



DUBAI

BUSINESS

PLAN

OF THE UPU

INDEX- DOMAIN WORK PROPOSALS

TIER 1 DWP 01-36

- Total regular budget ask + augmented by funds mobilized from other sources.
- Aims to achieve the strategic framework presented in the UPU Strategic Framework 2026-2029.
- Minimal set of viable activities.
- 38.98 M CHF ceiling.

TIER 2: 101-102,201-205

- 2A: Activities approved in Riyadh for 2 years. Extension sought during this cycle as well. 1.6% increase to regular budget.
- 2B: Seeks to address emerging and increasingly critical items to DOs. 3.03% increase.

TIER 3 DWP 301-304

- Solely from non- regular budget sources.
- Telematics Cooperative, EMS Cooperative, Ready to Market Interoperability Group and Direct Mail & Digital Marketing.
- Annual average of 20.6 Million CHF.



DWP 1: PHYSICAL SERVICES DEVELOPMENT AND IMPLEMENTATION

Develop and implement market-relevant, customer-focused, innovative and well-differentiated postal services that enhance the sustainability, interoperability, operational efficiency, e-commerce integration and inclusiveness of the postal network, while facilitating the global exchange of postal items containing goods and documents, supported by appropriately tailored capacity-building activities.

DWP 2: INTEGRATED LOGISTICS AND E-COMMERCE DEVELOPMENT

Support designated operators in developing a fully integrated end-to-end postal value chain that will facilitate e-commerce growth through efficient cooperation among postal operators and between postal operators, supply chain partners and wider sector players to ensure full realization of the opportunities created by e-commerce. This will enable designated operators, as the largest providers of delivery services in the world, to achieve the potential to be major players in the delivery of e-commerce through access to simple, affordable and reliable international postal services for customers.

DWP 3: ADDRESSING

Advance sustainable and inclusive postal addressing development, integrating geographic information systems and supporting the digital transformation of designated operators and regulators, while maximizing addressing's contribution to improved access to basic services, including guaranteed postal services.

Develop a centre of excellence for postcode data, developing and promoting the use of customer addressing tools. This will be achieved through enhanced data quality, data input and validation, and other initiatives. The work proposals also aim to utilize existing and emerging UPU standards, as well as the Universal POST*CODE® DataBase, to assist in the development of standards, tools and applications based on geocoding.

DWP 5: TRANSPORT

This work proposal aims to:

- a implement a simplified, expedited, cost-effective, compliant, paper-free, secure transport process based on EDI exchanges between all supply chain stakeholders for all modes of transport;
- b manage the implementation of flexible global transport networks through the consolidation of mail in the regional transport hubs;
- c develop multimodal transport and IT solutions in cooperation with wider postal sector players;
- d support members in adopting innovative delivery solutions and modernizing the last-mile delivery infrastructure;

DWP 5: TRANSPORT

- e propose amendments to UPU regulations in response to transport market trends and supply chain industry requirements, and create a framework for cooperation with wider postal sector players;
- f conduct regional and global capacity building as well as operational reviews/certifications in a cooperation with industry partners;
- g strengthen collaboration with postal ecosystem players, including other international organizations;
- h enhance sectoral knowledge through regularly updated publications.

DWP 6: SECURITY

Achieve a safe and secure international postal supply chain through capacity building and mitigation activities. This will be accomplished through partnerships with sister United Nations agencies and appropriate external stakeholders to ensure that the safety and security needs of designated operators are addressed.

DWP 8: STANDARDIZATION ACTIVITIES

Establish, enhance and oversee technical and messaging-related standards and related publications for the global postal sector.

DWP 9: QUALITY OF SERVICE FUND

Significantly enhance the global impact of the Quality of Service Fund (QSF) through capacity building, effective fund raising and management, and the integration of retrospective insights with prospective strategies. By strategically focusing on these areas, the QSF can enhance its capacity to serve its members and support sustainable global postal development.

Capacity building: Sustainably build the capacity of member countries through strategic collaboration with international organizations, partnerships and the sharing of best practices. This includes implementing regular training programmes for postal sector staff in the areas of technology adoption, customer service and logistics. This sub-objective also aims to modernize postal processes through the adoption of digital solutions and automation, while ensuring efficient resource allocation to optimize operations and support projects aligned with the UPU's core mission.

DWP 9: QUALITY OF SERVICE FUND

Fund raising and management: Ensure timely financial contributions from member countries and explore diverse funding sources, including partnerships with international organizations and the private sector. This will be combined with prudent financial management, clear policies, sound budgeting, expenditure controls and risk management. To ensure transparency and accountability, regular audit and financial reports will be provided to stakeholders.

