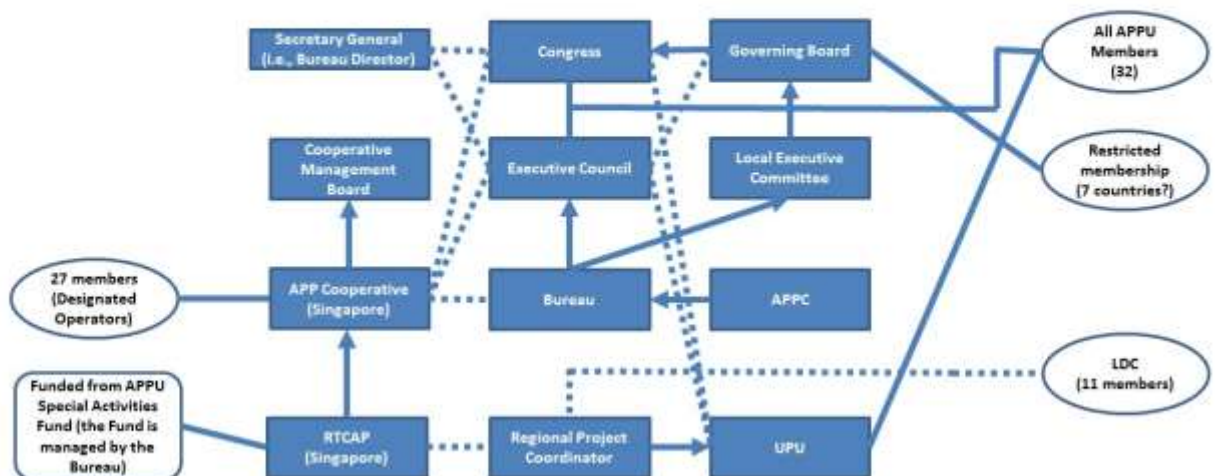
Activity/KPI	Total New Hours	Director	College/Admin	Restricted Union
Strategy, Direction, Planning	520	180	100	240
Training Provision	150	30	120	0
Network Relationships, Stakeholder Management	300	125	0	175
Facilitating Cohesion/Best Use of Full APPU Resources	240	80	0	160
Updating Membership	240	65	45	130
Restricted Union Tasks Assigned by UPU	230	45	0	185
Tasks Assigned by APPU	0	0	0	0
Management Controls	80	50	30	0
Financial Management	50	10	40	0
Human Resource Management	40	10	30	0
General Management	80	20	50	10
Reporting	120	30	45	45
Representation (preparation)	200	0	0	200
TOTAL	2,250	645	460	1,145

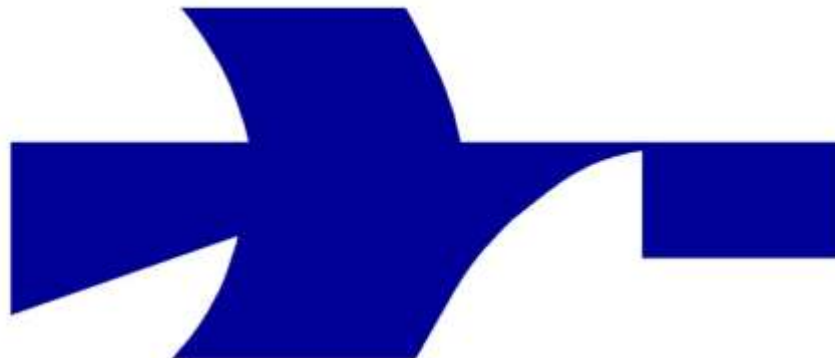
26. Bureau Organisation and Resourcing

ii. WG to review current structures of Union's bodies

WG to review current structures of Union's bodies (1)

No action was assigned to the Bureau for this item. However, the opportunity is taken to prepare some material to understand the current structural and reporting arrangements.





APPU-EC Meeting

REFORM OF APPU

1

A recap....

