



APP General Assembly 2nd July 2025 Ulaanbaatar, Mongolia

No	Member	Membership Class	Voting Rights	Attendance
1	Australia Post	6	6	
2	Bhutan Post	1	1	
3	Brunei Post	1	1	
4	Cambodia Post	1	1	
5	China Post	6	6	
6	Post Fiji	2	2	
7	Hong Kong Post	8	8	
8	India Post	4	4	
9	Pos Indonesia	2	2	
10	Iran Post	2	2	
11	Japan Post	8	8	
12	Korea Post	8	8	
13	Lao Post	1	1	
14	Macau Post	4	4	
15	Pos Malaysia	5	5	
16	Maldives Post	2	2	
17	Mongol Post	1	1	
18	Nepal Post	1	1	
19	NZ Post	2	2	
20	Pakistan Post	1	1	
21	Post PNG	1	1	
22	Philippines Post	2	2	
23	Solomon Post	1	1	
24	Singapore Post	6	6	
25	Sri Lanka Post	2	2	
26	Thailand Post	2	2	
27	Vanuatu	1	1	
28	Vietnam Post	2	2	



Total Votes 83











Voting Principals



Article 5. Voting Principles

- Only members who do not have Debts in Arrears shall have the right to take part in any voting directly or by proxy.
- A member can vote by proxy for only one other member.
- Votes, including those votes by proxy notified to the Office of the APP Cooperative, shall be taken by secret ballot or by show of hands. Regardless of the system of voting used, the secret ballot shall take precedence over any other voting procedure.
- Voting during General Assembly meetings shall be introduced when specifically requested by the Chairman or
 when a specific request to resort to voting has been addressed to the Chairman by a member and supported by
 at least two other members.
- When voting is used, all decisions of the General Assembly that do not affect the Statutes of the APP Cooperative are passed when two conditions are met: with a simple majority of the present and represented voting rights and; with a simple majority of the members present and voting. Decisions affecting the Statutes of the APP Cooperative are passed with a majority of two thirds of the present and represented voting rights.
- In the event of a tie, a proposal shall be regarded as rejected.

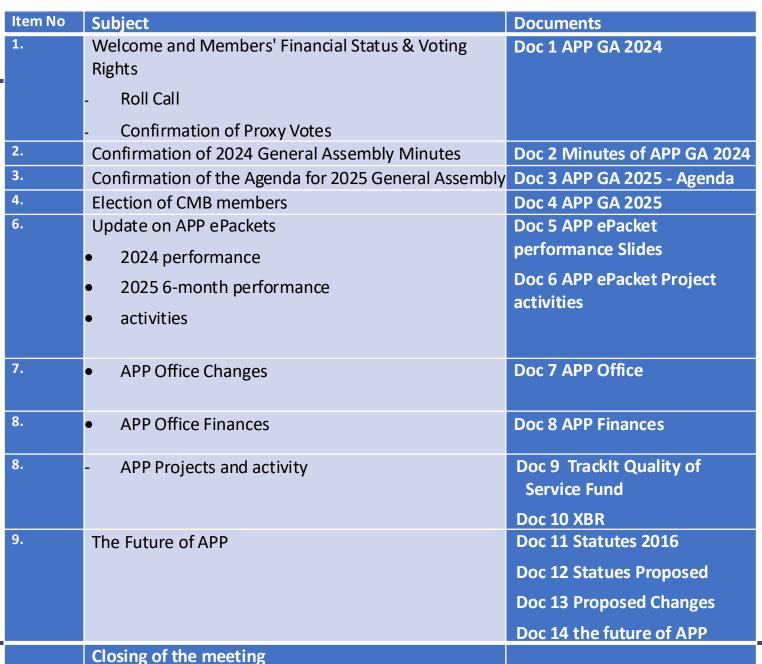








Agenda





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CMB Elections

CMB Elections



Election of Members of the Asia Pacific Post Cooperative CMB. This year's CMB election is for 4 seats.

As of the close of the deadline on 25th June 2025, the APP Office has received 3 nominations for the 4 vacant positions on the APP Cooperative Management Board (APP CMB). The following APP members have submitted their applications for election:

China Post Pos Indonesia Pos Malaysia

As there are 3 candidates and 4 vacancies and in line with APP statutes:



CMB Elections

- 7.3.1 Should there be only as many candidates as for the APP CMB positions to be re-elected that year, the Chairman of the APP CMB will ask the APP Cooperative members to approve the designation of those candidates as CMB members. This will be done by a show of hands.
- **7.3.2** Should there be more candidates than the number of APP CMB positions to be re-elected, an election will be carried out by closed ballot (the voting APP Cooperative member is not to be I dentified).
- 7.3.3 Each Member shall receive as many voting papers as it has voting rights.
- 7.3.4 The elected members of the APP CMB will be the candidates who receive the largest number of votes.
- 7.3.5 In the case that there is a tie in the votes resulting in more postal administrations than the number of APP CMB positions available receive the highest number of votes, a second round of votes shall be cast to determine which of the tied postal administrations shall be elected.
- 7.3.6 Only the names of the successful candidates shall be announced upon the conclusion of voting, and the final number of votes won by each candidate, successful or not, will not be announced.
- 7.3.7 Should there be fewer candidates than required to fill the APP CMB positions to be re-elected, the Chairman, acting in conjunction with the majority views of the APP CMB, will nominate suitable postal administrations that are qualified for APP CMB membership and ask the APP Cooperative General Assembly to endorse the designation of these candidates as CMB members. This will be done by a show of hands

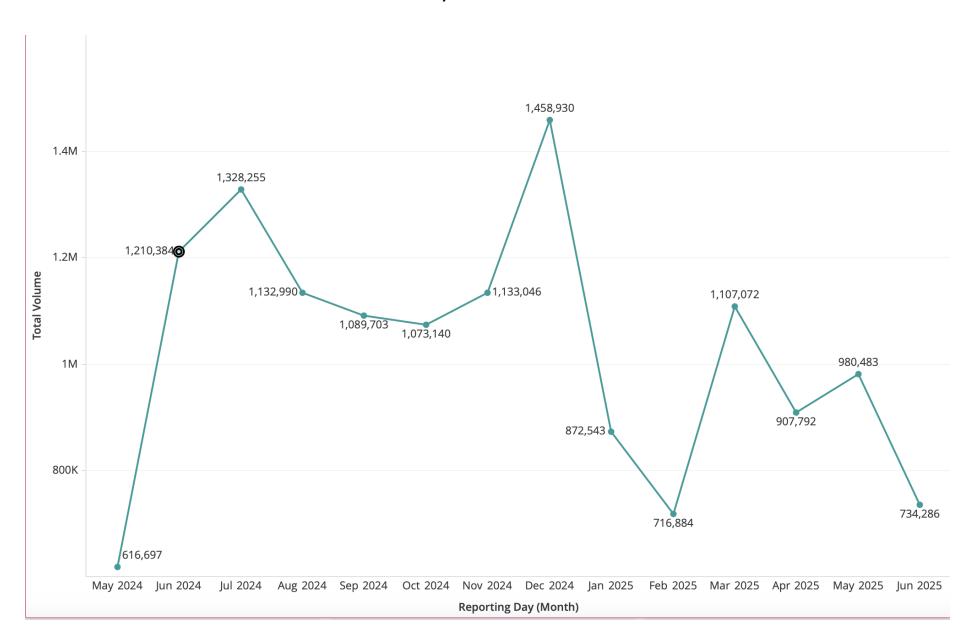
APP E Packet Performance report

APP GA July 2025

Executive summary

- Significant volume of items not measured
- Undermines data accuracy and service credibility
- APP Office offers audits, diagnostics, and tailored support
- Member engagement essential to achieving improvements