Capture lessons learned and apply to prospective proposals: Capture lessons learned from implemented QSF-funded projects in order to identify success stories and areas that might need improvement. The lessons learned will be shared through a repository of best practices. Coupled with forward-looking strategies that leverage data-driven insights, this dual approach will allow UPU member countries to develop comprehensive plans that address current gaps while building resilience into their postal systems. This ensures continuous improvement and maximizes the impact of QSF investments, leading to more efficient and effective global postal services.

DWP 10: QUALITY OF SERVICE DEVELOPMENT, INTEGRATION AND IMPLEMENTATION

Develop and implement activities that are focused on all dimensions of quality of service – including measurement, quality improvement, compliance and certification – in close collaboration with the bodies responsible for the Integrated Product Plan and Integrated Remuneration Plan, to further improve the quality of service provided by the UPU network in response to customer expectations and market needs.

DWP 11: QUALITY OF SERVICE MEASUREMENT, MONITORING AND REPORTING

Ensure that timely, reliable and continuous quality of service metric measurements are put in place to support the improvement of products and remuneration in line with the Integrated Quality Plan vision.

This will be done through four coordinated pillars:

- Measure and monitor overall quality improvement: Continuous, accurate measurement and monitoring leads to valuable information about, and opportunities to implement, corrective and preventive actions required to improve the overall quality of service of the UPU network supply chain.
- Contribute feedback to product development: Quality measurement and monitoring that focus on the reliability of postal products can ensure that the products are reliable and customer-oriented.

DWP 11: QUALITY OF SERVICE MEASUREMENT, MONITORING AND REPORTING

- Ensure remuneration link to quality: Continuous quality measurement and accurate reporting are necessary elements that link the quality of service to remuneration in the UPU remuneration systems.

Provide quality performance for independent assessment of Quality of Service Fund (QSF) projects: To ensure that projects funded by the QSF meet their objectives, it is essential to continuously assess and monitor improvements in quality of service through independent external measurements.

DWP 12: MANAGEMENT OF THE POSTAL OPERATIONS COUNCIL

Effectively and efficiently manage substantive matters relating to the Postal Operations Council (POC) and ensure timely and responsive secretariat support for the bodies of the POC: its Management Committee, committees, standing groups, expert teams and task forces. Ensure overall coordination on all issues related to the POC with member countries and the International Bureau secretariat.

DWP 15: POSTAL POLICY AND REGULATORY ADVISORY

This domain work proposal aims to ensure that the UPU provides regulatory frameworks that are both relevant and responsive to evolving trends in the global postal and broader delivery sectors, while addressing the needs and expectations of member countries and stakeholders. To achieve this, it will focus on developing and managing a comprehensive knowledge base through research and analysis, fostering inclusive platforms for sharing knowledge and experience, and building capacity to offer much-needed advisory services to member countries. These efforts will contribute to safeguarding the single postal territory, ensuring that it remains accessible through affordable, viable and high-quality universal postal services.

DWP 15: POSTAL POLICY AND REGULATORY ADVISORY

In addition to the above, this work proposal provides direct support to UPU member countries in the modernization of their postal sector through postal sector reform projects. This consists of various components, including advisory services to UPU member countries regarding postal sector reform and the development and modernization of national postal sector policies and regulations. These activities are coordinated through the Integrated Postal Reform and Development Plan, which becomes a major vehicle for accessing capacity-building activities tied to postal reform, such as digital transformation, and social and environmental sustainable development.

DWP 16: MANAGEMENT OF CONGRESS AND CA — SUBSTANTIVE MATTERS

This proposal aims to effectively and efficiently manage substantive matters relating to UPU Congresses and the Council of Administration (CA), and to ensure timely and responsive secretariat support for the bodies of the CA Plenary, CA Management Committee and relevant CA committees on policy and regulation, as well as overall coordination of all issues relating to Congress and CA matters with member countries and the International Bureau secretariat.

DWP 17: INTEGRATED REMUNERATION GOVERNANCE, DEVELOPMENT AND IMPLEMENTATION

This proposal aims to ensure that the UPU responds swiftly and effectively to market changes and competitiveness by modernizing the remuneration methodologies for letters, small packets, parcels and EMS, while adopting an integrated approach to product development and remuneration systems. A set of integrated remuneration system principles, mandates and deliverables are to be implemented during the 2026–2029 period, to support the further modernization, streamlining and integration of future UPU remuneration systems. Set against the ongoing massive shift towards parcels and continued decline of letter post, the work should focus primarily on the following objectives.

