



UPU activities and projects in Asia-Pacific

Mr. Thakur Subhash Sinha
Coordinator, Asia-Pacific and South-South Cooperation



What do we do?



- We take care of 36 UPU member countries in Asia-Pacific;

- We fulfill their needs by implementing the development projects, which meet their national priorities, UPU's Postal Strategy, and the UN 2030 Agenda for Sustainable Development;

- Our activities:
 - consultancy missions;
 - capacity building;
 - training workshops;
 - equipment procurement;
 - individual training activities and many more;



"The global postal network is only as strong as its weakest link."

UPU Director General Masahiko Metoki

Our objectives for Asia-Pacific



Our priority is to reduce postal development gaps in Asia-Pacific by:

- Supporting national and regional development efforts;
- Strengthening institutional and technical capacities;
- Improving the exchange of experience and know-how among developing countries;
- Responding to the specific challenges of developing countries;
- Increasing the impact of international cooperation and UPU's effectiveness in the region;

Bringing the UPU closer to its member countries

- Under its new Regional Development Policy, the UPU enhances its role and global geographic presence by setting up more regional offices and thus becoming closer to its member countries;
- Apart from its office in **Bangkok, Thailand**, two new UPU regional offices were successfully established in 2023: in **Suva, Fiji**, and **New Delhi, India**;
- The PAP team is actively involving its 3 regional project experts (RPEs) in UPU's activities;





17
PARTNERSHIPS
FOR THE GOALS



Inauguration of the UPU Regional Office in Suva, Fiji

EC 2024 Doc 7
Published on 12 August 2024



An important milestone in the history of the UPU: the inauguration of the new UPU Regional Office in Suva, Fiji, 23 May 2023



17
PARTNERSHIPS
FOR THE GOALS



Inauguration of the UPU Regional Office in New Delhi, India

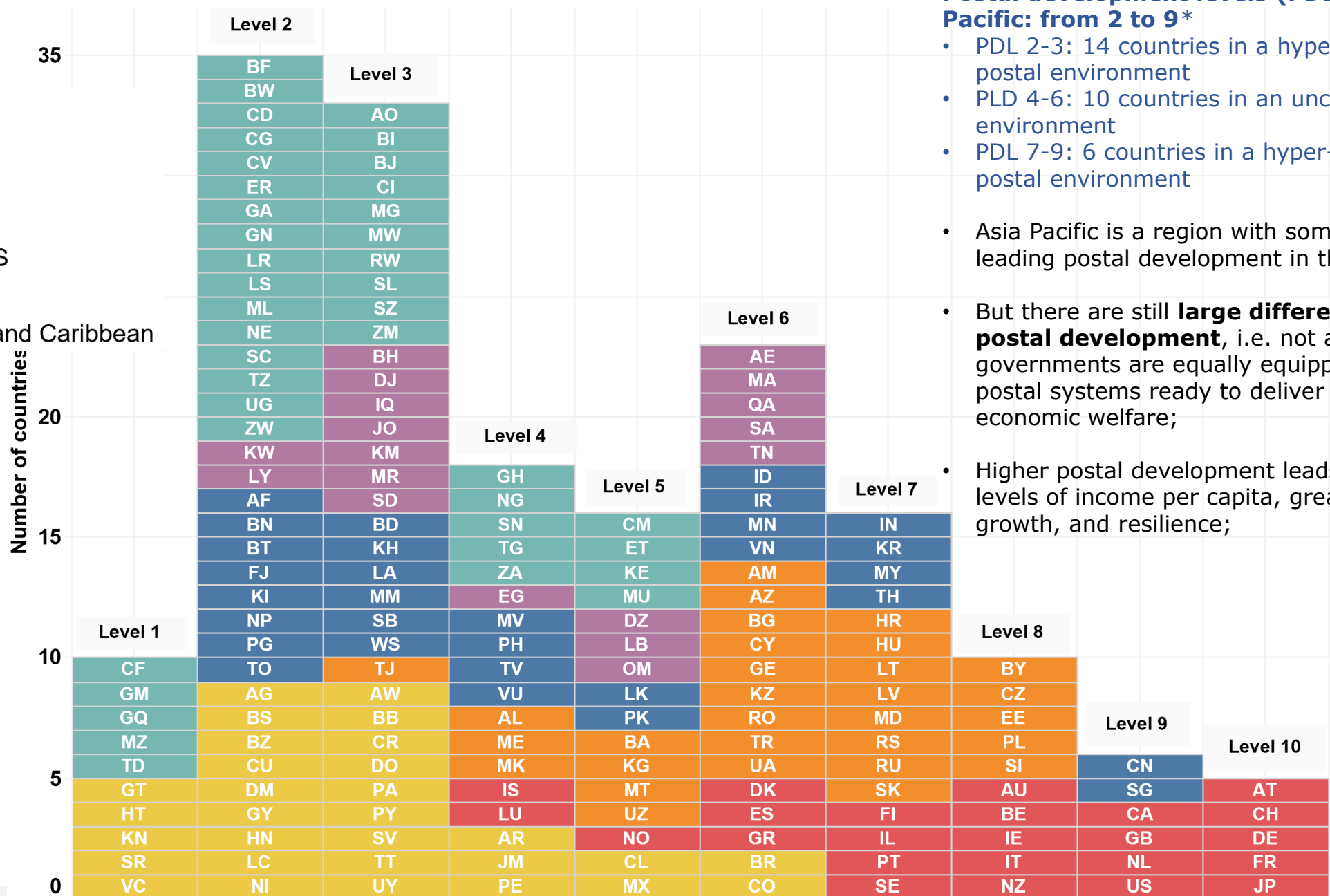
EC 2024 Doc 7
Published on 12 August 2024



