



UNIVERSAL POSTAL UNION
23rd Congress
Bucharest 2004

Congrès-Doc 46

Original: French

The postal sector: looking to the future

Bucharest World Postal Strategy 2005–2008

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27.4.2004

I. Introduction

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Under the general title of the Bucharest World Postal Strategy (BWPS), a single document devoted to the Union's strategic planning for 2005–2008 is being submitted to Congress for adoption.

This presentation in the form of a single document is the result of the experience gained from the implementation of the Beijing Postal Strategy (BPS) for 2000–2004. In that document the Union opted for a unitary presentation designed to avoid from the outset the divergences of interpretation observed in implementing the Seoul Postal Strategy (SPS) and the Strategic Plan for the permanent bodies of the Union for 1995–1999, two separate documents which, owing to their quite pronounced separate character and their implementation by rather different means and methods, were not always interpreted in the same way.

The wording of the objectives common to all parties was accepted by the POC, then approved by the CA, in October 2003, following a broad-based consultation of the Chairmen of the CA and POC Committees, Action Groups and Project Teams, as well as all Union member countries. These objectives are being submitted for adoption by Congress at the same time as the draft programmes, which were also approved by the POC and CA during their respective session in February 2004.

The General Debate, which provided a framework for informal discussions on subjects of importance to the postal sector at the 1994 Seoul Congress and 1999 Beijing Congress, served to define the actions of governments, postal administrations and Restricted Unions. However, experience has shown that the resulting documents had no clear link to the strategic plan eventually adopted by Congress. It was this need for consistency between the conclusions of the General Debate and the strategy to be adopted by the Bucharest Congress which led to the idea of organizing a BWPS Forum. The BWPS will thus reflect the concerns of member countries expressed during the discussions. Of course, the content of the BWPS will, in its final form, incorporate the results of the work of Congress and its Committees.

II. Analysis of the evolving postal environment

If we look at the evolving mission statement of the Union since the 1994 Seoul Congress, we find that the following elements have remained constant: the free circulation of postal items; the existence of a single postal network made up of interconnected, efficient networks; efficient technical cooperation; and the satisfaction of customer needs worldwide.

Today's postal sector is faced with great technological upheaval, uncertainties about changing postal traffic volumes, and a widening digital gap, quite apart from the gap between industrialized countries and developing countries. At the same time, the need to improve quality of service and efficiency in the postal network is becoming ever more clear, as is the need for dialogue between the sector's various stakeholders.

The following analysis of the evolving postal environment takes account of these constant factors in terms of realization of the objectives, strategies and tactics of the BPS. For this reason, the areas selected match the BPS objectives. This analysis should therefore be read in conjunction with the market development analysis (Congrès-Doc 34).

Universal postal service

Universal service, now contained in the UPU Acts, is reaffirmed as a definition of quality standards and the associated measures, with elements that vary from country to country. The universal postal service has actually been defined in 67% of Union member countries. There are, however, disparities between countries and regions when it comes to postal service coverage. In developing countries, between 14 and 25% of the population is without access to postal services. This contrasts sharply with the high level of universal postal service provision in certain regions, such as Europe and North America. The trend that is generally emerging in the area of postal services, geared in particular towards ensuring that the universal postal service is provided under

good conditions of accessibility and price, is that of providing a service based on technological resources, which at the same time gives the population access to the information society, via the Post, at an affordable price. There are divergences of opinion on certain sensitive issues, often focusing on the interconnection or otherwise of networks (extraterritorial offices of exchange, network access, authorizations/licences, etc.). How to assess the cost of services of general interest or of the universal postal service is another burning issue.

Broad universal service coverage remains an objective to be achieved. The governments of Union member countries, and those of developing countries in particular, need to be made more aware of their role in ensuring the provision of an extensive, good quality, affordable universal service.

Quality of the postal service

The Posts of industrialized countries are performing to a high standard. The fairly large number of recurring problems affecting international mail quality of service in developing countries mainly concern the exchange of mails between Posts and airlines, the presence of unqualified and unmotivated staff, obsolete equipment in most cases, a lack of monitoring and multiple handling of items.

Generally speaking, the need for quality grows as competition intensifies, and quality of service therefore constitutes a driving force in postal development. The need to ensure network interoperability and interconnection is being confirmed at national and international level. It is certain that the quality of service and lower rates demanded more than ever by customers represent major constraints-cum-objectives that postal players will have to accept. Reducing the production costs of postal services is therefore a must. Moreover, the combined effects of free competition and the necessary professional complementarities could prompt private postal entrepreneurs and public Posts to work together to define reference rules in the quality of service field and to form partnerships for more efficient production.

Economic viability of public postal operators

Several of the global postal operators have experienced financial difficulties resulting in losses or decreased revenue, although efforts to reverse this trend have been noted in a number of cases. The economic slowdown and the events of 11 September 2001 are reflected in these results. Public postal operators have not yet achieved their full potential in terms of profitability. The impact of profitability on the sector's environment is, moreover, limited. Liberalization and regulation are still in their early days, and margins, as well as market shares, are hard to predict. The shifts involved in adjusting the institutional framework and increasing competitive pressure have a consequential impact on the future of the public operator. More than ever, the fate of today's public postal operators seems to depend on their ability to operate at a profit.

The UPU bodies have, moreover, joined forces to research into data and cost calculation methodologies linked to the services provided by postal administrations and the setting of prices for these same services. Other work has focused on enabling regulators and postal operators to ascertain the cost of the universal postal service and to take appropriate decisions about the desirable service delivery approach. Meanwhile, efforts have been made to bring the UPU's clearing and remuneration systems into line with changes in the regulatory environment and to commercial and operational needs (terminal dues). Further initiatives are, however, needed in order to build fair and efficient remuneration and clearing systems.

Postal market

Generally speaking, volumes of mail – postal operators' principal activity and the biggest contributor to their operating margin – are stagnating or even declining. All forms of electronic transmission – fax, Internet, e-mail or electronic bill payments – are also eating into the Post's core business. At the same time, express operators are creaming off the premium segment of that business, the express letter and small parcel market. All the same, in many cases, the postal sector still remains largely sheltered from competition in most countries. However, the resulting monopoly is gradually being worn away.

Meanwhile, the competition observed between postal services has up to now focused on cross-border mail in Europe and North America. There are signs that the postal operators involved are also interested in developing countries' mail. In any case, even though markets throughout the world are subject to the same forces, growth can vary from one country to another as a result of various factors, such as income, level of development and the availability of alternative methods of communication.