Objective 1 – Enhance and optimize remuneration governance by developing an integrated remuneration framework that ensures consistency and market alignment. This includes establishing robust principles for an integrated remuneration system, simplifying the country classification system, and assessing the market, pricing and regulatory impact of remuneration systems on wider postal stakeholders.

DWP 17: INTEGRATED REMUNERATION GOVERNANCE, DEVELOPMENT AND IMPLEMENTATION

Objective 2 – Develop, refine and simplify methodologies and rules for performance-based remuneration of basic services, supplementary services and add-ons with the objective of streamlining remuneration systems, while taking into account the differences between the postal economic models of developing countries (including least developed countries) and advanced economies. The ultimate objective is to transition to a more equitably harmonized, competitive and cost-oriented remuneration system, while respecting the right to affordable access to international postal services for least developed member countries with limited international mail volumes.

Objective 3 – Ensure the implementation of UPU remuneration systems in compliance with the decisions of Congress, with regular assessments of these systems to identify potential corrective actions.

Objective 4 – Conduct capacity-building workshops on UPU remuneration systems and provide targeted technical support to enhance the capacity and understanding of UPU member countries, restricted unions and designated operators.

DWP 17: INTEGRATED REMUNERATION GOVERNANCE, DEVELOPMENT AND IMPLEMENTATION

Objective 5 – Conduct research and produce intellectual outputs and studies on remuneration topics to support the modernization, streamlining and integration of UPU remuneration systems.

Objective 6 – Adopt an integrated approach to remuneration, taking full account of product development aspects, the costs for inbound designated operators, affordability for outbound operators and customers, market dynamics and competition. Ensure that all UPU member countries benefit from opportunities created by physical product development, with a focus on providing customers with access to simple, affordable and reliable international postal services.

DWP 18: STRATEGY, PLANNING AND MONITORING

Execute the UPU's strategy, planning and monitoring processes for the 2026–2029 Dubai Business Plan cycle.

The key objectives are to ensure that the UPU formulates and adopts a strategy that addresses the needs of its stakeholders, taking into account market realities; secures the future readiness of the institution to respond to changing stakeholder needs; promotes a results-based approach to its operations by strengthening data-driven decision making; and enables the monitoring of strategic progress.

DWP 18: STRATEGY, PLANNING AND MONITORING

The proposal focuses on facilitating high-level strategic engagement with member countries and key stakeholders, with the aim of fostering greater collaboration and an inclusive, transparent, member-country-driven future strategy development process. In addition, the proposal sets out work activities to ensure that the UPU remains at the forefront of governance, management, and decision-making best practices as compared to other multilateral and United Nations agencies.

DWP 19: 2IPD AND DATA ANALYSIS

To transform postal sector analysis and development by strengthening the Integrated Index for Postal Development (2IPD) by integrating advanced AI-driven tools, comprehensive economic and market research, and collaborative data platforms, while ensuring coordinated innovation across the UPU ecosystem.

This proposal aims to empower UPU members with cutting-edge insights, accurate benchmarking, and predictive capabilities, fostering informed decision-making, and sustainable growth in postal services worldwide.

The ultimate goal is to enhance the global postal sector's efficiency, competitiveness, and alignment with UPU members' respective growth ambitions.

DWP 19: ZIPD AND DATA ANALYSIS

This proposal also aims to foster a culture of continuous innovation within the postal sector by democratizing access to advanced analytics and AI tools and facilitating knowledge sharing among member countries. And, ultimately, it seeks to position the postal sector at the forefront of the digital economy, transforming traditional postal services into versatile platforms for commerce, communication, and community development.

This transformation will be achieved through robust economic analysis, data-driven decision-making, and coordinated innovation efforts, ensuring that innovative solutions are effectively developed, implemented, and shared across the global postal network.

DWP 21: OPERATIONS AND ACCOUNTING REVIEW

Continuously analyze and review international mail operations and accounting processes and find innovative solutions, possibly based on technology, to rationalize and potentially improve them.

Monitor central technology solutions in place for operations and accounting and ensure smooth and adequate functioning.

DWP 22: DIGITAL TRANSFORMATION

A digitalized postal network presents a unique opportunity for governments to drive economic growth and inclusivity, facilitating the attainment of their public policy objectives. This proposal aims to support governments in optimizing their use of the postal network for the delivery of digitally-enabled services while, at the same time, enabling the sustainable and inclusive digital transformation of designated operators.

This transformation is essential for operators to adapt to evolving market needs, anticipate future trends and enhance their operational efficiency. By leveraging innovative service diversification and adopting customer-centric practices, designated operators can improve their competitiveness, expand their market share, and play a pivotal role in the fast-growing digital economy. Governments have a unique opportunity to enable this transition, while advancing their public policy objectives, unlocking significant economic and social benefits.