Total Volume By Month

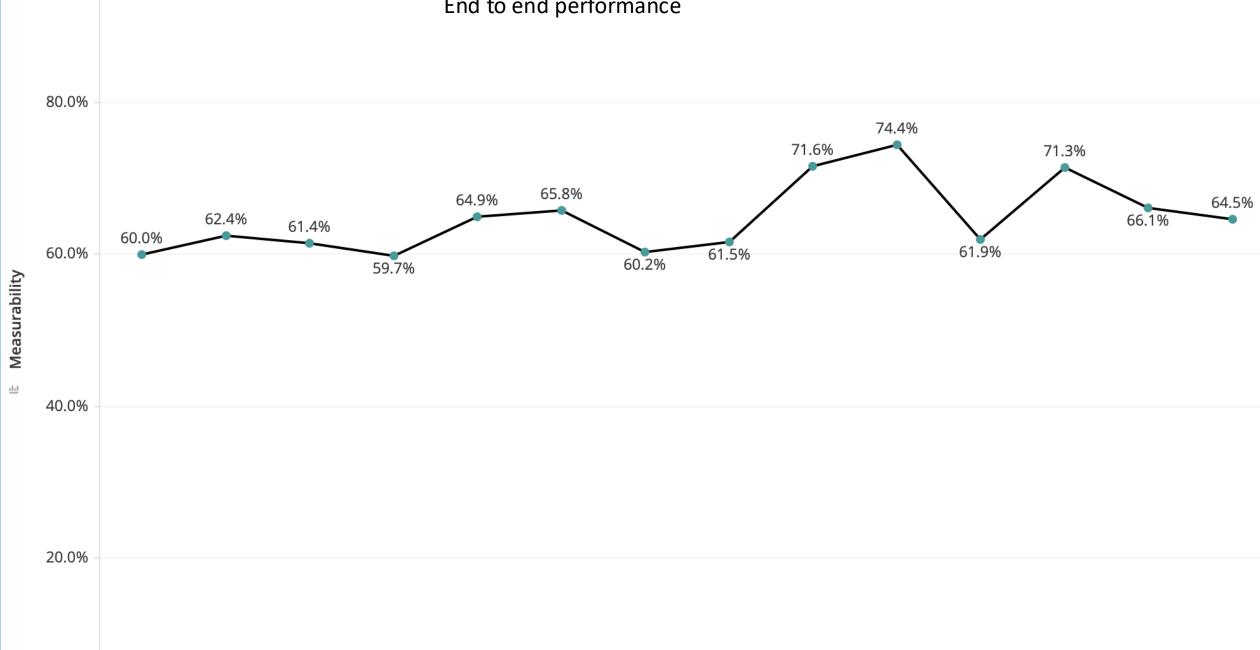


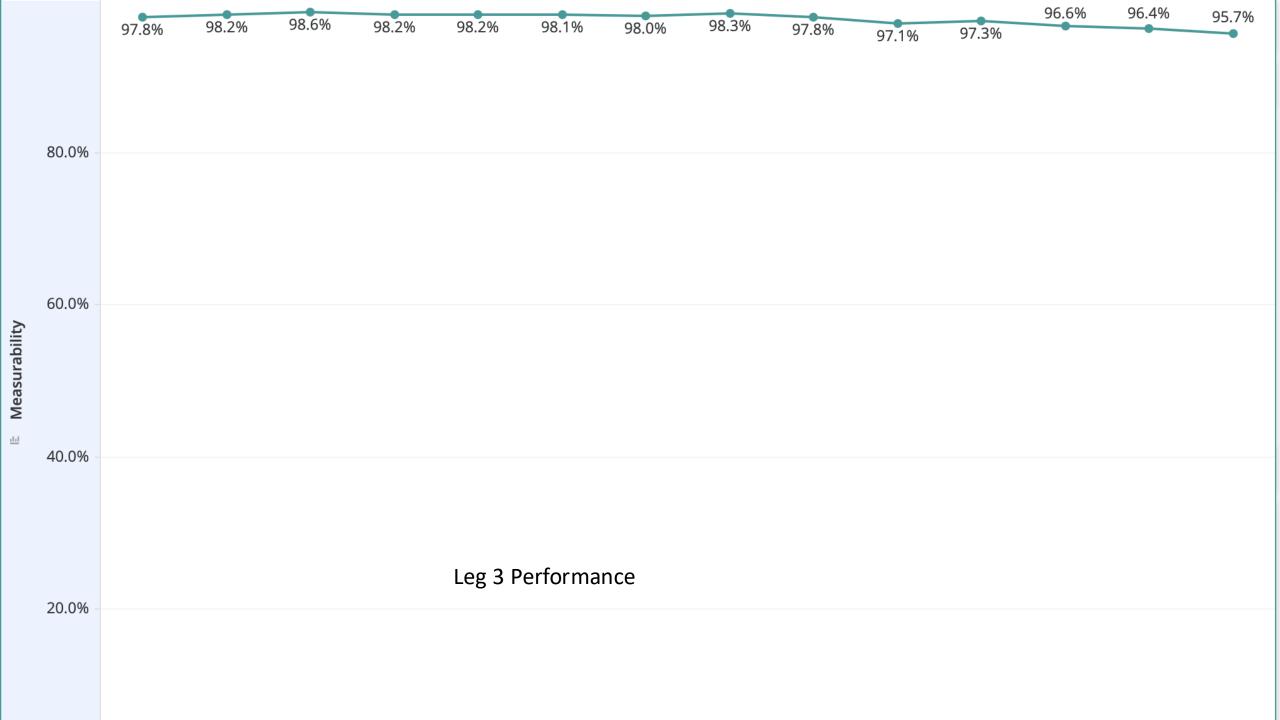
Origin Post	Sp Delivery On-time Items	Sp Delivery Late Items	Total Items
Australia	328,655	28,906	357,56
Brunei Darussala	am 0	0	
Cambodia	108	39	147
China	5,353,046	610,334	5,963,380
Hong Kong	626,409	26,125	652,534
India	89,680	23,163	112,843
Indonesia	26,826	2,889	29,715
Japan	0	0	Č
Malaysia	588,492	23,892	612,384
New Zealand	12,608	535	13,143
Singapore	419	539	958
South Korea	383,981	10,617	394,598
Thailand	220,349	19,758	240,107
Viet Nam	796	227	1,023
			•

Destination Post	Sp Delivery On-time Items	Sp Delivery Late Items	Total Items
Australia	243,737	50,710	294,447
Bhutan	7	8	15
Cambodia	531	34	565
China	2,760	158	2,918
Hong Kong	60,619	1,692	62,311
India	4,528	17,905	22,433
Indonesia	17,947	4,600	22,547
Japan	6,604,740	489,809	7,094,549
Lao People's Democratic Republic	0	0	0
Macao	155	38	193
Malaysia	71,985	1,499	73,484
Maldives	5	24	29
Nepal	0	0	0
New Zealand	18,827	8,501	27,328
Pakistan	0	0	0
Philippines	10,307	4,701	15,008
Singapore	196,834	16,758	213,592
Solomon Islands	0	0	0
South Korea	277,933	144,990	422,923
Sri Lanka	36	26	62
Thailand	117,825	1,136	118,961
Viet Nam	2,593	4,435	7,028

