

Programme and Budget 2023

Finance Directorate (DFI)
Administration and Cabinet Directorate (DACAB)
Policy, Regulation and Markets Directorate (DPRM)



Programme and Budget 2023

Berne 2022

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Preface

Since the Istanbul Congress, the UPU's annual budget document, referred to in the UPU Financial Regulations as the Programme and Budget (P&B), has been prepared on the basis of a four-year business plan approved by Congress, with revisions every year, in particular to take account of the annual regular budget ceiling. The underlying idea is to establish goals and set up a work plan, and ensure that the latter can be funded.

The Abidjan Strategy and Business Plan 2021–2025 was approved by Congress in August 2021 precisely for this purpose. It is very comprehensive, including not only key performance indicators (KPIs), targets and estimated funding needs, but also detailed deliverables and deadlines. In this sense, it promotes greater efficiency through enhanced preparedness, capitalizing on the working methods that were introduced at the beginning of the 2017–2020 cycle.

The P&B comprises detailed budget information for every goal, programme and project undertaken by the organization for the year ahead, including details on how the various initiatives will be financed, i.e. through the regular budget and/or extrabudgetary funding.

The present document has not been prepared merely as a requirement under the UPU Financial Regulations. Its purpose is also to meet the essential informational needs of the UPU stakeholders, with a view to accuracy and transparency in the allocation of human and financial resources to the various activities of the Union.

This document is structured in two main parts. Part I presents the overall context, with a brief summary of the Abidjan Postal Strategy and Business Plan, and an explanation of how that document is used to generate the P&B. Part II comprises the main information on the 2023 budget, including an overview of the budget, individual budgets by programme (called “programme sheets”), and an aggregated breakdown by type of expense and revenue.

Finally, the annexes provide further information on the system for financing the Union budget, as well as the 2023 distribution of member countries according to their contribution class.

Masahiko Metoki
Director General

Part I – Context

1 Abidjan Postal Strategy and Business Plan 2021–2025

The UPU has drafted an ambitious roadmap for 2021–2025, the Abidjan Postal Strategy, which was approved by the 27th Congress. The Abidjan Postal Strategy is the culmination of an extensive and inclusive process, in which a wide array of stakeholders from over 170 member countries and territories actively took part in various rounds of data analysis, consultation, outreach, discussion and drafting.

This new strategy reaffirms the UPU's mission enshrined in its Constitution, which is “to stimulate the lasting development of efficient and accessible universal postal services of quality in order to facilitate communication between the inhabitants of the world”.

Achieving this mission in line with the United Nations Sustainable Development Goals requires a long-term vision, an advocacy message called “Postal Vision 2030”, which calls upon all key postal sector stakeholders to take action in a number of areas. Governments are thus invited to reduce gaps in postal development by utilizing the postal network for socio-economic development. Regulators are encouraged to harmonize and enhance the frameworks under their responsibility. Operators are expected to boost their performance through diversification and operational improvements. And other stakeholders are encouraged to integrate further with the postal world, which will also trigger changes in the UPU's role.

In order to support Postal Vision 2030 throughout the 2021–2025 period, the UPU, as a UN agency, must coordinate its action around three main strategic pillars, which encapsulate what the organization will aim to become and achieve by 2025:

- i Strategic pillar 1 – Forum;
- ii Strategic pillar 2 – Provider of technical solutions;
- iii Strategic pillar 3 – Knowledge centre.

The aim of the first pillar will be to strengthen the UPU's mandate as the foremost forum for postal sector stakeholders. The second pillar, will seek to reinforce the UPU's role as a provider of affordable technical solutions for postal sector stakeholders. And the third pillar will be aimed at enabling the UPU to become the prime knowledge centre of the postal sector.

The aims of each pillar will be delivered through various types of UPU solutions, summarized in the table below:

<i>Strategic pillar 1 – Forum</i>	<i>Strategic pillar 2 – Provider of technical solutions</i>	<i>Strategic pillar 3 – Knowledge centre</i>
1.1 Events and meetings of technical working groups	2.1 Consulting and capacity building	3.1 Research and insights on market trends
1.2 Treaties and international agreements	2.2 IT solutions	3.2 Focused analysis on various topical issues
1.3 Settlement mechanisms	2.3 Standards	3.3 Data storage and protection

Overall, ensuring success through the three strategic pillars demands a greater focus on new products and services, greater financial strength through new funding models, efforts towards building a diversified and highly competent workforce, and increased regionalization.

To facilitate implementation of the strategy, a number of work proposals have been drafted for each type of UPU solution under each strategic pillar. These work proposals include details of expected outputs to be attained by the end of each year, an estimate of the financial resources required, and a series of deliverables to be completed by the time each council meets. Further details of these elements are included in the document containing the Abidjan Business Plan work proposals.

During the 2021–2025 period, the results of this comprehensive plan will be monitored, evaluated and reported upon through regular strategy implementation reports. This, in turn, could potentially lead to adjustments in the business plan, subject to new circumstances that may arise during the 2021–2025 period, especially in terms of funding.

2 From the 2021–2025 business plan to the P&B 2023

The business plan for 2021–2025 forms the basis for the P&B 2023, which is submitted for CA approval. In this manner, a direct link is established between the strategy, the detailed work planned for the cycle, and the specific budget required for implementation.

The structure of the budget is in line with that of the strategy and business plan: budgetary sections are organized into strategic pillars (goals), categories of UPU solutions (programmes), and work proposals. A specific number (OPP – “objective/programme/proposal”) is assigned to each work proposal, allowing it to be easily traced back to the corresponding pillar and category of UPU solution in the strategy. For instance, work proposal 2.3.1 is the first work proposal within the third category of UPU solution (standards) of strategic pillar 2 (Provider of technical solutions).

Moreover, for the purposes of this document, functional support activities (HR, finance, etc.) are given their own specific strategic pillar number, namely, 4.

The table below provides an overview of all work proposals, sorted by strategic pillar and category of UPU solution.

Strategic pillar 1 – Forum

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
1.1 Events and meetings of technical working groups	1.1.1	Integration of stakeholders from the private sector and public institutions
	1.1.2	PT 1 – Development of philately
	1.1.3	Quality of service improvement – Secretariat
	1.1.4	Quality of Service Fund – Secretariat
	1.1.5	Standardization activities – Secretariat
	1.1.6	Operational standards and compliance – Secretariat
	1.1.7	Operations and accounting – Secretariat
	1.1.8	Addressing solutions and standards – Secretariat
	1.1.9	Addressing and GIS integration – Secretariat
	1.1.10	Product development, e-commerce and integration – Secretariat
	1.1.11	Customs – Secretariat
	1.1.12	EMS Cooperative – Secretariat
	1.1.13	Security – Secretariat
	1.1.14	Transport – Events
	1.1.15	.POST events and meetings
	1.1.16	DE 3 – Digital events
	1.1.17	FI 3 – Postal financial inclusion advocacy
	1.1.18	PFS 4 – Development of postal payment services – Best practices
	1.1.19	REM 2 – Remuneration governance, development and integration
	1.1.20	Consultative Committee – Wider postal sector engagement
	1.1.21	DM 1 – Direct marketing events
	1.1.22	ESD 3 – Events for the environment and sustainable development
	1.1.23	PPR 3 – Events and meetings on universal service, regulation and postal policy
	1.1.24	Trade 3 – Trade events

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
1.1 Events and meetings of technical working groups (cont.)	1.1.25	Organization of CA/POC sessions
	1.1.26	Organization of Congress
	1.1.27	Opening up the UPU to wider postal sector players
1.2 Treaties and international agreements	1.2.1	Quality of service improvement – Treaties
	1.2.2	Quality of Service Fund – Treaties
	1.2.3	Operational standards compliance – International agreements
	1.2.4	Operations and accounting – Treaties and international agreements
	1.2.5	Addressing and GIS integration – Treaties and international agreements
	1.2.6	Product development, e-commerce and integration – Treaties
	1.2.7	Customs – International agreements
	1.2.8	EMS Cooperative – International agreements
	1.2.9	Security – Treaties and international agreements
	1.2.10	Transport – Treaties and international agreements
	1.2.11	PFS 1 – Development of the postal payment services regulatory framework
	1.2.12	REM 1 – Remuneration governance, development and integration
	1.2.13	PPR 1 – Treaty obligations for universal service, regulation and postal policy
1.3 Settlement mechanisms	1.3.1	UPU*Clearing
	1.3.2	PPS*Clearing – Extension
	1.3.3	Dispute settlement mechanism
	1.3.4	Quality of Service Fund – Settlement mechanisms
	1.3.5	EMS Cooperative – Settlements
	1.3.6	Transport – Settlement mechanisms
	1.3.7	REM 5 – Remuneration implementation and management
	1.3.8	QS Link remuneration

