

## EXECUTIVE COUNCIL 2025

### ELECTION OF THE SECRETARY GENERAL OF APPU

#### Memorandum by the APPU Bureau

<b>1. Subject</b>  Election of the Secretary-General of the APPU in APPU Congress 2026	<b>References/ Paragraphs</b>  § 1 to 3, Annex 1
<b>2. Decisions expected</b>  The EC is invited to: <ul style="list-style-type: none"> <li>- take note of the report on the election of the Secretary-General of the APPU in the upcoming Congress</li> <li>- approve the Position Description</li> </ul>	§ 1 to 3  § Annex 1, Appendix and Attachment to the document

#### 1 Introduction:

- 1.1 The Secretary-General of the APPU is elected by the Executive Council, or in the Congress year, by Congress, and the tenure of the office is fixed by the body which selects the Secretary-General as per the provisions contained under Article 107 of the General Regulations of the APPU. Dr. Vinaya Prakash Singh was elected in the 13<sup>th</sup> APPU Congress in Bangkok, and his current term is set from 1 January 2023 to 31 December 2026 by the 13<sup>th</sup> APPU Congress.
- 1.2 An agenda item for the 2026 Congress is the selection of the Secretary-General of the APPU, whose tenure will start from the 1<sup>st</sup> of January 2027. On the date of publication of this document, neither the host of the 2026 Congress nor the dates of the Congress are finalised. Referring to the General Regulations of the APPU, decisions of the 13<sup>th</sup> APPU Congress, and the APPU EC 2025 Doc 29, if no member country shows willingness to host the 14<sup>th</sup> APPU Congress by 30 November 2025, the Bureau will host the 14th APPU Congress in the host country of the Bureau. In that case, the Congress is expected to be hosted during the months of July-August 2026.

## **2 Procedure before Congress regarding the election of the Secretary-General:**

- 2.1 The Secretary-General will send an APPU circular to all APPU member countries inviting them to submit their applications, if any, for the position of the Secretary-General of the APPU.
- 2.2 In line with the indicative dates under Para 1.2, this circular should be sent to the members on or before 01 January 2026. Member countries may refer to the Position Description in Annex 1 for the selection of suitable candidates. The applications, accompanied by the curriculum vitae, must reach the APPU Bureau on or before 30 April 2026. One member country can nominate only one candidate. The candidates must be nationals of the member countries that put them forward.
- 2.3 The APPU Bureau shall prepare the election documents for the Congress and publish them in the Document Centre of the APPU website.

## **3 Elections**

- 3.1 The 14th APPU Congress will handle all aspects of the selection process, including conducting the election. The procedure for the election will follow the Rules of Procedure of the 14<sup>th</sup> APPU Congress.

## SECRETARY GENERAL OF THE ASIAN-PACIFIC POSTAL UNION: POSITION DESCRIPTION

**Preamble:** *The Position Description of the Secretary General of the APPU is drawn up in relation to Article 108 of the General Regulations of the Asian-Pacific Postal Union (APPU). The Position Description should be regarded as material that can be reviewed and updated from time to time as required by the Executive Council of the Asian-Pacific Postal Union (APPU EC). The modification of this document will be made by the APPU EC as a result of its deliberations.*

### Part 1: The Position and Key Appointment Terms

**Position Title:** Secretary General<sup>1</sup> of the Asian-Pacific Postal Union (“APPU”)  
**Reporting Line:** The position reports to the Executive Council of the APPU (“APPU EC”).  
**Location:** Bangkok, Thailand  
**Tenure:** 4 years, in principle<sup>2</sup>  
**Salary and Benefits:** Refer to the separate schedule  
**Commencement Date:** 1 January 2027

#### Scope of Job

**Revenue/Expenditure:** Approximately US\$1,500,000 per annum  
**Employees:** 18 (see Organization Chart attached as an Appendix to the Position Description)  
**Capital asset:** US\$893,597<sup>3</sup>

### Part 2: Experience and Qualifications

**Language:** Reads, writes, and speaks English fluently  
**Academic:** Holds a University degree or equivalent tertiary qualification  
**Experience:** Has held a senior position in the postal sector for at least five years  
 Has had significant practical experience in management or executive training in the postal sector or related business, or in the administrative sector, or experience in a coordinating role in an international postal organization is relevant (as a preferred aspect)

<sup>1</sup> This position is referred to as the **APPU Bureau Director** or **Bureau Director** in the Constitution and General Regulations of the APPU. Following a decision taken at the 2017 APPU Congress, the Union adopted the working title of **Secretary-General of the APPU**. Amendments in due course will follow to the APPU treaty documents.”

