



EXECUTIVE COUNCIL 2023

Key Focus Areas and Work Plan for the Bangkok Cycle of APPU

Memorandum by the APPU Bureau

1. Subject	References/ Paragraphs
Key Focus Areas, Work Plan, and Implementation Plan for the Bangkok Cycle of APPU	§ 1 to 4, Annex 1,2
2. Decisions expected The EC is invited to: - note approve the Key Focus Areas and Work Plan of the Union for the Bangkok Cycle. - note the implementation plan of the Work Plan for the years 2023-2026 - <u>note the Bureau will commence workplan activities in line with the Acts of the Union and report it to the 2024 Executive Council.</u> - <u>endorse the Bureau refining the document in consultation with member countries for consideration by the 2024 Executive Council.</u>	§ 1 to 4, Annex 1 § 3,4, Annex 2 <u>§ 3,4,</u>

1 Introduction:

1.1 This document:

- (i) informs the EC about the Key Focus Areas and Work Plan for the Bangkok Congress cycle of APPU and
- (ii) presents the Implementation Plan for the years 2023-2026 (Bangkok Congress Cycle).

2 Background:

2.1 While the Acts of the Union and the decisions of the Congress and Executive Council provide a broad understanding of the expectation of the Union, having detailed Work Plans for a specific period, such as the Congress Cycle, allows for measurable progress. During the 13th APPU Congress in 2023, no separate Work Plan was assigned to the Union for the ongoing Bangkok Cycle.

2.2 Recognizing the need for clear direction in the Union's work, under the direction of the Secretary-General, the APPU Bureau took the initiative to develop Key Focus Areas and Work Plans for the Union for the Bangkok Cycle spanning 2023-2026. In developing these plans, the APPU Bureau considered the Acts of the Union, current Union/ College activities, discussions during the 13th APPU Congress, member country expectations gathered from consultations, and the Abidjan Postal Strategy of the Universal Postal Union (UPU).

3 Key Focus Areas, Work Plan, and Implementation Plan:

3.1 Based on the activities carried out by the Union and alignment with member country expectations, 5 Key Focus Areas have been identified:

- (a) Strengthening of the Union
- (b) Capacity Building
- (c) Knowledge Centre
- (d) Facilitating Business through Posts
- (e) Strengthening of the APPU Bureau

3.2 Each Key Focus Area is further divided into several Work Plans, categorized under broad themes. In total, there are 105 Work Plans for the Bangkok Cycle. The implementation plan for each Work Plan spans a four-year period. While some Work Plans apply to all years, others are specific to certain years. Reference is invited to the annexed detailed implementation plan (Annexure 2), which outlines a total of 405 activities to be completed during the four-year Bangkok Cycle.

4 Progress on the Work Plan:

4.1 The Bureau will report progress on the Work Plan to each Executive Council meeting and Congress, starting from 2024 EC. The Work Plan is a live document, and modifications will be undertaken during the Cycle based on feedback from the member countries. The EC may authorize any modifications to the Work Plan and Implementation Plan.

**KEY FOCUS AREAS
AND WORK PLAN
FOR BANGKOK CYCLE OF
ASIAN-PACIFIC POSTAL
UNION
(2023-2026)**

Key Focus Area 1: Strengthening of the Union

WP 1.1: Enhancing Cooperation among Member Countries

WP 1.1.1: Increase the frequency and effectiveness of communication between the Union and member countries.

WP 1.1.2: Improve communication channels and mechanisms to facilitate effective collaboration between postal administrations worldwide and members of the Union.

WP 1.1.3: Successfully organize and conduct Executive Council meetings of the APPU to promote dialogue, decision-making, and strategic alignment among member countries.

WP 1.1.4: Successfully organize the APPU Congress.

WP 1.1.5: Successfully organize and execute APPU Extraordinary Congress (if deemed necessary by members), fostering swift decision-making and collective action.

WP 1.1.6: Expand the APPU membership to include more countries within the Asia-Pacific region.

WP 1.2: Enhancing Relations with UPU

WP 1.2.1: Conduct regular meetings with UPU leadership to provide updates on the affairs of the Union, to ensure effective communication and collaboration.

WP 1.2.2: Actively involve UPU leadership in major activities of the Union to enhance cooperation and to ensure alignment of UPU work plans and goals.

WP 1.2.3: Ensure timely dissemination of UPU communications to APPU member countries, facilitating information sharing, awareness, and engagement.

WP 1.2.4: Increase the Union's presence and active participation in the Council meetings of the UPU, strengthening representation and contribution to discussions & decisions.

WP 1.2.5: Organize and deliver UPU workshops and training programs at the APPU, promoting capacity building, knowledge transfer, and skill enhancement among member countries

WP 1.3: Strengthening Relations with Other Restricted Unions

WP 1.3.1: Organize annual meetings with major Restricted Unions of UPU to foster dialogue, collaboration, and mutual support.

WP 1.3.2: Facilitate APPU leadership's participation in the major activities of other Restricted Unions to enhance knowledge exchange, partnership development, and collective initiatives.

