

EXECUTIVE COUNCIL 2023

FINALISE OUTSTANDING MATTERS FROM THE TEHRAN CYCLE

Report of the APPU/UPU Reform Working Group in conjunction with the Bureau

1. Subject	References/ Paragraphs
Informing the EC on: <ul style="list-style-type: none"> - the background to the 23 reform matters not completed in the Tehran Cycle - activities undertaken by the Reform WG and the Bureau to deal with these matters - proposed next steps 	§§ 2 §§ 3 §§ 3.6 - 5
2. Decision expected The EC is asked to: <ul style="list-style-type: none"> - note the background to the 23 outstanding reform matters - note how each of the 23 matters not completed in the Tehran Cycle have been addressed jointly by the Reform WG and the Bureau, resulting in all matters being satisfactorily dealt with - note for completed items being documented, the Bureau will update future EC meetings on completion activities - approve the creation of new matters under the responsibility of the Reform WG for the Bangkok cycle, to be completed by no later than the 2026 Congress (with at least one matter to be presented to the 2024 EC) - agree to the proposed resourcing plan between the Reform WG and the Bureau to deliver on the newly created matters. 	§ 2 § 3 § 3.4-3.5 § 3.4-3.6 § 4

1. Introduction

1.1 This document:

- (i) informs the EC about the background to the 23 items not completed in the Tehran Cycle,
- (ii) updates the EC on the status of the reform matters from the Tehran Cycle and the activities undertaken by the Reform WG and the Bureau to deal with these matters, and
- (iii) recognising the opportunity that presents itself from continuing to enhance the APPU for the benefit of member countries, seeks the EC's approval to create new matters for the Bangkok cycle to be actioned by the Reform WG for the 2026 Congress.

2. Background

2.1 During the period 2014-2017, the Reform WG developed a total of 45 proposals on various matters aimed at enhancing the relevance, accountability, internal communication, effectiveness, and general functioning of the APPU Bureau. At the time of the 2017 Tehran

Congress, 36 of the 45 proposals were ready for implementation. The other nine proposals required further work prior to implementation.¹

2.2 The Tehran Congress took the following decisions:

- (i) noted the 45 proposals, and that 36 were ready for implementation;
- (ii) noted the nine proposals that were being carried forward for completion in the Tehran Cycle; and
- (iii) approved the continuation of reform work.

2.3 At the end of the Tehran Cycle, only 23 of the 45 items were dealt with by the Reform WG in the Cycle. Other higher priority tasks directed to the Reform WG resulted in the Reform WG not completing all 45 items. In summary, at the end of 2022, there were:

- (i) 22 Reform WG proposals either not actioned or not completed; and
- (ii) one EC decision (assigned by the EC to the Reform WG for actioning in 2021) not dealt with.

2.4 The 2022 Congress noted that work items not yet actioned or completed would need to be completed during the Bangkok cycle and approved funding for the purpose of completing the work.

3. Reform WG activity in the 2022-2026 Bangkok cycle

3.1 The Reform WG has been working with the Bureau and the Reform Consultant to complete the pending items from the Tehran Cycle. Initial discussions started in February 2023 where the pending items were classified and discussed in detail to develop the way forward.

3.2 The summary of the discussions between the Bureau and the Reform WG is as follows:

- (i) The work plan of the Secretary General in the initial months included working on many of the pending items from the Tehran cycle including stakeholder consultations, coordination with the UPU & other Restricted Unions, maintaining programs of regular communication with member countries (newsletter, website, etc.), HR matters within the Bureau and implementation of feedback mechanisms.
- (ii) Some items like the preparation of the 4-year Plan for the Bangkok Cycle are not suited to being completed 'mid-cycle' and require a Congress decision to implement. However, the Bureau was already actioning some of the required work where it was possible to do so. For example, developing separate short and long-term Business Plans for the Training Section and the Consultancy Section have been developed by the Bureau and will be presented to the EC. Stakeholder consultation through the Training Needs Assessment survey (to inform a Training Section Business Plan) and a separate survey for the Consultancy Section Business Plan has also been delivered by the Bureau, contributing to the completion of some outstanding work items.
- (iii) Some other items reflected a 'point in time' and that best practice had developed in a different direction to the outcome originally committed to.

3.3 To facilitate progress being made, the Reform Consultant identified the 23 work items outstanding at the start of the Bangkok cycle for specific analysis, and prepared background documents. The Bureau, Reform WG Chair and Reform Consultant worked together to discuss and assess progress on these matters. All items from the Tehran cycle were analysed against

¹ Reference: Congress 2017 Doc 19.

work already being delivered by the Bureau – i.e. a functional and practical approach, rather than focusing on whether the item ‘strictly accorded’ with the requirements laid out for each item.

