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Table of abbreviations (acronyms, symbols, etc) and signs used in the Decisions of the 1994 Seoul Congress

A. Common abbreviations, etc

administration	postal administration
Agr	Agreement
art	article
c	centime
CA	Council of Administration
CCC	Customs Co-operation Council
CCPS	Consultative Council for Postal Studies
cf	confer (in the sense of comparing two things in order to see how far they are the same or in what way they differ)
cm	centimetre
COD	Cash-on-Delivery Agreement
col	column
Constitution	Constitution of the Universal Postal Union
Conv or Convention	Universal Postal Convention
Det Regs or RE	Detailed Regulations
dm	decimetre
Doc	Documents (of Congress, Committees, etc)
EC	Executive Council
ECOSOC	Economic and Social Council of the United Nations
EDI	Elecronic data interchange
eg	for example
fr	franc
g	gramme
Gen Regs or General Regulations	General Regulations of the Universal Postal Union
Giro	Giro Agreement
h	hour
IATA	International Air Transport Association
IBRS	International business reply service
id	idem
ISO	International Organization for Standardization
ITU	International Telecommunication Union
kg	kilogramme
km	kilometre
lb (16 ounces)	pound avoirdupois (453.59 grammes)
LDC	Least developed country
m	metre
max	maximum
min	minimum
mm	millimetre

mn	minute (of time)
Money Orders	Money Orders Agreement
n.m.	nautical mile (1852 metres)
No	number
oz	ounce (28.3465 grammes) (16th part of a pound avoirdupois)
p	page
Parcels	Postal Parcels Agreement
POC	Postal Operations Council
Prot or Protocol	Final Protocol (to the Act concerned)
s	second (of time)
SDR	Special Drawing Right
t	tonne (1000 kilogrammes)
TCDC	Technical cooperation among developing countries
t-km	tonne-kilometre or kilometric tonne (unit used in connection with conveyance)
UN	United Nations
UNDP	United Nations Development Programme
UPU or Union	Universal Postal Union

B. Abbreviations relating to forms
(These abbreviations are always followed by the number of the form)

AV	Airmail correspondence (Washington 1989)
C	Convention (Washington 1989)
CN	Convention (Seoul 1994)
CP	Parcels
MP	Money orders
R	COD
VD	Insured letters
VP	Giro

Documentation

I. List of delegates and other persons taking part in the work of Congress

II. Documents published for Congress (Congress – Docs)

I. List of delegates and other persons taking part in the work of Congress

Country	Designation of delegates and attached officials
	Messrs
Afghanistan	K.M. NEZAM, Deputy Minister of Communications, Islamic State of Afghanistan, chef de délégation M. YASIN, Director General of International Postal Affairs in Afghanistan, délégué
South Africa	D. MASSON, Chairman and Chief Executive, chef de délégation W. JOUBERT, Senior General Manager, Postal Business, chef adjoint de délégation P. HUDDLESTONE, Manager, International Services, South African Post Office, délégué R. GOBIND, Manager, International Relations, délégué Mrs L. ZAMA, Director, South African Post Office, fonctionnaire attachée G. VAN EEDEN, General Manager, International Services, chef adjoint de délégation Z. PALLO JORDAN, Minister of Posts, Telecommunications and Broadcasting, chef de délégation J.H. VAN LOGGERENBERG, General Manager, Department of Posts and Telecommunications, délégué
Albania	E. QESTERI, Director of Albanian PTT Administration, chef de délégation A. MUCO, Legal Adviser, Ministry of Transports and Communications, chef adjoint de délégation D. KURTI, Postal Department, Ministry of Transport and Communications, délégué
Algeria	T. ALLAN, Ministre des postes et télécommunications, chef de délégation M. GHAWALMI, Ambassadeur d'Algérie à Séoul, chef adjoint de délégation A. YOUNSIOUI, Directeur des services financiers postaux, chef adjoint de délégation A. CHENOUNE, Directeur des services postaux, délégué N. OURAMDANE NADRI, Sous-Directeur des acheminements et des relations postales internationales, délégué A. MOULFI, Attaché de cabinet, délégué A. BOUHEDDOU, Deuxième Secrétaire, Ambassade d'Algérie à Séoul, délégué
Germany	*A. Ministère fédéral des postes et télécommunications* G.O. PFEFFERMANN, Secrétaire d'état auprès du Ministère fédéral des postes et télécommunications, chef de délégation U. MOHR, Ing. dipl.,Commissaire chargé des relations internationales auprès du Ministère fédéral des postes et télécommunications, chef adjoint de délégation Dr H. ENGELKE, Chef de la Section "Politique internationale et affaires internationales dans le domaine des postes et de la banque postale" auprès du Ministère fédéral des postes et télécommunications, chef adjoint de délégation K. PRINZ, Conseiller, Ambassade de la République fédérale d'Allemagne, délégué G. REICHLE, Chef adjoint auprès du bureau du Ministre des postes et télécommunications, délégué U. SCHAUER, Chef adjoint dans la Section "Contrôle des prix et du comportement de la Deutsche Bundespost POSTDIENST et de la Deutsche Bundespost POSTBANK" auprès du Ministère fédéral des postes et télécommunications, délégué A. VON BORZESTOWSKI, Adjoint-expert dans la Section "Législation, affaires juridiques, timbres-poste" auprès du Ministère fédéral des postes et télécommunications, délégué Mrs I. KRAFT, Secrétaire trilingue, employée, fonctionnaire attachée *B. Deutsche Bundespost POSTDIENST – Direction générale* Dr K. ZUMWINKEL, Président Directeur général de la Deutsche Bundespost POSTDIENST, chef adjoint de délégation R. WOHLFART, Membre du Comité directeur de la Deutsche Bundespost POSTDIENST, chef adjoint de délégation

Country	Designation of delegates and attached officials
	Messrs
Germany (cont)	Dr E. ERNST, Membre du Comité directeur de la Deutsche Bundespost POSTDIENST, chef adjoint de délégation U.R. DÖRKEN, Chef de la Division "Courrier international" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, chef adjoint de délégation H.-F. LEINUNG, Chef de la Section "Relations internationales" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué G. WOLFFGRAMM, Chef de la Section "Management de produit lettre, international" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué Dr W. VOGEL-CLAUSSEN, Chef de la Section "Management de produit, messagerie internationale" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué G. GOMPF, Chef de la Section "Logistique internationale" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué Dr G. STEGMÜLLER, Chef adjoint de la Section "Relations internationales" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué J. HABERL, Adjoint-expert dans la Section "Relations internationales" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué K. WINTER, Adjoint-expert dans la Section "Management de produit lettre, international" auprès de la Direction générale de la Deutsche Bundespost POSTDIENST, délégué *C. Deutsche Bundespost POSTBANK – Direction générale* Dr G. SCHNEIDER, Président Directeur général de la Deutsche Bundespost POSTBANK, chef adjoint de délégation H. NITSCH, Chef de la Division "Développement de l'entreprise/affaires internationales" auprès de la Direction générale de la Deutsche Bundespost POSTBANK, délégué Mrs K. PLEYER, Adjointe-experte dans la Section "Services internationaux/opérations de paiement internationales" auprès de la Direction générale de la Deutsche Bundespost POSTBANK, déléguée
United States of America	M. RUNYON, Postmaster General and Chief Executive Officer, chef de délégation T.E. LEAVEY, Senior Director, International Postal Affairs, chef de délégation M. COUGHLIN, Deputy Postmaster General, chef adjoint de délégation W.J. HENDERSON, Chief Operating Officer and Executive Vice President, chef adjoint de délégation J.T. LANEY, US Ambassador to Korea, American Embassy Seoul, délégué C. KARTMAN, Deputy Chief of Mission, American Embassy Seoul, délégué J. CARAVEO, Senior Advisor to the Postmaster General, délégué K.J. HUNTER, Chief Postal Inspector, délégué R. PORRAS, Vice-President, Controller, délégué Mrs D. REGAN, Vice-President, Operations Redesign, déléguée M.J. REGAN, Program Manager, UPU Affairs, délégué Mrs K. MULLIN, Program Manager, Terminal Dues, déléguée J.B. IANNI, Program Manager, Technical Cooperation, délégué K. W. McFADDEN, Manager, International and Military Mail Operations, délégué W.P. TAYMAN Jr, Manager, Strategic and International Finance, délégué J.H. HANNEY, Group Manager, External Liaison, US Postal Inspection Service, délégué J.H. ADAMS, Executive Assistant to the Postmaster General, délégué R.K. HENGST, Group Manager, International Product Development, délégué W.T. ALVIS, Attorney, délégué W.J. GRANDJEAN, Program Manager, Classification, délégué D. W. HILL, US Postal Inspector, External Liaison, délégué Mrs T.P. GRINA, US Postal Inspector, External Liaison, délégué D. DELEHANTY, International Postal Affairs Specialist, délégué Mrs L. EMERSON, International Postal Affairs Specialist, déléguée Mrs E. WITTMAN, International Relations Specialist, déléguée

Country	Designation of delegates and attached officials
	Messrs
United States of America (cont)	R.H. ZORN, Deputy Director, Industrial and Communications Programs, US Department of State, délégué J.C. MAHER, Financial Management Officer, American Embassy Seoul, délégué J. RIPLEY, Second Secretary, American Embassy Seoul, délégué A. JAFFER, Manager, Stamp Services, fonctionnaire attaché P.M. McAFEE, Marketing Specialist, fonctionnaire attaché Mrs C. GILROY, Office Manager, fonctionnaire attachée Mrs Y. JOHN, Staff Assistant, fonctionnaire attachée
Angola	F.P. VASCO LEITAO, Directeur général des postes et télégraphes, chef adjoint de délégation Mrs F. IDALINA CHAMBULA, Directrice générale adjointe, chef adjoint de délégation J.P. PEMBELE, Chef du Département des relations internationales, délégué
Antigua and Barbuda	
Saudi Arabia	Dr A.D. KAYAL, Ministre des PTT, chef de délégation S.H. BANAJAH, Directeur général des postes, chef adjoint de délégation A.M. SAM'OUN, Directeur général adjoint des postes, chef adjoint de délégation M.A. AL SHANKITY, Directeur général des affaires gouvernementales et postales auprès des lignes aériennes saoudiennes, délégué K.M. AL OTAÏBI, Directeur du Département des services postaux, délégué F.F. AL FAÏÇAL, Directeur de la région postale de l'Est, délégué A.R.A. MO'MENA, Directeur de la région postale de Jeddah, délégué N.A.-H. ZAMZANI, Directeur de cabinet de S.E. le Directeur général des postes, délégué A.R.A. SAMMAN, Advisor and General Supervisor of the Minister's Office, délégué
Argentina	H.H. GRISANTI, Presidente de la Empresa nacional de Correos y Telégrafos SA, chef de délégation J.T. LAPSENSON, Ambajador de la Argentina en la República de Corea, chef adjoint de délégation A.J. CASTAÑON, Vicepresidente de la Empresa Nacional de Correos y Telégrafos SA, délégué A.C. EGUREN, Asesor a/c Gerencia de Relaciones Internacionales, Empresa Nacional de Correos y Telégrafos SA, délégué J.G. CAPDEVILA, Presidente de la Comisión Nacional de Correos y Telégrafos, délégué J. REY ORDOÑEZ, Director de la Comisión Nacional de Correos y Telégrafos SA, délégué J.A. GRAU OLIVARI, Consul argentino en Seúl, fonctionnaire attaché
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Australia	M. HUTCHINSON, Deputy Secretary, chef de délégation G.T. JOHN, Managing Director, Australian Postal Corporation, chef de délégation C. GROSSER, Group Manager, International, Australia Post, chef adjoint de délégation M. WILLIAMS, Australian Government Ambassador to Korea, chef adjoint de délégation K.J.S. McKEOWN, Manager, International Postal Affairs, Australia Post, délégué Mrs A. STEPHENSON, Director, Industry Policy Section, déléguée B.G. McSWEENEY, Manager, Systems and Network Development (International), Australia Post, délégué P. SMART, Manager, International Marketing, Australia Post, délégué P. FRANK, Senior International Relations Officer, Australia Post, délégué M. FLEGELTAUB, Manager, International Accounting, Australia Post, fonctionnaire attaché

Country	Designation of delegates and attached officials
	Messrs
Austria	E. LAZNOVSKY, Chef de la Division Postes, chef de délégation Dr H. KRATZER, Chef du service international des postes, chef adjoint de délégation Mrs P. BURIANEK, Dr, Chef adjoint du service international des postes, déléguée W. ROSSI, Fonctionnaire du service international des postes, délégué G. KROTTENMÜLLER, General Manager International Department, Austrian Postal Savings Bank, délégué Mrs M.C. WEINBERGER, First Secretary and Consul, Austrian Embassy, déléguée Dr R. MANDL, Chef de l'exploitation et de la technique postales, délégué
Azerbaijan	
Bahamas	J.V. SAUNDERS, Postmaster General, chef de délégation
Bahrain	A.E. MATTAR, Director of Posts, Postal Directorate, chef de délégation F.A. AL DALLAL, Chief International Postal Relations, Postal Directorate, chef adjoint de délégation
Bangladesh	T. ISLAM, Minister for Post and Telecommunication, chef de délégation A.K.M.F. RAHMAN, Bangladesh Ambassador to Republic of Korea, délégué A.M. CHOWDHURY, Additional Foreign Secretary, Ministry of Foreign Affairs, Government of Bangladesh, délégué S. AHMED, Director General, Bangladesh Post Office, chef adjoint de délégation S.K. BHATTACHARYYA, Minister, Bangladesh Embassy, Seoul, délégué A. AKHTARUZZAMAN, Counsellor, Bangladesh Embassy, Seoul, délégué
Barbados	S.H. NILES, Postmaster General, chef de délégation P.M. GREAVES, Deputy Prime Minister, Ministry of Home Affairs, chef adjoint de délégation Mrs F. LEACOCK, Assistant Postmaster General, déléguée
Belarus	V. VOLOSHCHUK, Deputy Minister, chef de délégation
Belgium	J. VERMEULEN, Ambassadeur de Belgique à Séoul, chef de délégation J.-L. DUTORDOIT, Administrateur de l'Institut belge des services postaux et des télécommunications, chef de délégation E. DEFRANCE, Conseiller à l'Institut belge des services postaux et des télécommunications, chef adjoint de délégation J. BECCO, Administrateur délégué de l'entreprise publique autonome La Poste, chef adjoint de délégation F. JOB, Administrateur-Directeur de l'entreprise publique autonome La Poste, délégué W. VAN KERCKHOVE, Administrateur-Directeur de l'entreprise publique autonome La Poste, délégué G. PIRSON, Directeur général, La Poste, délégué H. DEMARET, Chef de division du Service des affaires internationales, La Poste, délégué
Belize	Represented by Barbados
Benin	B. AGNAN, Sous-Directeur des télécommunications du réseau national, chef de délégation H. VIGNON, Directeur général, chef adjoint de délégation L. SALIOU, Directeur des services postaux et financiers, chef adjoint de délégation B. GOUHIZOUN, Chef de division, Bureaux de poste et services financiers, délégué C.C. AGASSOUNON, Chef de division, Courrier, délégué

Country	Designation of delegates and attached officials
	Messrs
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Bolivia	W. GUMUCIO SUAREZ, Presidente Ejecutivo, chef de délégation J. VELASQUEZ LIZARAZU, Gerente Financiero, chef adjoint de délégation E. REQUENA RAMOS, Gerente Comercial, délégué Mrs R. ZARCO LOPEZ, Gerente Administrativo, déléguée Mrs R. BERNAL DE DELGADO, Jefe de Contabilidad y Presupuestos, délégué
Bosnia and Herzegovina	
Botswana	C.J. BUTALE, Acting Minister of Works, Transport and Communications, chef de délégation M.J.M. MOATSHE, Deputy Permanent Secretary, Ministry of Works, Transport and Communications, chef adjoint de délégation D.R. GABARAANE, Director General, Botswana Postal Services, chef adjoint de délégation B.H.S. JAYAWARDENA, Assistant Director General, Finance and Services, délégué L.M.S. MOLALAPATA, Assistant Director, Postal Operations, délégué I.O. MOLEMA, Senior Controller, International Postal Affairs, Botswana Postal Services, délégué
Brazil	R.N. GUERREIRO, Secrétaire des services des communications, Ministère des communications, chef de délégation A. CORREIA DE ALMEIDA, Président de l'Entreprise brésilienne des postes et télégraphes, chef de délégation R. SALMERON, Vice-Président de l'Entreprise brésilienne des postes et télégraphes, chef adjoint de délégation Mrs V. AMARAL DA SILVEIRA, Chef du Département des relations internationales, chef adjoint de délégation M.O. CHIODELLI, Chef de service, Département des tarifs, Bureau des services de communications, chef adjoint de délégation L.S. NEVES, Chef de service, Département des services publics, Bureau des services de communications, délégué R. BARRIONUEVO GONÇALVES LEQUES, Chef du Département de la logistique et de l'exploitation, délégué D. SALMORIA, Chef de la Division des études et de la réglementation du Département des relations internationales, délégué M. FERRI, Chef de la Section des services postaux, Département de la logistique et de l'exploitation, délégué
Brunei Darussalam	Dato H.Z. SULAIMAN, Minister of Communications, chef de délégation I.DP HAJI ABD RAHIM, Postmaster General, Postal Services Department, chef adjoint de délégation M.M. BIN HAJI LAKIM, Assistant Postmaster General, Postal Services Department, délégué B. HAJI BULAT, Assistant Postmaster General, Postal Services Department, délégué M. BIN MUDIM HAJI BAKAR, Officer of the Ministry of Communications, délégué A. MOHAMAD ALI, Senior Officer, délégué M. AHMAD, First Secretary, Embassy of Brunei Darussalam, délégué T.B.H. TAMAM, Senior Official, Ministry of Communications, délégué

Country	Designation of delegates and attached officials
	Messrs
Bulgaria (Rep)	V. MARKOV, Président du Comité des postes et télécommunications, chef de délégation L. IOSSIFOV, Chef de la Division de la réglementation postale, chef adjoint de délégation Mrs S. HRISTOVA, Chef du Département de la politique postale, déléguée Mrs L. STOYANOVA, Chef du Département juridique, déléguée I. RADENKOV, Président de l'Entreprise "Les postes bulgares", délégué S. DOTCHEV BOGOMIL, Représentant du Ministère des affaires internationales de Bulgarie, délégué
Burkina Faso	N.C. SOMDA, Ministre de la communication et de la culture, chef de délégation L. BONCOUNGOU RAOGO, Directeur général de l'Office national des postes, chef de délégation O. BAMOUNI, Directeur de la production, délégué Y. TOURE, Directeur de la coordination et de l'orientation, délégué
Burundi	Mrs A. KAYIBIGI, Directeur de la Régie nationale des postes, chef de délégation
Cambodia	P. PHIN, Sous-Secrétaire d'Etat des postes et télécommunications du Cambodge, chef de délégation N. CHROEUNG, Directeur des postes à Phnom Penh, délégué
Cameroon	M. MEDJO, Secrétaire d'Etat aux postes et télécommunications, chef de délégation P. NDONGO, Directeur des postes, chef adjoint de délégation D. YOUNOUSS, Sous-Directeur de la réglementation et des affaires internationales, délégué E. MBALA BESSALA, Directeur de la comptabilité et des finances, délégué
Canada	J. HARVARD, Chairman, Government Operations Committe, Parliament of Canada, chef de délégation G.C. CLERMONT, President and Chief Executive Officer, Canada Post Corporation, chef de délégation Mrs E.C. KRIEGLER, Senior Vice-President, Administration, Canada Post Corporation, chef de délégation P.T. McINENLY, Vice-President, General Affairs, Canada Post Corporation, chef de délégation Mrs R. DUHAIME, General Manager, International Business Management, Canada Post Corporation, chef adjoint de délégation J.G. HALPIN, Director, International Business Relations, Canada Post Corporation, chef adjoint de délégation J. LEE, Vice-President, Canada Post Systems Management Ltd, délégué A. FALLU, Gestionnaire, Relations commerciales internationales, délégué P. RAYNAUD, Manager, International Business Relations, délégué J. BENARD, Vice-President, Canada Post Systems Management Ltd, délégué S. LEARMONT, Corporate Manager, Administration Finance, délégué E. KWEI, Director, Canada Post Systems Management Ltd, délégué D. MICHAUD, Director, Canada Post Systems Management Ltd, délégué Mrs N. McKINNON, Secretary, International Business Relations, Canada Post Corporation, déléguée M. CLOUTIER, Foreign Affairs and International Trade Canada, délégué M. LAFRAMBOISE, Senior Policy Advisor to the Minister Responsible for Public Works and Government Services, délégué
Cape Verde	H. MARCIANO ALMEIDA, Directeur des postes, chef de délégation

Country	Designation of delegates and attached officials
	Messrs
Central African Rep	E.C. MBEDO, Directeur général des postes et de la Caisse nationale d'épargne, chef adjoint de délégation J. SALAMATE, Chargé de mission postes, délégué M. BEINA, Directeur de la production des postes, délégué A. NDOMONDJI, Directeur des affaires économiques et internationales, délégué
Chile	M. FELMER KLENNER, Gerente General, chef de délégation J. UGARTE, Presidente del Directorio de la Empresa, chef de délégation O. HERRERA, Chef du Bureau des relations internationales, délégué C.R. MANRIQUEZ PEARSON, Embajada de Chile en la Republica de Corea, délégué
China (People's Rep)	P. LIU, Vice-Ministre des postes et télécommunications, chef de délégation G. ZHANG, Directeur général des postes, Ministère des P & T, chef adjoint de délégation H. LIU, Directeur assistant du Département des affaires extérieures, Ministère des P & T, chef adjoint de délégation P. YU, Conseiller, Ministère des affaires étrangères, délégué Y. CONG, Chef de division, Direction du service EMS, Ministère des P & T, délégué Y. WU, Conseiller de la Division du service international de la Direction générale des postes, Ministère des P & T, délégué D. QU, Chef adjoint de la Division des organisations postales internationales, Département des affaires extérieures, Ministère des P & T, délégué Y. FENG, Chef adjoint de la Division du service international de la Direction générale des postes, Ministère des P & T, délégué G. ZHANG, Conseiller adjoint de la Division des organisations postales internationales, Département des affaires extérieures, Ministère des P & T, délégué Mrs G. CUI, Conseiller adjoint de la Division du service international de la Direction générale des postes, Ministère des P & T, déléguée Mrs L. ZHENG, Fonctionnaire de la Direction de l'épargne postale et des mandats de poste, Ministère des P & T, déléguée B. SU, Secrétaire du Vice-Ministre, fonctionnaire attaché W. YU, Premier Secrétaire à l'Ambassade de Chine à Séoul, fonctionnaire attaché Mrs L. HUANG, Fonctionnaire du Département des affaires extérieures, Ministère des P & T, fonctionnaire attachée Mrs S. GAO, Fonctionnaire du Département des affaires extérieures, Ministère des P & T, fonctionnaire attachée Mrs N. LIU, Official Department of External Affairs, Ministry of P & T, fonctionnaire attachée J. CHI, Official Department of External Affairs, Ministry of P & T, fonctionnaire attaché X.M. HUANG, Directeur du Département de la poste, Ministère des P & T, fonctionnaire attaché M.H. WEI, Directeur adjoint de l'Office général, Ministère des P & T, fonctionnaire attaché W.J. LIU, Vice-Directeur du Département de la finance, Ministère des P & T, fonctionnaire attaché L.S. CAO, Vice-Directeur du Département de la sécurité, Ministère des P & T, fonctionnaire attaché J.R. WANG, Chef de division de la presse, Office général, Ministère des P & T, fonctionnaire attaché F.R. SI, Chef adjoint de division, Département du personnel, Ministère des P&T, fonctionnaire attaché Q.L. XU, Chef adjoint de division, Département de la sécurité, Ministère des P&T, fonctionnaire attaché T. ZHENG, Directeur de l'Administration postale de Beijing, fonctionnaire attaché

Country	Designation of delegates and attached officials
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Cyprus	M. ANTONIOU, Director of the Department of Postal Services, chef de délégation
Colombia	M. DURAN, Ambassador of Colombia to the Republic of Korea, chef de délégation J. LONDONO TAMAYO, Miembro de la Junta Directiva de la Administracion Postal, délégué A. RAMIREZ NORIEGA, Subgerente de Mercadeo, délégué G. RONDEROS, Director Airmail Administration, délégué R. GARCIA PENA, Counsellor, Colombian Embassy in Seoul, délégué
Comoros	
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Croatia	M. PERAK, Directeur général des postes et télécommunications croates, chef de délégation B. SEVER, Directeur général adjoint des postes et télécommunications croates chargé de la poste, chef adjoint de délégation D. FILIPOVIC, Assistant of Minister, délégué
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Italy	G. MARTINI, Ambassadeur d'Italie, chef de délégation A. LEGGIO, Managing Director, chef de délégation Mrs G. DAMIA, Directeur du Bureau des relations internationales, chef adjoint de délégation F. GAMBACCIANI, Dirigeant, Affaires internationales, chef adjoint de délégation A. GASPERI, Attaché scientifique, Ambassade d'Italie, délégué Mrs A.M. MICELI, Chef de section au Bureau des relations internationales, déléguée A. AMARI, Dirigeant à la Direction centrale des services postaux, délégué Mrs F. CORATELLA, Chef de section à la Direction centrale des services postaux, déléguée Mrs E. RESTANO, Chef de la Section des services financiers internationaux, déléguée D. DI VIRGILIO, Attaché commercial, Ambassade d'Italie, délégué
Libyan Jamahiriya	A.F.M. FARHAT, Ambassador of People's Bureau of Libya, chef de délégation S.A. OPUTHMAN, Civil Servant of People's Bureau of Libya, délégué

Country	Designation of delegates and attached officials
	Messrs
Jamaica	Represented by Guyana
Japan	S. OIDE, Minister of Posts and Telecommunications, chef de délégation S. YAMASHITA, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan to the Republic of Korea, chef de délégation H. SHIGETA, Minister Extraordinary and Plenipotentiary, Embassy of Japan to the Republic of Korea, chef de délégation S. KUSUDA, Deputy Minister for Policy Coordination, chef de délégation T. KATO, Director-General of Posts, chef de délégation K. OIDA, Director General of Inspection, délégué Y. UTSUMI, Director General of the International Affairs Department, délégué H. YASUOKA, Deputy Director General of Posts, délégué Y. KAWAMURA, Minister, Embassy of Japan to the Republic of Korea, délégué H. OKAYAMA, Director of the International Policy Division, International Affairs Department, délégué M. TAKAHASHI, Director of the International Organizations Division, International Affairs Department, délégué K. WATANABE, Director of the International Affairs Division, Postal Bureau, chef adjoint de délégation K. INOUE, Director of the Personnel Development Division, Personnel Department, délégué M. BANDO, Director of the ITU Plenipotentiary Conference Preparation Office, International Affairs Department, délégué K. NAKAMURA, Director for UPU Relations, International Affairs Department, chef adjoint de délégation J. TANIKAWA, Senior Advisor of the International Affairs Division, Postal Bureau, délégué S. OTSUKA, Director of the International Service Office, Postal Savings Bureau, délégué H. UCHIDA, Deputy Director of the Mechanization and Computer Systems Division, Postal Bureau, délégué T. FUJIOKA, Deputy Director of the International Affairs Division, Postal Bureau, délégué M. TOKUSHIGE, Deputy Director of the Planning Division, Postal Bureau, délégué M. TSUCHIYA, Deputy Director of the International Affairs Division, Postal Bureau, délégué A. MIYAJI, Head of the International Organizations Section, Deputy Director of the International Affairs Division, Postal Bureau, délégué Y. TANAKA, Head of the International Payment Section, International Service Office, Postal Savings Bureau, délégué Y. KOBAYASHI, Head of the Management Information System Section, Mechanization and Computer System Division, Postal Bureau, délégué M. HIRAMOTO, Head of the Operation Section, International Affairs Division, Postal Bureau, délégué T. HAYASHI, Head of the Planning Section, International Affairs Division, Postal Bureau, délégué T. MATSUO, Head of the UPU Section, International Organizations Division, International Affairs Department, Postal Bureau, délégué H. SASAKI, Head of the Research and Planning Section, International Affairs Division, Postal Bureau, délégué T. TAKESHITA, Head of the Technology Development Section, Mechanization and Computer Systems Division, Postal Bureau, délégué M. KONDO, Head of the New Services Section, International Affairs Division, Postal Bureau, délégué F. UTSUMI, Assistant Head of the Crime Prevention Section, Crime Prevention Planning Office, Office of the Director-General of Inspection, délégué N. OKADA, Assistant Head of the Operations Section, International Affairs Division, Postal Bureau, délégué