- WG formed in 2014 during the APPU – EC Plenary, Sri Lanka, Colombo.
- 12 member countries: Malaysia (Chair), Afghanistan, Australia, Bangladesh, Brunei Darussalam, China, India, Indonesia, Maldives, New Zealand, Singapore and Vanuatu.
- Presented progress reports:
 - 2015 APPU-EC Islamabad
 - 2015 Roundtable, Bangkok – Bureau presented recommendations.
 - 2016 Roundtable, Kolkata – WG prepared series of recommendations.
- Today's meeting – for the following review and deliberation:
 - Proposed change in APPU structure – recommendation and justifications (a)
 - Proposed constitutional change following (a)
 - Financial implications – resources needed to implement change.

2

APPU Executive Council Meeting

Why the need for reform....

- Some structural aspects ie policy and representation have not been kept to pace – lack of appropriately-skilled resources hence, APPU's DNA more towards training and operational organisation.
- A desire for greater visibility of coordination between organs of APPU.
- A need for clarifications on roles of organs and key parties (EC Chair, Director).
- A need for enhancement of role of Bureau.
- Establishment of system of accountability ie objectives, KPI, Performance Review)
- Better safeguarding of interest and provide value for all its members.

3 Asian-Pacific Postal Union

APPU Executive Council Meeting

The proposals.... 1

- 1. Development of KPIs for Bureau / Director.**
 - Expectations described in terms of timing, output and reporting.
 - KPI covers important areas – financial management; HR management; training; strategy, planning & directions; constant engagement with key parties; UPU / APPU Congress / EC assigned tasks; management control; reporting.
- 2. KPIs accountability process.**
 - Set out clearly the event cycle for KPI's development incorporating 'plan, do, check, review' process.
- 3. Development of a 4-year plan.**
 - Set out broad direction and activities of APPU.
 - Benefits include optimum usage of resources, overlapping activities are identified, realignment of roles and responsibilities and visibility in the way of working (ie more coordinated and cohesive).

4 Asian-Pacific Postal Union

APPU Executive Council Meeting

The proposals.... 2

4. **Building network with multilateral and industry bodies.**
 - Program to introduce APPU to relevant Bangkok based organisations (WCO, ICAO, ESCAP (Transport) and APEID (Unesco), Thai eCommerce Asian Dev. Bank etc).
 - Develop 'information' bank on counterpart activities and interests.
5. **Building network of Director with peers and key-parties stakeholders.**
 - Include UPU IB, other Restricted Unions, MICT, Thai Post and regional agencies.
 - A formal programme of contact as platform, annual or quarterly basis.
6. **Shared responsibility between EC Chair and Director.**
 - Create accountability for direction, drive, energy and leadership for APPU to achieve its agreed objectives in the 4-yearly cycle.
7. **Continuity of leadership.**
 - Formal process of handing-over responsibilities and issues between outgoing and incoming EC Chairs / Director.

5 Asian-Pacific Postal Union

APPU Executive Council Meeting

The proposals.... 3

8. **Increased engagement / contact between Bureau and members.**
 - To identify and understand issues and how APPU can assist.
 - Focus will be given to LDC/LLDC/SIDS.
9. **Support to membership.**
 - Create a formal system for Bureau to assist Chairs of WG.
 - Include monitoring and tracking of WG 4-year work plan.
10. **Recruitment of new resource for 'specialist' activities in the policy and representation area.**
 - To handle new workload efficiently.
 - New workload to cater for the various enhancement activities, aligned with KPIs for the Bureau.

6 Asian-Pacific Postal Union

APPU Executive Council Meeting

Why the proposals....

- Clear role of the Bureau.
- Clear responsibilities, accountabilities and performance measurement of Director.
- Clear relationship between Director and APPU EC Chair.
 - Annual planning process
 - Joint responsibility on direction, strategy and leadership.
- Documentation of entire activities of APPU
 - 4-year plan
 - UPU activities in the region
- Bringing identity and profile to APPU and Bureau, which links members' needs and interests with wide knowledge of activities and ensure regular communication with functional and peer networks maximises possible benefits.
- APPU will be 'resource-abled' for coordination and dealing with policy and complex issues, hence supports effective representation.

7 Asian-Pacific Postal Union

APPU Executive Council Meeting

Other proposals....