Origin Post	Ms Measurable Items	Ms Non-measurable Items Total Items	
Australia	357,561	27,100	384,661
Brunei Darussalam	0	1	1
Cambodia	147	1,530	1,677
China	5,963,380	3,754,373	9,717,753
Hong Kong	652,534	79,651	732,185
India	112,843	202,939	315,782
Indonesia	29,715	17,597	47,312
Japan	0	20,982	20,982
Malaysia	612,384	47,370	659,754
New Zealand	13,143	2,476	15,619
Singapore	958	459,825	460,783
South Korea	394,598	6,984	401,582
Thailand	240,107	8,017	248,124
Viet Nam	1,023	3,748	4,771

	Destination Post	Ms Measurable Items	Ms Non-measurable Items	Total Items
	Australia	294,447	277,373	
	Bhutan	15	4	
	Cambodia	565	13,470	14,0
	China	2,918	14,478	
	Hong Kong	62,311	9,948	
	India	22,433	20,713	
	Indonesia	22,547	16,171	
•	Japan	7,094,549	2,713,923	
	Lao People's Democratic Republic	0	24	
	Macao	193	7,118	7,3
	Malaysia	73,484	16,800	90,2
	Maldives	29	20,478	
	Nepal	0	7	
	New Zealand	27,328	35,545	62,8
	Pakistan	0	1,598	
	Philippines	15,008	57,198	
	Singapore	213,592	58,725	
	Solomon Islands	0	10	
	South Korea	422,923	1,320,171	1,743,0
	Sri Lanka	62	5,169	
	Thailand	118,961	19,049	
	Viet Nam	7,028	24,857	



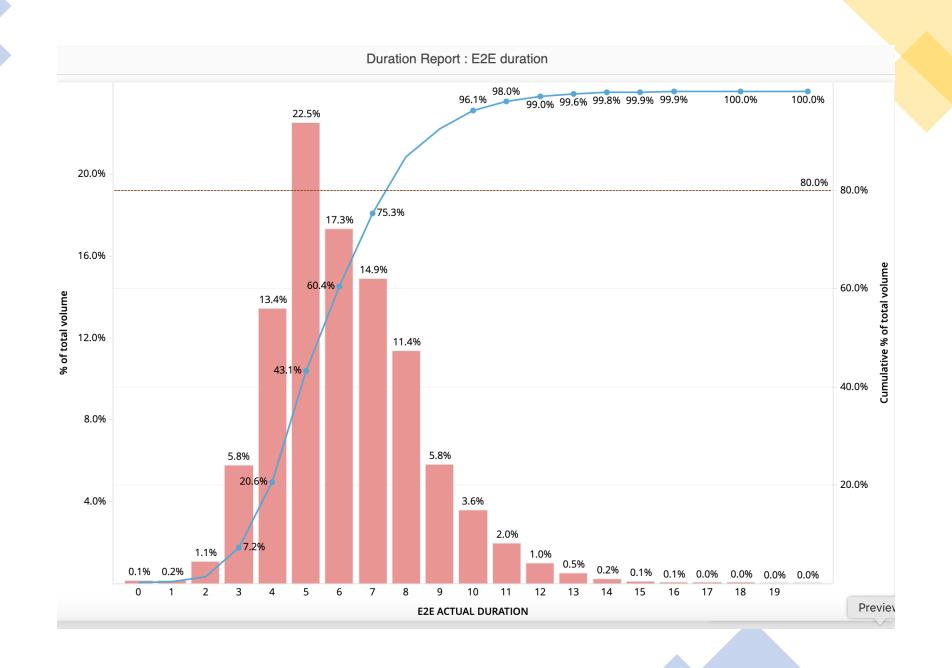


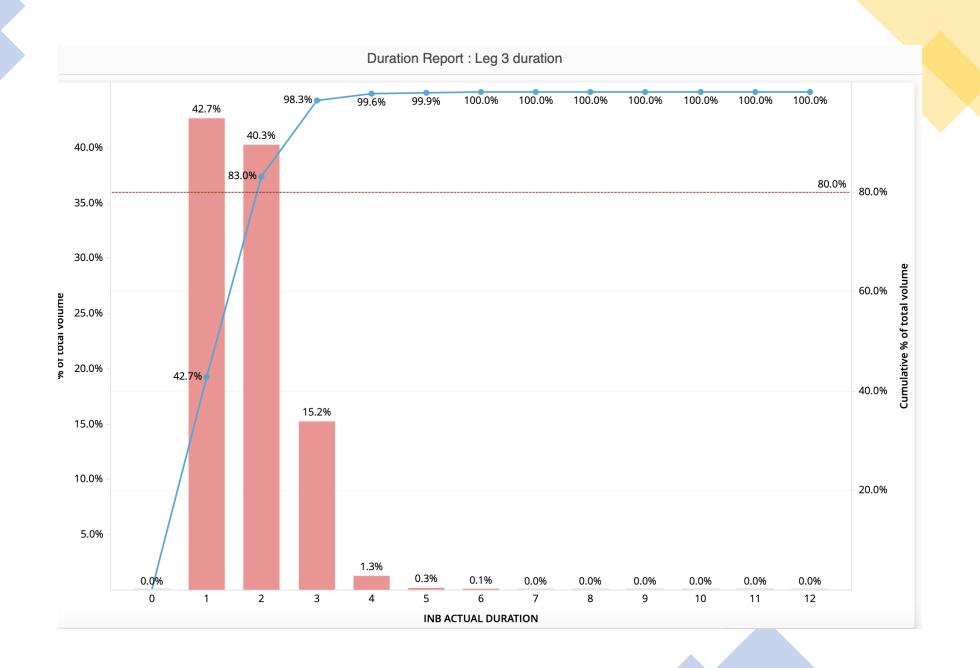
Segment	Calc Excep Reason Desc	Volume
E2E	A termination event was received, therefore item is excluded from e2e calculation	118
E2E	Termination event is found but no Stop the clock is present	779
E2E	The collection and sender postcodes are not provided	1
E2E	The destination postcode information is not provided	5
E2E	The e2e service standard is missing or could not be found in MDM	2,408
E2E	The IMPC to IMPC link is not reported as an activated link but there are other active operational links for the item's origin and destination postal operator/countries.	e 29,153
E2E	The leg1 service standard is missing or could not be found in MDM	211,589
E2E	The provided stop the clock event is more than one day earlier than the provided start the clock event	1
E2E	The start the clock date cannot be determined because a critical time is missing (eglast collection time or critical processing time)	g. 5
E2E	The start the clock event is not provided	14,933
E2E	The stop the clock event is not provided	319,792
E2E	The valid inbound MPC is not provided	34