A special stamp cancellation ceremony took place on the occasion of the New Delhi office inauguration on 19 July 2023



Global postal development level distribution by region



Postal development levels (PDLs) in Asia-Pacific: from 2 to 9*

- PDL 2-3: 14 countries in a hyper-destructive postal environment
- PDL 4-6: 10 countries in an unclear postal environment
- PDL 7-9: 6 countries in a hyper-collaborative postal environment
- Asia Pacific is a region with some countries leading postal development in the world;
- But there are still **large differences in postal development**, i.e. not all governments are equally equipped with postal systems ready to deliver greater economic welfare;
- Higher postal development leads to higher levels of income per capita, greater economic growth, and resilience;



*Source: "State of the Postal Sector 2023" Report on www.upu.int

Integrated Index for Postal Development (2IPD) score in Asia-Pacific:
30.6 / 100 (+ 7.00)*

Reliability

Assesses the **development** of **quality of service** from a **speed** and **predictability** perspective

(Delivery speed; Variation in delivery times; Customs clearance; Differences between product categories)

Reach

Evaluates the **level of postal connectivity** with the rest of the world from an **outbound perspective**

(Outbound partners and volumes exchanged with them; Number of active routes; Differences between product categories)

Relevance

Measures the **relative success** of different postal **business models** from a **demand perspective**

(Volume and revenue impacts from letter post, parcels, logistics, financial services, and international postal business)

Resilience

Estimates the **postal capacity** to overcome economic, social, technology, and environmental **shocks in a sustainable way**

(Business diversification; Innovation and digitization maturity; Carbon footprint)

The 4Rs

Scores in 2022

Catch-up stars in 2022

37.3 / 100
(32.2 for the world)

Thailand:
100 / 100

- Indonesia
- Mongolia
- Myanmar
- Samoa
- Solomon Islands
- Sri Lanka
- Tuvalu
- Vanuatu
- Vietnam

23.1 / 100
(25.1 for the world)

China (People's Rep.):
89.4 / 100

- Indonesia
- Myanmar
- Samoa
- Sri Lanka
- Tuvalu
- Vanuatu

5.0 / 100
(3.0 for the world)

China (People's Rep.):
94.6 / 100

- Indonesia
- Tuvalu

49.5 / 100
(56.6 for the world)