Regional scenarios for 2010 have pointed to great variation in potential growth, depending on various combinations of global/regional and growth/development factors. A number of analysis and research documents on the trends observed in the postal sector have also been published. Certain specialists feel that the next few years will be marked, for the postal sector, by significant competition in the rich countries, with the end of government monopolies and the transformation of postal administrations into commercial businesses. In other countries, the challenge of maintaining economic viability and the efforts needed to retain market share will cause the sector to focus on essential reforms.

Postal reform

The basic forces inspiring the current wave of postal modernization projects are fairly uniform throughout both the industrialized and developing worlds. New competition, technological change, ever higher customer expectations and the globalization of the marketplace have created an invigorating environment for postal reform.

Postal administrations are continuing to secure a legal status that enables them to provide efficient postal services meeting customers' expectations. In most cases, the separation of the old PTTs into different businesses has been an even more immediate impetus for change.

Most postal reform programmes share the same goals:

- improving quality of service;
- providing an efficient universal service;
- ensuring autonomy and financial viability for the public operator;
- regulating the postal marketplace to ensure fair competition; and
- stimulating the entire postal sector to better performance and greater economic contribution.

However, in spite of the similarity of drivers and destinations, there is no single path to postal reform, but rather a series of alternate routes, and possibly even a detour or two along the way. Specific economic conditions, traditions of corporate governance and evolving market needs all call for unique strategies and customized solutions.

Taking account of the institutional, economic and social specificities of each country, it is necessary to carry forward the legal, commercial and regulatory reform process with a view to turning public postal bodies into legally and financially autonomous, viable and competitive businesses in the communications market. These bodies should, moreover, be capable of reconciling the need for efficiency and profitability with compliance with customer-oriented universal service obligations capable of guaranteeing quality services at reasonable prices to the benefit of all customers.

Cooperation and interaction among postal sector stakeholders

Work on the new structure of the UPU has introduced the idea of greater openness towards postal sector stakeholders. The setting up of a Consultative Committee, as a "third circle", will give concrete form to this idea of greater openness towards postal sector stakeholders.

The UPU's stakeholders, i.e. all those who have a stake or an interest in the postal services, have become a broad and diverse mix of groups. The challenge for governments, postal administrations

and the Union's bodies, therefore, is to provide a forum where all stakeholders can meet to engage in constructive dialogue on the most important issues.

In many member countries, a dialogue is gradually being established between public postal operators and the various stakeholders. Consumer organizations have an increasing say in matters concerning rates, access to postal services, etc. A number of public postal operators have made themselves more accessible to the public through websites (126 of the 190 member countries have a link between their website and the UPU's own site). There are now a number of private websites and specialist magazines which deal with postal issues (PostCom, Postexpress, Postinsight, etc.). Numerous conferences and exhibitions organized around the world have provided postal sector stakeholders with a discussion forum (Triangle, IEA, POST-EXPO, etc.).

III. Implementation of the Bucharest World Postal Strategy: defining priorities

With budgetary resources limited and budgetary funds needing to be focused on priority activities, a prioritization methodology is an essential prerequisite for BWPS implementation.

The Strategic Planning Group will certainly be working on the development of a prioritization system linked to the results-based management methodology. Congress should, however, provide general guidance on priority areas for the allocation of programme and budget funds over the 2004–2008 period.

Within the BWPS framework, the allocation of resources should be geared towards the achievement of the following general objectives:

- reducing postal exclusion through an extensive, good quality, affordable postal service;
- measurable improvement in quality of service and improved security of postal services and products;
- modernization of postal structures through expansion of the postal reform process;
- market development in relation to the core activities of the Post (letter post, postal parcels, financial services, etc.).

II. Bucharest World Postal Strategy objectives and programmes

The UPU mission statement has evolved since the Seoul Congress. This evolution reflects, inter alia, changes in the postal sector environment.

The objectives of the BWPS have been defined in such a way that they all contribute to the accomplishment of the UPU's mission and cover the issues identified as being important, particularly at the UPU Strategy Conference in Geneva in October 2002.

It is thus proposed to move from the six objectives of the BPS to five objectives of the BWPS. Two objectives remain unchanged (universal postal service and stakeholder cooperation). Quality of service and economic viability of the international postal network have been grouped together in a single objective, given the close relationship between quality of service and the concept of network efficiency, which also includes the concepts of costs and fair remuneration for services rendered between public postal operators. Reform similarly includes modernization of postal infrastructures and the development of human resource capabilities. The objective relating to markets shifts the emphasis back to the need for the changing needs of postal customers to be addressed appropriately. It is also important to note that certain important themes, such as technical cooperation or the use of new technologies, are not presented as objectives in themselves, but rather as tools to be used in attaining objectives. Being relevant to more than one objective, they may be listed as aspects to be taken into account in various contexts.

The programmes have, as far as possible, been developed in line with the approach taken to the definition of the objectives; in other words, they have been made sufficiently global to apply to all postal activities, rather than focusing on particular products and services.

Each programme comprises several elements:

- the programme title: the field in which the strategies will be implemented to achieve the overall results of the objective to which it relates;
- the aims of the programme;
- the strategies to be implemented by the various responsible parties (governments, public operators, Restricted Unions and permanent bodies of the Union) to achieve the global results of the objective.

The programmes are presented by objective below.

Objective 1 - Universal postal service

Ensure the provision of a good quality, affordable universal postal service, allowing effective communication between people around the world

Context

The universal postal service concept will certainly have to evolve, in particular as a result of technological progress. This will mean defining conditions and criteria under which certain postal services – both reserved and in the competitive domain – will have to be provided (e.g. daily home-delivery service, uniform rates, affordable rates).

Unlike other markets, the postal sector promotes the principle of free circulation of postal items, which begs the question of whether or not there is a need for regulated markets. The sector is also faced with fast-moving technical change. The service trend that is gradually emerging is that of providing a universal service based on technological resources. Here again, this raises the issue of whether technical regulation is needed.

Regulation, which is increasingly turning out to be the other face of the universal service, is thus throwing up issues relating to an opening up to competition, with non-national operators moving into countries or acquiring a stake in the national operator responsible for providing the universal postal service.

The mechanism for universal service funding, the limits of the public service, designation of the universal service operator, monitoring of quality of service, and guaranteeing effective competition at local level are all unresolved issues.

Overall results expected:

- A greater number of countries with a definition of universal postal service in their national legislation.
- A greater number of countries applying the criteria and rules concerning universal postal service access, content and quality.
- A reduced level of postal exclusion: increased access to the collection and delivery of letter-post items and other products and services defined as elements of universal postal service.