Se	egment	Calc Excep Reason Desc	Volume
Leg	g 1	Outbound critical processing time is missing	47,313
Leg	g 1	The collection and sender postcodes are not provided	1
Leg	g 1	The IMPC to IMPC link is not reported as an activated link but there are other active operational links for the item's origin and destination postal operator/countries.	29,153
Leg	g 1	The leg1 service standard is missing or could not be found in MDM	321,137
Leg	g 1	The provided stop the clock event is more than one day earlier than the provided start the clock event	2
Leg	g 1	The start the clock date cannot be determined because a critical time is missing (eg. last collection time or critical processing time)	10
Leg	g 1	The start the clock event is not provided	24,508
Leg	g 1	The stop the clock date cannot be determined because a critical time is missing (critical processing time)	301
Leg	g 1	The stop the clock event is not provided	630

Segment	Calc Excep Reason Desc	Volume
Leg 2	Inbound critical processing time is missing	12
Leg 2	Outbound critical processing time is missing	43,374
Leg 2	The IMPC to IMPC link is not reported as an activated link but there are other active operational links for the item's origin and destination postal operator/countries.	29,153
Leg 2	The leg2 service standard is missing or could not be found in MDM	1
Leg 2	The provided stop the clock event is more than one day earlier than the provided start the clock event	12,291
Leg 2	The start the clock date cannot be determined because a critical time is missing (eg. last collection time or critical processing time)	21
Leg 2	The start the clock event is not provided	591
Leg 2	The stop the clock event is not provided	173,517

Segment	Calc Excep Reason Desc	Volume
Leg 3	A termination event was received, therefore item is excluded from e2e calculation	3
Leg 3	Inbound critical processing time is missing	6
Leg 3	Termination event is found but no Stop the clock is present	217
Leg 3	The destination postcode information is not provided	14
Leg 3	The IMPC to IMPC link is not reported as an activated link but there are other active operational links for the item's origin and destination postal operator/countries.	29,153
Leg 3	The leg3 service standard is missing or could not be found in MDM	3,031
Leg 3	The provided stop the clock event is more than one day earlier than the provided start the clock event	23
Leg 3	The start the clock date cannot be determined because a critical time is missing (eg. last collection time or critical processing time)	6
Leg 3	The start the clock event is not provided	1,706
Leg 3	The stop the clock event is not provided	320,354





APP ePacket Performance Report

Asia Pacific Post Cooperative

General Assembly – Ulaanbaatar, Mongolia

3rd July 2025

End-to-End Performance

- Variability across corridors
- - Leg 1 delays and missing scans most frequent
- - Actions: alert systems, customs coordination, rural scan support
- Nominate liaison officers for resolution

Measurement Integrity

- Gaps due to missing events and EDI errors
- - Undermines performance evaluation
- APP Office offers joint audits and custom reports
- - Peer benchmarking and improvement planning supported

Monitoring & Next Steps

- Monthly scorecards launched
- Alerts on repeated SLA breaches
- - Bilateral clinics to resolve lane issues
- - Tracking integration pilots underway

Conclusion

- - APP ePacket must evolve to stay relevant
- - Members asked to endorse action plan
- Nominate data/scan contact points
- - Support last-mile technology enhancements

Activity: Reporting Suite

- Reporting tool co-developed with IPC
- - Real-time, self-managed dashboards
- - Drill-down analysis and exports
- - Members urged to get access and training

Activity: Training & Workshops

- - Multiple webinars and tutorials delivered
- - 1-on-1 training available upon request
- - Support for internal audit preparation
- - Encouraged for low-performing operators

Activity: Pricing & Competitiveness

- - Tier 3 pricing model introduced
- Based on Prime tracked rates
- 5 members adopted revised pricing
- - Broader participation and feedback still needed

Ongoing Development

- - Accounting automation improvements
- - Integration with e-commerce platforms
- - Exploration of API adoption
- - Continuous member engagement needed

The Offer

- The APP office Has supported Members to:
- Produce internal business cases to operate APP ePackets
- Develop service specifications
- Launch products
- Develop operational process and capabilities
- Monitor performance and introduce improvement projects
- Create Marketing strategies
- Review Pricing
- Collaborate with other APP members
- Set up new routes
- Support accounting process
- From cradle to grave

APP Office Staffing Report

Overview

- Purpose: Provide staffing update and context
- Focus on recruitment challenges and links to APP's legal status
- Highlights ongoing sustainability concerns for the APP Office

Starting Point in 2025

- Began 2025 with 3 part-time staff
- Key member (Rebecca) departed in April
- Rebecca had supported APP ePacket service
- Loss created operational strain

Recruitment Attempts

- Multiple recruitment efforts since April
- All unsuccessful until June
- Key barrier: Inability to offer contracts or long-term security
- Legal and structural uncertainty a deterrent

New Appointment

- Welcomed YQ in June (former APP team member 2022-23)
- Familiar with operations and systems
- Focus areas:
- - Website improvement
- Member contact strategy and CRM updates
- Members will hear from her soon

Impact of Legal Status

- APP has no formal legal identity
- Cannot issue employment contracts or benefits
- Cannot access external support schemes or grants
- Restricts partnerships and recruitment scope
- Deterrent for qualified professionals

Office Structure Today

- 2 staff (MD and Hannah)
- Support from YQ (remote)
- Fully location-independent setup
- Flexibility maintained, but under-resourced
- Operational delivery increasingly strained

Member Support Appeal

- Invitation to APP members to contribute support
- Open to:
- Secondments
- Part-time assistance
- Project-based work
- No requirement to relocate to Singapore
- Contact MD for informal discussion.

Conclusions

- Staffing issues are long-standing but worsening
- Legal status directly undermines recruitment
- Office cannot scale or sustain with current model
- Legal reform and structural support are essential

Thank You

- We appreciate your continued support
- Please engage with us to help secure APP's future
- Contact: Managing Director, APP Cooperative

Asia Pacific Post Cooperative

General Assembly – 3 July 2025, Ulaanbaatar, Mongolia **Document:** Doc 8 – 2024 Financial Outcome & 2025 Budget Report

Executive Summary

- APP maintained strong financial reserves in 2024.
- Spending remained prudent despite legal and staffing challenges.
- Risks include:
 - Delayed invoicing and arrears.
 - Legal status ambiguity affecting operations.

2024 Final Financial Outcome – Income

Income Source	Amount (USD)
Membership Fees	383,766
Prepaid 2025 Membership Fees	300,565
Other (Interest, Late Fees)	Negligible
Total	684,331

- 2024 Final Financial Outcome Expenditure
- Total 2024 Spend: SGD 374,828 (~USD 262,000)

Breakdown by Quarter:

- Q1: ~USD 102,764
- **Q2:** ~USD 86,689
- **Q3:** ~USD 75,000
- **Q4:** ~USD 116,000

Categories:

• Salaries, Consultancy, IT/Admin, Meetings, Travel, Storage, IPC system support.

2025 Financial Performance to 31 May

Opening Balance: USD 1,438,188

Income Received:

Member	Amount (USD)
--------	--------------

Australia 7,969.48

Hong Kong 79,960.45

Singapore Post 39,985.26

Nepal 3,181.02

Japan 80,000.00

China (2024/25) 80,000.00

Others (Est.) ~100,000

Total 391,096

2025 Expenditure to 31 May

Category

Q4 2024 Reimbursement

Q1 2025 Reimbursement

Bank/Admin Fees

Total

Closing Balance: USD 1,430,232

Amount (USD)

71,554.06

67,279.44

~219

139,052.49

Revised 2025 Budget Outlook

Income

Source Projected USD

Membership Fees ~465,000

QSF Reimbursement 50,000

Interest/Other Nominal

Total ~515,000

Revised 2025 Budget Outlook

Expenditure

Category Forecast USD

Staffing & Consultant Fees 300,000

Meetings & Industry Events 35,000

IT, Admin, Storage 50,000

Total ~450,000

- Surplus and Reserves
- Estimated 2025 Surplus: USD 65,000
- Retained Reserves: ~USD 1.43 million
- Stable position, but vulnerable to member debt and project delays

Category

Amount (USD)

Historical Debts (Pre-2018)

22,800

Arrears (2022–2024)

112,200

Total Outstanding

135,000

- Member Contribution Status (June 2025)
- Less than half of members are up to date.