- 1. Attendance of observers.**
 - Include non-postal organisation ie Uni Apro, Eurogiro etc attending as observer.
 - Approval needs to be obtained from majority of members.
 - Enhanced process is proposed as follows:
 - ✓ Some sessions may be closed for observers.
 - ✓ Distribution of written materials only after clearance of EC Chair.
 - ✓ No addressing of delegates in Plenary.
- 2. Workshops involving regulators.**
 - To fit in the 4-year plan.
 - Identify 'priority' topics for the region.
- 3. Non-plenary decision making.**
 - Some decision making to be done by a delegated body.
 - Other Restricted Unions like PAPU, Post-Europ, PUASP have in-placed the non-plenary decision making process.
 - Bureau proposed not to take further action since it is not necessary at the moment.

8 Asian-Pacific Postal Union

APPU Executive Council Meeting

Other pertinent matters....

1. Status of APP Cooperative.
 - Currently an organ of the APPU.
 - Establishment based on 1998 EC Resolution.
 - Since not mentioned in Art 8, hence, APP Cooperative should be mentioned and included as an organ of the Union to provide status clarity.
2. To change title of 'Director' to 'Secretary General'.
 - Other Restricted Union use Secretary General.
 - More reflective of senior position in the inter-governmental organisation.

Asian-Pacific Postal Union

APPU Executive Council Meeting

Changes to Constitutions and Regulations....

1. Constitution:

Art No	Title	Remarks
Art 8	Organs of the Union	To mention 'Asia Pacific Post Cooperative'.
Art 12	Bureau	To include 'policy section'.
Art 13	Expenditure of the Union	To segregate by grouping: Group 1 – administrative and policy section. Group 2 – training section.

2. General Regulations:

Art No	Title	Remarks
Art 106	Composition, functioning and meetings of EC	To include: 1. Manage performance of Bureau through an annual review process. 2. Policy section.
Art 107	Bureau	Title 'Secretary General' adoption.
Art 108	Organisation and Staff of the Bureau	To include 'policy section'.

Asian-Pacific Postal Union

11 APPU Executive Council Meeting

Changes to Constitutions and Regulations....

2. General Regulations (Contd):

Art No	Title	Remarks
Art 109	Functions of the Bureau	To include 6 bis: The Bureau provides administrative and policy services to support the interests and needs of member countries.
Art 117	Budgets and Accounts of the Union	To include 'policy sections' and amend budget according to changes in value.

11 Asian-Pacific Postal Union

12 APPU Executive Council Meeting

Financial Implications....

An additional contribution unit of **USD150** – for the service of consultant.

Justifications:

- Based on additional hours required for the consultant to perform deliverables ie implementing reform proposals.
- Tight budget is set to keep reasonable pressure on the Bureau to work within this means.

12 Asian-Pacific Postal Union

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
China	<ol style="list-style-type: none"> 1. Support proposals Paper I, IA and II based on the following: <ul style="list-style-type: none"> • Help to improve the operating efficiency and management transparency of APPU. • Further strengthen the representation and influence of APPU as a RU in the international arena. • Enable APPU to provide more support and guidance to its member countries. 2. Questions and suggestions: <ul style="list-style-type: none"> • Missing Paper III on Financial Implication? Important document since essential for the reform as it definitely cause new section and workload to the Bureau, hence, implication on number of staff and experts, projects and travel needs of Director. • Timetable for the Reform? Does the draft proposal plan to be implemented after the APPU Congress in 2017. Or only the principle plan be approved by 2017 Congress and the research on financial issues will be addressed after 2017? • Attendance of observers – Non-postal organisation should include postal agencies / organisations outside the Asia-Pacific region. • Title change should be unified. Secretary General is used in all provisions of APPU Acts.

Asian-Pacific Postal Union

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
Indonesia	<ol style="list-style-type: none"> 1. In general, agree with the recommendations put forward by WG. 2. Special comment regarding status of APP Cooperative as follows: <ul style="list-style-type: none"> • The establishment of APP Cooperative is analogue with the establishment of EMS Cooperative and other user funded bodies of UPU. Their existence were based on POC's resolution after approval of the CA. The APP Cooperative was a product of EC's resolution • Considering the way these structures came into existence and also the membership requirement which is voluntary, the Cooperative should be treated as a structure under the EC (that is part of the APPU's structure but not as the same level as EC). • Relevant to this, the amendment of the Art 8 is <u>not necessary</u>. The organs of the Union will still be the Congress, EC and Bureau. • The acknowledgement of APP Cooperative under APPU's structure is not necessarily stipulated explicitly (by name) in the Constitutional or General Regulations of the APPU. The important thing is to refer the authority to set up such Cooperative as part of the functions of the EC by adding this into relevant article in the General Regulation. In this way, we could at the same time anticipate the formation of other user funded bodies of the APPU in the future when it deems necessary.