Strategic pillar 2 – Provider of affordable technical solutions

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
2.1 Consulting and capacity building	2.1.1	National postal policies and investment in socio-economic development
	2.1.2	Harmonization of the postal sector regulatory frameworks
	2.1.3	Improvement of the delivery performance of DOs
	2.1.4	UPU cooperation frameworks and facilitation services
	2.1.5	Legal capacity building for postal sector stakeholders
	2.1.6	Quality of service improvement – Capacity building
	2.1.7	Quality of Service Fund – Capacity building
	2.1.8	GMS – Capacity building
	2.1.9	Operational standards compliance – Consulting
	2.1.10	Addressing and GIS – Capacity building

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
2.1 Consulting and capacity building (cont.)	2.1.11	Product design, e-commerce and integration – Capacity building
	2.1.12	Customs – Capacity building
	2.1.13	EMS Cooperative – Capacity building
	2.1.14	Security – Capacity building
	2.1.15	Transport – Capacity building
	2.1.16	DE 4 – Digital – Capacity building
	2.1.17	FI 2.1 – Advisory services for postal financial inclusion
	2.1.18	FI 2.2 – Technical assistance for postal financial inclusion
	2.1.19	PFS 2 – Extension of the worldwide postal payment services network
	2.1.20	REM 4 – Remuneration implementation and management
	2.1.21	DM 3 – Direct marketing capacity building
	2.1.22	ESD 1 – Capacity building for the environment and sustainable development
	2.1.23	PPR 4 – Capacity building in universal service, regulation and postal policy
	2.1.24	Trade 4 – Trade capacity building
	2.1.25	Gender equality
	2.1.26	Disaster risk management, sustainable development and network utilization (country proposal – Japan)
	2.1.27	Reduction of greenhouse gas emissions in the postal sector (country proposal)
2.2 IT solutions	2.2.1	Quality of service improvement – IT solutions
	2.2.2	GMS – IT solutions
	2.2.3	Addressing solutions and standards – IT solutions
	2.2.4	Customs – IT solutions
	2.2.5	EMS Cooperative – IT solutions
	2.2.6	Security – IT solutions
	2.2.7	Transport – IT solutions
	2.2.8	.POST IT solutions
	2.2.9	PFS 3 – Development of technical solutions relating to postal payment services
	2.2.10	DM 2 – Direct marketing for IT solutions
	2.2.11	ESD 4 – IT for the environment and sustainable development
	2.2.12	IT support for IB and UPU meetings
	2.2.13	Telematics Cooperative
	2.2.14	Digitalizing communication between the IB and UPU stakeholders
2.3 Standards	2.3.1	PT 3 – WNS and certification
	2.3.2	PT 4 – Production and sales of international reply coupons
	2.3.3	Standardization activities – Development and maintenance
	2.3.4	Operational standards compliance – Maintenance
	2.3.5	Operations and accounting – Standards maintenance
	2.3.6	Addressing solutions and standards – Development
	2.3.7	Product development, e-commerce and integration – Standards

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
2.3 Standards (cont.)	2.3.8	Customs – Standards
	2.3.9	EMS Cooperative – Standards
	2.3.10	Security – Standards
	2.3.11	Transport – Standards

Strategic pillar 3 – Knowledge centre

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
3.1 Research and insights on market trends	3.1.1	Postal market surveys in developing countries and regional trends
	3.1.2	National regulatory framework studies and postal services
	3.1.3	Institutional research into postal economics
	3.1.4	Product development, e-commerce and integration – Research
	3.1.5	EMS Cooperative – Market insights
	3.1.6	DIG 2 – Digital transformation and innovation research
	3.1.7	FI 1 – Research and insights into postal financial inclusion
	3.1.8	REM 3 – Remuneration research and intellectual output
	3.1.9	DM 4 – Direct marketing research
	3.1.10	ESD 2 – Research into the environment and sustainable development
	3.1.11	Trade 2 – Research
3.2 Focused analysis of various topical issues	3.2.1	Quality of service improvement – Focused analysis
	3.2.2	Addressing and GIS – Analysis
	3.2.3	EMS Cooperative – Analysis
	3.2.4	DE 1 – Digital analysis
	3.2.5	PPR 2 – Analysis of universal service, regulation and postal policy
	3.2.6	Trade 1 – Trade – Analysis
3.3 Data storage and protection	3.3.1	PT 2 – Distribution and maintenance system for the universal philatelic collection
	3.3.2	Operational standards compliance – Data storage
	3.3.3	Addressing solutions and standards – Data storage
	3.3.4	EMS Cooperative – Data storage and protection
	3.3.5	Global UPU data storage and protection

Functional support

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
4.1 Executive Office	4.1.1	Cabinet and council affairs
	4.1.2	Governance and internal control
	4.1.3	Strategic planning
	4.1.4	Communications
4.2 Finance	4.2.1	Finance support function
	4.2.2	Resource mobilization

<i>Category of UPU solution/programme</i>	<i>Work proposal/OPP</i>	<i>Description</i>
4.3 Human resources	4.3.1	Training and development
	4.3.2	Human resources policy
	4.3.3	HR administration – Benefits and payroll
4.4 Legal	4.4.1	Legal support
4.5 Logistics	4.5.1	Language services
	4.5.2	General services

In addition to the work proposals, the P&B includes payment of the Union guarantees to the Provident Scheme, as decided by the Abidjan Congress.

Non-operating expenses

<i>Category</i>	<i>OPP</i>	<i>Description</i>
5.1 Servicing of employee liabilities	5.1.1	Servicing of employee liabilities

Part II – Budget 2023

1 Overview of 2023 budget by programme

	Regular budget		Voluntary funding		Sales of products and services			Total (CHF)		
	Staff	Other	Total	Staff	Other	Total	Staff		Other	Total
Strategic pillar 1 – Forum										
1.1 – Events and meetings of technical working groups	3,603,920	399,900	4,003,820	1,228,685	438,965	1,667,650	119,750		119,750	5,791,220
1.2 – Treaties and international agreements	1,135,670	70,000	1,205,670	335,650	50,000	385,650	–		0	1,591,320
1.3 – Settlement mechanisms	453,600	64,735	518,335	225,625	–	225,625	135,600	388,775	524,375	1,268,335
Total strategic pillar 1	5,193,190	534,635	5,727,825	1,789,960	488,965	2,278,925	255,350	388,775	644,125	8,650,875
Strategic pillar 2 – Provider of technical solutions										
2.1 – Consulting and capacity building	3,766,452	2,154,000	5,920,452	1,914,275	8,848,619	10,762,894	0	20,000	20,000	16,703,346
2.2 – IT solutions	1,618,050	1,613,705	3,231,755	545,425	1,773,250	2,318,675	10,896,850	6,332,560	17,229,410	22,779,840
2.3 – Standards	627,660	10,000	637,660	673,175	50,000	723,175	57,050	374,000	431,050	1,791,885
Total strategic pillar 2	6,012,162	3,777,705	9,789,867	3,132,875	10,671,869	13,804,744	10,953,900	6,726,560	17,680,460	41,275,071

