

APPU/UPU Reform Working Group

Tokyo, 3 September 2019

Continuity Presentation

Today's agenda – Doc 15.0

1. **UPU reform – presentation led by China**
2. **APPU reform – series of items led by Chair, assisted by Consultant**
3. **Any other business**
4. **Recap and close**

Agenda 1 – Update on UPU Reform work (1)

- **EC 2019 Doc 15 Add 1 - presentation led by China**

Agenda 1 – Update on UPU Reform work (2)

- Thank you for the presentation
- Observations
 - Two Extraordinary Congresses in the last couple of years have really put pressure on us
 - Mr Lin said yesterday – “people are so busy”
 - Finding time to get prepared for this EC meeting was not easy.
- Miss GAO told us that APPU members need to
 - work together to play a greater role in international and regional postal affairs
 - promote a more open and inclusive UPU
- Question
 - what do we need to do or change in the APPU to achieve Miss GAO’s message?
 - how do we do it without duplicating work or putting more pressure on people who are already very busy?
 - Do we need to think about making sure APPU focus is as much in line as possible with UPU priorities?

Agenda 2 – APPU Reform work

- **Quick overview of APPU Reform**
- **Workstream 1 – update (EC 2019 Doc 15.1)**
- **Workstream 2 – update and make some decisions (EC 2019 Doc 15.2)**
- **Workstream 3**
 - **Review Survey and deal with some actions required (EC 2019 Doc 15.3.1)**
 - **Review activities undertaken (EC 2019 Doc 15.3.2)**
 - **Discuss “new work” (EC 2019 Doc 15.3.2)**
- **Workstream 4**
 - **RTCAP (EC 2019 Doc 15.4.1)**
 - **APP (EC 2019 Doc 15.4.2)**
- **Recap**

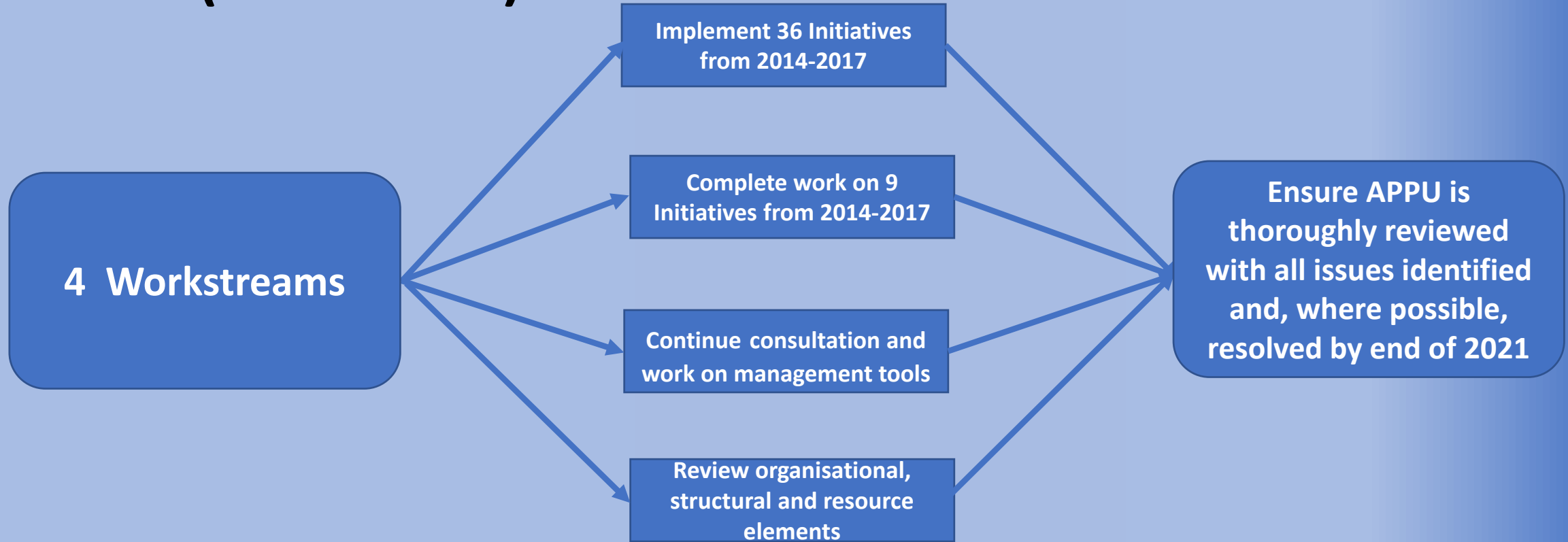
Overview of Reform WG Activity (1)

