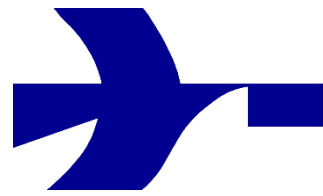
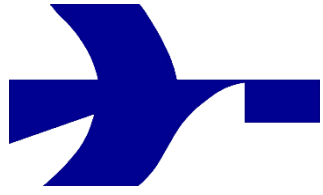


APPU/UPU Reform Working Group



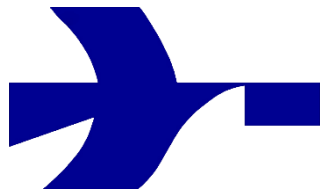
Continuity Presentation

ASIAN-PACIFIC POSTAL UNION EXECUTIVE COUNCIL MEETING
30 June 2021 , Online Session



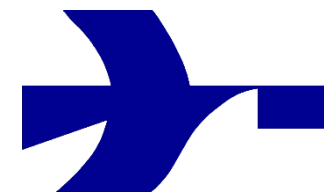
Opening Remarks

Agenda (EC 2020 Doc 13.0)

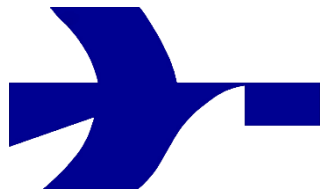


Nine documents, in the order on Doc 13.0

- **Doc 13.1 (Workstream 1)**
- **Doc 13.2 (Workstream 2)**
 - **Doc 13.2.1 (Workstream 2 – Secretary General Position Description)**
 - **Doc 13.2.2 (Workstream 2 – Setting objectives and assessing performance for the Bureau)**
- **Doc 13.3.1 (Workstream 3 – implementing 2018 member survey)**
- **Doc 13.3.2 (Workstream 3 – deferred work items)**
- **Doc 13.3.3 (Workstream 3 – review of governing documents)**
- **Doc 13.4.1 (Workstream 4 – Consultancy Section: direction and evaluation)**
- **Doc 13.4.2 (Workstream 4 - Creating a sustainable future for the College)**

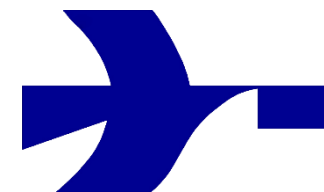


Secretary General

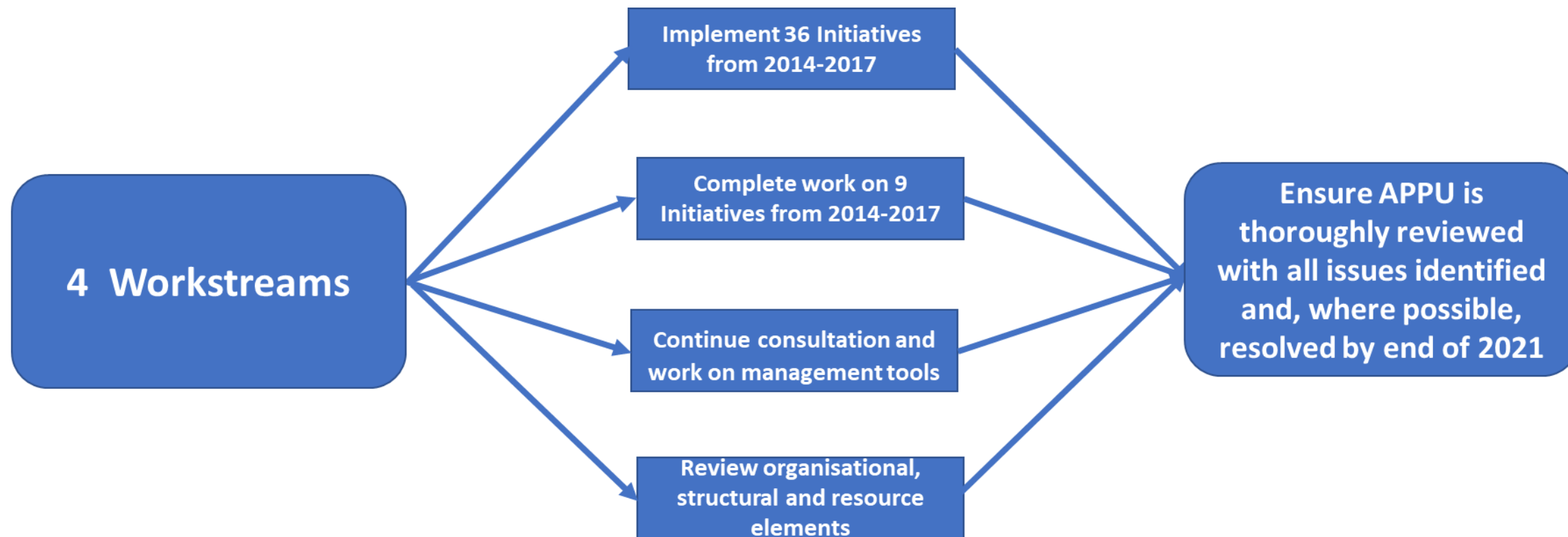


The Reform Programme

- Basics of management (studied 2014-2017)
 - Now implementing 36 Initiatives (WS 1)
 - Completing 9 Initiatives (WS 2)
- Continue to focus on basics of management
 - Further member consultation (WS 3)
 - Development of simple tools (WS 3)
- What sort of organisation will the new Director / Secretary General be “given” in 2022?
 - Review structure, organisation, resourcing (WS 4)
 - RTCAP
 - Bureau
 - APP