Country	Designation of delegates and attached officials
	Messrs
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Jordan	H. AL QUDAH, Secrétaire général au Ministère des postes et des communications, chef de délégation F. ABU SHAMMA, Directeur des communications à Hamman, délégué M.Z. AL KAHWAJI, Chef de la Section des services postaux, délégué
Kazakhstan	K. BAZYLOV, First Deputy Minister of Communications of Kazakhstan, chef de délégation A. TAJIEV, Second Secretary of the United Nations Organization Department of the Ministry of Foreign Affairs, délégué A. JAZYKBAEV, Head of the State Postal Services of Kazakhstan, délégué O.B. BEKJANOV, Chairman of the Management Joint Stock Postal Bank, Kazpochta Bank, délégué
Kenya	W. CHERUIYOT MOROGO, Assistant Minister, Ministry of Transport and Communications, chef de délégation S.K. CHEMAI, Managing Director, Kenya Posts and Telecommunications Corporation, chef adjoint de délégation Dr J. TANGUS ROTICH, Director KCCT, délégué S.M. MADZAYO, Corporation Secretary KPTC, délégué Mrs S.K. MALUKI, General Manager, Postal Services, déléguée B.A. HUSSEIN, Assistant General Manager, Postal Services KPTC, délégué F. KAVINGUAH, Principal Lecturer KCCT, délégué Mrs R.A. MASAVIRU, Senior Assistant Manager, International Mails KPTC, déléguée Mrs N.A. AMIR, Assistant Manager, International Relations KPTC, déléguée G. KITHINJI, Deputy Secretary, Ministry of Transport and Communications, délégué
Kyrgyzstan	A.T. TAGAEV, First Deputy Minister, chef de délégation
Kiribati	
Kuwait	S.A.A. AL HAQQAN, Assistant Under Secretary, Postal Affairs Department, chef de délégation S.A.S.A. AL ASOUSSI, Director of Parcels and Mumtaz Post Department, délégué A. KHALED AL WESAIS, Director of International Postal Relations Office, délégué F.A.A-R. MOHAMMAD, Deputy Director of Postal Traffic Department, délégué S.A.A. AL SAQER, Controller of Charges and Settlement, délégué
Lao People's Dem Rep	Not represented

Country	Designation of delegates and attached officials
	Messrs
Lesotho	D. MOCHOCHOKO, Minister of Works, Transport, Posts and Telecommunications, chef de délégation Mrs M. RAMAEMA, Principal Secretary, chef adjoint de délégation M.N. MAKARA, Postal Controller, délégué Mrs A.K. MOKHETHI, International Affairs, déléguée Mrs H.M. HADEBE, Controller Philatelic Services, déléguée Mrs G.M. MOTHIBELI, Head EMS Section, déléguée P.R.N. KHOMONNGOE, Director of Postal Services, délégué T.K. MOREMOHOLO, Principal Secretary, Ministry of Transport and Telecommunications, chef de délégation
Latvia	A. DROISKIS, Director General of Latvia Post, chef de délégation
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Lebanon	O.A. TABBARAH, Directeur général des postes (PTT) Beyrouth, chef de délégation P.F.J. ABI SEMAAN, Membre de l'Ambassade du Liban à Séoul, délégué
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Liechtenstein	Represented by Switzerland
Lithunania	Represented by Latvia
Luxembourg	P. SCHUH, Président du Conseil d'administration, chef de délégation E. TOUSSING, Président du Comité de direction, Directeur général, chef de délégation P. KIHN, Directeur de la Division des postes, chef adjoint de délégation Mrs S. KELLEN, Chargée de mission, déléguée
Madagascar	N.H. ANDRIAMANJATO, Ministre des postes et télécommunications, chef de délégation F. BOTO, Directeur général adjoint, délégué Mrs M. RANAIVOSON RAMBELO, Direction générale, PTT, déléguée

Country	Designation of delegates and attached officials
	Messrs
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Maldives	A. ZAHIR, Minister of Transport and Communications, Government of Maldives, chef de délégation M. SOLIH, Deputy Director (Commercial Services and Engineering), chef adjoint de délégation Mrs Z. ABUBAKURU, Senior Postal Officer, Postal Services Department, déléguée Mrs F. WAHEEDA, Postal Officer (Premium Services), déléguée M. RASHEED, Senior Philatelic Officer, Maldives Post Limited, Mail, délégué
Mali	L. TOGOLA, Président Directeur général, Office national des postes, chef de délégation A. TOURE, Directeur de la stratégie et du développement, Office national des postes, délégué
Malta	Dr M. FRENCO, Minister of Transport, Communications and Technology, chef de délégation Dr A. SAMMUT, Chairman, Post Office Management Board, chef adjoint de délégation R. ENGERER, Private Secretary to the Minister, délégué F. ZAMMIT HABER, Secretary, Post Office Management Board, International Relations, délégué
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Mauritius	M. DYALL, Postmaster General, chef de délégation

Country	Designation of delegates and attached officials
	Messrs
Mauritania	M.O. BOUCEIF, Directeur général de l'Office des postes et télécommunications, chef de délégation J. OULD ABDI, Directeur financier, O.P.T., délégué D. DIOMBAR, Directeur des postes, délégué O. BRAHIM MAHFOUD, Conseiller du Directeur général, O.P.T., délégué S.A. OULD AHMED, chef du Département des services postaux, délégué
Mexico	M. URIBE CASTAÑEDA, Ambassadeur du Mexique en Corée, chef de délégation J. ALDANA MARGAIN, Jefe del Departamento de Asuntos Internacionales, Servicio Postal Mexicano (SEPOMEX), chef adjoint de délégation R. MILLAN GONZALEZ, Premier Secrétaire, Ambassade du Mexique en Corée, délégué
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Monaco	E. FRANZI, Délégué permanent adjoint auprès des organismes internationaux, chef de délégation Mrs R. CASTELLINI, Directeur de l'Office des émissions de timbres-poste, déléguée
Mongolia	R. SANDALKHAN, Minister of Infrastructure Development, chef de délégation B. PUREVSUREN, Manager, Ministry of Infrastructure Development, chef adjoint de délégation D. TUGSOO, Postal Director of Mongolian Telecommunication Company, délégué G. RADNAABAZAR, General Director of Mongolian Post Stamp Company, délégué P. URJINLKHUNDEV, Ambassador Extraordinary and Plenipotentiary to the Republic of Korea, chef adjoint de délégation
Mozambique	A.E. GUEBUZA, Minister of Transports and Communications, chef de délégation R.J. GOMES LOUSA, Vice-Minister of Transports and Communications, chef adjoint de délégation P. LOPES MURIMA, President of Council of Administration, délégué S. FOQUISSO, Administrator of Postal Services, délégué J.S. SIKHONDZE, Postal Expert, fonctionnaire attaché M.B. SUMINE, Official of Ministry of Transport and Communications, délégué J. JORGE, National Director of INCM, délégué
Myanmar	T. WIN, Ambassador Extraordinary and Plenipotentiary, Embassy of the Union of Myanmar, Seoul, chef de délégation H. ZIN, Deputy General Manager, Myanmar Posts and Telecommunications, chef adjoint de délégation D. MRA HNINZI, Assistant General Manager, Myanmar Posts and Telecommunications, délégué
Namibia	G.P. ERASMUS, General Manager, Namibia Post, chef de délégation
Nauru	V.F. DETENAMO, Minister for Finance, chef de délégation R.D. HARRIS, Director of Posts, chef adjoint de délégation
Nepal	B. KUMAR GACHCHADAR, State Minister, Ministry of Information and Communications, chef de délégation R. CHANDRA UPADHYAY, Director General, chef adjoint de délégation
Nicaragua	

Country	Designation of delegates and attached officials
	Messrs
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Nigeria	R. ABUBAKAR MOHAMMED, Minister, Ministry of Communications, chef de délégation S.D. MATANKARI, Director, Planning Research and Statistics, chef adjoint de délégation J. OLAWALE BAMIGBELE, Postmaster General, délégué J. CHUBA EBERE OKPALA, Deputy Postmaster General, Operations Planning Division, délégué K. OJUDAYI, Assistant Postmaster General, Operation System, délégué Mrs M.B. AJAYI, Chief Research Officer, Ministry of Communications, déléguée E.F. NWADIALOR, Assistant Postmaster General, International Mails, délégué R.O. AKINTOLA, Chief Postal Officer, International Organisation and Technical Studies, délégué I.M. BABA, Head of Executive Department, Accounts, délégué L. IPINMISHO, Secretary /Legal Adviser, délégué Mrs M.U. AGBAMUCHE, Legal Adviser, Ministry of Communications, déléguée S. UMAR, Personal Assistant to the Minister of Communications, fonctionnaire attaché S. OLU AWOFESO, Special Assistant to the Minister of Communications, fonctionnaire attaché O. ABIOLA, Head of Philatelic Bureau, délégué
Norway	P. SANDERUD, Director General, Ministry of Transport and Communications, chef de délégation B. SEEBERG, Deputy Director General, Ministry of Transport and Communications, chef adjoint de délégation E. THORSTENSEN, Adviser, Ministry of Transport and Communications, délégué B.F. PETTERSEN, Director General, Norway Post, délégué A. RENOLEN, Deputy Director General, Norway Post, délégué J. HURLEN, Director, International Post, délégué T. AARAK, Manager, International Relations, Norway Post, délégué Mrs B. TVIBERG, Adviser, International Parcels, Norway Post, déléguée T. THORMODSRUD, Adviser, International Letters, délégué
New Zealand	R. PERKINS, Manager, International Communications Policy, Ministry of Commerce, chef de délégation B. EVANS, Chief Operations Officer, New Zealand Post, chef de délégation E. TOIME, Chief Executive, New Zealand Post, délégué C. MOWBRAY, Manager, International Postal Affairs, New Zealand Post, délégué J. BENNETT, Assistant Manager, International Postal Affairs, New Zealand Post, délégué M. CURRAN, Manager, Production and Systems, New Zealand Post, délégué G. WATERS, Counsellor, New Zealand Embassy, Seoul, délégué
Oman	A.S. AL-BALUSHI, Under-Secretary, Ministry of Posts, Telegraphs and Telephones, chef de délégation Q.Y.Q. AL-ZARAFI, Acting Director General of Posts, Ministry of PTT, délégué T.A.A. AL-QUBTAN, Director of International Relations Department, Ministry of PTT, délégué S.M.A. AL BALUSHI, Superintendent of Al-Dharira Region Posts, Ministry of PTT, délégué
Uganda	J.M. NASASIRA, Deputy Minister of Works, Transport & Communications, chef de délégation A.M. MUNYARUGERERO, General Manager/Postal Services, chef adjoint de délégation J.T. KAFEERO, Senior Postal Controller/International Relations and Settlements, délégué

Country	Designation of delegates and attached officials
	Messrs
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Pakistan	A. NAWAZ KHAN, Chairman, Pakistan Postal Services Corporation, chef de délégation N. KHAN, General Manager (Overseas), Pakistan Postal Services Corporation, chef adjoint de délégation M. ASGHAR, Deputy General Manager (Overseas), Pakistan Postal Services Corporation, délégué
Panama (Rep)	Mrs E.J. DE DE LA ROSA, Director General de Correos y Telégrafos, chef de délégation M.A. ARAUZ CASTILLO, Director de Planeamiento, chef adjoint de délégation V. GOMEZ SANJUR, chef adjoint de délégation Mrs B.M. DE SEDAS, Asistente Administrativo, déléguée
Papua New Guinea	C. NAKMAI, Executive Manager, Post Customer Services Department, Post PNG, chef de délégation T. TULIN, Executive Assistant to General Manager, Post PNG, délégué W. MARAKAN, Manager, International Postal Relations, Post PNG, délégué Mrs L. BOGARI, Ambassador, Embassy of Papua New Guinea, Seoul, Korea, déléguée J. LAUA, Counsellor, Embassy of Papua New Guinea, Seoul, délégué
Paraguay	H. PICCININI SOERENSEN, Director General de Correos de la Republica del Paraguay, chef de délégation E. RAMIREZ MENDEZ, Secretario General, délégué J. SANTIAGO CABALLERO, Director de Relaciones Internacionales del Correo de la Republica del Paraguay, délégué R. MONTIEL, Chargé d'affaires, Paraguay Embassy in Seoul, délégué
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Country	Designation of delegates and attached officials
	Messrs
Netherlands Antilles and Aruba	G.M. PETERSON, Director of Postal Services of Aruba, chef de délégation Mrs D. GITTENS, Chief of International Affairs of Aruba, déléguée R.H. GALMEIJER, Director of Postal Services of Netherlands Antilles, chef adjoint de délégation O.L. SCHOOP, Deputy Director of Postal Services of Netherlands Antilles, délégué
Peru	V. ACUÑA DEL SOLAR, Director General de Correos, chef de délégation Z. MORILLO, 2º Secretario de la Embajada del Peru en Corea del Sur, délégué W.P. PEDRAZA SIERRA, Asesor del Vice Ministro de Comunicaciones, fonctionnaire attaché
Philippines	E.P. PILAPIL, Postmaster General, Philippine Postal Corporation, chef de délégation I.V. INTIA Jr, Assistant Postmaster General for Operations, Philippine Postal Corporation, chef adjoint de délégation W.A. MAXINO, Manager, International Affairs Department, Philippine Postal Corporation, délégué Mrs J.L. HEIDEMANN, Second Secretary, Philippine Embassy, Seoul, délégué
Poland (Rep)	R. CZAPLEWSKI, Under-Secretary of State in the Ministry of Post and Telecommunications, chef de délégation S. POPIOLEK, Under-Secretary of State in the Ministry of Post and Telecommunications, chef de délégation G. SZERMANOWICZ, Director General, the Polish Post, chef de délégation Mrs M. DUNASZEWSKA, Deputy Department Director, Ministry of Post and Telecommunications, déléguée B. BORKOWSKI, Department Director, the Polish Post, Headquarters, délégué T. KIEWICZ, Department Director, the Polish Post, Headquarters, chef adjoint de délégation R. KOZA, Department Director, the Polish Post, Headquarters, délégué R. STOMSKI, Director, Office of Exchange in Warsaw, délégué J. OSINSKI, Senior Adviser in the Ministry of Post and Telecommunications, délégué Mrs M. ALAMA, Manager, the Polish Post, Headquarters, déléguée Mrs A. ADAMSKA, Adviser, the Polish Post, Headquarters, déléguée H. BABIS, Vice-Dean, University in Szczecin, délégué
Portugal	M.G.M. DE ALMEIDA LEITE, Ambassador of Portugal in Korea, chef de délégation F. MENDES, Président du Conseil d'administration du "Instituto das Comunicações de Portugal", chef adjoint de délégation A. ROBALO DE ALMEIDA, Member of the Board of Direction - ICP, chef adjoint de délégation J. ALARCAO TRONI, Président du Conseil d'administration de la Poste, délégué J.I. SIMOES DE ALMEIDA, Member of the Board, CTT - Correios de Portugal, S.A., délégué I. CRUZ, Secretary General, CTT, délégué C.A. ROLDAO LOPES, Board Chairman, CTT de Macau, délégué L. GARCIA PEREIRA, Director for International Affairs - ICP, délégué J. FERRARI CARETO, Study and Planning Director - ICP, délégué Mrs D. MOTA JORGE JACINTO, PTT, délégué Mrs M. D.L. ALMEIDA, Deputy Director, CTT de Macau, déléguée S. de ANDRADE, Directeur adjoint des affaires internationales, délégué Mrs A. FONSECA ALEIXO, Head of Division - ICP, déléguée Mrs I. TAVARES, Responsable des affaires européennes à la Direction des affaires internationales, déléguée Mrs T. SENA ESTEVES, Legal Expert - ICP, déléguée Mrs R. CHAN NIM CHI, Delegate, CTT de Macau, déléguée Mrs I. UN MAN KUOK, Legal Adviser, CTT de Macau, déléguée C. MARTINS, Institut of Communications of Portugal, délégué

Country	Designation of delegates and attached officials
	Messrs
Qatar	A. JABER MUFTAH, Director of Posts, chef de délégation M.A. MUBARACK DARWISH, Assistant Director for Postal Affairs, chef adjoint de délégation S. KHALAF AL MURAIKHI, Chief of International Relations and Statistics, délégué A.A. AL-MOHANNADI, Chargé d'affaires of Qatar, Embassy in Seoul, délégué
Dem People's Rep of Korea	
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Country	Designation of delegates and attached officials
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San Marino	A. CASALI, Minister of Posts and Telecommunications, chef de délégation L. CAPICCHIONI, Director General Posts and Telecommunications, chef adjoint de délégation P. GIACOMINI, Director of Economic and Social Affairs, chef adjoint de délégation C. CARATTONI, Assistant to the Minister of Posts and Telecommunications, délégué S. FAETANINI, Assistant Director General Posts, délégué Mrs S. ZAFFERANI, Office of Economic and Social Affairs, déléguée
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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Country	Designation of delegates and attached officials
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International Civil Aviation Organization (ICAO)	B. BALASHOV, Economist
International Telecommunication Union (ITU)	P. TARJANNE, Secrétaire général
European Commission (CEC)	F. TOLEDANO, Chef de division, Affaires postales F. MARY, Expert, Affaires postales J. RIETBRUEK, Principal Counsellor R. BURMANJER, Administrator
Customs Co-operation Council (CCC)	C. ROSSEL, Directeur adjoint
International Organization for Standarization (ISO)	J.-H. SONG, Director, International Cooperation Division, KBS
Non-governmental international organizations	
International Air Transport Association (IATA)	T. KAWANAMI, Director Mail Section, Marketing Department, Freight and Mail, Japan Airlines J. COOPER, Manager Express Services, Qantas Airways G. MANGELSDORF, Airmail Manager, Qantas Airways N. MURAKAMI, Airmail Board Representative (ANA) of the IATA, all Nippon Airways T.E. McEVOY, Manager Airmail, IATA K. PLATT, Advisor, IATA C. MASSABKI, Deputy Director Postal Affairs, Air France, IATA T. FLOWER, Member IATA Air Mail Board, British Airways J. HAEUSLER, Manager Airmail, IATA, Lufthansa Dr B. BORISLAV, Airmail Manager, IATA, Lufthansa C. FARRA, Airmail Board of IATA, Middle East Airlines O. ABDOULAYE, Member, IATA, Air Afrique U.B. ZACHRISON, Manager Airmail Scandinavian Airlines H.F. LAGLER, Manager Mail Products, Swissair, IATA M.A. SHANKITY, General Manager, Government and Mail Affairs, Saudi Arabian Airlines Y. IGUCHI, Assistant Vice-President, Marketing Japan Airlines C. SCHELFHAUT, Chairman IATA Airmail Board Sabena Y.K. NAH
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Organizations	Designation of observers
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Restricted Unions	
Association of European Public Postal Operators (POSTEUROP)	J. ALLARDT, Président du Conseil d'administration G.K. MACRAE, Directeur du Secrétariat Y. COUSQUER, Président-Directeur général IPC R. HINDS, Managing Director IPC Technology P. WEBB, Manager IPC Technology Projects M. PAINGT, Terminal Dues Manager Mrs N.B.F. ISERENTANT, Assistant
Arab Permanent Postal Commission (APPC)	Represented by Jordan
European Postal Financial Services Commission (CSFPE)	J. PAPPALARDO, Président de la Commission des services financiers postaux européens
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African Postal and Telecommunications Union (APTU)	
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Organizations	Designation of observers
	Messrs
Restricted Unions (cont)	
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South and West Asia Postal Union (SWAPU)	S. MOHAMMAD SEYED EBRAHIMI, Secretary General of UPSOA
Secretariat	
International Bureau	See Congress – Doc 36/Rev 1, pages 527 to 532 of this volume.

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41a and Adds 1 and 2	Election of the members of the Executive Council/ Council of Administration; list of member countries on the basis of the five geographical groups		587, 589, 591
41b	Election of the members of the Postal Operations Council: list of member countries showing the geographical group to which they belong and their situation as a developed country (DDC) or developing country (DGC)		593
42/Rev 1	Submission of applications for seats on the Council of Administration (CA)		597
43	Submission of applications for seats on the Postal Operations Council (POC)		599
44	Candidates for the election of members of the CA		604
45	Candidates for the election of members of the POC		606
46	List of member countries elected by Congress to the CA		608
47	List of member countries elected by Congress to the POC		609
	Technical cooperation		
48	Memorandum on technical cooperation documents to be considered by Congress		610
49	Technical assistance in the UPU		611
50	Analysis of the operation of the postal services in the developing countries		668
51/Rev 1	Policy guidelines and action plan for 1996–2000		779
52a	UPU action for the least developed countries (LDCs)		794
52b	Technical cooperation among developing countries (TCDC)		808
53	Human resources and training		813
54	Increased UPU presence in the field with regard to technical assistance		823
55	Financing of technical assistance		845
56	Postal Development Action Group (PDAG)		854
56/Add 1	Follow-up of implementation of the Action Plan adopted on conclusion of the Postal Development Symposium		867
	Postal services		
57	Calculation of transit charge scales		873
58	Mailing of letter-post items abroad		889
59	Rationalizing UPU forms		892

Congress – Doc No	Subject	Remarks	Page
60 and Adds 1 to 4	Recast of the Convention, the Agreements and their Detailed Regulations		902, 910, 977, 1110, 1159
61	Terminal dues		1226
61/Add 1	Terminal dues. Supplementary documentation		1251
61/Add 2	Terminal dues. Draft forms		1253
62	New principles for airmail and parcel-post accounting		1260
63 and Adds 1 and 2	Future of the postal financial services		1277, 1282, 1311
64	Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999		1316
65/Rev 2	Updating of the Final Protocol to the Universal Postal Convention and its Detailed Regulations		1331
66/Rev 5	Updating of the Final Protocols to the Postal Parcels Agreement and its Detailed Regulations		1333
67	Updating of the Final Protocol to the Agreements concerning postal financial services		1336
68	Draft study programme for 1995–1999		1337
69	–		–
	Other documents		
70/Rev 1 and Add 1	Management of the Union's work		1387, 1411
71	Information management as a UPU strategic activity		1426
72	–		–
73 and Adds 1 to 5	General Debate		1430, 1442, 1444, 1450, 1457, 1465
73.1	General Debate – Introductory speeches		1473
74 and Add 1	UPU Strategic Plan for 1995–1999		1480, 1524
75a	Comprehensive report on the work of the Electronic Transmission Standards Group (ETSG)		1534
75b and Add 1	UPU activities in the field of EDI 1995–1999		1540, 1551

Congress – Doc No	Subject	Remarks	Page
76 and Add 1	Basic airmail conveyance rate		1557, 1570
77	Universal rate. Revision of land and sea rates for postal parcels		1577
78	The Post and the environment		1590
79/Rev 1	New edition of the International List of Post Offices (ILPO)		1593
80	Invitation for the 22nd Universal Postal Congress		1595
81 and Add 1	Introduction of an international postal code system		1596, 1614
82	Request to participate in Congress submitted by the UPU International Bureau Staff Association		1615
83	Final report of Committee 2 (Finance)		1616
84	Final report of Committee 9 (Technical Cooperation)		1623
85.1 85.2 85.3	Decisions other than those amending the Acts	See Vol III, pages 355 to 517	1630, 1642, 1718
86	Towards an expanded multilateral financial clearing system for postal administrations		1770
87	Seoul Postal Strategy		1775
88	Regulations for printed papers		1789
89	Mission report by the Universal Postal Union representatives who visited South Africa from 6 to 10 June 1994		1801
90	Determination of developing countries and territories in the UPU		1806
91	Request to participate in Congress submitted by the International Chamber of Commerce		1814
92	Temporary non-application of the mandatory rotation of members of the Council of Administration		1819
93	Draft resolution – Postal relations on the Korean peninsula		1821
94/Rev 8	Committee 7 (Parcel Post) – Final Protocol to the Postal Parcels Agreement		1822
95	Reservations to amendments of the Acts adopted between Congresses		1823
96	Appeal in plenary meeting Liability of postal administrations. Indemnities for postal parcels		1824
97	Appeal in plenary meeting Creation of a French Language Group		1826
98	Appeal in plenary meeting Mailing letter-post items abroad		1828

Congress – Doc No	Subject	Remarks	Page
99	Appeal in plenary meeting Conditions for approval of proposals submitted between Congresses concerning the Convention and its Detailed Regulations, the Parcels Agreement and its Detailed Regulations, the Money Orders Agreement, the Giro Agreement and the COD Agreement		1830
100	Communication from the Secretariat Signing of the Acts		1832
101 and Adds 1 to 8	Declarations made on signature of the Acts of the 1994 Seoul Congress		1833, 1834, 1835, 1836, 1837, 1838, 1839, 1840, 1841
102	Committee 4 (Convention) Final Protocol to the Convention		1842
103	Letter from the Permanent Mission of the Democratic People's Republic of Korea in Geneva		1843
104	Letter from the Embassy of the Republic of Korea in Berne		1845

Congress – Doc 2/Rev 1

Opening meeting

(First plenary meeting)

Monday, 22 August 1994 at 2.30 pm

Agenda

		Congress – Doc or proposal No
A.	**Under the chairmanship of the Doyen of Congress**	
1	Opening of Congress	–
2	Checking of quorum	–
3	Doyen's address	–
4	Appointment of the Honorary Chairman of Congress	–
5	Address by the Honorary Chairman of Congress	–
6	Election of the Chairman of Congress	–
B.	**Under the chairmanship of the Chairman of Congress**	
7	Address by the Chairman of Congress	–
8	Address by the Secretary-General	–
9	Approval of the appointments of the Vice-Chairmen of Congress	012
10	Statements by the Vice-Chairmen of Congress	–
11	Approval of the appointments to the chairmanships and vice-chairmanships of the Congress Committees	013
12	Approval of the appointments of the members of the Restricted Committees	014

		Congress – Doc or proposal No
13	Removal of the ban on readmission of South Africa to the Universal Postal Union	Congress – Doc 89 025/Rev 2
14	Creation of a Customers' Interests Committee	038
15	Messages	–

Berne, 25 July 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 3/Rev 1

Plenary meetings from 23 to 25 August 1994

Draft agenda

		Congress – Doc or proposal No
1	Statements	–
2	Adoption of agenda	Congress – Doc 3/Rev 1
3	Consideration of proposals for amending the Rules of Procedure of Congresses	19. 5.1, 19. 10.1, 19. 24.1
4	Admission of the media to the General Debate	026
5	Requests to participate a International Chamber of Commerce	Congress – Doc 91
6	Request by the International Bureau Staff Association	Congress – Doc 82
7	Allocation of proposals of a general nature and of Congress – Docs to the bodies of Congress	Congress – Doc 37/Rev 1
8	Recast of the Convention, Agreements and their Detailed Regulations	Congress – Doc 60 and Adds 1 to 4 01
9	Determination of developing countries and territories in the UPU	Congress – Doc 90
10	Comprehensive report on the work of the Executive Council 1989–1994	Congress – Doc 16
11	Comprehensive report on the work of the Consultative Council for Postal Studies 1989–1994	Congress – Doc 17
12	Director-General's report 1989–1994	Congress – Doc 18
13	General Debate	Congress – Doc 73
14	Any other business	–

Seoul, 22 August 1994

Young-su Kwon

Chairman of Congress

Congress – Doc 4/Rev 2

Plenary meetings on 2 and 6 September 1994

Draft agenda

		Number of Congress – Doc or proposal
1	Communications	–
2	Approval of the agenda	Congress – Doc 4/Rev 2
3	Approval of the minutes of the plenary meetings	–
4	Comprehensive report on the work of the Executive Council 1989–1994	Congress – Doc 16
5	Comprehensive report on the work of the Consultative Council for Postal Studies 1989–1994	Congress – Doc 17
6	Director-General's report 1989–1994	Congress – Doc 18
7	Implementation of the Washington General Action Plan	Congress – Doc 21
8	Relations with the United Nations and other international organizations	Congress – Doc 24
9	Implementation by the specialized agencies of the Declaration on the Granting of Independence to Colonial Countries and Peoples	Congress – Doc 25
10	Appeal in plenary meeting: Temporary non-application of mandatory rotation of members of the Council of Administration	Congress – Doc 92 015
11	Contribution class changes	Congress – Doc 39
12	Immediate application of the provisions adopted by Congress concerning the Council of Administration (CA) and the Postal Operations Council (POC)	023
13	Entry into force of the Acts of the 1994 Seoul Congress	02

		Number of Congress – Doc or proposal
14	Approval of the last report of Committee 1 (Credentials)	Congress/C 1 – Rep 1
15	Postal relations on the Korean peninsula	Draft resolution
16	Any other business	

Seoul, 5 September 1994

Young-su Kwon

Chairman of Congress

Congress – Doc 5/Rev 1

Plenary meetings on 9 September 1994

Draft agenda

		Congress – Doc or proposal No
1	Statements	–
2	Approval of agenda	Congress – Doc 5/Rev 1
3	Approval of minutes of plenary meetings	–
4	Approval of the final report of Committe 1 (Credentials)	Congress/C 1 – Rep 2
5	Election of the Director-General of the International Bureau	Congress – Doc 40 and annex 2
6	Election of the Deputy Director-General of the International Bureau	Congress – Doc 40 and annex 3
7	Election of the members of the CA	Congress – Docs 42/Rev 1, 44
8	Election of the members of the POC	Congress – Docs 43, 45
9	Invitation for the 22nd Universal Postal Congress	Congress – Doc 80
10	Appeal in plenary meeting – Creation of a French language group	Congress – Doc 97
11	Appeal in plenary meeting – liability of postal administrations: indemnities for postal parcels	Congress – Doc 96 30. 25.8
12	Approval of resolutions and decisions other than those amending the Acts (first brochure)	Congress – Doc 85.1
13	Any other business	–

Seoul, 8 September 1994

Young-su Kwon

Chairman of Congress

Congress – Doc 6/Rev 1

Plenary meetings on 13 September 1994

Draft agenda

		Number of Congress – Doc or proposal
1	Communications	–
2	Adoption of the agenda	Congress – Doc 6/Rev 1
3	Approval of the minutes of the plenary meetings	–
4	Approval of the final report of Committee 2 (Finance)	Congress – Doc 83
5	Approval of the final report of Committee 9 (Technical Cooperation)	Congress – Doc 84
6	Appeals in plenary meeting	
	a Creation of a French Language Group	Congress – Doc 97
	b Mailing letter-post items abroad	Congress – Doc 98
	c Conditions for approval of proposals submitted between Congresses	Congress – Doc 99
7	Final Protocol to the Convention	Congress – Doc 102
8	Final Protocol to the Postal Parcels Agreement	Congress – Doc 94/Rev 8
9	Approval of resolutions and decisions other than those amending the Acts	Congress – Docs 85.2 and 85.3
10	Approval of the draft Seoul 1994 Acts	–
11	Approval of the Seoul Postal Strategy	Congress – Doc 87
12	Approval of the UPU Strategic Plan for 1995–1999	Congress – Docs 74 and Add 1
13	Any other business	–