Objective 1 - Programme 1

Universal postal service regulation and criteria. Authorizations/licences

Aims of programme:

- increase the number of member countries that have defined and developed a regulatory framework setting out the conditions and criteria for universal postal service provision;
- increase the number of countries implementing measures and activities required for the provision of an accessible, affordable, good quality universal postal service;
- increase the number of countries providing an accessible, affordable, good quality universal postal service which satisfies customers and takes account of market requirements.

<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Define and delimit the content and scope of the universal postal service (products and services offered, level of coverage) and ensure that these rules are incorporated into the appropriate legislative and regulatory texts. 2 Define minimum quality objectives for the universal postal service in order to meet the expectations of the population. 3 Conduct studies on the level of postal exclusion. 4 Designate the operator(s) responsible for fulfilling the universal service obligation. 5 Participate in UPU activities and projects on definition of the universal postal service, and in particular on definition of models that take account of differences in levels between countries.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Take the necessary steps to implement the minimum quality objectives for the universal postal service defined by the government. 2 Expand access to collection and delivery of universal postal service products and services to geographical regions in which the postal service is non-existent or limited. 3 Using new communication and information technologies where appropriate, develop products and services that meet the criteria for accessible, affordable, good quality universal postal services. 4 Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices. 5 Participate in UPU activities and projects on definition of the universal postal service, and in particular on definition of models that take account of differences in levels between countries.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Promote the use of new technologies in the provision of the universal postal service. 2 Develop initiatives aimed at harmonizing and improving provision and coverage of the universal postal service at regional level. 3 Disseminate information and best practices at regional level on the definition of criteria for an accessible, affordable, good quality universal postal service which satisfies customers. 4 Participate in UPU activities and projects relating to definition of the universal postal service and to technical cooperation geared towards its development.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Continuously update and provide member countries with guidance on the definition of standards and criteria for the universal postal service in terms of quality, accessibility and customer satisfaction. 2 Develop activities and projects, in particular on definition of universal postal service models that take account of differences in levels between countries. 3 Develop technical cooperation projects aimed at improving and extending universal postal service provision at international level. 4 Disseminate information on models and standards for provision of the products and services comprising the universal postal service.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Number of countries applying criteria and models on the universal postal service. – Percentage of the population with access to universal postal service in countries. – Number of countries that have carried out projects on the provision of an accessible, affordable, good quality universal postal service which satisfies customers. 	
<p>Objective 1 – Programme 2</p> <p>Financing of the universal postal service</p>	
<p><i>Aims of programme:</i></p> <ul style="list-style-type: none"> – increase the number of member countries that have defined the conditions for funding the universal postal service, or have found alternative funding methods for providing the service under optimum conditions; – develop technical cooperation activities and make available tools and methodologies to assist with the pricing of universal postal service services. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Define the regulatory framework laying down the conditions for universal postal service funding. 2 Define universal postal service pricing rules. 3 Designate the entity responsible for universal postal service pricing. 4 Participate in Restricted Union and UPU activities aimed at developing universal postal service costing and pricing methodologies.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Apply/improve universal postal service costing systems and implement cost reduction measures. 2 Offer products and services responding to the pricing conditions defined so as to ensure access to the universal postal service. 3 Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices. 4 Participate in UPU and Restricted Union activities and projects on universal postal service costing and pricing.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Develop initiatives aimed at developing costing and pricing methodologies for the universal postal service at regional level. 2 Disseminate information and best practices at regional level. 3 Participate in UPU activities and projects in this area, along with technical cooperation activities aimed at disseminating the methodologies developed.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Support activities geared towards the development of methodologies for defining the universal postal service cost structure. 2 Disseminate these methodologies to Union member countries. 3 Monitor the degree of development of these methodologies and disseminate the results.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of countries having defined and applied the conditions for funding the universal postal service. – Number of countries applying universal postal service costing methodologies. – Number of countries having reduced their costs relating to universal postal service provision. – Number of technical cooperation projects and activities implemented to help countries apply universal postal service costing methodologies. 	
Objective 1 - Programme 3	
Status of the universal postal service	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> – provide information on the status of the universal postal service around the world. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Monitor the degree to which the universal postal service operator has fulfilled its obligation. 2 Disseminate the results obtained.
<i>Public postal operator.</i>	<ol style="list-style-type: none"> 1 Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices. 2 Participate in UPU activities and projects aimed at disseminating information on the status of the universal postal service around the world.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Disseminate information and best practices at regional level. 2 Participate in UPU activities and projects on the status of the universal postal service around the world.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Monitor the degree of development of the universal postal service around the world, including technical cooperation activities geared towards its development, and disseminate the results. 2 Disseminate information on best practices.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Percentage of populations with access to the universal postal service at national, regional and international levels. – Number of products and services contained in the universal postal service. 	

Objective 2 - Quality of service and efficiency of the postal network

Improve quality and raise the level of efficiency of the international postal network so as to provide customers with a reliable, affordable and secure service

Context

It is generally accepted that the postal service must continue to carry out its statutory mission of delivering mail on time, regularly and at reasonable prices to all citizens throughout the national territory.

The quality requirement is a constant factor when it comes to gauging customer satisfaction. Nevertheless, some parties still wonder whether the quality requirement lies at international level, or simply at national level, where the need to improve production systems will be most keenly felt.

A harmonization of national situations will doubtlessly be needed to ensure the smooth running of postal activities in the service of economic activities and citizens. There is therefore a need to create, throughout the single postal territory, a "universal service" which guarantees a certain standard and a degree of consistency in terms of quality of service (interoperability) for certain categories of postal item.

Taking account of a number of conditions for the future, such as customer demand for high quality, a liberalized postal market with more competition between public and private postal operators and a (possible) reduction in volumes of international mail, it will be crucial for the UPU to circulate even more information on quality of service objectives and improvement initiatives. The UPU will need to continue to develop tools and procedures for testing international mail quality and carry forward its programme on certification of postal operators in the quality management field.

A reduction in costs in the shorter or longer term calls for structural measures, the putting in place of best practices and the introduction of new technology wherever possible and necessary. Postal operators' efficiency in terms of costs also concerns the development of a fair system of remuneration for mail exchanges and other international postal services.

The UPU should continue its efforts to participate in studies which help members to measure their costs (basic accounting system geared towards costs and subsequent evaluations and fixing reasonable prices which cover costs). It should also carry forward initiatives aimed at developing new remuneration systems based on the principle of fair cost coverage, and developing efficient clearing systems for the settlement of accounts between public postal operators.

Activities relating to certain important subjects in the area of security, along with the development of initiatives in the field of crisis management, should be continued so as to ensure that customers have access to a regular, secure mail service.

Overall results expected:

- A greater percentage of countries having defined and applied quality of service standards.
- A greater percentage of countries applying the worldwide quality standard.
- A greater number of countries having reduced their mail transmission times.
- Better security for items entrusted to the postal service.

