



UPU activities and projects in Asia-Pacific

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Coordinator, Asia-Pacific and South-South Cooperation



What do we do?



- We take care of 36 UPU member countries in Asia-Pacific;

- We fulfill their needs by implementing the development projects, which meet their national priorities, UPU's Postal Strategy, and the UN 2030 Agenda for Sustainable Development;

- Our activities:
 - consultancy missions;
 - capacity-building;
 - training workshops;
 - equipment procurement;
 - individual training activities and many more



"The global postal network is only as strong as its weakest link."

UPU Director General Masahiko Metoki

Our objectives for Asia-Pacific



Our priority is to reduce postal development gaps in Asia-Pacific by:

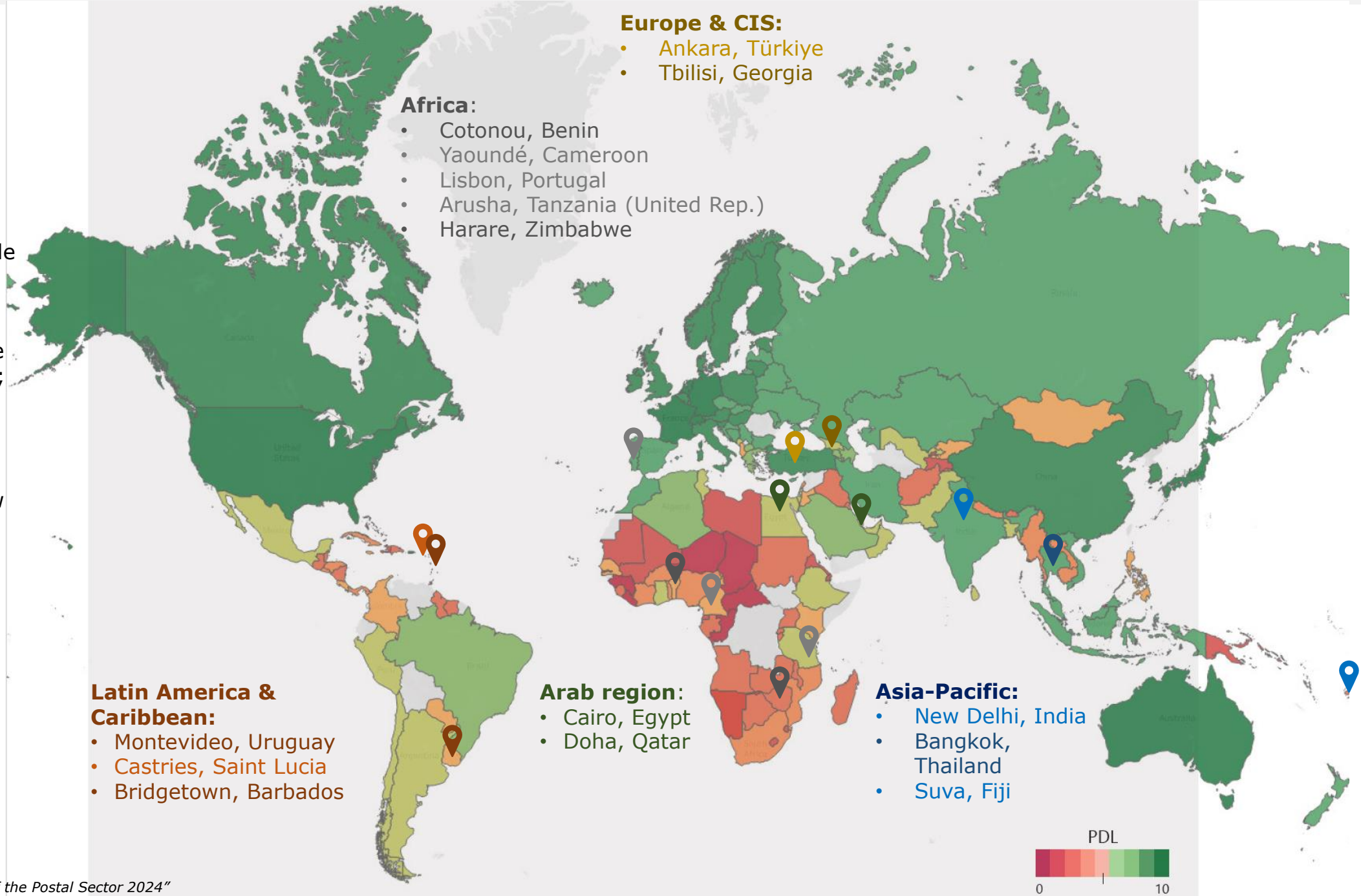
- Supporting national and regional development efforts;
- Strengthening institutional and technical capacities;
- Improving the exchange of experience and know-how among developing countries;
- Responding to the specific challenges of developing countries;
- Increasing the impact of international cooperation and UPU's effectiveness in the region



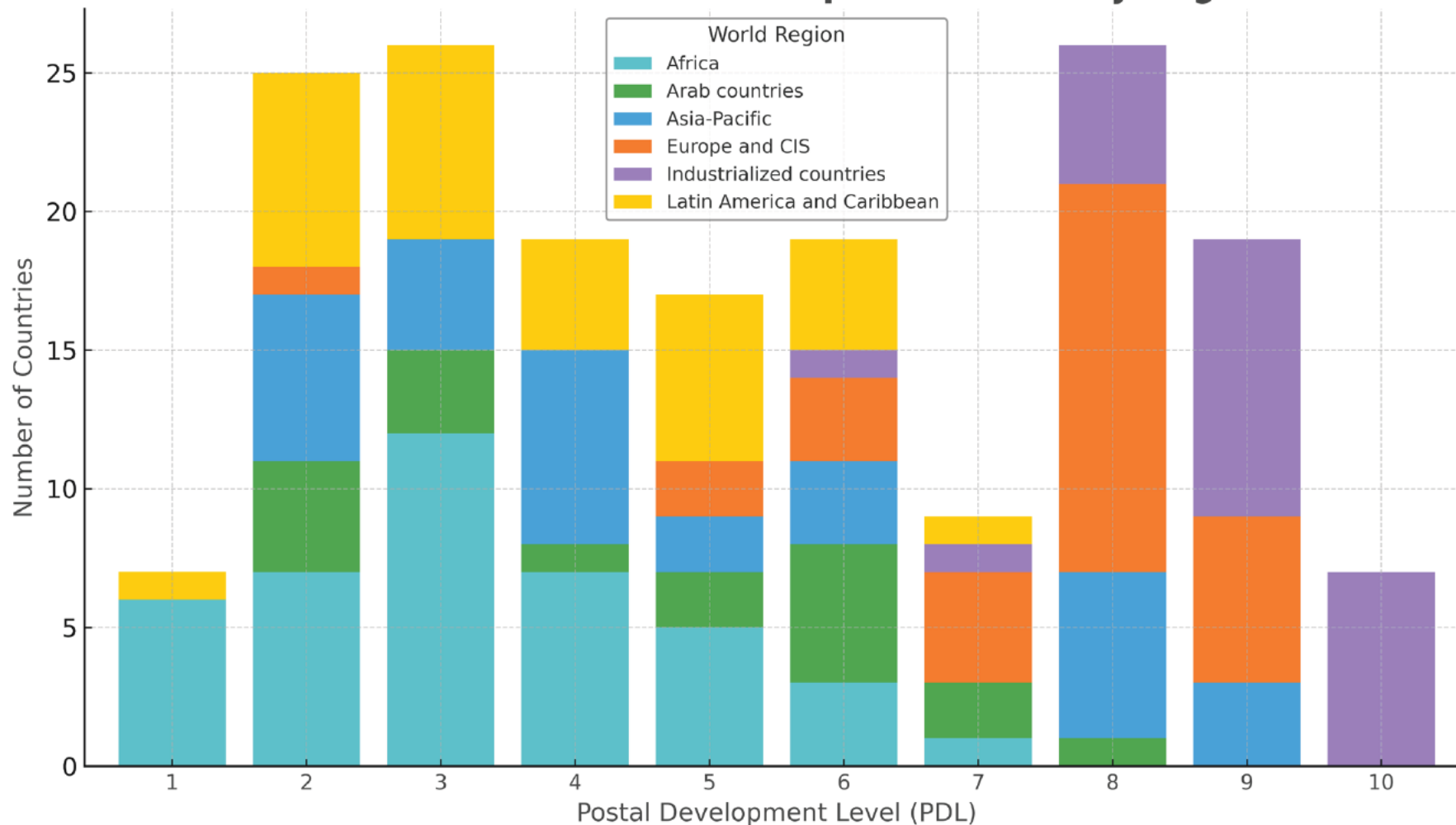
- Under its new Regional Development Policy, the UPU enhances its role and global geographic presence by setting up more regional offices;
- Apart from its office in [Bangkok, Thailand](#), 2 new UPU regional offices were established in 2023: in [Suva, Fiji](#), and [New Delhi, India](#)