DWP 22: DIGITAL TRANSFORMATION

A digitalized postal network stimulates local economies, strengthens supply chains, and supports micro, small and medium enterprises in accessing broader markets. It can bridge service gaps in underserved and rural communities, ensuring equitable access to e-commerce, digital financial services and e-government services. By enhancing their capacity to deliver government services efficiently, particularly in remote areas, designated operators can act as critical enablers of citizen-centric solutions. For governments, this transformation strengthens national competitiveness in the global digital economy, fosters resilience, and opens new revenue streams through a revitalized, future-ready postal operator. To achieve this, the proposal also aims to support governments in creating an enabling environment through forward-looking policies, investment in digital infrastructure and the fostering of public-private partnerships to drive innovation. By leveraging a digitalized postal network, governments can unlock inclusive socio-economic development, positioning the sector as a key driver of progress and ensuring that all communities benefit from the opportunities of the digital age.

DWP 23: TRADE INCLUSION

Increase the effectiveness and efficiency of the global postal network and supply chain to facilitate cross-border trade. This will also, among other things, facilitate the growth and business development needs of micro, small and medium enterprises (MSMEs) and underserved sections of society.

The UPU will achieve this through three interrelated pillars:

- 1 Advocacy: strengthen the UPU's advocacy role for postal trade facilitation and promote evidence-driven and pro-trade policy formulations.

DWP 23: TRADE INCLUSION

- 2 Research and analysis: conduct comprehensive research and analysis to identify key trade opportunities, challenges and trends, and to pinpoint critical policy issues impacting the postal sector, through extensive consultation with a range of postal ecosystem partners.

- 3 Capacity building: enhance the capacity and capabilities of member countries in facilitating cross-border e-commerce and MSME trade through the global postal network.

DWP 24: MAINSTREAMING UN SDGS

Align activities of the UPU with institutional commitments towards mainstreaming the United Nations Sustainable Development Goals (SDGs). The DWP places a particular focus on sustainability, resilience and gender equality within the postal sector.

At its core, this proposal aims to integrate climate action and gender equality into the UPU's core operations, ensuring that environmental sustainability and equal rights for women in the postal workforce become fundamental aspects of our service offerings.

By integrating climate considerations into digital transformation processes, the UPU will ensure that the postal sector's evolution is both environmentally sustainable and technologically advanced. Leveraging the extensive reach of the postal network, the UPU will support communities in building resilience to climate-related impacts, enhancing their capacity to adapt to changing environmental conditions.

All proposed activities will lead to the facilitation of collaboration among postal stakeholders to drive collective action towards sustainable development.

DWP 25: FINANCIAL INCLUSION

Advance the postal financial inclusion initiative in UPU member countries, with a focus on developing countries, in order to enhance sustainable economic development, reduce poverty and increase resilience among underserved postal customers. This will be achieved through coordinated efforts fostered by and between the UPU, member countries and external stakeholders, aimed at enabling customers to access affordable and relevant digital financial services (specifically digital payments, digital savings, inclusive insurance and microfinance).

DWP 25: FINANCIAL INCLUSION

Key outcomes to be achieved under this proposal include the diversification of postal digital financial services through public-private partnerships and engagement with national policymakers to foster effective postal financial service regulations. The initiative will focus on specific underserved segments – such as micro, small and medium enterprises (MSMEs), women, farmers and youth – and promote financial literacy, capacity building and the reframing of regulatory environments to support the achievement of national financial inclusion strategies and the Sustainable Development Goals.

DWP 26: POSTAL FINANCIAL SERVICES

Increase the number of UPU member countries adhering to the postal financial services (PFS) framework and facilitate the interconnection of wider postal sector players with the UPU network. This will be augmented by providing advisory and technical support to member countries and their designated operators, and enhancing the promotion of PFS through the creation of a knowledge-sharing database, the publication of a new PFS Global Panorama, and the update and dissemination of the UPU framework and related agreements.

DWP 27: DEVELOPMENT AND COOPERATION — REGIONALIZATION AND PROJECTS

Achieve the three goals outlined in the proposed strategic framework for 2026–2029, through implementation of the following pillars for development and cooperation activities:

1 Regionalization: enhance the activities of regional offices as bases for implementing development cooperation tailored to the specific circumstances and needs of the regions.