Singapore:
92.6 / 100

- Bangladesh
- Myanmar

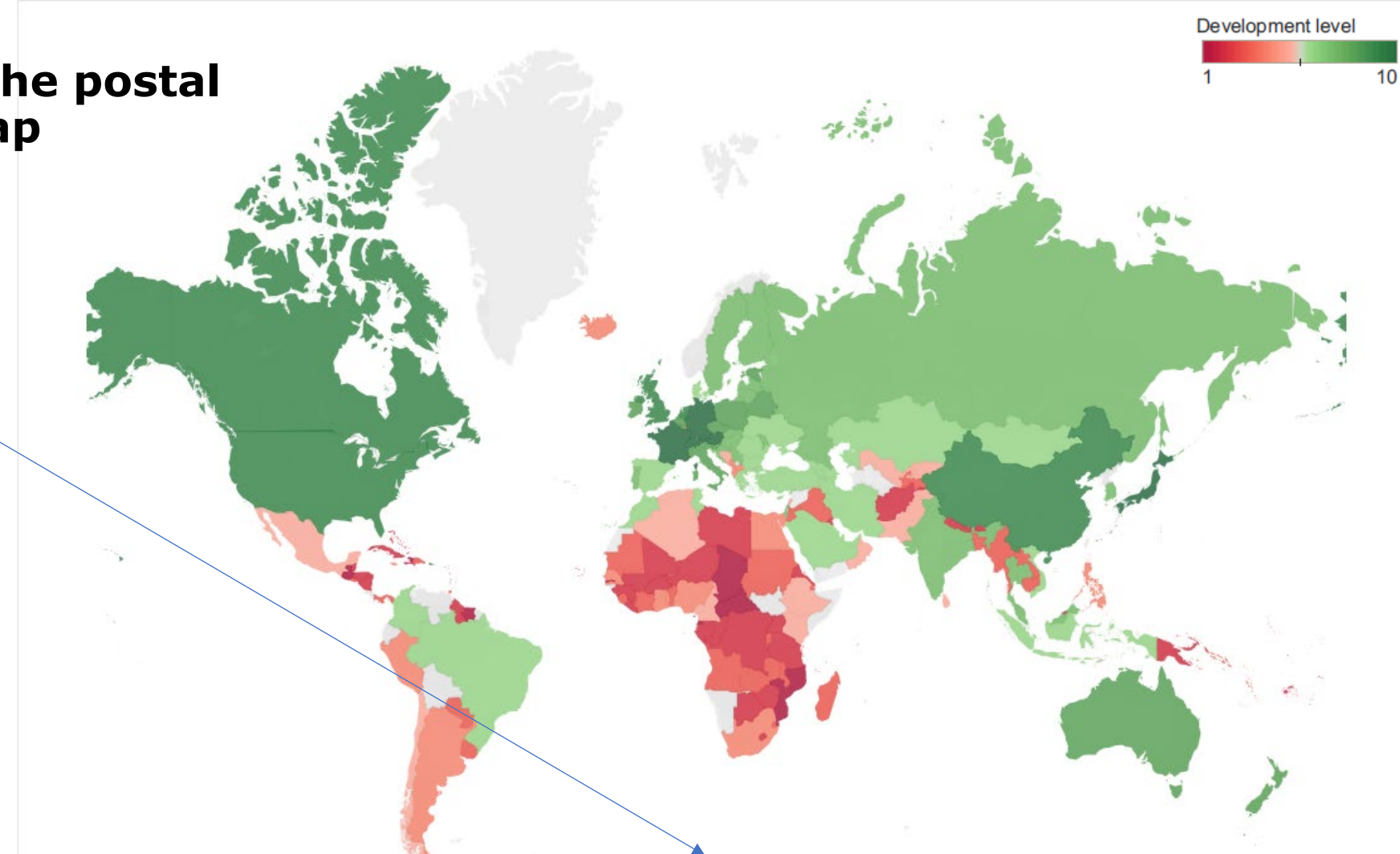


*Source: "State of the Postal Sector 2023" Report on www.upu.int



Asia-Pacific on the postal development map

- Among all regions, **Asia-Pacific comes third in postal development**, after ICs and Europe & CIS*;
- Asia-Pacific provides high-quality data for evaluating postal development. Good data allows for better measurement and enables progress;
- To deepen the understanding of the Integrated Index for Postal Development 2IPD as a measurement tool, the first 2IPD virtual workshop was held in Nov. 2023;
- In 2024, two online sessions were held on 27-28 June;



	Africa	Arab countries	Asia-Pacific	Europe and CIS	Latin America and Caribbean	Industrialized countries	World
Average 2IPD score	19.1	31.9	34.0	52.7	19.6	68.9	36.0
Average 2IPD score change (2021–2022)	-0.3	2.7	2.7	1.1	-0.1	-1.5	0.6
Median 2IPD score	15.7	31.0	30.6	53.9	18.2	69.3	31.8
Median reliability score	4.8	44.8	37.3	79.9	11.7	86.6	32.2
Median reach score	4.7	26.0	23.1	43.5	11.4	68.2	25.1
Median relevance score	0.3	1.0	5.0	12.2	2.3	27.7	3.0
Median resilience score	52.9	52.8	49.5	73.8	43.5	84.7	56.6
Median PDL	2	4	4	6	3	8	4
Percentage of countries in PDL 1, 2 or 3	77.5%	50.0%	46.7%	3.3%	76.7%	0.0%	45.3%
Highest PDL	5	6	9	8	6	10	10

*Source: "State of the Postal Sector 2023" Report on www.upu.int



Asia-Pacific postal income trends

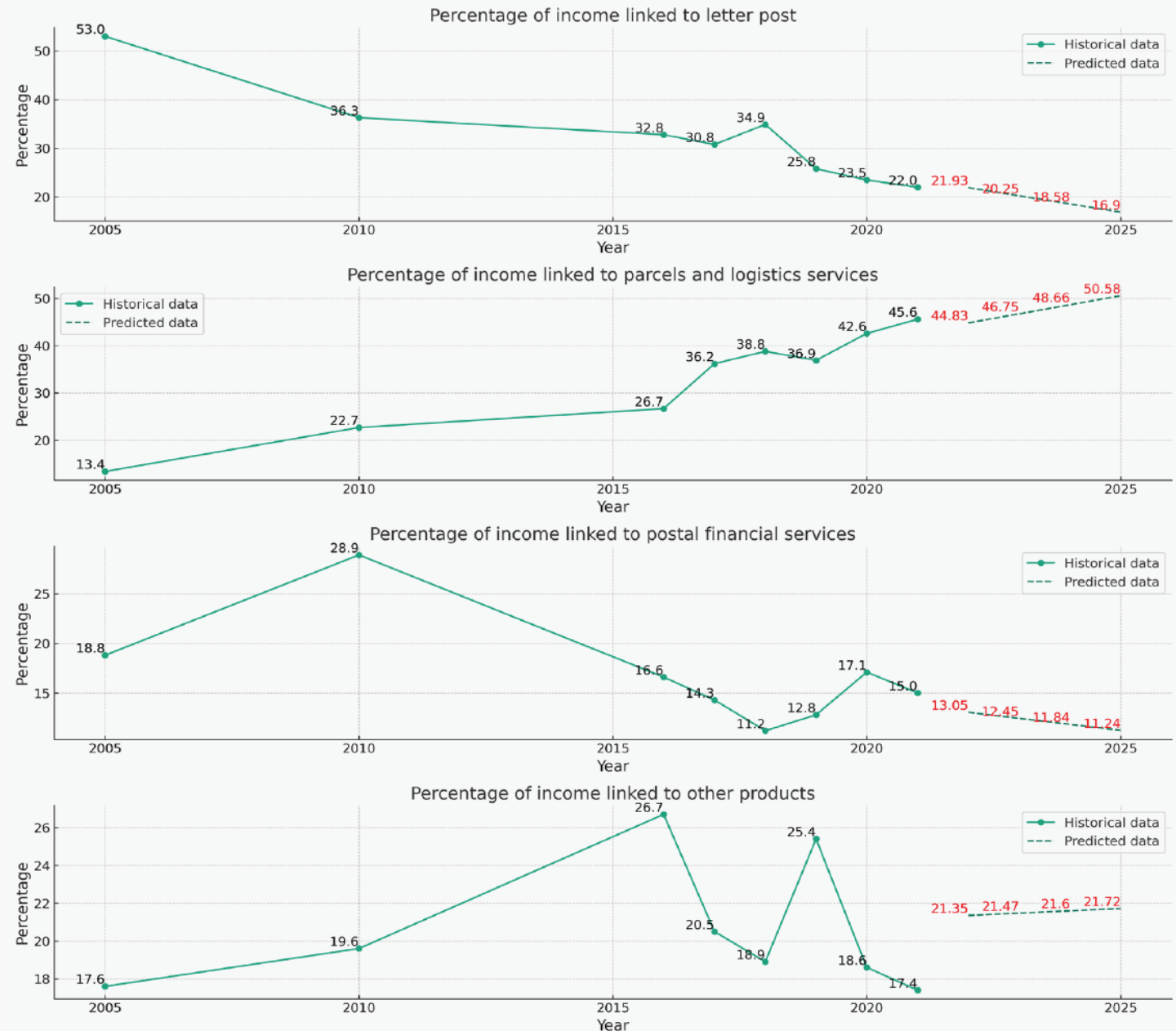
What could better ensure the economic sustainability of the next generation of postal services in Asia-Pacific?