	Regular budget		Voluntary funding		Sales of products and services			Total (CHF)		
	Staff	Other	Total	Staff	Other	Total	Staff		Other	Total
Strategic pillar 3 – Knowledge centre										
3.1 – Research and insights on market trends	1,763,428	187,700	1,951,128	413,725	877,700	1,291,425	0	22,000	22,000	3,264,553
3.2 – Focused analysis of various topical issues	421,320	79,500	500,820	494,575	240,000	734,575	0	0	0	1,235,395
3.3 – Data storage and protection	315,300	114,000	429,300	209,325	200,000	409,325	40,750	0	40,750	879,375
Total strategic pillar 3	2,500,048	381,200	2,881,248	1,117,625	1,317,700	2,435,325	40,750	22,000	62,750	5,379,323
Functional support										
4.1 – Executive Office	3,923,560	468,550	4,392,110	0	30,000	30,000	0	0	0	4,422,110
4.2 – Finance	1,906,480	218,600	2,125,080	0	616,000	616,000	0	0	0	2,741,080
4.3 – Human resources	1,324,440	709,945	2,034,385	0	0	0	0	0	0	2,034,385
4.4 – Legal	991,200	31,500	1,022,700	0	0	0	0	0	0	1,022,700
4.5 – Logistics	3,908,960	4,007,855	7,916,815	135,600	80,000	215,600	0	0	0	8,132,415
Total functional support	12,054,640	5,436,450	17,491,090	135,600	726,000	861,600	0	0	0	18,352,690

	Regular budget		Voluntary funding			Sales of products and services			Total (CHF)	
	Staff	Other	Total	Staff	Other	Total	Staff	Other		Total
Non-operating expenses										
5.1 – Servicing of employee liabilities		3,000,000	3,000,000		723,500	723,500	0		0	3,723,500
Total non-operating expenses		3,000,000	3,000,000		723,500	723,500	0		0	3,723,500
Grand total	25,760,040	13,129,990	38,890,030	6,176,060	13,928,034	20,104,094	11,250,000	7,137,335	18,387,335	77,381,459

2 Programme sheets

Strategic pillar 1 – Forum

The first strategic pillar of the Abidjan Postal Strategy comprises three categories of UPU solutions, which can be called programmes for the purpose of the preparation of the budget:

- Programme 1.1 – Events and meetings of technical working groups;
- Programme 1.2 – Treaties and international agreements;
- Programme 1.3 – Settlement mechanisms.

Detailed explanation sheets for these programmes are presented below.

Programme 1.1 – Events and meetings of technical working groups

Mandate and objectives

Through the first category under the first strategic pillar (Forum), the UPU will pursue its historic calling to become the unique global forum where all key postal sector stakeholders can meet to share best practices, devise strategies and gather support to achieve socio-economic development and the vision for the sector. This objective will be implemented through 27 work proposals. In order to monitor implementation, progress will be measured through a varied set of outputs. These include indicators such as the number of thematic forums organized, new members joining information-sharing platforms, and the degree of awareness-raising on specific themes conducted with external stakeholders. A detailed list of outputs can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
1.1.1	Integration of stakeholders from the private sector and public institutions	CA
1.1.2	PT 1 – Development of philately	CA
1.1.3	Quality of service improvement – Secretariat	POC
1.1.4	Quality of Service Fund – Secretariat	CA & POC
1.1.5	Standardization activities – Secretariat	POC
1.1.6	Operational standards and compliance – Secretariat	POC
1.1.7	Operations and accounting – Secretariat	POC
1.1.8	Addressing solutions and standards – Secretariat	POC
1.1.9	Addressing and GIS integration – Secretariat	POC
1.1.10	Product development, e-commerce and integration – Secretariat	POC
1.1.11	Customs – Secretariat	POC
1.1.12	EMS Cooperative – Secretariat	POC
1.1.13	Security – Secretariat	POC
1.1.14	Transport – Events	POC
1.1.15	.POST events and meetings	POC
1.1.16	DE 3 – Digital events	CA & POC
1.1.17	FI 3 – Postal financial inclusion advocacy	CA
1.1.18	PFS 4 – Development of postal payment services – Best practices	POC
1.1.19	REM 2 – Remuneration governance, development and integration	CA & POC
1.1.20	Consultative Committee – Wider postal sector engagement	CA
1.1.21	DM 1 – Direct marketing events	POC

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
1.1.22	ESD 3 – Events for the environment and sustainable development	CA
1.1.23	PPR 3 – Events and meetings on universal service, regulation and postal policy	CA
1.1.24	Trade 3 – Trade events	CA
1.1.25	Organization of CA/POC sessions	CA & POC
1.1.26	Organization of Congress	Congress
1.1.27	Opening up the UPU to wider postal sector players	CA

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
1.1.21	0.5	0.5			19,350			2		25,000	47,600								66,950
1.1.22	0.125	4			68,000			6			97,800								165,800
1.1.23	2.5	7	3	24,000	228,000			6			97,800								325,800
1.1.24	0.25	2	0.75	22,000	68,675			6			97,800								166,475
1.1.25	9.85	3.4	12	5,500	417,160			4			65,200								482,360
1.1.26	0.775		4.5		68,210														68,210
1.1.27																			
Total	35.2	102.5	101.3	399,900	4,003,820			53.75	31.2	438,965	1,667,650			7	0.5	119,750			5,791,220

Programme 1.2 – Treaties and international agreements

Mandate and objectives

In offering the second category of solutions under the first strategic pillar (Forum), the UPU will rekindle its role as a place where governments can find multilateral solutions to global and regional bottlenecks, and thus reinvigorate the concepts of the universal service obligation and the single postal territory. This is expected to be achieved through 13 work proposals. As with the previous category, implementation of these work proposals will be monitored through quantifiable outputs. These include indicators such as the number of countries becoming signatories to the Postal Payment Services Agreement, assessment of the current state of UPU remuneration systems, and the amendment of General Regulations articles to improve rationalization and harmonization. A detailed list of outputs can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
1.2.1	Quality of service improvement – Treaties	POC
1.2.2	Quality of Service Fund – Treaties	CA & POC
1.2.3	Operational standards compliance – International agreements	POC
1.2.4	Operations and accounting – Treaties and international agreements	POC
1.2.5	Addressing and GIS integration – Treaties and international agreements	POC
1.2.6	Product development, e-commerce and integration – Treaties	POC
1.2.7	Customs – International agreements	POC
1.2.8	EMS Cooperative – International agreements	POC
1.2.9	Security – Treaties and international agreements	POC
1.2.10	Transport – Treaties and international agreements	POC
1.2.11	PFS 1 – Development of the postal payment services regulatory framework	CA & POC
1.2.12	REM 1 – Remuneration governance, development and integration	CA & POC
1.2.13	PPR 1 – Treaty obligations for universal service, regulation and postal policy	CA

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
1.2.1		6.5	4		151,150												151,150		
1.2.2							1.5			24,450							24,450		
1.2.3		1.5			24,450												24,450		
1.2.4		1.5			24,450												24,450		
1.2.5		2.4			39,120												39,120		
1.2.6	2	3	3		127,600												127,600		
1.2.7		0.5			8,150												8,150		
1.2.8								2	16	213,400							213,400		
1.2.9					6,000												6,000		
1.2.10		6			98,300				50,000	50,000							148,300		
1.2.11	0.75	7.5	2		211,650												211,650		
1.2.12	3.25	12	4		313,600												313,600		
1.2.13	2.5	6	3	13,500	201,200			6		97,800							299,000		
Total	8.5	46.9	16	70,000	1,205,670			9.5	16	385,650	50,000						1,591,320		

Programme 1.3 – Settlement mechanisms

Mandate and objectives

The final category of solutions under the strategic pillar of “Forum” allows the UPU to enhance its offering of mechanisms through which postal sector stakeholders can settle transactions and differences in a manner that is most beneficial and efficient to all parties involved. This can be achieved through eight work proposals for the 2021–2025 period. Implementation will be monitored and evaluated through a number of outputs. These include indicators such as the number of members of UPU*Clearing and PPS*Clearing, as well as the number of matters processed by the UPU through its formal dispute settlement mechanism (expert determination, mediation and arbitration). A detailed list of outputs can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
1.3.1	UPU*Clearing	CA
1.3.2	PPS*Clearing – Extension	CA
1.3.3	Dispute settlement mechanism	CA
1.3.4	Quality of Service Fund – Settlement mechanisms	CA & POC
1.3.5	EMS Cooperative – Settlements	POC
1.3.6	Transport – Settlement mechanisms	POC
1.3.7	REM 5 – Remuneration implementation and management	POC
1.3.8	QS Link remuneration	POC

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
1.3.1		6			97,800									12	126,275	261,875	359,675		
1.3.2		6			97,800										262,500	262,500	360,300		
1.3.3																			
1.3.4								1.5									24,450		
1.3.5								1.25		16							201,175		
1.3.6		1			16,300												16,300		
1.3.7	2	10	3	12,000	253,700												253,700		
1.3.8				52,735	52,735												52,735		
Total	2	23	3	64,735	518,335			2.75		16				12	388,775	524,375	1,268,335		

Strategic pillar 2 – Provider of technical solutions

The second strategic pillar of the Abidjan Postal Strategy comprises three categories of UPU solutions, which can be called programmes for the purpose of the preparation of the budget:

- Programme 2.1 – Consulting and capacity building;
- Programme 2.2 – IT solutions;
- Programme 2.3 – Standards.

