

Agenda Item 15: Report of the APPU / UPU Reform Working Group (“Reform WG”)

Sub-item 15.1: Monitoring Implementation of 36 Agreed Initiatives

Presentation by New Zealand

1. Subject	References/paragraphs
<p>Informing APPU members, via the Reform WG, on:</p> <ul style="list-style-type: none"> - the directive from the Tehran APPU Congress for the Working Group on APPU / UPU Reform to monitor the implementation of the 36 Initiatives developed during the 2014-2017 cycle - the topline financial position for Reform activity which is forecast to be US\$14,668 under budget at 31 December 2019 (for the period commencing 1 May 2017) - the current activity position where 2019 has seen a major shift in focus due to new work of a priority nature approved at the Da Nang EC meeting - the necessity for the Consultant to provide assistance to the Bureau to take action on member feedback relevant to the Tokyo EC meeting (resulting in additional work) - the view of the Consultant that, despite the significant deviation from plan, the 36 agreed Initiatives can be completed during 2020 - the updated status of the 36 agreed Initiatives 	<p>§ 1.1</p> <p>§§ 3.2 – 3.3, Table 1</p> <p>§§ 4.1 – 4.2, Tables 2 and 3</p> <p>§ 4.3, Tables 2 and 3</p> <p>§ 4.5</p> <p>§§ 5.1 – 5.2, Table 4, Annex 1</p>
<p>2. Decisions expected</p> <p>The EC is asked to:</p> <ul style="list-style-type: none"> - note the background and updated information in EC 2019 Doc 15.1 - note that, for the period from 1 May 2017 to 31 December 2019, Reform activity is forecast to be US\$14,668 under budget (which should be carried forward to 2020 to cover part of that year’s activity) - note the significant shift in activity to focus on new work of a priority nature approved at the Da Nang EC meeting - note additional activity that necessitated the Consultant assisting the Bureau on matters relevant to the Tokyo EC meeting - note that, despite the significant deviation from plan, the 36 agreed Initiatives can be completed in 2020 - note the updated status of the 36 agreed Initiatives 	<p>§§ 1.1</p> <p>§§ 3.2 – 3.3, Table 1</p> <p>§§ 4.1 – 4.2, Tables 2 and 3</p> <p>§ 4.3, Tables 2 and 3</p> <p>§ 4.5</p> <p>§§ 5.1 – 5.2, Table 4, Annex 1</p>

1. Background

- 1.1 The Tehran APPU Congress directed the APPU / UPU Reform Working Group (WG) to monitor the implementation of the 36 Initiatives developed during the 2014-2017 cycle.
- 1.2 The WG assigned this work to Workstream 1 (WS 1) of its Work Programme for 2018-2021.

2. Monitoring tool

- 2.1 The Bureau and Consultant maintain a detailed reporting schedule for costs and activities. A summary of the data is in:

- paragraph 3.3 for Financial Reporting; and
- Annex 1: for Activity Reporting

3. Financial position

- 3.1 The Reform activity is US\$3,093 under budget as at 31 July 2019.
- 3.2 The Reform activity is forecast to be under budget at 31 December 2019, providing US\$ 14,668 to carry forward to 2020 as partial funding of work that has been deferred due to factors explained in paragraph 4.
- 3.3 The topline financial information is set out in Table 1.

Table 1: Topline Financial Information - 2019

Period / Element	Actual / Estimated Expenditure	Budget Available	Actual v Budget
Unspent budget carried forward from 2018		13,309	
1 Jan to 31 Jul 2019	11,575	14,668	-3,093
1 Aug to 31 Dec 2019 (estimated)	19,684	17,760	2,014
Total (1 Jan to 31 Dec 2019)	31,259	45,647	-14,668