Diversification can't be approached in an isolated way: platform economics should be smartly applied to establish the right connections between different products and services in the region



*Source: "State of the Postal Sector 2023" Report on www.upu.int

*Asia-Pacific postal industry: income composition trends (2005–2021) and predictions (2022–2025)





Asia-Pacific postal revenue trends

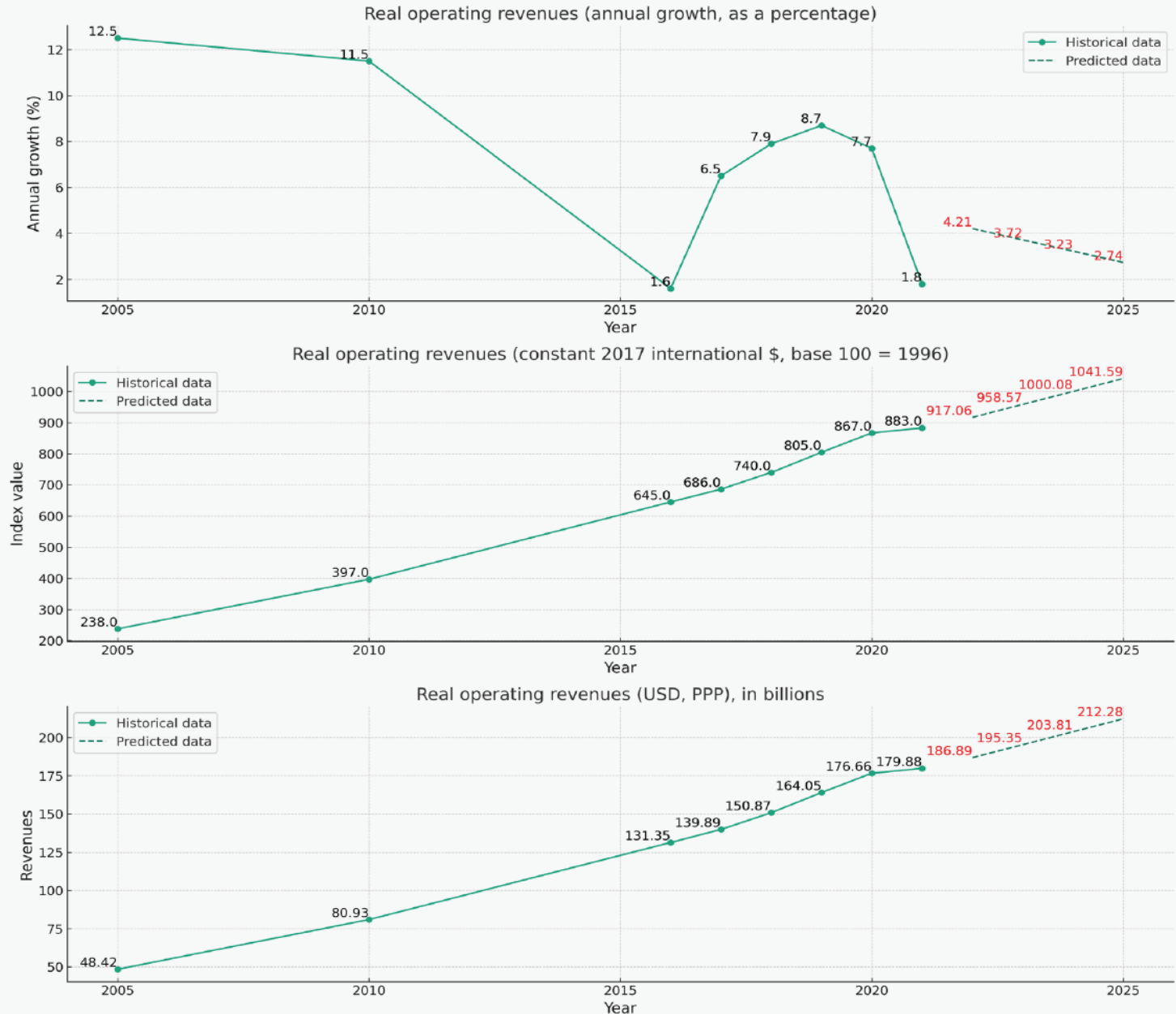
How should postal business models be transformed to strengthen their relevance for the future in Asia-Pacific?

The stagnation of postal revenue growth in the region should be broken with a transition towards eco-systemic business models for the next postal generation, maximizing its impacts on country development



*Source: "State of the Postal Sector 2023" Report on www.upu.int

*Asia-Pacific postal industry: revenue trends (2005-2021) and predictions (2022-2025)