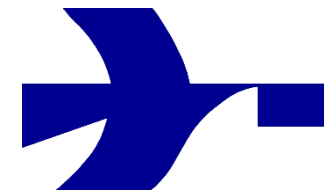


Another View of the Reform Programme



Continued focus on basic issues, plus organisational, structural and resource review

13.1 (1) - Report on WS 1 – Monitoring Implementation of 36 Agreed Initiatives – Budget and Activity



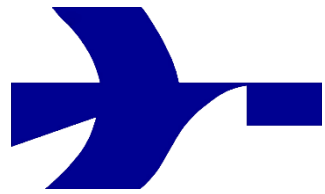
Budget performance

Period / Element	Actual / Estimated Expenditure	Budget Available	Actual v Budget
Budget allocation for 2021		35,000	
1 Jan to 31 May 2021	14,700	14,000	-700
1 Jun to 31 Dec 2021 (estimated)	20,300	20,300	On target
Total (1 Jan to 31 Dec 2021)	35,000	35,000	On target

Summary of 36 Agreed Initiatives (Action Status)

Action Status	Number of Initiatives
Completed	11
Behind Schedule	20
Consequential to a "Behind Schedule" Initiative	2
Not a priority for the Consultant	3

13.1 (2) – Report on WS 1 – Monitoring Implementation of 36 Agreed Initiatives – Decisions expected

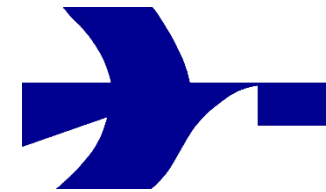


Decisions expected

The EC is asked to:

- **note** the background / updated information in EC 2021 Doc 13.1
- **note** that, for 2021, Reform activity is forecast to be on target (financial)
- **note** the continued difficulties in making progress on implementing the remaining Initiatives
- **note** the current status of the 36 agreed Initiatives
- **note** steps being taken to complete the remaining 22 Initiatives

13.2 (1) – Report on WS 2 – 9 Initiatives assigned by Tehran Congress for completion – update



Current status

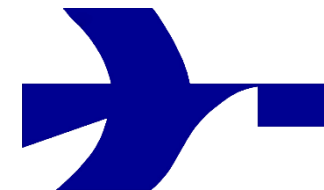
Completed: 5

Under action: 2

Deferred to 2021 due to subject matter: 2

Under action items

- **Initiative 8.5: update Duty Statement for SG – separately dealt with in EC 2021 Doc 13.2.1**
- **Initiative 8.6: process for EC Chair to set objectives for SG and Bureau and assess whether they have been met - separately dealt with in EC 2021 Doc 13.2.2**

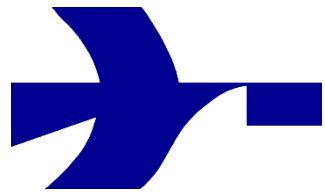


13.2 (2) – Report on WS 2 – 9 Initiatives assigned by Tehran Congress for completion – Decision expected

Decisions expected

The Reform WG, is asked to:

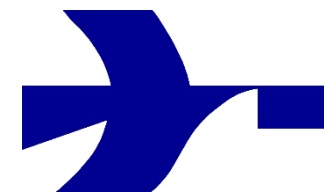
- **note** the two Initiatives that are currently under action
- **note** that more detailed information on these two Initiatives is provided in EC 2021 Doc 13.2.1 and EC 2021 Doc 13.2.2
- **note** the current status of the nine Initiatives in terms of action taken



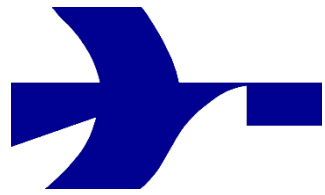
13.2.1 (1) – SG PD - Background

- Reform WG identified need for Duty Statement (Position Description (PD)) of SG to be updated
- Once updated, the documentation would be part of the material used in the call for applications for the role (this process was outlined at the 2020 EC meeting)
- Following the 2020 EC meeting there was a full consultation among APPU members regarding the PD
- Updated document developed that members generally agree with - at Appendix 1 of Doc 13.2.1
- There are some areas that need to be addressed before the PD can be formally adopted.

13.2.1 (2) – SG PD - Actions to be taken by various parties



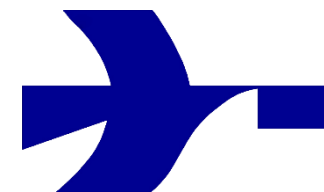
Reform WG	EC Plenary	Bureau
<p>30 June 2021</p> <p>Reform WG will:</p> <p>consider and make recommendations on the areas of the draft PD that still require decisions (Appendix 2)</p> <p>consider and recommend an amendment to the General Regulations of the APPU Bureau for the replacement of the current description of duties for the SG by the updated draft version</p>	<p>20 July 2021</p> <p>EC Plenary will be asked to:</p> <p>approve the draft PD and the recommendations from the Reform WG on areas where decisions are required</p> <p>approve the amendment to the General Regulations of the APPU Bureau whereby the current description of duties for the SG is replaced by the updated version of the PD</p>	<p>August 2021</p> <p>Bureau will:</p> <p>make the physical amendment to the General Regulations of the APPU Bureau</p> <p>update the information documentation that will be used for the calling of applications for the role prior to the 2022 APPU Congress</p>



13.2.1 (3) – SG PD – Reform WG Action

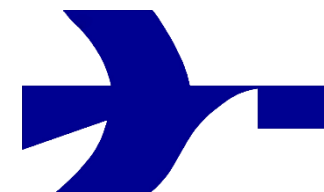
Decisions required on draft PD

- Four decisions required in the draft PD
- Appendix 2 sets out:
 - current text and proposed amendments
 - guidance for WG members on the type of decision required
 - consensus is the strong preference
 - no support for any of the matters to be assigned to a WG for study (if consensus cannot be reached)