*Map: UPU Report "State of the Postal Sector 2024"



Distribution of Postal Development Levels by Region



Postal development levels (PDLs) in Asia-Pacific: from 2 to 9*

- PDL 2-3: countries in a hyper-destructive postal environment
- PDL 4-6: countries in an unclear postal environment
- PDL 8-9: countries in a hyper-collaborative postal environment
- Asia-Pacific is a region with some countries leading worldwide postal development. It covers a broad spectrum of nations, each with varying postal development influenced by rapid urbanization and technological adoption;
- Asia-Pacific exhibits a diverse distribution across the mid-level PDLs, indicating a mix of emerging postal leaders and countries still confronting developmental obstacles;

- There are still large differences in postal development, i.e., not all governments are equally equipped with postal systems ready to deliver greater economic welfare;
- Higher postal development leads to higher levels of income per capita, greater economic growth, and resilience



*Source: "State of the Postal Sector 2024" Report on www.upu.int

2IPD SCORE =

RELIABILITY (R1)

Assesses the development of the delivery experience from a service speed and predictability perspective by mail class on the national territory of a member country

+ REACH (R2)

Evaluates the level of postal connectivity and volumes exchanges of the country with the rest of the world from an inbound as well as from an outbound perspective

+ RELEVANCE (R3)

Measures the relative success of different business and network models and segments of activities from a demand-intensity perspective in the country

+ RESILIENCE (R4)

Estimates the postal capacity to overcome economic, social and technology shocks in a sustainable way and provide relevant data to customers and partners

+ BONUS (B)

Rewards for the availability and quality of postal official statistics, participation in carbon emissions reporting systems and progressive decarbonization achievements

UPU REGION

MEDIAN SCORE

AFRICA

21.0

LATIN AMERICA AND THE CARIBBEAN

25.9

ASIA-PACIFIC

34.6

ARAB COUNTRIES

42.9

WORLD

43.0

EUROPE AND CIS

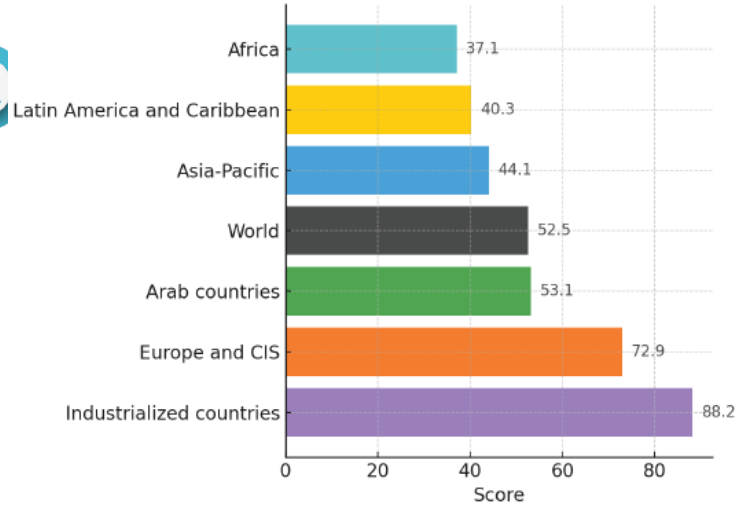
68.9

INDUSTRIALIZED COUNTRIES

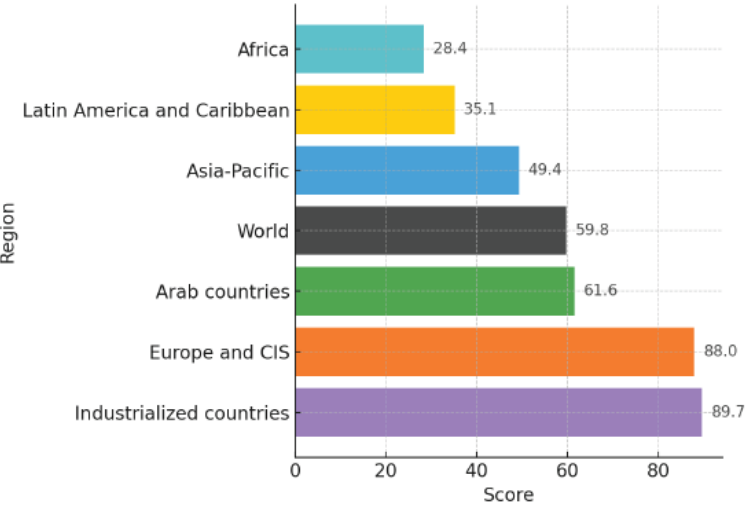
91.7

- Asia-Pacific displays median scores indicating **mid-range performance** in most dimensions, except for relevance that remains low;
- Consequently, many countries risk becoming increasingly disconnected from the global postal network;
- Asia-Pacific has persistent issues with **timely and reliable service delivery**, which could be attributed to **infrastructural deficits and operational inefficiencies**;

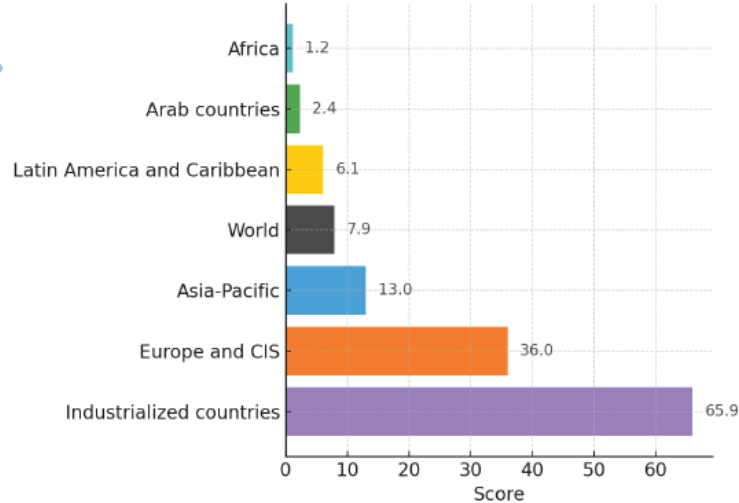
Median Postal Reach Score by Region



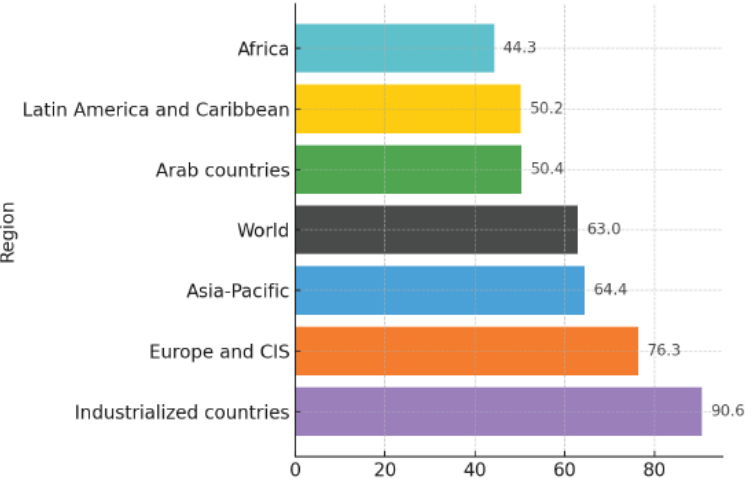
Median Postal Reliability Score by Region



Median Postal Relevance Score by Region



Median Postal Resilience Score by Region



- Asia-Pacific shows a significant spread in resilience scores, where some countries are building **more resilient systems**, while others keep facing *challenges* that could impede their long-term development;
- Asia-Pacific demonstrates the greatest variability in relevance and resilience, underscoring the **diversity and uneven development** of postal services across the region