Specifically, the International Bureau (IB) should undertake the following initiatives:

Enhancement of field operations and regional office functions

a Increase flexibility and capability in regional activities in order to respond quickly to changes and opportunities, with the necessary support provided by the IB to achieve this;

b Strengthen regional offices and position them as regional centres for information and expertise, ensuring proximity of support to member countries;

DWP 27: DEVELOPMENT AND COOPERATION — REGIONALIZATION AND PROJECTS

- c Involve regional offices in the creation and implementation of development plans;
 - d Encourage field experts to visit countries in the region to collate the requests and needs of member countries;
- Strengthening of partnerships, mobilization of resources and regional cooperation
- e Build stronger partnerships with governments, restricted unions, international and regional organizations and private stakeholders for greater project alignment and impact;
 - f Mobilize resources and form a new dedicated fund to support field presence and regional activities.

DWP 27: DEVELOPMENT AND COOPERATION — REGIONALIZATION AND PROJECTS

2 Development and cooperation: ensure effective implementation of technical cooperation projects to support member countries in guaranteeing universal postal services, and reduce development gaps in postal operations, policies and regulation. Offer support through the updating of policies and regulations, procurement of equipment, training of staff, awareness raising, facilitation of technical cooperation and partnerships, and the provision of advisory services.

DWP 31: MANAGEMENT AND FUNCTIONAL SUPPORT

Achieve effectiveness and efficiency in the provision of management and functional support services, particularly with regard to the transparent, accountable and cost-effective management of UPU resources in support of the organization's activities, membership and strategic goals.

Under this broad umbrella, specific objectives can be summarized as follows:

- i Finance: provide compliant, cost-effective and transparent management of the UPU's finances by drawing up and monitoring the budget, keeping the accounts and preparing financial statements, raising invoices, collecting debts and monitoring debtors, paying supplier invoices and managing the treasury. This also includes managing the secretariat and operations of the UPU Provident Scheme;
- ii Conferencing services and logistics: deliver timely, efficient, enabling and accessible conferences and working sessions of the various UPU bodies. Ensure that all relevant documents and publications are made accessible in a multilingual environment. Enable the functionality and operation of the UPU International Bureau (IB) building in Berne and associated services, including maintenance and renovation;

DWP 31: MANAGEMENT AND FUNCTIONAL SUPPORT

- iii Governance (audit, ethics and internal control): support the implementation of compliant and cost-effective management frameworks and practices. This will be achieved through the provision of support to internal and external audit and oversight functions, to ensure the effective, efficient and economical use of the organization's resources, and to foster an effective control system and working environment with the highest standards of ethics and integrity;
- iv Legal services: provide timely and effective legal advice and support to the IB, the UPU bodies (and their respective members) and other UPU-related entities in all relevant fields of UPU activity;

DWP 31: MANAGEMENT AND FUNCTIONAL SUPPORT

- v Executive Office: deliver efficient and timely support to the Director General and Deputy Director General in the fulfilment of their role as the Executive Management of the IB and as Secretary General and Deputy Secretary General of the UPU bodies;
- vi Human resources: provide efficient and effective support to the UPU through adapted human resource policies, procedures, regulations, tools and practices that are aimed at creating a gender- and geographically balanced workforce with high standards of competence, efficiency and integrity in an inclusive and safe work environment;
- vii IT support for the IB and meetings of the UPU bodies: ensure an efficient and effective IT infrastructure with digital workspaces and technical support for the IB and meetings of the UPU bodies;

DWP 32: EXTERNAL RELATIONS AND PARTNERSHIPS

Strengthen the UPU's global influence and impact by fostering strategic partnerships, mobilizing resources and enhancing the visibility of the UPU with key stakeholders.

This objective aims to ensure that the UPU collaborates effectively with UN entities, international organizations and non-governmental partners to support sustainable development initiatives, while securing necessary resources and improving visibility through dynamic outreach efforts. By doing so, the UPU will enhance its capacity to shape the agenda at global level and promote the postal sector's role in connecting communities and facilitating development. This will be achieved through three elements, as below.

i Resource mobilization: The UPU seeks to diversify and increase its funding sources to support its projects and programmes. This involves engaging with donors, financial institutions and multilateral organizations to secure resources that can enhance the UPU's capacity to implement its strategic goals. Resource mobilization also includes advocating for funding opportunities tied to global agendas, such as the Sustainable Development Goals, in which the postal sector can play a pivotal role in connecting communities and enabling development.