Detailed explanation sheets for these programmes are presented below.

Programme 2.1 – Consulting and capacity building

Mandate and objectives

Through the first category of solutions under the second strategic pillar (“Provider of technical solutions”), the UPU will seek to offer postal sector stakeholders quality advice, training and technical cooperation options to support them in navigating the challenges and opportunities of a fast-changing sector. This objective will be implemented through 27 work proposals. In order to monitor implementation, progress will be measured through a varied set of outputs. These include indicators such as the number of countries benefiting from addressing assistance, cross-cutting projects to strengthen supply chain infrastructure and quality of service improvement, and annual use by stakeholders of OSCAR (the UPU’s Online Solution for Carbon Analysis and Reporting). A detailed list of outputs can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
2.1.1	National postal policies and investment in socio-economic development	CA
2.1.2	Harmonization of the postal sector regulatory frameworks	CA
2.1.3	Improvement of the delivery performance of DOs	CA
2.1.4	UPU cooperation frameworks and facilitation services	CA
2.1.5	Legal capacity building for postal sector stakeholders	CA
2.1.6	Quality of service improvement – Capacity building	POC
2.1.7	Quality of Service Fund – Capacity building	CA & POC
2.1.8	GMS – Capacity building	POC
2.1.9	Operational standards compliance – Consulting	POC
2.1.10	Addressing and GIS – Capacity building	POC
2.1.11	Product design, e-commerce and integration – Capacity building	POC
2.1.12	Customs – Capacity building	POC
2.1.13	EMS Cooperative – Capacity building	POC
2.1.14	Security – Capacity building	POC
2.1.15	Transport – Capacity building	POC
2.1.16	DE 4 – Digital – Capacity building	CA & POC
2.1.17	FI 2.1 – Advisory services for postal financial inclusion	CA
2.1.18	FI 2.2 – Technical assistance for postal financial inclusion	CA
2.1.19	PFS 2 – Extension of the worldwide postal payment services network	POC
2.1.20	REM 4 – Remuneration implementation and management	POC
2.1.21	DM 3 – Direct marketing capacity building	POC

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
2.1.22	ESD 1 – Capacity building for the environment and sustainable development	CA
2.1.23	PPR 4 – Capacity building in universal service, regulation and postal policy	CA
2.1.24	Trade 4 – Trade capacity building	CA
2.1.25	Gender equality	CA
2.1.26	Disaster risk management, sustainable development and network utilization (country proposal – Japan)	CA
2.1.27	Reduction of greenhouse gas emissions in the postal sector (country proposal)	CA

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
2.1.1	3	15.6	10.8	449,000	892,520				437,425	437,425						1,329,945			
2.1.2	0.96	10.8	9.6	273,000	579,024				57,350	57,350						636,374			
2.1.3	0.96	31.2	38.4	903,000	1,866,984				246,750	246,750						2,113,734			
2.1.4	0.96	5.4	4.2	257,000	413,984				87,100	87,100						501,084			
2.1.5																			
2.1.6		7	4	50,000	209,300				90,000	90,000						299,300			
2.1.7								25.6	4'335,994	5,548,794						5,548,794			
2.1.8	0.5	14.5	14	13,500	419,250									20,000	20,000	439,250			
2.1.9		5.5		6,000	95,650											95,650			
2.1.10		2.4		10,000	49,120											49,120			
2.1.11	2	4	3		143,900											143,900			
2.1.12		3		9,000	57,900				150,000	150,000						207,900			
2.1.13								1.25	200,000	401,175						401,175			
2.1.14				7,000	7,000				1,050,000	1,050,000						1,057,000			
2.1.15		12			195,600				50,000	50,000						245,600			
2.1.16	0.125	4	0.75	40,000	116,475			6	100,000	197,800						314,275			
2.1.17	0.125	5		32,500	116,800											116,800			
2.1.18	0.125	5		10,000	94,300			12	960,000	1,155,600						1,249,900			
2.1.19	0.25	8	2	23,000	181,600											181,600			
2.1.20	1.05	6	1	2,500	135,120											135,120			

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
2.1.21			1		16,300			1	14,000	25,300						41,600			
2.1.22	0.125	4.5		8,500	84,650		6			97,800						182,450			
2.1.23	1.75	5	3	45,000	199,600		6			97,800						297,400			
2.1.24	0.25	1	0.75	15,000	45,375											45,375			
2.1.25																			
2.1.26									900,000	900,000						900,000			
2.1.27									170,000	170,000						170,000			
Total	12.18	150.9	91.5	2,154,000	5,920,452		56.85	87.4	8,848,619	10,762,894			20,000	20,000	16,703,340				

Programme 2.2 – IT solutions

Mandate and objectives

By offering the second category of solutions under the second strategic pillar (“Provider of technical solutions”), the UPU will further develop its portfolio of IT solutions to more closely match the needs of stakeholders from all stages of development in an environment of digital disruption. This is expected to be achieved through 14 work proposals. As with the previous categories, implementation of these work proposals will be monitored through quantifiable outputs. These include indicators such as the number of operators and wider sector stakeholders adopting e-services–related ICT tools offered by the UPU, data interchange partners on POST*Net, and users of the postal payment services mobile solution. A detailed list of outputs can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
2.2.1	Quality of service improvement – IT solutions	POC
2.2.2	GMS – IT solutions	POC
2.2.3	Addressing solutions and standards – IT solutions	POC
2.2.4	Customs – IT solutions	POC
2.2.5	EMS Cooperative – IT solutions	POC
2.2.6	Security – IT solutions	POC
2.2.7	Transport – IT solutions	POC
2.2.8	.POST IT solutions	POC
2.2.9	PFS 3 – Development of technical solutions relating to postal payment services	POC
2.2.10	DM 2 – Direct marketing for IT solutions	POC
2.2.11	ESD 4 – IT for the environment and sustainable development	CA
2.2.12	IT support for IB and UPU meetings	CA & POC
2.2.13	Telematics Cooperative	POC
2.2.14	Digitalizing communication between the IB and UPU stakeholders	POC

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
2.2.1		4.5	4	75,000	193,550												193,550		
2.2.2		13	12		347,500									3,025,000			3,372,500		
2.2.3												23	47.5	40,000			951,650		
2.2.4		1.5			24,450				150,000	150,000							174,450		
2.2.5							1.25	16	200,000	401,175							401,175		
2.2.6																			
2.2.7		4		32,500	97,700				50,000	50,000							147,700		
2.2.8							12	3	180,750	410,250				22,000	22,000		432,250		
2.2.9	0.125	6.5	1	13,000	133,050												133,050		
2.2.10		1			16,300			1.5	100,000	116,950							133,250		
2.2.11	0.125	4		6,000	74,000		6			97,800							171,800		
2.2.12		36	24	1,487,205	2,345,205												2,345,205		
2.2.13									1,092,500	1,092,500	12	720		3,245,560	13,230,760		14,323,260		
2.2.14																			
Total	0.25	70.5	41	1,613,705	3,231,755		19.25	20.5	1,773,250	2,318,675	12	743	47.5	6,332,560	17,229,410		22,779,840		

Programme 2.3 – Standards

Mandate and objectives

The final category of solutions under the strategic pillar of “Provider of affordable technical solutions” allows the UPU to reinforce its standard-setting and certification activities, thus promoting global interoperability for the benefit of all postal sector stakeholders in all territories. This can be achieved through 11 work proposals for the 2021–2025 period. Implementation will be monitored and evaluated through a number of outputs. These include indicators such as the number of certified regional security auditors, monthly compliance measurement reports, and annual review of the list of existing standards. Detailed information about outputs for this programme can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
2.3.1	PT 3 – WNS and certification	CA
2.3.2	PT 4 – Production and sales of international reply coupons	CA
2.3.3	Standardization activities – Development and maintenance	POC
2.3.4	Operational standards compliance – Maintenance	POC
2.3.5	Operations and accounting – Standards maintenance	POC
2.3.6	Addressing solutions and standards – Development	POC
2.3.7	Product development, e-commerce and integration – Standards	POC
2.3.8	Customs – Standards	POC
2.3.9	EMS Cooperative – Standards	POC
2.3.10	Security – Standards	POC
2.3.11	Transport – Standards	POC