4. Activity position: the situation since the Da Nang EC meeting

- 4.1 The Da Nang EC meeting approved three significant areas of work that were not included in either the 2018 budget approved at the Tehran Congress, or in the 2019 budget approved at Da Nang. The reason for non-inclusion in budgets is simply because the activities were unknown at the time.
- 4.2 The three significant areas of work mentioned in paragraph 4.1 were:
- (i) relocation of the RTCAP from Singapore to Bangkok;
 - (ii) review of governance within the Bureau; and
 - (iii) legal relationship between the APP Cooperative and the Bureau.
- 4.3 A further element that emerged at Da Nang and, subsequently, from the member survey, was feedback on aspects such as documentation (timeliness and accuracy) for EC meetings. In order to respond to the various requests, the Consultant provided assistance, where required,

to the Bureau. This assistance was particularly appropriate given the change in key personnel in the Bureau in early 2019 (when Ms Penchan resigned and Ms Kwanjai took up the role of Manager, Administration and APPU Affairs). In providing this assistance the Consultant was able to address the key issues from member feedback as well as use the exercise as a broad example of reform activity (knowledge transfer, template design, best-practice sharing).

- 4.4 Table 2 below sets out the origin of activities (budgeted and additional). Further, in the case of additional work, it is split into main subject areas (reference Table 3).

Table 2: Hours Worked on Budgeted and Additional Activities by Consultant

Element	2017 Hours	2018 Hours	2019 Hours*
Budgeted Activity	45.00	39.00	18.50
Additional Activities	36.50	271.00	232.50
Total	81.50	310.00	251.00

* January to July

Table 3: Main Areas Involving Additional Activities

No.	Description / Action	Additional Activities			Activity Resulted From
		2017	2018	2019*	
1	Development of material for 2018-2021 Reform activity	36.50			Development of new work assigned to WG following Tehran Congress
2	Prep of material - WG to Bureau re Overview/Work Plan		7.00		
3	Completion, updating, review of WS 1 monitoring report		3.00		
4	Administration and management of WS 2 (Completion of 9 Initiatives carried over from 2014-2017 cycle)		5.00		
5	Administration and management of WS 3 (Items of a functional nature)		28.00	8.50	
6	Administration and management of WS 4 (Items of an organisational / structural / resource nature)		77.50	93.50	Da Nang EC
7	Administration of overall WG Work Plan		6.50		
8	WG activities - 2018 EC meeting		143.00		Development of new work assigned to WG following Tehran Congress
9	General WG matters		1.00	3.50	
10	General matters re 2019 EC meeting			110.25	Da Nang EC; implementing member requests and survey feedback in relation to Tokyo EC meeting
11	Miscellaneous items			16.75	
Total		36.50	271.00	232.50	

- 4.5 Despite the significant deviation from the original schedule for 2019, the Consultant has prepared a plan to complete work that was originally scheduled / budgeted at the Tehran Congress. The timing for completion is by the end of 2020 with budget not being exceeded

(based on current planning assumptions). This timing should also see the completion of some additional activities that have come into scope during 2018 and 2019.





5. Activity position: the 36 agreed Initiatives

5.1 Due to the unforeseen circumstances explained in paragraph 4, there has been a change in status for the 36 agreed Initiatives. The current position is set out in detail in Annex 1.

5.2 Table 4 gives a summary of the information at Annex 1.

Table 4: Summary of 36 Agreed Initiatives (Action Status)

Action Status	Number of Initiatives
Completed	11
On Schedule	11
Consequential to an "On Schedule" Initiative	2
Deferred to Quarter 3 (2019) - minor issues being experienced	4
Deferred to Quarter 3 (2019) - working method review proposed	5
Not a priority for the Consultant	3