APPU Bank vs SingPost Ledger Comparison

Item	APPU Bank (USD)	SingPost Ledger
Opening Balance	1,438,188	
Q4 2024 Payment	(71,554.06)	116,000 spent (SGD)
Q1 2025 Payment	(67,279.44)	105,000 allocated
Held Surplus		33,445.94
Closing Balance	1,430,232	

Risks and Challenges

- Legal uncertainty delays structural reform.
- Staffing gaps; recruitment unsuccessful.
- Delays in TrackIt, CRM, and ePacket projects.
- Member arrears and disengagement affect operations.

Recommendations

- ✓ Increase debt collection from members
- Recover project and QSF costs from beneficiaries
- Resume projects using available surplus
- Finalise APP's legal and governance status
- Empower CMB to allocate surplus on a rolling basis

Review of the QSF-Funded TrackIt Project (2022–2025)

Presented by: Gary Carroll, Managing Director, Asia Pacific Post Cooperative

Date: 3rd July 2025

Executive Summary

- The TrackIt project aimed at enhancing parcel tracking across Asia Pacific.
- - Funding: USD 873,876 from UPU's Quality of Service Fund (QSF).
- - Project Outcome: Discontinued in February 2025 due to underperformance.
- - APP Potentially incurred an unrecovered expenditure of approximately USD 620,000.

Project Background

- - Need: Improve tracking performance to meet UPU's mandate.
- Objectives:
- - Generate quality EMSEVT scan data.
- Deploy cost-effective mobile scanning solutions.
- Enhance visibility and reporting.
- - APP's Role: Coordination, development, and training.
- - Challenges: Member commitment decreased during implementation.

Key Activities and Deliverables

- - Software Development: TrackIt app designed and tested.
- Device Procurement: 50 Android scanning devices distributed.
- - Training: Modules delivered via recorded videos and Zoom sessions.
- Reporting Platform: Integration with QCS for real-time data.
- - Technical Support: On-site visits and workshops conducted.

Project Outcomes vs. Targets

KPI	Baseline (2021)	Target	Outcome (Oct 2024)
 Missing Delivery Info (EMH/EMI) 	23%	< 8%	2.1%
Missing EMA	15%	< 10%	3.7%
 Inbound Delivery Scan Success 	77.6%	85%	99.3%
 Outbound Scan Success 	43.3%	65%	42%
E2E Delivery Performance	51.9%	55%	90.4%
Customer Satisfaction	20%	45%	Not Measured
 On-Road Tracking Reports 	N/A	Operationa	l Not Implemented

Challenges and Setbacks

- - Inconsistent Member Engagement: Only half of members followed through.
- Internal Leadership Changes: Communication gaps and slow transitions.
- Budget Overruns: Unforeseen costs for software hosting and price changes.
- - QSF Board's Decision to Terminate: Cited delays and insufficient data.

Financial Impact and Liability

- Total Unrecovered Costs: ~USD 620,000
- - Major Expenditures:
- - Labour: USD 85,000
- - Services: USD 234,000
- - Equipment: USD 50,000
- - Training: USD 50,216
- - Others: ~USD 200,000

Member Response and Closure

- Formal Appeal Sent: March 2025
- - Responses: Only two members showed interest.
- - Governance Gap: No further engagement from most members, ending the project.

Strategic Reflection and Lessons Learned

- 1. No Participation Guarantees: Formal agreements are essential.
- 2. Continuity is Critical: Project leadership should be consistent.
- 3. Non-Delivery Has Real Costs: Financial and reputational consequences.
- 4. Learning Not Shared Without Measurement: Reduced ability to analyze data.

Recommendations

- 1. Cost Recovery: Implement formal mechanisms for unused resources.
- 2. Binding Agreements: Clear contracts and deadlines for all members.
- 3. Dedicated Project Management: Full-time manager for multi-member initiatives.
- 4. Smaller-Scale Pilots: Start with committed members before scaling.
- 5. QSF Engagement: Write to QSF Secretariat outlining lessons learned.

Conclusion

- - The TrackIt project, while promising, ended prematurely due to weak accountability.
- - APP must apply these lessons to improve future projects' governance and execution.

Questions & Discussion

Please feel free to ask any questions or provide feedback on the project.

Doc 10: Regional Duties Paid Solution Update

Presented by: Gary Carroll

Asia Pacific Post Cooperative

APP General Assembly 2025 - Mongolia

Introduction

- Welcome to the regional duties-paid solution update
- This project aims to streamline customs processes and enhance customer satisfaction
- Through collaboration with Zonos, we can ensure transparency and accurate prepayment of duties and taxes
- Here's a breakdown of the key updates and future steps for the solution

Regional Duties Paid Solution with Zonos

- The solution allows for the prepayment of duties and taxes at the point of sale
- Ensures transparent and predictable costs for customers
- Integrates seamlessly with e-commerce platforms, providing a user-friendly experience
- Provides a seamless and automated solution for customs clearance
- By partnering with Zonos, APP is providing a scalable, transparent, and efficient solution

Cambodia Post: Site Visit and Integration

- Cambodia Post is exploring the integration of the duties-paid solution
- A site visit is being planned to better understand the integration points of the project
- Goal: Identify key areas where the system can be implemented within Cambodia Post's existing operations
- This phase will help ensure smooth integration and operation of the solution

Pos Malaysia: Kick-Off and Future Steps

- Pos Malaysia is scheduled for its kick-off meeting in mid-July 2025
- The meeting will focus on:
 - Introducing the project and outlining key milestones
 - Aligning technical and operational teams
- Pos Malaysia will begin testing the solution and reporting results by the end of Q3 2025
- Collaboration to ensure smooth integration into their postal system

Future Activities and Next Steps

- Early August 2025: Engage members for trial phase
- Trial phase will last until November 2025, collecting feedback and refining the system
- Key actions include:
 - Testing the solution's scalability across various postal systems
 - Ensuring smooth customs clearance and accurate tax calculations
 - Expanding the solution to more members following trial success

Zonos: Enabling Transparent Cross-Border E-Commerce

- Zonos specializes in automating duties and taxes for international shipping
- Their platform offers:
 - Accurate landed cost calculations for all international shipments
 - Compliance with global tax and customs regulations
- Integrates with major e-commerce platforms like Shopify and Magento
- Supports tax remittance and compliance in regions such as the EU, UK, and beyond
- Simplifies the international shopping experience for both postal operators and customers

Operational and Strategic Benefits

- For Postal Operators:
 - Reduces administrative burden associated with customs clearance
 - Automates and streamlines the duty and tax calculation process
 - Supports smoother international logistics and faster delivery times
- For Customers:
 - Clear, upfront duties and taxes for an improved shopping experience
 - Reduced delays due to prepayment of duties and taxes
- For APP Members:
 - A scalable, transparent solution that ensures compliance and accuracy

Conclusion

- The regional duties-paid solution with Zonos is a crucial project for the future of e-commerce in the region
- With pilot trials underway, the project is on track to enhance transparency and streamline operations
- By engaging all members and ensuring smooth implementation, we aim to create a seamless, efficient cross-border shipping experience
- Together, we are paving the way for greater collaboration and smoother international logistics

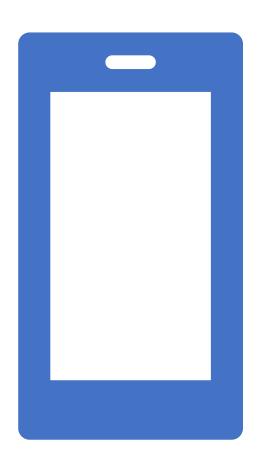
APP Statutes

• A review of the proposed document changes submitted to the APPU Reform working group.