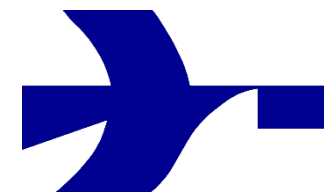
13.2.1 (4) – SG PD – Appendix 2, decision on Proposal 1

Prop No.	Subject	Current Text	Proposed Text
1	Academic	Holds a university degree or equivalent tertiary qualification in business, education, accounting or marketing (an advantage but not essential)	Holds a university degree or equivalent tertiary qualification in such fields as economics, law, science, logistics, business, education, accounting or marketing (an advantage but not essential)



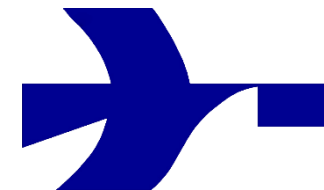
13.2.1 (5) – SG PD – Appendix 2, decision on Proposal 2

Proposal No.	Subject	Current Text	Proposed Text
2.1	Experience (1 st clause)	Has had practical experience in management or executive training	<u>Variant 1:</u> Has had significant practical experience in management or executive training
2.2	Experience (1 st clause)	Has had practical experience in management or executive training	<u>Variant 2:</u> Has had practical experience in management /... / in the postal sector or related business, or in the administrative sector
2.3	Experience (1 st clause)	Has had practical experience in management or executive training	<u>Variant 3:</u> Has had practical experience in management or executive training. In addition, experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect).
2.4	Experience (1 st clause)	Has had practical experience in management or executive training	<u>Variant 4:</u> Has had significant practical experience in management or executive training in the postal sector or related business, or in the administrative sector. In addition, experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect).



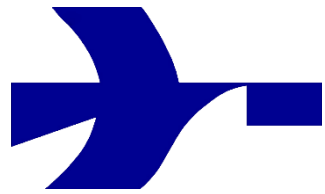
13.2.1 (6) – SG PD – Appendix 2, decision on Proposal 3

Proposal No.	Subject	Current Text	Proposed Text
3.1	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	<u>Variant 1</u> /... /
3.2	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	<u>Variant 2</u> Has held a senior position in the postal sector for at least /... / seven years
3.3	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	<u>Variant 3</u> Has held a senior position in the postal sector for at least /... / ten years



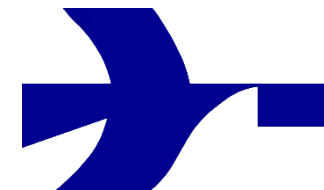
13.2.1 (7) – SG PD – Appendix 2, decision on Proposal 4

Prop No.	Subject	Current Text	Proposed Text
4.1	Age (new provision)	No existing text	Age: applicants should be 40 years of age or older (guideline only)



13.2.1 (8) – SG PD – Amendment to Bureau Gen Regs

- APPU Bureau GR Article 9 sets out the duties and responsibilities of the SG
- In principle, the revised PD should replace the current text of Article 9 – however, not all content would be relevant in the APPU Bureau GR
- Amendment to APPU Bureau GR is proposed as follows
 - insert key operational elements of the role in Article 9
 - Part 3: Purpose of Position
 - Part 4: Main Focuses of Position
 - Part 5: Key Result Areas
 - insert a Footnote that full PD is appended to GR, including the Supplementary Information
 - add a clause in the GR re process for reviewing and amending the PD



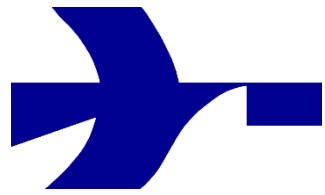
13.2.1 (9) – SG PD – EC Plenary Action

Approval of draft PD

- Reform WG decisions on 30 June will be documented for seeking EC approval of the draft PD (including decisions on the four proposals at Appendix 2)
- Submitted as part of the Reform WG report to the EC Plenary

Approval of amendment to the General Regulations of the APPU Bureau

- The draft amendment to APPU Bureau GR Article 9 will be finalised following the Reform WG meeting
- Also submitted to the EC Plenary for approval as part of the Reform WG report



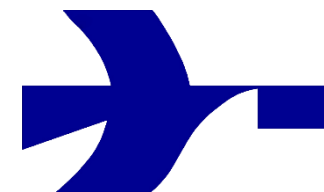
13.2.1 (10) – SG PD – Bureau Action

Amendment of APPU Bureau GR Article 9

- Reform Consultant will work with the Bureau to assist with the necessary changes to the APPU Bureau GR

Information documentation used in calling for applications for the SG role

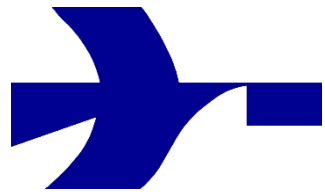
- Reform Consultant will assist Bureau, if required, to ensure material used for applications for the SG role is aligned with the terminology and style of the updated PD



13.2.1 (11) – SG PD – Decisions expected

The EC, via the Reform WG, is asked to:

- **note** the background and process for updating the Duty Statement (Position Description (PD)) of the Secretary General (SG)
- **note** the final draft PD, including four matters that the Reform WG has made decisions on for endorsement by the EC
- **approve** the draft PD, including the Supplementary Information that assists governments and applicants when submitting candidatures for the role
- **approve** the outline of the amendment to the General Regulations of the APPU Bureau relating to the revised PD
- **note** the administrative work to be undertaken by the Bureau to conclude this Reform WG activity



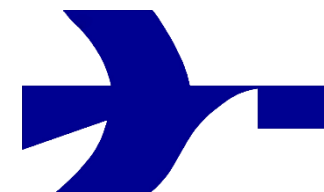
13.2.2 (1) – Setting objectives and assessing performance - background