*Source: "State of the Postal Sector 2024" Report on www.upu.int

Performance Heatmap of the 2024 UPU 2IPD Award Winners

Germany	108.6	95.8	99.3	100.0	91.2
Switzerland	108.6	100.0	94.6	100.0	91.8
Japan	105.9	97.5	91.8	100.0	100.0
United States of America	102.0	92.8	100.0	98.5	99.6
France	101.7	97.6	96.2	69.3	89.9
Netherlands	101.0	87.0	97.5	91.8	94.3
Australia	100.5	95.6	90.7	100.0	93.1
China	96.1	79.1	96.8	100.0	91.6
Estonia	88.6	92.8	83.5	62.5	79.9
Hungary	84.2	95.0	92.7	39.4	87.1
Indonesia	66.6	70.3	75.1	31.5	93.1
Morocco	66.6	81.8	63.7	37.4	78.5
Brazil	61.8	43.8	87.9	20.4	92.0
Mauritius	56.6	80.2	60.5	27.7	66.0
Barbados	42.6	59.5	38.5	7.8	83.0
Total 2IPD Score		Reliability	Reach	Relevance	Resilience

2IPD SCORE =

RELIABILITY (R1)

Assesses the development of the delivery experience from a service speed and predictability perspective by mail class on the national territory of a member country

+ REACH (R2)

Evaluates the level of postal connectivity and volumes exchanges of the country with the rest of the world from an inbound as well as from an outbound perspective

+ RELEVANCE (R3)

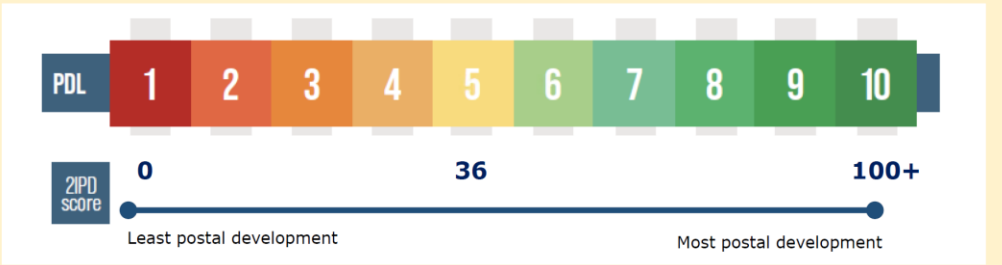
Measures the relative success of different business and network models and segments of activities from a demand-intensity perspective in the country

+ RESILIENCE (R4)

Estimates the postal capacity to overcome economic, social and technology shocks in a sustainable way and provide relevant data to customers and partners

+ BONUS (B)

Rewards for the availability and quality of postal official statistics, participation in carbon emissions reporting systems and progressive decarbonization achievements



Higher postal development leads to higher levels of income per capita, greater economic growth and resilience, and a higher gross domestic product (GDP)

UPU research shows that postal services contribute approximately 7% of GDP in the median country (compared to the hypothetical scenario of a country without postal services)

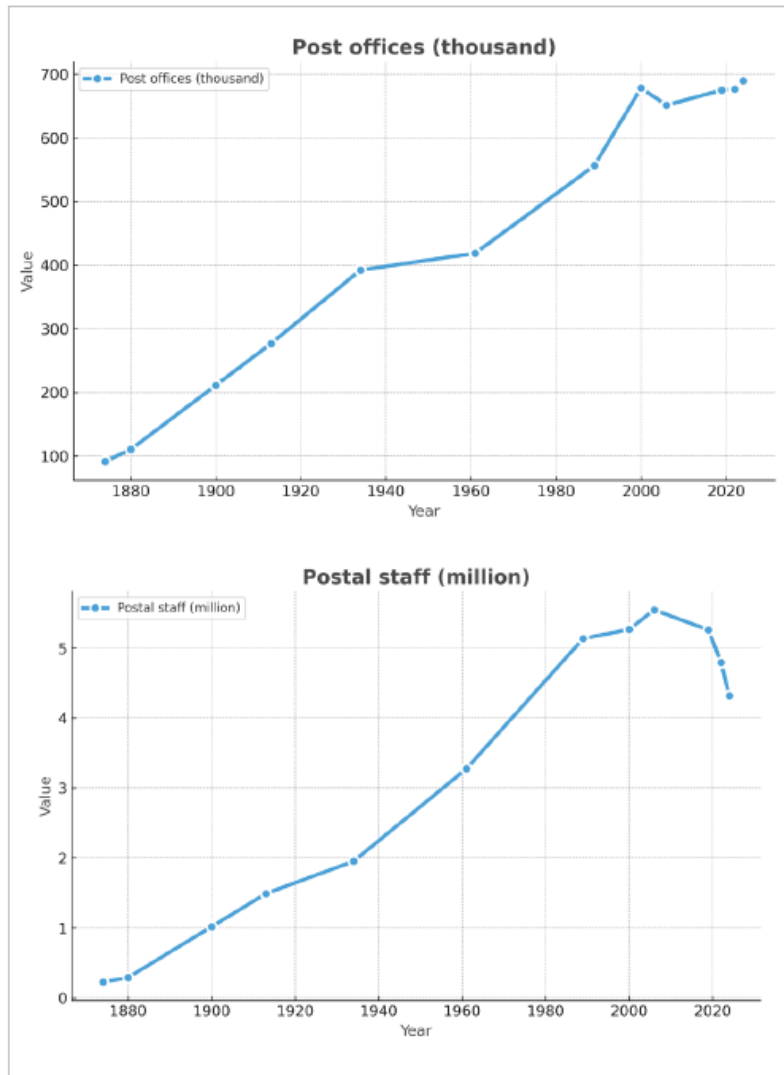


*Source: "State of the Postal Sector 2024" Report on www.upu.int



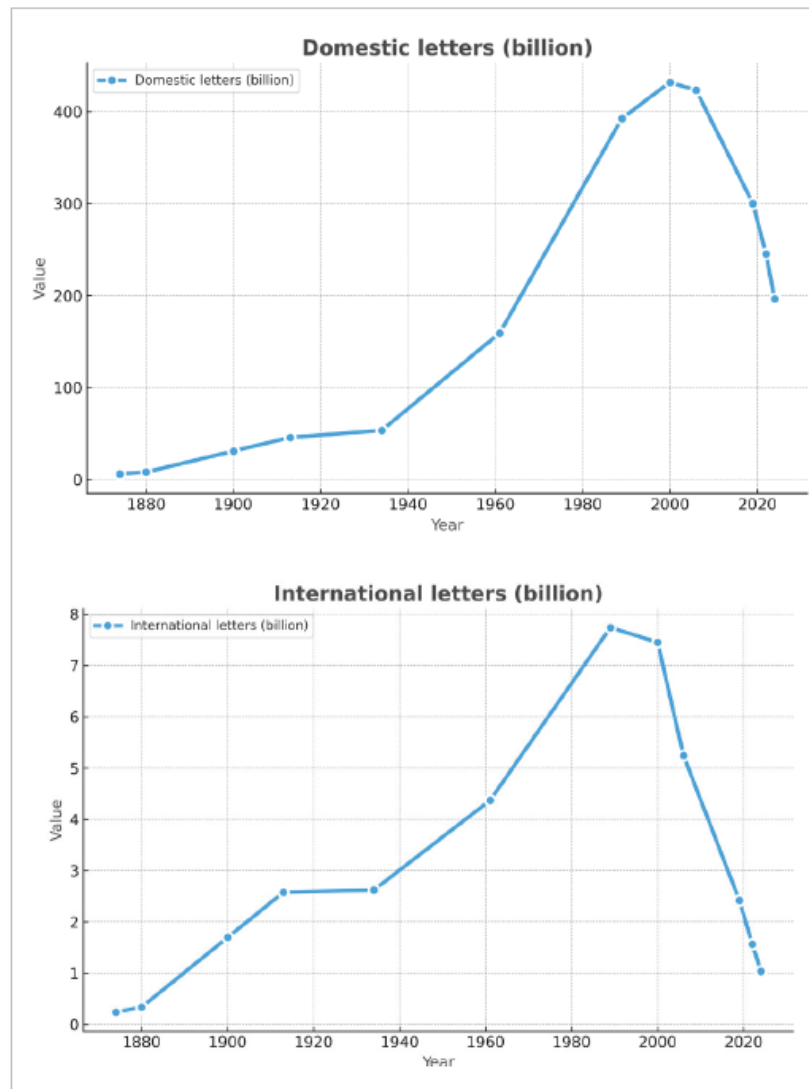
Evolution of post offices, postal workers, and letter post

Figure 2: Number of post offices and postal workers (1874–2024)



Source: UPU.

