

**Agenda Item 15: Action Document for the APPU / UPU Reform Working Group (“Reform WG”)
 Workstream 2 (WS 2): Nine Initiatives Assigned by the 2017 Tehran APPU Congress
 Document prepared by Chair, Reform WG (New Zealand)**

1. Subject	References/paragraphs
<p>Informing the Reform WG, on:</p> <ul style="list-style-type: none"> - the nine Initiatives assigned by the 2017 Tehran APPU Congress - the status of the nine Initiatives in terms of action taken - the five Initiatives to be dealt with in the Tokyo Reform WG meeting, including options for how these could be managed 	<p>§§ 1.1, Appendix 1 §§ 1.2, Appendix 1 § 1.3, §§ 2 – 5, Appendix 2</p>
<p>2. Decisions expected</p> <p>The Reform WG, is asked to:</p> <ul style="list-style-type: none"> - note the five Initiatives to be dealt with in its Tokyo session - consider and decide in relation to Initiative 8.5 (Secretary General Duty Statement) <ul style="list-style-type: none"> • resumption of activity • the option for dealing with the work involved • completion date for the work - consider and decide in relation to Initiative 8.6 (EC Chair setting objectives and assessing performance of Bureau) <ul style="list-style-type: none"> • resumption of activity and undertaking it in conjunction with Initiative 8.5 • the option for dealing with the work involved • completion date for the work - consider and decide in relation to Initiatives 11.6 and 11.7 (participation by non-postal organisations in EC meetings and APPU Congresses) <ul style="list-style-type: none"> • whether there is still a need to undertake work on these two Initiatives • that if there is a need to undertake more work, the best method of proceeding with the work - note in relation to Initiative 13.3 (positioning statement for the region) that: <ul style="list-style-type: none"> • clarification can be requested on the draft statement at the WG meeting (but not the submission of drafting changes) • further clarification and drafting suggestions can be sent to the Reform WG Chair up to 31 October • a final version of the positioning statement will be produced after 31 October 	<p>§ 1.3 §§ 2.1 – 2.2 § 2.4 (i) § 2.3, § 2.4 (ii) § 2.4 (iii) §§ 3.1 – 3.3 § 3.4 (i) § 3.4 (ii), § 2.4 (ii) § 3.4 (iii) §§ 4.1 – 4.2 § 4.3 § 4.4 §§ 5.1 – 5.2 § 5.3 (i), Appendix 2 § 5.3 (ii) § 5.3 (ii)</p>

1. Background

1.1 The Tehran APPU Congress directed the Reform WG to deal with nine Initiatives that had not been finalised during 2014-2017. These Initiatives are Workstream 2 (WS 2) in the WG’s Work Plan.

1.2 The nine Initiatives, listed in Appendix 1 to EC 2019 Doc 15.2 are categorized as follows.

Completed: 2

For discussion in Tokyo: 5

Deferred to 2021 due to subject matter: 2

1.3 EC 2019 Doc 15.2 now deals with the five Initiatives identified for discussion in Tokyo viz.,

Initiative Number	Initiative Description
8.5	Update Duty Statement for the Secretary General
8.6	Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met
11.6	Presentation by non-postal organisations should be made separately or may opt for one day sharing session
11.7	Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions
13.3	Develop positioning statement for the region

2. Initiative 8.5: Update the Duty Statement for the Secretary General

2.1 This Initiative seeks to bring the role and accountabilities of the Secretary General (currently set out in a Duty Statement) up to date. There was a large amount of work done in the 2014-2017 period on the Secretary General role including setting and measuring performance against KPIs. However, the work was not completed i.e., the Position Description and KPIs were not examined by the WG. (As an aside, the membership considered work in this area would address concerns about clarity of roles and expectations, accountability, and delivery of results).

2.2 This work should resume so that the requirements of the role are in line with members’ expectations prior to applications being requested for the new Secretary General (at the 2021 APPU Congress). In this regard, the Reform WG should examine the link, if any, between the role and accountabilities of the Secretary General and the selection statement for the position as set out in APPU General Regulations, Article 107, § 4 i.e.,

“The Director of the Bureau is chosen, from among qualified postal officials, by the Executive Council, or in the Congress year, by Congress ”

A particular point to examine in relation to Article 107, § 4 is the extent to which the requirement to be a “qualified official” focuses on technical / academic aspects of the role.