Seoul, 13 September 1994

Young-su Kwon

Chairman of Congress

Congress – Doc 7

Closing meeting on 14 September 1994

Draft agenda

		Congress – Doc or proposal No
1	Statements and adoption of agenda	Congress – Doc 7
2	Honorary Chairman's address	–
3	Vice-Chairmen's addresses	–
4	Doyen's address	–
5	Secretary-General's address	–
6	Other addresses	–
7	Chairman's address	–
8	Any other business	–

Seoul, 12 September 1994

Young-su Kwon
Chairman of Congress

Congress – Doc 8/Rev 3

COMMITTEE 2 (FINANCE)

Agenda

		Congress – Doc or proposal No
1	Opening of meeting by Committee Chairman	–
2	Adoption of agenda	Congress – Doc 8/Rev 3
3	Approval of the Union's accounts for 1989–1993	Congress – Doc 19 (Part I)
4	Fixing the expenditure ceilings for the next financial period (1996–2000)	Congress – Doc 19 (Part II) Congress – Doc 19/Annex 10/Rev 3
5	Work of the Executive Council Working Party for the financing of the Union's activities	Congress – Doc 19 (Part III)
6	Consideration of the financial implications of proposals	–
7	Expenditure ceiling for the next Congress (22nd Congress)	Congress – Doc 19/Add 1
8	Final report of Committee 2 (Finance)	Congress – Doc 83
9	Any other business	–

Seoul, 7 September 1994

H ENGELKE

Chairman

Congress – Doc 9/Rev 3

COMMITTEE 3 (GENERAL MATTERS AND STRUCTURE OF THE UNION)

Agenda

		Number of Congress – Doc or proposal
1	Opening of the meeting by the Committee Chairman	–
2	Adoption of the agenda	Congress – Docs 9/Rev 3 and Add 1
3	Restructuring of the Union	Congress – Doc 70/Rev 1
3.1	Name of the two Councils	Congress – Doc 70/Rev 1, paragraph 17 10. 13.1/Rev 1, 10. 8.1, 10. 17.1, 10. 20.1, 10. 22.1, 10. 25.1, 15. 101.1, 15. 102.3, 15. 103.1, 15. 104.1, 15. 105.1, 15. 108.1, 15. 109.1, 15. 113.1, 15. 116.1, 15. 118.1, 15. 120.1, 15. 121.1, 15. 122.1, 15. 124.3, 15. 125.1, 19. 4.1, 19. 6.1, 19. 7.1, 19. 15.1, 19. 21.1, 19. 23.1, 19. 25.1, 20. 10.1, 20. 24.1, 20. 57.1, 25. RE 4128.2, 25. RE 5801.1, 30. 41.1, 35. RE 4201.1, 40. 13.1, 45. RE 1303.1, 50. 17.1, 55. RE 1702.1, 60. 9.1, 65. RE 903.1
3.2	Transfer to the POC of the authority to draw up the Detailed Regulations	Congress – Doc 70/Rev 1, paragraph 18 10. 22.2, 10. 25.2, 15. 102.4, 15. 104.2, 15. 109.2, 15. 120.2, 15. 121.2, 15. 122.2, 19. 15.2, 20. 24.2, 20. 57.2, 25. RE 5801.2, 30. 41.2, 35. RE 4201.2, 40. 13.2, 45. RE 1303.2, 50. 17.2, 55. RE 1702.2, 60. 9.2, 65. RE 903.2

		Number of Congress – Doc or proposal
3.3	Organic structure	Congress – Doc 70/Rev 1, paragraph 19
	a Composition, functioning and meetings of the Executive Council/Council of Administration	15. 102.5/Rev 1, 015, 05/Rev 1
	b Functions of the Executive Council/ Council of Administration	15. 102.6, 10. 17.2, 15. 102.8/Rev 1, 15. 102.11
	c Composition, functioning and meetings of the Consultative Council for Postal Studies/Postal Operations Council	15. 104.3 (except for paragraph 3), 15. 104.4, 15. 104.8, 016
	d Functions of the Consultative Council for Postal Studies/Postal Operations Council	10. 18.1, 15. 104.5, 15. 104.2, 15. 104.7, 15. 104.9, 20. 10.2, 19. 25.2
	e Conditions for approval of proposals concerning the Convention and the Agreements	Congress – Doc 95 20. 57.3, 20. 57.4, 30. 41.3, 30. 41.4, 40. 13.3, 40. 13.4, 50. 17.3, 50. 17.4, 60. 9.3,
3.4	Committee structure of the Councils	Congress – Doc 70/Rev 1, paragraph 20 017
3.5	Representation and participation	Congress – Doc 70/Rev 1, paragraphs 21 to 30 15. 104.3 (paragraph 3), 018, 040, 044, 15. 112.1, 19. 5.1*
3.6	Strategic planning	Congress – Doc 70/Rev 1, paragraphs 31 to 33 020
3.7	Flexible financing	Congress – Doc 70/Rev 1, paragraphs 34 to 37 and Congress – Doc 19, part III
3.8	International Bureau	Congress – Doc 70/Rev 1, paragraph 38 10. 20.2, 15. 103.2, 15. 105.2, 15. 107.1, 15. 109.3, 15. 109.4, 15. 109.5, 15. 109.6, 024
3.9	Future activities	Congress – Doc 70/Rev 1, paragraphs 41 to 43 022, 043/Rev 1

* Proposal submitted direct to Congress.

		Number of Congress – Doc or proposal
4	Languages	Congress – Docs 70/Add 1 and Corr 1, 15. 106.91/Rev 1, 15. 106.94, 15. 106.95, 15. 107.2/Rev 1, 021/Rev 1
5	Reimbursement of travel expenses for meetings of EC bodies	15. 102.2, 15. 102.9, 15. 102.10
6	Liquidation and clearing up of accounts in arrears	15. 124.1, 15. 124.4, 15. 124.2
7	Creation or abolition of International Bureau posts	15. 102.1, 15. 102.12
8	Immediate application of the provisions adopted by Congress concerning the Council of Administration and the Postal Operations Council	023
9	Committee to coordinate the work of the Union's permanent bodies	08, 041/Rev 2
10	Institutionalization of a high-level meeting between Congresses	06, 042
11	Overlapping in the work of the International Bureau and the Consultative Council for Postal Studies	15. 113.3
12	Forms supplied by the International Bureau	15. 115.1
13	Information management as a UPU strategic activity	Congress – Doc 71
14	UPU Strategic Plan for 1995–1999	Congress – Docs 74 and Corr 1 and Add 1, 019 and 048
15	Any other business	–

Seoul, 5 September 1994

K J S McKEOWN

Chairman

Congress – Doc 9/Add 1

COMMITTEE 3 (GENERAL MATTERS AND STRUCTURE OF THE UNION)

Agenda

Withdrawn proposal:

Subject	Proposal No
4 Languages	15. 107.4

Seoul, 25 August 1994

K J S McKeown
Chairman

Congress – Doc 9/Rev 2/Add 2

COMMITTEE 3 (GENERAL MATTERS AND STRUCTURE OF THE UNION)

Agenda

Proposals which have been withdrawn:

Subject		Proposal number
3.5	Representation and participation	10. 20.3, 10. 29.1, 15. 102.7, 15. 104.6, 15. 113.2, 15. 119.1, 15. 120.3, 15. 121.3
4	Languages	15. 106.92, 15. 106.93
11	Amendment of the Acts	10. 31.1

Seoul, 1 September 1994

K J S McKeown
Chairman

Congress – Doc 10/Rev 3

COMMITTEE 4 (CONVENTION)

Agenda

		Congress – Doc or proposal No	Detailed Regulations. Consequential proposals
1	Opening of meeting by Chairman	–	
2	Adoption of agenda	Congress – Doc 10/Rev 3	
3	Participation of observers	Congress – Doc 91	
4	Proposals referred to the Drafting Committee	20.41.1/Rev 1, 20.41.2	
5	Transit charges	Congress – Doc 57	
	a Transit charge scales	20.46.1/Rev 1, 25.RE 0.2	
	b Transit charges	20.45.1	
	c Handling charges for air-mail items in transit	20.46.91	
6	Forms	Congress – Doc 59, 20.0.12, 20.0.13	
7	Freedom of transit	20.1.2	25.RE 101.1
8	Customs issues	20.0.10, 20.0.17, 20.33.1	
9	Letter-post items	20.9.1, 20.9.2/Rev 1, 20.9.3, 20.9.5, Congress – Doc 88	25.RE 901.1, 25.RE 902.1, 25.RE 904.2, 25.RE 905.1
10	Liability and inquiries	20.0.3	
	a Inquiries	20.31.1, 20.31.2, 20.31.3, 20.31.4, 20.31.5, 20.31.6	25.RE 3101.2
	b Liability of postal administrations. Indemnities	20.35.1, 20.35.2, 20.35.3, 20.35.4, 20.35.5	
	c Non-liability of postal administrations	20.36.1, 20.36.2	25.RE 3601.1
	d Payment of indemnity	20.38.1, 20.38.2/Rev 1, 20.38.3	25.RE 3801.1, 25.RE 3801.4

			Congress – Doc or proposal No	Detailed Regulations. Consequential proposals
	e	Possible recovery of the indemnity from the sender or the addressee	20.39.1	
	f	Determination of liability between postal administrations	20.44.1, 20.44.2	25.RE 4401.1, 25.RE 4403.1
11	Air conveyance dues			
	a	Basic rate and calculation of air conveyance dues	Congress – Docs 76 and Add 1, 20.52.1, 20.52.2	25.RE 5201.1/Rev 1, 25.RE 5201.2, 25.RE 5201.3, 25.RE 5201.4
	b	General principles	20.51.1, 20.51.2, 20.51.3, 20.51.4	
12	Postal identity cards and undertakings regarding penal measures		20.6.1, 20.6.2, 20.56.1	25.RE 601.1, 25.RE 601.2
13	Charges		20.7.1, 20.7.2/Rev 1, 20.7.3	
14	Preferential rates		20.12.1	
15	Terminal dues		Congress – Doc 61 and Adds 1 and 2, Congress – Doc 90	
	a	Terminal dues	20.47.1, 20.47.2, 20.47.3, 20.47.4, 20.47.5	25.RE 4401.2, 25.RE 4701.2, 25.RE 4702.1, 25.RE 4703.1, 25.RE 4704.1, 25.RE 4705.1, 25.RE 4706.1, 25.RE 4707.1, 25.RE 4708.1/Rev 1, 25.RE 4708.91, 25.RE 4708.92
	b	Letter-post items	20.9.6	25.RE 904.4 25. RE 904.7 25. RE 904.8
	c	Terminal dues for priority items, non-priority items and combined items	20.48.1, 20.48.2	
	d	Proposal of a general nature	039	
16	Exemption from transit charges and terminal dues		20.49.1	

		Congress – Doc or proposal No	Detailed Regulations. Consequential proposals
17	General liquidation account of transit charges and terminal dues	20.50.1	
18	Postage charges	20.10.3, 20.10.4	
19	Rate-setting according to method or speed of transmission	20.11.1	
20	Special charges	20.13.1	
21	Payment of postage	–	25.RE 1401.1, 25.RE 1405.2
22	International reply coupons	20.0.5, 20.16.1/Rev 1	
23	Registered items	20.17.1	
24	Recorded delivery items	20.0.4, 20.18.1	
25	Insured letters	20.19.1, 20.19.2, 20.19.3	25.RE 1901.3, 25.RE 1902.2, 25.RE 1903.1
26	Express items	20.20.1, 25.RE 0.3	25.RE 2002.1
27	Advice of delivery	20.21.1	
28	Delivery to addressee in person	20.22.1	
29	Items for delivery free of charges and fees	20.23.1	
30	International business reply service	20.0.11, 20.24.3, 20.24.4	
31	Perishable biological substances. Radioactive materials	20.25.1	
32	Mailing of letter-post items abroad	Congress – Doc 58, 20.26.1, 20.26.2, 20.26.3/Rev 1, 20.26.4	
33	Undeliverable items	20.29.1, 20.29.2, 20.29.3, 20.29.4	25.RE 2902.1, 25.RE 2903.1/Rev 1, 25.RE 3101.4/Rev 1
34	Items not admitted. Prohibitions	20.27.1	
35	Redirection	20.0.19	
36	Quality of service targets	20.40.1	25.RE 4001.1

		Congress – Doc or proposal No	Detailed Regulations. Consequential proposals
37	Exchange of items	20.41.3	25.RE 4101.1, 25.RE 4102.3, 25.RE 4104.2, 25.RE 4106.1, 25.RE 4106.3, 25.RE 4109.1, 25.RE 4111.2, 25.RE 4112.91, 25.RE 4113.2, 25.RE 4118.3, 25.RE 4121.2, 25.RE 4602.2
38	Accounting	Congress – Docs 62 and Corr 1, Congress – Doc 86, 20.0.8/Rev 1, 20.0.9/Rev 1, 20.0.18, 25.RE 0.4	25.RE 5003.91, 25.RE 5006.1, 25.RE 5006.3, 25.RE 5007.1, 25.RE 5008.2, 25.RE 5009.2, 25.RE 5202.2, 25.RE 5204.3, 25.RE 5301.3, 25. RE 5303.1, 29.12.1
39	Postage stamps	20.5.1/Rev 1, 20.5.2	
40	Proposals considered by other Committees and referred to Committee 4	25. RE 0.1	
41	Proposals to be referred to the EC (POC) (article 15, paragraph 3, of the Rules of Procedure of Congresses)	Congress – Doc 10/Rev 3/ Annex 1	
42	Resolution (article 15, paragraph 10, of the Rules of Procedure of Congresses). Proposals relating to the Detailed Regulations: – referred to the EC (POC) for consideration; – referred to the EC (POC) for consideration together with guidelines from Congress	–	

		Congress – Doc or proposal No	Detailed Regulations. Consequential proposals
43	Final Protocol to the Convention and to its Detailed Regulations		
	a Updating	Congress – Doc 65/Rev 1	
	b Reservations	23.5.1, 23.8.1, 23.8.2, 23.8.3, 23.9.1, 23.9.2, 23.9.3, 23.10.91, 23.11.1, 23.19.1, 23.19.2, 23.19.3, 23.19.4	
44	Any other business		

Seoul, 6 September 1994

H El Qudah

Chairman

Congress – Doc 10/Rev 3/Annex 1

List of proposals to be referred to the EC (POC) (article 15, paragraph 3, of the Rules of Procedure of Congresses)

Agenda item		Proposal numbers
6	Forms	25. RE 1403.1, 25. RE 2102.1, 25. RE 2303.1, 25. RE 3001.2, 25. RE 3101.8, 25. RE 3102.2, 25. RE 3601.2, 25. RE 3802.2, 25. RE 4106.2, 25. RE 4107.1, 25. RE 4109.2, 25. RE 4111.1, 25. RE 4117.3, 25. RE 4119.3, 25. RE 4121.1, 25. RE 4127.5, 25. RE 4405.3, 25. RE 4602.1, 25. RE 4701.1, 25. RE 5001.2, 25. RE 5002.1, 25. RE 5003.1, 25. RE 5006.2, 25. RE 5008.1, 25. RE 5202.1, 25. RE 5204.2, 25. RE 5205.2, 25. RE 5206.2, 25. RE 5301.2, 25. RE 5406.1, 25. RE 5407.1, 25. RE 5408.1, 29. 0.1, 29. 3.1, 29. 7.1, 29. 9.1, 29. 14.1, 29. 18.1, 29. 18.2, 29. 18.3, 29. 18.4, 29. 18.91
8	Customs issues	25. RE 3201.1
9	Letter-post items	25. RE 903.1, 25. RE 903.2/Rev 1, 25. RE 903.3, 25. RE 903.4, 25. RE 904.1, 25. RE 904.3, 25. RE 904.5, 25. RE 904.6, 25. RE 907.1/Rev 1
10	Liability and inquiries	25. RE 3101.1/Rev 1, 25. RE 3101.3, 25. RE 3101.5, 25. RE 3101.6, 25. RE 3101.7, 25. RE 3101.9, 25. RE 3101.10, 25. RE 3101.11, 25. RE 3102.1, 25. RE 3801.5, 25. RE 3802.1
21	Payment of postage	25. RE 1405.1
22	International reply coupons	25. RE 1601.1
25	Insured letters	25. RE 1901.1, 25. RE 1901.2, 25. RE 1902.1, 25. RE 1902.3
26	Express items	25. RE 2001.1

Agenda item		Proposal numbers
33	Undeliverable items	25. RE 2902.2
34	Items not admitted. Prohibitions	25. RE 2701.1
37	Exchange of items	25. RE 4102.1, 25. RE 4102.2, 25. RE 4104.1, 25. RE 4105.1, 25. RE 4105.2, 25. RE 4105.3, 25. RE 4105.4, 25. RE 4105.5, 25. RE 4106.4, 25. RE 4106.5, 25. RE 4113.1, 25. RE 4113.3, 25. RE 4113.4, 25. RE 4114.1, 25. RE 4115.1, 25. RE 4117.1, 25. RE 4117.2, 25. RE 4118.1, 25. RE 4118.2, 25. RE 4119.1, 25. RE 4119.2, 25. RE 4119.4, 25. RE 4120.1, 25. RE 4122.1, 25. RE 4122.2, 25. RE 4122.3, 25. RE 4124.1, 25. RE 4126.1, 25. RE 4127.1, 25. RE 4127.2, 25. RE 4127.3, 25. RE 4127.4, 25. RE 4127.6
38	Accounting	25. RE 4405.1/Rev 2, 25. RE 4405.2, 25. RE 4501.1, 25. RE 4501.2, 25. RE 4501.3, 25. RE 4604.1, 25. RE 4604.2, 25. RE 5001.1, 25. RE 5009.1, 25. RE 5204.1, 25. RE 5205.1/Rev 2, 25. RE 5206.1/Rev 2, 25. RE 5208.1, 25. RE 5208.2/Rev 1, 25. RE 5301.1/Rev 2
–	Withdrawal from the post. Alteration or correction of address at the sender's request	25. RE 3001.1, 25. RE 3001.3, 25. RE 3001.4
–	Final Protocol to the Detailed Regulations	27. RE 4.1, 27. RE 5.1

Congress – Doc 10/Rev 3/Add 1

COMMITTEE 4 (CONVENTION)

Agenda

Withdrawn proposals:

Subject		Proposal number
32	Mailing letter-post items abroad	20. 26.4
39	Postage stamps	20. 5.2

Seoul, 6 September 1994

H El Qudah
Chairman

Congress – Doc 11/Rev 1

COMMITTEE 5 (NEW SERVICES AND MARKETS)

Agenda

		Congress – Doc or proposal No
1	Opening of meeting and adoption of agenda	Congress – Doc 11/Rev 1
2	Attendance of observers	Congress – Doc 91
3	Proposals referred to Committee 10	–
4	Five-yearly report on the development of the postal services	Congress – Doc 20
5	EMS	Congress – Doc 20/Add 1 Proposals 20. 0.2, 20. 0.23, 20. 0. 24, 20. 0.6, 20. 0.7, 20. 55.1, 20. 55.2, 20. 55.3, 20. 55.4
6	Electronic mail services	Congress – Doc 20/Annex 3 Proposals 20. 39.91, 20. 0. 25, 20. 0.1
7	New services	Proposals 20. 0.20, 20. 0.22, 20. 0.21, 30. 13.91/Rev 2
8	Reconstitution of the Private Operators–UPU Contact Committee	Proposal 011
9	Draft study programme for 1995–1999	Congress – Doc 68, except Annex 1/Attachments 6 to 15 Proposals 03, 04
10	Proposals to be referred to the Executive Council (or future Postal Operations Council) (article 15, paragraphs 3 and 10, of the Rules of Procedure of Congresses)	Proposals 25. RE 5501.1, 5501.2, 5501.3
11	Any other business	–

Seoul, 30 August 1994

Rogério Barrionuevo Gonçalves Leques
Chairman

Congress – Doc 12/Rev 2

COMMITTEE 6 (QUALITY OF SERVICE)

Draft agenda

		Congress – Doc or proposal No
1	Opening of meeting by Chairman and adoption of agenda	Congress – Docs 12/Rev 2 and Add 1
2	Evaluation of the activities carried out in connection with 1989 Washington Congress resolution C 22 (Permanent project to safeguard and enhance the quality of and to modernize the international postal service) during the period 1990–1994	Congress – Doc 22
3	Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999	Congress – Doc 64[1] 037
4	Proposals concerning the quality of the international postal service	20. 0.16, 20. 20.2, 20. 20.3, 20. 40.2, 30. 30.1
5	Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security	Congress – Docs 23[1] and Add 1 027, 028, 046, 20. 0.15, 20. 1.1/Rev 1
6	Comprehensive report on the work of the Electronic Transmission Standards Group (ETSG)	Congress – Doc 75a 20. 52.91
7	UPU activities in the field of EDI 1995–1999	Congress – Docs 75b[1] and Add 1 010
8	Draft study programme for 1995–1999	Congress – Doc 68 04, 09
9	The Post and the environment	Congress – Doc 78[1] 07

[1] The elements of this document appear in Objective 3 of the UPU Strategic Plan for 1995–1999 (Congress – Doc 74).

		Congress – Doc or proposal No
10	Publication of a new edition of the International List of Post Offices (ILPO)	Congress – Doc 79/Rev 1
11	Introduction of an international postal code system	Congress – Docs 81 and Add 1 20. 0.14
12	Proposals to be referred to the Executive Council (or future Postal Operations Council) (article 15, paragraphs 3 and 10, of the Rules of Procedure of Congresses)	25. RE 0.1, 25. RE 5401.1, 25. RE 4128.1, 25. RE 5210.91
13	Any other business	–

Seoul, 30 August 1994

K FISHER

Chairman

Congress – Doc 12/Add 1

COMMITTEE 6 (QUALITY OF SERVICE)

Order of discussion of items on the Committee 6 agenda

Sittings	Agenda items	
Monday 29 August 1994	1	Opening of the meeting by the Chairman and adoption of agenda
	2	Evaluation of the activities carried out in connection with 1989 Washington Congress resolution C 22 (Permanent project to safeguard and enhance the quality of and to modernize the international postal service) during the period 1990–1994
	3	Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999
	4	Proposals concerning the quality of the international postal service
	12	Proposals to be referred to the Executive Council (or Postal Operations Council) (article 15, paragraphs 3 and 10, of the Rules of Procedure of Congresses)
Wednesday 31 August 1994	6	Comprehensive report on the work of the Electronic Transmission Standards Group (ETSG)
	7	UPU activities in the field of EDI 1995–1999
	5	Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security
Thursday 1 September 1994	8	Draft study programme for 1995–1999
	9	The Post and the environment
	10	Publication of a new edition of the International List of Post Offices (ILPO)

Sittings	Agenda items	
Thursday 1 September 1994 (cont)	11	Introduction of an international postal code system
	13	Any other business

Seoul, 22 August 1994

K FISHER
Chairman

Congress – Doc 13/Rev 2

COMMITTEE 7 (PARCEL POST)

Agenda

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
1	Opening of the meeting by the Chairman	–	–	–
2	Approval of the agenda	Congress – Docs 13/Rev 2, Add 1/Rev 2 and Add 2	–	–
3	Participation of observers	Congress – Doc 91	–	–
4	List of member countries of Committee 7 and updating of the Final Protocol to the Postal Parcels Agreement	Congress – Docs 27/Rev 1 and 66/Rev 5	–	–
Agreement				
5	Introduction and extension of the parcel post service	30. 0.1/Rev 1	–	–
6	Customs clearance of postal parcels containing gifts or souvenirs	30. 0.6	–	–
7	Operation of the service by transport companies Article 2.1	30. 2.1	018 040	35. RE 201.1
8	Principles Article 3.1	30. 3.2 30. 3.1		35. RE 301.1 35. RE 3103.1
9	Weight steps Article 4	30. 4.1		35. RE 401.1
10	Special charges Article 7	30. 7.1		
11	Express parcels Article 10.2	30. 10.1	–	–
12	Insured parcels Article 11.2	30. 11.1	–	–
13	Advice of delivery Article 14.1	30. 14.1	–	–

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
14	Parcels for delivery free of charges and fees Article 15.1	30. 15.1	–	–
15	Inquiries Article 21.1, 21.3, 21.5	30. 21.4 30. 21.2	20. 31.4	
	Article 21.1bis	30. 21.3	20. 31.5	–
	Article 21.1	30. 21.1	20. 31.1	
16	Presentation-to-Customs charge Article 23.2	30. 23.1	20. 33.1	–
17	Liability of postal administrations. Indemnities Articles 25.3.2 and 25.4	30. 25.7 30. 25.8 30. 25.1 30. 25.6 30. 25.4 30. 25.5 30. 25.2 30. 25.3	–	–
18	Payment of indemnity Article 28.3	30. 28.4 30. 28.1 30. 28.3 30. 28.2/Rev 2	20. 38.3 20. 38.1 20. 38.2/Rev 2	–
19	Special remuneration for repairing damaged parcels Article 29bis	30. 29.91/Rev 1	–	–
20	Determination of liability between postal administrations Article 32.2 Article 32.2bis	30. 32.2 30. 32.1	–	–
21	Outward and inward land rate Article 33	Congress – Doc 77 30. 33.1 30. 33.3 30. 33.4 30. 33.2	– 35. RE 3801.1	
22	Transit land rate Article 34	30. 34.1 30. 34.3 30. 34.2 30. 34.4	–	35. RE 3401.1 35. RE 3401.2
23	Sea rate Article 35	30. 35.1 30. 35.2 30. 35.3	–	–
24	Allocation of rates Article 36.2 and 36.3	30. 36.2	–	35. RE 3601.1 35. RE 3603.1

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
25	Air conveyance dues Article 37.2	30. 37.2	20. 51.1 20. 51.2 20. 51.3 20. 51.4 25. RE 5201.3	35. RE 3701.1
	Article 37.4	30. 37.1		
26	Resolution on the revision of land and sea rates	30. 0.3	–	–
Final Protocol to the Agreement				
27	Prohibitions Article II.2bis	33. 2.1	–	–
28	Compensation Article IV.2	33. 4.1	(Withdrawn: see Congress – Doc 13/Add 2)	
29	Exceptional inward land rates Article VIII.1	33. 8.1 33. 8.3 33. 8.4 33. 8.2	–	–
30	Exceptional transit land rates Article IX.1	33. 0.1/Rev 1 33. 0.2	–	–
31	Supplementary rates Article XI.3 Article XI.4	33. 11.2 33. 11.3	–	–
32	New principles for airmail and parcel-post accounting	Congress – Docs 62 and Corr 1 and Congress – Doc 86 20. 0.8/Rev 1 20. 0.9/Rev 1 20. 0.18 25. RE 0.4		
33	Rationalizing UPU forms			
34	Insured parcels Article XIIbis	33.12.91		
35	Proposals to be referred to the EC (POC) (article 15, paragraph 3, of the Rules of Procedure of Congresses)	Congress – Doc13/ Rev 2/Annex 1	–	–

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
36	Resolution (article 15, paragraph 10, of the Rules of Procedure of Congresses) Proposals relating to the Detailed Regulations:			
–	referred to the EC (POC) for consideration;			
–	referred to the EC (POC) for consideration with directives from Congress	–	–	–
37	Any other business	–	–	–

Seoul, 29 August 1994

Y CONG

Chairman of Committee 7

Congress – Doc 13/Rev 2/Annex 1

List of proposals to be referred to the EC (POC) article 15, paragraph 3, of the Rules of Procedure of Congresses)

		Number of Congress – Doc or proposal	
Detailed Regulations of the Postal Parcels Agreement			
33.1	New principles for airmail and parcel-post accounting	Congress – Docs 62 and Corr 1 Congress – Doc 86 35. RE 1503.1/Rev 2 35. RE 3604.1/Rev 2 35. RE 3605.1/Rev 2	
33.2	Formalities to be complied with by the sender		
	Article RE 306.1 and 306.2	35. RE 306.3	
	Article RE 306.1 and 306.2	35. RE 306.1	35. RE 306.2
	Article RE 306.4bis	35. RE 306.4	
33.3	Sender's instructions at the time of posting		
	Article RE 307.1	35. RE 307.1	
	Article RE 307.2	35. RE 307.6	
	Article RE 307.3	35. RE 307.3	35. RE 307.4
	Article RE 307.5	35. RE 307.2	
	Article RE 307.6	35. RE 307.5	
33.4	Insured parcels. Insured value		
	Article RE 1102.5	35. RE 1102.1	
33.5	Accounting with the administration of posting of parcels for delivery free of charges and fees		
	Article RE 1503.1	35. RE 1503.2	
33.6	Marking and treatment of parcels for which an advice of embarkation is requested		
	Article RE 1601	35. RE 1601.1	
33.7	Advice of non-delivery		
	Article RE 1902.4	35. RE 1902.1	35. RE 1902.2
33.8	Non-delivery. New instructions by the person concerned		
	Article RE 1903	35. RE 1903.1	
33.9	Return to sender of undelivered parcels		
	Article RE 1904.1	35. RE 1904.5	
	Article RE 1904.3	35. RE 1904.3	
	Article RE 1904.3, RE 1904.9 and RE 1904.10	35. RE 1904.4	
	Article 1904.8	35. RE 1904.1	