3.4 All work items after this assessment fell into one of three categories:

- (i) **Completed and closed** – For these items, work has been completed, documented, and the matter has concluded. Ongoing reporting will continue where required. These items are removed from the list of outstanding items.
- (ii) **Completed and to be reported** – For these items, work has been completed and is being documented to the EC in due course as part of the Bureau’s annual reporting. These items are removed from the list of outstanding items.
- (iii) **New item for Bangkok Cycle** – For these items, the assessment identified that the work undertaken as part of the Tehran cycle had reached its immediate conclusion – i.e. all that could be achieved under the existing mandates and timeframes had been achieved.

For these items, the assessment also identified that there was value in iterating on the work of the Tehran cycle during the Bangkok cycle – i.e. we should not think the outcomes achieved so far could not be improved upon when emerging best practices (from the UPU, other restricted unions, or elsewhere) are taken into account and analysed. It was therefore agreed that new action items for the Bangkok cycle would be recommended to allow work to continue on these important items for consideration by future Executive Councils and all items adopted no later than the 2026 Congress. This new work will contribute towards a stronger APPU better aligning to the needs of its members.

3.5 As a result, all items outstanding from the Tehran cycle have been considered, with a number of work items being set for the Bangkok cycle with a renewed mandate, including one item (EC 2021 Doc 13.2.2) which has an existing EC mandate. The outcomes of each specific work item are documented below.

Work Area	Activity	Remarks	Status
1. Four-Year Plan	1.1 Prepare Four-Year Plan	A new four-year plan will be developed for adoption by the 2026 Congress. Reform WG and Bureau to present a strategy to develop a four-year plan for the 2026 Congress, commencing from the 2024 EC. Plans to cover the Bangkok cycle are under development and will be reported to the EC by the Bureau in the current cycle.	New item for Bangkok Cycle
2. Business Plan	1.2 Prepare Business Plan for Administrative and Consultancy Sections	Bureau is preparing based on stakeholder consultation and will report to EC for comments and taking note/ approval	Completed and to be reported.
3. Stakeholder relationships and communication	3.1 Formal contact with all members at least annually with set agenda	Under action	Completed and closed
	3.2 Formal contact with functional network quarterly based on set agenda	Already actioned and updates will be provided by the Bureau to the EC as part of the Bureau’s report.	Completed and closed
	3.3 Formal contact with (agreed) peer network at least annually based on set agenda	Already actioned and updates will be provided by the Bureau to the EC as part of the Bureau’s report.	Completed and closed
	3.4 Maintain contact with relevant multilateral and industry bodies	Already actioned and updates will be provided by the Bureau to the EC as part of the Bureau’s report.	Completed and closed
	3.5 Satisfaction survey to be undertaken annually of agreed	Under action. Bureau will continually assess the list of	Completed and closed, with

Work Area	Activity	Remarks	Status
	stakeholders	stakeholders in order to improve APPU value for members and expand engagement.	maintaining a list of stakeholders a new item for Bangkok Cycle
4. Coordination, alignment, facilitation (within APPU)	4.1 Participate in annual reviews of Business Plans of Union's organs to ensure coordination, alignment of activity, best use of resources	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.
5. Coordination, alignment, facilitation (with UPU)	4.2 Consult with UPU Regional Representative on annual and four-year plans to ensure coordination, alignment of activity with all Stakeholders' plans.	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.
6. Coordination, alignment, facilitation (EC WGs)	4.3 Coordination and monitoring of EC Working Groups activity	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.
7. Guidance and informing (advisor on UPU matters)	5.1 Identify matters of interest and issues of LDC / LLDC / SIDS. Act as an advisor and provide updates on UPU matters.	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.
8. Guidance and informing (communication)	5.2 Maintain programme of regular communication with members and stakeholders (Website, Newsletter, etc)	Already actioned.	Completed and closed
9. HR: setting expectations and measuring performance	8.1 Draft KPIs for Secretary General	The position description (PD) for the SG was completed in the Tehran cycle. Following the adoption of new KPI's by the UPU IB, there is value in assessing this model and consider its applicability to the APPU context. Work to be completed, including proposed KPIs, in sufficient time for consideration at the 2024 EC.	New item for Bangkok Cycle
	8.2 Review Position Descriptions and set KPIs for Bureau staff	PD review already actioned. Internal review of Bureau staff already in place.	Completed and closed
	10.1 Ensure all staff have clear understanding of role, responsibilities and expectations.	Already actioned.	Completed and closed
	10.2 Ensure individual performance reviews are undertaken on all staff at least annually with report to EC regarding completion.	Already actioned. Will form part of the report to the EC.	Completed and to be reported.
	12.3 Prepare report on annual activity and performance against KPIs by the end of the second week in February each year.	Following the adoption of new practices by the UPU IB, there is value in assessing this model and consider its applicability to the APPU context, for consideration by the 2026 Congress. Any changes to be adopted into future reporting.	New item for Bangkok Cycle
	EC 2021 Doc 13.2.2 The EC and the Bureau working together to implement an objective-setting and performance-assessment process, including the specific goals and objectives to be achieved, for the Bureau to be used from 1 January 2023.	The timeline agreed has already been crossed. Bureau will work with WG in developing the same for the future. Following the adoption of new practices by the UPU IB, there is value in assessing this model and consider its applicability to the APPU context. Work to be completed, including proposed KPIs, in sufficient time for consideration at the 2024 EC.	New item for Bangkok Cycle, recognising existing mandate
10. Financial management	9.2 Review and adjust, as appropriate, delegated levels of authority for expenditure (for	To be assessed as part of the review of governing documentation by the Reform WG, with input from the Bureau.	New item for Bangkok Cycle