Budget 2023

No.	Regular budget					Voluntary funding					Sales of products and services					Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	
	D	P	G			D	P	G			D	P	G			
2.3.1	0.25				5,600		1.5	12		160,050				65,000	230,650	
2.3.2	0.25		7.2		86,960		2.5	24		311,950				117,000	515,910	
2.3.3		7			114,100										114,100	
2.3.4		6			97,800										97,800	
2.3.5		3.5			57,050										57,050	
2.3.6												3.5	192,000	249,050	249,050	
2.3.7	2	3	3		127,600										127,600	
2.3.8		1.5			24,450										24,450	
2.3.9							1.25	16		201,175					201,175	
2.3.10				10,000	10,000										10,000	
2.3.11		7			114,100				50,000	50,000					164,100	
Total	2.5	28	10.2	10,000	637,660		5.25	52	50,000	723,175		3.5	374,000	431,050	1,791,885	

Strategic pillar 3 – Knowledge centre

The third strategic pillar of the Abidjan Postal Strategy comprises three categories of UPU solutions, which can be called programmes for the purpose of the preparation of the budget:

- Programme 3.1 – Research and insights on market trends;
- Programme 3.2 – Focused analysis of various topical issues;
- Programme 3.3 – Data storage and protection.

Detailed explanation sheets for these programmes are presented below.

Programmes 3.1 – Research and insights on market trends

Mandate and objectives

Through the first category of solutions under the strategic pillar of “Knowledge centre”, the UPU will further develop its in-depth research capacity in order to support postal sector stakeholders in better understanding and anticipating trends that affect the sector as a whole. This objective will be implemented through 11 work proposals under the category of research and insights on market trends. In order to monitor implementation, the progress of these work proposals will be measured through a varied set of outputs. These include indicators such as the number of countries having benefited from a fully-fledged country analysis, joint research projects with other international organizations, and the percentage of all EDI records used for global postal economic analysis. Detailed information about outputs for this programme can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
3.1.1	Postal market surveys in developing countries and regional trends	CA
3.1.2	National regulatory framework studies and postal services	CA
3.1.3	Institutional research into postal economics	CA
3.1.4	Product development, e-commerce and integration – Research	POC
3.1.5	EMS Cooperative – Market insights	POC
3.1.6	DIG 2 – Digital transformation and innovation research	CA
3.1.7	FI 1 – Research and insights into postal financial inclusion	CA
3.1.8	REM 3 – Remuneration research and intellectual output	CA
3.1.9	DM 4 – Direct marketing research	POC
3.1.10	ESD 2 – Research into the environment and sustainable development	CA
3.1.11	Trade 2 – Research	CA

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
3.1.1	0.96	17.4	6	26,000	398,924				17,025	17,025						415,949			
3.1.2	0.96	17.4	6	37,000	409,924				15,675	15,675						425,599			
3.1.3	0.5	30		22,000	522,200								22,000	22,000		544,200			
3.1.4	1	4.5	3		129,650											129,650			
3.1.5								1.25	16	200,000	401,175					401,175			
3.1.6	0.25	4	0.75	16,500	95,775			6		97,800						193,575			
3.1.7	0.5	5		33,000	125,700				565,000	565,000						690,700			
3.1.8	1.2	3	1	32,200	119,280											119,280			
3.1.9		1			16,300				1.5	80,000	96,950					113,250			
3.1.10	0.5	4		3,000	79,400			6		97,800						177,200			
3.1.11	0.5	1	0.75	18,000	53,975											53,975			
Total	6.37	87.3	17.5	187,700	1,951,128			13.25	17.5	877,700	1,291,425			22,000	22,000	3,264,553			

Programme 3.2 – Focused analysis of various topical issues

Mandate and objectives

By offering the second category of solutions under the “Knowledge centre” pillar, the UPU will leverage the potential of the postal big data that it holds, and articulate solutions for postal sector stakeholders in the form of focused insights and analysis. This is expected to be achieved through six work proposals. As with the previous categories, implementation will be monitored through quantifiable outputs. These include indicators such as the number of policy briefs on key trade issues, the number of countries participating in the global database of regulatory frameworks, and the number of analytical studies on extraterritorial offices of exchange. Detailed information about outputs for this programme can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
3.2.1	Quality of service improvement – Focused analysis	POC
3.2.2	Addressing and GIS – Analysis	POC
3.2.3	EMS Cooperative – Analysis	POC
3.2.4	DE 1 – Digital analysis	CA
3.2.5	PPR 2 – Analysis of universal service, regulation and postal policy	CA & POC
3.2.6	Trade 1 – Trade – Analysis	CA

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
3.2.1		4.5	3		107,250				40,000	40,000						147,250			
3.2.2		2.4			39,120											39,120			
3.2.3								1.25	16	200,000	401,175					401,175			
3.2.4	0.25	4	0.75	9,500	88,775			6			97,800					186,575			
3.2.5	1.5	6	3	62,000	227,300			6			97,800					325,100			
3.2.6	0.25	1	0.75	8,000	38,375			6			97,800					136,175			
Total	2	17.9	7.5	79,500	500,820			19.25	16	240,000	734,575					1,235,395			

Programme 3.3 – Data storage and protection

Mandate and objectives

The final category of solutions under the strategic pillar of “Knowledge centre” allows the UPU to strengthen its role as a custodian of international data about the sector, storing it in a secure and neutral manner. This can be achieved through five work proposals for the 2021–2025 period. Implementation will be monitored and evaluated through a number of outputs. These include indicators such as the number of Universal POST*CODE database users, expansion of the UPU big data platform, and the introduction of a standard for privacy information management. Detailed information about outputs for this programme can be found in the business plan for 2021–2025.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
3.3.1	PT 2 – Distribution and maintenance system for the universal philatelic collection	CA
3.3.2	Operational standards compliance – Data storage	POC
3.3.3	Addressing solutions and standards – Data storage	POC
3.3.4	EMS Cooperative – Data storage and protection	POC
3.3.5	Global UPU data storage and protection	CA & POC

Budget 2023

No.	Regular budget					Voluntary funding					Sales of products and services					Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	D	Staff (m/m)		Other (CHF)	Total (CHF)	
	D	P	G			D	P	G				D	P			
3.3.1	0.25			74,000	79,600		0.5			8,150						87,750
3.3.2		7		40,000	154,100											154,100
3.3.3													2.5		40,750	40,750
3.3.4							1.25	16	200,000	401,175						401,175
3.3.5		12			195,600											195,600
Total	0.25	19		114,000	429,300		1.75	16	200,000	409,325			2.5		40,750	879,375

Functional support

The functional support element of the Abidjan Postal Strategy comprises five categories of activities, which can be called programmes for the purpose of the preparation of the budget:

- Programme 4.1 – Executive Office
- Programme 4.2 – Finance
- Programme 4.3 – Human resources
- Programme 4.4 – Legal
- Programme 4.5 – Logistics

Detailed explanation sheets for these programmes are presented below.