Evolution of post offices in the world

Table 9 Post offices

Region	Measure	Value (2020)	Annual growth (%)	CAGR (2015–2020, %)*
Africa	Outsourced offices	4,756	-4.5%	-1.1%
Africa	Offices managed by the operator	7,891	-2.3%	0.0%
Africa	Total number of post offices	12,647	-3.1%	-0.4%
Arab region	Outsourced offices	5,984	-9.3%	3.7%
Arab region	Offices managed by the operator	13,589	5.9%	3.2%
Arab region	Total number of post offices	19,573	0.7%	3.3%
Asia-Pacific region	Outsourced offices	68,759	-2.6%	-7.4%
Asia-Pacific region	Offices managed by the operator	223,895	1.0%	0.6%
Asia-Pacific region	Total number of post offices	292,654	0.1%	-1.6%
Europe and CIS	Outsourced offices	9,323	28.4%	6.9%
Europe and CIS	Offices managed by the operator	93,076	-1.7%	-0.8%
Europe and CIS	Total number of post offices	102,399	0.4%	-0.2%
Industrialized countries	Outsourced offices	80,264	0.2%	-2.9%
Industrialized countries	Offices managed by the operator	82,427	-0.4%	0.6%
Industrialized countries	Total number of post offices	162,691	-0.1%	-1.2%
Latin America and Caribbean	Outsourced offices	16,241	-36.2%	-11.5%
Latin America and Caribbean	Offices managed by the operator	12,211	-2.7%	-2.1%
Latin America and Caribbean	Total number of post offices	28,452	-25.2%	-8.1%
World	Outsourced offices	185,327	-5.0%	-5.1%
World	Offices managed by the operator	433,089	0.1%	0.3%
World	Total number of post offices	618,416	-1.5%	-1.5%

Source: Regional estimates based on UPU official statistics.

Did you know?

The global decrease in parcel and letter mail volumes poses a big risk to the postal industry, causing a major decline in post offices and postal staff around the world

Asia-Pacific world share:

- 37.1%
- 51.7%
- 47.3%

*CAGR – Compound annual growth rate



Evolution of postal staff in the world

Table 10 Postal staff

Region	Measure	Value (2020)	Annual growth (%)	CAGR (2015–2020, %)
Africa	Full-time staff	56,500	-4.0%	1.1%
Africa	Part-time staff	2,548	-10.7%	3.4%
Africa	Total staff	59,048	-4.3%	1.2%
Arab region	Full-time staff	116,964	-0.2%	1.6%
Arab region	Part-time staff	1,414	-40.7%	-8.4%
Arab region	Total staff	118,378	-1.0%	1.4%
Asia-Pacific region	Full-time staff	1,184,575	-12.9%	-3.2%
Asia-Pacific region	Part-time staff	325,990	1.4%	-1.0%
Asia-Pacific region	Total staff	1,510,565	-10.2%	-2.7%
Europe and CIS	Full-time staff	540,852	-1.9%	-2.2%
Europe and CIS	Part-time staff	180,715	-1.6%	0.2%
Europe and CIS	Total staff	721,567	-1.8%	-1.6%
Industrialized countries	Full-time staff	1,859,511	1.7%	-0.1%
Industrialized countries	Part-time staff	619,106	-6.8%	0.4%
Industrialized countries	Total staff	2,478,617	-0.6%	0.0%
Latin America and Caribbean	Full-time staff	166,360	-0.5%	-3.5%
Latin America and Caribbean	Part-time staff	3,540	40.1%	11.0%
Latin America and Caribbean	Total staff	169,900	0.2%	-3.3%
World	Full-time staff	3,924,762	-3.9%	-1.4%
World	Part-time staff	1,133,313	-3.7%	0.0%
World	Total staff	5,058,075	-3.9%	-1.1%

Asia-Pacific
world share:

- 30.2%
- 28.8%
- 29.9%

Source: Regional estimates based on UPU official statistics.



Global mail volumes decline

- The global decline of international and domestic parcel and letter mail poses a major risk to the economic development of LDCs, LLDCs, and SIDS;
- Many of these small countries depend on international mail volumes;
- South-South and Triangular Cooperation (SSTC) is the only way we can get international mail to grow again;