Doc 13.2.2 deals with Initiative 8.6 in WS 2 of the Reform WG i.e.,

“Implement a process for the EC Chair to set objectives for the Secretary General (SG) and Bureau and assess whether they have been met”

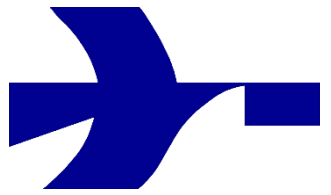
Initiative 8.6 is linked to Initiative 8.5 (updating the Duty Statement (Position Description)) for the SG

- the link is that the updated PD has been drafted to fit with current practice for setting objectives and assessing performance



13.2.2 (2) – Setting objectives and assessing performance – management framework for Bureau

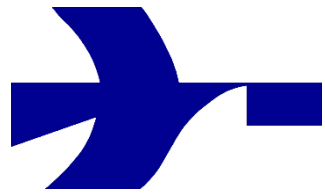
- Bureau comprises three Sections (Administrative, Consultancy, Training)
- Management of Training Section has a specific arrangement under the GB's supervisory role
- Doc 13.2.2 is confined to overall management of the Administrative and Consultancy Sections
- APPU General Regulations sets framework for overall management of Administrative and Consultancy Sections
 - Article 106, § 9 (d) – EC supervises the activities of the Bureau
 - Article 107, § 5 – Bureau is under the general supervision of the EC



13.2.2 (3) – Setting objectives and assessing performance – the supervision role

What does “supervise” mean?

- In a general business situation, “supervise” means an active role e.g.,
 - set the direction of the Bureau by specifying what the Bureau has to achieve in terms of goals and objectives
 - review progress and outcomes in relation to the direction that is set

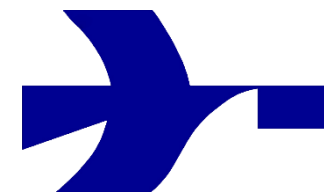


13.2.2 (4) – Setting objectives and assessing performance – current supervision

Current practice

Question – if “supervision” requires the EC and the Bureau to work actively together on direction and performance, can that be achieved under current working methods?

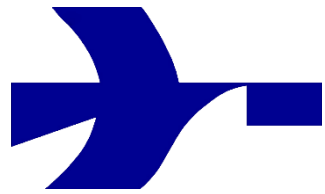
- What are the “current working methods” between the EC and the Bureau for setting direction and assessing performance?



13.2.2 (5) – Setting objectives and assessing performance – applying a standard business model

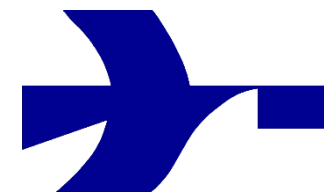
- If we apply a standard business model to the Bureau

Line	Activity	Party Responsible	Comment
1	Setting vision, goals	EC and SG	APPU has not followed this approach for the Administrative and Consultancy Sections.
2	Governance	EC	APPU complies
3	Financial – long term oversight	EC	APPU complies
4	Approving key work programmes to be implemented	EC	APPU complies, but an informal process
5	Ensuring legal compliance	EC	APPU complies
6	Management of staff and business	SG	APPU complies
7	Implementing and managing work programmes	SG	APPU complies
8	Managing day-to-day operations	SG	APPU complies
9	Finance – day-to-day management	SG	APPU complies



13.2.2 (6) – Setting objectives and assessing performance – applying a standard business model

- Crucial step for EC “supervision” is the EC and SG co-creating the vision and goals (including key work programmes) of the Administrative and Consultancy Sections
- “Supervision” happens when goals and work programmes are written into the SG’s PD for
 - reporting (by the SG); and
 - monitoring (by the EC).



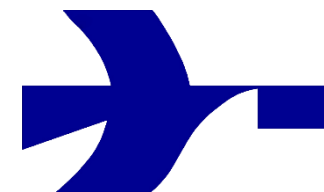
13.2.2 (7) – Setting objectives and assessing performance – proposal

To formalise its supervision role for the Bureau, EC and Bureau should consider the following task

“By 30 June 2022, implement an objective-setting and performance-assessment process, including the specific goals and objectives to be achieved, for the Bureau effective 1 January 2023”.

Observations for EC and Bureau

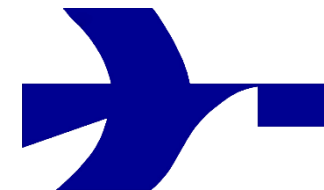
- Key parties will need to agree on the steps, timing, resource, etc to achieve the statement set out above
- With a change in key personnel in 2022 / 2023 (EC Chair / SG), the process should be clear for how new input can be injected outside the standard timing model



13.2.2 (8) – Setting objectives and assessing performance – Decisions expected

Decisions expected

- The EC, via the Reform WG, is asked to:
 - **note** the focus of EC 2021 Doc 15.2.2 is the Administrative and Consultancy Sections
 - **note** the role of the EC to supervise the activities of the Bureau
 - **note** the absence of a process that enables the EC to carry out its supervision role in the manner observed between Boards (EC) and CEOs (SG) in business today
 - **note** the proposal to develop and implement a supervision process for use from 1 January 2023
 - **approve** the EC and the Bureau working together to implement, by 30 June 2022, an objective-setting and performance-assessment process, including the specific goals and objectives to be achieved, for the Bureau to be used from 1 January 2023



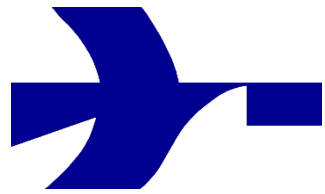
13.3.1 (1) – Report on WS 3 - Update on 2018 Membership Survey - summary

37 action items from Member Survey in 2018 – status in table (2020 figures in brackets)

Status Ref.	Status	No. of Actions
1	Ongoing action item	13 (7)
2	Under action	0 (7)
3	Completed and awaiting feedback	0 (0)
4	Completed	15 (14)
5	No action required	9 (9)

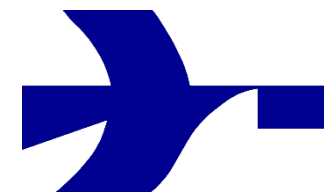
- **Highlights**
 - Ongoing action items increased from 7 to 13
 - Under action reduce from 7 to 0
 - Completed increase from 14 to 15

Implementation completed!