Programme 4.1 – Executive Office

Mandate and objectives

The Executive Office category consists of four work proposals related to cabinet and council affairs, governance and internal control, strategic planning and communications. The related outputs include indicators such as the number of council sessions successfully organized, number of views of the UPU website and percentage of CA/POC deliverables, as well as audit recommendations that have been implemented.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
4.1.1	Cabinet and council affairs	CA
4.1.2	Governance and internal control	CA
4.1.3	Strategic planning	CA
4.1.4	Communications	CA

Budget 2023

No.	Regular budget					Voluntary funding					Sales of products and services					Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	
	D	P	G			D	P	G			D	P	G			
4.1.1	27	12	57.6	170,000	1,621,280											1,621,280
4.1.2	2	24	12	166,550	738,150											738,150
4.1.3	0.75	42	9.6	30,000	839,880											839,880
4.1.4	3	42	30	102,000	1,192,800				30,000	30,000						1,222,800
Total	32.75	120	109.2	468,550	4,392,110				30,000	30,000						4,422,110

Programme 4.2 – Finance

Mandate and objectives

The finance category covers two work proposals related to the support role as well as resource mobilization. The progress of the planned work can be measured through outputs such as the approval of financial reports without reservation by the External Auditor, the number of new partnerships formalized with multilateral donors for global or country-level intervention, and the number of voluntary contributors found to support the implementation of the strategy.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
4.2.1	Finance support function	CA
4.2.2	Resource mobilization	CA

Budget 2023

No.	Regular budget				Voluntary funding				Sales of products and services				Total (CHF)								
	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)									
	D	P	G		D	P	G		D	P	G										
4.2.1	12	46.8	64.8	194,600				1,958,480												1,958,480	
4.2.2	2	6		24,000				166,600	616,000												782,600
Total	14	52.8	64.8	218,600				2,125,080	616,000	616,000											2,741,080

Programme 4.3 – Human resources

Mandate and objectives

The third category under “Functional support” relates to human resources and consists of three work proposals concerning training and development, HR policy, and administration (benefits and payroll). The objectives of the work proposals can be quantified through outputs such as the percentage of staff completing training on IT or new technology (under the second strategic pillar), and increased speed of recruitment for fixed-term positions.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
4.3.1	Training and development	CA
4.3.2	Human resources policy	CA
4.3.3	HR administration – Benefits and payroll	CA

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)				
	D	P	G			D	P	G			D	P	G						
4.3.1	4	0	6	148,645	306,045												306,045		
4.3.2	4	12	3.6	46,000	371,880												371,880		
4.3.3	4	12	49.2	515,300	1,356,460												1,356,460		
Total	12	24	58.8	709,945	2,034,385												2,034,385		

Programme 4.4 – Legal

Mandate and objectives

The progress of the work proposal on legal support can be measured through its outputs such as the percentage of external legal clarification requests processed within seven working days (only requests coming from Union member country governmental entities and their designated operators), and the percentage of internal IB requests for drafting, review and/or validation of contractual instruments processed within seven working days.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
4.4.1	Legal support	CA

Budget 2023

No.	Regular budget						Voluntary funding						Sales of products and services						Total (CHF)							
	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)	Staff (m/m)			Other (CHF)	Total (CHF)											
	D	P	G			D	P	G			D	P	G													
4.4.1	12	36	12	31,500	1,022,700																					1,022,700
Total	12	36	12	31,500	1,022,700																					1,022,700

Programme 4.5 – Logistics

Mandate and objectives

The final work proposal under “Functional support” concerns the area of logistics. Outputs to measure progress include the percentage of documents and premises ready for each meeting or event.

Underlying projects and responsibilities

<i>Work proposal/ OPP</i>	<i>Description</i>	<i>Council in charge</i>
4.5.1	Language services	CA
4.5.2	General services	CA

Budget 2023

No.	Regular budget				Voluntary funding				Sales of products and services				Total (CHF)	
	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)		
	D	P			G	D			P	G				D
4.5.1	1	60	158.4											2,790,320
4.5.2	3	9.6	79.2	4,007,855			12	80,000	215,600					5,342,095
Total	4	69.6	237.6	4,007,855	7,916,815		12	80,000	215,600					8,132,415

Non-operating expenses

This category includes payment of the amount due as Union guarantees to the Provident Scheme.

Category	OPP	Description
5.1 – Servicing of employee liabilities	5.1.1	Servicing of employee liabilities

Budget 2023

No.	Regular budget				Voluntary funding				Sales of products and services				Total (CHF)	
	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)	Staff (m/m)		Other (CHF)	Total (CHF)		
	D	P			G	D			P	G				D
5.1.1				3,000,000	3,000,000			723,500	723,500					3,723,500
Total				3,000,000	3,000,000			723,500	723,500				0	3,723,500

3 Budget by type of expense and revenue

3.1 Regular budget expenses

For 2023, regular budget expenses total 38,890,030 CHF and include the amount of 3,723,500 CHF for the application of the Union guarantees to the Provident Scheme.

The investments planned for 2023 are presented in Table I.

Table I – Planned investments – 2023 budget (in Swiss francs)

<i>Description</i>	<i>Amount</i>
IT security (server replacement and consolidation)	200,000
Replacement of laptop computers	350,000
Replacement of the WIFI	100,000
Video streaming	50,000
Total computer hardware	700,000
Electronic archiving system	300,000
IT security (ransomware)	50,000
Microsoft Cloud Service	40,000
Total computer software	390,000
Building (renovation)	400,000
Total building	400,000
Total investments	1,490,000

With the adoption of IPSAS, depreciation charges were introduced in 2011. They directly affect the Union budget. Table II summarizes the depreciation amounts included as expenses in the regular Union budget.

Table II – Depreciation 2023 (in Swiss francs)

<i>Description</i>	<i>Depreciation</i>
Machines, furniture and equipment	138,374
Computer and communication equipment	159,139
Computer software	210,366
Vehicles	3,531
Building	910,790
Total depreciation	1,422,200

Other expenses under the regular budget are found in Table III, including staff costs and other operating costs.

Table III – Expenses excluding depreciation (in Swiss francs)

<i>Description</i>	<i>Amount</i>
Staff costs excluding development cooperation	26,446,985
Development cooperation	2,175,000

<i>Description</i>	<i>Amount</i>
Other operating expenditure	5,395,845
Total expenses excluding depreciation	34,017,830
Total depreciation	1,422,200
Total recurrent expenses	35,440,030
Amount of the guarantee to be paid into the Provident Scheme	3,000,000
Amount to be allocated to the building fund	450,000
Total expenses	38,890,030

Table IV contains a summary of expenses of the regular budget of the Union.

Table IV – Summary of expenses of the UPU regular budget (in Swiss francs)

<i>Description</i>	<i>2023 budget</i>	<i>2022 budget</i>	<i>Variation</i>
Salary and allowances	17,938,340	17,458,804	2.7%
Social contributions	7,920,000	7,803,000	1.5%
Recruitment and separation from service	385,000	305,000	26.2%
Training and other staff costs	203,645	155,000	31.4%
Development cooperation	527,000	1,063,250	-50.4%
Total staff costs	26,973,985	26,785,054	0.7%
Travel costs	465,945	426,980	9.1%
Development cooperation project activities	1,648,000	1,476,168	11.64%
Consultancy and external service costs	2,157,785	2,435,673	-11.4%
Overheads	1,243,370	1,016,670	22.3%
Equipment and supplies	1,390,645	1,211,285	14.8%
Depreciation expenses	1,422,200	1,422,200	0.0%
Other expenses	138,100	392,500	-64.8%
Total operating costs	8,466,045	8,381,476	1.0%
Total recurrent expenses	35,440,030	35,166,530	0.8%
Amount of the guarantee to be paid into the Provident Scheme	3,000,000	3,723,500	-19.4%
Amount to be allocated to the building fund	450,000		–
Total expenses	38,890,030	38,890,030	0.0%

3.2 Regular budget revenues

Funding for regular budget expenses comes from the contributions of Union member countries and administrative income.

Contributions represent the portion of Union resources funded by member countries. For 2023, they amount to 37,812,300 CHF.

Contributions for French translation costs total 164,000 CHF.

Table V – Summary of revenue of the UPU regular budget (in Swiss francs)

<i>Description</i>	<i>2023 budget</i>	<i>2022 budget</i>	<i>Variation</i>
A. Member countries, contributions			
Contributions to Union expenditure	37,812,300	37,687,800	0.3%
Contributions to the costs of French translation	164,000	166,400	-1.4%
Total member countries, contributions	37,976,300	37,854,200	0.3%
B. Administrative income			
Receipts from publication sales	170,000	170,000	0.0%
Letting of premises	450,000	450,000	0.0%
Miscellaneous income	293,730	415,830	-29.4%
Total administrative income	913,730	1,035,830	-11.8%
Grand total	38,890,030	38,890,030	0.0%

3.3 Level of net expenses of the Union

Net expenses comprise expenses minus administrative income. Net expenses are funded by the contributions of member countries.

Net expenses are estimated at 37,976,300 CHF.