Reform Working Group 2018-2021: Workstream 1 - Monitoring Implementation of 36 Agreed Initiatives							
			Completed				
			On schedule				
			Minor issues				
			Behind schedule				
		2019					
Ref.	Description / Action	Q1	Q2	Q3	Q4	Comment	Classification Code *
1.1	Introduce and lead the development of a Four-Year Work Plan						DQ3 MI
	Set Up for Initial Version						
	Identify key stakeholders and advise intended process						
	Draft timeline for full process						
	Prepare Plan structure						
	Identify key inputs						
	Gather material already available						
	Calculate time/effort to get other material						
	Update to key stakeholders re process and timing						
	Update to EC and request input					Significant effort needs to be made on these tasks as this is a key Initiative for the profile of the Union.	
	Complete first draft of Union-sourced material						
	Key stakeholders to clear first draft						
	Input any material from external sources (e.g., UPU Congress, CA, POC)					Significant effort needs to be made on this task as this is a key Initiative for the profile of the Union.	
	Complete second draft and circulate to key stakeholders						
	Prepare final version						
	Annual Updating, sustaining interest, maintaining focus						
	Research, updating, review of member interests and inputs					N/A	
	Consultation with other Restricted Unions					N/A	
	Review, updating and harmonisation with UPU Strategy, Congress Decisions and Resolutions					N/A	
	Review of financials					N/A	
Consultation and review with Regional Coordinator					N/A		
Cross-reference, harmonisation and ongoing review with APP Plan					N/A		
Cross-reference, harmonisation and ongoing review with RTCAP Plan					N/A		
Cross-reference, harmonisation and ongoing review with Governing Board					N/A		
Cross-reference, harmonisation and ongoing review with Thai Post re College					N/A		
Redrafting, consolidation, debate, annual adjustment and reporting					N/A		
1.2	Prepare annual Business Plan for activities covered by administration and consultant of Bureau – draft to be ready by 30 November of year prior to year of implementation						OS
	Annual Process						
	Consultation with members on immediate year requirements for Bureau resource						
	General consultation with other stakeholders						
	Redrafting, consolidation, debate, annual adjustment and reporting						

Ref.	Description / Action	Q1	Q2	Q3	Q4	Comment	Classification Code *
1.3	Create enduring revenue streams from current College surpluses					No action to date as this is not a priority area for Consultant	NP
1.4	Employ resources (to carry out activities that enhance the role of the Bureau)						C
2.1	Ensure, through surveys, formal follow-up and direct observation that training is of acceptable quality. To be evaluated by standard individual course report furnished to LEC.					This is standard operating practice (therefore, regarded as "completed").	C
2.2	Ensure the services of the College are proactively marketed as evidenced through analysis and reports.					No action to date as this is not a priority area for Consultant	NP
Formal contact with all members at least annually based on set agenda							
3.1	Maintenance of country profile notes and managing outcome documentation					Review of working method needed for this Initiative. To be discussed in BKK, August	DQ3 RWM
	Contact discussion	N/A	N/A	N/A			
Formal contact with functional network quarterly based on set agenda (APP, GB, RTCAP, Regional Coordinator, EC Chair)							
3.2	Ongoing maintenance of functional network profile notes and managing outcome documentation					Review of working method needed for this Initiative. To be discussed in BKK, August	DQ3 RWM
	Contact discussion	N/A	N/A	N/A			
Formal contact with (agreed) peer network at least annually based on set agenda							
3.3	Ongoing maintenance of peer network profile notes and managing outcome documentation					Review of working method needed for this Initiative. To be discussed in BKK, August	DQ3 RWM
	Contact discussion (selected RUs, IB)	N/A	N/A	N/A			
Maintain contact with multilateral and industry bodies							
3.4	Bureau undertakes research on possible target organisations to understand broadly what their role is and how they might fit with Post (including logistics and financial services).					Review of working method needed for this Initiative. To be discussed in BKK, August 2019.	DQ3 RWM
	Bureau nominates a small selection of Bangkok-based multilateral and industry bodies for consideration by EC as targets for contact/relationship.						
	EC approves nominations						
	Initial approach made to see what interest, opportunity or common objectives exist.	N/A	N/A	N/A			
	Report back to EC as appropriate.	N/A	N/A	N/A			
	Programme continues.	N/A	N/A	N/A			
Satisfaction survey to be undertaken annually of agreed stakeholders							
3.5	Establish survey method, timing, cost, audience, reporting process						DQ3 MI
	Prepare proposal for EC to approve survey						
	Undertake survey				Q4 2019		
	Prepare and distribute results				Q1 2020		
	Review of results and assessment of changes required				Q1 2020		