		Number of Congress – Doc or proposal
33.10	Treatment of inquiries Article RE 2101.2	35. RE 2101.1
33.11	Delivery of a rifled or damaged parcel Article RE 2601	35. RE 2601.1
33.12	Settlement of cases of delivery of rifled or damaged parcels Article RE 2602.1	35. RE 2602.1
33.13	Period for payment of indemnity Article RE 2801.1	35. RE 2801.4
	Article RE 2801.1 and RE 2801.2	35. RE 2801.2 35. RE 2801.1
	Article RE 2801.2	35. RE 2801.3 35. RE 2801.5
33.14	Automatic payment of indemnity Article RE 2802.1	35. RE 2802.1
33.15	Dispatch of documents accompanying parcels Article RE 3106	35. RE 3106.1
33.16	Treatment of parcels with advice of embarkation Article RE 3107	35. RE 3107.1
33.17	Transfer of mails Article RE 3110.1	35. RE 3110.1
33.18	Check of mails Article RE 3111.5	35. RE 3111.1
33.19	Discovery of irregularities and processing of verification notes Article RE 3112.6 Article RE 3112.7	35. RE 3112.2 35. RE 3112.1
33.20	Receipt by the office of exchange of a damaged or insufficiently packed parcel Article RE 3114.2	35. RE 3114.1
33.21	Notification of irregularities for which administrations may be liable Article RE 3115.1.1	35. RE 3115.1
33.22	Check of mails of parcels forwarded in bulk Article RE 3116.2	35. RE 3116.1

		Number of Congress – Doc or proposal
33.23	Reforwarding of a parcel arriving out of course Article RE 3117.1 and RE 3117.2	35. RE 3117.1/Rev 1
33.24	Return of empty receptacles Article RE 3118 Article RE 3118.6	35. RE 3118.1 35. RE 3118.2
33.25	Reimbursement of the indemnity to the paying administration Article RE 3203.1	35. RE 3203.1
33.26	Accounting for amounts due in respect of indemnity for parcels Article RE 3205.1	35. RE 3205.1
33.27	Preparation of accounts Article RE 3604.5 Article RE 3604.6 and RE 3604.7	35. RE 3604.3 35. RE 3604.2
33.28	Settlement of accounts Article RE 3605.2	35. RE 3605.2
33.29	Forms Article RE 3803.2 and RE 3803.4	35. RE 3803.1
Forms		
33.30	Form CP 2	39.2.1
33.31	Form CP 20	39.20.1
33.32	Rationalizing UPU forms	Congress – Doc 59 39.0.1 39. 0.2

Congress – Doc 13/Add 1/Rev 2

COMMITTEE 7 (PARCEL POST)

Order of discussion of agenda items

Second meeting

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
Agreement (continued)				
21	Outward and inward land rate Article 33	Congress – Doc 77 30. 33.1 30. 33.3 30. 33.4 30. 33.2	–	35. RE 3801.1
22	Transit land rate Article 34.1 Article 34.3	30. 34.1 30. 34.3 30. 34.2 30. 34.4	–	35. RE 3401.1 35. RE 3401.2
23	Sea rate Article 35	30. 35.1 30. 35.2 30. 35.3	–	–
9	Weight steps Article 4	30. 4.1		35. RE 401.1
24	Allocation of rates Article 36.2 and 36.3	30. 36.2	–	35. RE 3601.1 35. RE 3603.1
26	Resolution on the revision of land and sea rates	30. 0.3	–	–
Final Protocol to the Agreement				
27	Prohibitions Article II.2bis	33. 2.1	–	–
28	Compensation Article IV.2	(Withdrawn: see Congress – Doc 13/Add 2)		
29	Exceptional inward land rates Article VIII.1	33. 8.1 33. 8.3 33. 8.4 33. 8.2	–	–

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
30	Exceptional transit land rates Article IX.1	33. 0.1/Rev 1 33. 0.2	–	–
31	Supplementary rates Article XI.3 Article XI.4	33. 11.2 33. 11.3	–	–

Third meeting

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
Agreement (continued)				
7	Operation of the service by transport companies Article 2.1	30. 2.1	018 040	35. RE 201.1
25	Air conveyance dues Article 37.2	30. 37.2	20. 51.1 20. 51.2 20. 51.3 20. 51.4 25. RE 5201.3	35. RE 3701.1
	Article 37.4	30. 37.1		
15	Inquiries Article 21.1, 21.3, 21.5	30. 21.4 30. 21.2	20. 31.4	
	Article 21.1bis	30. 21.3	20. 31.5	–
	Article 21.1	30. 21.1	20. 31.1	
17	Liability of postal administrations. Indemnities Article 25.3.2 and 25.4	30. 25.7 30. 25.8 30. 25.1 30. 25.6 30. 25.4 30. 25.5 30. 25.2 30. 25.3	–	–
18	Payment of indemnity Article 28.3	30. 28.4 30. 28.1 30. 28.3 30. 28.2/Rev 2	20. 38.3 20. 38.1 20. 38.2/Rev 2	–
20	Determination of liability between postal administrations Article 32.2 Article 32.2bis	30. 32.2 30. 32.1	–	–
32	New principles for airmail and parcel-post accounting	Congress – Docs 62 and 86 20. 0.8/Rev 1 20. 0.9/Rev 1 20. 0.18 25. RE 0.4		
33	Rationalizing UPU forms			
34	Insured parcels Article XIIbis	33. 12.91		

		Number of Congress – Doc or proposal	Related proposals dealt with by other Committees	Detailed Regulations Relevant proposal
35	Proposals to be referred to the EC (POC) (article 15, paragraph 3, of the Rules of Procedure of Congresses)	Congress – Doc 13/ Rev 2/Annex 1	–	–
36	Resolution (article 15, paragraph 10, of the Rules of Procedure of Congresses):			
–	referred to the EC (POC) for consideration;			
–	referred to the EC (POC) for consideration with directives from Congress	–	–	–
37	Any other business	–	–	–

Congress – Doc 13/Add 2

COMMITTEE 7 (PARCEL POST)

Agenda

Proposals withdrawn or renumbered

Subject	No of proposal	Renumbered as:
Recommendation. Exceptional transit land rates	30. 0.2	33. 0.1/Rev 1
Decision. Preparation and settlement of accounts. Reviewing the wording of the Detailed Regulations of the Convention and of the Postal Parcels Agreement	30. 0.4/Rev 1	25. RE. 0.4
Recommendation. Preparation of documents sent between administrations	30. 0.5	20. 0.18
Compensation	33. 4.1	–

Seoul, 25 August 1994

Y CONG

Chairman of Committee 7

Congress – Doc 14/Rev 2

COMMITTEE 8 (POSTAL FINANCIAL SERVICES)

Agenda

		Number of Congress – Doc or proposal	Detailed Regulations. Relevant proposal
1	Opening of the meeting by the Chairman and approval of the agenda	Congress – Doc 14/ Rev 2	
2	List of member countries of Committee 8	Congress – Doc 28	
3	Updating of the Final Protocol to the Agreements concerning postal financial services	Congress – Doc 67	
4	*Future of the postal financial services*		
4.1	Expanded debate on the theme "Future of the postal financial services" with an introduction presenting the EUROGIRO system	Congress – Docs 63, Adds 1 and 2	
4.2	Resolution. Action plan to energize the postal financial services	40. 0.1	
5	*Resolution.* Recasting the Postal Financial Services Acts	40. 0.2	
	Proposals relating to the Money Orders Agreement		
6	EC proposals. Using a liaison giro account for billing and settling money orders	40. 11.1 40. 12.1	45. RE 1105.91 45. RE 1202.91 45. RE 1202.92 45. RE 1202.93
7	Proposals from postal administrations		
	Article 4, paragraph 4	40. 4.1	
	Article 5, paragraph 1	40. 5.1	
	Article 6, paragraph 1, b	40. 6.1	
	Article 9, paragraphs 5.1 and 5.3	40. 9.1	
	Article 10, paragraph 1	40. 10.1, 40. 10.2	

		Number of Congress – Doc or proposal	Detailed Regulations. Relevant proposal
8	Final provisions. Proposals arising from the EC study on the management of the Union	40. 13.1, 40. 13.2 40. 13.3, 40. 13.4 (dealt with by Committee 3)	45. RE 1303.1 45. RE 1303.2
	Proposals relating to the Giro Agreement		
9	Creation of the POSTNET network	50. 2.1 50. 15.91	55. RE 201.1 55. RE 1304.91 55. RE 1304.92 55. RE 1304.93
10	Final provisions. Proposals arising from the EC study on the management of the Union	50. 17.1, 50. 17.2, 50. 17.3, 50. 17.4 (dealt with by Committee 3)	55. RE 1702.1 55. RE 1702.2
	Cash-on-Delivery Agreement		
11	Final provisions. Proposals arising from the EC study on the management of the Union	60. 9.1, 60. 9.2, 60.9.3 (dealt with by Committee 3)	65. RE 903.1 65. RE 903.2
12	*Proposals to be referred to the EC (POC)* (article 15, paragraph 3, of the Rules of Procedure of Congresses)	Congress – Doc 14/Rev 2/ Annex 1	
13	*Resolution* (article 15, paragraph 10, of the Rules of Procedure of Congresses). Proposals relating to the Detailed Regulations: – referred to the EC (POC) for consideration; – referred to the EC (POC) for consideration with directives from Congress.		
14	Any other business	–	

Seoul, 5 September 1994

M AKALAY

Chairman of Committee 8

Congress – Doc 14/Rev 2/Annex 1

List of proposals to be referred to the EC (POC) (article 15, paragraph 3, of the Rules of Procedure of Congresses)

	Number of proposal
Detailed Regulations of the Money Orders Agreement	
Authorization to extend period of validity Article RE 605	45. RE 605.1
Treatment of inquiries Article RE 801, paragraph 3bis	45. RE 801.1
Preparation of monthly accounts for ordinary money orders Article RE 1101, paragraph 8	45. RE 1101.1
Detailed Regulations of the Giro Agreement	
Inquiries Article RE 317, paragraph 3bis	55. RE 317.1
Conditions of payment Article RE 1302, paragraph 6bis	55. RE 1302.1

Congress – Doc 15/Rev 2

COMMITTEE 9 (TECHNICAL COOPERATION)

Agenda

		Number of Congress – Doc or proposal
1	Opening by the Committee Chairman	–
2	Approval of agenda	Congress – Doc 15/Rev 2
3	Memorandum on technical cooperation documents to be considered by Congress	Congress – Doc 48
4	Technical assistance in the UPU	Congress – Doc 49
5	Policy guidelines and action plan for 1996–2000	Congress – Doc 51/Rev 1[1] 029
6	Increased UPU presence in the field with regard to technical assistance	Congress – Doc 54 034
7	Financing of technical assistance	Congress – Doc 55 035
8	Analysis of the operation of the postal services in the developing countries	Congress – Doc 50 and Corr 1
9	UPU action for the least developed countries (LDCs)	Congress – Doc 52a 030
10	Technical cooperation among developing countries (TCDC)	Congress – Doc 52b 031
11	Human resources and training	Congress – Doc 53 032 and 033

[1] This document takes due account of the objectives of the UPU Strategic Plan (Congress – Doc 74).

		Number of Congress – Doc or proposal
12	Postal Development Action Group (PDAG) and follow-up of implementation of the Action Plan adopted on conclusion of the Postal Development Symposium	Congress – Docs 56 and Add 1 036
13	Any other business	–

Seoul, 24 August 1994

J C KASAMA

Chairman

Congress – Doc 16

Comprehensive report on the work of the Executive Council

1989–1994

List of abbreviations used in the Union

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACAST	Advisory Committee on the Application of Science and Technology to Development
ACC	Administrative Committee on Coordination (UN)
ACCIS	Advisory Committee on Coordination of Information Systems
APC	Andean Postal Committee
APPU	Asian-Pacific Postal Union
APTU	African Postal and Telecommunications Union
APU	African Postal Union
BIS	Bank for International Settlements
CAPTAC	Conference of Posts and Telecommunications Administrations of Central Africa
CCAQ	Consultative Committee (of the ACC) on Administrative Questions
CCC	Customs Co-operation Council
CCIR	International Radio Consultative Committee (ITU)
CCITT	International Telegraph and Telephone Consultative Committee (ITU)
CCPS	Consultative Council for Postal Studies
CCSQ	Consultative Committee (of the ACC) on Substantive Questions
CDCC	Caribbean Development and Co-operation Committee
CEC	Commission of the European Communities
CEPT	European Conference of Postal and Telecommunications Administrations
CESI	Centre for Economic and Social Information (UN)
CPC	Committee for Programme and Coordination (ECOSOC)
CSTD	Committee on Science and Technology for Development
EC	Executive Council
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLA	Economic Commission for Latin America
ECOSOC	Economic and Social Council (UN)
ECPA	Expert Committee on Post Adjustments
ECWA	Economic Commission for Western Asia
EMS	Expedited (Express) Mail Service
ESCAP	Economic and Social Commission for Asia and the Pacific
ETSG	Electronic Transmission Standards Group
FAO	Food and Agriculture Organization of the United Nations
FICSA	Federation of International Civil Servants' Associations
FID	International Federation for Documentation
FIPP	International Federation of the Periodical Press
GATT	General Agreement on Tariffs and Trade
IAEA	International Atomic Energy Agency
IAT	Institute of Air Transport
IATA	International Air Transport Association
IB	International Bureau
IBRD	International Bank for Reconstruction and Development
ICAB	Inter-Agency Consultative Board of UNDP
ICAO	International Civil Aviation Organization
ICC	International Chamber of Commerce
ICC (UN)	International Computing Centre (UN)
ICRC	International Committee of the Red Cross
ICS	International Chamber of Shipping
ICSC	International Civil Service Commission
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation (IBRD)
ILO	International Labour Office
ILO	International Labour Organisation
ILPO	International List of Post Offices
IMC	International Maritime Committee
IMF	International Monetary Fund
IMO	International Maritime Organization
IPA	International Publishers' Association
IPDC	International Programme for the Development of Communication
ISBI	International Savings Banks Institute
ISO	International Organization for Standardization
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
JSPB	Joint Staff Pension Board (UN)
JSPF	Joint Staff Pension Fund (UN)
JUNIC	Joint United Nations Information Committee
LAS	League of Arab States
LDC	Least Developed Countries (UN)
NGO	Non-Governmental Organizations
NPU	Nordic Postal Union
OAU	Organization of African Unity
OPI	Office of Public Information (UN)
PAPU	Pan African Postal Union
PSAG	UPU Postal Security Action Group
PTTI	Postal, Telegraph and Telephone International
PUASP	Postal Union of the Americas, Spain and Portugal
PWG	Programme Working Group (UNDP)
S.A.L.	Surface Airlifted Mail
SC	Security Council
SDR	Special Drawing Right
SWAPU	South and West Asia Postal Union
TC	Trusteeship Council
TCDC	Technical Cooperation among Developing Countries
UIC	International Union of Railways
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEF	United Nations Emergency Force
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNVP	United Nations Volunteers Programme
UPA	Arab Postal Union
UPU	Universal Postal Union
WCY	World Communications Year
WFP	World Food Programme (UN–FAO)
WFUNA	World Federation of United Nations Associations
WGAFM	Working Group on Administration and Finance Matters (UNDP)
WGAP	Washington General Action Plan
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Tourism Organization

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Annexes

1 Results of the work entrusted to the Executive Council by the Washington Congress

2 List of Executive Council resolutions and decisions 1989–1994

I. Introduction

1 This comprehensive Report on the work of the Executive Council is submitted to Congress in accordance with General Regulations, article 103, paragraph 2.

It covers all the work done by the Executive Council over the past five years, reporting on the duties assigned to the Executive Council by the 1989 Washington Congress, in the form of resolutions or decisions, and those devolving on it under the Acts of the Union or originating in a proposal by an administration or group of administrations.

It should be pointed out, however, that certain studies assigned to the Executive Council are the subject of documents separate from this report because they require special explanation. The necessary references will, however, be found in this report.

II. General information about the Executive Council

2 The 1989 Washington Congress elected the following 39 members of the Executive Council: Argentina, Australia, Bahamas, Belgium, Benin, Brazil, Cameroon, Canada, China (People's Rep), Colombia, Costa Rica, Cuba, Ethiopia, Germany, Great Britain, Hungary (Rep), Indonesia, Italy, Japan, Kenya, Korea (Rep), Kuwait, Lebanon, Mongolia, Morocco, New Zealand, Nigeria, Pakistan, Poland (Rep), Sweden, Switzerland, Tanzania (United Rep), Togo, Tunisia, United Arab Emirates, Venezuela, Yugoslavia, Zambia, Zimbabwe. Chaired by the United States of America, the EC, at its constitutional meeting elected Hungary (Rep), Italy, China (People's Rep) and Cameroon Vice-Chairmen (decision CE 3/1989 W). Table I below gives all the information about the duration of the Executive Council sessions and the participants therein.

3 For the study of most of the questions within its purview, the Council set up ten Committees, some of which in turn set up Working Parties. Table II below gives information about the meetings and composition of these bodies. In addition, it also reports on the work of the joint bodies which the Executive Council re-established or set up for the study of matters common to the UPU and other international organizations. These joint bodies are: IATA–UPU Contact Committee and Joint IATA–UPU Working Group, the CCC–UPU Contact Committee and the Private Operators–UPU Contact Committee.

4 In accordance with the decision of the 1989 Washington Congress, several studies were carried out by the Executive Council in cooperation with the CCPS or, as in the past, with the cooperation of postal administrations which are not members of the Executive Council. This latter cooperation has been done by means of questionnaires, which have enabled the Council to find out the views of a large number of administrations and, occasionally, to find solutions coinciding with the views of most member countries.

5 Regarding the Executive Council's work, administrations have already been exhaustively informed each year by the Summary Record, Resolutions and decisions and Executive Council documents sent to them after each session, in accordance with General Regulations, article 103, paragraph 1. Administrations have also received the Compendium of resolutions and decisions adopted by the Executive and Liaison Committee and then by the Executive Council, which were still valid when the 1989 Washington Congress closed.

6 The results of the work assigned to the Executive Council by the Washington Congress are summarized in annex 1 to this report, which also mentions the Congress – Docs and proposals which have resulted from these studies. Annex 2 gives the classification key and the list of resolutions and decisions adopted by the Executive Council between 1989 and 1994. These resolutions and decisions, together with the Congress – Docs and proposals submitted by the Council to the Seoul Congress, reflect the results of the work done by this Council.

Meetings of the Executive Council — Table I

Sessions	Dates	Chairman	Secretary-General	Member countries represented	Member countries not represented	Observers	Invitees
1989 (Constituent and working)	11 and 12 December	E E Horgan, Jr Later, T E Leavey	A C Botto de Barros	40	–	–	–
1990	8 to 18 May	T E Leavey	A C Botto de Barros	40	–	UN, Chairman, Vice-Chairman and 7 Committee Chairmen of the CCPS, CAPTAC, CEPT, PUAS, APU, PAPU, SWAPU, NPU, ICAO, ITU, LAS, IB Staff Association	–
1991	22 April to 8 May	T E Leavey	A C Botto de Barros	39	Kenya	UN, Chairman, Vice-Chairman and 7 Committee Chairmen of the CCPS, CAPTAC, CEPT, APTU, PUASP, APU, APPU, NPU, ITU, CEC, IB Staff Association	–
1991 (Extra-ordinary session)	25 and 26 October	T E Leavey	A C Botto de Barros	38	Nigeria Tunisia	Chairman, Vice-Chairman and 7 Committee Chairmen of the CCPS; Member countries other than EC and CCPS members: Austria, Chile, Côte d'Ivoire (Rep), Czech and Slovak Fed Rep, Finland, Gabon, Greece, Iran (Islamic Rep), Ireland, Jordan, Netherlands, Oman, Panama (Rep), Paraguay, Portugal, Qatar, Sierra Leone, Singapore, Spain, Sudan, Thailand; APC, CAPTAC, CEPT, PUASP, PAPU, APPU, NPU, SWAPU, LAS, OAU, CEC	
1992	27 April to 13 May	T E Leavey	A C Botto de Barros	40	–	Chairman, Vice-Chairman and 7 Committee Chairmen of the CCPS, CAPTAC, CEPT, APTU, PUASP, APU. APPU, NPU, SWAPU, ITU, CCC, CEC, LAS, OAU, IB Staff Association	
1993	26 April to 14 May	T E Leavey	A C Botto de Barros	37	Togo Yugoslavia Zambia	UN, Chairman, Vice-Chairman and 7 Committee Chairmen of the CCPS, POSTEUROP, CSFPE, CAPTAC, CEPT, PUASP, APU, PAPU, APPU, NPU, ICAO, CCC, CEC, LAS, OAU, IB Staff Association	Doyen of Congress, Chile, Portugal, Spain, Ernst & Young

Meetings of the Executive Council — Table I

Sessions	Dates	Chairman	Secretary-General	Member countries represented	Member countries not represented	Observers	Invitees
1994	31 January–18 February	T E Leavey	A C Botto de Barros	38	Nigeria, Yugoslavia	UN, Chairman, Vice-Chairmen and Committee Chairmen of the CCPS; POSTEUROP, CSFPE, CAPTAC, CEPT, PUASP, APU, PAPU, APPU, NPU, ICAO, ITU, European Commission, LAS, OAU, IB Staff Association	Doyen of Congress, Chile, Congo (Rep), Côte d'Ivoire (Rep), Gabon, Ireland, Israel, Netherlands, Portugal, Spain, Ernst & Young

Meetings of Executive Council Committees, Working Parties, etc — Table II

Body	Member countries	Chairman Vice-Chairman	Meetings Year	Meetings Dates	Number of sittings	Results of the work, see paragraphs
1	2	3	4	5	6	7
Committee 1 (Human Resource Management)	All EC member countries	Poland (Rep) Ethiopia	1990	11 May	1/2	
			1991	26 April	1/2	
			1992	30 April	1/2	
			1993	4 May	1	
			1994	11 February	1/2	
Committee 2 (Finance)	All EC member countries	Germany, Fed Rep of, United Arab Emirates	1990	15 May	2	
			1991	3 and 6 May	3	
			1992	8 and 11 May	3	
			1993	11 May	2	
			1994	15 February	2	
Committee 3 (General Matters and Structure of the Union)	All EC member countries	Argentina Togo	1990	8 and 9 May	2	
			1991	1 and 2 May	3	
			1992	4 and 5 May	3	
			1993	6 and 7 May	2	
			1994	8 and 9 February	4	
– Working Party WP 3/1 (Structure of the Acts)	China (People's Rep), Cuba, Hungary (Rep), Italy, Japan, Switzerland, United States of America	Great Britain (Reporting country)	1990	12 October	1	
			1991	24 April	1	
– Working Party WP 3/2 (Length of Congress)	Brazil, Korea (Rep), Switzerland, United States of America	Germany, Fed Rep of (Reporting country)	1990	11 May	1	
				9 and 17 October	2	

Body	Member countries	Chairman Vice-Chairman	Meetings Year	Dates	Number of sittings	Results of the work, see paragraphs
1	2	3	4	5	6	7
– Working Party WP 3/3 (Management of the Union's work)	Australia, Belgium, Colombia, Great Britain, Morocco, Yugoslavia, Zambia	United States of America (Reporting country)	1990	11 and 12 October	2	
			1991	13 and 14 February	2	
				25 and 26 April	2	
			1992	26 February	1	
				27 April	1	
				11 September	1	
				28 October	1	
			1993	10 February	1	
				26 and 27 April	2	
				22 October	1	
			1994	31 January	1	
				1 and 3 February	4	
Committee 4 (Letter Post – Regulatory Aspects)	All EC member countries	Brazil New Zealand	1990	11 May	1	
			1991	29 April	1	
			1992	1 May	1	
			1993	30 April	1	
			1994	7 February	1	
– Working Party WP 4/1 (Rationalizing UPU forms)	Brazil, China (People's Rep), Great Britain, Hungary (Rep), Indonesia, Korea (Rep), Morocco, Tunisia	Sweden	1990	17 October (informal WP)	1	
			1991	2 May	1	
				24 October	1	
			1992	27 April	1	
				19 October	1	
			1993	26 April	1	
				13 and 14 October	2	
			1994	3 February	1	
Committee 5 (Letter Post – Pricing and Remuneration)	All EC member countries	Switzerland Colombia	1990	10 May	1	
			1991	30 April	1	
			1992	5 May	1	
			1993	6 May	1	
			1994	10 February	3	
– Working Party WP 5/1 (Terminal Dues)	Cameroon, Colombia, Great Britain, Hungary (Rep), Japan, Morocco, Pakistan, Poland (Rep), Switzerland, United States of America	New Zealand (Reporting country)	1990	10 May	1	
			1991	25 April	1	
			1992	28 April	1	
				12 and 13 October	4	
			1993	11 and 12 February	4	
				27 and 28 April	2	
				15 and 18 October	3	
			1994	1 February	2	
Committee 6 (Air Conveyance and Quality Control)	All EC member countries	Great Britain Venezuela	1990	9 May	1	
			1991	29 April	1	
			1992	5 May	1	
			1993	10 May	1	
			1994	11 and 12 February	2	

Body	Member countries	Chairman Vice-Chairman	Meetings Year	Dates	Number of sittings	Results of the work, see paragraphs
1	2	3	4	5	6	7
Committee 7 (Parcel Post)	All EC member countries (they are all signatories of the Postal Parcels Agreement)	Japan Sweden	1990 1991 1992 1993 1994	14 May 2 May 30 April 5 May 14 February	1 1 1 1 1	
– Working Party WP 7/1 (responsible for studying possibility of introducing a universal rate for land and sea rates and for revising outward and inward land rates)	Brazil, Cuba, Germany, Fed Rep of, Indonesia, Italy, Japan, Sweden, Togo, United States of America	Morocco, (Reporting country)	1993 1994	29 April 31 January	1 1	
Committee 8 (Postal Financial Services)	All EC member countries signatories of the Postal Financial Services Agreements: Argentina, Belgium, Benin, Cameroon, China (People's Rep), Germany, Fed Rep of, Great Britain, Hungary (Rep), Indonesia, Italy, Japan, Korea (Rep), Kuwait, Lebanon, Morocco, Poland (Rep), Sweden, Switzerland, Togo, Tunisia, United Arab Emirates, United States of America, Yugoslavia	Korea (Rep) Yugoslavia	1990 1991 1992 1993 1994	11 May 26 April 30 April 3 May 3 February	1 1 1 1 1	
Committee 9 (Technical Cooperation)	All EC member countries	Nigeria Indonesia	1990 1991 1992 1993 1994	10 and 11 May 29 and 30 April 6 and 7 May 4 and 5 May 10 February	2 2 2 2 2	
Committee 10 (Washington General Action Plan)	All EC member countries	Tunisia Pakistan	1990 1991 1992 1993 1994	14 May 2 May 7 May 10 May 14 February	1 1 2 1 1	

Body	Member countries	Chairman Vice-Chairman	Meetings Year	Dates	Number of sittings	Results of the work, see paragraphs
1	2	3	4	5	6	7
Postal Security Action Group (PSAG)	Australia, Bulgaria (Rep), Canada, Denmark, Egypt Finland, France, Great Britain, Hungary (Rep), Ireland, Italy, Japan, Netherlands, Poland (Rep), Spain, Sweden, USSR, Zambia	United States of America	1990	10 October	2	
			1991	23 April	2	
				17 and 18 October	2	
			1992	29 April	2	
				14 October	2	
			1993	28 April	2	
				14 and 15 October	2	
			1994	2 February	2	
Postal Development Action Group (PDAG)	Brazil, Benin, China (People's Rep), Cuba, Finland, France, Germany, Fed Rep of, Great Britain, Japan, Sweden, Tanzania (United Rep), Thailand, United Arab Emirates	United States of America	1991	7 May	1	
				18 October	1	
			1992	30 April	1	
				21 October	1	
			1993	3 May	1	
				13 October	1	
			1994	7 February	1	
Electronic Transmission Standards Group (ETSG)	Belgium, Canada, France, Germany, Fed Rep of, Ireland, Japan, Netherlands, Sweden, United States of America	Great Britain	1990	1 and 2 March	2	
				7 May	1	
				24 and 25 July	2	
				11 October	1	
			1991	11 and 12 February	2	
				22 April	1	
				25 and 26 July	2	
				16 and 17 October	2	
			1992	30 and 31 January	2	
				27 and 28 April	2	
				15 and 16 October	2	
			1993	26 and 27 April	2	
				12 and 13 July	2	
				12 October	1	
				9 and 10 December	2	
			1994	2 February	1	
IATA–UPU Contact Committee	Ethiopia, Hungary (Rep), Indonesia, Japan, New Zealand, Sweden, United States of America, Venezuela	Great Britain	1990	15 May	1	
			1991	3 May	1	
			1992	8 May	1	
			1993	5 May	1	
			1994	9 February	1	
IATA–UPU "Rates" Working Party	Hungary (Rep), Indonesia, Japan[1] and the International Bureau	Great Britain	1992	16 October	1	
			1993	5 May	1	
				28 and 29 July	2	
				19 October	1	
			1994	9 February	1	

[1] Postal members (Air France, Japan Air Lines and IATA – airline members).

Body	Member countries	Chairman Vice-Chairman	Meetings Year	Dates	Number of sittings	Results of the work, see paragraphs
1	2	3	4	5	6	7
CCC–UPU Contact Committee	Australia, Cameroon, Hungary (Rep), Italy	Brazil	1990 1992	23 October 28 and 29 October		
Private Operators– UPU Contact Committee	Chairman of the CCPS, Chairmen of EC Committees 3 (Argentina), 4 (Brazil), 5 (Switzerland), 6 (Great Britain) and 7 (Japan) and of CCPS Committees 1 (Australia), 2 (Denmark), 3 (Belgium), and 4 (France)	Chairman of the Executive Council	1992 1993 1994	19 October 3 May 18 October 3 February	1 1 1 1	

III. Work of the Executive Council

7 The work done by the Executive Council is described briefly below with the results achieved by the Council in each case. The work is listed in the order used for the classification key of Executive Council resolutions and decisions given in annex 2 hereto.