Table VI – General summary (in Swiss francs)

<i>Description</i>	<i>2023 budget</i>	<i>2022 budget</i>	<i>Variation</i>
Unions recurrent expenses			
Staff expenses excluding development cooperation	26,446,985	25,721,804	2.8%
Development cooperation staff expenses	527,000	1,063,250	-50.4%
Development cooperation project expenses	1,648,000	1,476,168	11.64%
Other International Bureau operating costs (including depreciation)	6,818,045	6,905,308	-1.3%
Total recurrent expenses	35,440,030	35,166,530	0.8%
Amount of the guarantee to be paid into the Provident Scheme	3,000,000	3,723,500	-19.4%
Amount to be allocated to the building fund	450,000		–
Total expenses	38,890,030	38,890,030	0.0%
Administrative income	913,730	1,035,830	-11.8%
Net expenses	37,976,300	37,854,200	0.3%
Contributions to Union expenditure	37,812,300	37,687,800	0.3%
Contributions to the costs of French translation	164,000	166,400	-1.4%
Total contributions of member countries	37,976,300	37,854,200	0.3%

Table VII – Assignment chart of staff posts included in the 2023 budget

Categories <i>Directorate</i>	Union							Total Union	Extrabudgetary				Grand total ¹
	Core				Non-core				Senior	P	G ³	Total extra- budgetary	
	Senior ²	P	G	Total	P	G	Total						
DG and DDG Offices	2.0	0.0	3.0	5.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	5.0
Administration and Cabinet (DACAB)	1.0	7.0	5.5	13.5	1.0	1.0	2.0	15.5	0.0	0.0	0.0	0.0	15.5
Finance (DFI)	1.0	5.0	7.0	13.0	0.0	0.0	0.0	13.0	0.0	1.9	3.8	5.7	18.7
Legal Affairs (DAJ)	1.0	3.0	1.0	5.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	5.0
Human Resources (DRH)	1.0	3.0	4.9	8.9	0.0	0.0	0.0	8.9	0.0	0.0	0.0	0.0	8.9
Postal Operations (DOP)	2.0	15.0	9.5	26.5	1.0	0.0	1.0	27.5	0.0	6.0	20.7	26.7	54.2
Logistics (DL)	1.0	6.0	23.3	30.3	0.0	0.0	0.0	30.3	0.0	0.0	3.6	3.6	33.9
Postal Technology Centre (DCTP)	0.0	3.0	2.0	5.0	1.0	0.0	1.0	6.0	1.0	62.0	0.5	63.5	69.5
Policy, Regulation and Markets (DPRM)	2.0	15.0	3.3	20.3	3.0	1.5	4.5	24.8	0.0	5.0	0.5	5.5	30.3
Development and Cooperation (DCDEV)	1.0	9.0	7.0	17.0	0.0	0.0	0.0	17.0	0.0	0.0	1.6	1.6	18.6
Total	12.0	66.0	66.5	144.5	6.0	2.5	8.5	153.0	1.0	74.9	30.7	106.6	259.6

¹ Excludes secondments, short-term contracts and interns.² Elected and director-category officials.³ Specialist and General Service staff.

Annexes

1 System for financing the Union budget

1.1 Introduction

The system of financing the Union budget is based on three pillars:

- a first pillar, financed by national contributions from member countries and administrative income, representing the Union's regular budget;
- a second pillar financed by any voluntary contributions received by the UPU, such as fees for user-funded bodies, untied voluntary contributions, tied contributions and other financial contributions; and
- a third pillar financed by sales of products and services.

It is therefore essential for all of the activities under the second and third pillars to be self-financing.

1.2 The three pillars of the Union budget structure

Table X – Summary of types of revenue per pillar

<i>Pillar</i>	<i>Types of activities funded</i>	<i>Main provider of funding</i>	<i>Type of funding</i>
1 – Regular budget	Expenses of the Union	Member countries	Assessed contributions of member countries
2 – Voluntary funding	Telematics Cooperative, EMS, UPU*Clearing, etc.	Designated operators	Other annual contributions
	Contributions to Quality of Service Fund, untied voluntary contributions, tied contributions and other financial contributions	Designated operators and any other source of funding, including private	Voluntary contributions
3 – Sales of products and services	POST*CODE, WNS, barcodes, rebilling of international reply coupon costs, Postal Technology Centre products and other sales	Any source of funding, including private that generates revenue for services rendered.	Sales

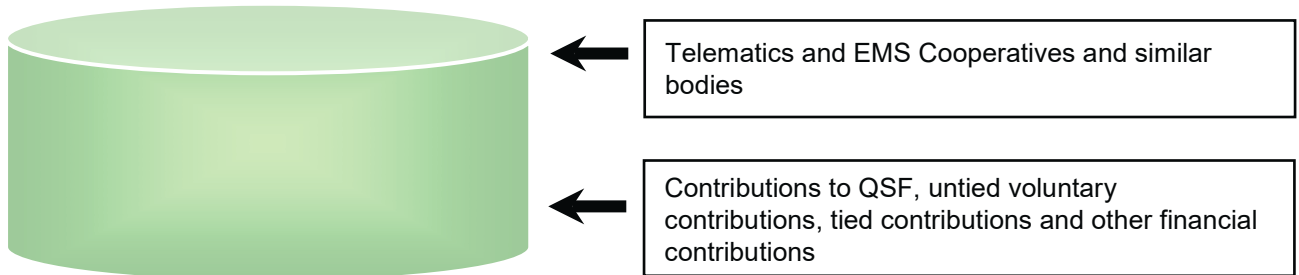
1.3 How the three pillars function

a First pillar

The first pillar represents the Union's regular budget funded by the national contributions of member countries, with an expenditure ceiling set by Congress.

b Second pillar

The second pillar represents any voluntary contributions received by the UPU, such as fees for user-funded bodies, untied voluntary contributions, tied contributions and other financial contributions. The activities of user-funded bodies such as the Telematics and EMS Cooperatives are funded by the annual fees paid by their members.



The Telematics and EMS Cooperatives and similar bodies are, by definition, self-funding profit and investment centres with income earmarked to expenditure in order to break even, whereas in the Unions regular budget, income and expenditure are both set by the Council of Administration.

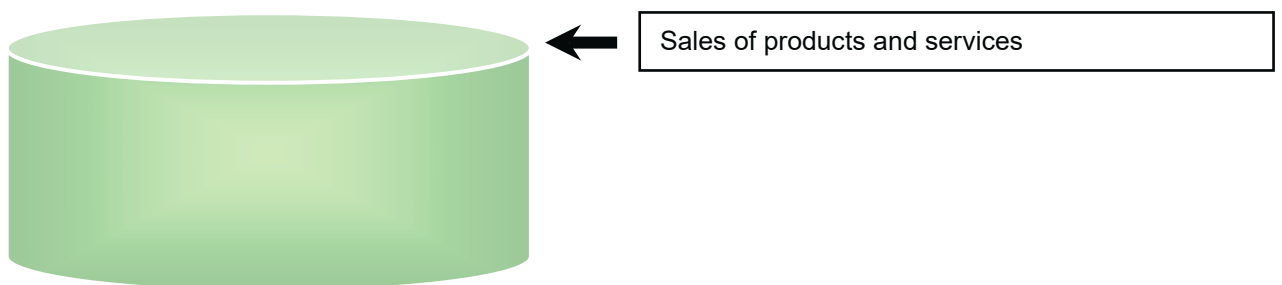
The other sources of voluntary funding allow for certain funding needs to be met by member countries, designated operators and other public and private donors. The payments made are either tied or untied voluntary funds, depending on the donors, wishes and the priorities given to the corresponding activities.

Owing to its extrabudgetary nature, this funding pillar is not affected by the expenditure ceiling set by Congress. The features of the second pillar are as follows:

- Adequate financial resources are made available for implementing the world postal strategy.
- Member countries, expectations of technical assistance and development cooperation are met to a greater extent.
- Donors are free to pay the amounts they decide on, over a period of their choice.

c Third pillar

The aim of the third pillar is to fund UPU activities through sales of products and services. It thus includes the proceeds from the sales of any products and services delivered by the UPU.



1.4 Determining the value of the contribution unit under the system for financing the Union budget

The value of the contribution unit is based on the amount of net recurrent expenses in the Union regular budget approved by the CA and on the total number of contribution units.