13.3.1 (2) – Report on WS 3 - Update on 2018 Membership Survey - analysis

- Actions that have been incorporated into annual review items (13 actions)
 - Content and focus of EC meetings (7 actions)
 - Synergy, alignment, better use of resources between organs of the Union (2 actions)
 - Technology capacity / capability (2 actions)
 - Ensuring key member information is up to date (2 actions).
- Actions taken (or taken as far the Reform WG is able to) (15 actions)
 - Updating various parties with information gained from the survey (6 actions)
 - Changes to EC meeting programme (1 action)
 - Improvement in the timeliness of meeting documents (4 actions)
 - Website enhancement (1 action)
 - Assigned to Bureau IT review for completion (i.e., Reform WG has taken these actions as far as it can (3 actions))

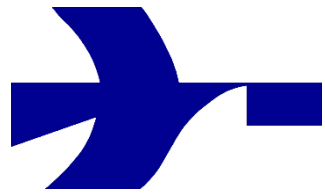


13.3.1 (3) – Report on WS 3 - Update on 2018 Membership Survey – future focus

Reform WG view is there should be specific programmes of work for:

- content and focus of EC meetings, and
- synergy, alignment, better use of resources between organs of the Union.

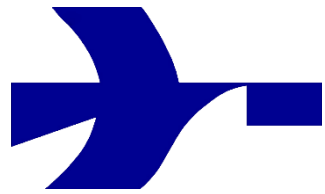
Reform WG should recommend to the EC that these two matters become part of the accountabilities of the Bureau – for action and reporting through the process in Doc 13.2.2



13.3.1 (4) – Report on WS 3 - Update on 2018 Membership Survey – decisions expected (1)

The EC, via the WG, is asked to:

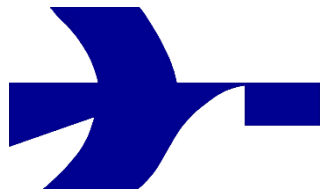
- **note** the status of actions arising from the 2018 membership survey
- **note** that since the 2020 online EC meeting:
 - ongoing action items have increased from 7 to 13;
 - under action items have reduced from 7 to 0; and
 - completed items have increased from 14 to 15
- **note** the Reform WG has completed its work on the implementation of the 2018 membership survey
- **note** the areas where ongoing actions are targeted
- **note** the areas where actions have been taken



13.3.1 (5) – Report on WS 3 - Update on 2018 Membership Survey – decisions expected (2)

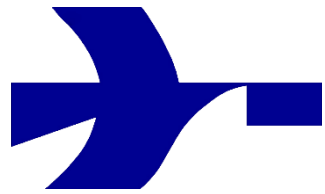
- **note** that from the ongoing actions the two key areas are the
 - content and focus of EC meetings; and
 - synergy, alignment, better use of resources between organs of the Union
- **approve** the development of specific programmes to address the two key areas (content and focus of EC meetings; synergy, alignment, better use of resources between organs of the Union), and that action and outcomes regarding these matters form part of the accountabilities of the Bureau

13.3.2 (1) – Report on WS 3 – Deferred work items - update



- 2018 and 2019 EC meetings deferred three items of work – due to Reform WG workload
 - Activity 1: Template documentation for the Bureau
 - Activity 2: Review APPU governing documents
 - Activity 3: APPU website enhancement

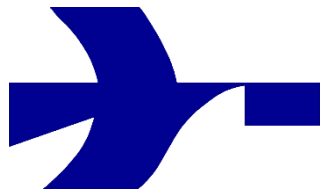
13.3.2 (2) – Report on WS 3 – Deferred work items - update – Activity 1



Activity 1: Template documentation for the Bureau

- Since 2019, the Consultant has worked with the Bureau (mainly Ms Kwanjai) on a range of knowledge and process transfer matters. The level of activity involving the Consultant has decreased simply because the Bureau is now able to manage without reference to the Consultant.
- While there will be occasions when assistance is required, this can be done as BAU rather than part of a specific Reform activity.
- This item is completed.

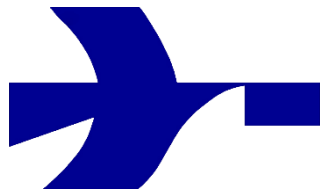
13.3.2 (3) – Report on WS 3 – Deferred work items - update – Activity 2



Activity 2: Review APPU governing documents

- This work commenced during 2020 and is being managed by a combination of external resource (a New Zealand Post official, the Bureau and the Consultant). It is partly aligned to the Bureau's priority project for archiving
- The activity will become a major piece of work leading up to the 2022 APPU Congress
- For convenience, further activity on the review of APPU governing documents will be managed in its own Workstream i.e., 13.3.3

13.3.2 (4) – Report on WS 3 – Deferred work items - update – Activity 3

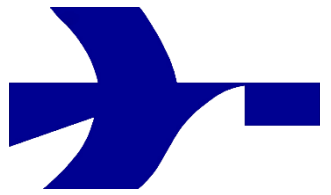


Activity 3: APPU website enhancement

- This work has been reassigned to the IT website priority project. Reporting will be managed from that part of the business