<sup>2</sup> The confirmed tenure will be decided by the Congress or EC when the new Secretary General is selected.

<sup>3</sup> Comprising the Administrative Section Reserve Fund of US\$358,054, plus the Training Section Reserve Fund of US\$535,543 (being 18,208,456.37 Baht at 34 Baht = US\$1). (Source of data: respective Audit Reports for year ended 31 December 2024.)

### **Part 3: Purpose of Position**

The position of Secretary General of the APPU exists to lead and manage the activities of the APPU by providing the Asian-Pacific region with representation, training, consultancy services, and technical support in postal matters. This is achieved in a variety of ways, including, but not limited to:

- acting as the legal representative of the Union in its dealings with external organizations;
- carrying out the responsibilities for the Union in relation to its role as a Restricted Union of the Universal Postal Union (UPU);
- planning, leading, and coordinating administrative and other tasks assigned to the Bureau by the APPU EC and the Governing Board, as well as those tasks prescribed in the APPU General Regulations and Rules of Procedure;
- leading and managing the staff and other employees in the Bureau in the professional and cost-effective execution of the Bureau's responsibilities;
- managing the training responsibility of the Union in a cost-effective, sustainable manner, including secretarial responsibility for the Governing Board of the Asian-Pacific Postal College;
- implementing such measures as are necessary to achieve efficient business continuity, including the continuous review of rules, regulations, and general business policies of the Union;
- ensuring the interests and expectations of the membership and other stakeholders are appropriately assigned, coordinated, and managed as required;
- managing relationships with APPU members; and
- ensuring, through proactive stakeholder management, a cooperative and harmonious working relationship with the other bodies of the Union as well as with key external parties.

### **Part 4: Main Focuses of Position**

There are three significant issues that the successful applicant will be required to deal with i.e.,

- the profile, activities, and strategy of the APPU in the next cycle;
- the future role of the APPU as a restricted union in the UPU system; and
- the financial sustainability of activities in the Asian-Pacific Postal College

### **Part 5: Key Result Areas**

The key areas that the EC will focus on in reviewing the performance of the Secretary General include:

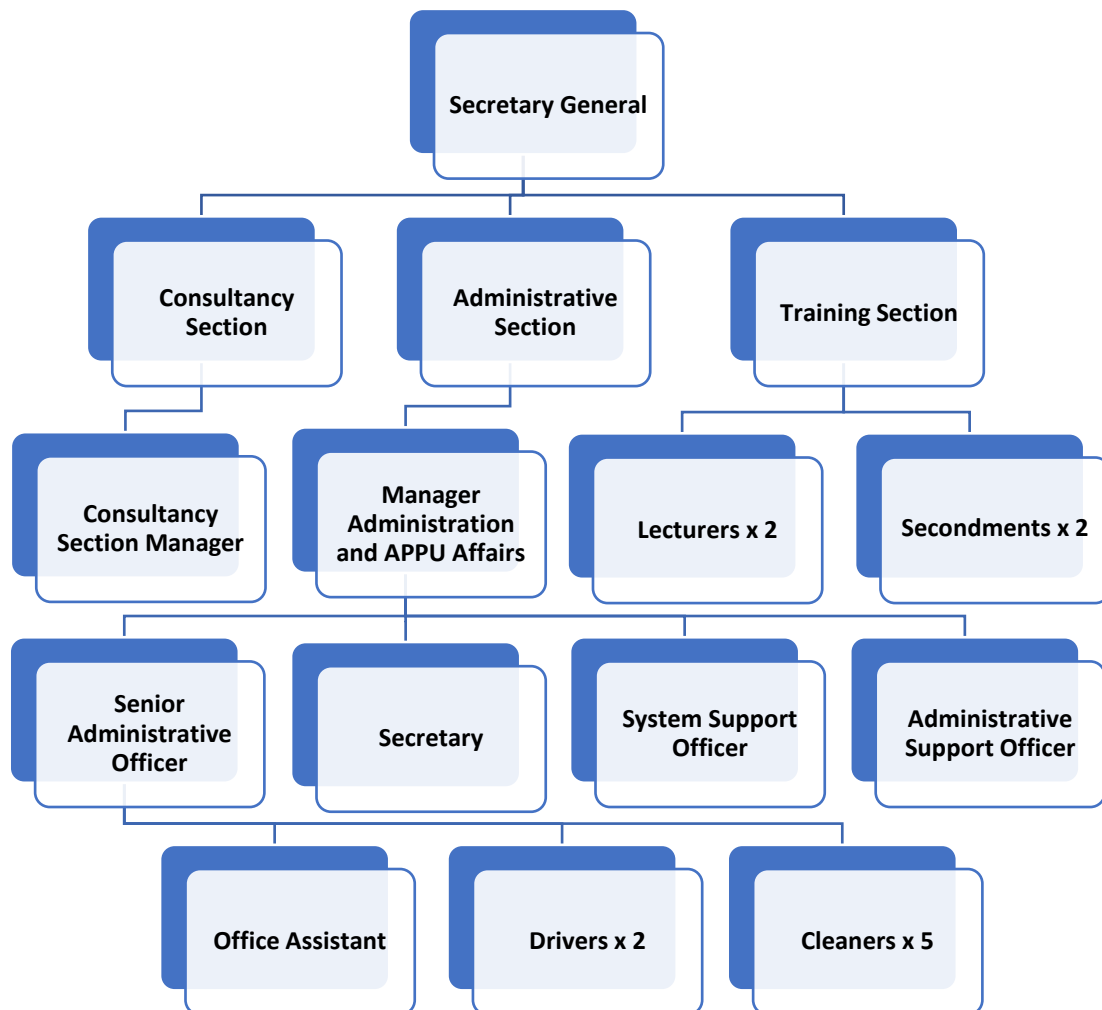
- the strategy and business plans for the APPU;
- the development and sustainability of the Bureau's services;
- the quality and types of programs and consultancy services provided by the Bureau;
- leadership of Bureau staff;
- stakeholder engagement and management (internal and external); and
- promotion and discussion about major policy issues at the UPU level and acceleration of collaborative initiatives with the UPU as one of its restricted unions.

### **Part 6: Supplementary Material**

To provide member countries and candidates with additional context for the position of Secretary General, a separate document has been prepared as an Attachment to the Position Description, viz., **"Important Background Information for Governments and Candidates"**. It is recommended that the document be read in conjunction with the Position Description.

Appendix to Position Description

APPU Bureau Organization Chart (June 2025)



**Attachment to Position Description****SECRETARY GENERAL OF THE ASIAN-PACIFIC POSTAL UNION: POSITION DESCRIPTION:  
SUPPLEMENTARY INFORMATION****Important Background Information for Governments and Candidates**

This document is referenced in Part 6 (Supplementary Information) of the Position Description for the Secretary General of the APPU. It has been prepared to assist governments and candidates with expressions of interest and nomination processes.

**Context**

The position of Secretary General of the APPU is open to officials from the Asia-Pacific region who are nationals of the APPU member countries. The jobholder will be a self-starter capable of creating and managing his/her own workload, with an acute awareness of personal accountability for achieving results.

**Activity Sources**

In principle, the activities to be undertaken result from the interests of members as directed by the APPU Congress, the APPU EC, or the APPC Governing Board. In addition, there are external requirements arising from the UPU Strategic Plan as well as from Decisions (not amending the Acts) made by UPU Congresses. Other activities can be generated through the regular communications from the UPU (circulars and circular letters), the Regional Development Projects, and the servicing of the four-year cycle of strategy and planning led by the UPU.

**Networks and Stakeholder Management (Relationships)**

The position has a:

- functional network (Thai Government, APPU EC, APP Cooperative, APPC Governing Board, UPU IB, UPU Field Expert in Bangkok);
- member network (APPU members); and a
- peer network (other Restricted Unions, international organizations, and other parties).

A chart showing the three stakeholder groupings is provided on the last page of this Attachment.

A planned approach for the development and maintenance of the relationships with each of these networks is expected.