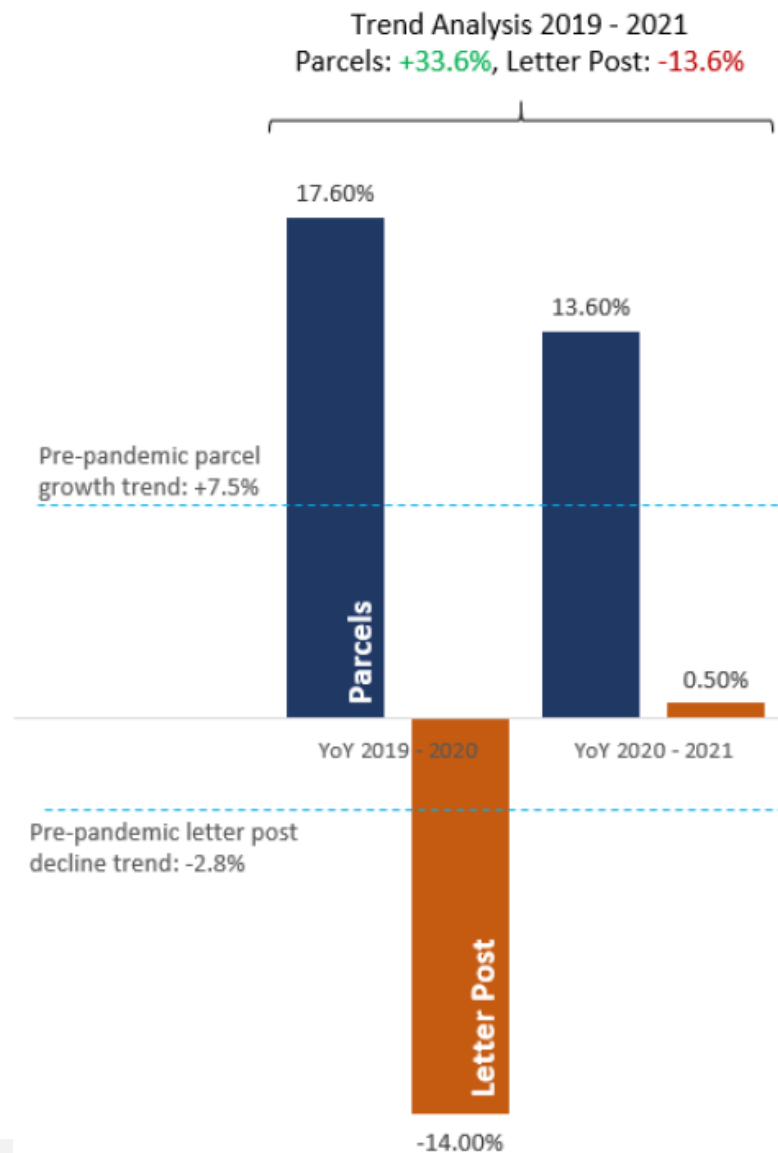
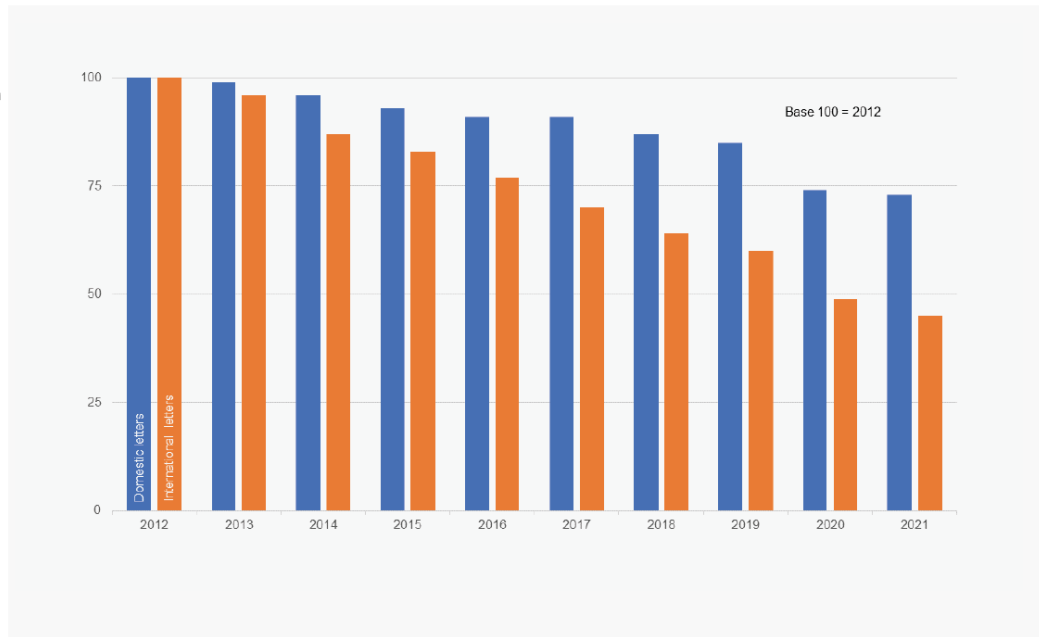
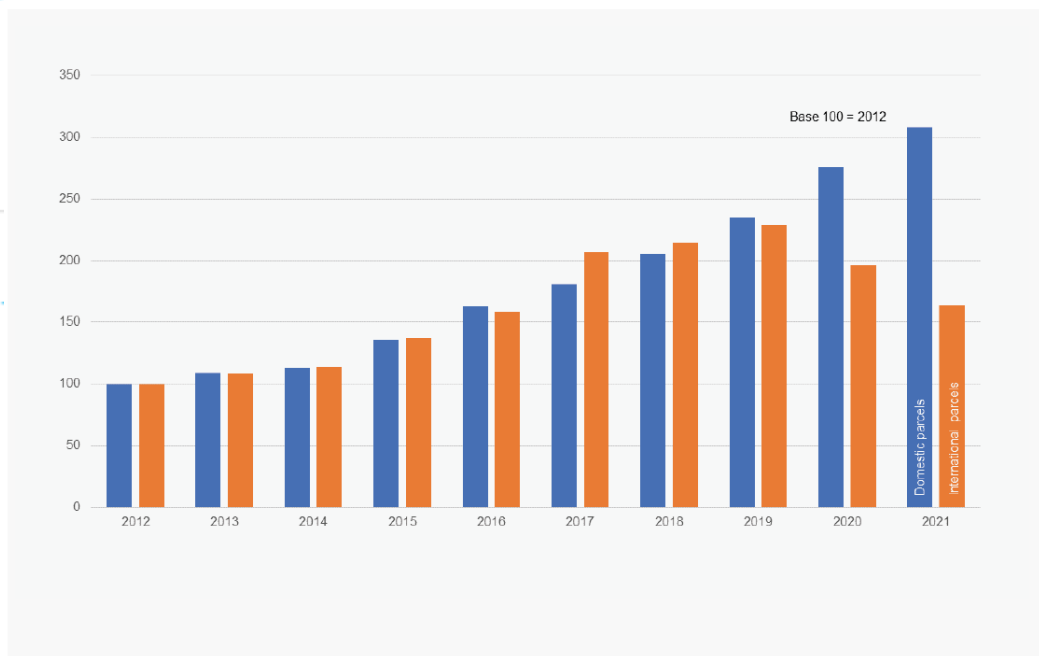


Figure 5: Evolution of letter-post volumes (2012-2021)



Source: Universal Postal Union, 2022

Figure 6: Evolution of parcel-post volumes (2012-2021)



Source: Universal Postal Union, 2022



Procurement of postal equipment for LDCs, SIDS, and LLDCs

Scope

- for 16 LDCs, SIDS, and LLDCs in Asia-Pacific;
- This project will help to facilitate all other projects aimed at improving the quality of postal service in the region;
- Project budget: 529,000 CHF (UPU Core: 179,000 CHF; Donor contributions: 350,000 CHF);

Sri Lanka

- A special project is being developed for Sri Lanka Post;
- Project budget: 100,000 USD (Donor contributions);

Bhutan Post



Cambodia Post

Before the project...