References include the

- Doc 11. existing statutes, the revised
- Doc 12 Proposed App statutes
- Doc 13 summary of changes





• The revised 2025 draft statutes represent a significant update to the governance, structure, roles, and financial oversight of the APP Cooperative. These changes were designed to modernize the organization, enhance transparency and accountability, define clearer relationships with APPU, and provide a more detailed operational framework. This report provides a side-by-side comparison with the 2016 approved statutes and explains the rationale, implications, and benefits of the proposed changes.





Structural Overview

Aspect	2016 Statutes	2025 Draft Statutes
Document Title	Statutes of the APP Cooperative	Articles of the APP Cooperative
Number of Articles	22 articles in 4 chapters	35 articles in 9 chapters
Use of Glossary	Not included	Included: 10+ key definitions
Document Length	~6 pages	~25+ pages (Calibri Light 12 pt)
Legal Clarity & Tone	Informal, descriptive	Formalized, legal and procedural language
Version Label	Approved May 2016 (Langkawi GA) GA, CMB, APP Office	4th Draft GC – 2nd February 2024
Governance Bodies		GA, CMB, MD, Committees, APPU oversight defined

- Enapter-by-Chapter Comparison
- Chapter 1: Constitution vs.
 Objectives of the Cooperative
- Notable Additions:
- Mission statement focused on volume retention and sustainable growth.
- Operational mandate linked directly to the APP Office and Managing Director.

Topic	2016 Version	2025 Version
Legal Status	Stated as non-legal entity under APPU	Explicitly defined as a self- governing, user-funded body
Office Location	Singapore (Geylang)	Bangkok, with option for relocation by General Assembly
Objectives	4 core objectives + vision	Expanded: 7 detailed objectives + mission + principles
Fundamental Principles	Trust, efficiency, sound economics, transparency	Added: mutual support, non-profit cost-sharing, sustainability

- 1. Legal and Constitutional Status
- **2016** Version:
- "The APP Cooperative does not have a legal existence of its own, nor does it constitute a cooperative company as defined in private law."
- 2025 Draft:
- "The Cooperative shall exist as a wholly self-determining, independent, self-governing, user-funded subsidiary body, managed by the CMB and operating under the oversight of the Executive Council of the APPU."
- 💡 Impact:

Formally affirms the Cooperative's autonomy and governance authority. Reinforces operational legitimacy for strategic decisions and external accountability

- 2. Office Location and Relocation Powers
- **2016** Version:
- "The Office of the APP Cooperative is currently located in Singapore on Singapore Post's premises. Members of the Cooperative at the General Assembly decide the location of the office."
- 2025 Draft:
- "The statutory seat is at Bangkok, Thailand. By decision of the General Assembly the CMB is authorised to relocate its principal office, or establish branches, subsidiaries, and group companies..."
- 💡 Impact:

Grants flexibility to adapt headquarters or expand presence regionally to meet operational needs.

- 2016 Statutes Article 2: Objectives (Single Article)
- The 2016 statutes set out broad, principle-based objectives:
 - Support the development of international postal services in the Asia Pacific region.
- Promote cooperation among APP members.
- Assist APP members in enhancing quality of service.
- **Provide a forum for discussion**, training, and development.
- Conduct studies and share best practices on postal business matters.
- Encourage innovation in product and service development.
- Engage in resource sharing and common projects.
- Enable regional positions to be formed for global postal meetings.
- Promote solidarity and inclusion among members.
- Nature:
- · Emphasized values and cooperation.
- · Lacked specific or enforceable deliverables.
- Contained no reference to structure, external partnerships, or operational scope.

- 2025 Draft Statutes Articles 2 to 5: Scope, Objectives, Activities, and Status
- The 2025 draft spreads the purpose and activities across **four dedicated articles**, significantly expanding and formalizing the Cooperative's goals:

Article 2: Purpose of the Cooperative

• "To provide a legal, financial, and institutional framework through which memberdesignated postal operators can collectively and collaboratively fund, deliver, and govern common regional projects, services, and capacity-building initiatives..."

Key Innovations:

- Establishes APP as a formal mechanism for joint investment and delivery.
- Defines members as "designated postal operators," aligning with UPU terminology.
- Anchors the cooperative within the broader Asia Pacific Postal Union ecosystem.

Article 3: Scope of Cooperative Activities

- Includes:
- Design and implementation of regional projects.
- Joint procurement, product development, and shared resources.
- Data, reporting, and digitalization of postal services.
- Enabling member participation in **global performance and innovation programs** (e.g. UPU, EMS, etc).

New Features:

- Explicit mention of joint procurement and shared tech development.
- · Leverages collective power in international benchmarking and digital transformation.

Article 4: Objectives

- Lists 12 specific, actionable objectives including:
- Supporting development of international and regional postal services.
- Improving efficiency, reliability, and quality of service.
- Promoting sustainable and green logistics solutions.
- Enabling members to participate in or manage donor-funded projects.
- Building a **common digital infrastructure** (platforms, tools, APIs).
- Acting as an **implementing body** for APPU or third parties.
- Strengthening representation at international meetings.
- Facilitating shared training, consultancy, and technical assistance.
- Promoting inclusion of small and least developed operators.
- Creating common operational regulations and service-level agreements.
- Encouraging regional standardization and interoperability.
- Supporting the resilience and security of postal networks.

- Article 5: Legal Status and Non-Profit Nature
- Formally defines APP as a **non-profit**, **user-funded**, and **governance-oriented body** under the oversight of the APPU Executive Council.

Key Differences and Impacts

Theme	2016 Statutes	2025 Draft Statutes
Clarity of Objectives	Broad and high-level	Specific, operational, and measurable
Digital & Tech Focus	Not mentioned	Emphasizes digital platforms, APIs, joint procurement
Environmental Goals	Not present	Adds sustainable/green delivery solutions
Governance Role	Implicit only	Explicit implementing body for APPU/donors
International Alignment	General reference to global meetings	Integrates with UPU frameworks, EMS, and global tools
Inclusion	General solidarity statement	Specific focus on LDCs and small operators
Common Tools & Policies	Not detailed	Service-level agreements, rules, standards, interoperability
Legal Identity	Lacked independent legal status	Declares APP a self-governing subsidiary cooperative

Conclusion

- The 2025 draft transforms the **Objectives** from a **visionary mission statement** into a **concrete strategic mandate**, with enforceable roles, measurable outputs, and modernized alignment with global postal and digital transformation frameworks.
- Would you like this as a Word document, or included as a chapter in the full statutes review report?