Figure 3: Letter post traffic (1874–2024)



Source: UPU.

Did you know?

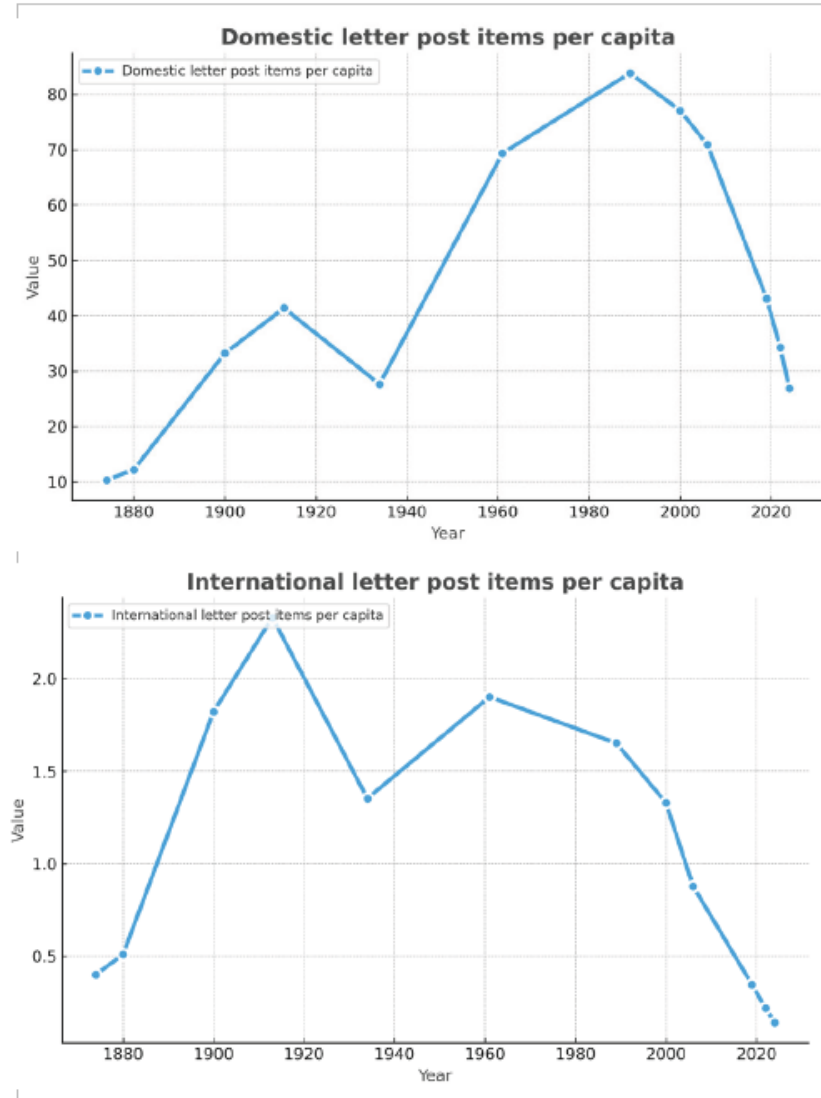
The global decrease in parcel and letter mail volumes poses a big risk to the postal industry, causing a major decline in post offices and postal staff around the world



Global mail volumes decline

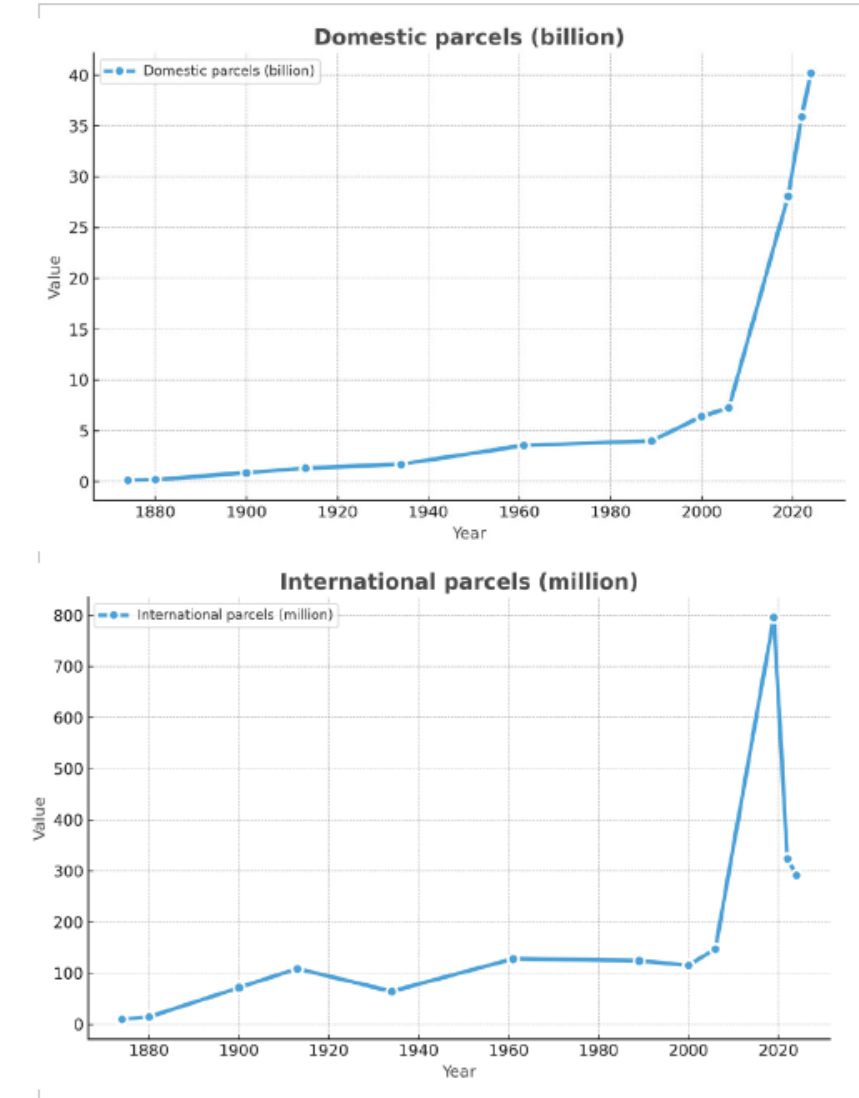
- The global decline of international and domestic parcel and letter mail poses a major risk to the economic development of LDCs, LLDCs, and SIDS;
- Many of these small countries depend on international mail volumes;
- South-South and Triangular Cooperation (SSTC) is the only way we can get international mail to grow again

Figure 4: Per capita mail volumes (1874-2024)



Source: UPU.

Figure 5: Parcel post traffic (1874-2024)



Source: UPU.