DWP 32: EXTERNAL RELATIONS AND PARTNERSHIPS

- ii Development of partnerships with UN and other international organizations: It is essential that the UPU develop its collaboration with the UN system, international organizations and non-governmental organizations. Stronger relationships with such organizations will enhance collaboration and trust, ensuring that the UPU remains a valuable convener in global postal affairs. By aligning the UPU's activities with global priorities and working closely with entities in the UN system, the UPU can leverage shared resources, knowledge and expertise. These partnerships aim to enhance service delivery in key areas such as digital and financial inclusion, e-commerce, disaster response and climate change adaptation, which are critical to the evolving role of postal services.
- iii Communication and outreach: A robust communication strategy is critical in order for the UPU to engage effectively with its diverse membership and other key stakeholders, and amplify its global presence. In an increasingly interconnected and digital world, the UPU must leverage modern communication tools to increase its visibility and ensure that its message reaches a wide audience. By highlighting the critical role that the postal sector can play in the achievement of the Sustainable Development Goals, the UPU can help to reinforce its position as a vital driver of socio-economic development.

DWP 33: PRODUCT DEVELOPMENT — PHILATELY

Develop and manage philately, the World Association for the Development of Philately Numbering System (WNS), international reply coupon services, and UPU documentary heritage.

DWP 34: CONSULTATIVE COMMITTEE & WPS ENGAGEMENT

To enhance collaboration between the UPU and wider postal sector players (WPSPs), the Consultative Committee (CC) will undertake its work through three strategic objectives, all aimed at strengthening the CC's role as a bridge between UPU member countries and WPSPs:

- Firstly, the CC secretariat will work to stabilize the CC membership base, which was expanded during the Abidjan cycle. The focus will be on consolidating the progress made by continuously improving the value and relevance of the CC's offerings to its members. This includes refining engagement mechanisms, creating more targeted services, and ensuring that the CC remains attractive to both current and potential members. By doing so, the CC seeks to build a stronger, more diverse and more sustainable membership base that actively contributes to the UPU's objectives.

DWP 34: CONSULTATIVE COMMITTEE & WPS ENGAGEMENT

- Secondly, the CC will seek to increase the active participation of its members in the decision-making processes of other UPU bodies. This will be accomplished by submitting detailed reports, making concrete proposals, and delivering formal interventions that provide insights from the wider postal sector to UPU members. By integrating the perspectives and expertise of private and non-governmental actors into the UPU's policy discussions, the CC can help shape more informed and inclusive decisions that benefit the entire sector.
- Lastly, the CC will support, with financial resources and/or expertise, initiatives having a global impact on the postal sector. and aligning with the UPU's broader strategic goals.(1)

Through these objectives, the CC will play a critical role in ensuring that the UPU remains responsive to the evolving needs of the global postal sector while fostering innovation, collaboration and inclusivity.

(1) Subject to further amendment of the General Regulations as regards the aims and functions of the Consultative Committee

DWP 35: UPU*CLEARING

The main goal of UPU*Clearing is to give members a low-cost, efficient means of settling their international postal accounts within a system that consolidates transactions and calculates settlements.

The UPU*Clearing User Group, along with its clearing and settlement system, is governed by its own set of internal rules and clearing regulations.

All issues pertaining to settlement and accounting functions come under the remit of the UPU International Bureau.

The operational budget of the UPU*Clearing User Group is completely self-financed and covered by the annual contributions of the group's members.

DWP 36: LAST MILE DELIVERY

The aim of this work proposal is to create a more accessible, efficient and cost-effective supply chain by improving last-mile delivery in a sustainable manner through implementation of innovative last-mile transmission and delivery solutions, in order to create a more efficient supply chain and enhance customer satisfaction.

DWP 101: DEVELOPMENT & COOPERATION: EMERGENCY ASSISTANCE

Emergency assistance: provide prompt and effective support to member countries in the event of natural and manmade disasters; help evaluate and prioritize disaster impacts for funding purposes; assist in mobilization of funds through the Emergency and Solidarity Fund and other methods for funding disaster recovery activities; carry out disaster preparedness activities aimed at helping to prevent disasters or reduce their impact.

DWP 102: CYBER RESILIENCE OF THE INTERNATIONAL BUREAU

The emerging global trend of cyberwarfare against the UN system and the postal sector has increased the need to strengthen and improve cybersecurity awareness and protection mechanisms for all UPU stakeholders.

The objective is to continue to secure the International Bureau's digital assets and data held in trust, through the establishment of an information security framework compliant with the UN minimum cybersecurity baseline and the ISO 27001 standard and, in the face of disruptive events, implement a business continuity management framework according to the ISO 22301 standard.

DWP 201: CYBER RESILIENCE OF THE POSTAL SECTOR

The emerging global trend of cyberwarfare against the postal sector has increased the need to strengthen and improve cybersecurity awareness and protection mechanisms for all UPU stakeholders.

The objective is to provide cybersecurity platforms and tools for all UPU member countries, postal operators and stakeholders to support them in strengthening the cyber resilience of their postal networks and their interconnection with partner logistics and payment networks.