Objective 2 - Programme 1	
Interoperability and interconnection of national postal networks	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> - improve the interoperability and interconnection of national postal networks through the definition of standards geared towards high quality, accessibility and customer satisfaction; - develop/improve standards and procedures for tracking and tracing of items and mails; - facilitate management and put in place a framework for the dissemination of technical standards applicable to the various postal products and services; - rationalize procedures between postal operators and airlines. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Facilitate and participate in the definition of standards applicable to postal products and services in order to satisfy the needs of citizens. 2 Ensure that the standards are published in appropriate texts at national level. 3 Designate the operator(s) charged with implementing the standards. 4 Monitor application of the standards defined and disseminate the results.
<i>Public postal operator.</i>	<ol style="list-style-type: none"> 1 Participate in UPU activities and projects on definition of regulatory provisions and standards. 2 Apply the regulatory provisions and standards defined by the UPU bodies to operational processes. 3 Publish and disseminate a list of the standards applied. 4 Implement the necessary measures for increased use of track-and-trace systems for postal products and services. 5 Participate in the UPU certification process in the quality management field.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Participate in UPU activities and projects on definition of standards and development of operational processes. 2 Promote the use of UPU standards at regional level. 3 Develop initiatives aimed at harmonizing and improving standards so as to ensure the interconnection of networks at regional level. 4 Disseminate information and best practices at regional level. 5 Participate in UPU projects geared towards increased use of track-and-trace systems for postal products and services.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Establish the Letter Post, Parcel Post and Postal Payment Services Regulations and keep them up-to-date. 2 Manage the development and approval process for UPU standards. 3 Develop close cooperation with other standardization bodies. 4 Through information campaigns, including technical cooperation activities in favour of developing countries, promote increased use of UPU standards. 5 Develop/improve and extend the use of track-and-trace systems, and international transmission networks for postal data. 6 Through the publication of the Letter Post and Parcel Post Manuals, and that of standards and other operational tools, facilitate the interoperability of networks and improvement of quality of service.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Greater number of countries applying UPU standards. – Greater number of UPU standards approved by the competent bodies. – Greater number of countries applying track-and-trace systems for items/mails. – Greater number of countries having received UPU certification in the quality management field. 	
<p>Objective 2 - Programme 2</p> <p>Measurement and improvement of quality of service</p>	
<p><i>Aims of programme:</i></p> <ul style="list-style-type: none"> – bring about a measurable improvement in the quality of the international postal service; – bring about compliance by as many member countries as possible with a worldwide quality standard defined for ordinary mail and with accepted quality standards relating to other postal products and services; – facilitate quality management by providing member countries with information on the methods to be used in this area; – provide urgent operational assistance, in particular to countries finding themselves in particularly difficult situations such as natural disasters or armed conflicts; – increase the funds available for improving quality of service; – induce a greater number of countries to put in place quality testing systems. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Set national quality standards. 2 Define conditions for compliance with the worldwide quality standard. 3 Ensure compliance with these standards by the public postal operator. 4 Participate in Restricted Union and UPU activities in the field of quality of service.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Define and specify the objectives for compliance with national service quality standards (delivery and end-to-end). 2 Disseminate the list of quality of service objectives. 3 Take steps to ensure compliance with the worldwide quality standard. 4 Participate in UPU activities and projects in the quality of service field. 5 Continuously measure compliance with the national and worldwide quality standards; analyze and disseminate the test results.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Promote the worldwide standard adopted by the UPU. 2 Coordinate the setting of regional targets for compliance with the quality standards set. 3 Measure the level of compliance, at regional level, with the worldwide standard adopted by the UPU and disseminate the results. 4 Through cooperation activities, help countries within the region to improve international service quality. 5 Disseminate information and best practices at regional level. 6 Participate in UPU activities and projects in the quality of service field.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Permanently develop test methods for determining, evaluating and publishing the performance levels achieved. 2 Develop activities and projects in the field, in particular through technical cooperation, with a view to helping Union member countries to improve their quality management system. 3 Implement projects aimed at improving quality of service. 4 Organize international postal service quality testing. 5 Disseminate test results.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of countries that have defined objectives for compliance with quality standards. – Number of countries participating in UPU testing. – Degree of improvement in quality of service performance levels. – Number of countries that have attained the worldwide mail service quality standard. 	

Objective 2 - Programme 3	
Postal network integrity and security	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> - guarantee the safety and security of the world postal network; - improve communications on security in order to strengthen quality of service; - contribute to enhanced aviation security, in particular by developing initiatives in the field of crisis management; - reduce mail losses and rifling. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Establish security guidelines for parties involved in the transport and handling of postal items. 2 Allocate the necessary resources to bring about steady improvements in postal security. 3 Cooperate with United Nations institutions and other international organizations involved in security issues affecting the international postal network. 4 Participate in activities by the UPU and other bodies with a stake in airport security issues.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Apply security rules. 2 Make use of appropriate technologies to ensure revenue protection and security of fund transfers. 3 Create and develop security coordinator posts in airports. 4 Participate in activities by the UPU and other bodies with a stake in airport security issues. 5 Implement training activities relating to postal security issues for postal employees. 6 Exchange information, worldwide and in real time, on postal security and operations.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Step up cooperation, sharing of resources and communications with stakeholders at regional level. 2 Monitor development of safety and security levels in the postal service at regional level and disseminate the results. 3 Disseminate information and best practices at regional level. 4 Participate in UPU activities and projects on postal security.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Design and develop guidelines for continuity of operations planning by Union member countries. 2 Design and supply regional training modules for postal employees, particularly in the area of crisis management. 3 Assist in the deployment of appropriate telematic tools in the postal security field. 4 Cooperate with stakeholders to increase information exchanges and benchmarking concerning the safety and security of items entrusted to the Post. 5 Disseminate UPU security documentation to member countries by appropriate means. 6 Monitor safety and security levels in the postal service around the world and disseminate the results.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Number of projects on security matters launched jointly with international organizations. – Number of postal employees having received specialized training. – Number of countries implementing the security guidelines issued. – Number of countries that have adopted measures that contribute to enhanced aviation security. 	
<p>Objective 2 – Programme 4</p> <p>Remuneration systems between public postal operators and statistical and accounting procedures</p>	
<p><i>Aims of programme:</i></p> <ul style="list-style-type: none"> – help member countries to know their costs and thereby improve their ability to set prices; – provide Union bodies with the required economic analyses; – increase the number of countries applying efficient management based on reducing the costs of providing products and services; – develop fair remuneration/clearing systems (terminal dues, transit charges, territorial land rates, etc.) which also take account of the commercial imperatives of the public postal operators of Union member countries; – increase the number of countries that have rationalized their statistical and accounting procedures, including settlement of accounts. 	