Asia-Pacific postal income trends

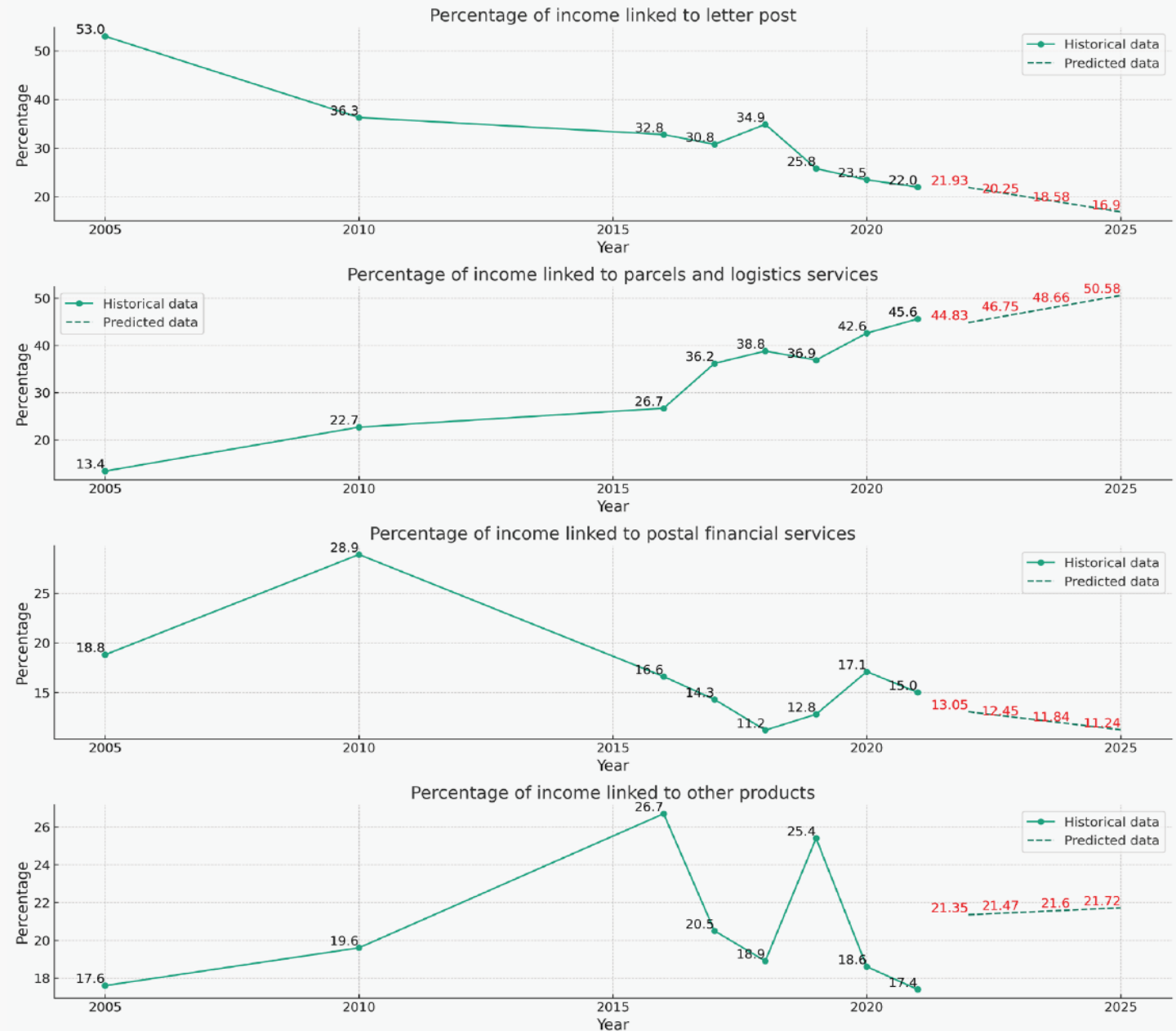
What could better ensure the economic sustainability of the next generation of postal services in Asia-Pacific?

Diversification can't be approached in an isolated way: platform economics should be smartly applied to establish the right connections between different products and services in the region



*Source: "State of the Postal Sector 2023"
Report on www.upu.int

*Asia-Pacific postal industry: income composition trends (2005–2021) and predictions (2022–2025)





Asia-Pacific postal revenue trends

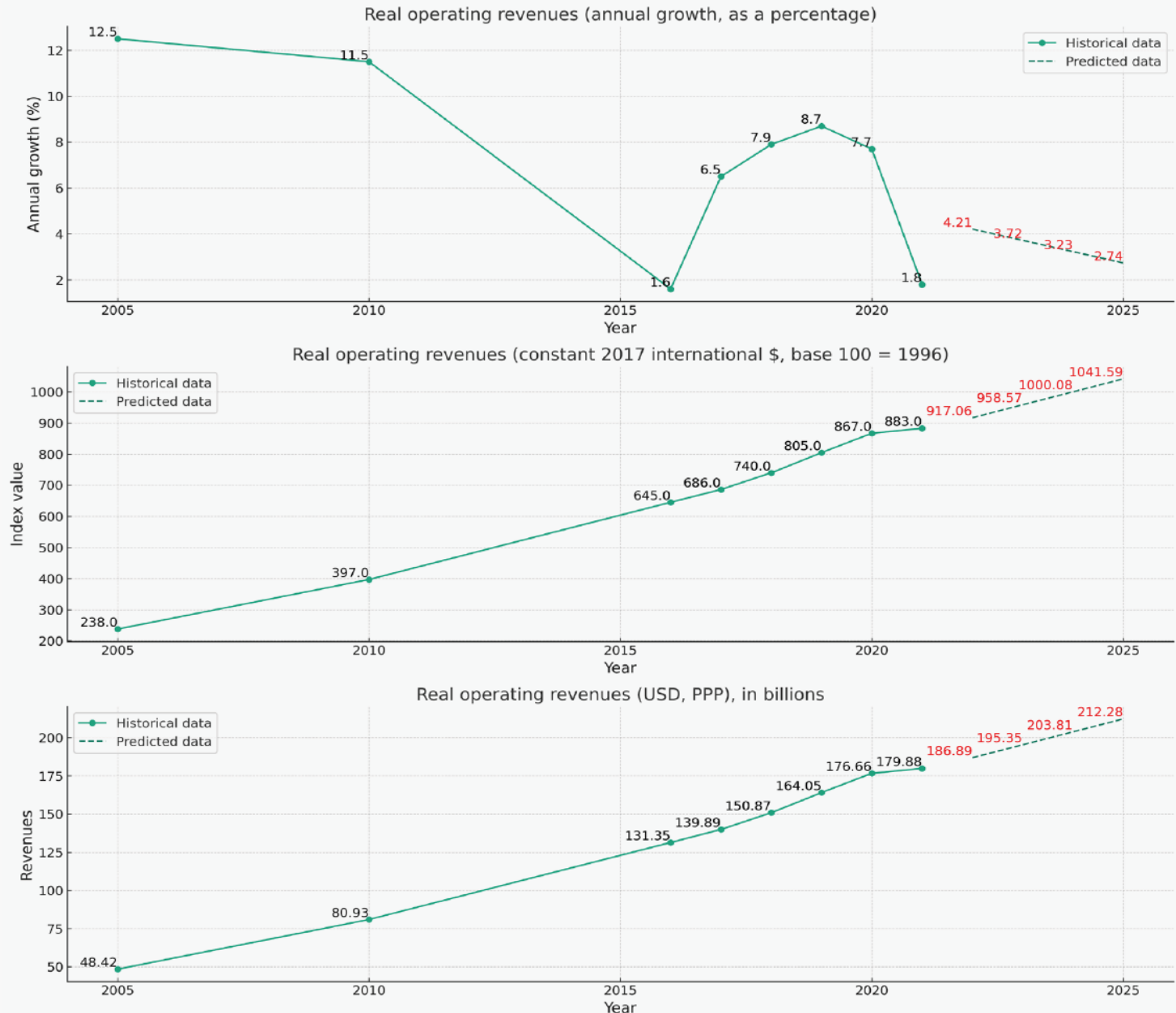
How should postal business models be transformed to strengthen their relevance for the future in Asia-Pacific?

The stagnation of postal revenue growth in the region should be broken with a transition towards eco-systemic business models for the next postal generation, maximizing its impact on country development



*Source: "State of the Postal Sector 2023"
Report on www.upu.int

*Asia-Pacific postal industry: revenue trends (2005-2021) and predictions (2022-2025)





Procurement of postal equipment for LDCs, SIDS, and LLDCs

Scope

- for 16 LDCs, SIDS, and LLDCs in Asia-Pacific;
- This project helps to facilitate all other projects aimed at improving the quality of postal service in the region;
- Project budget: 529,000 CHF (UPU Core: 179,000 CHF; Donor contributions: 350,000 CHF);

Procurement for Samoa and Sri Lanka

- A special project for Samoa Post was completed;
- A special project for Sri Lanka is in the pipeline;
- Project budget: 100,000 USD (Donor contributions);

Bhutan Post



Cambodia Post

Before the project...



Processing & storing mail on the floor; Inefficient work flow/line; No EDI with Customs and carriers...