DWP 201: CYBER RESILIENCE OF THE POSTAL SECTOR

This involves the establishment of an information sharing and analysis centre for the postal sector (POST-ISAC), which will draw up shared standards, guidelines and rules regarding information security to enable the sharing and analysis of information relating to risks, incidents and best practices in the cybersecurity domain. It also entails the provision of the SECURE.POST web portal, which is aimed at increasing awareness and building cyber capacity among postal operators and the wider postal sector.

DWP 202: POSTAL HUBS OF TOMORROW

The global postal network, with its 650,000 post offices spanning the farthest reaches of the world, represents an unparalleled infrastructure. The majority of these post offices serve remote and rural areas, acting as vital lifelines for communities that are often left unconnected or underconnected. For millions, the local post office is the sole government-affiliated presence, providing essential access to services and opportunities.

DWP 202: POSTAL HUBS OF TOMORROW

This proposal envisions a bold transformation of post offices into dynamic digital hubs that empower local communities and drive socio-economic development. These hubs will provide essential digital access, serving as gateways to inclusive digital services and opportunities for residents in remote and rural areas. Furthermore, this proposal aims to reduce social exclusion, particularly for underserved groups, by fostering connectivity where it is needed most. The creation of such digital hubs also holds the promise of increased foot traffic through the physical retail outlets of post offices, resulting in increased sales of other post office services.

This vision is to be achieved by expanding digital infrastructure through the postal network, introducing inclusive digital services, and building capacity through partnerships and technical assistance.

Transforming post offices into digital hubs means that they will become engines of progress, creating pathways for education, commerce and community growth and ensuring that no one is left behind in the digital era.

DWP 203: EXTENSION OF THE ADDRESSING DATABASE (SERVICES) TO FACILITATE LOCKER (OUT-OF-HOME) SERVICES

Key goal: extend the addressing database to include the capability to enable accurate addressing for out-of-home (OOH) services with UPU standards for parcel lockers.

The aim is to drive innovation and efficiency in international postal services by developing global solutions to improve addressing standards and their applications to meet the growing demand for convenient delivery to parcel lockers, empowering designated operators to provide competitive and flexible services, and addressing security and customs concerns related to inflight delivery changes. Together, these efforts seek to create a more seamless, reliable, customer-centric global postal ecosystem.

DWP 204: DEVELOPMENT AND COOPERATION — EMERGENCY ASSISTANCE

This initiative is designed to: provide prompt and effective support to member countries in the event of natural and manmade disasters; help evaluate and prioritize disaster impacts for funding purposes; assist in mobilization of funds through the Emergency and Solidarity Fund and other methods for funding disaster recovery activities; carry out disaster preparedness activities aimed at helping to prevent disasters or reduce their impact.

Since the financial resources requested under tier 2a (DWP 101) alone cannot fully cover the identified demand, this request seeks to address the remaining gap.

DWP 205: DEVELOPMENT AND COOPERATION — REGIONALIZATION

In the course of the current cycle, the UPU has doubled its field presence by significantly increasing the number of regional offices, staffed by field experts who are able to play a critical role in organizing local events, executing specific projects, following up on projects and activities initiated by UPU headquarters, collaborating with restricted unions and negotiating with local governments as the UPU's representatives.

For the upcoming cycle, while we have secured the minimum necessary budget to maintain the current activities (tier 1), we are requesting additional funding under tier 2b with the aim of allowing field experts to further strengthen their interventions in the field while maintaining closer coordination with UPU headquarters.

DWP 205: DEVELOPMENT AND COOPERATION — REGIONALIZATION

In addition, field experts are expected to provide guidance and support, and collaborate with restricted unions, other experts and project-based consultants operating in the field, so that, together, they form a core team collectively serving the needs of our member countries.

Our vision is to develop the regional offices into true regional centres of expertise characterized by the following three functionalities:

- i Enabler: provide member countries with the IB's expertise and experience by effectively serving as a bridge between headquarters and member countries;
- ii Facilitator: drive and facilitate technical cooperation projects and activities to be implemented in the field effectively;
- iii Mobilizer: collaborate with local stakeholders to mobilize necessary resources.

This additional budget is essential in order to further enhance tailor-made support aligned with emerging needs and requests from member countries.

DWP 205: DEVELOPMENT AND COOPERATION – REGIONALIZATION

Field experts will collaborate with member countries with their direct interventions in the following fields:

- Collect and assess member countries' needs and requests in close coordination with UPU headquarters;
- Negotiate with local stakeholders to establish strategic partnerships, including fundraising, to support member countries in areas such as e-commerce development, digitalization and climate funding;
- Support QSF project formulation and effective implementation of projects in the field;
- Support Voluntary Fund project formulation and lead execution of projects;
- Support the development and implementation of capacity development activities.