WP 1.3.3: Engage the leadership of other Restricted Unions in all major activities of APPU to enhance cooperation, inclusivity, and partnership development.

WP 1.3.4: Promote participation of APPU member countries in events organized by other Restricted Unions, fostering regional engagement.

WP 1.4: Enhancing Relations with Other International Organizations

WP 1.4.1: Strengthen the Union's relationship with other UN agencies in Bangkok through regular communication, collaboration, and joint initiatives.

WP 1.4.2: Strengthen the Union's relationship with other regional organizations in Bangkok, fostering partnerships, knowledge sharing, and coordinated efforts.

WP 1.4.3: Actively involve other international organizations in the annual meetings of APPU to promote knowledge exchange, cooperation, and collective action on shared challenges and opportunities.

WP 1.5: Engaging with the Wider Postal Sector Players

WP 1.5.1: Foster engagement with the Consultative Committee of the UPU to actively involve Wider Postal Sector Players in the activities of APPU, promoting collaboration, knowledge sharing, and joint initiatives.

WP 1.5.2: Conduct annual meetings with the leadership of the Consultative Committee to strengthen relations, discuss shared objectives, and explore opportunities for collaboration.

WP 1.5.3: Organize the APPU Postal Business Forum to provide a platform for dialogue, networking, and knowledge exchange among postal sector players and postal operators.

WP 1.5.4: Promote active participation of APPU in events organized by postal stakeholders, ensuring representation, knowledge acquisition, and fostering partnerships with industry players for mutual growth and progress.

WP 1.6: Establishing a Robust Legal Framework for the Union

WP 1.6.1: Undertake activities to update the Constitution of the APPU, ensuring it aligns with the objectives of the Union.

WP 1.6.2: Conduct activities to update the General Regulations of the APPU, enhancing clarity, effectiveness, and adherence to established standards and principles.

WP 1.6.3: Engage in activities to update the Rules of Procedures of the Congress, facilitating smooth proceedings, inclusivity, and productive outcomes.

WP 1.6.4: Carry out activities to update the Rules of Procedures of the Executive Council, ensuring streamlined processes, inclusivity, and efficient decision-making.

WP 1.6.5: Undertake activities to update the General Regulations of the APPU Bureau, establishing clear guidelines, responsibilities, and accountability mechanisms.

WP 1.6.6: Engage in activities to update the Financial Regulations of the APPU, ensuring sound financial management and compliance with relevant standards.

WP 1.6.7: Engage in activities to update the Staff Regulations of the APPU ensuring welfare of the staff and compliance with relevant standards.

WP 1.6.8: Successfully complete the update of all Acts of the Union, ensuring legal clarity, relevance, and consistency with current practices and objectives of the Union.

WP 1.6.9: Successfully complete the update of all other legal documents of the Union, ensuring accuracy, coherence, and effectiveness in supporting the Union's operations and objectives.

WP 1.7: Strengthening the Finances of the Union

WP 1.7.1: Implement measures to rationalize the expenditure of the Union, optimizing resource allocation, reducing unnecessary costs, and enhancing financial efficiency.

WP 1.7.2: Take actions to improve the health of the Administrative Section Reserve Fund, ensuring its adequacy, sustainability, and prudent financial management.

WP 1.7.3: Explore and establish new funding avenues for the activities of the Union, diversifying revenue sources, attracting sponsorships, and partnerships, and promoting financial sustainability.

Key Focus Area 2: Capacity Building

WP 2.1: Courses at the Asian Pacific Postal College (APPC)

WP 2.1.1: Organize a minimum of 40 weeks of training courses per year at the Asian Pacific Postal College to meet the learning needs of member countries.

WP 2.1.2: Collaborate with academia to enhance the training activities of the College, fostering knowledge exchange, expertise sharing, and enriched educational experiences.

WP 2.1.3: Continuously update and add new courses at the Asian Pacific Postal College to address the evolving demands and emerging trends in the postal market.

WP 2.2: Workshops at the Asian Pacific Postal College

WP 2.2.1: Organize a minimum of 12 weeks of workshops per year at the Asian Pacific Postal College, providing targeted and specialized training opportunities for postal professionals.

WP 2.2.2: Expand the range of workshops and conferences at the College to address the specific needs and challenges of the modern postal industry.

WP 2.2.3: Explore additional avenues for offering scholarships to member countries, enabling broader participation in the workshops and activities of the Asian Pacific Postal College.

WP 2.3: External Training Programs of the College

WP 2.3.1: Conduct External Training Programs in member countries, bringing the expertise and resources of the College to support capacity-building efforts at the regional level.

WP 2.3.2: Implement effective marketing strategies to promote External Training Programs outside the region, attracting a diverse range of participants and expanding the reach & impact of the College's activities.

WP 2.4: Involvement of Experts in Training Activities

WP 2.4.1: Engage UPU experts in the training activities of the Asian Pacific Postal College, leveraging their knowledge and experience to enhance the quality and relevance of the programs.

WP 2.4.2: Collaborate with academia to enrich the training activities of the College, incorporating the latest teaching principles.

WP 2.4.3: Foster the involvement of Wider Postal Sector Players (WPSPs) in the training activities of the College, promoting industry engagement, networking, and knowledge transfer.