<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Define a framework to enable postal operators to set their prices on the basis of economically viable principles. 2 Promote rapid clearing of debts by putting in place appropriate regulatory frameworks. 3 Participate in the design of remuneration systems which take account of the need to offer postal customers effective products and services. Promote the application of these systems.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Introduce cost accounting systems to show the costs of the various services. 2 Apply account liquidation methods geared towards speeding up the settlement of debts. 3 Improve statistical and accounting procedures relating to international services. 4 Participate in the design of remuneration systems which take account of the need to offer postal customers effective products and services. 5 Implement specific training activities for postal employees.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Where needed, organize regional projects in the areas of cost accounting and statistical and accounting procedures. 2 Participate in the design of remuneration systems which take account of the need to offer postal customers effective products and services. 3 Step up cooperation and communications amongst member countries in the regions/sub-regions with a view to speeding up settlement of debts. 4 Disseminate information on best practices at regional level. 5 Monitor the situation at regional level and disseminate the results.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Conduct studies and analyses geared towards the design and formulation of guidelines for the establishment of cost accounting systems which show the costs of the various services. 2 Analyze and improve the statistical and accounting provisions relating to international services. 3 Improve member countries' data collection and accounting systems for international payments. 4 Assist in the deployment of appropriate telematic tools in the field of remuneration/clearing of debts. 5 Design and supply regional training modules for postal employees. 6 Disseminate information on best practices for the application of cost accounting systems. 7 Disseminate by appropriate means UPU documentation on land rates and on remuneration systems relating to other postal products and services. 8 Monitor the situation worldwide and disseminate the results.

Performance indicators:

- Number of countries applying costing methods.
- Number of countries setting their prices on the basis of costs.
- Number of countries having reduced their production costs.
- Degree of improvement in settlements between public postal operators.
- Number of countries participating in the UPU clearing system.

Objective 3 - Markets and responding to customer needs.

Satisfy customer needs and requirements by broadening knowledge of markets and facilitating their development

Context

In recent years, the public postal operators of UPU member countries have been handling almost 450 billion letter-post items a year in the domestic service; the figure for the international service is slightly in excess of seven billion a year.

Region-by-region observation of the situation shows considerable variation in evolving postal traffic. Overall, however, the average annual rate of growth in world traffic appears to have begun a downward trend. Studies attribute this drop, inter alia, to the large percentage of small businesses now using the Internet to pay their bills, to a drop in business-to-business mail resulting from electronic substitution and to new means of communication which have captured a large share of the communications market.

Despite a fairly marked trend towards product diversification with parcels and financial services, letter mail still remains the largest source of revenue for most public postal operators.

In most countries, the postal sector remains dominated by a vertically integrated state monopoly still widely protected from competition. But this monopoly is being worn away and, although increased competition is taking the most lucrative market segments away from the Post in many countries, the fact remains that in the letter-post market associated with the domestic universal service, Posts are, in principle, facing no direct competition from other postal operators.

Between now and 2010, driven by the expansion of businesses in industrialized countries into the so-called emerging countries, international traffic is set to grow rapidly. And the postal sector as a whole has still not reached its transition threshold.

The postal market has become more complex. Today's customers are better informed and more demanding, are using more technologically sophisticated tools, and are looking for "value" and quality when they choose services and suppliers. A basic universal service is not, and will no longer be, enough to meet the increasingly varied demands for customized products and services of high quality, offered at reasonable cost, accessible, diversified and characterized by added value.

Overall results expected:

- Improved knowledge of postal markets by stakeholders.
- Better knowledge of customers.
- Greater customer satisfaction.
- Measurable growth of markets (national, regional, worldwide).

Objective 3 - Programme 1	
Development of markets	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> - gather as much statistical data as possible and conduct studies on the market evolution trends observed; - increase stakeholders' capacity to react to market changes and needs; - facilitate the growth of the letter post (including direct mail and publishing mail), postal parcels and postal financial services, as well as courier, express, logistics, e-business and philately. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Create a regulatory framework that permits the growth of postal markets to enhance economic prosperity. 2 Create an environment that will enable postal services to improve their performance. 3 Monitor postal markets on a regular basis.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Develop/improve knowledge and understanding of postal markets. 2 Use market knowledge to develop and introduce high quality products and services. 3 Establish and strengthen business relationships with external partners in the various market segments. 4 Enhance the competitiveness of core postal products and services, adding value through the addition of new products, innovative service features, customization and use of technology. 5 Increase capabilities in marketing and sales activities. 6 Implement best practices.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Broaden and deepen market knowledge at the regional level. 2 Implement regional activities geared towards market development. 3 Gather and share information of national and regional importance. Measure regional growth. 4 Reinforce regional cooperation.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Develop tools to help postal operators increase their capabilities in marketing and sales functions as well as the creation of new products and services. 2 Monitor market trends and issues that will impact upon the postal business. Analyze and disseminate the information. 3 Improve knowledge of markets in the core business segments of letter post (including direct mail and publishing mail), postal parcels and postal financial services, as well as courier, express, logistics, e-business and philately. 4 Encourage and facilitate the adoption of best practices. Disseminate relevant information. 5 Maintain and disseminate statistics on market growth at worldwide level.

<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Availability of market research. – Level of development of markets (statistics) for the letter post (including direct mail and publishing mail), as well as courier, express, logistics, e-business and philately. – Number of countries conducting research on the development of the postal market. – Number of countries that have developed new products in response to market trends. 	
Objective 3 - Programme 2	
Customer relations	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> – adopt and implement best customer service and relationships management practices throughout the world; – strengthen customer/supplier relationships between Posts and their partners in the customer satisfaction value chain; – increase the ability of public postal operators to ensure customer satisfaction by facilitating and sharing experience in this area and developing marketing expertise. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Create a regulatory and economic framework which enables public postal operators to anticipate customer needs and requirements. 2 Put in place a legal framework that will give customers the opportunity to express their views, make complaints and get fair compensation.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Undertake customer-centred reforms including structural reforms and reengineering of systems and processes. 2 Develop marketing expertise and participate in the process of sharing experience in all areas concerning customer issues. 3 Apply common mechanisms and guidelines for customer service requirements to be fulfilled by all Posts in the customer value chain. 4 Implement the UPU customer service charter. 5 Process assessment programmes to improve customer service relationships. 6 Measure customer satisfaction on a regular basis. 7 Build up organizational capacity to deliver high standard customer service.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Support the efforts of members to become customer-driven. 2 Develop regional marketing expertise; where possible, adapt UPU guidelines on customer-related issues and disseminate information on this subject. 3 Put in place regional initiatives, set up regional resource networking, information and experience sharing frameworks in the area of customer relationships. 4 Disseminate information on best practices.