Ref.	Description / Action	Q1	Q2	Q3	Q4	Comment	Classification Code *
4.1	Participate in annual reviews of Business Plans of Union's organs to ensure coordination, alignment of activity, best use of resources.					Review of working method needed for this Initiative. To be discussed in BKK, August 2019.	DQ3 RWM
4.2	Consult with Regional Project Coordinator on annual and four-year plans to ensure coordination, alignment of activity with all Stakeholders' plans.						os
Coordination and monitoring of EC Working Groups activity							
EC appoints WG Chairs							
4.3	WG Chairs review their areas of responsibility and advise timelines to Bureau and EC Chair					"Completed" on the basis that the cycle is nearing completion and WGs are operating systematically.	os
Bureau to monitor and track progress of WG Work Plans by checking in with WG Chairs on agreed frequency							
Bureau updates activity monitor associated with Four-Year Plan (July and December)							
5.1	Establish core reading list relevant to member interests						
Maintain overview summary of material studied							
Identify matters of interest and issues of LDC/LLDC/SIDS							
Act as an advisor and provide update on UPU matters							
5.2	Maintain programme of regular communications with members and stakeholders (Website, Newsletter etc)						DQ3 MI
6.1	Review Istanbul Strategy and identify actions for APPU (draft in Four-Year Plan)						C
6.2	Review Istanbul Congress Decisions and identify actions for APPU (draft in Four-Year Plan)						C
6.3	Establish process to sight all relevant material from UPU and maintain record of actions taken. Report to EC on any major points.						C
6.4	Undertake Restricted Union activities for UPU (and others)					This is being undertaken continuously (therefore, regarded as "completed").	C
7.1	Support the Union through provision of services requested					Process in place to provide support to the Union (therefore, regarded as "completed").	C
8.1	Review Position Description and draft KPIs for Director - 2020 onwards					Included in Reform WG Agenda for Tokyo EC.	OS
8.2	Review Position Descriptions and set KPIs for Bureau staff for 2018 onwards						os
9.1	Ensure controls for expenditure are documented and known by key staff. Documentation to be supplied to Finance Committee of the EC for noting at its annual meeting.						C
9.2	Delegated levels of authority for expenditure are to be reviewed by 31 October 2019 for clearance by EC and Governing Board (target date for clearance is 31 December 2019).						os
10	Ensure all staff have clear understanding of role, responsibilities and expectations.						os
10	Ensure individual performance reviews are undertaken on all staff at least annually with report to EC regarding completion.						os
10	Implement formal staff survey feedback system by 30 November 2019 (to be annual event).						os
11	Operate Bureau within budget approved, as validated by Finance Committee.					Bureau is meeting this requirement (therefore, regarded as "completed").	C
11	Review the possibility of a coverage plan to provide automatic back-up for key activities. Implement as appropriate, with report to EC Chair by 31 December 2018.						os

Ref.	Description / Action	Q1	Q2	Q3	Q4	Comment	Classification Code *
11	Establish an annual compliance review to ensure key management aspects (Health and Safety, general personnel conditions) are in accordance with Thai requirements.						os
12	Quarterly report to EC Chair, with reference to staff, financial and relationships.					No action to date as this is not a priority area for Consultant To be reviewed with SG re relevance	NP
12	Ensure that reports are prepared on key events such as business travel and significant one-off occurrences as determined by the Director. Such reports are to be furnished within four weeks of activity completion and special attention is to be given to informing readers on items of interest in a concise and convenient manner. 2 weeks per year.					This is being done on a regular basis (therefore, regarded as "completed").	C
12	Prepare report on annual activity and performance against KPIs by the end of the second week in February each year. Draft to be sent to EC Chair for overall assessment.					Relies on 8.5 and 8.6 being completed as per WS 2 (being acted on at EC 2019)	CtOS
13	Undertake representation as required, or as directed, with report to EC Chair within four weeks of completion of event. Each meeting is to have an agreed objective (with the EC Chair) which is addressed in the meeting report.					Relies on 8.5 and 8.6 being completed as per WS 2 (being acted on at EC 2019)	CtOS
13	Preparation for representation					This is standard operating practice (therefore, regarded as "completed").	C
*	Classification Code Explanation						
	C = Completed (11)						
	OS = On Schedule (11)						
	CtOS = Consequential to an "On Schedule" Initiative (2)						
	DQ3 MI - Deferred to Quarter 3 (2019) - minor issues being experienced (4)						
	DQ3 RWM = Deferred to Quarter 3 (2019) - working method review proposed						
	NP = Not a priority for the Consultant (3)						