13.3.2 (5) – Report on WS 3 – Deferred work items

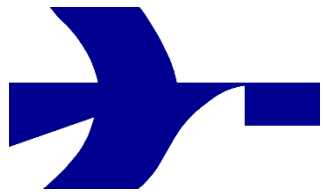
- update – discontinuation of 13.3.2



With separate outcomes of Activities 1, 2 and 3, 13.3.2 can be discontinued

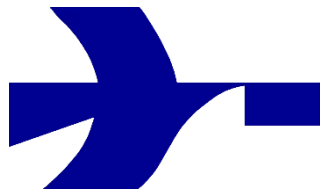
13.3.2 (6) – Report on WS 3 – Deferred work items

- update – decisions expected



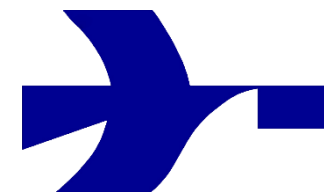
The EC, via the Reform WG, is asked to:

- **note** the background to the three areas of work that were deferred by the 2018 and 2019 EC meetings
- **note** the current status of the three areas of work
- **note** that, as the three work items have now been taken care of through other arrangements, this area of activity (i.e., Workstream 3, Sub-item 13.3.2, will be discontinued



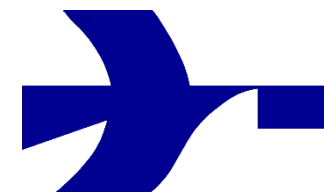
13.3.3 (1) Review of Regs - Introduction

- EC 2021 Doc 13.3.3 Reform WG review of APPU governing documents.
- Identified as work area in 2018
- Review commenced in September 2020.



13.3.3 (2) – Review of Regs - What are the governing documents we are reviewing?

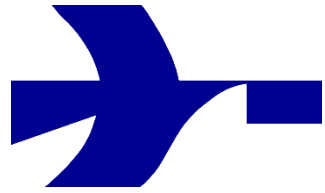
Governing Document	Versions / Variations	Initial Assessment Done	Comment
Convention / Constitution	8	Yes	Significant work needed, complex
Detailed Regs / General Regs	9	Yes	Significant work needed, complex
Rules of Procedure of Congresses	3	Yes	Some work needed; quantity and complexity unknown at present
Rules of Procedure of EC	4	Yes	Some work needed; quantity and complexity unknown at present
APPU Bureau Staff Regs	3	No	N/A
APPU Bureau General Regs	2	No	N/A
APPU Bureau Financial Regs	2	No	N/A
Agreements between the APPU Bureau and the Thai Government	4	Yes	Significant work needed, very complex
Reserve Funds	2	Yes	Minimal work needed



13.3.3 (3) – Review of Regs - Who is involved in the review?

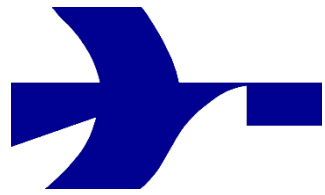
Person	Base	Role in Assignment
Somjin CHAIGNAM	APPU Bureau	Research and sourcing of information
Kwanjai KAJORNWUTTIDETH	APPU Bureau	Problem resolution, supervision
Mark LAWLEY	New Zealand	Direction, advice, decision-making
Lindsay WELSH	New Zealand Post	Oversight of assignment for Reform WG
Nunki BISMO	New Zealand Post	Updating / alignment of documentation

13.3.3 (4) Review of Regs - What is the purpose of the review?



Purpose - a thorough review of all documents to ensure they:

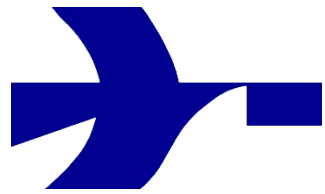
- are up-to-date in terms of latest amendments
- reflect current practice and terms
- are centrally filed (or archived)
- have clear guidelines for ongoing review
- are assigned to a position in the Bureau as “owner”



13.3.3 (5) – Review of Regs - How are we doing the review?

- Nine processes apply to all documents. Some documents might have additional actions required.
- Nine common processes are:
 - Preparation of documentation
 - Drafting of Annotations
 - Reform WG sign-off of changes
 - EC sign-off of changes
 - Production of new master copies
 - Arranging member access to documentation
 - Congress notification
 - Ongoing process design and implementation
 - Continuous improvement of process

13.3.3 (6) – Review of Regs - What is the timeline and progress?

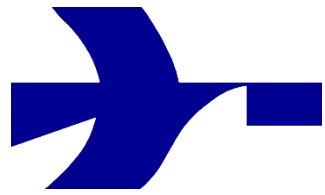


At 15 June, work in progress or completed is:

- Convention / Constitution / APPU General Regulations from 1961 to 2000 have been reviewed. Significant work required now to:
- consolidate Annotations up to 1995
- draft Annotations for the 2000 Congress
- Rules of Procedure of Congress and Executive Council – work in progress to identify any issues

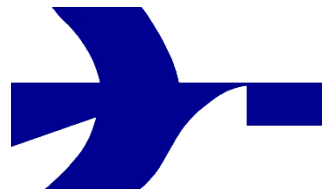
Timing

- Complete as much of the assignment as possible in 2021
- But not sure if the Agreements between the Bureau and the Thai Government can be completed in 2021
 - they are complex
 - will require external parties to be involved



13.3.3 (7) – Review of Regs - What are some of the observations so far?