2.3 In terms of options for how the Reform WG could deal with this Initiative, there are four possibilities.

Option No.	Option	Advantages	Disadvantages
1	Consultant to undertake and provide final draft to WG for review.	Able to be completed quickly. Takes work pressure off WG.	Limited subject matter. The Consultant has already contributed significant time to developing draft material and now needs others to be involved. Could be seen as denying WG involvement in very important exercise for the Union.
2	Sub-group of the Reform WG to be established (including a member with available HR expertise) to undertake and provide a draft to the WG for review.	Enables more representative information and views to be included.	Management of the process is best kept separate from the input i.e., WG members are of greatest value providing input. Conflicting priorities and other commitments, particularly in next 12 months could make completion difficult.
3*	The Bureau to undertake and provide a draft to the WG for review.	First-hand knowledge of activities currently undertaken.	Could lack depth if members not consulted.
4.	Status quo i.e., do nothing.	Saves time and effort.	Goes against members' wishes to review and upgrade the accountabilities for the role in line with current standards. Also misses a significant opportunity to inform member governments, at the time of calling for applications, of the Union's key requirements that candidates need to be aware of.

*Option 3 would almost certainly involve the Consultant so it has some similarity to Option 1.

2.4 At the meeting in Tokyo on Tuesday, 3 September, the Reform WG will be asked to:

- (i) confirm we resume work on this Initiative;
- (ii) decide on which option, or combination of options will be used to undertake the work; and
- (iii) if possible, agree a completion date for the work.

3. Initiative 8.6: Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met

3.1 This Initiative was not completed in the previous cycle. It was seen as linked to Initiative 8.5 ("Update the Duty Statement for the Secretary General" as set out in paragraph 2 above).

3.2 For the avoidance of doubt, the intention with Initiative 8.6 is to understand the process that could be followed for the performance of the Bureau to be assessed each year (in relation to objectives that have been set).

3.3 Part of the work on Initiative 8.6 should include finding out what happens in similar organisations.

- 3.4 Given the close link between Initiatives 8.5 and 8.6, the Reform WG will be asked to:
- (i) confirm we resume work on this Initiative and, in so doing, action it in conjunction with Initiative 8.5;
 - (ii) decide on which option, or combination of options (as set out in the table in paragraph 2.3) will be used to undertake the work; and
 - (iii) if possible, agree a completion date for the work.

4. Initiative 11.6: Presentations (at EC meetings or Congresses) by non-postal organisations should be made separately or may opt for one day sharing session

Initiative 11.7: Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions (EC or Congress)

- 4.1 Neither of these two linked Initiatives were concluded in the previous cycle. This was mainly due to more input being required from members on how the Union could best deal with them.
- 4.2 To assist understanding of both Initiatives, the fuller text of both is set out below.

Initiative 11.6:

“Presentations (at EC meetings or Congresses) by non-postal organisations, observers and postal organisations which are not APPU members are deemed to be information-sharing or promotions sessions and should be made separately. One option is to hold a 1-day sharing session in parallel to the APPU Plenary, for these organisations. Presentations by observers should be reduced.”

Initiative 11.7:

“Guidelines should be drawn up to ensure a structured way to process requests by non-postal organisations, observers or postal organisations which are not APPU members, to attend as well as make presentations at the APPU Plenary sessions (EC or Congress).”

- 4.3 In the process of documenting the two Initiatives for consideration at the Tokyo Reform WG meeting, the view is that this matter may be less of an issue than it was during the period 2014-2017. The Reform WG will be asked whether there is a need to do any work on the two Initiatives, or if they can be categorised as “no further action required at the moment”.
- 4.4 If the Reform WG decides that there is still an issue requiring work to be done on the two Initiatives, then the Reform WG will decide how best to undertake such work.

5. Initiative 13.3: Develop positioning statement for the region

- 5.1 The concept of a positioning statement arose from observations that the history, purpose and activities of the APPU were not contained in an appropriate, easy-to-use form that could be accessed on occasions where the professional presentation of the APPU profile is required.

- 5.2 Consideration of a positioning statement acknowledged that there is good quality material on the APPU website about “who we are” and “what we do”. However, the thought remained that there was a need for a more comprehensive version of the “APPU story”. Accordingly, Initiative 13.3 emerged on the basis that a positioning statement for the region, that supports the Asia-Pacific voice (vis-à-vis enhancing and strengthening the presence of the Union and the role of the Bureau), was required.
- 5.3 A draft positioning statement has been prepared and is attached as Appendix 2. The Reform WG is invited to discuss the draft at its Tokyo session along the following lines.
- (i) Request clarification on any aspect of the draft positioning statement. **(However, this does not mean discussion of possible changes to wording.)**
 - (ii) Agree that further clarification and suggestions re the drafting of the positioning statement can be made to the Chair of the Reform WG up to 31 October 2019. Following 31 October, a final document will be produced, circulated and eventually placed on the website.