Project team



Now... after 12 months



Processing & storing mail on the floor; Inefficient work flow/line; No EDI with Customs and carriers...

Modern OE, process mapping, EDI exchange with Customs & carriers, ,



ORE Operational efficiency and e-commerce development

- In 36 Asia-Pacific countries;
- The procurement project will help to meet the goals of the ORE project;
- Project budget: 982,000 CHF (UPU Core: 524,000 CHF; Donor contributions: 458,000 CHF);
- UPU's Asia-Pacific team is likely to get more funds for this project;
- **In 2024:**
 - 4th ORE workshop on EMS for Asia in Bangkok, 18-22 March;
 - 3rd ORE workshop on Quality Certification for the Pacific in Brisbane, Australia, 20-24 May;
 - 2 workshops in Bangkok, 18-20 June: Regional transport workshop and EAD and CDS/IPS training workshop



Third ORE workshop on Quality Certification for the Pacific in Brisbane, Australia, 20-24 May 2024



ORE in 2024

○ **Security certificate reviews:**

Done:

- Brunei, Malaysia, Cambodia, Thailand

Planned:

- Bhutan, Vanuatu, Samoa, Solomon Islands

○ **Onsite process reviews:**

Done:

- Tuvalu, Tonga; Nepal, Bhutan, Sri Lanka, Kiribati, Cambodia, Solomon Islands, Mongolia

Planned:

- Fiji, Nauru

○ **Technology support missions by UPU's PTC expert:**

Done:

- Bangladesh, Mongolia, Maldives, Brunei, Vietnam





What is SSTC?



South-South and Triangular Cooperation (SSTC)

- Traditional donor countries and multilateral organizations facilitate South-South initiatives by providing funding, training, management and technological systems, and other forms of support;
- SSTC involves *3 actors: 2 from the South and 1 from the North*. The latter (can also be an international organization) provides financial resources so that the countries of the South can exchange technical assistance;
- The division of “North” and “South” refers to the social, economic, and political differences between developed (North) and developing countries (South), and doesn’t depend on a geographic location

SSTC Concept

- **“Nothing for me without me”** is the voice of the South in the development cooperation field. Within this framework, the UPU has developed its strategy for SSTC;
- The use of appropriate technology and solutions works well, especially if there is a big constraint of resources. Southern countries used to complain about such solutions being thrust on them as they led to problems;
- An important SSTC element is training *similar countries* to ensure technical development. Only successful methods in a similar environment should be applied so that there is no need “to reinvent the wheel”



Our SSTC projects

Study visit of African English-speaking countries to India

- 50 African postal leaders met in Mumbai and Delhi (20-26 June 2024);
- Purpose: a case study of the Indian Postal Model:
 - 10,000 new post offices and over 25,000 new staff;
 - Using a postal network to provide government and social services;



PPDP with Australia

- The Pacific Postal Development Partnership (PPDP) Program was launched in cooperation with Australia Post in Brisbane, in May 2024;
- Australia Post organized a PPDP meeting after the ORE workshop in May. The UPU has participated in this meeting under the SSTC framework;

"The UPU remains at the ready to provide member countries with the tools, knowledge, and services needed to ensure each link in our network grows stronger each year."

*UPU Director General Masahiko Metoki**

Our SSTC projects



Under India Fund for the APPC:

- 20,000 USD allocated and transferred for the training programs at the APPC;
- 30,000 USD allocated and transferred for the organization of a Smart Classroom under the amended Cooperation agreement between the APPU and UPU, signed by the UPU DG and APPU SG;

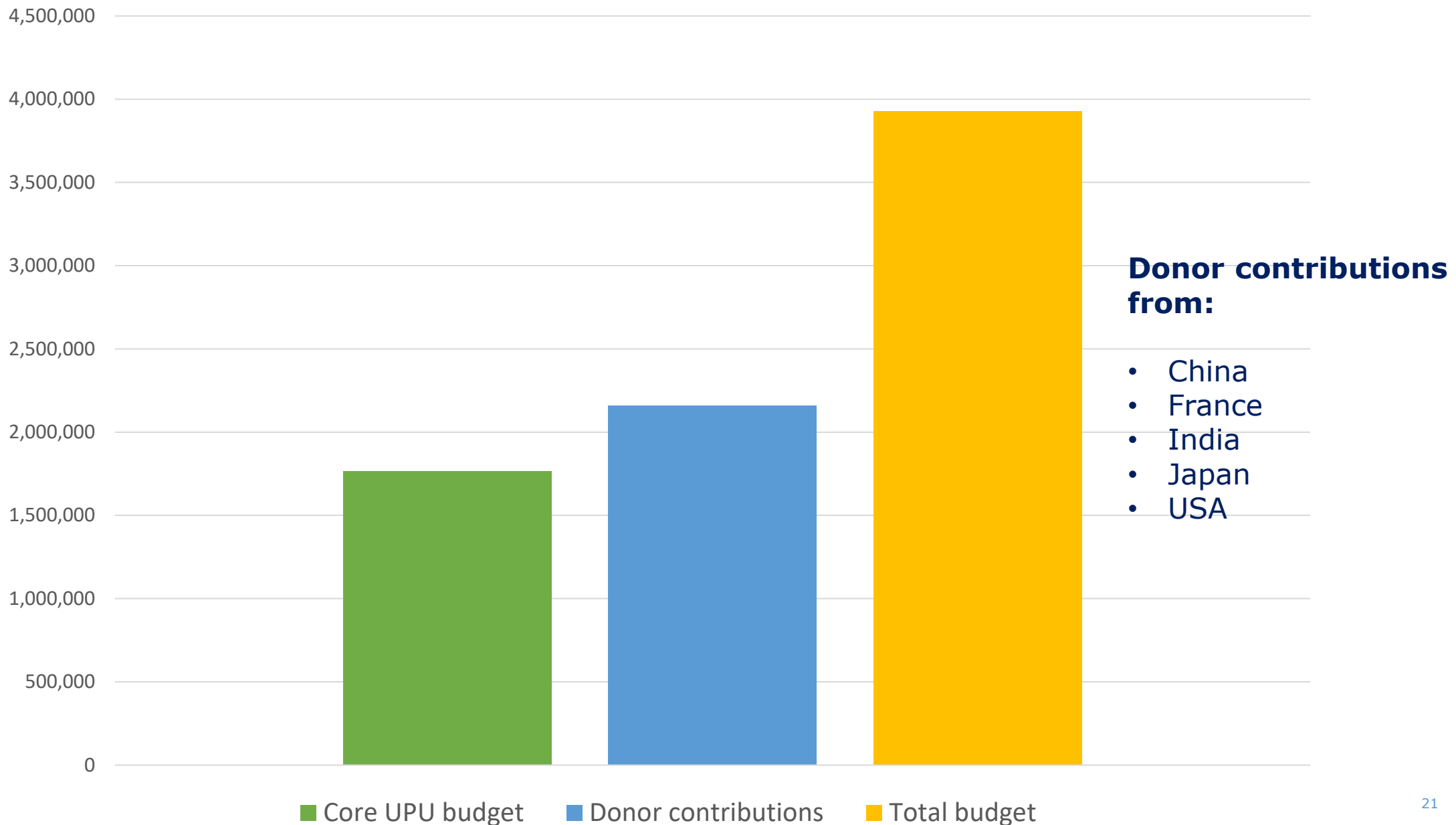
- Training courses under the Indian Technical and Economic Cooperation (ITEC) program:

- Fellowships for 39 participants from **21 countries:** Ghana, Mongolia, Tunisia, Sierra Leone, Kenya, Nepal, Malawi, Sri Lanka, Somalia, Tajikistan, Maldives, Madagascar, Oman, Jamaica, Côte d'Ivoire, Syria, Cambodia, Jordan, South Sudan, Nicaragua, and Botswana;
- Another training course of 20+ participants is planned



UPU's Asia-Pacific planned project budget 2021-2025, CHF

EC 2024 Doc 7
Published on 12 August 2024





Capacity building for postal officials at the APPC



in 29 Asia-Pacific countries

- 19 LDCs, SIDS, LLDCs, and some DCs based on the countries' training needs;
- Concerns various subjects related to postal operations: customs, international mail accounting, compliance, standards, environmental sustainability, etc.;
- Project budget 2021-2025: 380,580 CHF (UPU core budget: 235,000 CHF; Donor contributions: 145,580 CHF);

2024

Provision of fellowships to the Asia-Pacific DOs for the courses and workshops at the APPC:

- Parcel, logistics, and operations management course: 6-31 May;
- IPS course: 24 June-19 July;
- IMA course: 16 Sept.-4 Oct.;
- IMA intensive accounting course, 6-10 May;
- IPS training at the APPC, 8-12 July;
- EMS intensive course for Asia-Pacific, 29 July-2 Aug.;
- DRM regional workshop for Asia-Pacific, in Sept.;





Evaluation of governmental and citizen services provided by post offices in Asia-Pacific

- Ongoing since the previous cycle and funded by Japan;

In 2024:

- An online workshop for Asia-Pacific, 16 Feb.;
- The project is being enhanced. Asia-Pacific would like to see a more detailed economic study of the state of their postal sector and a practical implication of the 2IPD report;
- A new economic UPU report on the importance of the Post to national economies and the benefits of strengthening the postal network is planned to be released based on this study;



Rebranding of Lao Post counters



Postal staff uses Mobile App to collect voluntary social and health insurance, Vietnam Post



Pension Payment via Aadhar Enabled Payment System, India Post



Retail services at Tonga Post



Exploring key aspects of postal regulatory reform in Asia-Pacific

- Objective: to investigate issues in the postal regulatory reform in Asia-Pacific while aligning with the principles and goals of the UPU Regional Development Plan (RDP);
- Funded by China and the APPU;

In 2024:

- The project was approved and desk research is underway;
- An on-site workshop on postal regulatory reform and a final report are planned;

"We hope to map out the role of postal sector regulation in promoting a competitive and sustainable postal and delivery market in the era of e-commerce."

*UPU Director General Masahiko Metoki**



*UPU Conference on Postal Regulation, 9 November 2023

Other ongoing projects in Asia-Pacific

Flexible supply chain and mail transport network in the Pacific and operational efficiency of the regional hub:

- Meeting with Fiji Airways and Post Fiji, 13-14 March;
- Deployment of the Multimodal regional transport agreement and EDI piloting with carriers are in process;

International Remittance pilot project using Unified Payments Interface (UPI) of India:

- The Agreement between the UPU and NPCI has been signed;
- A UPI interface is being developed. A UPU mission was held in June;

Climate resilience pilot projects for Tuvalu Post and Bhutan Post:

- Recruitment of consultants;
- information sessions and evaluation for both countries;





Understanding and implementing the UN 2030 Agenda for Sustainable Development is our primary objective

EC 2024 Doc 7
Approved 22 April 2024



"It is essential that the world achieves the 2030 Agenda for Sustainable Development, and I believe the UPU and the international postal sector have significant roles to play in their achievement. "

*Masahiko Metoki
UPU Director General*



For more information please contact:



UPU | UNIVERSAL
POSTAL
UNION

Thakur Subhash Sinha

Coordinator, Asia-Pacific
and South-South Cooperation

International Bureau

Weltpoststrasse 4
3015 BERNE
SWITZERLAND
T +41 31 350 31 64
F +41 31 350 31 10
E subhash.sinha@upu.int
www.upu.int



Thank you!