WP 2.5: Program Enhancement at the Asian Pacific Postal College

WP 2.5.1: Establish a robust feedback mechanism with member countries to review and evaluate the courses offered at the Asian Pacific Postal College, ensuring alignment with their needs and expectations.

WP 2.5.2: Engage academia and experts in the revamping of courses at the College, incorporating the latest industry trends, emerging technologies, and relevant skill sets.

WP 2.5.3: Creating, maintaining, and enhancing a database of experts who can collaborate with the APPC in its training activities.

WP 2.5.4: Establish collaborative arrangements with member countries to enhance capacity-building

activities at the College, fostering joint initiatives and knowledge sharing.

WP 2.5.5: Encouraging countries outside the APPU membership to participate in the courses, workshops and ETPs organized by the College.

WP 2.6: Infrastructure Development of the Asian-Pacific Postal College

WP 2.6.1: Establish a robust feedback mechanism with the participants of courses and workshops at APPC to review the current infrastructure.

WP 2.6.2: Take steps to continuously improve the infrastructure at the APPC to meet the expectations of the participants and to make APPC an institute of excellence in postal capacity-building.

WP 2.7: Capacity Building of Lecturers

WP 2.7.1: Create avenues for continuous professional development and capacity-building opportunities for lecturers at the Asian Pacific Postal College, fostering their growth, expertise, and teaching capabilities.

WP 2.7.2: Encourage the participation of lecturers in workshops and seminars organized by the UPU, providing them with valuable learning experiences and exposure to global postal practices.

WP 2.7.3: Facilitate lecturers' participation in seminars and expos organized by postal sector stakeholders, promoting knowledge exchange, networking, and staying up-to-date with industry advancements.

WP 2.8: Financial Strengthening of the College

WP 2.8.1: Implement measures to rationalize expenditure in the activities of the College, optimizing resource allocation, and ensuring cost-effectiveness.

WP 2.8.2: Enhance the financial health of the Training Section Reserve Fund through prudent financial management and maintaining adequate reserves for the future.

WP 2.9: Coordination with the host country

WP 2.9.1: Organize regular meetings with the host country of the College to ensure the smooth functioning of the College and for better communication.

WP 2.9.2: Organize yearly Local Executive Council meeting of the Asian Pacific Postal College.

Key Focus Area 3: Knowledge Center

WP 3.1: Consultancy Services to Member Countries

WP 3.1.1: Offer consultancy services to member countries based on their specific needs and demands, providing expert guidance and support in the postal sector.

WP 3.1.2: Establish a comprehensive database of best practices in the postal sector from the region and beyond, facilitating knowledge sharing, and promoting excellence among member countries.

WP 3.2: Regional Technical Center Activities

WP 3.2.1: Provide technical assistance to member countries through the Regional Technical Center for Asia and the Pacific (RTCAP), addressing their technical challenges, promoting innovation, and fostering operational excellence based on demand.

WP 3.2.2: Expand the scope of training support provided by the RTCAP to include data quality and activity compliance fields, ensuring comprehensive and up-to-date technical support for member countries.

WP 3.2.3: Attend UPU Postal Technology Centre (PTC) training programs to acquire expertise in emerging technologies and assist member countries in their technology-related activities.

WP 3.2.4: Respond to member requests for specialist assignments, offering targeted assistance and expertise in areas requiring specialized knowledge or resources based on the available capacity.

WP 3.3: Sharing of Information with Other Regions

WP 3.3.1: Serve as a key point of information on postal activities in the region, facilitating the exchange of knowledge, best practices, success stories, and insights with the UPU and other regions.

WP 3.3.2: Represent the Asia-Pacific region in platforms dedicated to the dissemination of postal information, ensuring regional perspectives are adequately represented and shared.

WP 3.4: Research Activities

WP 3.4.1: Conduct research activities in the postal sector on behalf of the Union, exploring emerging trends, challenges, and opportunities to inform decision-making and policy development for the members.

WP 3.4.2: Publish research findings to disseminate valuable insights and information to member countries.

WP 3.4.3: Collaborate with organizations conducting postal research, fostering partnerships, knowledge exchange, and collective efforts in advancing the understanding and development of the postal sector.

WP 3.4.4: Develop and maintain a knowledge base that is relevant to the role and purpose of the Union, ensuring access to valuable resources, reports, and studies for the benefit of member countries.

WP 3.4.5: Research and propose opportunities for the postal sector to respond to government and regulatory requirements, advocating for favorable policies and strategies that enhance the growth and sustainability of the sector.

WP 3.5: Dissemination of Information through Regular Updates to Members

WP 3.5.1: Publish monthly Newsletters to provide member countries with regular updates, insights, and knowledge sharing on key developments, industry trends, and best practices.

WP 3.5.2: Disseminate information through a “Knowledge Center” portal on the APPU website, offering a centralized platform for members to access relevant resources, reports, and publications.

WP 3.5.3: Provide regular updates on the latest developments in strategy and business management, ensuring member countries are well-informed and equipped with up-to-date information to drive effective decision-making and operational efficiency.