Initiative Number	Initiative Description	Comment
8.3	Non-Plenary decision-making (Bureau to work with other Restricted Unions to better understand)	Completed
8.4	General practice of Chairs having Role Description or guidance charter	Completed
8.5	Update Duty Statement for the Secretary General	To be dealt with at Reform WG meeting, Tokyo, Tuesday, 3 September
8.6	Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met	To be dealt with at Reform WG meeting, Tokyo, Tuesday, 3 September
11.4	Handover between outgoing EC Chair and incoming EC Chair	To be actioned in 2021
11.5	Handover between outgoing and incoming Secretary General	To be actioned in 2021
11.6	Presentation by non-postal organisations should be made separately or may opt for one day sharing session	To be dealt with at Reform WG meeting, Tokyo, Tuesday, 3 September
11.7	Guidelines drawn for non-postal organisations to attend and make presentations at APPU Plenary sessions	To be dealt with at Reform WG meeting, Tokyo, Tuesday, 3 September
13.3	Develop positioning statement for the region	To be dealt with at Reform WG meeting, Tokyo, Tuesday, 3 September

Appendix 2

DRAFT POSITIONING STATEMENT

The Asia Pacific Postal Union (APPU) is an independent intergovernmental organisation and a restricted union of the Universal Postal Union (UPU). Its core functions are to extend, facilitate and improve postal relations between its 32 member countries and to promote cooperation in the field of postal services. The Union seeks to do this in three ways.

Firstly, the Union's headquarters in Bangkok (the APPU Bureau) undertakes the role, via its Secretary General, of representing the members in international forums when this is required. It is also the focal point for industry and sector representatives from outside the region when wishing to engage and exchange with Asia-Pacific on postal matters (be they governmental, non-governmental, or general interest).

Included in the functions of the Bureau are:

- coordinating UPU technical assistance in the region (with the UPU Regional Project Coordinator (also based in Bangkok));
- acting as the regional platform for consultation on key global matters impacting on the postal sector;
- contributing to the benchmarking of best postal practice to APPU members;
- disseminating information on worldwide postal sector policy and regulations; and
- supporting and generating networking within and outside the region in the interest of postal sector development.

In addition to undertaking the core functions of a Restricted Union, the Union has two specialised bodies working in the fields of training and operational excellence.

Training is provided through the Asia Pacific Postal College (based in Bangkok); operational excellence is through the Asia Pacific Post Cooperative (based in Singapore).

The College has served the region for nearly 50 years as a place of learning in a variety of industry-related disciplines. Its courses cover management, planning, strategy, marketing, specialist operational areas such as workflow, accounting, quality etc. Participants from outside the region also attend.

The College equally serves as a centre for advanced studies and leadership seminars where the heads of postal businesses from the region and further afield meet to review key industry developments. As an alternative to Bangkok as a venue for training, there is an Extended Training Programme (ETP) where the College resources "travel" to a contracting member and tuition is provided on site. Often an ETP is tailored to the needs of the contracting country.

Professional resource to provide tuition is a mix of long-term lecturers based in Bangkok supplemented by short-term and visiting lecturers from around the world. This approach ensures maintenance of standards, currency of material and economic access to expertise in specific fields.

The Asia Pacific Post Cooperative (APP) was formed during the period 1994-1998 and is a reflection of the need for postal companies to bring greater commercial focus and discipline to the management

of their businesses. The creation of the Cooperative as an organ of the APPU established two important points of difference – uniqueness – in the overall structure and functioning of the typical Restricted Union. Firstly, the APP acts as a forum specifically for the designated operators of APPU member countries as opposed to their governments (except in circumstances where such designated operators are also government departments). Secondly, the APP is mandated to demonstrate leadership and advocacy for the postal sector in the Asia Pacific region with a clear focus on strengthening the commercial outlook of the postal sector and its relevance to varied stakeholders.

These two aspects position the APP as an organization that aims to assist its member Posts to:

- enhance their respective market shares;
- improve the quality of their services
- address the overall operational, technical, commercial and economic issues pertaining to postal services in the Asia Pacific region.

Membership of the APP is voluntary albeit restricted to the designated operators of APPU member countries. The APP currently has 28 member Posts.

Ongoing relevance of the Union's activities is a challenge that arises from the extremely diverse economic and developmental situations of the members. The Union is almost evenly split between emerged / emerging economies on the one hand, and LDC / LLDC / SIDS on the other hand. Within the emerging economies are the rising global powerhouses of China and India followed by countries whose growth is also strong and vibrant. Striking a balance of interests and common causes is increasingly difficult and when blended with the reality of the situation it (i.e., balance of interests and common causes) has become less of an objective with greater acknowledgement being given to the growing divergence and seeking to serve those aspects within the capability of the Union and the scope of its constitutional mandate.

The APPU brings the postal businesses of the region together albeit as a widely divergent grouping. It features in regional technical assistance programmes, it trains, it focuses on commercial development, quality and market share. Into the future this will be its operating background, into the future it will operate in its diverse manner, into the future it will join with the UPU and other Restricted Unions in supporting the common cause of development, cooperation and mutual interests.