Asian-Pacific Postal Union

Feedback from WG members....	
Country	Feedback
N. Zealand	<ol style="list-style-type: none"> 1. Supports the creation of and measurement against KPIs for APPU and its Director. Further suggestions: <ul style="list-style-type: none"> • EC Chair and Director to develop and document a comprehensive set of KPIs and to be circulated to WG for ratification and subsequently, ratified by EC – ideally at the EC 2016. This is to ensure APPU Reform agenda can be agreed and promoted quickly as possible. 2. Supports the creation and recruitment for a new resource to undertake specialist activities in relation to policy and representation. Further suggestions: <ul style="list-style-type: none"> • For a greater / more detailed role breakdown to demonstrate that this activity requires a new dedicated resource and an indication how this will be funded. 3. Awaits the 'Timing' references. 4. Supports 'Other Proposals' with the following suggestions: <ul style="list-style-type: none"> • Non-plenary decision making – to have this revisited on a regular basis to confirm that this decision is still correct and to be added to the Director's annual work plan.

Feedback from WG members....	
Country	Feedback
	<ol style="list-style-type: none"> 5. Changes on constitucionals and regulations: <ul style="list-style-type: none"> • Who will complete the necessary analysis and drafting of consequential amendment of the Constitutional and General Regulations? • Whether there is any legal implication of the proposed amendment to Art 8 ie to formally include the APP Cooperative as an organ of APPU. • Does the proposed amendment to Art 8 lead to any change to the day-to-day operations and decision making of the APP and by association, any human resource implications (formal reporting lines, management, roles and responsibilities) and if so, what are these? • Art 106 – Does this new role of EC (annual review process) has been specifically allocated to a resource ie EC Chair? If not, who will undertake this review, how and what measure / metrics will be applied? • Art 117 – Is it appropriate for a general regulation to contain "figure to be inserted". Clarification required whether a figure will input the agreed sum? 6. To apply only one title – Director or Secretary General.

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
Australia	<ol style="list-style-type: none"> 1. General Comments: <ul style="list-style-type: none"> • Missing slide pack? • Unclear whether the proposals have been put forward as recommendations for endorsement? • Financial analysis to understand whether any increased costs are anticipated and if so, how these would be budgeted for? • Justifications and recommendations are to clearly articulate the value of the new proposals ie what are the expected benefits / cost of each proposal as to assist APPU members understand the rationale for the change. 2. KPIs Accountability Process <ul style="list-style-type: none"> • It appears onerous to expect the EC Chair to set the objectives and KPIs for the Director and the Bureau and to assess whether they have been met. This is perhaps a process that needs to be member driven (at least in terms of setting KPIs that are related to the proposed 4-year business plan) or at least delegated to a subset of the membership to handle, which should and would necessarily include the EC Chair.

Asian-Pacific Postal Union

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
	<ol style="list-style-type: none"> 3. Building network and Union profile <ul style="list-style-type: none"> • It is not clear who to be mandated to conduct the discussions with the bodies identified. This person would need a clear purpose and direction from APPU members. How would the views of APPU members be gathered, consolidated and agreed before being communicated in the context of such an outreach program? While we agree that Bangkok based bodies would be the natural place to start, the choice of which bodies to target should be driven more by their relevance to the postal business (including postal financial services). 4. Shared responsibility between EC Chair and Director <ul style="list-style-type: none"> • The responsibilities and roles of the EC Chair and Director need to be clearly delineated, as to ensure that the EC Chair responsibilities are reasonable, given this is an in-kind role. 5. Increased engagement / contact between Bureau and members <ul style="list-style-type: none"> • Not clear how the proposed activities for ensuring the increased relevance of the APPU for member countries are to be structured and implemented and what the associated resource requirements and cost impacts are. How would the views of members be consolidated and how would they feed into the future work programme for the APPU?