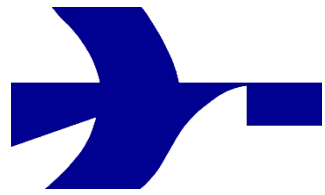
- SG and Reform WG Chair made good decision to propose this work for the WG - already confirming comments from SG about activities that should have been done 2001-2005 after the Central Office relocated to Bangkok
- Strong link between the governing documents review and the Archiving project - this is very positive because each activity is helping the other make progress
- Lot of information is being discovered! –team is gaining new knowledge from the governing documents contain and how they all fit together



13.3.3 (8) – Review of Regs - Decisions expected

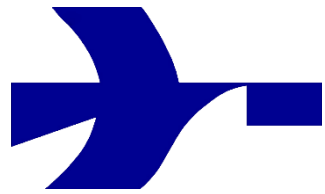
The EC, via the Reform WG, is asked to:

- **note** the background to the review of the APPU governing documents
- **note** the following aspects of the assignment:
 - personnel involved
 - purpose
 - scope
 - method
 - timing and initial progress



13.4.1 (1) – Review of Consultancy Section - background

- RTCAP relocated from Singapore to Bangkok in March 2020 – involved one employee, Mr Tan Yong Chee
- Organisationally, RTCAP became part of a new Consultancy Section
- 2020 EC meeting was updated on the relocation – EC requested a brief report to be submitted to the 2021 EC on the direction and evaluation of the Consultancy Section



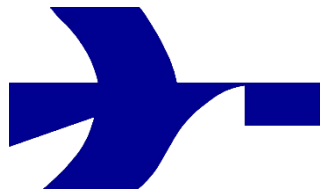
13.4.1 (2) – Review of Consultancy Section – activity since 2020 EC meeting

RTCAP and consultancy work have been heavily influenced by COVID-19 i.e.,

- travel has not been possible
- members have been internally-focused
- emphasis has been on maintaining current business activities, not reaching out in new directions

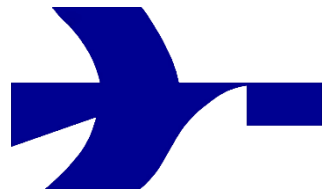
Period since July 2020 has not been suitable for assessing the direction and value of the Consultancy Section

- activity has been more in support of existing work as opposed to new work
- strong involvement in training and assistance to the two lecturers
- administrative tasks.



13.4.1 (3) – Review of Consultancy Section – the year ahead

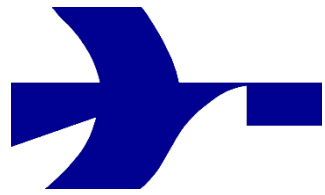
- Mr Tan's current contract runs to March 2022
- The time will be used to make whatever evaluation is possible for both Mr Tan and the future direction of the Consultancy Section.



13.4.1 (4) – Review of Consultancy Section – decisions expected

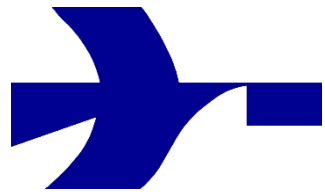
The EC, via the Reform WG, is asked to:

- **note** the relocation of RTCAP from Singapore to Bangkok and the creation of the Consultancy Section as the organisational structure for the unit
- **note** the plan to direct and evaluate the work of the Consultancy Section from July 2020 and provide an update report to the 2021 EC or Congress
- **note** the impact of COVID-19 on the Consultancy Section activities and, in particular, that it has simply not been possible to achieve the intended work on direction and evaluation
- **note** the plan for the next year in terms of direction and evaluation of the Consultancy Section



13.4.2 (1) – Sustainable future for the College – introduction

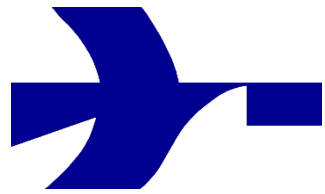
- High-Level Strategic Discussion (HLSD) in 2020 asked for work to be done on how to create a sustainable future for the College
- Assignment to be managed through the Reform WG
- There has been a thorough review of the issues and potential solutions
- We now need to open this important topic up for discussion within the Reform WG – to do this we have developed an **Alternative Business Model**
 - The **Alternative Business Model** is **not** a proposal – it is simply a model to generate thoughts, discussion, questions, points of view



13.4.2 (2) – Sustainable future for the College – the sustainable model - 1

The sustainable model for training ...

- ... has a defined purpose that meets a need and provides a benefit (for members and stakeholders)
- ... represents the interests of as many members and stakeholders as possible
- ... consults and involves those with needs and interests to ensure services are relevant and of value
- ... does not pre-determine how services are provided – it can use options
- ... prioritises its activities according to its core purpose and budget available
- ... minimises fixed costs ... maximises variable costs
- ... has key stakeholders who are actively involved in deciding the training plans

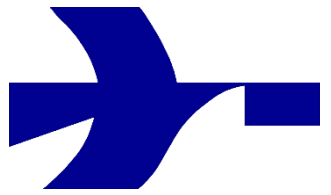


13.4.2 (3) – Sustainable future for the College – the sustainable model - 2

IF the Training Section rated ...

- ... has a defined purpose that meets a need and provides a benefit (for members and stakeholders) – **50%**
- ... represents the interests of as many members / stakeholders as possible – **50%**
- ... consults and involves those with needs and interests to ensure services are relevant and of value – **50%**
- ... does not pre-determine how services are provided – it can use options - **?%**
- ... prioritises activities according to core purpose and budget available – **50%**
- ... minimises fixed costs ... maximises variable costs – **10%**
- ... has key stakeholders actively involved in deciding the training plans – **50%**

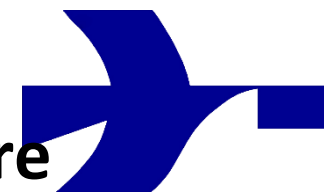
... could we see a way of becoming more sustainable?