Strategies to be implemented by the various parties (cont.)

<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Provide guidance and tailored assistance to postal operators that need it and develop and implement motivational programmes to encourage change. 2 Define key customer service activities and generally accepted standards for inter-administration dealings in relation to such activities. 3 Review general industry standards relating to service to customers; adapt and adopt where applicable and circulate updated information. 4 Identify problem areas with inter-administration customer service and suggest appropriate corrective measures. 5 Ensure that material on standards for key customer service activities is easily accessible and that customer service standards are reinforced through appropriate publication/circulation.
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Performance indicators:

- Number of countries applying the UPU customer service charter.
- Greater number of countries measuring customer satisfaction.
- Number of countries applying the customer service standards.
- Number of countries having put in place operational structures to ensure customer satisfaction.
- Greater number of countries conducting studies on customer needs and satisfaction.

Objective 4 - Postal reform and sustainable development

Undertake reform of the postal sector to ensure sustainable development of postal services and anticipate technological, socio-economic, ecological and regulatory changes

Context

Postal reform processes have been initiated in a number of countries, which have adapted them in various ways. A certain number of reform models may currently be identified: the model based on a "national leader" strategy; the market-based approach which involves abolishing the postal monopoly and promoting competition; the public model which gives priority to social objectives; or the hybrid or transitional model where initiatives are taken in the areas of postal corporatization, liberalization and deregulation. In several developing countries, reform is based on two major objectives: making the enterprise financially viable and providing a quality universal postal service at an affordable price.

Elsewhere, it generally appears that deregulation has allowed greater commercial independence which compensates Posts for revenue lost as a result of market liberalization.

The basic forces inspiring the current wave of postal modernization projects are fairly uniform throughout both the industrialized and developing worlds. New competition, technological change, ever higher customer expectations and the globalization of the marketplace have created an invigorating environment for postal reform.

Specific economic conditions, traditions of corporate governance and evolving market needs all call for unique strategies and customized solutions.

Postal reform should proceed in an ordered manner, starting with the definition of the sectoral policy and regulatory reform, through restructuring of the business, before final conversion to a commercial company with the integration of strong core activities based on new, innovative services.

The principal forces currently impelling postal administrations to improve their efficiency are rising costs, market liberalization and technological competition. It is certain that these forces are not going to diminish; on the contrary, they are set to increase in the coming years. The postal environment will, moreover, continue to evolve, and postal services must go with the flow and move forwards. So postal reform is not a one-time objective, but rather an ongoing process.

Industrial development and the expansion of new technologies are creating a risk of dwindling resources over the next few decades, particularly in developing countries. It is these countries, and the least developed ones in particular, which are most vulnerable to these threats, given their limited ability to adapt to change. This situation, which points to the growing vulnerability of countries to changes in the environment, calls for a major response in the form of policies and decisions on a number of fronts. Developing countries' low capacity to respond to these threats, which stems from limited financial resources and insufficient institutional and human capacities, requires special attention.

The global objective is to contribute to the sustainable development of public operators in Union member countries by supporting the development and implementation of environmental policies.

Overall results expected:

- A greater number of countries that have transformed and modernized their postal structures.
- Improved human resource capabilities.
- A greater number of countries using new technologies in their production process.
- Increased responsiveness to environmental protection requirements.

Objective 4 - Programme 1**Transformation and modernization of postal structures***Aims of programme:*

- induce as many countries as possible to transform their postal infrastructures into businesses on a sound commercial and legal footing;
- reconcile the need for efficiency and profitability with compliance with customer-oriented universal service obligations capable of guaranteeing quality services;
- promote the necessary investments in information and communication technology so as to close the digital gap between the administrations of Union member countries;
- increase the funds available for development and postal reform;
- increase the number of countries facilitating their population's access to the information society.

Strategies to be implemented by the various parties

<i>Government</i>	<ol style="list-style-type: none"> 1 Set political objectives for the reform process at national level. 2 Within the framework of appropriate national policies, put in place measures to promote a legal and commercial framework favouring the transformation of postal structures. 3 Within the framework of national cyberstrategies, facilitate the connection of postal infrastructures to information and communication technology infrastructures. 4 Promote access by postal operators to the financial resources needed for funding of reform. 5 Monitor implementation of the reform process initiated in their country.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Initiate/develop structural modernization plans and projects in order to provide all citizens with the best quality of service in all postal products and services (letters, parcels, financial services, etc.). 2 Provide services at a level which responds to customer needs (service requirements tested on the market and underpinned by external monitoring). 3 In the context of national cyberstrategies, integrate information and communication technology with a view to improving performance and accessibility of postal products and services. 4 Promote a culture of service organization to ensure that qualified officials provide types of products and services which respond to customer needs. 5 With government support, seek the financial resources needed to see through structural reform projects. 6 With government cooperation, prepare information files for funding agencies aimed at presenting an image which stimulates external investments.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Strengthen, at regional level, communication activities concerning the postal reform process and its benefits. 2 Disseminate best practices at regional level. 3 Provide, at regional level, the support needed in order to formulate and implement postal reform projects. 4 Establish and maintain contacts with regional funding agencies in order to increase these institutions' support for postal reform projects. 5 Promote access to information and knowledge on new technologies (dissemination of best practices, regional workshops, forums, publications, etc.). 6 Participate in UPU technology transfer activities and projects within the framework of technical cooperation.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Collect and make available full information on examples of successful reform projects already carried out and the conclusions drawn from their evaluation. 2 Strengthen communication activities concerning the postal reform process and its benefits. 3 Provide methodological support for finalizing development or restructuring plans. 4 Assist postal administrations in preparing strong cases capable of securing the government support required in order to seek funding for their postal reform projects. 5 Raise awareness of governments and encourage them to seek funding sources for postal reform projects. 6 Promote technology transfers.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of countries having implemented structural changes. – Number of reform projects that have benefited from external financial assistance. – Number of reform projects that have benefited from UPU assistance. – Number of operators using new communication technologies in their production process. – Number of countries that have defined a national postal reform policy. 	