Asian-Pacific Postal Union

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
	<p>6. Support to membership</p> <ul style="list-style-type: none"> • While we are fully supportive of organising the activities of the APPU in line with a 4-year plan, in order for the plan to be useful, it needs to be sufficiently detailed with clearly defined: (1) objectives; (2) work activities to achieve those objectives; and (3) deliverables and KPIs. This is a mammoth task if our recent experience with the Istanbul Business Plan is anything to go by. There appears to be a huge onus placed on WG Chairs to develop and implement the 4-year plan with no clear articulation of the role the APPU Bureau should and will play in supporting the development and implementation of the 4-year plan. We need to ensure that WG Chairs are properly supported in delivering this critical organisational framework. <p>7. Recruitment of new resource</p> <ul style="list-style-type: none"> • It would be prudent to first agree on what members expect and want from the APPU Bureau. This should then help determine and guide our discussions on what additional resources are needed by the Bureau and how those resources should be funded.

Asian-Pacific Postal Union

APPU Executive Council Meeting

Feedback from WG members....

Country	Feedback
	<p>8. The proposals seem to focus largely on the role of Director, we would support further work on how the Bureau can act as a secretariat to support initiatives from APPU members to act as a voice for the region and forum where key issues can be discussed. Perhaps some further work can be undertaken on the other types of tasks which can be undertaken by the Bureau to support APPU members?</p> <p>9. Other proposals</p> <ul style="list-style-type: none"> • Non-plenary decision making - this issue should be further investigated. There may be a need for the establishment of a Management Committee of the APPU EC to expedite decision making between EC and Congress and to provide direction to the APPU Bureau. Something along the likes of the Management Committees of the UPU's POC and CA respectively. • Additional proposals – APP as organ of the Union. Supportive of a clear reference of the APP as an organ of the Union. However also need to carefully consider other changes required to the APPU Statutes to clear define the role of the APP as a cooperative and as a designated operator forum. For example, the General Regulations may have to be amended to provide for such details as it currently does in respect of the Bureau and other organs of the Union.

Asian-Pacific Postal Union

Country	Feedback
	<p>10. Changes to constitutions and regulations</p> <ul style="list-style-type: none">• Inclusion of 'policy section' – to clarify clear deliverables of this function and any associated costs for a new resource.• Art 106 – unclear how EC would perform the annual performance management process. What is the structure and how would it be implemented?

APPU Executive Council Meeting

21

Asian-Pacific Postal Union

REPORT OF THE WG ON THE REFORM OF APPU

1. The Working Group on the Reform of APPU, was the extension of the Working Group (WG) on the Review of Roles and Functions of the APPU-EC, which was formed during the APPU-EC 2014 Plenary session held in Sri Lanka, Colombo. The WG was initially set up to address the issues and feedback from APPU members in response to the APPU survey on the review of the roles and functions of the APPU Bureau and APPU-EC. Now it has been made a permanent working group to undertake the reform of APPU.
2. The WG composed of 12 member countries, Malaysia (as Chair), Afghanistan, Australia, Bangladesh, Brunei Darussalam, China, India, Indonesia, Maldives, New Zealand, Singapore and Vanuatu.
3. The earlier meeting held this morning, on 20 May 2016 discussed on matters which include the review and deliberation on the proposed change in APPU with justification on the changes; proposed constitutional and regulations change following the recommended proposal; and as well as the financial implications.
4. The meeting had also been informed on the feedbacks and comments received from some of the member countries on the proposals of the reform of APPU.
5. In order to address the concerns based on the feedback received as well as to work out a more detailed proposals, the meeting had endorsed the following as the way forward:
 - 1) Appointment of the Consultant – the WG with the facilitation of the Bureau, will proceed with the necessary process of sourcing and appointing the Consultant.
 - 2) The WG is to work closely with the Consultant to achieve the deliverables of the proposals – in terms of developing the strategy and plan; timeline; review; etc.
6. The final and complete proposals on the reform will be presented to the Congress for approval as to ensure APPU stays relevant, vibrant, transparent, objective, market oriented and somewhat commercially driven.
7. The above report is hereby presented for adoption by the EC.

Adawiyah Jafar
Chair
Working Group on the Reform of APPU