Project team



Now... after 12 months



Modern OE, process mapping, EDI exchange with Customs & carriers, ,



Operational efficiency and e-commerce development (ORE)

- In 36 Asia-Pacific countries;
- The procurement project will help to meet the goals of the ORE project;
- Project budget: 982,000 CHF (UPU Core: 524,000 CHF; Donor contributions: 458,000 CHF);
- UPU's Asia-Pacific team is likely to get more funds for this project;

In 2025:

- ORE Workshop for the Pacific, Nadi, Fiji 27-31.01;
- 2 ORE Workshops for Asia, Thailand, Bangkok: 19-23.05 and 20-24.10



Fourth workshop for the Pacific region, Nadi, Fiji, 27-31 January 2025

ORE in 2025

- **Postal security certificate reviews:**

Done:

- Fiji;

Planned: Bangladesh, Mongolia, Maldives, Samoa, Kiribati, Tonga;

- **On-site process and QoS management certification reviews:**

Done:

- Timor-Leste, Cambodia, Philippines, Indonesia;

Planned:

- Bhutan, Vanuatu, Pakistan, Bangladesh, Maldives, Samoa, Mongolia, PNG, Fiji, Solomon Islands;

- **Technology support missions by UPU's PTC expert:**

Done: Philippines





What is SSTC?



South-South and Triangular Cooperation (SSTC)

- Traditional donor countries and multilateral organizations facilitate South-South initiatives by providing funding, training, management and technological systems, and other forms of support;
- SSTC involves *3 actors: 2 from the South and 1 from the North*. The latter (can also be an international organization) provides financial resources so that the countries of the South can exchange technical assistance;
- The division of “North” and “South” refers to the social, economic, and political differences between developed (North) and developing countries (South), and doesn’t depend on a geographic location

SSTC Concept

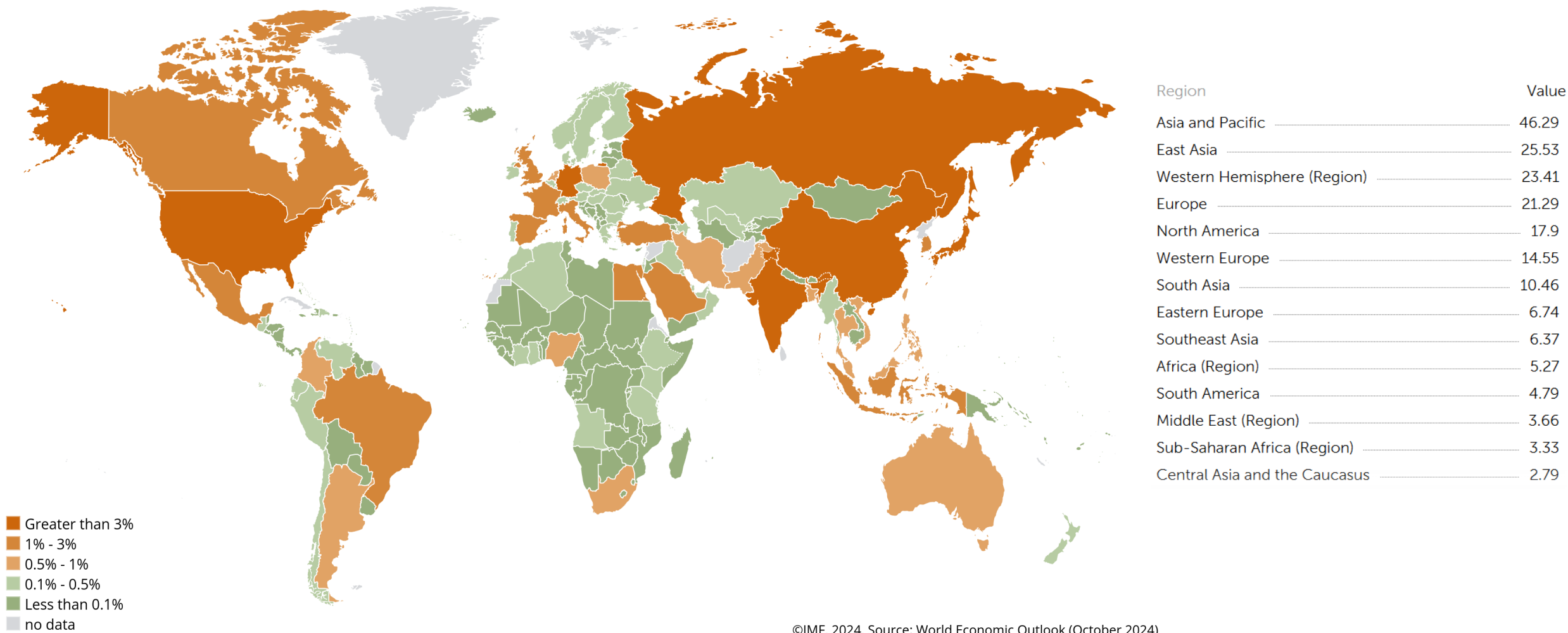
- **“Nothing for me without me”** is the voice of the South in the development cooperation field. Within this framework, the UPU has developed its strategy for SSTC;
- The use of appropriate technology and solutions works well, especially if there is a big constraint of resources. Southern countries used to complain about such solutions being thrust on them as they led to problems;
- An important SSTC element is training *similar countries* to ensure technical development. Only successful methods in a similar environment should be applied so that there is no need “to reinvent the wheel”



Global shift of economic growth from the North to the South

IMF DataMapper

GDP based on PPP, share of world (Percent of World, 2025)

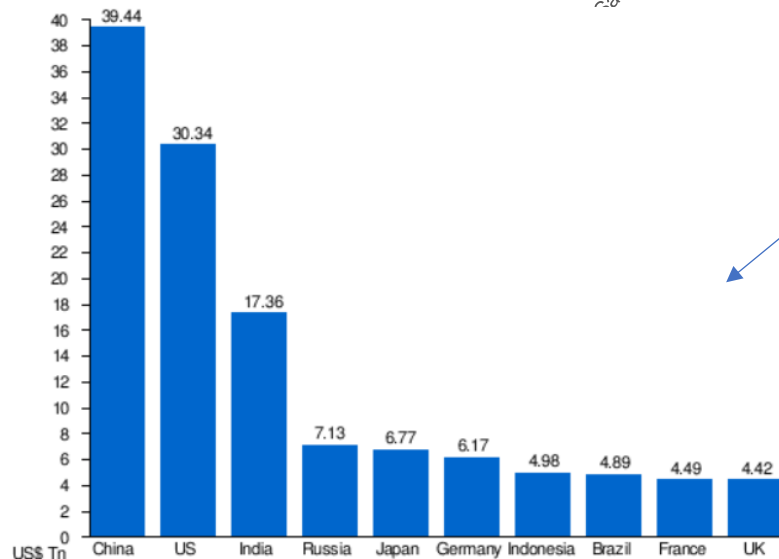
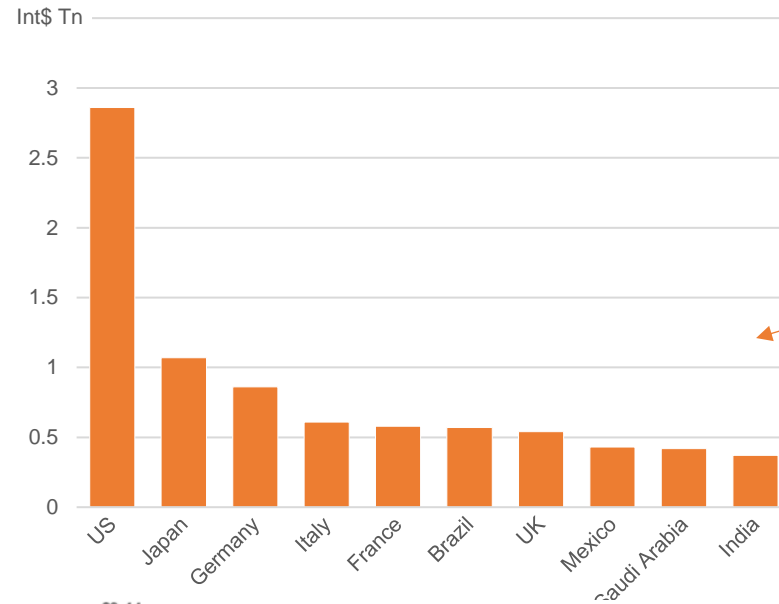