- **Basics of management (studied 2014-2017)**
 - Now implementing 36 Initiatives **(WS 1)**
 - Completing 9 Initiatives **(WS 2)**
- **Continue to focus on basics of management**
 - Further member consultation **(WS 3)**
 - Development of simple tools **(WS 3)**
- **What sort of organisation will the new Secretary General be “given” in 2022?**
 - Review structure, organisation, resourcing **(WS 4)**
 - RTCAP
 - Bureau
 - APP

Overview of Reform WG Activity (2)

- **What sort of person might be best suited to Secretary General role for 2022-2025?**
 - **What is the current APPU “business”?** (WS 4)
 - **What will the future business be?** (WS 4)

The detail of future Reform (2018-2021)



Continued focus on basic issues, plus organisational, structural and resource review

WS 1 – Monitoring implementation of 36 Initiatives - Update (EC 2019 Doc 15.1) (1)

- The WG is required to monitor the implementation of the 36 Initiatives agreed at Tehran Congress
 - Financial (refer to Table 1 of Doc 15.1)
 - paragraph 3.1 – US\$3,093 under budget at 31 July 2019
 - paragraph 3.2 – carry forward US\$14,668 to 2020 to partially cover deferred activity
 - Activity – summarised in Table 4 of Doc 15.1 – as copied below

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

WS 1 – Monitoring implementation of 36 Initiatives - Update (EC 2019 Doc 15.1) (2)

- **After Da Nang there was significant disruption to WS 1 activity i.e., the Consultant has spent a lot of time on work that was not budgeted in either 2018 or 2019 – this was significant work approved at Da Nang:**
 - relocation of the RTCAP from Singapore to Bangkok;
 - review of governance within the Bureau; and
 - legal relationship between the APP Cooperative and the Bureau
- **There was also a need during 2019 to provide assistance to the Bureau of a general Reform nature with the implementation of some aspects of the member survey feedback, and some other tasks**
- **Accordingly, most of the time and budget since Da Nang has been focused outside the original programme.**
- **The implementation schedule has been adjusted to take into account the additional work and deferrals – there is confidence that 2020 will see the completion of known work within approved budgets.**

WS 1 – Monitoring implementation of 36 Initiatives - Update (EC 2019 Doc 15.1) (3)

- **Reform WG is requested to note**
 - **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

WS 2 – Complete 9 Initiatives carried over from previous cycle (EC 2019 Doc 15.2)

- **Tehran 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)**
- **9 Initiatives (at 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**
- **Reform WG will now consider the 5 Initiatives identified for discussion in Tokyo**
 - **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**

WS 2 – Initiatives 11.6 and 11.7

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)

- **During the period 2014-2017 there seemed to be an issue for some members regarding participation by outside organisations in our meetings**
- **The first step should be to confirm that there is still an issue that requires work to be done on these two items**
 - **Is there an issue?**
 - **If not, we will close 11.6 and 11.7**
 - **If work is seen as being necessary, then the meeting needs to decide how it will be done**

WS 2 – Initiative 13.3 – Develop a positioning statement for the region (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.**
- **There is good quality material on the APPU website about “who we are” and “what we do”. However, the view was that a more comprehensive version of the “APPU story” was needed.**
- **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.**
- **A draft positioning statement has been prepared and is attached as Appendix 2 to Doc 15.2**