Key Focus Area 4: Facilitating Business through Posts

WP 4.1: Institutional Mechanism for Business Promotion through Posts

WP 4.1.1: Establishing an institutional mechanism within the APPU framework dedicated to promoting business opportunities through postal services, facilitating collaboration and coordination among member countries and operators, if decided so by the Congress

WP 4.1.2: Creating avenues within the APPU framework to enable seamless cross-border e-commerce business, ensuring efficient and secure transactions across the region.

WP 4.2: Business Promotion through Collaboration with Operators

WP 4.2.1: Developing a collaborative platform for postal operators to foster business promotion, encouraging partnerships, knowledge exchange, and joint initiatives.

WP 4.2.2: Initiating efforts to enhance the flow of mail by developing platforms and mechanisms that streamline processes and enable efficient mail delivery.

WP 4.2.3: Implementing measures to improve the Quality of Service (QoS) for mail, focusing on enhancing reliability, speed, and accuracy in mail delivery.

WP 4.2.4: Assisting postal operators in developing and implementing UPU projects that enhance the QoS of mail services, ensuring compliance with international standards.

WP 4.2.5: Acting as the regional interface for the certification of UPU projects for operators in the region, as required by UPU regulations, to promote consistent service quality on a demand basis.

WP 4.3: Business Promotion through Collaboration with Regulators

WP 4.3.1: Establishing a collaborative platform for regulators to work together in creating enabling legal provisions and frameworks that promote business growth and innovation in the postal sector.

WP 4.3.2: Assisting Ministries and Regulators in their efforts towards postal reforms, providing support and guidance based on specific needs and demands.

WP 4.3.3: Assisting Ministries and Regulators in fulfilling their mandates related to the United Nations Sustainable Development Goals (SDGs), promoting sustainable practices and responsible growth in the postal sector.

WP 4.4: Development and Promotion of Products and Services

WP 4.4.1: Assisting member countries in the development and maintenance of products and services that align with the evolving needs of modern markets, offering tailored support, based on demand.

WP 4.4.2: Creating opportunities for the promotion of region-specific products and services, enabling integration with the global market and showcasing the unique offerings of the Asia-Pacific region, if decided so by the member countries.

WP 4.5: Promoting Start-ups in the Postal Sector

WP 4.5.1: Providing platforms and avenues for start-ups in the postal sector to collaborate and associate with established postal operators, fostering innovation and entrepreneurial growth.

WP 4.5.2: Disseminating UPU's legal framework and guidelines to start-ups, ensuring they have access to the necessary information and requirements for engaging with postal operators effectively, on a

demand basis.

WP 4.6: Improving Business Avenues

WP 4.6.1: Taking proactive actions to promote philately, raising awareness, and organizing initiatives that encourage the collection and appreciation of postage stamps.

WP 4.6.2: Taking proactive actions to promote postal financial services, highlighting the benefits and convenience of utilizing postal networks for financial transactions, including savings, remittances, and payment services.

Key Focus Area 5: Strengthening the APPU Bureau

WP 5.1 Enhancing Organizational Efficiency and Effectiveness of the APPU Bureau

WP 5.1.1 Conduct comprehensive review of existing processes within the Bureau and identify areas for improvement.

WP 5.1.2 Streamline workflows and establish standardized procedures to enhance efficiency and reduce redundancy.

WP 5.1.3 Implement a performance management system to set clear performance expectations and goals for staff members.

WP 5.1.4 Establish regular performance reviews and feedback mechanisms to monitor progress and provide guidance for improvement.

WP 5.2 Improving HR Practices and Employee Well-being

WP 5.2.1 Foster a positive and inclusive work culture that values diversity and promotes employee engagement.

WP 5.2.2 Identify opportunities for professional development and career advancement to motivate and retain talented employees.

WP 5.2.3 Identify training needs and design targeted learning programs to enhance the skills and competencies of Bureau staff. Foster a culture of continuous learning and knowledge sharing within the Bureau.

WP 5.3 Engaging Experts and Consultants

WP 5.3.1 Identify areas where external expertise can add value to Bureau operations.

WP 5.3.2 Develop strategies to engage experts and consultants to provide specialized knowledge and advice.

WP 5.3.3 Engage with member countries to identify experts in the identified areas.

WP 5.3.4 Collaborate with consultants on specific projects or initiatives to leverage their expertise and experience. Monitor and evaluate the progress and outcomes of consultant engagements to ensure effective utilization of resources.

WP 5.4 Collaboration with Stakeholders

WP 5.4.1 Strengthen partnerships and collaborations with external stakeholders, such as other postal organizations, industry experts, and academic institutions.

WP 5.4.2 Facilitate knowledge exchange and information sharing through joint sessions, workshops, and conferences.

WP 5.4.3 Leverage external expertise to stay updated on industry trends and best practices and incorporate them into Bureau operations.

Implementation Plan

Note: If an item has an “X” mark next to it for a specific year, it indicates that the item is scheduled for implementation in that particular year.