Objective 4 - Programme 2	
Increase human resources capabilities	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> - develop staff expertise and the local capabilities of postal institutions in order to modernize postal structures; - improve postal managers' qualifications in their particular field by stepping up further training activities, particularly in the areas of regulation, management, operations and marketing; - develop human resource management systems; - develop exchange and cooperation networks by increasing the number of standard courses made available at minimum cost to users in developing countries (adapting to local conditions); - reduce technical assistance costs in the area of human resources by promoting the use of new technologies and the development of distance learning. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Within the framework of national cyberstrategies, promote the establishment of a technological culture in order to motivate postal players to adapt to new technologies. 2 Through appropriate legislation, promote a partnership between the public postal operator and national specialist training structures, with a view to enhancing and continuously adapting the expertise and professionalism of postal managers.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Identify and develop targeted priority training programmes for postal managers and employees. 2 Provide training institutions with the necessary resources, especially in terms of access to new technologies. 3 Ensure a regular budget for staff development and further training. 4 Adapt human resource management to major developments in the postal sector. 5 Develop policies which emphasize the value of work and mobilize human potential through motivation and effective communications. 6 Promote the use of new technologies for delivery of training courses. 7 Foster dialogue between management and employees. 8 Assess the impact of training on human resource capabilities at national level, and disseminate the results.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Raise postal authorities' awareness of the importance of human resource development. 2 Help to better define training needs and participate in the implementation and monitoring of UPU projects. 3 Participate in the implementation of UPU projects and activities with a view to strengthening member country capabilities.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Develop and implement projects and activities which strengthen the skills of the beneficiaries of UPU assistance. 2 Provide managers with access to further training on postal regulation, development and operations. 3 Help to improve countries' capabilities by developing/consolidating the TRAINPOST system. 4 Promote new training technologies and e-learning as a means of disseminating courses. 5 Help regional schools to adapt the content of their programmes to major developments in the postal sector. 6 Monitor progress with skilling and disseminate the results. 7 Foster dialogue between management and employees. 8 Assess the impact of training on human resource capabilities at worldwide level, and disseminate the results.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Percentage of wage bill assigned to training. – Average number of training days per employee. – Number of countries using the TRAINPOST system. 	
<p>Objective 4 – Programme 3</p> <p>Environmental protection and sustainable development</p>	
<p><i>Aims of programme:</i></p> <ul style="list-style-type: none"> – make postal operators more aware of the need to introduce/speed up changes in their production process, taking account of environmental protection issues; – ensure that as many member countries as possible observe the concept of sustainable development; – increase cooperation with governmental and non-governmental organizations responsible for environmental protection issues. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 At national level, integrate the issue of modes of production and consumption into sustainable development policies, programmes and strategies. 2 Promote policies for the awarding of contracts which encourage the creation and use of environmentally friendly goods and services. 3 Provide incentives to invest in less polluting production methods and eco-efficiency. 4 Support access to financial support from all sources, particularly within the framework of technology exchanges. 5 Support Restricted Union and UPU activities in the field of sustainable development.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Apply environmental impact study procedures. 2 Develop programmes and strategies for sustainable development. 3 Develop and adopt modes of customer information aimed at disseminating information on the use of environmentally friendly production methods. 4 Increase investment in less polluting production and eco-efficiency. 5 Take new steps to mobilize financial resources, technology transfer, skilling and dissemination of environmentally friendly technologies. 6 Participate in Restricted Union and UPU projects and activities in the field of sustainable development.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Develop programmes to raise awareness of the importance of sustainable production and consumption methods. Through cooperation activities, help countries within the region to strengthen their capabilities and disseminate environmentally friendly technologies. 2 Disseminate information and best practices at regional level. 3 Participate in UPU projects and activities in the field of sustainable development.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Encourage the relevant authorities at all levels to take sustainable development into account in taking decisions, including those relating to development planning at national level, investment in infrastructures, development of trade and public procurement. 2 Encourage financial institutions to include sustainable development considerations in their decision-making process. 3 Support the development of sustainable development strategies and programmes, inter alia in decision-making relating to infrastructure investments. 4 Provide assistance and mobilize resources to increase productivity and competitiveness and development in developing countries, inter alia through the transfer of environmentally friendly technologies. 5 Help developing countries to perfect inexpensive, environmentally friendly technology. 6 Monitor the degree of skilling and the dissemination of environmentally friendly technologies. Disseminate the results.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of countries that have taken account of environmental aspects in their development policy. – Number of countries using environmentally friendly goods and services. – Number of countries that have brought about a significant reduction in costs through the implementation of a sustainable development policy. 	

Objective 5 - Cooperation and interaction among stakeholders

Strengthen and broaden cooperation and interaction among the stakeholders of the postal sector

Context

The UPU has a large network of stakeholders at its disposal, both within the postal sector and in the context of governmental and non-governmental organizations. It is thus ideally placed to build up a dialogue structure between the various players. Within such a structure, the UPU can act as a mediator or catalyst for activities in and around the postal sector. The aim is to take advantage of the synergies and experiences that link postal stakeholders.

Regular meetings of specific action groups organized by the UPU, the Restricted Unions or member countries have, up to now, provided the necessary platform for such exchanges. Regular reports to member countries show whether the structure is working effectively or point to possible improvements, and should encourage greater participation.

Access to information, experiences and contacts with a broad range of stakeholders is offered to member countries. This access aims to transfer know-how and thereby help to make the postal sector more efficient, cut costs and contribute to social cohesion and sustainable development of the public economy in member countries.

In many industries, experience has shown that partnership could lead to anti-competitive agreements. Some feel that a more global approach by the UPU would promote better understanding and foster the development of postal services. The UPU Advisory Group is thus due to evolve into a Consultative Committee reflecting wider sector interests and with a key role in effecting the broadest possible participation in the work of the UPU, including UPU technical cooperation activities.

Overall results expected:

- A greater number of countries putting in place appropriate frameworks for exchanges between the various postal sector stakeholders.
- A larger role for the UPU as a framework for exchanges between stakeholders at international level.
- Greater synergy between the UPU and organizations in the United Nations common system.
- An increased amount of useful information disseminated in response to the expectations of stakeholders and the public.
- Greater effectiveness of the UPU in a changing environment.

Objective 5 - Programme 1

Dialogue and communication among stakeholders

Aims of programme:

- strengthen communications between postal sector stakeholders;
- induce as many countries as possible to strengthen dialogue among stakeholders;
- organize efficient dialogue with the appropriate structures: UPU bodies, consumer groups, mail user groups;
- encourage as many countries as possible to promote the joint use of new technologies for the exchange of information;
- develop/optimize networks for exchanges and cooperation among Union member countries.