**Management Tools**

In order to create and manage expectations (particularly with the Secretary General's functional network), a variety of tools will be used e.g., a Four-Year Plan (prepared between the UPU and APPU Congresses), standard business plans, audit reports, and stakeholder surveys.

## Reporting

It is a standard business process for three main reports to be prepared each year as set out below.

- A plan<sup>4</sup> for the year ahead in terms of activities, budget, etc, including the main Key Performance Indicators (KPIs) and how these will be measured. This is normally signed off between the jobholder and the person to whom he/she reports.
- A report indicating progress against KPIs after the first six months of the year.
- A report indicating performance against KPIs for the full year. This report determines the overall performance of the jobholder.

In addition, key events such as overseas visits, important meetings, and one-off projects should be reported on (it being noted that, where overseas travel is concerned, participation and reporting is to be aligned with KPIs). Such reports should either cover an agreed agenda and/or pay careful attention to what stakeholders need to read.

## Financial Management

A jobholder in any business is expected to manage financial matters responsibly. This means, among other things, knowing the procedures and limits of delegated authorities, being fully accountable for personal expenditure, maintaining transparency in all financial matters, and leading by example in the conservation of costs.

Financial management includes competence in numeracy, as well as the ability to analyze financial trends and anticipate financial issues.

## Human Resources Management

The Bureau is to gradually move to activity management that is driven by the standard processes of Position Description, setting of objectives, performance management, and reporting of results via an appraisal method.

In addition, the Secretary General should conduct an annual performance assessment of the Bureau staff.

The jobholder will be looked at as a modern-day leader with competence and track record in three current key areas of human resource management i.e., soft skills, equitable sharing of workload, and work/life balance.

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<sup>4</sup> The Plan incorporates the Administrative, Consultancy and Training Sections.

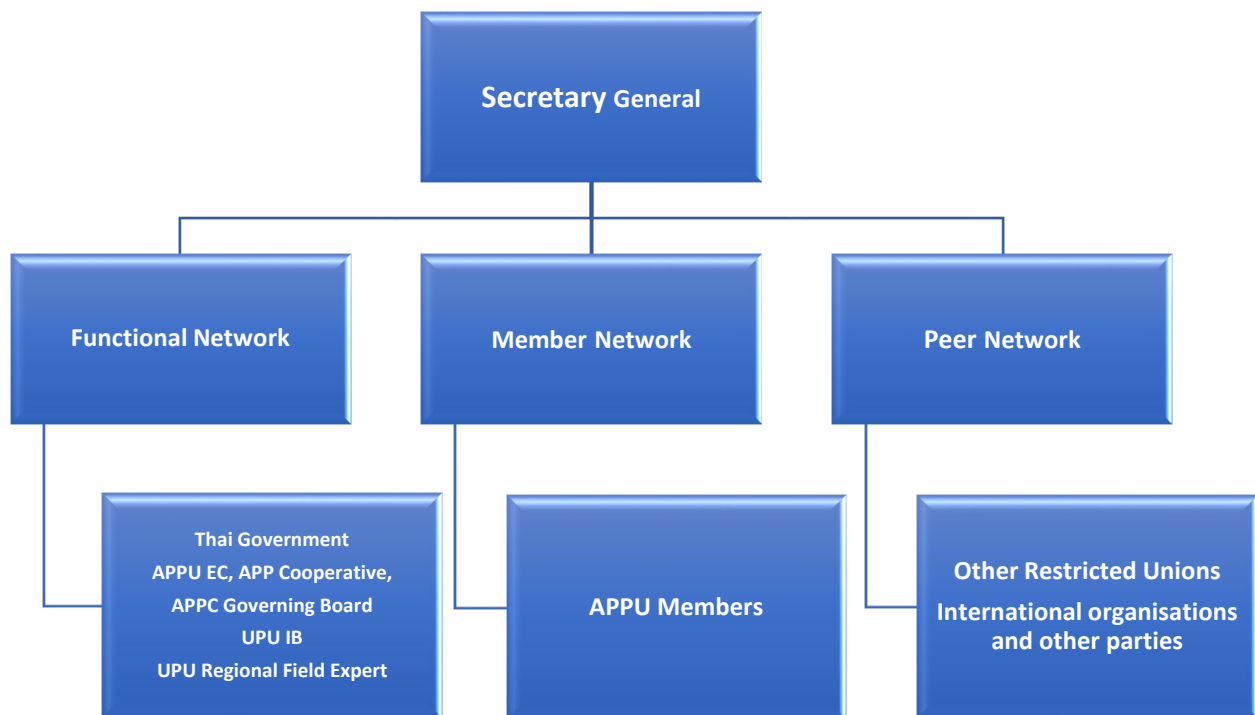
## Person Specification

The ideal person in the Secretary General position would have the following skills, attributes, knowledge, and experience.