Key Focus Area 1: Strengthening of the Union

WP 1.1: Enhancing Cooperation among Member Countries

Work Plan	Objective	2023	2024	2025	2026
WP 1.1.1	Increase the frequency and effectiveness of communication between the Union and member countries	X	X	X	X
WP 1.1.2	Improve communication channels and mechanisms to facilitate effective collaboration between postal administrations worldwide and members of the Union	X	X	X	X
WP 1.1.3	Successfully organize and conduct Executive Council meetings of the APPU to promote dialogue, decision-making, and strategic alignment among member countries	X	X	X	X
WP 1.1.4	Successfully organize the APPU Congress				X
WP 1.1.5	Successfully organize and execute APPU Extraordinary Congress (if deemed necessary by members), fostering swift decision-making and collective action		X		
WP 1.1.6	Expand the APPU membership to include more countries within the Asia-Pacific region	X		X	

WP 1.2: Enhancing Relations with UPU

Work Plan	Objective	2023	2024	2025	2026
WP 1.2.1	Conduct regular meetings with UPU leadership to provide updates on the affairs of the Union, to ensure effective communication and collaboration	X	X	X	X
WP 1.2.2	Actively involve UPU leadership in major activities of the Union to enhance cooperation and to ensure alignment of UPU work plans and goals	X	X	X	X

WP 1.2.3	Ensure timely dissemination of UPU communications to APPU member countries, facilitating information sharing, awareness, and engagement	X	X	X	X
WP 1.2.4	Increase the Union's presence and active participation in the Council meetings of the UPU, strengthening representation and contribution to discussions & decisions	X	X	X	X
WP 1.2.5	Organize and deliver UPU workshops and training programs at the APPU, promoting capacity building, knowledge transfer, and skill enhancement among member countries	X	X	X	X

WP 1.3: Strengthening Relations with Other Restricted Unions

Work Plan	Objective	2023	2024	2025	2026
WP 1.3.1	Organize annual meetings with major Restricted Unions of UPU to foster dialogue, collaboration, and mutual support	X	X	X	X
WP 1.3.2	Facilitate APPU leadership's participation in the major activities of other Restricted Unions to enhance knowledge exchange, partnership development, and collective initiatives	X	X	X	X
WP 1.3.3	Engage the leadership of other Restricted Unions in all major activities of APPU to enhance cooperation, inclusivity, and partnership development	X	X	X	X
WP 1.3.4	Promote participation of APPU member countries in events organized by other Restricted Unions, fostering regional engagement	X	X	X	X

WP 1.4: Enhancing Relations with Other International Organizations

Work Plan	Objective	2023	2024	2025	2026
WP 1.4.1	Strengthen the Union's relationship with other UN agencies in Bangkok through regular communication, collaboration, and joint initiatives	X	X	X	X
WP 1.4.2	Strengthen the Union's relationship with other regional organizations in Bangkok, fostering partnerships, knowledge sharing, and coordinated efforts	X	X	X	X

WP 1.4.3	Actively involve other international organizations in the annual meetings of APPU to promote knowledge exchange, cooperation, and collective action on shared challenges and opportunities	X	X	X	X
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WP 1.5: Engaging with the Wider Postal Sector Players

Work Plan	Objective	2023	2024	2025	2026
WP 1.5.1	Foster engagement with the Consultative Committee of the UPU to actively involve Wider Postal Sector Players in the activities of APPU, promoting collaboration, knowledge sharing, and joint initiatives	X	X	X	X
WP 1.5.2	Conduct annual meetings with the leadership of the Consultative Committee to strengthen relations, discuss shared objectives, and explore opportunities for collaboration	X	X	X	X
WP 1.5.3	Organize the APPU Postal Business Forum to provide a platform for dialogue, networking, and knowledge exchange among postal sector players and postal operators	X	X	X	X
WP 1.5.4	Promote active participation of APPU in events organized by postal stakeholders, ensuring representation, knowledge acquisition, and fostering partnerships with industry players for mutual growth and progress	X	X	X	X

WP 1.6: Establishing a Robust Legal Framework for the Union

Work Plan	Objective	2023	2024	2025	2026
WP 1.6.1	Undertake activities to update the Constitution of the APPU, ensuring it aligns with the objectives of the Union	X	X	X	X
WP 1.6.2	Conduct activities to update the General Regulations of the APPU, enhancing clarity, effectiveness, and adherence to established standards and principles	X	X	X	X
WP 1.6.3	Engage in activities to update the Rules of Procedures of the Congress, facilitating smooth proceedings, inclusivity, and productive outcomes	X	X	X	X

WP 1.6.4	Carry out activities to update the Rules of Procedures of the Executive Council, ensuring streamlined processes, inclusivity, and efficient decision-making	X	X	X	X
WP 1.6.5	Undertake activities to update the General Regulations of the APPU Bureau, establishing clear guidelines, responsibilities, and accountability mechanisms	X	X	X	X
WP 1.6.6	Engage in activities to update the Financial Regulations of the APPU, ensuring sound financial management and compliance with relevant standards	X	X	X	X
WP 1.6.7	Engage in activities to update the Staff Regulations of the APPU ensuring welfare of the staff and compliance with relevant standards	X	X	X	X
WP 1.6.8	Successfully complete the update of all Acts of the Union, ensuring legal clarity, relevance, and consistency with current practices and objectives of the Union				X
WP 1.6.9	Successfully complete the update of all other legal documents of the Union, ensuring accuracy, coherence, and effectiveness in supporting the Union's operations and objectives				X