13.4.2 (4) – Sustainable future for the College – a question of balance

APPU accepts an obligation to provide training to improve postal services in the region

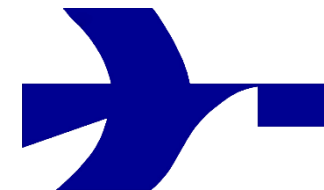
- All 32 members are able to benefit from the obligation
- 9 members pay 80% of the cost
- 15 members are obliged to meet any debt – meaning those who support the asset can be penalised for doing so



13.4.2 (5) – Sustainable future for the College – financial exposure under current rules – how 2022 projected loss could be covered

2019 Participating Countries	Training-Weeks Used	Percentage Usage	Replenishment Amount
Bhutan	5	2%	1,013
Cambodia	7	2%	1,418
China*	45	14%	9,119
India	106	32%	21,479
Indonesia	19	6%	3,850
Japan	10	3%	2,026
Korea	22	7%	4,458
Lao	2	1%	405
Maldives	1	0%	203
Nauru	1	0%	203
Pakistan	21	6%	4,255
Philippines	37	11%	7,497
Solomon Islands	2	1%	405
Sri Lanka	36	11%	7,295
Vietnam	15	5%	3,040
	329	100%	66,667

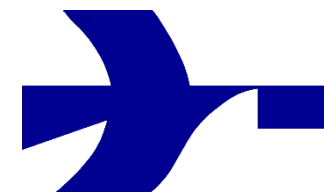
*Includes 8 weeks for China, Macau



13.4.2 (6) – Sustainable future for the College – what is the purpose of training? – how is this evident in the syllabus?

The Bureau provides training facilities to improve postal services in Asia and the Pacific

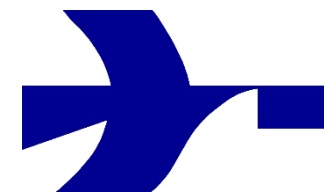
Current training syllabus	Alternative training syllabus
Menu of courses and workshops available across a wide range of subjects. Members indicate what they would like to attend.	<p>Priority 1 - improvement of postal services in Asia and the Pacific</p> <p>Priority 2 - educational and updating needs for the operation of the international service based on changes in procedures etc.</p> <p>Priority 3 - other training requirements as advised by members</p>
Unclear focus	Clear focus



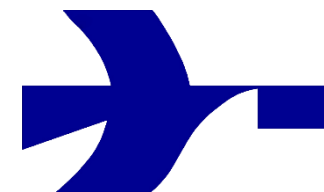
13.4.2 (7) – Sustainable future for the College – who assesses and decides what training we should provide?

Current Decision Process	Alternative Decision Process
Difficult to know the actual process followed in terms of specific discussions and debates about what "next year's" training should be. Certainly, there is a plan (there always has been), but not sure how rigorous the process is for deciding what is "in" and what is "out".	Key stakeholders, covering all aspects of Union interests, and those with global interests, assess regional priorities and global issues twice-yearly, and decide the syllabus and how it will be delivered.
Unknown process	Clear process

13.4.2 (8) – Sustainable future for the College – controlled by cost structure? - or in control of cost structure?



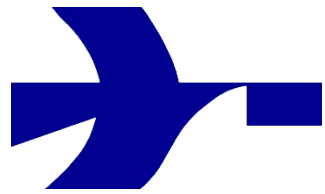
Current Cost Structure	Alternative Cost Structure
95% fixed cost	33% fixed cost by 2026
5% variable cost	67% variable cost by 2026
We have to train so that we can cover costs.	Comparative flexibility to meet priority needs first without having to worry about spending a total budget every year.



13.4.2 (9) – Sustainable future for the College – the revenue mix

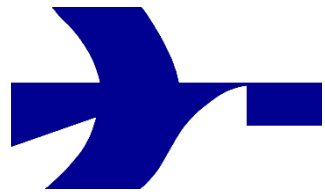
Current Funding Sources		Alternative Funding Sources	
Cash	31%	Cash	25%
Tuition Fees	23%	Tuition	25%
Fellowships	35%	Fellowships	25%
Other	12%	Other	10%
		Administrative Section	15%
Ongoing issues to cover fixed costs		Few, if any, issues to cover fixed costs	

13.4.2 (10) – Sustainable future for the College – snapshot of features

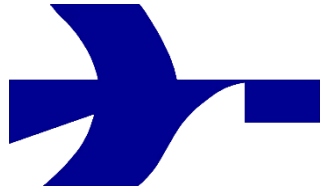


Feature	Current Model	Alternative Model
Financial outcome	Driven by members selecting training opportunities and by the cost of running the College for a year.	Driven by the regional priority training needs as decided by key stakeholders, and what can afford to be provided.
Flexibility to manage and influence business outcomes	Low	High
Involvement of key parties	50%	100%
Rationale for training	Not clear	Clear
What are we trying to achieve through training?	Not clear	Clear

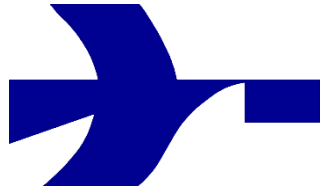
13.4.2 (11) – Sustainable future for the College – feedback appreciated



- Feedback from Reform WG members would be appreciated by 9 July – to the Chair of the WG – and then included in WG report to Plenary
- Questions can be asked at any time – and we would send the answers to all WG members
- The material is new, it is different, it may take time to consider
- We emphasise that the **Alternative Business Model** is not a proposal – it is simply a way of starting a discussion



Any other business



Recap and close