<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Facilitate the establishment of a stakeholder dialogue framework in accordance with their capabilities and needs. 2 Facilitate the strengthening of the institutional capabilities of non-governmental organizations and other associations with a role in the postal sector. 3 Participate in UPU activities geared towards greater openness in the postal sector.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 At national level, initiate/develop a process of ongoing dialogue with stakeholders. 2 Integrate stakeholder information and communication strategies into operational policies. 3 Have at its disposal sufficient qualified human resources in the area of communication and media relations. 4 Develop partnerships with stakeholders for the joint use of new technologies with a view to improving performance and accessibility to postal products and services. 5 Participate in UPU activities and projects in the field of communication technology transfers.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Establish and maintain contacts with the various postal sector players at regional level. 2 Participate in UPU technology transfer projects and activities within the framework of technical cooperation. 3 Provide the support needed in order to formulate and implement information and communication strategies with stakeholders at regional level.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Establish a structured dialogue involving all stakeholders, including public/private partnerships. 2 Provide methodological assistance with the development of mechanisms for the implementation and promotion of information and communication programmes among postal sector partners. 3 Publish in appropriate forms, including on the website, reliable information on the various forms of operation of postal products and services. 4 Encourage and promote the joint use of traditional media and new technologies.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Number of countries putting in place appropriate frameworks for exchanges between postal sector stakeholders. – Number of persons/institutions accessing useful information provided by the UPU. – Number of countries that have put in place communication structures (external communications department, media relations, public relations, etc.). 	

Objective 5 - Programme 2**Transformation and modernization of the UPU***Aims of programme:*

- continue reform of the UPU so as to ensure constant adaptation of its structures to the main environmental needs of the postal sector;
- develop the skills of Union staff and the capabilities of the permanent bodies of the Union;
- continue the development of activity management and planning systems (study of scenarios, results-based management methodology, etc.), and optimization of the Union's funding and decision-making methods.

Strategies to be implemented by the various parties

<i>Government</i>	<ol style="list-style-type: none"> 1 Participate in the transformation and modernization of the UPU by taking an active part in discussions on the Union's missions. 2 Set clear objectives for the Union. 3 Guarantee sufficient funding for the Union to be able to meet its objectives. 4 Promote the development and optimization of networks for exchanges and cooperation among Union member countries.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Participate in restructuring of the Union to ensure that it meets the needs of postal operators. 2 Promote the adoption of modern methodologies for management of Union activities (study of scenarios, results-based management methodology, etc.). 3 Make qualified experts available to the Union for identification and codification of rules for harmonized operating procedures. 4 Promote the development and optimization of networks for exchanges and cooperation among the operators of Union member countries. 5 Monitor implementation of UPU modernization objectives.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Help governments and postal operators to better define their expectations with regard to the UPU. 2 Raise postal authorities' awareness of the importance of transforming and modernizing the UPU. 3 Participate in the implementation of UPU projects and activities aimed at improving and strengthening its institutional capabilities.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Identify and analyze the expectations of member countries with regard to the Union. 2 Continue the transformation and modernization of the Union which began with the work of the HLG. 3 Improve the capabilities of Union bodies by developing human resource skilling. 4 Continue the implementation of modern tools for management and planning of Union activities (study of scenarios, results-based management methodology, etc.). 5 Promote transparency in decision-making processes within the Union. 6 Monitor the progress made and disseminate the results.
<p><i>Performance indicators:</i></p> <ul style="list-style-type: none"> – Number of studies carried out and recommendations made in relation to restructuring of the UPU. – Degree of satisfaction of member countries with the operation of the Union. – Level of application of modern management and planning tools for the activities of the Union, particularly results-based management. 	
<p>Objective 5 – Programme 3</p> <p>Framework for discussion and troubleshooting postal issues</p>	
<p><i>Aims of programme:</i></p> <ul style="list-style-type: none"> – make the UPU a forum for discussion and cooperation among the various postal sector stakeholders; – organize meetings of the permanent bodies to study and formulate recommendations on questions relating to postal services; – make recommendations and information on postal policy and operations issues available to member countries of the Union. 	
<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Recognize the UPU as the forum for discussion and cooperation on postal issues. 2 Be represented, within the framework of the operating rules of the Union, at the various meetings of the permanent bodies and forums where important issues affecting the postal sector are discussed. 3 Support the UPU's activities.

<i>Strategies to be implemented by the various parties (cont.)</i>	
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Recognize the UPU as the forum for discussion and cooperation on postal issues. 2 Be represented, within the framework of the operating rules of the Union, at the various meetings of the permanent bodies and forums where important issues affecting the postal sector are discussed. 3 Support UPU activities and apply recommendations resulting from meetings of the permanent bodies of the Union.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Recognize the UPU as the forum for discussion and cooperation on postal issues. 2 Be represented, within the framework of the operating rules of the Union, at the various meetings of the permanent bodies and forums where important issues affecting the postal sector are discussed. 3 Support UPU activities and help to see that recommendations resulting from meetings of the permanent bodies of the UPU are applied.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Make the UPU a forum for discussion and cooperation among the various postal sector stakeholders. 2 Organize meetings of the permanent bodies to study and formulate recommendations on questions relating to postal services. 3 Organize the integration and operation of the Consultative Committee as a UPU body. 4 Make recommendations and information on postal policy and operations issues available to member countries of the Union.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of participants in UPU meetings and forums. – Number of countries implementing the decisions and recommendations of UPU bodies. 	
Objective 5 - Programme 4	
Relations with organizations in the United Nations common system and other governmental and non-governmental organizations	
<i>Aims of programme:</i>	
<ul style="list-style-type: none"> – increase synergies and develop partnerships between the UPU and organizations in the United Nations common system and governmental organizations on issues/activities affecting the postal sector; – develop contacts with non-governmental organizations with a stake in the postal sector; – establish a framework for exchanges of information on policy issues affecting the postal sector. 	

<i>Strategies to be implemented by the various parties</i>	
<i>Government</i>	<ol style="list-style-type: none"> 1 Promote contacts between the UPU and governmental and non-governmental organizations. 2 Support the UPU's activities.
<i>Public postal operator</i>	<ol style="list-style-type: none"> 1 Participate in contacts between the UPU and non-governmental organizations. 2 Support the UPU's activities.
<i>Restricted Unions</i>	<ol style="list-style-type: none"> 1 Promote contacts between the UPU and regional governmental and non-governmental organizations. 2 Support the UPU's activities.
<i>Permanent UPU bodies</i>	<ol style="list-style-type: none"> 1 Develop cooperation with organizations in the United Nations common system and governmental organizations. 2 Develop joint activities/programmes in areas affecting the postal sector. 3 Disseminate among Union member countries recommendations and information on policy issues affecting the postal sector.
<i>Performance indicators:</i>	
<ul style="list-style-type: none"> – Number of cooperation agreements concluded with international organizations (United Nations common system, governmental and non-governmental organizations). – Number of projects conducted jointly with international organizations. – Number of international organizations participating in UPU meetings and forums. 	