WP 1.7: Strengthening the Finances of the Union

Work Plan	Objective	2023	2024	2025	2026
WP 1.7.1	Implement measures to rationalize the expenditure of the Union, optimizing resource allocation, reducing unnecessary costs, and enhancing financial efficiency	X	X	X	X
WP 1.7.2	Take actions to improve the health of the Administrative Section Reserve Fund, ensuring its adequacy, sustainability, and prudent financial management	X	X	X	X
WP 1.7.3	Explore and establish new funding avenues for the activities of the Union, diversifying revenue sources, attracting sponsorships, and partnerships, and promoting financial sustainability	X	X	X	X

Key Focus Area 2: Capacity Building

WP 2.1: Courses at the Asian Pacific Postal College (APPC)

Work Plan	Objective	2023	2024	2025	2026
WP 2.1.1	Organize a minimum of 30 weeks of training courses per year at the Asian Pacific Postal College to meet the learning needs of member countries	X	X	X	X
WP 2.1.2	Collaborate with academia to enhance the training activities of the College, fostering knowledge exchange, expertise sharing, and enriched educational experiences	X	X	X	X
WP 2.1.3	Continuously update and add new courses at the Asian Pacific Postal College to address the evolving demands and emerging trends in the postal market	X	X	X	X

WP 2.2: Workshops at the Asian Pacific Postal College

Work Plan	Objective	2023	2024	2025	2026
WP 2.2.1	Organize a minimum of 10 weeks of workshops per year at the Asian Pacific Postal College, providing targeted and specialized training opportunities for postal professionals	X	X	X	X
WP 2.2.2	Expand the range of workshops and conferences at the College to address the specific needs and challenges of the modern postal industry	X	X	X	X
WP 2.2.3	Explore additional avenues for offering scholarships to member countries, enabling broader participation in the workshops and activities of the Asian Pacific Postal College	X	X	X	X

WP 2.3: External Training Programs of the College

Work Plan	Objective	2023	2024	2025	2026
WP 2.3.1	Conduct External Training Programs in member countries, bringing the expertise and resources of the College to support capacity-building efforts at the regional level	X	X	X	X
WP 2.3.2	Implement effective marketing strategies to promote External Training Programs outside the region, attracting a diverse range of participants and expanding the reach & impact of the College's activities	X	X	X	X

WP 2.4: Involvement of Experts in Training Activities

Work Plan	Objective	2023	2024	2025	2026
WP 2.4.1	Engage UPU experts in the training activities of the Asian Pacific Postal College, leveraging their knowledge and experience to enhance the quality and relevance of the programs	X	X	X	X
WP 2.4.2	Collaborate with academia to enrich the training activities of the College, incorporating the latest teaching principles	X	X	X	X
WP 2.4.3	Foster the involvement of Wider Postal Sector Players (WPSPs) in the training activities of the College, promoting industry engagement, networking, and knowledge transfer	X	X	X	X

WP 2.5: Program Enhancement at the Asian Pacific Postal College

Work Plan	Objective	2023	2024	2025	2026
WP 2.5.1	Establish a robust feedback mechanism with member countries to review and evaluate the courses offered at the Asian Pacific Postal College, ensuring alignment with their needs and expectations	X	X	X	X
WP 2.5.2	Engage academia and experts in the revamping of courses at the College, incorporating the latest industry trends, emerging technologies, and relevant skill sets	X	X	X	X
WP 2.5.3	Creating, maintaining, and enhancing a database of experts who can collaborate with the APPC in its training activities	X	X	X	X
WP 2.5.4	Establish collaborative arrangements with member countries to enhance capacity-building activities at the College, fostering joint initiatives and knowledge sharing	X	X	X	X
WP 2.5.5	Encouraging countries outside the APPU membership to participate in the courses, workshops, and ETPs organized by the College	X	X	X	X

WP 2.6: Infrastructure Development of the Asian-Pacific Postal College

Work Plan	Objective	2023	2024	2025	2026
WP 2.6.1	Establish a robust feedback mechanism with the participants of courses and workshops at APPC to review the current infrastructure	X	X	X	X

WP 2.6.2	Take steps to continuously improve the infrastructure at the APPC to meet the expectations of the participants and to make APPC an institute of excellence in postal capacity-building	X	X	X	X
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WP 2.7: Capacity Building of Lecturers

Work Plan	Objective	2023	2024	2025	2026
WP 2.7.1	Create avenues for continuous professional development and capacity-building opportunities for lecturers at the Asian Pacific Postal College, fostering their growth, expertise, and teaching capabilities	X	X	X	X
WP 2.7.2	Encourage the participation of lecturers in workshops and seminars organized by the UPU, providing them with valuable learning experiences and exposure to global postal practices	X	X	X	X
WP 2.7.3	Facilitate lecturers' participation in seminars and expos organized by postal sector stakeholders, promoting knowledge exchange, networking, and staying up-to-date with industry advancements	X	X	X	X