Work Area	Activity	Remarks	Status
	clearance by EC and Governing Board).		
11.Accountability, performance, staff satisfaction	10.3 Implement formal staff survey feedback (as an annual event)	Under action.	Completed and to be reported.
12. Contingency and compliance	11.2 Review the possibility of a coverage plan to provide automatic back-up for key activities. Implement as appropriate, with report to EC Chair.	Already actioned.	Completed and closed
13. Contingency and compliance	11.3 Establish an annual compliance review to ensure key management aspects (Health and Safety, general personnel conditions) are in accordance with Thai requirements.	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.
14.Representation and reporting	13.1 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.	Bureau has incorporated this activity as part of its planned initiatives.	Completed and to be reported.

3.6 Summarising the above table, the Reform WG will focus on the five new items as new actions for the Bangkok cycle. These items will be incorporated into other parts of the Reform WG workplan (see EC 2023 Doc 13.4). These items are shown in the table below.

Item	New Activity	Action to be undertaken by Reform WG 2022-2026
1	Prepare Four-Year Plan for the APPU	Reform WG and Bureau to develop and implement a strategy to develop a four-year plan for the 2026 Congress, commencing from the 2024 EC.
2	Implement an objective-setting and performance-assessment process, including the specific goals and objectives to be achieved by the Bureau	Reform WG, in consultation with Bureau, will assess the adoption of new practices by the UPU IB and other models and consider its applicability to the APPU context. Work to be completed in sufficient time for consideration at the 2024 EC.
3	Draft KPIs for Secretary General. Annual performance report	
4	Review and adjust, as appropriate, delegated levels of authority for expenditure (for clearance by EC and Governing Board)	Work to be incorporated into the review of the Acts of the Union by the Reform WG and completed alongside this work at the 2026 Congress.
5	Satisfaction survey to be undertaken annually of agreed stakeholders	Bureau will continually assess the list of stakeholders in order to improve APPU value for members and expand engagement, and update the Reform WG.

4. Resourcing this work

4.1 The experience in the Tehran Cycle was that collaboration between member countries (in the form of the Reform WG), an expert Reform Consultant, and the Bureau, was essential to successfully implementing operational and institutional reform. This model has again proven successful in the initial part of the Bangkok cycle to deliver the outcomes so far.

4.2 For the new actions being taken forward, a similar model will be adopted.

5. Conclusion

5.1 Substantial work has been undertaken by the Bureau since 1 January 2023. The assessment process undertaken earlier in 2023 highlighted much of this work, which has enabled many

items to be 'ticked off' as completed, either in their original form or as a result of analogous activities being undertaken.

- 5.2 The Bureau will continue to update members on its activities, including those envisioned under the work of the Tehran cycle, as part of its annual reporting and/or regular updates to members.
- 5.3 Taking note of the Congress Resolution C2/2022 on the continuation of the APPU governing documentation, and the desire expressed by Congress to continue to reform the APPU to continue improve its institutional strength and value for members, five items of work have emerged for the Bangkok cycle. These items are allocated for completion as a part of the overall workplan of the Reform WG, with the ongoing support of the Bureau.