WS 2 – Initiative 13.3 – Develop a positioning statement for the region (2)

- **The Reform WG is invited to discuss the draft at its Tokyo session along the following lines**
 - **Request clarification on any aspect of the draft positioning statement. (However, this does not mean discussion of possible changes to wording.)**
 - **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.**
-

WS 2 – Initiative 8.5 – Update Secretary General Duty Statement (1)

- **Objective:**
 - To bring the role and accountabilities of the Secretary General (currently set out in a Duty Statement) up to date
 - To provide clarity regarding roles, expectations, accountability, delivery of results
- **Large amount of work done in the 2014-2017 period on this Initiative, but not completed**
- **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 terms of options for how the Reform WG could deal with this Initiative, there are four possibilities.**

WS 2 – Initiative 8.5 – Update Secretary General Duty Statement (2)

- **Options for how WG deals with this Initiative:**
 1. **Consultant to undertake and provide final draft to WG for review.**
 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.**
 3. **The Bureau to undertake and provide a draft to the WG for review.**
 4. **Status quo i.e., do nothing.**
- **Decisions required from WG**
 - **Confirm we resume the work**
 - **Decide which working method option should be adopted**
 - **If possible, agree a completion date**

WS 2 – Initiative 8.6 – Process for EC Chair to set objectives for Secretary General and Bureau and assess whether they have been met

- **Initiative was not completed in the previous cycle – seen as linked to Initiative 8.5 (“Update the Duty Statement for the Secretary General”)**
- **Initiative 8.6 seeks to understand the process that could be followed for the performance of the Bureau to be assessed each year**
- **Given the close link between Initiatives 8.5 and 8.6, the Reform WG is asked to:**
 - **Confirm we resume the work in conjunction with Initiative 8.5**
 - **Decide which working method option should be adopted**
 - **If possible, agree a completion date**

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 (1)

- 2018 member survey completed, final report with 37 actions has been sent to members. The status of the 37 actions is in the table below.

Status	No. of Actions
Ongoing action item	6
Under action	13
Completed and awaiting feedback	4
Completed	6
No action required	8

- Today – we’d like to try and process 9 action points – these are shown in Annex 2 of Doc 15.3.1.

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Second survey topic in Annex

Survey Topic and Key Feedback

If you could change the format and/or work of the EC meetings, what would you change? The work and the documents of the APPU Finance Committee. At both the 2017 Tehran Congress, and again at the 2018 Da Nang EC, we saw several examples of inaccuracies in the documents. We would strongly suggest that a very thorough and comprehensive peer review of all financial documents is completed well in advance of their circulation.

Working Group Comment

This has been actioned for Tokyo 2019. Feedback needs to be sought on whether there has been improvement.

Tokyo Discussion Guide

Has there been an improvement in the timeliness, accuracy and quality of Finance documentation for the Tokyo EC?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Fifth survey topic in Annex

Survey Topic and Key Feedback

Does your country have any communication issues regarding documentation, presentations, discussions in APPU and UPU? We believe that there needs to be greater discipline within the APPU, led by the Bureau, to ensure all papers, documents, presentations etc., which are to be heard at the APPU Congress or EC meetings are published, ideally 2 weeks in advance, to enable member countries to have the material translated into their first language, as well as enabling a thorough review of positions to be taken in advance of the meetings. The current approach doesn't provide enough time for translation/review/assessment/response processes at or during EC meetings.

Working Group Comment

This is a common issue. If we look at the UPU we find that the IB is active in ensuring documents are available as soon as possible prior to a meeting. However, the APPU does not have resource that can assist in the preparation of documents. This is a crucial difference and one that will continue to make the timely availability of meeting documents difficult to achieve.