WP 2.8: Financial Strengthening of the College

Work Plan	Objective	2023	2024	2025	2026
WP 2.8.1	Implement measures to rationalize expenditure in the activities of the College, optimizing resource allocation, and ensuring cost-effectiveness	X	X	X	X
WP 2.8.2	Enhance the financial health of the Training Section Reserve Fund through prudent financial management and maintaining adequate reserves for the future	X	X	X	X

WP 2.9: Coordination with the host country

Work Plan	Objective	2023	2024	2025	2026
WP 2.9.1	Organize regular meetings with the host country of the College to ensure the smooth functioning of the College and for better communication	X	X	X	X
WP 2.9.2	Organize yearly Local Executive Council meeting of the Asian Pacific Postal College	X	X	X	X

Key Focus Area 3: Knowledge Center

WP 3.1: Consultancy Services to Member Countries

Work Plan	Objective	2023	2024	2025	2026
WP 3.1.1	Offer consultancy services to member countries based on their specific needs and demands, providing expert guidance and support in the postal sector	X	X	X	X
WP 3.1.2	Establish a comprehensive database of best practices in the postal sector from the region and beyond, facilitating knowledge sharing and promoting excellence among member countries	X	X	X	X

WP 3.2: Regional Technical Center Activities

Work Plan	Objective	2023	2024	2025	2026
WP 3.2.1	Provide technical assistance to member countries through the Regional Technical Center for Asia and the Pacific (RTCAP), addressing their technical challenges, promoting innovation, and fostering operational excellence based on demand	X	X	X	X
WP 3.2.2	Expand the scope of training support provided by the RTCAP to include data quality and activity compliance fields, ensuring comprehensive and up-to-date technical support for member countries	X	X	X	X
WP 3.2.3	Attend UPU Postal Technology Centre (PTC) training programs to acquire expertise in emerging technologies and assist member countries in their technology-related activities	X	X	X	X
WP 3.2.4	Respond to member requests for specialist assignments, offering targeted assistance and expertise in areas requiring specialized knowledge or resources based on the available capacity	X	X	X	X

WP 3.3: Sharing of Information with Other Regions

Work Plan	Objective	2023	2024	2025	2026
WP 3.3.1	Serve as a key point of information on postal activities in the region, facilitating the exchange of knowledge, best practices, success stories, and insights with the UPU and other regions	X	X	X	X

WP 3.3.2	Represent the Asia-Pacific region in platforms dedicated to the dissemination of postal information, ensuring regional perspectives are adequately represented and shared	X	X	X	X
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WP 3.4: Research Activities

Work Plan	Objective	2023	2024	2025	2026
WP 3.4.1	Conduct research activities in the postal sector on behalf of the Union, exploring emerging trends, challenges, and opportunities to inform decision-making and policy development for the members	X	X	X	X
WP 3.4.2	Publish research findings to disseminate valuable insights and information to member countries	X	X	X	X
WP 3.4.3	Collaborate with organizations conducting postal research, fostering partnerships, knowledge exchange, and collective efforts in advancing the understanding and development of the postal sector	X	X	X	X
WP 3.4.4	Develop and maintain a knowledge base that is relevant to the role and purpose of the Union, ensuring access to valuable resources, reports, and studies for the benefit of member countries	X	X	X	X
WP 3.4.5	Research and propose opportunities for the postal sector to respond to government and regulatory requirements, advocating for favorable policies and strategies that enhance the growth and sustainability of the sector	X	X	X	X

WP 3.5: Dissemination of Information through Regular Updates to Members

Work Plan	Objective	2023	2024	2025	2026
WP 3.5.1	Publish monthly Newsletters to provide member countries with regular updates, insights, and knowledge sharing on key developments, industry trends, and best practices	X	X	X	X
WP 3.5.2	Disseminate information through a "Knowledge Center" portal on the APPU website, offering a centralized platform for members to access relevant resources, reports, and publications	X	X	X	X

WP 3.5.3	Provide regular updates on the latest developments in strategy and business management, ensuring member countries are well-informed and equipped with up-to-date information to drive effective decision-making and operational efficiency	X	X	X	X
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Key Focus Area 4: Facilitating Business through Posts

WP 4.1: Institutional Mechanism for Business Promotion through Posts

Work Plan	Objective	2023	2024	2025	2026
WP 4.1.1	Establishing an institutional mechanism within the APPU framework dedicated to promoting business opportunities through postal services, facilitating collaboration and coordination among member countries and operators, if decided so by the Congress		X	X	X
WP 4.1.2	Creating avenues within the APPU framework to enable seamless cross-border e-commerce business, ensuring efficient and secure transactions across the region	X	X	X	X