DWP 205: DEVELOPMENT AND COOPERATION – REGIONALIZATION

Field experts will also serve as the first contact point for member countries by promoting and facilitating IB-led initiatives locally, including:

- Improving 2IPD scores;
- Advancing postal policy and regulatory reform;
- Product and service development to build the business;
- Increased compliance for ever-evolving supply chain requirements;
- Quality of service improvement;
- Strengthening postal financial services;
- Modernizing the addressing system;
- Modernizing postal operations and accounting systems.

The outcomes of these activities will be indirectly reflected in the corresponding IB-led initiatives under the various DWPs.

DWP 301: TELEMATICS COOPERATIVE (POSTAL TECHNOLOGY CENTRE SOLUTIONS)

Ensure the electronic interoperability of the global postal network, and offer enhanced products and solutions.

This will be carried out through six distinct pillars:

- 1 Promotion of cooperation between Telematics Cooperative members to enable them to develop and implement common or compatible information systems and electronic communications;
- 2 Establishment of a common electronic infrastructure for members;
- 3 Implementation of systems that ensure the security of electronic information exchange, electronic payments and e-commerce services among members and between members and their customers;

DWP 301: TELEMATICS COOPERATIVE (POSTAL TECHNOLOGY CENTRE SOLUTIONS)

- 4 Implementation of operational and management systems to improve the postal services defined in the Acts of the Union;
- 5 Establishment of systems that will help members to become more competitive through the development of value-added services related to basic international postal services;
- 6 Ensuring secure, stable and sufficient funding of Telematics Cooperative-approved telematics projects entrusted to the secretariat, in order to ensure the continuation of the deployment, maintenance and support activities carried out in this field.

DWP 302: EMS COOPERATIVE

Foster collaboration among EMS Cooperative members, enabling them to deliver a high-quality, competitive and globally recognized premium UPU product. The Cooperative's work proposals intend to ensure that EMS remains the fastest UPU product, offering market-relevant, customer-focused, innovative postal solutions.

By continuously developing, modernizing and maintaining the service, the Cooperative aims to enhance the sustainability, interoperability and inclusiveness of the postal network, facilitating the seamless global exchange of postal items including goods and documents, at an affordable price.

DWP 303: READY TO MARKET INTEROPERABILITY GROUP

Implement resolution C 3/2023 (Further reform and opening of the UPU to wider postal sector players), which instructed the POC/CA to create a user-funded body to develop all substantive technical and operational work associated with the development of all three interoperability models:

- Interoperability framework agreement (IFA) for interoperability model 1: includes all operational, technical, legal and policy requirements that need to be implemented to ensure interoperability between two entities (of which one is not a designated operator (DO)) for the exchange of items on a purely commercial basis;

DWP 303: READY TO MARKET INTEROPERABILITY GROUP

- Transport framework agreement (TFA) for interoperability model 2: a compliance guide that sets out all required processes, forms and documents for providing UPU-certified transport services;

Application programming interface (API) for interoperability model 3: facilitates the flow of data collected by wider postal sector players (WPSPs) to the origin DO in relation to items injected by the WPSPs into the UPU postal stream at a facility in the country of origin; reciprocity applies.

DWP 304: DIRECT MAIL AND DIGITAL MARKETING

Empower member countries with innovative direct mail and digital marketing solutions to help grow enterprises of all sizes in any location.

This will be accomplished through the growth of direct marketing via postal channels, which are an important component of the direct marketing sphere, thus driving market expansion and economic growth. The outcomes to be achieved through this work proposal are as follows:

- 1 Expand the global market of direct mail and digital marketing using the postal service:

Enhance the volume and value of direct mail worldwide by fostering local market development and positioning designated operators as key channels for direct marketing.

DWP 304: DIRECT MAIL AND DIGITAL MARKETING

2 Build the expertise and market knowledge of members: Develop and disseminate expertise in direct mail and direct marketing, equipping members and stakeholders with the skills necessary to acquire and retain customers and providing essential tools for informed strategic decision making.

3 Promote innovation and digitalization: Support the development of new, innovative tools and digital systems that facilitate the growth and sustainability of direct marketing activities cost-effectively and in an environmentally friendly manner.

It is important to note that the DMAB is a user-funded subsidiary body (USB) relying on its members for funding of all its activities, including an IB staff member at 50%.

THANK YOU!

sandeep@appu-bureau.org

QUESTIONS AND ANSWERS