Tokyo Discussion Guide

Has there been an improvement in the timeliness / availability of documents for the Tokyo EC?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Sixth survey topic in Annex

Survey Topic and Key Feedback

Does your country have any communication issues regarding documentation, presentations, discussions in APPU and UPU? A number of APPU EC documents are described as “Revs” or revisions. While this is completely understandable and normal practice, what is not normal practice is the consistent failure to reflect what changes have been made. Traditionally this is done via a mark-up or redline (as per UPU documents reflecting revisions). We strongly recommend that the APPU also adopt this practice for any documents released after the 2018 APPU EC meeting in Da Nang.

Working Group Comment

Working Group strongly supports this comment.

Tokyo Discussion Guide

Has there been an improvement in the presentation / marking of revised documents for the Tokyo EC?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Seventh survey topic in Annex

Survey Topic and Key Feedback

Does your country have any communication issues regarding documentation, presentations, discussions in APPU and UPU? Documents were not published on the APPU website properly at the APPU EC meeting. If a “paperless” meeting is held, it is essential to publish the documents in a timely manner.

Working Group Comment

This has been actioned for Tokyo 2019. The Bureau aimed for documents on the website six weeks prior to the meeting (with most of the Bureau's documentation uploaded five weeks prior to the meeting). The Bureau worked with WG Chairs and other presenters to get documents and presentations as soon as they were available. Feedback needs to be sought on whether there has been improvement.

Tokyo Discussion Guide

Has there been an improvement in the availability (timeliness) of documents and presentations on the website?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Ninth survey topic in Annex

Survey Topic and Key Feedback

Thinking about business communication in general, is there any development or technique that you would like to see in use by the APPU, its Standing Committees and Working Groups? Further to this, the Bureau could follow the UPU model for capturing and reflecting Senior Officials, as found in the “List of addresses in member countries” page: <http://www.upu.int/en/resources/list-of-addresses-in-member-countries/about-the-list.html>

Working Group Comment

Working Group to review this proposal from a practical viewpoint i.e., is it proposing duplication, or simply a click through to the UPU website.

Tokyo Discussion Guide

Is this something we should be doing, or just a "click-through" to the UPU website?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Eighth survey topic in Annex

Survey Topic and Key Feedback

Could there be greater use of technology (conference calls, Skype, etc) to make communication more effective / easier? If yes, please indicate your preferences. The format of the meeting should be the same as the UPU conference which any documents can be downloaded via online with updated version. If a member country wants to amend a draft of any document, it can do so immediately.

Working Group Comment

Working Group to review this proposal prior to forming a view on it.

Tokyo Discussion Guide

Does the WG understand what this proposal means? - does it have relevance to APPU?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Third survey topic in Annex

Survey Topic and Key Feedback

If there was one thing you could change regarding the APPU, or its organs, what would it be?

Enhance the coordination & streamline the process among the organs.

Working Group Comment

There is activity in the 2018-2021 cycle that addresses this matter. That said, it would be useful to get ideas and suggestions regarding coordination and streamlining opportunities.

Tokyo Discussion Guide

This is a frequently quoted objective i.e., "enhance coordination, streamline processes". What is it that members see as coordination enhancement opportunities and process streamlining opportunities?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – Fourth survey topic in Annex

Survey Topic and Key Feedback

If there was one thing you could change regarding the APPU, or its organs, what would it be? Work towards greater synergy among the wings and organs of the APPU to ensure optimal utilization of efforts and resources for the intended outcomes and common objectives.

Working Group Comment

There is activity in the 2018-2021 cycle that addresses this matter. That said, it would be useful to get ideas and suggestions regarding opportunities to achieve greater synergy in the activities of the Union's organs.

Tokyo Discussion Guide

This is also a frequently quoted objective i.e., "greater synergy between entities and organs to better use resources etc". What is it that members see as opportunities for greater synergy so that we make better use of resources?

WS 3 – Update on 2018 membership survey – EC 2019 Doc 15.3.1 Annex 2 – First survey topic in Annex

Survey Topic and Key Feedback

What is the most important benefit you look to the APPU to provide you with? Member of a regional grouping for consultation on key global matters, advice and support of key UPU issues

Working Group Comment

Ensure that this main value to members:

1. Is prominent, as a principle, in all that the APPU does.
2. Influences the agenda of APPU meetings.
3. Is a key element in the recruitment of the next Director.