1 General matters concerning the Union

1.1 Member countries

8 Since the last Congress, 21 countries: Antigua and Barbuda, the Republic of Armenia, the Azerbaijani Republic, the Republic of Bosnia and Herzegovina, the Republic of Croatia, the Czech Republic, Eritrea, the Republic of Estonia, the Republic of Georgia, the Republic of Kazakhstan, the Kyrgyz Republic, the Republic of Latvia, the Republic of Lithuania, the Republic of Moldova, the Republic of Namibia, the Slovak Republic, the Republic of Slovenia, the Republic of Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan and the Republic of Uzbekistan have acceded to the UPU. The Yemen Arab Republic and the People's Democratic Republic of Yemen merged on 22 May 1990; the German Democratic Republic acceded to the Federal Republic of Germany on 3 October 1990 and the Czech and Slovak Federal Republic ceased to exist on 31 December 1992. At 10 June 1994, there were 188 Union member countries.

1.2 Political questions

9 Each year, the Executive Council had before it a document in which the International Bureau reported on its efforts to cooperate, within the limits of its possibilities, in the application of certain United Nations resolutions concerning the granting of independence to colonial countries and peoples. It also noted the text of the resolutions relating to this question. A special report has been prepared on this subject for Congress (see Congress – Doc 25).

1.3 General Debate and Action Plan

10 See 2.7.

1.4 Management of the Union's work

1.4.1 Subsequent improvement of the management of the Union's work
(1989 Washington Congress resolution C 8)

11 This study is covered in Congress – Doc 70.

1.4.2 Strategic planning

12 A progress report on the strategic planning process in the UPU was made at the 22 October 1993 WP 3/3 meeting. The presentation comprised eight successive items, namely:

- the genesis of the strategic planning process based on the Declaration of Hamburg, 1989 Washington Congress resolution C 8, the WGAP and subsequent EC decisions;
- the components involved in formulating the Strategic Plan, namely, the WP 3/3 Project Management Team, the EC Permanent Working Party on Strategic Planning, the International Bureau Strategic Planning Group and the Strategic Planning Forum;
- the reference documents, consisting principally of the Washington General Action Plan, the report of the May 1992 High-level meeting, certain parts of the postal experts' report and the draft programme of studies for 1995–1999 drawn up by the CCPS.

The following three points of the presentation concerned the working methods used by the various groups participating regularly in preparing the Strategic Plan, the successive steps of the planning work and, finally, the state of the work as presented on 22 October 1993.

The last two points in the presentation to WP 3/3 concerned what the UPU could reasonably expect from the implementation of the strategic planning process in the medium term and a note of the pitfalls to be avoided in order to obtain optimum effects from the process.

13 The main work of study and detailed analysis of the documents prepared in relation to medium-term planning was done at the Strategic Planning Forum held on 28 and 29 October 1993 in which the EC and CCPS Chairmen and Vice-Chairmen and all EC and CCPS Committee Chairmen participated, along with the working groups already mentioned.

Attendance at the Planning Forum was also broadened to include the members of the International Bureau senior management and the discussion leaders and joint discussion leaders designated for the Seoul General Debate whose themes and sub-themes are directly linked with the strategic planning process.

This broad participation resulted in opinions, commentaries and recommendations from the highest UPU authorities, thus giving a decisive impetus to the strategic planning process.

The results of the forum were communicated to all member countries in November 1993 together with the updated Strategic Plan presented in the form of a questionnaire with a view to making a preliminary prioritization of the objectives and programmes identified up to then.

14 The 1994 EC approved the draft strategic plan in its entirety together with the preliminary prioritization of the objectives and programmes based on some fifty replies from member countries.

The 1994 EC also approved, in principle, the three constituent documents of the strategic planning process:

- the strategic plan;
- the operational plan;
- the financial plan;

and assigned to the International Bureau, in conjunction with Working Party 3/3, finalization of the corresponding documents for presentation to the Seoul Congress (resolution CE 5/1994).

The list of objectives/programmes/projects and activities consists of *41* programmes, *102* projects and *206* activities, under six main objectives (position at 30 May 1994).

See also Congress – Doc 70, paragraphs 6, 10, 11 and 31 to 33.

1.4.3 Programme-budget activities

15 The programme-budget coordinator took up his post in early 1993 so that the International Bureau could carry out basic work, in cooperation with the outside consultants, with a view to establishing a programme-budget system in the Union.

Various work on devising a programme-budget system has been carried out by the International Bureau in collaboration with Working Party WP 3/3 and the outside consultant. The International Bureau is currently preparing to set up in 1994 a computerized simulation for programme-based budget and accounting data management. Additionally, studies are being conducted at the International Bureau on all the implications of introducing such a budgetary system in the framework of restructuring the Union. Amendment of the financial parts of the Acts by the Council of Administration in 1995 is planned accordingly.

16 On the basis of the progress made by the International Bureau in the programme-budget field in 1993, the Executive Council took the following decisions so that a programme-budget system could be introduced in the Union from 1996:

i the question of a two-year budget cycle would be examined in depth at the 1995 Council of Administration;

ii the International Bureau would continue to prepare proposals concerning the amendments to be made to the Financial Regulations following the official introduction of a programme-budget system in 1996;

iii the financial implications of the Strategic Plan would have to be submitted to Congress in the Director-General's report on the Union's finances so that the Seoul Congress could draw up the annual ceilings of expenditure in the light of the priority activities.

17 Although some key points of the budget system were not discussed in depth, the Executive Council sketched out guidelines on the basis of the work done by the International Bureau.

See also Congress – Doc 70, paragraphs 6, 10 and 11.

1.4.4 Study on the introduction of the "flexible" financing system

18 Considerable progress was also made in the field of optional financing. The International Bureau study on the introduction of the "flexible" financing system, submitted to WP 3/3 in October 1993, was a reference document for this issue. On the basis of that detailed and highly technical study, the 1994 Executive Council removed certain doubts concerning that question.

The International Bureau submitted to the 1994 EC a document basically proposing a single budget system combined with expansion of the Union's extra-budgetary framework so as to energize the organization without jeopardizing the Union's financial integrality.

However, as there was no consensus on optional financing at the 1994 EC, the latter decided to postpone the future study on optional financing to the 1995 Council of Administration.

See also Congress – Doc 70, paragraphs 34 to 37.

1.5 Miscellaneous

1.5.1 Report on the work of the Union

19 In accordance with article 102, paragraph 6.15, of the General Regulations, the Executive Council considered and approved the annual report prepared by the International Bureau on the work of the Union.

1.5.2 Reinforcement of the priority activities of the Union

20 In resolution C 67, the 1989 Washington Congress instructed the EC to conduct a critical analysis of all the activities of the Union for the purpose of:

a identifying those activities that could be abandoned, cut back or shelved;

b considering the advisability of discontinuing certain publications and adopting a more economical format for the periodical "Union Postale".

The EC took note of the rationalization measures taken and proposed by the International Bureau (see Congress – Doc 70). It also decided, on the basis of a consultation conducted by the International Bureau with all the postal administrations of the Union and a study carried out by Germany (reporting country):

i to discontinue the following publications:

- Genesis of the Acts of the UPU;
- Compendium of Information on the Organization and Internal Services of Postal Administrations;
- List of the countries and territories within the Union's jurisdiction;
- General liquidation account of transit charges and terminal dues;
- Postal Technical Cooperation Bulletin;
- Three-yearly report on the development of the postal services;
- List of Air Surcharges;

ii to retain the following publications:

- International Bureau Catalogue of Audiovisual Materials;
- Volumes 1 and 4 of the Annotated Acts;
- Documents of the Executive Council;
- Annual Report on the Work of the Union without its annex 2 (List of the countries and territories within the Union's jurisdiction);
- Documents of Congress, volumes I and II;
- List of Member Countries (to be published once a year only);
- General List of Airmail Services (AV 1 List) with at least two annual supplements;
- List of Airmail Distances;
- Operational Guide – Terminal Dues;
- Compendium of Information (Transit);

- List of Prohibited Articles, a new presentation of which is under study;
- Compendium of Information (Postal Parcels);
- Postage Stamp Bulletin (Information and Distribution), provided the exchange of postage stamps between administrations through the International Bureau was to resume;
- Postal Statistics;
- Compendium of Information (Convention), updating all the sheets after each Congress;
- Compendium of Information (Postal Financial Services) with some additions;

iii to recast the Five-yearly Report on Postal Development;

iv to halt temporarily the Compendium of Postal Administrations' Internal Charges;

v to halt temporarily the List of Equivalents and to abolish it if there was no real demand for an update;

vi to no longer send automatically in the official language a copy of the publications published by the International Bureau to countries that are members of a language group, and to instruct the International Bureau to inform these countries in advance of the new procedure and of the possibility of expressly requesting the copy in French to which they are entitled;

vii to keep "Union Postale" in its existing form.

(Decisions CE 7/1991, CE 7/1992, CE 9/1993)

21 Study of possibilities of computerizing the International List of Post Offices (ILPO)

The 1993 EC had instructed Germany, the reporting country for the study it was to carry out under decision CE 7/1991, in conjunction with the International Bureau, to study the possibility of computerizing the International List of Post Offices as well as the practical and financial consequences of such a solution for the postal administrations and for the Union. The study showed that:

- the majority of administrations expressed an interest in a computerized version of the ILPO;
- the CD/ROM disk containing both data and consultation software was the best solution;
- the new edition of the list should also be in a hard-copy version as most administrations did not yet have suitable computerized equipment;
- the cost of a new edition of the ILPO on paper and CD/ROM was only slightly higher than that of a new edition on paper only.

On this basis, the Executive Council recommended to Congress a new edition of the International List of Post Offices on both paper and CD/ROM with the necessary credits being provided under the five-year budget ceiling, specifically in the 1996 budget (decision CE 10/1994).

1.5.3 Special Agreements

22 The Executive Council appealed to postal administrations reminding them of their obligation to transmit to the International Bureau two copies of all special agreements to which they or their countries are party and pointing out the importance to postal administrations and the Union of being informed of the conclusion of such agreements (decision CE 5/1992).

23 It also approved the conclusion of an agreement on cooperation between the League of Arab States and the UPU and authorized the Director-General to sign that agreement on behalf of the UPU (decision CE 35/1993).

2 Acts of the Union

2.1 General

24 *Recast of the Convention, the Agreements and their Detailed Regulations*

The 1989 Washington Congress gave the EC power to draw up the Detailed Regulations. In order to extend that delegation of powers, in resolution C 2/1989 it instructed the EC:

- to continue its search for a different conception and presentation of the international regulations so that they can be adapted more speedily to requirements without recourse to Congress when fundamental principles are not at stake, taking account, inter alia, of the interests of countries which are not EC members.

In addition, considering the need for clear, simple and adaptable rules for the operation of the international postal services, the 1989 Washington Congress also adopted resolution C 14 instructing the EC:

i to undertake a study of the Convention, the Agreements and their Detailed Regulations, with the purpose of determining:

  - which provisions are essential to the Convention and Agreements, and which are not proper to them and should be moved elsewhere;
  - how the Detailed Regulations, together with any provisions currently in the Convention or Agreements which is deemed are not proper to them, could be recast into logically constructed operational manuals, which explain in clear and direct language how the international postal service is operated;

ii to decide whether such operational manuals need to have a legal status and, if so, what simplest form is possible;

iii to start work on the preparation of such operational manuals, once it has decided on the form they should take;

iv to submit the results of this work to the next Congress, together with proposals on how the operational manuals will be kept up to date.

The EC merged these two studies and its work on the subject is described in Congress – Doc 60.

2.2 Constitution

25 UPU mission statement

In resolution CE 4/1994, the EC approved the final text of the UPU mission statement, designed to supplement the texts of the Constitution, for inclusion in the draft strategic plan for submission to the Seoul Congress.

2.3 General Regulations

26 *Fixing the number of posts at the International Bureau*

The EC approved the proposal to amend General Regulations, article 102, paragraph 6, confirming the EC's authority to create or abolish posts at the International Bureau (see proposal 15. 102.1).

27 *Clearing up of accounts in arrears*

The EC approved two proposals, one empowering it, in exceptional circumstances, to waive all or part of the interest owed by a member country, and the other allowing a member country to be exempted from payment of all or part of interest accumulated or to be incurred under an amortization plan (see proposals 15. 124.1 and 15. 124.2).

2.4 Convention

2.4.1 Questions common to the various international postal services

2.4.1.1 Customs treatment of postal items
(Washington Congress resolution C 11/1989)

28 Pursuant to Washington Congress resolution C 11/1989, the CCC–UPU Contact Committee was reconstituted.

The Executive Council appointed Australia, Brazil (reporting country), Cameroon, Italy and Hungary (Rep) to represent the UPU on the CCC–UPU Contact Committee, reconstituted under the above resolution. After consultation of the postal administrations, the questions selected for study by the Executive Council and the CCC covered the following subjects:

A. Illicit transmission of narcotics by post

29 This question was submitted for examination to the CCC–UPU Contact Committee (16th meeting) as a result of the increased transmission of drugs by post.

To combat this scourge, the CCC and the UPU decided in 1988 to prepare a course enabling postal officials to detect suspect items.

The two international organizations also thought it would be desirable to hold seminars for training postal officials in the fight against this form of crime.

After the success of the first such seminar, held in Bangkok (Thailand) in 1988, two other training seminars were held:

- at La Paz (Bolivia) from 3 to 7 October 1990;
- at Dakar (Senegal) from 18 to 21 March 1992.

Till now, the United Nations International Drug Control Programme (UNDCP) has provided much of the financing for these seminars.

The Executive Council, on the basis of the work of the CCC–UPU Contact Committee (16th meeting), decided that a mission to evaluate the Dakar seminar was indispensable before continuing this activity.

B. Customs clearance of EMS items

30 From the 11th meeting on, this subject was regularly discussed by the CCC–UPU Contact Committee.

In view of how the problem had evolved and of the position taken by the CCC regarding the customs clearance of express consignments, it appeared that the Contact Committee was not competent to deal with this matter.

The CCC set up an Advisory Group on Express Consignments, whose role was to prepare guidelines that could be applied to items for which fast customs clearance was requested (see work of the Advisory Group on Express Consignments).

C. Documents to accompany EMS items

31 In May 1991, at the request of the 1991 Executive Council, the International Bureau asked the Contact Committee to consider the question of whether other forms could be used, in certain cases, instead of the C 2/CP 3 and C 1 forms.

The reason was that the requirement for postal customers to attach to their items a C 2/CP 3 form or a C 1 label put the Post at a disadvantage by comparison with private carriers of express consignments, which accepted items with documents produced by the senders' computers.

For the CCC, the analyses and conclusions of this issue were the following:

i it was not considered necessary to specify the types of documents that should accompany the items since, for Customs, the type of document affixed to the item was of little importance; the main thing was to have the necessary data for customs clearance;

ii moreover, in a computerized environment, there was no need to attach the documents to the items since the information could be communicated to Customs before the items arrived;

iii it was noted, however, that use of these forms was a major facility granted to the Post since category 1 and 2 items could be cleared through Customs automatically by inspection of these forms affixed to the parcel.

D. Marking of items containing goods that should not be opened without special precautions (photographic material, living tissues, etc)

32 This study stems from the proposal by the Czech and Slovak customs administration aimed at creating a special label to mark items that should not be opened without special precautions.

The Washington Congress, which thought that the adoption of proposals relating to such items was premature for reasons of security, instructed the Executive Council to study them in cooperation with IATA and to formulate proposals at the conclusion of its work. The IATA–UPU Contact Committee, which met at Berne on 3 May 1991 (second meeting), considered these questions and decided that the PSAG should deal with the problem.

The Contact Committee decided to await the results of PSAG's work before examining this question further.

E. Shipping scientific specimens of dangerous substances by post

33 The purpose of this study, which stems from resolution C 65 of the 1989 Washington Congress, is to meet the scientific and commercial needs of research organizations, government agencies and private enterprises as regards the shipping by post of items containing small quantities of hazardous substances.

At its 15th and 16th meetings, the Contact Committee noted that, in view of the results of the work of the IATA–UPU Contact Committee, IATA continued to oppose this type of transport by post.

It therefore decided that consideration of this question would be deferred until new elements came to light.

F. Merger of the CP 2 dispatch note with the C 2/CP 3 customs declaration

34 Within the framework of the activity of the CCC–UPU Contact Committee, the UPU Executive Council had instructed the Parcel Post Working Party in 1986 to study the possibility of combining the CP 2 and C 2/CP 3 forms in order to produce a single form acceptable to all postal administrations with a view to simplifying the posting of postal parcels for abroad.

It is worth recalling that the Contact Committee, at its 14th meeting in 1989, considered a draft manifold set of forms, which did not meet requirements as regards format and cost. The Committee decided that the new form envisaged should have certain characteristics already noted by the CCC and postal administrations:

- a location for the bar code;
- boxes containing the important information required by Customs, taking into account the introduction of telematic exchanges;
- a simple and clear layout, uniform for all administrations;
- a single C 2/CP 3 customs declaration form.

That being the case, the 1989 EC postponed consideration of this question for the period after the 1989 Washington Congress.

Reconstituted in October 1990, the CCC–UPU Contact Committee decided to await the results of the work on rationalizing forms, for which EC Committee 4 was responsible, particularly with regard to preparing a new model of a combined CP 2–C 2/CP 3 form.

Within the framework of this mandate assigned to it by the Executive Council, Working Party WP 4/1 designed a new combined form, which was submitted to the above Contact Committee at its 17th meeting (Berne, 20–22 October 1993); the Committee approved it with a number of changes.

G. Electronic Transmission Standards Group. Preparation of EDI standards and customs issues

35 Since its 15th meeting, the CCC–UPU Contact Committee has been kept apprised of progress in the work of the ETSG, whose primary task is to design a global strategy for the development of EDI.

H. List of customs clearance offices by country, with telephone, telex and telefax numbers

36 During preparation of the 15th Contact Committee meeting (Berne, 23–24 October 1990), the postal administration of the Netherlands submitted a proposal aimed at establishing a general list of customs clearance offices including, among other things, indications relating to telephone and telex numbers.

The Contact Committee, at its 15th meeting, decided to await the results of the work done by the other UPU bodies in the telematics field before beginning this study.

During the work of the 1992 Executive Council, it appeared that, despite the work going on in the above field, it would be useful to prepare a specific list of EMS customs clearance centres including the following information:

- address of the customs clearance centre;
- telephone number;
- telex number;
- telefax number.

During the proceedings of the 16th Contact Committee meeting (Brussels, 28–29 November 1992), the Customs delegation expressed doubts about the usefulness of such a list. It also felt that the operation of customs services could be disrupted by postal customers' calls.

After discussion, it was decided that the list should include only the addresses and telephone numbers of the postal services.

In order to know the position of postal administrations, the Executive Council invited the International Bureau to send them a questionnaire (circular letter No 3710(B)1451 of 22 June 1993) dealing with the preparation of a list of EMS customs clearance offices.

One hundred and fourteen administrations replied to the questionnaire.

Seventy-seven of the administrations that replied, or 67.5 percent, felt that it would be desirable to prepare such a list.

The Contact Committee (17th meeting, 20–22 October 1993) noted the results of the inquiry and agreed that a list which included only the addresses and telephone numbers of the postal services would no longer concern Customs.

I. Transfer of responsibilities relating to customs clearance of postal items from the customs services to postal administrations

37 This question arises from sub-study 721.3 of the Consultative Council for Postal Studies dealing with EMS and customs issues, conducted by Australia with the assistance of Great Britain. It was discussed at the 16th meeting of the Contact Committee.

This transfer would deal with the following operations:

i the designation of goods that could be released;

ii preparation of the customs declaration and calculation of customs duties and charges.

As a result of this work, the CCC Secretariat was invited to submit to its Permanent Technical Committee a proposal aimed at undertaking a preliminary study.

The Customs Co-operation Council (81st/82nd session – Arusha, July 1993), on a proposal by its Permanent Technical Committee, would undertake a study on the basis of the questionnaire prepared in cooperation with the International Bureau.

J. Establishing a standardized minimum value level for duty-free admission or bands of minimum value levels by geographical, political or economic areas

38 This topic appeared on the agenda of the 16th meeting of the Contact Committee.

For economic and social reasons, the Customs Co-operation Council cannot impose on customs administrations a minimum value level or bands of minimum value levels for duty-free admission.

Each customs administration is completely free to set these levels or bands of levels. Nevertheless, the CCC stated that its Secretariat could request its members to review on a regular basis the value adopted.

The Contact Committee decided to end consideration of this question.

K. Supply of commercial invoices for higher value merchandise items only

39 Considered within the context of the work of the Contact Committee's 16th meeting at the request of the UPU, this question also stems from sub-study 721.3 of the Consultative Council for Postal Studies.

For the CCC Secretariat, an invoice must normally be produced when the item has a high value, which is determined on the basis of economic criteria particular to each country.

The Contact Committee decided to no longer consider this question either.

L. Air carriers' requirements. Improvement of airmail security

40 This question was placed on the agenda of the Contact Committee's 16th meeting at the request of the postal administration of the United States of America.

In response to the concerns of airlines regarding the security of postal items, the work of PSAG prompted WP 4/1 to adapt the C 1 and C 2/CP 3 forms with a view to preventing the transport of explosives or hazardous substances through the post.

At its 17th meeting, the CCC was able to consider these forms and to work in the hoped-for direction leading to greater security for air transport.

M. Preparation of a memorandum of agreement

41 On a proposal by Great Britain's customs administration, the Contact Committee (16th meeting) considered the possibility of implementing a memorandum of agreement between the CCC and the UPU to fight the illicit traffic of narcotics by post.

The CCC Secretariat was invited to prepare a draft memorandum of understanding, which was considered at the Contact Committee's 17th meeting. At the conclusion of its work, the latter instructed the CCC Secretariat and the International Bureau to finalize the draft and to prepare guidelines that should accompany it.

At its February 1994 session, the Executive Council approved the memorandum of understanding and its guidelines, which had also been accepted by the CCC Enforcement Committee.

N. Marking of items containing goods which should not be exposed to radiographic control or be opened (photographic material, living tissues, etc)
(Washington Congress decisions C 46/1989 and C 47/1989)

42 The EC was instructed to carry out, in cooperation with IATA, the study of proposals 2518.1 and 5505.1 relating to the make-up of items containing goods not to be opened without special precautions, and to make proposals at the conclusion of its work.

The IATA–UPU Contact Committee, which met at Berne (second meeting) on 3 May 1991, considered these questions and expressed the willingness to transfer to PSAG questions regarding the identification of items containing goods not to be exposed to X-rays or to light.

The Executive Council noted this transfer of competence.

O. Use of a symbol for literature for the blind
(Washington Congress resolution C 63/1989)

43 Under Washington Congress resolution C 63/1989, the EC was instructed to conduct, with the cooperation of the international organizations concerned, a study aimed at determining whether the adoption of a distinct symbol for literature for the blind was called for and, if

appropriate, to propose to the next Congress a symbol which would ensure optimum quality of service for items of literature for the blind.

Consulted by the International Bureau, UNESCO and the World Blind Union (WBU) acknowledged the need for a distinct symbol for literature for the blind.

Following the decision by the 1991 EC, the International Bureau approached the Customs Co-operation Council to determine whether using such a symbol would be an advantage in customs clearance of literature for the blind.

The Customs Co-operation Council indicated that it favoured the use of a distinct symbol for literature for the blind, among other things, to facilitate customs clearance. Indeed, in practice, such a move could expedite customs clearance of such items because the more exact and complete the description of an item was, the quicker and more reliable its customs clearance would be.

The 1992 Executive Council recognized the urgent need for the amendment to be introduced into article 131 of the Detailed Regulations of the Convention and set the date of entry into force of this symbol at 1 January 1993 (resolution CE 9/1992).

P. Recast of the Postal Statistics

44 The International Bureau has noted certain weaknesses in the present form of the Postal Statistics, namely:

i difficulty on the part of some administrations in providing information about certain headings;

ii lack of reliability and consistency in the replies given for some headings;

iii very low response rate for other headings;

iv some administrations feel the questionnaire is too long and that the present system does not promote fast publication of statistical information.

To overcome these shortcomings, the International Bureau proposed a number of changes in the statistical system which were approved by the 1994 EC (decision CE 13/1994). These changes may be summarized as follows:

i simplifying the statistical questionnaire;

ii measures to improve the reliability of the information, including, specifically, annual publication of a "Practical Guide" as part of the statistical questionnaire;

iii measures to make the information available faster;

iv replacement of the present "Postal Statistics" publication by a handier, more useful publication.

2.4.1.2 Work of the Advisory Group on Express Consignments

45 The 1991 Executive Council noted the results of the Advisory Group on Express Consignments (second meeting, 28 January–1 February 1991). The Group was to:

- consider the draft guidelines that could be applied to simplify and harmonize customs formalities relating to express consignments;
- determine the minimum data necessary for preparing telematic messages.

After numerous discussions, the Group was able to classify express consignments into four categories:

- documents;
- non-dutiable items of low value;
- dutiable items of low value;
- items of high value.

Owing to a lack of time, it was not possible to determine the data elements necessary for customs clearance of each category of express item.

The Executive Council instructed the International Bureau to send a circular letter to EC member countries in order to gather their views about the CCC's proposals on this subject.

The International Bureau sent the above circular letter No 3710(B)2331 on 21 June 1991, to which was annexed the draft CCC Expanded Guidelines and a relevant questionnaire.

On the basis of the results of this consultation, the 1992 Executive Council instructed the International Bureau to submit to the CCC as soon as possible a new Guideline for consignments of documents of no commercial value, which was accepted.

It also took note of the progress of the work of the third meeting of the Advisory Group on Express Consignments (9–13 September 1991).

At that meeting, the Group was to:

- continue examination of the draft Guidelines;
- determine the elements that could be required by Customs for customs clearance of express consignments, with a view to preparing a telematic message for them.

The Group arrived at an agreement on the data elements that could be required by customs authorities for the four categories of express consignments, but was unable to conclude consideration of the Guidelines at that meeting.

At its April–May 1993 session, the Executive Council considered the results of the work of the fourth meeting of the Advisory Group on Express Consignments, which noted that it had completed the mandate received from the CCC Permanent Technical Committee:

- preparing Guidelines applicable to consignments for which fast customs clearance is requested.

Moreover, the Group had reached the following conclusions:

a the Guidelines adopted at the four meetings must be submitted to the Permanent Technical Committee in the spring of 1993;

b the Guidelines should be incorporated into the Customs Technique Compendium;

c publication of a brochure on the Guidelines should be envisaged for distribution to operators;

d alterations to the Guidelines should be the responsibility of the Permanent Technical Committee Working Party.

It invited the International Bureau to participate in the work of the CCC Permanent Technical Committee, including that of its Working Party.

The International Bureau monitored this work at the 151st/152nd session of the CCC Permanent Technical Committee (17–21 May 1993), which approved the draft Guidelines.

The Customs Co-operation Council (81st/82nd session – Arusha (Tanzania (United Rep)), 5–7 July 1993) approved the Guidelines that could be applied to simplify and harmonize customs formalities relating to express consignments for which fast customs clearance was requested (EMS items, postal items, private couriers' items).

At its February 1994 session, the Executive Council recommended that postal administrations should study the above guidelines and negotiate application of them with the Customs.

2.4.1.3 United Nations Commission on Narcotic Drugs

46 The International Bureau participated in the 35th and 36th sessions of the United Nations Commission on Narcotic Drugs.

At the 36th session, which was held at Vienna from 29 March to 7 April 1993, the action plan of the UNDCP was examined.

Action by the UPU can be summarized as follows:

The Universal Postal Union continues to provide courses on detecting postal items suspected of containing narcotics. These courses are conducted jointly with ICPO/INTERPOL and the Customs Co-operation Council. These training seminars are financed by the UNDCP and the UPU.

The following courses were held or are programmed:

- 1992:
  - postal security course for French-, Spanish- and Portuguese-speaking African countries (Brazzaville, 17–25 February);
  - postal security course for English-speaking African countries (Nairobi, 20 September–2 October);
  - seminar on training postal officials in detecting items containing narcotics (Dakar, 18–20 March).
- 1993: two postal security courses:
  - Helsinki, 24 May–4 June, for countries of Central and Eastern Europe;
  - Beijing, 16–27 August, for Asia/Pacific countries.

The postal security courses deal, among other things, with the presence of narcotics in postal items.

- 1994: Postal security course for Latin American countries.
- 1995: Postal security course for Arab countries.

During this work (36th session), the UPU representative was able to examine the Declaration of the International Conference on the Abuse and Illicit Transmission of Narcotics (June 1987).

Objective No 27 of the Conference deals with the methods for preventing drug traffickers from using the international postal services.

47 At its February 1994 session, the Executive Council adopted a recommendation urging postal administrations to conduct, to the greatest extent possible, a campaign to raise the consciousness of their customers about the illegal nature of conveying narcotics by post. This campaign will consist of displaying notices pointing out the illicit nature of using the postal service for the carriage of psychotropic substances and indicating the penalties applicable thereto by law.

2.4.1.4 Activities in the field of philately

48 The first symposium on philately was held on 24 April 1991 within the framework of Committee 4 of the Executive Council. The work focussed on the following four topics:

- excessive issues of postage stamps;
- promotion of philately;
- marketing and philately;
- commercial aspects of philately.

At the conclusion of this work, the Executive Council instructed the International Bureau to consult postal administrations on whether they wished to have an in-depth study on excessive stamp issues undertaken prior to the organization of a second symposium.

The consultation revealed that the majority of the postal administrations that responded wished to have a study carried out.

As a result, the second symposium on philately was postponed one year.

At the 1992 Executive Council, the postal administration of India agreed to conduct this study on excessive issues of postage stamps.

49 Distribution of postage stamps

Following resolution CE 8/1992 of the 1992 Executive Council aimed at abolishing the distribution of postage stamps through the intermediary of the International Bureau, several postal administrations expressed their dissatisfaction in response to problems caused by implementing the direct exchange of postage stamps.