Global shift of economic growth from the North to the South

1	United States	2,857,325
2	Japan	1,068,091
3	Germany	855,295
4	Italy	614,396
5	France	578,249
6	Brazil	570,510
7	United Kingdom	539,593
8	Mexico	432,967
9	Saudi Arabia	417,650
10	India	371,871

1	China	37,070,000
2	United States	29,170,000
3	India	16,024,460
4	Russia	6,910,000
5	Japan	6,570,000
6	Germany	6,020,000
7	Brazil	4,702,004
8	Indonesia	4,661,542
9	France	4,360,000
10	United Kingdom	4,280,000



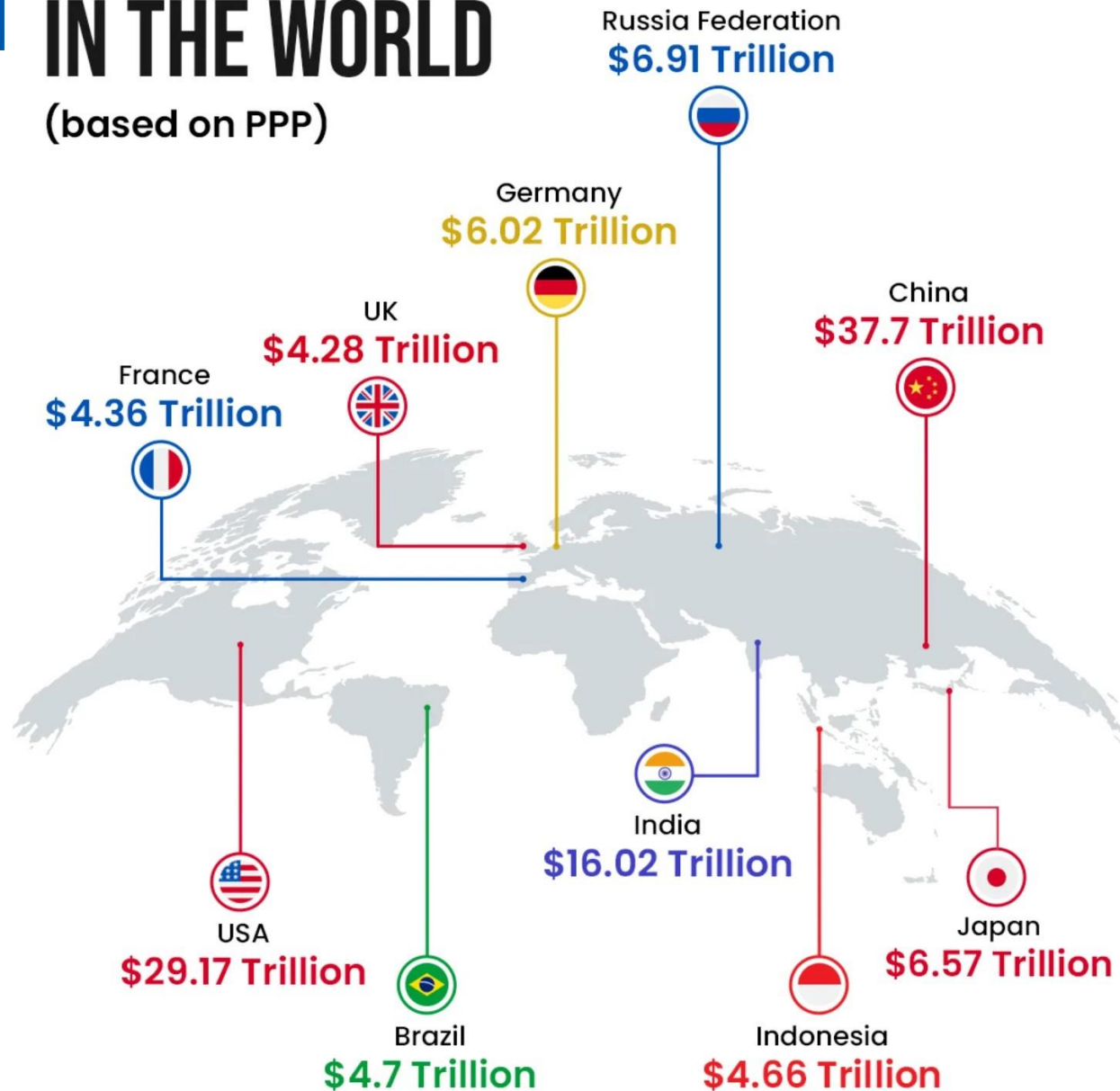
Largest economies in the world by GDP (PPP) in 2025
according to [International Monetary Fund](#) estimates^[1]

- Top 10 countries by Gross Domestic Product (GDP) and the Purchasing Power Parity (PPP) in 1980 and 2025;
**Source: the International Monetary Fund's (IMF) World Economic Outlook (WEO) Database, October 2024*
- Over the past 40 years, the world has seen a major shift of economic powers from the North to the South;
- SSTC has become even more important today;
- We need to shift our focus to SSTC and tap into more southern resources to keep up with the latest economic trends.



BIGGEST ECONOMIES IN THE WORLD

(based on PPP)



Source: IMF

World Economic Outlook Growth Projections

(Real GDP, annual percent change)	ESTIMATE	PROJECTIONS	
	2024	2025	2026
World Output	3.2	3.3	3.3
Advanced Economies	1.7	1.9	1.8
United States	2.8	2.7	2.1
Euro Area	0.8	1.0	1.4
Germany	-0.2	0.3	1.1
France	1.1	0.8	1.1
Italy	0.6	0.7	0.9
Spain	3.1	2.3	1.8
Japan	-0.2	1.1	0.8
United Kingdom	0.9	1.6	1.5
Canada	1.3	2.0	2.0
Other Advanced Economies	2.0	2.1	2.3
Emerging Market and Developing Economies	4.2	4.2	4.3
Emerging and Developing Asia	5.2	5.1	5.1
China	4.8	4.6	4.5
India	6.5	6.5	6.5
Emerging and Developing Europe	3.2	2.2	2.4
Russia	3.8	1.4	1.2
Latin America and the Caribbean	2.4	2.5	2.7
Brazil	3.7	2.2	2.2
Mexico	1.8	1.4	2.0
Middle East and Central Asia	2.4	3.6	3.9
Saudi Arabia	1.4	3.3	4.1
Sub-Saharan Africa	3.8	4.2	4.2
Nigeria	3.1	3.2	3.0
South Africa	0.8	1.5	1.6
Memorandum			
Emerging Market and Middle-Income Economies	4.2	4.2	4.2
Low-Income Developing Countries	4.1	4.6	5.4

Source: IMF, World Economic Outlook Update, January 2025

Note: For India, data and forecasts are presented on a fiscal year basis, with FY 2024/25 (starting in April 2024) shown in the 2024 column. India's growth projections are 6.8 percent for 2025 and 6.5 percent for 2026 based on calendar year.



- There is a considerable shortage of development cooperation funds for addressing the needs of LDCs, LLDCs, and SIDS;
 - By 2030, we'll hardly be able to meet 20% of the SDGs!
- There is a strong need for increased resources for the postal development in these countries;
 - Global economic shift of PPP has brought China, India, Japan, and Indonesia to the top positions in the region, and they are requested to step in;
- SSTC is about sharing the best experience: countries in similar socio-economic situations learn more from each other, and SSTC initiatives achieve more results;
- Capacity-building and learning from each other have become very important, and will remain our focus in the next cycle;
 - We appreciate the excellent work the APPU has been doing!





Our SSTC projects

Study visit of African English-speaking countries to India

- 23 African postal leaders met in Mumbai and New Delhi (20-26 June 2024);
- Purpose: a case study of the Indian Postal Model:
 - 10,000 new post offices and over 25,000 new staff;
 - Using a postal network for providing government and social services;

Training courses under the Indian Technical and Economic Cooperation (ITEC) programme

- Fellowships for 39 participants from **21 countries**: Ghana, Mongolia, Tunisia, Sierra Leone, Kenya, Nepal, Malawi, Sri Lanka, Somalia, Tajikistan, Maldives, Madagascar, Oman, Jamaica, Côte d'Ivoire, Syria, Cambodia, Jordan, South Sudan, Nicaragua, and Botswana (**Source: IB Circular 196 of 18.12.2023*);
- One more training course of 20+ participants is planned;



3 programs organized by India at the National Postal Academy

- International Mail Management Program – 11-22 Nov. 2024;
- International Advanced Postal Management Program – 9-20 Dec. 2024;
- International Program on Quality Management in the Postal Sector – 17-28 Feb. 2025;
- More than 70 fellowships and 6 programs have been conducted over 2022-2026



4
QUALITY
EDUCATION



"The UPU remains at the ready to provide member countries with the tools, knowledge, and services needed to ensure each link in our network grows stronger each year."