For 2023, the value of the contribution unit (in Swiss francs) was calculated based on the new contribution mechanism adopted at the Abidjan Congress and explained in document CA 2021.2–Doc 11:

Net expenses for 2023 (a)	37,976,300
Contributions to the French Translation Service (b)	164,000
Contributions to Union expenditure (a-b)	37,812,300
Total number of contribution units (c)	865.8
Amount of contribution unit, group 1	43,500
Amount of contribution unit, group 2	46,000

2 Member countries, contributions

2.1 Introduction

Table VIII shows contributions over time, since 1999.

2.2 Contributions over time

Table VIII – Contributions since 1999 (in Swiss francs)

Year	Total number of contribution units	Amount of contribution unit	Total amount billed
1999	908.5	37,280	33,868,880
2000	907	37,280	33,812,960
2001	878	39,110	34,338,580
2002	878	39,110	34,338,580
2003	877	39,360	34,518,720
2004	877	39,360	34,518,720
2005	865	39,360	34,046,400
2006	865	39,360	34,046,400
2007	867.5	39,990	34,691,325
2008	867.5	39,990	34,691,325
2009	864.5	40,993	35,438,449
2010	864.5	40,993	35,438,449
2011	864	41,770	36,089,280
2012	865.5	41,770	36,151,935
2013	852.5	41,770	35,608,925
2014	852.5	41,770	35,608,925
2015	852.5	41,770	35,608,925
2016	854.5	41,770	35,692,465
2017	830.5	43,526	36,148,343
2018	830.5	43,526	36,148,343
2019	830.5	43,526	36,148,343
2020	821.8	46,000	37,802,800

Year	Total number of contribution units	Amount of contribution unit	Total amount billed
2021	821.3	46,000	37,779,800
2022	819.3	46,000	37,687,800
2023	865.8	43,500 (group 1) 46,000 (group 2)	37,812,300

3 Distribution of member countries according to their contribution class for 2023

	Contribution units
Class of 60 units	
1 United States of America	60
Class of 55 units	
1 Japan	55
Class of 50 units	
1 France	50
2 Germany	50
3 United Kingdom of Great Britain and Northern Ireland	<u>50</u>
	150
Class of 40 units	
1 Canada	40
2 China (People's Rep.)	40
<i>Including:</i>	
<i>Hong Kong, China, voluntary contribution by China (People's Rep.)</i>	1
<i>Macao, China, voluntary contribution by China (People's Rep.)</i>	<u>0.5</u>
	80
Class of 27 units	
1 Italy	27
Class of 25 units	
1 Spain	25
Class of 20 units	
1 Australia	20
2 India	20
3 Russian Federation	20
4 Saudi Arabia	<u>20</u>
	80

Class of 15 units

1	Belgium	15
2	Korea (Rep.)	15
3	Netherlands	15
4	Sweden	15
5	Switzerland	<u>15</u>
		75

Class of 10 units

1	Brazil	10
2	Denmark	10
3	Finland	10
4	Mexico	10
5	Norway	10
6	Pakistan	10
7	South Africa	<u>10</u>
		70

Class of 6 units

1	Austria	6
2	Poland	<u>6</u>
		12

Class of 5 units

1	Algeria	5
2	Czech Rep.	5
3	Egypt	5
4	Hungary	5
5	Indonesia	5
6	Iran (Islamic Rep.)	5
7	Kuwait	5
8	Morocco	5
9	New Zealand	5
10	Nigeria	5
11	Tunisia	5
12	Turkey	5
13	Ukraine	<u>5</u>
		65

Class of 4 units

1	Overseas territories (United Kingdom of Great Britain and Northern Ireland)	4
2	Singapore	<u>4</u>
		8

Class of 3 units

1	Argentina	3
2	Bangladesh	3
3	Bulgaria (Rep.)	3
4	Chile	3

5	Colombia	3
6	Côte d'Ivoire (Rep.)	3
7	Ghana	3
8	Greece	3
9	Ireland	3
10	Israel	3
11	Kenya	3
12	Malaysia	3
13	Portugal	3
14	Romania	3
15	Slovakia	3
16	Sri Lanka	3
17	Thailand	3
18	Uruguay	3
19	Zimbabwe	3
		<u>57</u>

Class of 2 units

1	Qatar	2
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Class of 1 unit

1	Albania	1
2	Armenia	1
3	Aruba, Curaçao and Sint Maarten	1
4	Azerbaijan	1
5	Bahamas	1
6	Bahrain (Kingdom)	1
7	Barbados	1
8	Belarus	1
9	Belize	1
10	Bolivia	1
11	Bosnia and Herzegovina	1
12	Botswana	1
13	Brunei Darussalam	1
14	Cambodia	1
15	Cameroon	1
16	Cape Verde	1
17	Congo (Rep.)	1
18	Costa Rica	1
19	Croatia	1
20	Cuba	1
21	Cyprus	1
22	Dem. People's Rep. of Korea	1
23	Dem. Rep. of the Congo	1
24	Dominican Rep.	1
25	Ecuador	1
26	El Salvador	1
27	Equatorial Guinea	1
28	Estonia	1
29	Eswatini	1
30	Fiji	1
31	Gabon	1
32	Georgia	1
33	Guatemala	1
34	Guyana	1
35	Honduras (Rep.)	1

36	Iceland	1
37	Iraq	1
38	Jamaica	1
39	Jordan	1
40	Kazakhstan	1
41	Kyrgyzstan	1
42	Latvia	1
43	Lebanon	1
44	Liechtenstein	1
45	Lithuania	1
46	Luxembourg	1
47	Madagascar	1
48	Maldives	1
49	Malta	1
50	Mauritius	1
51	Moldova	1
52	Monaco	1
53	Mongolia	1
54	Montenegro	1
55	Myanmar	1
56	Namibia	1
57	Nicaragua	1
58	North Macedonia	1
59	Oman	1
60	Panama (Rep.)	1
61	Papua New Guinea	1
62	Paraguay	1
63	Peru	1
64	Philippines	1
65	San Marino	1
66	Senegal	1
67	Serbia	1
68	Slovenia	1
69	State of Libya	1
70	Suriname	1
71	Syrian Arab Rep.	1
72	Tajikistan	1
73	Trinidad and Tobago	1
74	Turkmenistan	1
75	United Arab Emirates	1
76	Uzbekistan	1
77	Vanuatu	1
78	Vatican	1
79	Venezuela (Bolivarian Rep.)	1
80	Viet Nam	<u>1</u>
		80

Class of 0.5 units

1	Afghanistan	0.5
2	Angola	0.5
3	Benin	0.5
4	Bhutan	0.5
5	Burkina Faso	0.5
6	Burundi	0.5
7	Central African Rep.	0.5
8	Chad	0.5
9	Comoros	0.5
10	Djibouti	0.5
11	Eritrea	0.5

12	Ethiopia	0.5
13	Gambia	0.5
14	Guinea	0.5
15	Guinea-Bissau	0.5
16	Haiti	0.5
17	Lao People's Dem. Rep.	0.5
18	Lesotho	0.5
19	Liberia	0.5
20	Malawi	0.5
21	Mali	0.5
22	Mauritania	0.5
23	Mozambique	0.5
24	Nepal	0.5
25	Niger	0.5
26	Rwanda	0.5
27	Sierra Leone	0.5
28	Solomon Islands	0.5
29	Somalia	0.5
30	South Sudan	0.5
31	Sudan	0.5
32	Tanzania (United Rep.)	0.5
33	Timor-Leste (Dem. Rep.)	0.5
34	Togo	0.5
35	Uganda	0.5
36	Yemen	0.5
37	Zambia	<u>0.5</u>
		18.5

Class of 0.1 units

1	Antigua and Barbuda	0.1
2	Dominica	0.1
3	Grenada	0.1
4	Kiribati	0.1
5	Nauru	0.1
6	Samoa	0.1
7	Saint Christopher (St Kitts) and Nevis	0.1
8	Saint Lucia	0.1
9	Saint Vincent and the Grenadines	0.1
10	Sao Tome and Principe	0.1
11	Seychelles	0.1
12	Tonga (including Niuafu'ou)	0.1
13	Tuvalu	<u>0.1</u>
		1.3

Grand total: 192 member countries

865.8