WP 4.2: Business Promotion through Collaboration with Operators

Work Plan	Objective	2023	2024	2025	2026
WP 4.2.1	Developing a collaborative platform for postal operators to foster business promotion, encouraging partnerships, knowledge exchange, and joint initiatives	X	X	X	X
WP 4.2.2	Initiating efforts to enhance the flow of mail by developing platforms and mechanisms that streamline processes and enable efficient mail delivery	X	X	X	X
WP 4.2.3	Implementing measures to improve the Quality of Service (QoS) for mail, focusing on enhancing reliability, speed, and accuracy in mail delivery	X	X	X	X
WP 4.2.4	Assisting postal operators in developing and implementing UPU projects that enhance the QoS of mail services, ensuring compliance with international standards	X	X	X	X
WP 4.2.5	Acting as the regional interface for the certification of UPU projects for operators in the region, as required by UPU regulations, to promote consistent service quality on a demand basis	X	X	X	X

WP 4.3: Business Promotion through Collaboration with Regulators

Work Plan	Objective	2023	2024	2025	2026
WP 4.3.1	Establishing a collaborative platform for regulators to work together in creating enabling legal provisions and frameworks that promote business growth and innovation in the postal sector	X	X	X	X
WP 4.3.2	Assisting Ministries and Regulators in their efforts towards postal reforms, providing support and guidance based on specific needs and demands	X	X	X	X
WP 4.3.3	Assisting Ministries and Regulators in fulfilling their mandates related to the United Nations Sustainable Development Goals (SDGs), promoting sustainable practices and responsible growth in the postal sector	X	X	X	X

WP 4.4: Development and Promotion of Products and Services

Work Plan	Objective	2023	2024	2025	2026
WP 4.4.1	Assisting member countries in the development and maintenance of products and services that align with the evolving needs of modern markets, offering tailored support, based on demand	X	X	X	X
WP 4.4.2	Creating opportunities for the promotion of region-specific products and services, enabling integration with the global market, and showcasing the unique offerings of the Asia-Pacific region, if decided so by the member countries	X	X	X	X

WP 4.5: Promoting Start-ups in the Postal Sector

Work Plan	Objective	2023	2024	2025	2026
WP 4.5.1	Providing platforms and avenues for start-ups in the postal sector to collaborate and associate with established postal operators, fostering innovation and entrepreneurial growth	X	X	X	X
WP 4.5.2	Disseminating UPU's legal framework and guidelines to start-ups, ensuring they have access to the necessary information and requirements for engaging with postal operators effectively, on a demand basis	X	X	X	X

WP 4.6: Improving Business Avenues

Work Plan	Objective	2023	2024	2025	2026
WP 4.6.1	Taking proactive actions to promote philately, raising awareness, and organizing initiatives that encourage the collection and appreciation of postage stamps	X	X	X	X
WP 4.6.2	Taking proactive actions to promote postal financial services, highlighting the benefits and convenience of utilizing postal networks for financial transactions, including savings, remittances, and payment services	X	X	X	X

Key Focus Area 5: Strengthening the APPU Bureau**WP 5.1 Enhancing Organizational Efficiency and Effectiveness of the APPU Bureau**

Work Plan	Objective	2023	2024	2025	2026
WP 5.1.1	Conduct comprehensive review of existing processes within the Bureau and identify areas for improvement	X	X	X	X
WP 5.1.2	Streamline workflows and establish standardized procedures to enhance efficiency and reduce redundancy	X	X	X	X
WP 5.1.3	Implement a performance management system to set clear performance expectations and goals for staff members	X	X	X	X
WP 5.1.4	Establish regular performance reviews and feedback mechanisms to monitor progress and provide guidance for improvement	X	X	X	X

WP 5.2 Improving HR Practices and Employee Well-being

Work Plan	Objective	2023	2024	2025	2026
WP 5.2.1	Foster a positive and inclusive work culture that values diversity and promotes employee engagement	X	X	X	X
WP 5.2.2	Identify opportunities for professional development and career advancement to motivate and retain talented employees	X	X	X	X

WP 5.2.3	Identify training needs and design targeted learning programs to enhance the skills and competencies of Bureau staff. Foster a culture of continuous learning and knowledge sharing within the Bureau	X	X	X	X
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WP 5.3 Engaging Experts and Consultants

Work Plan	Objective	2023	2024	2025	2026
WP 5.3.1	Identify areas where external expertise can add value to Bureau operations	X	X	X	X
WP 5.3.2	Develop strategies to engage experts and consultants to provide specialized knowledge and advice	X	X	X	X
WP 5.3.3	Engage with member countries to identify experts in the identified areas	X	X	X	X
WP 5.3.4	Collaborate with consultants on specific projects or initiatives to leverage their expertise and experience. Monitor and evaluate the progress and outcomes of consultant engagements to ensure the effective utilization of resources	X	X	X	X

WP 5.4 Collaboration with Stakeholders

Work Plan	Objective	2023	2024	2025	2026
WP 5.4.1	Strengthen partnerships and collaborations with external stakeholders, such as other postal organizations, industry experts, and academic institutions	X	X	X	X
WP 5.4.2	Facilitate knowledge exchange and information sharing through joint sessions, workshops, and conferences	X	X	X	X
WP 5.4.3	Leverage external expertise to stay updated on industry trends and best practices, and incorporate them into Bureau operations	X	X	X	X