*UPU Director General Masahiko Metoki**

** UPU Abidjan Postal Strategy 2022-2025*

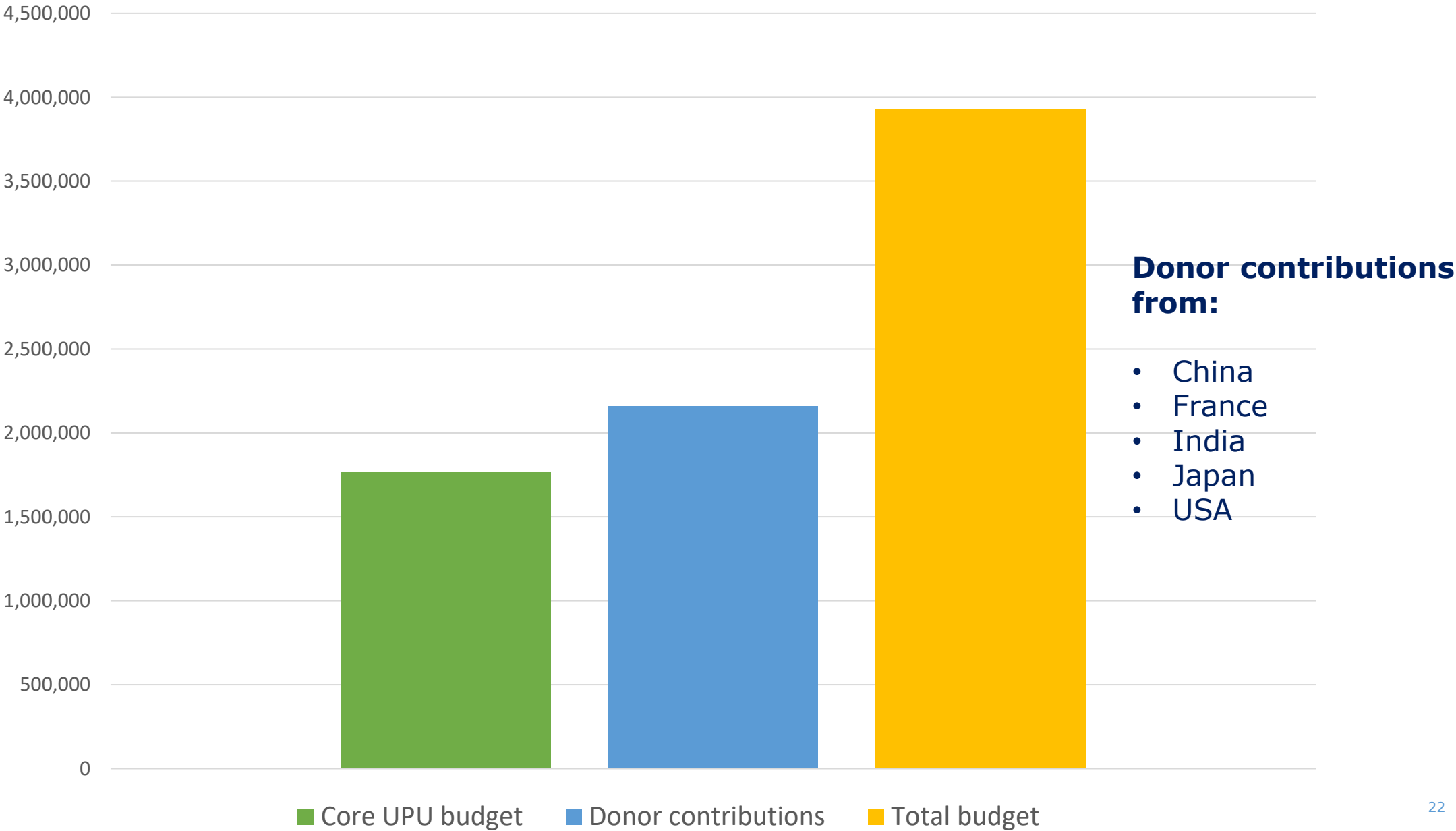
- The Forum was followed by a team-building event for UPU RPEs of Asia-Pacific (24-25 March);
- A SSTC workshop for the Pacific is planned for Oct. or Nov. in Fiji



First Asian-Pacific Postal Leaders Forum on strengthening the postal network, Jaipur, India, 19-21 March 2025



UPU’s Asia-Pacific planned project budget 2021-2025, CHF





Capacity building at the APPC and joint events

in 29 Asia-Pacific countries



- 19 LDCs, SIDS, LLDCs, and some DCs based on the countries' training needs;
- Concerns various subjects related to postal operations: customs, international mail accounting, compliance, standards, environmental sustainability, etc.;
- Project budget 2021-2025: 380,580 CHF (UPU core budget: 235,000 CHF; Donor contributions: 145,580 CHF);
- Under India Fund for the APPC:
 - 20,000 USD transferred for the training programs at the APPC;
 - 30,000 USD transferred for the organization of a Smart Classroom under the amended Cooperation APPU-UPU Agreement signed by the UPU DG and APPU SG;

UPU-APPU events in 2025:

- 2-week Preparation course for the UPU Congress 5-16 May;
- APPU EC, Ulaanbaatar, Mongolia 30 June-4 July;
- APPU Business Forum, Bangkok, Thailand 2-5 December





Evaluation of governmental and citizen services provided by post offices in Asia-Pacific

- Ongoing since the previous cycle and funded by Japan;
- The project is being enhanced. Asia-Pacific would like to see a more detailed economic study of the state of their postal sector and a practical implication of the 2IPD report;
- A new economic UPU report on the importance of the Post to national economies and the benefits of strengthening the postal network is planned to be released based on this study



Rebranding of Lao Post counters



Postal staff uses Mobile App to collect voluntary social and health insurance, Vietnam Post



Pension Payment via Aadhar Enabled Payment System, India Post



Retail services at Tonga Post

"We hope to map out the role of postal sector regulation in promoting a competitive and sustainable postal and delivery market in the era of e-commerce."

*UPU Director General Masahiko Metoki**

✓ Exploring key aspects of postal regulatory reform in Asia-Pacific: Project completed

- Objective: to investigate issues in the postal regulatory reform in Asia-Pacific, aligning with the principles and goals of the UPU Regional Development Plan (RDP);
- Funded by China and the APPU;

✓ Climate resilience pilots for Tuvalu Post and Bhutan Post: Project completed

- Objective: To support postal operators in the Asia-Pacific in achieving sustainability goals and aligning their practices with the UN SDGs;
- Funded by La Poste France



**UPU Conference on Postal Regulation, 9 November 2023*

Other ongoing projects in Asia-Pacific

Flexible supply chain and mail transport network in the Pacific and operational efficiency of the regional hub:

- Meeting with Fiji Airways and Post Fiji, 13-14 March 2024;
- Deployment of the Multimodal regional transport agreement and EDI piloting with carriers are in process;

International Remittance pilot project using Unified Payments Interface (UPI) of India:

- The Agreement between the UPU and NPCI was signed and the UPI interface is being developed;
- Workshop in India on remittance services using UPI, end of July (TBC);

Cross-border e-commerce postal operations in Asia-Pacific:

- Objective: Research report on regional practices and regulatory challenges in cross-border e-commerce postal operations, providing insights to support future discussions on harmonization under the UPU framework;
- Funded by China





Understanding and implementing the UN 2030 Agenda for Sustainable Development is our primary objective



"It is essential that the world achieves the 2030 Agenda for Sustainable Development, and I believe the UPU and the international postal sector have significant roles to play in their achievement. "

*Masahiko Metoki
UPU Director General*



For more information,
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Thank you!