Some of the problems raised were:

- irregular reception of postage stamps;
- failure to comply with exchange based on three stamps;
- postage stamp consignments accompanied by bills;
- language problems in the exchange of correspondence to settle disputes.

Apprised of these facts, the 1993 Executive Council approved a proposal to reintroduce the distribution of postage stamps through the intermediary of the International Bureau and to amend accordingly article 105, paragraph 2, of the Detailed Regulations of the Convention, amended by the 1992 Executive Council.

By resolution CE 2/1993, the Council decided to set the date of entry into force of the amendment at 1 January 1994.

50 The second Symposium on philately took place on 26 April 1993. The work of this symposium was geared to the following topics:

- excessive issues of postage stamps;
- postage stamps without a face value;
- promotion of philately;
- commercial aspects of philately;
- creating, within the UPU, a working party on philately.

51 The Executive Council accepted the principle of creating a "Philatelic Associations–UPU" Contact Committee, which would begin work after the Seoul Congress. It invited the philatelic associations to make available a philatelic code of ethics to their members as well.

It also ruled in favour of the urgent need to introduce an amendment to article 195 of the Detailed Regulations of the Convention, which deals with the admission of postage stamps whose postage value is expressed in roman letters, and set the date of entry into force of this amendment at 1 January 1994 (resolution CE 3/1993).

52 During his visit to the International Bureau on 13 April 1992, the United Nations Secretary-General, Mr Boutros Boutros-Ghali, suggested that, within the framework of the activities organized to mark the 50th anniversary of the United Nations, the Universal Postal Union should invite postal administrations to issue a postage stamp to mark this event. In response to that suggestion, the Executive Council adopted recommendation CE 2/1992 inviting postal administrations to make provision for a commemorative stamp in their 1995 issue programme.

Since the UPU, a specialized agency of the United Nations, should also contribute to this event, the 1993 Executive Council invited the International Bureau:

- to urge postal administrations to organize a national postage-stamp design competition;
- to provide for the organization, in 1996, of an international competition for postage stamps commemorating the 50th anniversary of the United Nations.

2.4.1.5 United Nations

53 United Nations Commission on Narcotic Drugs

The UPU participated in the work of the 35th and 36th sessions of the Commission on Narcotic Drugs, which were held at Vienna in April 1992 and April 1993 respectively.

2.4.1.6 Other organizations

54 Customs Co-operation Council (CCC)

At the secretariat level, the UPU and the CCC maintain continuing relations. Moreover, in accordance with Washington Congress resolution C 11, the CCC–UPU Contact Committee was reconstituted in order to continue the study of problems relating to simplifying customs treatment of postal items. Made up of five member countries on both sides, this Committee met three times, twice in Berne (1990 and 1993) and once in Brussels (1992).

Furthermore, the UPU was represented by Belgium at several meetings of the Customs Co-operation Council.

2.4.2 Letter post

A. Regulations for printed papers (resolution C 10)

55 In resolution C 10, the 1989 Washington Congress instructed the Executive Council to conduct a study aimed at modernizing and simplifying the regulations concerning printed papers, bearing in mind claims by the IPA (International Publishers' Association).

Taking into account the results of an initial inquiry conducted in 1991 that had brought out administrations' opposition to the claims of the IPA when those claims had financial implications, the 1992 EC adopted the introduction in the draft recast Acts of a new wording of article 128 of the Detailed Regulations combining all the provisions of articles 128, 129 and 130 (decision CE 12/1992), and instructed Belgium to study the possibility of using M bags for the small packet category.

The second inquiry having revealed that the drawbacks and problems resulting from that new approach were such that the status quo should be maintained, the 1993 EC decided that it was not desirable to amend article 19, paragraph 2, of the Convention. In view of the proposed amendment to article 20 of the Convention aimed at admitting as reduced-rate printed papers audio-visual media of books, newspapers and periodicals, the 1994 EC decided that study of this issue could be continued after the Seoul Congress on the basis of the results of the work of the Publishers–UPU Contact Committee.

B. Rationalizing UPU forms (Washington Congress decisions C 83 and C 84)

56 Under decision C 84, the Washington Congress assigned the Executive Council study of proposals 4903.1, 4903.2, 4907.1/Rev 1, 4617.1, 4624.1 and 4625.1, and a general study on rationalizing UPU forms aimed at:

- reducing their number;
- simplifying them;
- adapting them to new technologies.

In decision C 83, Congress also instructed the EC to study proposal 2564.2, resulting from proposal 4907.1/Rev 1.

Working Party WP 4/1 (reporting country: Sweden), set up in 1991 by the Executive Council to conduct the study in question, met seven times during the 1990–1994 period and considered a large number of subjects connected with establishing a new design for UPU forms, which ultimately made it possible to prepare new models for most forms and to merge or abolish some of them.

The study was conducted in two phases: the first phase was to draw up a list of general principles for the design of forms for postal use and for customers' use, and the second was to consider each form drafted on the basis of the general principles. The forms' revision work was coordinated with other EC and CCPS work, particularly in the following fields: ETSG, CCC–UPU CC, IATA–UPU CC, CCPS WP A 19 (Multilingual Vocabulary), ISO–UPU CC, CCPS studies 714, 731 and 751, study on the "Structure of the Acts", and the terminal dues study. EMS forms and the forms relating to the Financial Agreements were not incorporated in the study.

After noting that the objectives set out in Washington Congress decision C 84/1989 had been achieved, the 1994 EC accepted all the revised UPU forms, including the proposals on merging or abolishing certain forms as well as the amendments to be made subsequently to the relevant provisions of the Acts and the proposals of a general nature to be submitted to Congress.

The two different groups of forms dealt with by the study (forms for the use of the letter-post service and those for the use of the parcel-post service) come within the purview of different Congress Committees. The new models were therefore apportioned between two proposals to Congress.

The proposals to Congress on renumbering the forms in the Acts, the continuation of the study after Congress and the proposal on amending the article in the Detailed Regulations of the Convention relating to the printing of bar codes and other relevant characteristics on forms, supported by the 1994 EC, are the subject of proposals 20. 0.12, 20. 0.13 and 25. RE 5406.1.

The results of this work appear in Congress – Doc 59.

C. International business reply service (IBRS) (decision C 90/1989)

57 In decision C 90/1989, the Washington Congress instructed the Executive Council to examine and, if necessary, improve the provisions on the execution of the international business reply service, governed by article 33 of the Convention (Washington 1989) as an optional service. The

purpose of the study was to solicit the views of postal administrations on the current conditions for implementing the service and on possible changes to it.

An inquiry conducted in 1991 showed that IBRS had got off to an excellent start (25 administrations already provided it and 33 others were considering introducing it shortly), that there was general satisfaction with the provisions attached to decision C 90/1989 and a unanimous desire for IBRS to remain unchanged for the moment, and that there was a general wish to see other administrations join the service. At the conclusion of the inquiry, the EC adopted resolution CE 15/1991 aimed at increasing participation in the service.

Noting the development of this service (over 30 percent increase in participation compared with 1991), the 1993 EC decided to conduct another inquiry on IBRS aimed at possibly improving its current provisions.

The second consultation showed the growing number of administrations providing the IBRS service (42) and those that planned to introduce this service (47). Since, at the present stage, the administrations providing the IBRS service did not yet require the introduction of accounting procedures, the EC decided to study the accounting issue in greater detail in order to submit the results to the competent body and the administrations concerned in 1995.

In addition, in view of the development of the service, it was decided that the following proposals could be introduced on an optional basis from 1 January 1995:

a to extend the service (at bilateral level) to low-weight items containing merchandise of no commercial value, to adapt the size and weight limits for IBRS items and to exempt them from the restrictions on standardized items;

b to amend the existing regulations (at bilateral level) to allow the introduction of a multi-destination reply facility subject to the need to study this issue in greater depth at a later time.

With a view to introducing the existing IBRS service regulations into the Acts of the Union, the EC accepted the draft proposal to Congress on amending article 24 of the Convention (see proposal 20. 24.3). The draft texts describing the IBRS operating procedures for insertion in the Detailed Regulations of the Convention must be submitted to the competent body in 1995.

Lastly, the EC supported the draft resolution (proposal 20. 0.11) urging more administrations to join the IBRS service.

D. New presentation of the List of Prohibited Articles (resolution C 55)

58 Under the above resolution, the International Bureau distributed, under cover of circular letter No 3710(B)1090 of 10 February 1993, the new model of the List of Prohibited Articles accompanied by a questionnaire and requested postal administrations to prepare, on this basis and in cooperation with their customs administration, their own list in order to incorporate it later into the new edition of the UPU's List of Prohibited Articles.

Despite the International Bureau's urgent request, only half of the Union postal administrations submitted their list in its new form, and this was not sufficient to prepare a complete edition of the List, originally scheduled for publication in early 1994.

The 1994 EC noted the progress made and the obstacles encountered in the International Bureau's work on preparing the new edition of the List of Prohibited Articles. It accepted the principle of the study to evaluate the possibility of computerizing the new List and supported the draft resolution aimed at drawing up and implementing the new edition of the UPU List of Prohibited Articles (proposal 20. 0.10).

2.4.3 Transit charges and terminal dues

2.4.3.1 Results of the work of Working Party WP 5/1
(Resolution C 72/1989)

59 For the conduct of the permanent study on terminal dues, the 1990 EC set up Working Party WP 5/1 which, in its eight meetings, considered the following subjects:

i terminal dues systems to be applied in terms of other classification systems (priority/non-priority);

ii possible revision of the terminal dues system adopted by the Washington Congress (operational procedures, in particular);

iii two-component terminal dues system, ie a rate per kg and a rate per item (CEPT system);

iv cost of handling inward international mail; terminal dues based on the shape of items;

v other economic criteria and the market;

vi follow-up of results of CCPS study 751;

vii costs and shape;

viii accounting;

ix structures of intercountry traffic flows;

x profiteering remail;

xi statistical aspects;

xii results from sampling/flow exercise – Items per kg (by size of flow for air and surface) and by format;

xiii application of cost study results to flows – Adjustment of world average rate;

xiv possible consequences of replacing the LC/AO distinction with an air/surface distinction or one between various formats;

xv report on uneconomic bulk commercial mailing;

xvi report on legislative approach to remail;

xvii financial impact of the new terminal dues system according to the provisional parameters submitted to the 1993 EC;

xviii weight limit to be taken into account in calculating the terminal dues and rate of compensation applicable to M bags;

xix interface between the UPU system and the IPC/PostEurop system;

xx bulk commercial mail;

xxi threshold value and methods of applying the downward correction mechanism;

xxii organization of the Berne Round Table on Terminal Dues on 27 and 28 January 1994.

The results of this work, including that of the Round Table on Terminal Dues, is described in Congress – Doc 61.

2.4.3.2 Results of the inquiry on reserving terminal dues revenue for the purpose of improving the quality of the postal service
(Recommendation C 78/1989)

60 In response to the above recommendation, the IB conducted an inquiry among postal administrations on this subject by means of circular letter No 2355(B)1160 of 1 March 1990.

The purpose of this inquiry was twofold:

- to inform the 1990 EC of the countries that reserved their revenue from the remuneration of terminal dues for the purpose of improving the postal service;
- to urge and help those that did not enjoy this advantage to approach the competent authorities in order to have this revenue so reserved.

No fewer than ten reminders to the first circular letter were needed to obtain information on almost all member countries.

The data, both overall and by geographic region, for countries that were Union members before the Washington Congress appear in document CE 1993/C 5 – Doc 2b.

The postal services of States that had become independent since the Washington Congress were sent a special letter pointing out the benefits they could derive from obtaining legislation providing for the allocation of terminal dues revenue for postal investments aimed at improving quality of service.

Despite this recommendation, unfortunately, no change in the situation was reported by postal services subject to national budgetary legislation that does not authorize direct allocation of public revenue to administrations.

The 1994 EC, to which a report on the existing position in member countries had been submitted, noted the work done and regarded this study as terminated.

2.4.3.3 Revision of transit charge scales
(Washington Congress resolution C 56/1989)

61 To carry out successfully the work aimed at recalculating the scales and studying possible improvement of the existing methodology, the International Bureau undertook, during the five-year period, a survey of transit countries and various kinds of analysis and simulation work before collecting the data necessary for calculating the new scales.

The 1994 EC noted the results of this work which are described in Congress – Doc 57. It agreed to submit to the Seoul Congress (proposal 20. 46.1) the scales the International Bureau had presented to it and to recommend that the next calculations of scales should be made at a time farther in advance of the next Congress (proposal 25. RE 0.2).

2.4.3.4 Study of a weighted average distance per country for mails in land transit
(Washington Congress resolution C 57/1989)

62 The 1990 EC instructed the International Bureau to carry out a study to ascertain the views of member countries on this subject and their reaction to the International Bureau proposal that the weighted average transit distance be calculated by applying the same method as that used to determine the distance taken into account for calculating transit land rates for postal parcels.

The results of this consultation submitted to the 1991 EC showed that a majority of administrations were satisfied with the system in effect for postal parcels and were not opposed to the introduction of a weighted average for calculation of letter-post transit charges using the same system. On the other hand, postal administrations with heavy transit traffic were not in favour of using such a method. To this end they pointed out that what was good for postal parcels was not necessarily so for the letter post.

After considering the arguments put forward by the administrations with heavy transit traffic, the Committee decided unanimously not to pursue the study.

2.4.3.5 Study on transit charges for à découvert mail
(Washington Congress resolution C 59/1989)

63 The 1990 EC instructed the International Bureau to conduct a consultation of Union member countries to ascertain the magnitude of the difficulties encountered by administrations of transit and their views on the desirability of introducing transit charges for correspondence in transit à découvert, and to report to the 1991 EC.

At the 1991 EC, it was apparent from the replies obtained that in most countries items in transit à découvert, including missent items, were not really a problem. However, since a majority emerged during the discussions in favour of beginning work on preparation of a remuneration system for à découvert items, including missent items, which could be used by administrations that needed one, Great Britain agreed to assume the role of reporting country for the study.

At the 1992 EC, Great Britain submitted the results of its work, pointing out that it was often the incorrect application of the provisions of article 158 of the Detailed Regulations of the Convention that was creating the additional work for the administration of transit. The text of a recommendation was therefore submitted to the EC, which accepted it, urging countries to handle the dispatch of their items with greater care. The International Bureau distributed recommendation C 16/1992 by circular No 225 of 13 July 1992.

The 1992 EC also took note of the preliminary results of the study conducted by Great Britain and decided that the study should be pursued with Great Britain as reporting country.

That country submitted to the 1993 EC the results of its work following an inquiry among the countries concerned by the problem, and proposed practical measures to be taken.

Afterwards, the 1993 EC approved:

- the recommendations made seeking application of a charging system to surface à découvert dispatches exceeding 3 kg per country of destination and per dispatch containing missent and missorted items, while large volumes of dumped mail would be subject to special arrangements;
- the inclusion, in the charging system applied to transit charges, of an additional 10 percent to be paid to the intermediate administration to cover its handling costs;
- the operational and accounting procedures also proposed;
- the study of a similar system for airmail, and instructed the reporting country, as it had proposed, to conclude it prior to the 1994 EC.

Lastly, the 1993 EC instructed the International Bureau, in conjunction with the reporting country, to prepare amendments to the Convention and Detailed Regulations so that the changes to the charging system applicable to transit charges for surface à découvert items could be submitted to Congress.

The provisions of the Convention and its Detailed Regulations which could be amended were the subject of proposals. The terminal dues aspect was not taken into consideration in the proposed wording because the administrative formalities involved would very likely result in remuneration that would be less than the cost of implementing the procedures.

The 1994 EC accepted the relevant draft proposals (proposals 20. 45.1, 25. RE 4102.3, 25. RE 4106.1, 25. RE 5006.1) and the draft recommendation (proposal 25. RE 0.1).

2.4.3.6 Preparation and settlement of accounts. Expansion of International Bureau offsetting arrangements

(Washington Congress resolutions C 68/1989 and C 70/1989 and decisions C 52/1989 and C 87/1989)

64 Noting that the CCPS had also been instructed, by Washington Congress resolution C 19/1989, to conduct a study entitled "International accounting – Modernization of billing systems and settlement of accounts" (study 751), the 1990 EC decided to let the CCPS begin its work before the EC started its own. Morocco was instructed to maintain liaison between the EC study and that of the CCPS.

During the 1991 EC, Morocco:

- provided information on the progress of CCPS study 751, stating that, for the time being, it was not necessary for Committee 5 to begin its work in this area;
- took note of the desire to have the international business reply service (IBRS) included in the CCPS study on accounting as well.

The EC, for its part, took note of the report by Morocco and expressed satisfaction at the fact that the ETSG had begun a sub-study on computerized accounting systems.

During the 1992 EC, the liaison administration (Morocco) informed the EC of the progress of CCPS study 751 in the area of accounting, the results of which were submitted to WP 5/1 at its October 1992 meeting. Morocco, as member of WP 5/1 and of the Working Party responsible for study 751, ensured the continuing participation of WP 5/1 in the study to avoid conflicts and duplication of effort. The 1992 EC therefore decided to carry out the work regarding it in 1993 on the basis of the report to be submitted by WP 5/1 at its February 1993 meeting.

During the 1993 EC, the liaison administration (Morocco) informed the EC of the creation of a Sub-Working Party within WP 5/1 to deal with accounting aspects. The EC therefore took note of the status of work on the study and of the participation of the Netherlands in the activities of the Sub-Working Party created within WP 5/1 to study accounting details of the new terminal dues systems and a possible expansion of the offsetting arrangements.

The document submitted by the Netherlands at the October 1993 WP 5/1 meeting was not discussed, as decisions in this regard were to be taken at the 1994 EC.

Committee 5 came out in favour of the principles emerging from this study. However, it decided to separate terminal dues accounting from parcel-post and airmail accounting.

The 1994 EC approved the guidelines concerning terminal dues accounting which will have to be taken into account in preparing articles of the Detailed Regulations. They are contained in Congress – Doc 61.

2.4.3.7 Consequences of the use of the SDR as accounting unit

(Washington Congress decision C 86/1989)

65 The work of the Executive Council between the last two Congresses (Hamburg 1984/Washington 1989) had revealed that the SDR played a stabilizing role which had often allowed charges and payments to retain their real value although it was not possible to assert that this effect would continue in the future. The Washington Congress, in its decision C 86/1989, therefore instructed the EC to take account, in all future economic studies, of the consequences of the use of the SDR as accounting unit.

The 1990 EC decided to pursue this study along the same lines as that carried out by France during the previous five-year period, but with the possibility of introducing amendments in the years to come should the need arise. The International Bureau was instructed to carry out this task on the

model of the previous study alongside its calculations of the basic charges in 1992 (midway point between two Congresses).

A questionnaire was sent to administrations under cover of circular letter No 3390(B)2980 of 20 December 1991 to ascertain the basic charge applicable from 1 January 1992 to the type of items existing in their service.

After calculating the charges, the International Bureau submitted the results obtained to the 1992 EC. They confirmed those of the previous studies conducted between the preceding Congresses. Nevertheless, the 1992 EC instructed the International Bureau to repeat the exercise before the Seoul Congress (1994).

The new calculations based on the data collected as a result of circular letter No 3390(B)1493 of 15 July 1993 were submitted to the 1994 EC.

The details of the results, which confirm those of previous studies, have been reproduced in Congress – Doc 61. The 1994 EC also agreed not to conduct this study again in this form.

2.4.3.8 Establishing the weight of mails subject to terminal dues and transit charges. Basic documents for entering the weights to be taken into account
(Resolution C 66/1989)
(CE 1993/C 5 – Doc 6)

66 Because the Washington Congress, by a narrow margin, had adopted form C 12 as the basic document for recording the weights to be taken into account for terminal dues and transit charges, the 1990 EC decided that administrations should be surveyed again. This was to be done once they had acquired some practice with the system, namely in 1992, and a report would be made to the 1993 EC.

The International Bureau made a survey of all member countries in the second half of 1992.

The results were submitted to the 1993 EC, which expressed satisfaction that the choice made at Washington was approved by 91 percent of the 114 administrations that replied.

The 1993 EC decided to transmit for consideration some of the comments made by certain administrations; those concerning forms went to WP 4/1 and those concerning accounting went to WP 5/1. It also invited administrations that had made comments in other fields to submit their proposals individually to the Seoul Congress (1994). Following these decisions, the study was considered completed.

2.4.3.9 Harmonization of accounting systems for transit charges on closed surface letter-post and surface parcel-post mails
(Washington Congress resolution C 26/1989)

67 The 1990 EC felt that this study should be initiated within the framework of Committee 7. Canada was designated as liaison point between the two Committees. It was thus within the framework of that Committee that the International Bureau conducted a survey of administrations in the second half of 1990.

The results of this study were submitted to the 1991 EC. They showed that the transit charge system for letter post and the one for postal parcels were satisfactory to the majority of administrations.

In view of the data elements provided by the International Bureau, the 1991 EC considered the study completed.

2.4.3.10 Remailing

(Washington Congress decision C 88/1989)

68 The 1990 EC appointed Italy as reporting country for this study. It also instructed the International Bureau to issue a new warning about the threat to the Post of agreements concluded with remailing firms; this was done by circular letter No 3390(B)1550 of 28 June 1990.

At the 1991 EC, the reporting country (Italy) submitted the results of the survey of postal administrations (circular letter No 3390(B)1992 of 16 November 1990). The reporting country suggested that the study be continued by conducting a more thorough examination of the legal, economic and commercial aspects in two phases, which was agreed to by Committee 5. The study of the legal aspects was carried out on the basis of a questionnaire distributed by the International Bureau under cover of circular letter No 3390(B)2810 of 21 November 1991.

The reporting country (Italy) informed the 1992 EC of the results of the second consultation of postal administrations. Its main conclusion was that it was premature to propose amendments to article 25 as a number of countries wanted, since the intentions of the EEC in this area (Green Paper) were not yet known. Since Italy would be participating from then on as observer in the work carried out by WP 5/1, it would be in a better position to take account of the economic and commercial aspects of remailing. The EC agreed to the proposals made for continuation of the work by Italy.

At the 1993 EC, the reporting country (Italy) submitted its most recent work, which took account of the results of the work done by European regulatory authorities, including the European Committee for Postal Regulation (CERP) and the public postal operators, and of the analyses made in the Green Paper on the development of the single market for postal services. Before beginning the new draft of this article, however, the reporting country wanted the EC:

- to approve the general principles set out in the conclusion of its document, particularly the one requiring that the article should not emphasize the present aspect of sanctions, but that it should stress the economic aspect by introducing the notion of fair compensation for work done;
- to assign to the reporting country the task of submitting a proposal for amending article 25 to the 1994 EC and to the 1994 Seoul Congress.

The 1993 EC approved the principles stated and assigned to the reporting country the task it had requested.

At the seventh meeting of WP 5/1 in October 1993, Italy submitted three variant amendments to article 25.

The 1994 EC approved a draft text of article 26 which was the subject of proposal 20. 26.2.

2.4.3.11 Revision of basic charges

(General Regulations, article 102, paragraph 6.19)

69 This procedure, introduced by the Washington Congress, is based on article 20, paragraph 2, of the Convention, which gives the EC the option of revising basic charges between two Congresses by using the median value of the charges fixed by the members of the Union for international items from their countries. The first revision therefore was to be made in 1992.

The 1990 EC therefore instructed the IB to gather data on administrations' international rates as from 1 January 1992 for letters up to 20 g and for priority, non-priority, standardized and non-standardized items of the same weight step, and to calculate the new basic charges for the 1992 EC.

At the 1990 EC, however, because a member country questioned whether the revision calculation should take into account certain artificial rates, in effect in some administrations, which were not founded on sound economic bases, the EC instructed the International Bureau to submit a report to the 1991 EC on the desirability and possibility of excluding artificial rates from the calculation of basic charges.

At the 1991 EC, the International Bureau, after considering the problem submitted to it, indicated that the measure to exclude certain rates from the calculations was not desirable for the following reasons:

- it was difficult to determine which rates are artificial, since most administrations do not have systems for calculating cost prices for each category of item;
- if there were exclusion, the revised charges would be based on data from a very small number of administrations, most of them industrialized countries;
- since certain rates were fixed at a level higher than costs while other rates did not cover them, the final impact of artificial rates, according to International Bureau estimates, would be rather low.

Afterwards, the administration that had asked the 1990 EC for the exclusion accepted the International Bureau's recommendation, and consideration of this aspect was considered concluded.

At the 1992 EC, the International Bureau submitted the results of the calculations carried out, pointing out that it did not appear advisable to amend article 20 in view of the insufficient representativity of the data considered, the slight variation in the new basic charge compared with the former one, and the fact that the charges at present were only guidelines. The 1992 EC therefore decided that the basic charges appearing in article 20 would not be revised until the Seoul Congress (1994).

In 1993, by means of circular letter No 3390(B)1493 of 15 July 1993, the International Bureau gathered the values of administrations' international rates as at 1 July 1993 for letters up to 20 g and for priority, non-priority, standardized and non-standardized items of the same weight step.

The calculations of the new basic charges were submitted to the 1994 EC. The scales thus obtained, which are more representative than those calculated in 1992, are lower than the guideline basic charges adopted by the Washington Congress. Consequently, the 1994 EC decided, in the light of the results of the study, not to propose to the Seoul Congress any change in the level of the basic charges in article 10.

2.4.3.12 Proposals submitted by postal administrations
(CE 1993/C 5 – Doc 7)

70 The 1993 EC was informed that Zambia wished to amend paragraph 3 of article 101 of the Detailed Regulations of the Convention (Washington 1989), to remove the possibility of accounts for telecommunication services being settled by means of postal credits. Zambia was supported by two speakers who recognized the urgency of the proposed amendment.

The EC approved the proposal and the related draft resolution. It also approved 1 January 1994 as the date of entry into force. The IB informed administrations of this amendment to the Detailed Regulations by circular 253 of 12 July 1993.

2.4.4 Airmail

71 Basic airmail conveyance rate (resolution C 73/1989)

Noting that it appeared from the work of previous years that it had not been possible to propose a rational system for fixing the basic airmail conveyance rate, the Washington Congress instructed the Executive Council to gather, on the eve of each Congress, the most significant financial

Noting that it appeared from the work of previous years that it had not been possible to propose a rational system for fixing the basic airmail conveyance rate, the Washington Congress instructed the Executive Council to gather, on the eve of each Congress, the most significant financial information obtained from IATA and ICAO to enable it to propose, if need be, an updating of the basic airmail conveyance rate (in accordance with a method to be developed). Congress thereby renounced the continuation of studies to develop a system for calculating the basic rate and retained the rate of 0.568 SDR (1.74 g fr) per t-km as the basic element for any revision mechanism.

Bearing in mind this policy decided by Congress and apprised of a new request from IATA for a higher basic airmail conveyance rate following the increase in fuel prices in 1991 during the Gulf crisis, the EC decided to assign development of a method for updating the basic rate to a small working party which was set up in 1992. Comprising the postal administrations of Great Britain (Chairman), Hungary (Rep), Indonesia and Japan along with the International Bureau for the postal side, and Air France, Japan Airlines and IATA for the airlines side, this "Rates" Working Party was able to finalize, with the assistance of ICAO, a draft formula based on certain elements taken from the International Airline Financial Statistics prepared annually by ICAO.

However, as the administration of Indonesia had prepared a variant (B) to this "formula" (A), based on the same financial statistics (unweighted averages), the Executive Council finally decided, at the end of a long discussion on the choice of the formula to be selected, to leave it to Congress (proposals 25. RE 5201.1/Rev 1 and 25. RE 5201.2); it also approved a proposed amendment to article 52 of the Convention (proposal 20. 52.1).

The work undertaken on this issue is the subject of Congress – Doc 76.

2.4.5 EMS

72 Following the announcement of the creation of a joint venture between five postal administrations, grouped within a holding company (GD Net BV), and a private courier (TNT) on 29 July 1991, the Coordination Committee for the Permanent Bodies of the Union decided, at its meeting of 21 to 23 August 1991:

a to convene an extraordinary session of the Executive Council on 25 and 26 October 1991; and

b to instruct a study group, supported by the International Bureau, to prepare this extraordinary session by analyzing the consequences of the joint venture and by preparing appropriate recommendations.

At the end of a broad-ranging discussion, the extraordinary EC decided in favour of creating a group of experts that would also include the International Bureau and would represent the interests of all UPU member countries. This group was instructed to carry out a study aimed at determining the various ways of dealing with the new situation.

On a proposal by the group, the 1992 EC decided that the UPU should conduct collective negotiations with private couriers for the delivery of EMS items in the GD Net countries and that an external consultant should be engaged to carry out this work. Moreover, the EC Chairman, in agreement with the Secretary-General, was instructed to appoint a Project Management Team (PMT) to supervise the work of the consultant on behalf of the EC.

Some one hundred and thirty administrations took part in the collective negotiations and were able to choose from among the tenders received from 15 private companies. A consensus emerged regarding the use of six firms recommended by the consultant and the PMT. Following their requests, about 100 administrations received contracts signed by these six firms. The use of the firms selected began in the third quarter of 1993 for customs clearance and delivery of EMS items in Germany, and in the fourth quarter of 1993 for EMS items for Canada, France, the Netherlands and Sweden.

2.5 Parcel post

2.5.1 Introduction and extension of the postal parcels service

73 Washington Congress resolution C 16/1989 instructed the Executive Council to examine the problems preventing the 28 countries not yet party to the Postal Parcels Agreement from acceding to it and to study the possibility of making the postal parcels service mandatory within the Union.

Among the administrations concerned, 16 answered the International Bureau's circular letter No 3430.1(B)1659 of 31 July 1990 followed by a reminder. In general, they showed a positive attitude towards acceding to the Agreement. Some, however, requested technical assistance to allow them to proceed with the accession.