Tokyo Discussion Guide

- Is there more that we could be doing at meetings in terms of briefing on key global matters?
- What is the desirable background of the next Secretary General in relation to this membership benefit?

WS 3 – Work items deferred to 2019 from Da Nang meeting - EC 2019 Doc 15.3.2 (1)

- **Due to workload, the Da Nang EC meeting deferred three areas of work to 2019.**
- **The three items were:**
 - **Develop a small range of template documentation to assist newcomers to key roles in the Union’s meetings.**
 - **Review Rules of Procedure, various sets of Regulations etc.**
 - **Review APPU website for any enhancements that might be possible**
- **Action in 2019 would require:**
 - **the Manager Administration and APPU Affairs in the Bureau**
 - **the Reform Consultant**
 - **the Reform WG as appropriate**
- **Change in Bureau personnel (Ms Kwanjai for Ms Penchan) changed Bureau priorities in the short-term – also changed the Consultant’s plan**

WS 3 – Work items deferred to 2019 from Da Nang meeting - EC 2019 Doc 15.3.2 (2)

- **Deferred “work area 1” – template documentation**
 - **Bureau’s new priority was efficient day-to-day operations – Consultant switched to template activity and related tasks that would assist workflow and standardise processes. Paragraph 3.1 of Doc 15.3.2 lists 14 work areas where input has been provided.**
- **Deferred “work area 2” – review Rules of Procedure, various sets of Regulations etc**
 - **This work has not commenced – it is planned for early 2020**
 - **Linked into this work area is a new priority task – archiving and security for historical documentation and key papers – recent experience confirms this as an urgently needed piece of work**

WS 3 – Work items deferred to 2019 from Da Nang meeting - EC 2019 Doc 15.3.2 (3)

- **Deferred “work area 3” – review APPU website for possible enhancements**
 - **Apart from being in the Reform agenda, this also featured in the member survey feedback. There is a related initiative to undertake a review of the Bureau IT system (ref EC 2019 Docs 5.2.and 5.3). The Reform WG will monitor that activity in terms of dealing with deferred “work area 3”**

RELOCATION OF RTCAP

APPU/UPU Reform Working Group Consultation Process

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (1)

- **Proposal has been the subject of 12 month's work – research, drafting, consultation, review etc**
- **Documentation has been distributed at key points**
- **Documentation and detail is now substantial**
- **Proposed to deal with the proposal by going through the “Decisions Expected” one-by-one – providing background where this is necessary**
- **We have attempted to group these in terms of action and / or subject**

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (2) (first Decision in 15.4.1)

- **note** the background to the establishment of the RSCAP / RTCAP, its location in Singapore, and agreement in principle (Da Nang, 2018) to relocate the RTCAP to Bangkok

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (3) (second Decision in 15.4.1)

- **note** the opportunities and benefits available by relocating from Singapore to Bangkok with particular attention drawn to the increased value to be gained from RTCAP exposure to the high number of visitors and participants each year at the Bureau

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (4) (third Decision in 15.4.1)

- **note** the ability that relocation provides in terms of reviewing the purpose and continuity aspects of the role (i.e., role continuation, role definition, succession planning, successor recruitment)

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (5) (fourth Decision in 15.4.1)

- **note** that parties involved in the process or affected by it have been consulted and generally support the relocation

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (6) (fifth Decision in 15.4.1)

- **note** that, apart from any financial impact, there is no formal approval requirement for a change of location of the RTCAP

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (8) (seventh Decision in 15.4.1)

- **note** that relocation to Bangkok will result in the Manager, RTCAP becoming an APPU employee

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (9) (eighth Decision in 15.4.1)

- **note** that the intention is to obtain international staff status for the relocated position

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (11) (tenth Decision in 15.4.1)