Chapter 2: ParticipationMembership

- New:
- Members must have no debts to vote or run for CMB.
- Resignation/withdrawal rules aligned to fiscal year and voting entitlements.

Topic	2016 Version	2025 Version
Membership Classes	12 tiers, max fee: US\$150,000	12 tiers, max fee: US\$240,000, + option to increase voting rights
Voting Rights	Max 20 votes per member	Maintained, but procedure and flexibility improved
Termination	6-month notice required	Same, but process clarified, and financial penalties codified
Expulsion Grounds	Only financial arrears and misconduct	Broadened to include any action contrary to APP's interests

- . Membership Fee Structure and Voting Rights
- **2016** Version:
- "Membership Class 12: US\$150,000 with 16 votes. Additional votes up to 20 can be purchased at US\$20,000 per vote."
- 2025 Draft:
- "Membership Class 12: US\$240,000 with 16 votes. Additional votes may be purchased at US\$20,000 per vote, subject to a cap of 20 total votes."
- 💡 Impact:

Reflects updated financial expectations, maintains balance of influence among members



Chapter 3: Structure of the Cooperative

Structure	2016 Version	2025 Version
Defined Bodies	(JA (MB APP()ffice	Adds: Committees on APP Products, link to APPU bodies
Official Language	English	Same
Staff Participation	Fncouraged through secondments	Same, with emphasis on self-funded support for stability

- ***** Chapter 4: General Assembly (GA)
- New:
- Timeline for document distribution before GA
- Detailed minutes management and circulation rules

Topic	2016 Version	2025 Version
GA Authority	Basic agenda approval, elections	Expanded: policies, budgets, CMB proposals, statute changes
Quorum	50% of present and proxy votes	Same, but clarified in detailed voting procedures
Voting Method	Secret ballot or show of hands	Secret ballot prioritized; more defined process for ties
Chairing	CMB Chair & Vice Chair	Same; detailed rules for proxies and absent votes



Tonic

Chapter 5: Cooperative Management Board

2025 Varsion

ropic	2016 Version	2025 Version
Board Composition	7 voting members	Same
Chair & Vice Chair	Elected from CMB members	Same, but election process formalized
Candidacy Rules	Informal, with basic debt rule	Detailed: deadlines, exceptional clauses, candidacy list rules
Voting in CMB	Simple majority	Same; quorum = 4 members
Duties of Chair	Overall leadership, meeting oversight	Same, with added responsibility to report to APPU Executive
Duties of Vice Chair	Statutes & finance oversight	Expanded: audit summary reporting to GA

2016 Version

- 🖈 Chapter 6: APP Office and Managing Director
- Completely New and Significantly Expanded

Area	2016 Version	2025 Version
Managing Director Role	Light mention	Defined with 15+ specific duties (operations, HR, budgeting)
Staff Management	Ву СМВ	Now defined through MD and approved regulations
Performance Review	Not defined	3-monthly review by CMB Chair
Secretary-General Role	Not mentioned	Advisory-only, no governance role
Executive Council Role	General oversight	Defined powers: approves reports, mediates disputes
APPU Congress	No formal role	Final authority on structural/legal issues

m Governance Structure and Key Roles

Asia Pacific Post Cooperative – 2025 Draft vs. 2016 Statutes



Summary of Core Governance Bodies (2025)

Body	Role	2025 Innovations
General Assembly (GA)	Supreme decision-making body	Clear voting rules, secret ballots, internal regulations powers
Cooperative Management Board (CMB)	Strategic oversight and executive approval	Expanded remit incl. HR, budget, policy enforcement
Managing Director (MD)	Chief operational and administrative executive	Fully defined responsibilities, accountable to CMB
Committees on APP Products	Technical and development bodies for services/projects	Decentralised delivery, chaired by members
APPU Executive Council	Oversight body under international framework	Now referenced in status and dissolution processes

2016 Version:

- Approves budget, statutes, and membership structure.
- Elects the CMB.
- Receives project reports.

2025 Draft Enhancements:

- Clear authority to amend statutes, approve internal regulations, and establish committees.
- Implements a **secret ballot** system for elections and statute votes.
- Quorum rules defined (over 50% of votes present for validity).
- Can approve dissolution proposals and oversee MD reporting.

New Responsibilities:

- Can vote to create new membership classes.
- Sets caps on voting rights and resolves disputes on membership fees.
- Can **approve changes to office location** or committee creation.

2016 Version:

- · Oversees strategy, staffing, and high-level funding.
- Composed of 7 elected members; Chair and Vice-Chair elected internally.

2025 Draft Enhancements:

- Clear mandate to:
 - Appoint, evaluate, and set terms for the **Managing Director**.
 - Approve the Cooperative's **business plan**, budget, and staff structure.
 - Review and propose changes to membership fee structures.
 - Oversee implementation of audit findings and internal policies.
 - Authorise the establishment of new offices, subsidiaries, or committees.

Term & Election:

- Members elected for 2-year terms, renewable once.
- Elections by secret ballot during the GA.

Checks and Balances:

- Must report annually to the GA.
- Chair cannot serve more than two consecutive terms.

- Not Present in 2016
- 2025 Draft Introduces:
- Standing or ad hoc committees on cooperative services and projects.
- · Chaired by a nominated or self-recommended member, approved by GA.
- Responsible for:
 - Operational standards.
 - Product/service design and testing.
 - Technical cooperation among members.
- Governance of Committees:
- Chairs report to CMB and GA.
- · May propose committee regulations, subject to GA approval.

- APPU Executive Council
- 2016:
- Not mentioned.
- **2025**:
- · Recognized as the **institutional umbrella** for APP.
- · Must approve dissolution proposals of APP Cooperative.
- · Acts as arbiter in disputes or winding-up processes.

Diagram – Simplified Governance Hierarchy (2025)

APPU Executive Council General Assembly Cooperative Management Board Managing Director (MD) APP Office and Project Staff Committees on APP Products (by service)



Key Governance Upgrades from 2016 to 2025

Area	2016	2025 Draft Enhancements
Legal Oversight	Self-managed, informal links	Recognized APPU oversight and dissolution role
Leadership Clarity	Vague staff roles	MD defined as accountable chief executive
Board Functionality	Strategy and admin	Adds HR, relocation, financial control, project review
Checks & Balances	Implicit	Defined elections, term limits, audit procedures
Member Involvement	Passive GA	GA now creates rules, votes on services and policies
Operational Delivery	Through APP Office only	Shared with Committees chaired by members

- Managing Director (MD)
- Newly Defined in 2025 Statutes Not Detailed in 2016 Version
- "The Managing Director shall act as the chief executive of the APP Cooperative Office, accountable to the CMB."
- Core Responsibilities:
- Day-to-day operations of the APP Office.
- Staff management: recruitment, evaluation, contracts, dismissal.
- Project planning and execution in line with approved budgets.
- · Financial management and reporting, including:
 - Drafting annual budgets and business plans.
 - Ensuring compliance with donor and member funding rules.
- Representing the Cooperative externally under CMB direction.
- Coordinating with the APPU and relevant international partners.
- Preparing documents for GA and CMB meetings.