At the request of the 1991 EC, the Regional Advisers responsible for the countries that had asked for assistance were apprised of the matter. Moreover, in August 1991, the International Bureau invited the postal administrations deemed to be in a position to do so to approach their national authorities with a view to acceding to the Agreement and to the other Washington Acts not yet signed.

So far, the situation of one administration with respect to signature of the Agreement has been settled (Iran (Islamic Rep)), and six other administrations have acceded to the Agreement: Bangladesh, Dem People's Rep of Korea, Nauru, Saint Christopher and Nevis, Saint Vincent and the Grenadines, and Trinidad and Tobago. Of the 22 administrations that have still not signed the Agreement, 13 do in fact provide a postal parcels service since they have supplied revised inward land rates in recent years. Therefore, 21 non-signatory administrations remain.

Including the newly independent countries that have acceded to the Agreement, 166 of the Union's 187 member countries[1] are now signatories.

In accordance with resolution C 16/1989 and the request by the 1993 EC, the International Bureau analyzed the advantages and disadvantages of a mandatory Agreement and the legal steps to be taken to make it mandatory.

Convinced of the importance of solidarity among postal administrations to combat competition, the EC nevertheless concluded that it was premature to make the Agreement mandatory. It therefore adopted resolution 30. 0.1 providing for continuation of the activities undertaken to expand accession to the Agreement.

2.5.2 Universal rate for land and sea rates

74 In resolution C 17/1989, the Washington Congress instructed the EC to study the possibility of introducing a universal rate combining a rate per parcel and a rate per kg of gross weight of the mail on the basis of two elements: fixed costs and variable costs.

To conduct the study, the EC set up a Working Party composed of Brazil, Cuba, Germany, Indonesia, Italy, Japan, Morocco (reporting country), Sweden, Togo and United States of America.

The consultations by the reporting country for WP 7/1 (Morocco) in 1991 and 1992 among 88 administrations revealed support for the universal rate principle on the part of Union member countries and also a threshold of about 7 kg below which the cost of handling inward and outward parcels was unaffected by weight.

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[1] Position at 28 February 1994.

Following these consultations, the 1993 EC adopted the principle of the universal rate and instructed the International Bureau, in conjunction with the reporting country and the members of WP 7/1, to study the question of fixed and variable rates relating to outward and inward land rates.

2.5.3 Revision of land and sea rates

75 In Washington Congress resolution C 18/1989, the Executive Council was instructed to consider the amounts of the guideline rates applicable to outward and inward land rates and to adjust transit land rates and sea rates if letter-post transit charges were revised.

a Outward and inward land rates

76 Following the adoption of the principle of the universal rate by the 1993 EC, the reporting country for WP 7/1 and the International Bureau, in accordance with their terms of reference, calculated a rate per parcel and a rate of gross weight of the mail of 2.85 and 0.28 SDR respectively. These rates are designed to maintain the receipts stemming from rates based on existing weight steps and to reflect the development of inward land rates between 1988 and 1993. Indeed, as such, these rates merely represent an update. They will therefore be best suited to the present position of the Post in view of the competition on the market.

The EC approved the relevant draft proposal and those aimed at abolishing the payment, calculated either per parcel or per kg of gross weight of the mail, provided for at article 54 of the Agreement, as administrations can still set payments for parcel-post exchanges on a bilateral basis under the provisions of the Framework Agreement stemming from CCPS study 714 "Introduction of a range of parcel-post products/services" which was endorsed by the 1993 EC.

Following statements by several delegations and by the Secretary-General and for the sake of consistency, the 1994 EC decided, in the case of the new land and sea rates, to submit to Congress only proposals based on the universal rate.

The results of this study are the subject of proposals 30. 33.1, 30. 36.2, 35. RE 3601.1 and 35. RE 3603.1.

b Transit land rates and sea rates

77 The 1990 EC agreed to use the "comparative parcel-post/letter-post method" to adjust the transit land rates and sea rates if letter-post transit charges were revised.

The International Bureau therefore used that method to calculate new scales of transit land rates and sea rates based on a rate per parcel and a rate per kg of gross weight of the mail ("universal rate") applying the letter-post distance steps, to take account of the relevant conclusion by the 1992 EC. In a bid to avoid excessive tariff increases, the EC adopted the relevant draft proposals.

Adoption of a scale based on the letter-post distance steps will make it possible to calculate a land transit payment that is a more realistic reflection of parcel-post conveyance costs. The EC therefore approved the IB proposal on dropping the concept of the weighted average distance provided for in article 48, paragraph 2, of the Agreement.

The results of this study are the subject of proposals 30. 34.1, 30. 35.1 and 35. RE 3401.1.

The EC approved recommendation 30. 0.2 urging the 76 administrations that had made a reservation with regard to exceptional transit land rates in the Final Protocol to the Agreement to withdraw those reservations and, to that end, instructed the International Bureau to contact those administrations.

The EC approved resolution 30. 0.3 on the revision of land and sea rates after the Seoul Congress.

2.5.4 Harmonization of systems of accounting for transit charges for closed surface letter and surface parcel mails

78 Since the transit of a bag of letter post and a bag of parcel post is similar, although accounting is not the same in both cases, resolution C 26/1989 instructed the EC to undertake a study of the possibility of devising a transit charge system that would apply to both services.

Accordingly, the 1990 EC instructed the International Bureau to consult Union member countries about their experiences and views regarding the two accounting systems.

This study revealed that the two existing systems provide a high rate of satisfaction to administrations. The 1991 EC therefore decided to terminate the study.

2.5.5 Transit of postal parcels. Information requested by the 1991 EC

79 Following its inquiry into the harmonization of accounting for transit charges for closed surface letter and surface parcel mails, the EC had instructed the International Bureau:

- to conduct a study on the adjustment of the "parcel-post/letter-post comparative method" and the graduation of postal parcel scales;
- when collecting data for calculating letter-post scales, to gather data about the number of kg of letter post and of postal parcels per m^3.

A. Adjustment of the "parcel-post/letter-post comparative method" and graduation of postal parcel scales

80 The study conducted by the International Bureau revealed, among other things, a consensus in favour of the "comparative method" and a majority in favour of an increase of 50 percent in the basic sea rate scales, which would allow deletion of article IV of the Final Protocol to the Agreement. Also, most administrations were in favour of rates being set for postal parcels with a distance graduation identical to that for letter-post transit charges.

The results of this study were approved for appropriate follow-up within the framework of the study on "Revision of land and sea rates".

B. Information about the number of kg of letter-post items and of postal parcels per m^3

81 The replies received to the International Bureau's inquiry made it possible to update the table of kg per m^3 and per bag for certain countries published in circular letter No 3390(B)2657 of 7 October 1991. The results of this study were also to be taken into account, if necessary, within the framework of the study on "Revision of land and sea rates".

2.5.6 Postal parcels in transit à découvert. Additional remuneration of the intermediate administration

82 Further to a request by one administration during the study on transit, the 1992 EC had instructed the International Bureau to conduct an inquiry about application of the "comparative method" to parcels sent à découvert.

The study, in which 59 administrations participated, revealed general satisfaction with the "postal parcel/letter-post comparative method" for setting the amounts of transit land rates and sea rates, and that the extra work caused by parcels received in transit à découvert nevertheless justified payment.

The 1993 EC adopted the principle of this payment and instructed Committee 7 to consider the question of the form it should take and its level, taking account of the adoption of the universal rate principle.

Following its study, the International Bureau proposed a payment in the form of a single rate of 0.75 SDR.

However, the 1994 EC, aware of the absolute necessity of maintaining a competitive postal service, adopted an amount of 0.40 SDR.

The results of this study are the subject of proposals 30. 34.2 and 35. RE 3401.2.

2.5.7 CCPS study 714 "Introduction of a range of parcel-post products/services". Summary of the development of this study as submitted to Committee 7

83 This CCPS study, stemming from resolution C 27/1989, provides for the introduction of a range of parcel-post services more adapted to customer needs so as to combat competition and regain lost market share.

The CCPS report, approved by the CCPS in 1992, contains a framework agreement, framework regulations and recommendations prepared in the light of comments by Postal Parcels Agreement signatory countries. In accordance with resolution C 27/1989 and decision CCEP 21/1992, the CCPS submitted these texts to the 1993 Executive Council which duly endorsed them, recommending them to administrations (CE 15/1993) as the formal basis for the introduction of the new range of parcel-post products/services.

2.5.8 Preparation and settlement of postal parcel accounts

84 Since the CCPS had been instructed (resolution C 19/1989) to study the possibility of modernizing the accounting system, the EC decided to allow that body to begin its work before embarking on the studies that the Washington Congress had assigned to it in its resolutions C 68 and C 70 and decisions C 52 and C 87/1989. Morocco was instructed to maintain liaison between the EC study and that of the CCPS.

The 1993 EC took note of the preliminary report of the reporting country for CCPS study 751 "International accounting – Modernization of billing systems and settlement of accounts" and of the limited inquiry it had conducted about modernizing the postal parcels service accounting system.

The International Bureau was therefore instructed to extend the consultation to all Union member administrations and to report to the 1993 CCPS and then to the 1994 EC.

In brief, most of the 117 administrations replying favoured a direct billing system as the rule and billing of the imbalance in CP 18 or AV 11 general accounts as the exception. This would involve the International Bureau's conducting a campaign to persuade administrations of the advantages of the General Liquidation Account. The results are detailed in Congress – Doc 62 and deal, among other things, with reductions in the period allowed for checking and settlement, simplification in accounting procedures and the preparation of an operational compendium on the settlement of accounts.

During the discussions at the 1993 EC, two delegations vigorously opposed discontinuing bilateral offsetting because of the extra work that would involve and the difficulty some administrations experienced in obtaining strong currency to settle their debts.

The EC adopted the proposals duly amended to retain the possibility of bilateral offsetting.

The results of this study are the subject of proposals 20. 0.8, 20. 0.9, 30. 0.4, 30. 0.5, 25. RE 4405.1, 25. RE 5205.1, 25. RE 5206.1, 25. RE 5301.1, 35. RE 1503.1, 35. RE 3604.1 and 35. RE 3605.1.

1989 Washington Congress resolutions C 68 and C 70 had instructed the EC to study:

- the possibility of implementing a system of consolidation of all accounts;
- the frequency of rendering accounts;
- the continuing role of the International Bureau in the settlement of accounts;
- the methods of expanded offsetting arrangements.

In view of the range and results of expanded study 751, the Executive Council concluded that the requirements of resolutions C 68 and C 70/1989 had been met.

On the other hand, decision C 52/1989 instructed the Executive Council to study, in the framework of its work on parcel-post accounting, certain proposals submitted to the Washington Congress.

The Executive Council therefore approved specification of the end of the accounting periods (proposal 5550.4) by incorporating it in the proposed amendment to article RE 3604 of the Detailed Regulations of the Agreement.

Since the other proposals mentioned in decision C 52 concerned questions covered within the framework of expanded study 751, the Executive Council concluded that the requirements of decision C 52 had been met.

2.5.9 Rationalizing UPU forms

85 During its work, Working Party WP 4/1 "Rationalizing UPU forms" covered the question of rationalizing forms for customers' use and, in particular, the need to retain or abolish certain services which might have become of doubtful use.

Following discussions within the framework of this study, the 1993 EC came out in favour of abolishing form CP 6 "Advice of embarkation" as it had lost much of its value with the development of fast forwarding (air or S.A.L.).

After consideration by Committee 7, the 1994 EC approved the draft combined CP 2–C 2/ CP 3 form and the C 3/CP 4 franking note.

2.5.10 Shipping marks on postal parcels

86 The UN Economic Commission for Europe had invited the UPU to state its views on "the possibility of including the specific features of postal parcels markings in a standard mark". In this regard, the ECE was seeking adoption of a standard consignment identifier in the form of a simplified and standardized shipping mark, for marking on packages and for reproduction on documents, for possible use in connection with data interchange.

Following discussion during the 1990 EC, the International Bureau sent a reply to the ECE, proposing a reservation regarding the full address that must appear on all packages, since the use of standardized marks could give rise to difficulties in postal operations.

2.5.11 Revision of the Postal Parcels Agreement. References to the Convention

87 Resolution C 89 of the 1989 Washington Congress had instructed the International Bureau, in annotating the Postal Parcels Agreement and its Detailed Regulations, to reproduce the texts of the Convention normally used as references so as to contribute to making the Postal Parcels Agreement and its Detailed Regulations as independent as possible.

The 1991 EC, given its decision to approve a new presentation of the Agreement, considered that no purpose would be served by continuing the study. Moreover, since the International Bureau had completed the work required under the second paragraph of the Congress decision, the EC decided that this study had been completed.

2.5.12 Structure of the Acts. Presentation of a model text for the Postal Parcels Agreement

88 The EC, having taken note in 1992 of a model text for the Agreement and its Detailed Regulations prepared by the International Bureau pursuant to 1989 Washington Congress resolution C 14, approved the amendments suggested by the postal administrations as well as the drafting changes made by the International Bureau. The International Bureau accordingly distributed this new text to administrations under cover of circular letter No 2150(A)1650 of 14 September 1993.

2.6 Postal financial services

A. Use of other methods of transferring funds in the postal financial services (decision C 94/1989)

89 On the proposal of Japan, the Executive Council decided in 1988 to conduct a study on the use of other methods of transferring funds in the postal financial services. That EC decision was confirmed by Washington Congress decision C 94.

The EC study began with the distribution of a questionnaire to postal administrations under cover of circular letter No 3450.1(B)1845 of 15 September 1989. The results of the consultation revealed that, out of the 82 administrations that responded, 34 either used or showed interest in using the various transfer methods mentioned in the questionnaire, namely telegraph, telex, facsimile, telegiro and SWIFT. The preliminary inquiry revealed the necessity of continuing the study in order to give postal administrations an opportunity to make a coordinated choice of the system that best met their needs and to work out common standards to facilitate international exchanges of funds. Another aim of the study was to provide a regulatory framework whose essential components should appear in the Acts of the Union.

Given these requirements, in 1990, the EC established a four-member Working Party responsible, in conjunction with the CCITT, for studying the use of other means of transferring funds in the postal financial services.

The results of the first part of the study led to the preparation of regulations concerning the transfer of ordinary and inpayment money orders by telex. The regulations and the related recommendation (recommendation CE 19/1991) were approved by the 1991 EC and notified to all postal administrations by means of International Bureau circular No 242 of 8 July 1991, which gave 1 January 1992 as the date on which they would come into effect.

Despite the possibilities thus made available to postal administrations, the 1992 EC observed that no postal administration had introduced such a transfer system with any correspondent. In this regard, it seemed that the new EUROGIRO (TELEGIRO) system was both more comprehensive and more effective.

That system makes it possible to make payments, show the balance, ask for information, conduct a search and transmit inquiries and information. It was recognized by the EC as the system that could be used as the basis for the postal financial services of the future, with funds being transferred electronically over a network using telephone lines. A comparative analysis of the banking system (SWIFT) and EUROGIRO revealed that the cost of the latter was very competitive, giving rise to commercial possibilities for future development, particularly since EUROGIRO is a system designed specifically for exchanges between postal institutions.

With this new approach, the 1993 EC supported the need to encourage administrations already offering these services to join the EUROGIRO system. As some administrations planned to join the EUROGIRO system, the 1994 EC decided to distribute before Congress all the information on the operation of that system to the signatory countries of the Postal Financial Agreements and to other interested administrations, noting that the system might be demonstrated during

Congress. The EC came out in favour of continuing the work along with the study on the future of the postal financial services (Congress – Doc 63) focussing on the development and implementation of the system at UPU level.

B. Preparation and settlement of accounts. Expansion of International Bureau offsetting arrangements (resolution C 19/1989)

90 In its resolution C 19, the 1989 Washington Congress instructed the CCPS to conduct a study entitled "International accounting – Modernization of billing systems and settlement of accounts" (study 751), which was to look at the various accounting systems used in the UPU. At its October 1990 meeting, however, the CCPS decided not to include in its study the part relating to postal financial services.

Afterwards, the 1991 EC instructed the International Bureau to consult administrations to determine, as a first step, whether the existing postal financial services accounting systems were satisfactory or not. That consultation (circular letter No 3450(C)2451 of 27 August 1991) met with a low degree of participation by member countries party to the Postal Financial Services Agreements. Nevertheless, the idea of conducting a study with a view to modernizing the existing postal financial services accounting systems had been accepted by a large number of participating countries. Most of those believed that although the current systems were satisfactory on the whole, they could very likely be improved.

The EC also agreed that the liquidation system used at that time for money orders was time-consuming and costly, with instruments being returned too late to the administration of origin. That obsolete system made it impossible to provide an efficient service, one that could withstand the competition from the banks. Accordingly, the 1992 EC suggested, in order to improve the systems, that a liaison giro account be used and assigned the study to the restricted WP that had been established in 1990 to study other methods of transferring funds in the postal financial services.

In response to a proposal by Switzerland, the reporting country, concerning the establishment of the system for settling money orders by means of a liaison giro account, the 1993 EC approved the outline of the operational procedures that could serve as an improved regulatory basis applicable to both conventional and automated services. The texts of the duly amended corresponding articles of the financial Acts were approved by the EC (see proposals 40. 11.1, 40. 12.1, 45. RE 1105.91, 45. RE 1202.91, 45. RE 1202.92 and 45. RE 1202.93).

C. Postal financial service (POSTFIN) telegrams: date of entry into force of the CCITT amendment (resolution C 51/1989)

91 In adopting the new provision of article RE 303, paragraph 6, of the Detailed Regulations of the Money Orders Agreement which introduced the indication of the amount in words in financial service telegrams and abolished the automatic and compulsory repetition of figures and mixed groups, the Washington Congress, in its resolution C 51/1989, decided that the provision would apply with effect from 1 July 1990, ie six months before the date on which the Acts of Congress would enter into force. In so doing, Congress was taking account of the fact that the same provision in the Acts of the CCITT had come into force on 1 January 1989.

Further to that resolution, the International Bureau issued circular No 173 of 28 May 1990 reminding the postal administrations of Union member countries of that date.

D. Postal Financial Services and Subscriptions to Newspapers and Periodicals Agreements abolished. Possibility of their being retained or reintroduced (resolution C 3/1989)

92 In its resolution C 3, the Washington Congress instructed the International Bureau to distribute by means of circulars, as the need arises and at the request of the countries concerned,

a list of the countries participating in those services, as well as certain related information of a general nature.

Pursuant to that decision, circular 330 was issued on 5 November 1990, asking postal administrations to inform the International Bureau, for publication purposes, of all particulars and any other information concerning Washington Congress resolution C 3/1989.

E. Proposals submitted by the postal administrations

93 Under the provisions of article 102, paragraph 6.21, of the General Regulations, the postal administrations of Germany, France and Switzerland submitted a total of 20 proposals to the International Bureau for amending certain articles of the Detailed Regulations of the Postal Financial Agreements.

The 1991 EC, as the body responsible for revising the provisions of the Detailed Regulations, approved 14 of them; these were later notified to the postal administrations of Union member countries by International Bureau circular No 243 of 8 July 1991 which gave 1 January 1992 as the date of their coming into force.

F. Proposal for amending article 4, paragraph 4, of the Money Orders Agreement submitted by France

94 In 1991, basing itself on articles 120 and 121 of the General Regulations, the French postal administration put forward a proposal for amending article 4, paragraph 4, of the Money Orders Agreement. Because the proposed amendment was an urgent matter for it, the French postal administration suggested that the prior consideration by the EC be treated as an urgent question within the meaning of article 16 of the EC Rules of Procedure.

In view of the results of the first consultation in January 1992 of the EC member countries party to the Money Orders Agreement, the 1992 EC suggested that the proposal be submitted to the member countries party to the Money Orders Agreement for their views.

Following the second consultation (July 1992), it was found that 14 administrations supported the proposal, eight had made no comment and 11 had made observations.

Pursuant to article 121, paragraph 1, of the General Regulations of the UPU, the International Bureau submitted the French proposal, accompanied by the observations made in response to the second consultation, to a vote under cover of circular letter No 3450(C)1957 of 19 November 1992. The administrations of member countries were given two months, ie until 20 January 1993, to send their vote to the International Bureau.

The results (20 out of 35 in favour and 15 against) did not give France two thirds of the votes, and the 1993 EC took note that it had been rejected. In its circular letter No 3450.8(B)1438 of 25 June 1993, the International Bureau conveyed the results of the vote to the postal administrations of the member countries party to the Money Orders Agreement.

G. Future of the postal financial services. Recasting the Acts of the postal financial services

95 In view of the low rate of development of the postal financial services in the member countries of the Universal Postal Union as a whole despite the facilities provided for them in the current Acts adopted by the 1989 Washington Congress, the postal administration of Switzerland suggested that expanded discussions be held on that subject within the framework of Committee 8 in order to obtain a better view of the future of the postal financial services.

Hoping that more detailed information would be provided by speakers on this topic, Switzerland proposed that the following questions be discussed at the 1993 EC session:

- the market (customer needs);
- the existing internal infrastructure (conventional or computerized);
- international financial exchange policy (bank and Post);
- the intentions, commitment and even support of the various Governments.

At the 1993 EC, the contributions presented on this subject and the statements made during the discussion all followed the same lines: the essential task for the future of the postal financial services should be to develop international exchanges and to make the postal financial services more profitable and competitive at international level. The EC thus instructed Switzerland and the International Bureau to prepare a document setting out a basic future policy for the international postal financial services.

On the basis of the proposals by Switzerland and the International Bureau, the 1994 EC approved the draft document describing the general development of postal financial services, the problems and difficulties linked to their expansion and the guidelines of the basic policy of the postal financial services at international level and accepted the guidelines incorporated in the document as regards the activities to be included in the action plan designed to energize the postal financial services (see Congress – Doc 63).

The EC agreed that the guidelines for the future of the postal financial services could be the following two avenues:

a accession of postal administrations, as partners, to the EUROGIRO system;

b continuation of the partnership with the conventional services, on the basis of existing Agreements, or even on the basis of the future Acts, should be developed over the next few years.

The Committee adopted the draft resolution to Congress on energizing the postal financial services (see proposal 40. 0.1) and instructed the International Bureau to include specific financial elements in the programme-budget and the Union's strategic plan so that funds would be available for this strategic plan in the years 1996–2000 in order to achieve the objectives spelled out in Congress – Doc 63 and in the resolution.

Moreover, in view of the proposal by Switzerland, the 1993 EC decided to engage a Working Party to conduct a preliminary study on recasting the Acts of the postal financial services, with a view to simplifying them and making them more flexible. After studying the interim results of the work done, the 1994 EC accepted the principles of merging the Money Orders and Giro Agreements, approved the draft structure of the new Acts and adopted the draft resolution to Congress aimed at continuing this study from 1995 (see proposal 40. 0.2).

The EC also supported the wish expressed by Committee 8 that it concentrate its efforts on increasing the number of participants in the postal financial services.

2.7 Washington General Action Plan

96 The 1989 Washington Universal Postal Congress adopted the Washington General Action Plan (WGAP) following a general debate held in the course of its session on the subject "Caring for the Customer – Commercial and Operational Strategies of the Post" (resolution C 91).

The global and priority objectives of the WGAP were defined as follows: to give the postal services a modern legal status and management system, to improve the quality of service, to maintain a competitive communications-market-led culture, to act in concert to restore the Post's image by creating a climate of trust and dialogue with the customer, and finally to focus attention on the

importance of the human dimension in the modernization process of the Post. Specific actions for implementation were also called for.

All the parties concerned by this programme within the Union (Governments, postal administrations/corporations, EC, CCPS, International Bureau, Restricted Unions) were urged to take the necessary measures to monitor application of the WGAP. In particular, 1989 Washington Congress resolution C 91 instructed the Executive Council to report to the next Congress on the results and experience gained and to submit relevant proposals to it.

The report in question is provided in Congress – Doc 21 which contains details of the implementation, monitoring and evaluation of the actions called for in the WGAP as well as the results achieved and the experience acquired by all parties concerned, including the Executive Council.

2.8 **Permanent project to safeguard and enhance the quality of and to modernize the international postal service** (Resolution C 22)

97 To adapt the operation of the Union to modern-day business and technical requirements, the Washington Congress instructed the Executive Council to establish a permanent project to safeguard and enhance the quality of and to modernize the international postal service, and to take, in cooperation with the CCPS and the International Bureau, the measures necessary to attain meaningful results in the various fields covered by the project (resolution C 22).

In order to present a comprehensive report on all that had been done or was being done in connection with the Permanent Project thus created, the Executive Council decided that an annual report should henceforth be prepared on the subject. Also, the Executive Council established a Permanent Project Management Team to study specific issues.

The activities carried out in connection with the Permanent Project were grouped into modules, as follows:

- quality control;
- quality standards;
- status of the network;
- use of the network (for the work carried out under the ETSG, see paragraph 3.5.4);
- development of EMS;
- market research, new products and competition;
- specialists for CCPS studies;
- data base specialists.

A comprehensive report of the work done between 1989 and 1994 is given in Congress – Doc 22.

98 The work to be done in the field of quality of the international postal service during the five-year period from 1995 to 1999 is the subject of Congress – Doc 64.

3 UPU bodies

3.1 General

3.1.1 Restructuring the Union

99 In its resolution C 8, the 1989 Washington Congress instructed the EC:

a to continue its activity of seeking improvements in all aspects of management of the work of the Union;

b to evaluate the results of introducing the reforms proposed by the previous EC and adopted during the Washington Congress;

c to have the organization and objectives of the IB, the EC and the CCPS examined;

d to implement as quickly as possible the recommendations of this study which require immediate action;

e to formulate proposals for reform for the next Congress.

As regards sub-paragraph a, see paragraph 3.2 below.

Work relating to the other sub-paragraphs is described in Congress – Doc 70.

3.2 Congress

100 A Working Party was instructed to study the length of the 21st Congress. An outline of the timetable for the Congress to be held in Seoul, Rep of Korea, from 22 August to 14 September 1994, ie over 18 working days, was adopted (decision CE 20/1991). Two months before Congress, the International Bureau, on behalf of the EC, will send a circular letter to all member countries urging them to limit their general statements to postal technical matters and to reduce their number and length as much as possible (decision CE 21/1991).

101 In decision CE 3/1994, the EC decided to permit the media to be present during the Seoul Congress General Debate.

3.3 Executive Council (EC)

3.3.1 Reimbursement of travel expenses for meetings of EC bodies

102 Having been required to state its views on the question of reimbursement of travel expenses for meetings of EC bodies, the EC found that there was no reason, economic or otherwise, for altering the current practice and supported flexible regulations that would allow it to decide according to the body in question. It therefore decided to submit proposal 15. 102.2 to Congress.

3.3.2 Extraordinary session of the EC (25–26 October 1991)

103 The Executive Council held an extraordinary session at Berne on 25 and 26 October 1991.

The session, attended by more than 70 member countries of the Union including 38 of the 40 member countries of the EC, was devoted to the problem resulting from the imminent creation of a joint venture between five postal administrations, joined into a holding company (GD Net BV), and a private courier.

Following statements by the Chairman and Secretary-General of the Executive Council, a representative of GD Net BV, the Chairman of the study group responsible for preparing the extraordinary session and the presentation of a document containing its suggestions by a member of the

International Bureau senior management, a wide-ranging discussion took place on the issues raised by the partnership agreement and possible solutions.

At the end of the discussion, the Executive Council came out in favour of forming a group of experts that would include the International Bureau and represent the interests of all concerned member countries of the Universal Postal Union, to conduct a study to determine the various options for dealing with these initiatives (resolution CE 1/1994 Extra).

It also authorized the Director-General of the International Bureau to cover the expenditure inherent in that session by effecting, as available, transfers of the necessary credits from one budget article to another in the 1991 budget (decision CE 2/1991 Extra).

3.3.3 Private Operators–UPU Contact Committee

104 In its decision CE 17/1992, the Executive Council approved the creation of a Private Operators–UPU Contact Committee to discuss common problems.

The first meeting of the PO–UPU CC was held in Berne on 19 October 1992, under the chairmanship of the Chairman of the EC, thus inaugurating a constructive and useful dialogue between the two parties.

This was followed by three other meetings at which several subjects of common interest were discussed, particularly those concerning Customs, security and computerized tracking systems.

Two technical working parties were formed. The first deals with customs issues and the second with security-related matters. The aim of the two working parties is to give both sides, the Post and the private operators, an opportunity for in-depth discussion of questions of interest to them.

3.4 Consultative Council for Postal Studies (CCPS)

105 The work of the CCPS, on which a report is submitted each year to the EC under the provisions of article 105, paragraph 2, of the General Regulations, is covered in Congress – Doc 17.

3.5 International Bureau

3.5.1 Staff

106 *Creation of new posts and development of the staff table.* As indicated by the chart hereunder, the Executive Council granted the International Bureau four posts in the Professional (P) category and three in the General Service (G) category during the five-year period from 1 January 1990 to 31 December 1994. Of these new posts, one P post and two G posts, created with effect from 1 January 1991, were intended for the Permanent project to safeguard and enhance the quality of and to modernize the international postal service. Also, one P post and one G post were created with effect from 1 January 1992 for the establishment of a computerized data base. The Executive Council also approved the creation, with effect from 1 October 1992, of a P 4 post of head of strategic planning and a P 3 post of programme-budget system coordinator. The latter post is for a fixed term of three years, after which a decision will be made by the EC about continuation of the programme-budget project. The Executive Council also created, with effect from 1 January 1993, a P 2/P 3 post of French translator *by re-allocating a P post* held by a permanent official who had retired. The Executive Council approved, with effect from 1 January 1994, two G posts, because of the reintroduction of the postage stamp distribution system. Thus, the total number of regular posts (staff table) which had remained unchanged in 1990 (144 posts) was increased by nine posts, including those of head of strategic planning and programme budget coordinator, in 1991 and 1992.