- **approve** that due to the transitional nature of the relocation process from a recruitment point of view, the standard step of calling for applications is not being followed

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (7) (sixth Decision in 15.4.1)

- **note** and **confirm** the organisational change whereby the RTCAP will continue its functions in a Consultancy Section at the Bureau, this structure enabling continuation and broadening of current and additional activities

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (10) (ninth Decision in 15.4.1)

- **note** that, subject to the outcome of discussion and decisions at the 2019 Tokyo APPU EC meeting on this matter, the Thai Ministry of Foreign Affairs will be approached, with a request for international status for the RTCAP position

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (12) (eleventh Decision in 15.4.1)

- **approve** one-off additional expenditure (incurred in 2020) up to US\$4,000 for personal expenses incurred by Mr Tan in relocating from Singapore to Bangkok

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (13) (twelfth Decision in 15.4.1)

- **approve** additional expenditure in the 2020 Union budget for accommodation (utilities and maintenance) of US\$3,150

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (14) (thirteenth Decision in 15.4.1)

- **note** the desirability of the additional relocation costs in 2020 and 2021 not resulting in the 2019 contribution unit level of US\$2,650 being exceeded

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (16) (fifteenth Decision in 15.4.1)

- **further note** that subject to the associated expenditure approval, the RTCAP will relocate to Bangkok no later than 1 April 2020

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (15) (fourteenth Decision in 15.4.1)

- **note** that the increased expenditure for the relocation of the RTCAP should be more than offset by a reduction in external consulting costs from 2022

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (17) (sixteenth Decision in 15.4.1)

- **consider** the establishment of a small, ad hoc team comprising the Manager RTCAP, the Secretary General, and 2-3 members with specific interest in RTCAP / relocation, to maintain close review of the benefits outlined in the proposal actually being achieved, and reporting on this annually to the EC

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (18) (seventeenth Decision in 15.4.1)

- **further consider** that the small ad hoc group mentioned in paragraph 4.5.1 could also report on costs saved as a result of relocation

Relocation of RTCAP from Singapore to Bangkok – EC 2019 Doc 15.4.1 (19)

- **If we are all agreed on the 17 decisions that we have reviewed, then this same process will be proposed for the Plenary session on Thursday.**
- **Are there any further comments on EC 2019 Doc 15.4.1?**
- **We will now incorporate the outcome of this discussion in our Working Group report, and table it to the EC.**
- **Thank you all for your support and patience on the RTCAP relocation work.**

Legal Relationship – APPU Bureau and APP Cooperative – EC 2019 Doc 15.4.2 (1)

- **Da Nang WG session was uncertain regarding liability of the Bureau for any financial or other issue in the APP**
- **WG agreed to get an external legal opinion on the matter**
- **Bureau hired a Thai lawyer – legal opinion is that there is no liability on the part of the Bureau for any issue in APP**
- **Process and outcome shared with APP regularly**
- **Bureau very happy with process and outcome**
- **The liability matter is closed**

Legal Relationship – APPU Bureau and APP Cooperative – EC 2019 Doc 15.4.2 (2)

- **Unrelated residual matter**
- **The external lawyer commented – quite separately from the liability issue –**
 “the APPU should seek to understand the law of Singapore on the question of whether the APP is required to register in any form to comply with Singapore law. This is to ensure that the APP’s operations are in line with the organization's (i.e., the APPU) intentions (i.e., properly established and compliant with all external agencies and regulations), as well as being set up in a manner that will avoid potential legal issues in the future”.
- **This is not a matter of any concern to the Bureau. However, the EC may wish to offer a view on any action necessary**

Legal Relationship – APPU Bureau and APP Cooperative – EC 2019 Doc 15.4.2 (3)

- **The options for the EC might be:**
 - **request the APP Cooperative to furnish an authoritative report on its compliance with business establishment and operational requirements in Singapore; or**
 - **note the legal opinion and take no further action**
- **Any comments?**

Any other business

Any comments?

Closing of the meeting

Recap by Chair