- **Management style**
  - Leadership: communicates and drives a clear and united vision, generates enthusiasm and commitment, and supports other leaders.
  - Relationships: builds long-lasting, successful relationships with members, stakeholders, and staff.
  - Communications: presents oral and written messages in a clear and articulate manner and negotiates persuasively to facilitate mutually beneficial solutions.
  - Teamwork: can create and maintain an environment that facilitates cooperation and partnership.
  - Cultural Awareness: is sensitive to people from different cultures and beliefs, and values individual differences and diversity.
- **Task**
  - Strategic Thinking: identifies issues and opportunities, and develops solutions with long-term viability.
  - Business Perspective: manages their area of responsibility as a business operation and unifies business units with the strategic direction.
  - Planning and Organizing: plans, organizes, and delegates work appropriately.
  - Improvement Focus: seeks to understand who the stakeholders are, their needs, and expectations.
- **Personal**
  - Impact: advocates effectively and acts appropriately as an ambassador and spokesperson in public and internal forums, with utmost integrity and professionalism.
  - Initiative and Drive: focuses on results, takes action, demonstrates responsibility and accountability, and seizes opportunities.
- **Expertise and Knowledge:**
  - Business Planning: prepares effective business and operational plans that align with organizational objectives and financial forecasts.
  - Project Management: plans and manages multiple projects to successful conclusions.
  - Representation: understands the region's issues and priorities and can position them in forums, particularly in the UPU, tactfully and effectively.
  - Training: knows a range of adult training and educational methods and understands adult learning.
  - Postal Knowledge: understands and monitors the challenges and best practices in the postal sector both regionally and internationally.



### Internal and External Stakeholder Groupings for APPU Secretary General



### Secretary General of APPU: Schedule of Salary and Benefits

**Salary:** **Annual Salary Range:** \*US\$97,944 – US\$129,432. Increments within the range are available, by review, annually.

**Benefits:** **Post Adjustment Allowance:** \*US\$23,352 per annum.

**Dependent Spouse Allowance:** \*US\$312 per annum.

**Dependent Child Allowance:** \*US\$252 per annum (maximum number of children is two).

**Retirement Benefit\*:** This is calculated on the salary plus Post Adjustment Allowance for the last month of service of the incumbent's tenure, multiplied by the number of completed years of service.

**Tax Dispensation:** Under an Agreement with the Thai Government, salary and allowances paid in Thailand are not subject to tax. However, this does not cover any home country tax requirement that may exist.

**Office car:** A car is provided for private use. This includes insurance, registration, and maintenance costs. Fuel is not included.

**Residential accommodation:** a modest 2-bedroom apartment is provided.

**Medical expenses:** the incumbent, spouse, and eligible dependent children are entitled to medical expenses not exceeding 40,000 baht each per annum.

**Medical insurance:** the incumbent, spouse, and eligible dependent children will be insured against serious illness.

**Home country leave:** provided the term extends beyond two years, the incumbent, spouse, and eligible dependent children are entitled to home country leave as per provisions contained in the Staff Regulations of the APPU Bureau.

**Annual Leave:** Annual Leave will accrue at the rate of 20 working days per year of service.

**Sick Leave:** up to three months per annum fully paid, plus up to a further three months per annum at 50% of salary.

**Travel costs:** travel costs for the incumbent, spouse, and eligible children will be borne by the Bureau on initial appointment and termination of the contract and for the incumbent when travelling on official business. This will include fares, terminal expenses, baggage insurance, and the cost of excess baggage up to a maximum of 30 kgs for the staff member, 20 kgs for the spouse, and 10 kgs for each eligible child.

\* Indicates that remuneration and allowances are adjusted annually by Thai CPI.