Reporting Lines:

- Reports directly to the CMB.
- Submits financial and narrative reports at least twice annually.
- Participates in CMB meetings in an **ex officio non-voting** capacity.

- ***** Chapter 7: Committees on APP Products
- **New Chapter** Establishes functional project/product committees
- Committees to be chaired by nominated/elected members
- Operational rules and reporting structure linked to CMB and GA
- · Focused on transparency and reporting of project impact

Chapter 8: Finance and Budget

TOPIC	2016 VERSION	2025 VERSION
Financial Sources	Membership, donations, sponsors	Same, minus sponsor income (removed)
Budgeting Process	CMB proposes to GA	Detailed business planning by MD, approved by CMB
Use of Reserve Fund	For shortfalls	Expanded: balance budget, fee reductions, project funding
Accounting Audit	Not detailed	Added: External audit every year; P&L, Balance Sheet, Cash Flow



Chapter 9: Dissolution of the Cooperative

Topic	2016 Version	2025 Version
Triggering	Lack of funds (CMB decides)	Same, but more procedural clarity
GA Role in Closure	Must be convened	Same, but now mandatory with notice
Financial Responsibilities	Shared based on last contributions	Same, with added clause forbidding new contracts if unfunded
Insolvency Statement	CMB must not operate insolvent	Same; more structured language



Additional Improvements and Rationale

Area	Change Made	Benefit
Terminology	Added formal definitions in a glossary	Consistency and clarity
Legal Risk Management	Clearer liability protections for members (Art. 9)	Reduces risk exposure
Transparency	Specific deadlines and quorum rules for GAs and CMB	Avoids disputes or ambiguous voting outcomes
Professional Operations	MD responsibilities, performance reviews, employment procedures defined	Moves APP toward professional organizational standards
Stronger Governance	Oversight roles for Executive Council and Congress clearly outlined	Balances independence with accountability to APPU
Flexibility for Growth	Committees and product focus enable decentralised innovation	Encourages member involvement in operational activities

Summary of Key Benefits to Members

- . More protection for financial contributions
- . Greater transparency in management and elections
- . Clarity in how decisions are made and by whom
- . Modern governance aligned with cooperative best practices
- . Stronger links but clear boundaries with APPU structures
- . Professionalisation of operations under a defined Managing Director



Recommendation

The proposed 2025 Statutes to be noted by the APP General Assembly, understand the intent and invite members to make comment moving forward. They reflect a modern, legally sound, and member-focused approach to cooperative governance. They provide the tools needed to move APP forward as a transparent, professionally run, and financially responsible organisation.

Securing the Future of the APP Cooperative

Subtitle: A Call to Action for APP Members at the 2025 General Assembly

The APP Cooperative – Our Shared History

- Established by EC decision in 1998
- Designed to deliver practical, operator-led cooperation
- Built on regional trust and innovation

This isn't just a body — it's our collective investment. The APP has always been about operators helping operators. This slide sets the tone: we built something valuable together.

What We've Achieved

- Over 25 years of business, operational, technical and service quality collaboration
- APP ePacket: 14+ million items per year
- Regional training, consultancy, performance audits
- Recognised vehicle for innovation

Let's celebrate what we've done. APP has supported every corner of the region. From product launches to performance reviews, we've proven the value of operator-led cooperation.

APP ePacket - A Regional Success

- 18+ operators currently use APP ePacket
- 14M+ items delivered yearly
- Unified tracking, settlement, and analytics
- Built by APP members, for APP members

APP ePacket is our flagship. It continues to grow and shows what APP can do when resourced and empowered.

The Operational Model That Works

- CMB composed of operator representatives
- Independent from political cycles
- Fast decision-making
- Practical, real-world delivery focus

This is what makes APP unique — and powerful. Unlike many intergovernmental bodies, the APP speaks your language: operational effectiveness.

Why We're at a Crossroads

- APP has no legal personality
- Singapore Post unable to be host country to manage funds, hire staff, sign contracts due to legal and liability issues as the APP has no legal standing
- No ability to pay staff, manage funds, or sign contracts
- Staff attrition and suspended programs

These aren't hypotheticals. The APP has reached a point where we cannot legally function. We are running on borrowed time.

Treaty Reform Was the Answer

- 2023 EC approved draft Article 107bis
- Would recognise user-funded subsidiary bodies
- APP could possibly gain legal personality under APPU as a user-funded body
- While this seems to be the solution no universal acceptance

We had alignment — and a path forward. But implementation has stalled due to regulatory considerations. This is putting the entire Cooperative at risk.

The Delay and Its Impact

- No Extraordinary Congress held in 2024
- Now unlikely to be discussed in 2026
- May be deferred until 2027 or 2030
- Legal and operational paralysis continues

Each year of delay brings more risk — and fewer solutions. The gap between ambition and action is growing wider.

What We Are Now Struggling With

- Struggling to hire or replace staff
- Struggling to implement new service initiatives
- Struggling to maintain active field audits
- Struggling to deliver committed regional projects

We want to do more. We've offered audits to 6 members this year — and no one responded. The system is not just legally broken; engagement is faltering.

Member Engagement – The Real Challenge

- Majority of official emails unanswered
- Declining participation in joint initiatives
- Missed opportunities for collaboration

If the APP is to survive, members must re-engage — not just structurally, but behaviorally. The future depends on your involvement.

Why the APP Still Matters

- Regional voice for operators
- Platform for collective innovation
- Operational resilience and agility

We remain the only body focused purely on postal operator needs. That voice matters — especially in a fragmented global market.

Complementing, Not Competing

- We do not duplicate APPU or UPU
- We focus on implementation, not policy
- APP fills the space between vision and delivery

There is room for all. APP delivers where others discuss. That should be seen as an asset — not a threat.

Option 3 – Wind Down the APP

- Orderly closure
- Final audit and reconciliation
- Member vote required

This would be a loss — but we need to name it as a real option if members feel the model no longer works.

Option 2 — Integrate Fully with APPU

- Become a user-funded body under APPU
- Maintain operational independence but following the User-Funded Body schemes and rules
- Maintain some continuity

This may be more politically viable, but members must accept a fundamental change in structure and control.

Option 1 – Secure a New Host

- Member provides interim legal shelter
- Maintain independence and structure
- Requires national legal and financial backing

This buys us time and preserves the operator-led model. But it requires one member to step forward.

Option 4 – Other Models?

- Regional trust, foundation, or NGO status
- Public-private joint venture
- Shared governance with another network

If members have new models to suggest — now is the time to speak up. All ideas are welcome.

What We're Asking You To Do

- Engage in discussion today
- Choose a preferred direction
- Commit to re-engaging with APP services

This is your cooperative. We are asking you to decide its fate. Please don't sit this one out.

And Then... Work With Your Governments

- If we want the APP to be part of the User-Funded body, The Executive Council needs member country support
- APP members must advocate for reform
- Legal change cannot happen without your voice

We can make progress — but only if you help

Doing Nothing Is Not an Option

- Delay means decay
- Silence equals closure
- Inaction will dismantle 25 years of success

Please remember this: failing to choose is still a choice. It is a choice to let the APP fail by default.

Let Us Decide, Together

- Collective action is still possible
- The APP is worth saving if you want it
- Thank you for your time and commitment

Let's not walk away from what we've built. Let's renew our commitment — or at least decide clearly what happens next.