107 *Creation of new posts and development of the staff table* over the five-year period from 1 January 1990 to 31 December 1994:

Date	P Posts	G Posts	EC Decisions	Comments	Staff table Elected official	Senior official	P	G	*Total*
(1.1.1989–1.1.1990)	–	–	(16/1989)	(for information)	(2)	(16)	(43)	(83)	(144)
1.1.1990	–	–	Ditto	–	2	16	43	83	144
1.1.1991	+1	+2	28/1990	1 P + 2 G for Section C (Quality of service and conveyance): Permanent project to safeguard and enhance the quality of and to modernize the international postal service	2	16	44	85	147
1.1.1992	+1	+1	25/1991	1 P + 1 G for Section M (Informatics and data base): Introduction of a computerized data base at the International Bureau	2	16	45	86	149
1.10.1992	+2	–	23/1992	P 4 post of head of strategic planning P 3 post of programme-budget coordinator, for a fixed period of three years	2	16	47	86	151
1.1.1994		+2	28/1993	2 G posts because of reintroduction of the postage stamp distribution system	2	16	47	88	153
Total (1.1.1990–31.12.1994)	+4	+5	–	Staff table at 31.12.1994	2	16	47	88	153

108 *Changes in senior staff.* Pursuant to the election by the 1989 Washington Congress of Mr Jaime ASCANDONI to the post of Deputy Director-General, with effect from 1 January 1990, a post of Assistant Director-General (D 2) had become vacant at the International Bureau. To fill the post, the Executive Council appointed as Assistant Director-General (D 2) with effect from 1 August 1990, Mr Musarapakkam S RAMAN, Deputy Director-General (International Relations), Directorate-General of Posts of India.

109 *Amendments to the International Bureau Staff Regulations and Staff Rules.* The Executive Council took note of the various amendments which the Director-General, within the scope of his

powers, made to the Staff Regulations and Staff Rules, in the light of the changes that had occurred in the United Nations common system.

110 *Staff remuneration.* The remuneration of International Bureau officials was adjusted on several occasions in accordance with the decisions taken by the relevant United Nations bodies and in application of the principle of parity of the conditions of service of International Bureau staff with those of the United Nations in Geneva.

111 *Service conditions of the Director-General and Deputy Director-General.* The Executive Council approved the drafting amendment to paragraph 1 of resolution CE 1/1977 as follows:

"1 In calculating the basic salaries (dependency rate) of elected officials, the following percentages shall be applied to the maximum salary of a D 2 official (Assistant Director-General):

Director-General	134 percent
Deputy Director-General	123 percent

These salaries shall be adjusted (post adjustments) in accordance with those of the Secretary-General and Deputy Secretary-General of the ITU." (decision CE 26/1990).

112 *Entertainment expenses of the Director-General and Deputy Director-General of the International Bureau.* The Executive Council decided to increase, with effect from 1 January 1990, the Director-General's entertainment allowance to 20 000 Swiss francs and the Deputy Director-General's to 10 000 Swiss francs and to amend resolution CE 1/1977 (Service conditions of elected officials) accordingly (decision CE 25/1990).

113 *Age of retirement.* The Executive Council approved the amendment to Staff Regulation 9.8 (Age of retirement) and the creation of Regulation 9.8bis (Age of retirement of staff appointed between 1 January 1973 and 31 December 1989) designed to increase from 60 to 62 the age of retirement of officials entering service on or after 1 January 1990 (decision CE 29/1990).

The Executive Council approved the amendment to Staff Regulation 4.9, paragraph 2, to specify the number of members (seven) of the Appointment and Promotion Committee and to provide for their replacement by alternates (decision CE 30/1990).

114 *Introduction of a rental subsidy scheme and amendment of the International Bureau Staff Regulations.* The Executive Council approved the introduction, with effect from 1 January 1992, of the rental subsidy scheme for Professional and higher category staff at the International Bureau and the relevant new Staff Regulation 3.16 (decision CE 22/1992).

115 *UPU Provident Scheme.* The UPU Provident Scheme, established on 1 January 1964 in the form of a fund within the meaning of the Swiss Civil Code and which comes under the supervision of the Swiss Federal Council, is administered by a Management Board of three members, namely the Chairman of the Executive Council, the Director-General of the International Bureau and a representative of the staff. Independently of the management report of the Provident Scheme attached to the annual Report on the work of the Union, the Management Board submitted a report each year to the Executive Council, dealing mainly with the following questions.

a Amendments to the Regulations of the Provident Scheme

The Executive Council approved several amendments made by the Management Board to the Regulations of the Provident Scheme (resolutions CE 31/1990, CE 26/1991, CE 24/1992, CE 29/1993 and CE 21/1994). The normal age of retirement was raised from 60 to 62 years for officials entering service on or after 1 January 1990 while retaining the vested rights of participants admitted to the Scheme prior to that date. Following the actuarial valuations that took place on 31 December 1990 and 31 December 1992, the contribution rate (one third being paid by participants and two thirds by the employer) was raised from 21 percent to 22.5 percent of pensionable income with effect from 1 January 1992, then from 22.5 percent to 23.7 percent with effect from

1 January 1994. Union guarantees were adapted as a result of the replacement of the "open group" actuarial valuation system by a "closed group" partial capitalization system with coverage of at least 85 percent.

b Cost-of-living allowance for retired staff

In its decision CE 22/1990, the Executive Council decided to have a special actuarial study made of the cost-of-living allowances for retired staff to determine under what conditions the adjustment of pensions to the cost of living could be borne by the UPU Provident Scheme. Following that study (resolution CE 27/1991), the Executive Council decided to continue to charge to the Union's budget the cost-of-living allowances paid to beneficiaries of pensions paid by the UPU Provident Scheme before 1 January 1992 and to charge to the UPU Provident Scheme the financial burden stemming from the cost-of-living adjustment of pensions that commenced on 1 January 1992.

c Actuarial position

Since the Regulations stipulate that an actuarial valuation must be carried out at least every three years, such a valuation was done by an independent actuary at 31 December 1990 and again at 31 December 1992. The first analysis revealed that the actuarial situation of the Provident Scheme was sound and that there was consequently no need to resort to the guarantees of the Union (decision CE 28/1991).

Because the second actuarial valuation carried out at 31 December 1992 pointed to a deficit due to the increase in the life expectancy of participants (longevity), the Executive Council took the following measures:

a increased the contribution rate from 22.5 percent to 23.7 percent of pensionable remuneration (7.9 percent payable by participants and 15.8 percent by the employer) with effect from 1 January 1994;

b reconsidered the existing capitalization system subject to the authorization requested from the Supervisory Authority of the Fund, with a view to adopting a partial capitalization system that in the medium term would guarantee about 85 percent of the commitments through the actuarial reserve;

c discontinued preparation of the technical balance-sheet on the basis of the "open group" system which does not constitute a genuine alternative to the "closed group" capitalization system.

3.5.2 Documents and publications

116 See 1.5.2.

3.5.3 Data base

117 The 1989 Washington Congress authorized the credits needed to establish a data base for use by postal administrations and the International Bureau with effect from 1992.

The primary aim of such a data bank is to provide the flexibility needed to ensure that present and potential users will be able to draw maximum advantage from all the information available at the International Bureau and possibly in other data banks.

Document CE 1989 – Doc 20a/Add 1 stated the following (paragraphs 12 and 13): "A computerized data base should improve the operation of the International Bureau. The systematic storage of data which is currently scattered (files kept manually, computerized files) would be greatly facilitated. ... This project should make it possible to respond faster to administrations' requests for information. Any request reaching the International Bureau which relates to the future data base can be processed immediately ..."

The 1991 Executive Council authorized the first instalment of the credits needed to adapt the computer resources and also approved the recruitment of two specialists in that field (1 P official and 1 G official), with effect from 1992.

The necessary equipment (expanded memory, additional disk space) was installed in February 1992.

The preparatory work was done by two data base consultants in 1990 and 1991: Mr Emmet Williams of the USPS who began by clearly formulating the basic principles and methods to use when creating such a data base, and Mr Joachim Rattman of the postal administration of Germany, who, among other things, looked after the relation between the MAIS system and the International Bureau data bank.

The data base development team began its work in March 1993; the first data concern the quality of the international postal service and international postal statistics.

International Bureau staff members will be able to access the data base beginning in January 1994. Users in postal administrations can access it by means of the Post*NET set up by the International Bureau's EDI Unit.

Congress – Doc 71 "Status of the introduction of a data base for postal administrations and the International Bureau" gives a complete description of the activities carried out and the measures taken by the International Bureau in this area.

3.5.4 Activities of the EDI Development Unit

118 Since its establishment in the International Bureau in February 1993, the EDI Development Unit has made considerable progress in developing telematic services for the benefit of all postal administrations. Its activities cover, in particular, technical support for the ETSG and administrations in standardizing and introducing a UPU telematic project consisting of developing postal information technology applications and establishing a global postal telecommunications network with associated network services.

119 Achievements and the Business Plan for 1995–1999 are described in Congress – Doc 75b.

3.6 Coordination Committee for the Permanent Bodies of the Union (known as the Coordination Committee)

120 The Coordination Committee was established by Washington Congress resolution C 4 to ensure permanent consultation between the Executive Council, the Consultative Council for Postal Studies and the International Bureau.

The Washington Congress had felt that, in view of the usefulness of the role that had been played by the Coordination Committee established to follow up and coordinate the work concerning the Declaration of Hamburg (decision CE 11/1986) and because of the complexity and magnitude of the new tasks assigned to the bodies of the Union, enhanced cooperation between all the bodies of the Union would be not only desirable but necessary.

Since its seventh meeting (21–23 August 1991), the reports of the meetings of the Coordination Committee have been brought to the attention of the EC and the CCPS, for information and comments where necessary.

During the period 1990–1994, the Coordination Committee met 19 times, thereby giving its members an opportunity to engage in many exchanges of views on the activities of the bodies of the Union and to coordinate the action they were required to take pursuant to their respective functions.

The topics discussed at each meeting were very varied, ranging from preparation of the annual sessions of the bodies to the difficult questions of monitoring the work on restructuring the Union, strategic planning, programme budgeting, and introduction of a universal computerized postal telecommunication system capable, among other things, of ensuring tracking and tracing of items.

3.7 Joint EC–CCPS Groups

121 See Congress – Doc 17, chapter VII.

4 Finance

4.1 Financial Regulations

122 At its 1990 session, the Executive Council amended articles 22 and 36 of the Financial Regulations following the 1989 Washington Congress decisions to abolish postal travellers' cheques and to create the new "Special Activities Fund". To meet the requirements of the multi-year integrated projects system in technical cooperation, articles 16 and 17 of the Financial Regulations were amended with effect from 1 January 1991. In 1991 as urged by the External Auditor, the Executive Council amended article 25 "Special Fund" to bring it into line with articles 23 and 24 dealing with the Special Activities Fund and the Social Fund respectively. Following the ending at 31 December 1990 of the amortization plan of the former financial system introduced by the 1979 Rio de Janeiro Congress (resolution C 17) for reimbursing advances made by the Swiss Confederation, the Executive Council deleted article 39 "Transitional measures" in 1991. In view of the decisions made by the Executive Council in 1992 on the new structure of chapter 3 "Special activities", the multi-year integrated projects financed by section A of the Special Fund and the creation of the Voluntary Fund, articles 8, 25, 26 and 38 of the Financial Regulations were amended accordingly. In decision CE 23/1992, the Executive Council created the "Strategic Planning and Programme-Budget" Unit. In addition, at its May 1992 session, it established the "Electronic Data Interchange (EDI)" Unit. Following the creation of these Units, the 1994 Executive Council amended the wording of articles 33, 34 and 35 of chapter 3 "Special Activities".

4.2 Budget

123 In accordance with UPU General Regulations, article 102, paragraph 6.5, the Executive Council examined and approved at each of its sessions the Union's budget for the following year. Under General Regulations, article 124, paragraph 8, member countries' contributions are fixed on the basis of the budget drawn up by the Executive Council. Accordingly, the Council also fixed the contribution unit each year. The Union's budgets and the contribution units for 1991 to 1995 were drawn up for the following amounts in Swiss francs:

		1991	1992	1993	1994	1995
		Sfr	Sfr	Sfr	Sfr	Sfr
1	*Budget*					
a	Net recurrent expenditure	26 163 930	27 622 265	29 087 690	30 548 630	32 165 490
b	Expenditure relating to Congress	–	–	–	3 359 000	–
2	*Ceiling of expenditure*					
a	Limits of annual recurrent expenditure					
	– Sums fixed at General Regulations, article 124, paragraph 1	26 070 100	26 586 900	26 800 100	26 773 200	26 935 600
	– Excess mentioned at General Regulations, article 124, paragraph 3	695 171	1 181 025	2 811 300	3 616 371	4 558 951
	– Excess mentioned at General Regulations, article 124, paragraph 4	288 740	609 241	941 870	1 172 284	1 341 486
Total ceiling of recurrent expenditure		27 054 011	28 377 166	30 553 270	31 561 855	32 836 037
b	Limit of expenditure relating to Congress fixed at General Regulations, article 124, paragraph 2	–	–	–	3 676 000	–
3	*Margin compared with the ceiling*					
	– of net annual expenditure (2 a – 1 a)	890 081	754 901	1 465 580	1 013 225	670 547
	– of Congress expenditure (2 b – 1 b)	–	–	–	317 000	–
4	*Reserve Fund*					
Payment into/withdrawal from the Reserve Fund		–	–	–	(3 359 000)	–
5	*Special Activities Fund*					
Payment into/withdrawal from the Special Activities Fund		–	–	–	–	–
6	*Contributions*					
–	Total receipts (1 a + 1 b + 4 + 5)	26 163 930	27 622 265	29 087 690	30 548 630	32 165 490
–	Contribution unit	27 570	29 590	31 060	32 620	34 420
–	Number of resolution	CE 1/1990	CE 1/1991	CE 1/1992	CE 1/1993	CE 1/1994

4.3 Presentation of the budget

124 Following 1989 Washington Congress decisions on the Union's budget, the Executive Council has to ensure that the budget is drawn up in strict compliance with existing rules and decisions already taken. It features a determination to pursue a policy of making as many savings as possible, to fully implement the new special activities decided on by Congress and to maintain zero growth in real terms. In May 1991, the Executive Council decided that budget growth in real terms would be determined on the basis of gross expenditure and not of net expenditure. That means that the growth of gross budgetary expenditure should be zero in real terms even if the amount is nominally higher than the previous year, provided that the increases are in line with inflation. In this connection, it is recalled that the Executive Council decided to use the inflation rate estimated by the United Nations and not the rate provided by economic or banking institutes, for instance.

4.4 Accounts

125 *Implementation of budgets.* At each session, the Executive Council considered and approved the accounts of the Union and the relevant auditor's report, drawn up by the external auditor of the UPU's accounts and submitted to the Executive Council under article 38 of the Financial Regulations. Each year the Chairman of the Executive Council wrote to the Government of the Swiss Confederation to thank it for the care with which the auditing had been carried out. The financial operating report is part of the annual Report on the work of the Union and is thus communicated to all Union member countries. The implementation of the budgets for 1989 to 1993 was as follows:

		1989	1990	1991	1992	1993
		Sfr	Sfr	Sfr	Sfr	Sfr
1	Approved budget					
	– Net recurrent expenditure	22 205 265	24 389 550	26 163 930	27 622 265	29 087 690
	– Budget adjustment[1]	600 900	764 900	1 483 700	1 657 800	1 139 550
				2	2	2
	– Expenditure on Congress	2 773 000	–	–	–	
Total		25 579 165	25 154 450	27 647 630	29 280 065	30 227 240
2	Accounts results					
	– Net recurrent expenditure	22 614 860.44	23 195 817.20	26 054 678.25	28 203 077.59	29 864 486.06
	– Expenditure on Congress	1 983 068.06	–	–	–	–
Total		24 597 928.50	23 195 817.20	26 054 678.25	28 203 077.59	29 864 486.06
3	Budget surplus (1–2)	981 236.50	1 958 632.80	1 592 951.75	1 076 987.41	362 753.94
Approval of the accounts Number of the resolution		CE 35/1990	CE 30/1991	CE 25/1992	CE 30/1993	CE 23/1994

1 The Director-General is authorized to withdraw from the Reserve Fund the additional credits required to deal with amendments made, after approval of the budget, to the salary scales, pension contributions or allowances, including the post adjustment allowance, as and when they are implemented by the United Nations in regard to its staff at Geneva and made applicable to the staff of the International Bureau of the UPU with effect from the same dates in accordance with staff regulations 3.1 and 3.5. When these amendments resulted in a reduction of the budget, an equivalent amount was paid into the Reserve Fund.

2 Under Financial Regulations, article 13, paragraph 4, the Director-General is authorized to commit, above the credits allocated for the special activities in chapter 3, the amounts required to cover urgent or unforeseen expenditure. The necessary funds are withdrawn from the Special Activities Fund.

4.5 Reserve Fund

126 Under article 124, paragraph 9, of the General Regulations, the Executive Council fixes the amount of the Reserve Fund needed to cover shortfalls in Union financing. As the Reserve Fund is also used to balance the budget or to reduce the amount of member countries' contributions, it was through the budget that the Executive Council, rather than fix an arbitrary ceiling, decided each year what seemed to it a reasonable level for the Reserve Fund. Thus the Executive Council decided to allow the Reserve Fund to grow, so that it would be able to bear the costs of the Seoul Congress in 1994.

Since 1989, the Reserve Fund has moved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
General position					
– at beginning of year	6 196 920.02	7 064 219.50	7 308 053.06	4 763 055.28	5 827 889.86
– inpayments	2 419 065.95	3 560 368.34	2 886 987.18	2 781 532.98	2 487 379.41
– withdrawals	-1 360 635.00	- 2 747 968.06	- 1 345 000.00	- 1 538 413.45	– 950 256.60
– transfer to reserve account	- 191 131.47	- 568 566.72	- 4 086 984.96	- 178 284.95	– 801 907.53
At end of year	7 064 219.50	7 308 053.06	4 763 055.28	5 827 889.86	6 563 105.14

127 The reserve account, established by the Executive Council in 1984, is that portion of the Reserve Fund which is made up of debts difficult to recover, represented by debtors in arrears (including debtors of non-interest-bearing special accounts) whose contributions and supplies are due for the years previous to the current financial year.

During the period under review, it moved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Reserve account					
– debtors in arrears	6 148 902.52	6 717 469.24	10 762 004.20	8 503 563.99	9 296 898.99
– debtors – special accounts in arrears	–	–	–	2 436 725.16	2 445 297.69
Total	6 148 902.52	6 717 469.24	10 762 004.20	10 940 289.15	11 742 196.68

4.6 Special Activities Fund

128 Created in July 1989 (decision CE 24/1989), the Special Activities Fund is designed to facilitate financing of the special activities in chapter 3 of the budget specifically by making it possible to carry forward available credits from one financial year to another and to cover unforeseen and urgent expenditure.

Since its creation, the Special Activities Fund moved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
General position					
– at beginning of year	–	0.00	283 432.48	329 292.62	652 763.68
– inpayments	–	283 432.48	255 053.84	522 971.06	117 969.12
– withdrawals	–	0.00	- 209 193.70	- 199 500.00	– 471 150.00
Position at end of year	–	283 432.48	329 292.62	652 763.68	299 582.80

4.7 Voluntary Fund

129 In resolution CE 1/1991, operative paragraph iii, the Executive Council decided in May 1991 to create an extrabudgetary "Voluntary Fund" maintained by voluntary contributions designed to co-finance special activities. This means that part of the special activities are financed by chapter 3 of the Union budget while part are financed by the Voluntary Fund on the basis of a plan approved each year by the Executive Council.

Since its creation, the Voluntary Fund moved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
General position					
– at beginning of year	–	–	0.00	2 135 676.46	2 226 710.66
– inpayments	–	–	2 135 676.46[1]	633 774.13	278 669.19
– withdrawals	–	–	0.00	– 442 138.90	– 1 350 489.51
Position at end of year	–	–	2 135 676.46	2 327 311.69	1 154 890.34

1 Following the decision to create this new Fund, all the voluntary contributions initially allocated to the Special Activities Fund were transferred to the new Voluntary Fund in 1991 so that the latter Fund could be operational from 1 January 1992.

4.8 Liquidation of accounts in arrears under the former financing system

130 Following 1989 Washington Congress resolution C 60, the Executive Council noted the procedure which had been followed in liquidating at 31 December 1990 the accounts in arrears under the former financing system. The sums owed by the Union which the Swiss Government had generously waived totalled 2 910 642.26 Swiss francs and were allocated to 60 percent to the Special Activities Fund and to 40 percent to the Special Fund.

4.9 Clearing up of UPU accounts in arrears

131 In application of 1989 Washington Congress resolution C 61 aimed at clearing up accounts of all kinds in arrears, the Executive Council decided to expand the procedure provided for in that resolution and to instruct the Director-General of the International Bureau to negotiate with all countries in arrears (and not only those "having large accounts in arrears") debt-rescheduling agreements which would be brought to the attention of the Executive Council (and not submitted to the EC beforehand in the form of draft agreements as required by resolution C 61). With a view to clearing up the Union's finances, a large number of letters were sent each year from 1990 to all countries in arrears. Although the International Bureau's efforts were not as successful as expected, six amortization plan agreements were concluded with the following countries by the end of March 1994:

Country	Amount of debt owed to UPU	Duration of amortization plan	Amortization period
	Sfr		
Argentina	1 608 520.00	3 years	1992–1994
Burundi	119 085.08	3 years	1992–1994
Costa Rica	175 467.57	6 years	1994–1999
Cuba	477 268.85	15 years	1993–2007
Dominican Republic	1 335 979.30	25 years	1992–2016
Sudan	102 400.85	10 years	1993–2002

4.10 Requests for a reduction in contribution class

132 Acting on a request from Lebanon and with a view to helping that country, the Executive Council instructed:

- the International Bureau to send a circular letter to all Union member countries making them aware of the especially difficult situation prevailing in Lebanon and to ask them to assist Lebanon either by waiving payment of debts owed to them by that country or by supplying some form of aid;
- lowered Lebanon's contribution class from one unit to a half-unit for a period of two years, it being understood that the question could be reconsidered at a later date;
- within the framework of the UPU technical cooperation programme, to pay very special attention to the needs of that country (decision CE 7/1989 W).

The Executive Council agreed to reduce the contribution class of Bangladesh (from 10 to 5 units), of Belarus (from 3 to 1 unit) and Cuba (from 3 to 1 unit) (decision CE 32/1993) as well as Ukraine (from 10 to 5 units) (decision CE 29/1994).

4.11 Miscellaneous

133 *Consideration of the financial implications of proposals made by Executive Council Committees.* In accordance with article 12 of the EC Rules of Procedure, the Executive Council Finance Committee examined each year the financial implications of all the proposals submitted by Executive Council Committees before they were considered by the Council itself.

5 Technical cooperation

5.1 General

134 UPU technical assistance policy for 1991–1995 is based on the Washington General Action Plan (WGAP) and Washington Congress resolutions C 6, C 7, C 20, C 21, C 28 and C 29. It is in three parts: general policy, the Action Plan and increased UPU presence in the field in the area of technical assistance.

a General policy

135 The UPU has endeavoured to put ten basic ideas into effect:

- coherence of national and regional plans or programmes;
- adapting the aid to the levels of the countries;
- concluding development contracts with the countries receiving the aid;
- coordinating and mobilizing resources;
- decentralization of UPU technical assistance activities;
- strengthening the evaluation and follow-up system;
- systematic use of EC and CCPS studies;
- strengthening technical cooperation between developing countries (TCDC);
- tightening relations between the UPU and the Restricted Unions;
- strengthening relations between the UPU and the regional economic commissions.

b Action Plan

136 The Washington Congress adopted the new UPU technical cooperation concept for 1991–1995. This concept focusses on:

- global analysis of the operation of the postal services of a country before any technical assistance action;
- coherence of the strategic postal development plan or programme and the kind of aid sought;
- priority implementation of activities focussing on reforming the structures of postal administrations;
- provision of aid to countries out of UPU resources in the form of multi-year integrated projects.

As regards the choice of countries to receive priority aid, in accordance with the Washington Congress decision, two groups of priority countries were specifically targeted:

- the least developed countries (LDCs);
- the remaining low-income countries and the lower middle-income countries.[1]

In line with the priorities set by the WGAP, worldwide activities focussed on implementing three global objectives:

[1] According to World Bank indicators and classification.

- improving management;
- international and domestic mail circulation and delivery;
- training and specialization of middle-grade and senior staff.

At regional level, it was a matter of implementing programmes and projects covering a number of priority objectives peculiar to each region. Identified by the Washington Congress, these objectives were refined by the 1991 EC, high-level regional meetings and on the basis of an International Bureau inquiry among the countries concerned.

In addition, special attention was paid to the least developed countries (LDCs) in the preparation and implementation of the multi-year technical assistance programme.

c *Increased UPU presence in the field in the area of technical assistance*

137 In order to put the Washington Congress decision into effect, six Regional Advisers were assigned to the regions from January 1991 to reinforce the aid provided to the postal administrations of the developing countries – two in Africa, one in Latin America and the Caribbean, two in Asia/Pacific and one in the Arab countries region.

The main activities of the Regional Advisers during the period under review were:

- UPU and UNDP programming missions;
- preparing global analysis reports on the operation of the postal services;
- preparing or finalizing and negotiating postal projects for submission for UNDP financing;
- preparing multi-year integrated projects;
- seeking funding from backers;
- contributing to WGAP follow-up;
- cooperating on the organization of group training activities;
- work on supervising and evaluating ongoing and operationally terminated projects;
- representing the UPU at certain meetings.

138 The paragraphs below review Executive Council activities during the period from 1989 to 1994.

For a detailed report and the Action Plan for the next period, reference should be made to the EC technical cooperation documents submitted to the Seoul Congress (Congress – Docs 49, 51 and 54).

139 *Relations with the UNDP and its bodies.* The Regional Advisers were instructed to help postal administrations to make the competent authorities of the countries aware of the priority needs of the Post and to obtain from the UNDP the funds needed for postal technical assistance.

140 *Country and intercountry programming:*

a Country programming. Throughout the preparatory work for the 5th programming cycle, the International Bureau and the Regional Advisers redoubled their efforts to analyze the situation of the postal services in the countries and to help them to prepare aid projects likely to receive UNDP financial support. This work had to be done within the framework of the new United Nations system technical cooperation policies defined by UN General Assembly resolution 44/211 and, hence, of a programme approach. As a result, the country programmes under the 5th cycle are coherent national programmes covering all the national objectives on a multisectoral basis. In addition, the UNDP encourages national

implementation of the projects which involves changing the traditional role of the specialized agencies which are now required to provide technical support to the national executing agent.

b Intercountry programming. On the basis of the priorities identified at high-level meetings in each region, the International Bureau participated in defining priority development objectives and prepared regional postal projects. The necessary approaches were also made to UNDP Regional Bureaux to obtain funds for new projects. To make up for the lack of development aid resources provided by traditional means, particularly from the UNDP, efforts were made to interest other backers as well as to ensure co-funding of certain activities by the beneficiary countries.

141 *Transport and Communications Decade in Africa (1991–2000).* The United Nations General Assembly proclaimed the Second Decade (UNTACDA, II) for 1991–2000. The UPU proposed a number of postal projects for the first phase of UNTACDA II. Seven subsectoral working parties, including one covering postal services, were formed to carry out the activities of the Second Decade. The "Postal Services" sub-sectoral WP consists of the following members: UPU (Lead agency), ECA, PAPU, OAU and UNDP. The work of the "Postal Services" sub-sectoral WP mainly covered monitoring projects proposed by the UPU and seeking funds for the following four priority projects in the first phase of UNTACDA II:

1 Improving mail security

2 Setting up regional and subregional transit centres

3 Introduction of independent postal businesses (revision of statutes, structures and management reform)

4 Setting up factories to make postal equipment and materials.

Thanks to ECA funding, the project on setting up regional and subregional transit centres started in August–September 1993 with a feasibility study on establishing such centres.

The "Postal Services" sub-sectoral WP is continuing its efforts to find funds for the priority projects selected. With a view to coordinating that WP's activities with those of the other subregional WPs in the postal field, the UPU will continue to cooperate closely with the other subregional and regional institutions pursuing the same objectives.

142 *Transport and Communications Decade for Asia and the Pacific (Phase II) (1985–1996).* The International Bureau cooperated actively with the Economic and Social Commission for Asia and the Pacific (ESCAP) in the work on the Regional Action Programme for phase II of the Decade. Two postal projects were adopted in this Programme and were then submitted to the UNDP for financing under its 5th regional programme (1992–1996). The UNDP selected regional project RAS/93/037 entitled "Postal legislation (Conversion of postal services into corporations, modernization of administrative and operational structures)" for funding during the 5th programming cycle. The project started in January 1994.

The International Bureau is continuing its efforts to find financing for the second project on a mail track and trace system.

143 *Technical cooperation among developing countries (TCDC).* Bearing in mind, on the one hand, the directives and resolutions of various United Nations bodies and, on the other, Washington Congress resolution C 20, various efforts were made to promote South-South cooperation. In addition to attending technical meetings organized under the auspices of the UNDP Special Unit for TCDC, the International Bureau tried to raise developing countries' awareness of the unexploited potential of this system through the intermediary of the Regional Advisers who were well placed to help the countries concerned in applying this concept. At the same time, the International Bureau submitted to the Unit concerned, for funding, a project aimed at organizing

a workshop on the topic of restructuring the postal services and management independence, fields in which considerable interaction can be envisaged on the basis of TCDC, particularly in the Asia–Pacific region.

144 *Action programme for the least developed countries (LDCs).* Although some LDC needs are already covered in UPU activities on behalf of the developing countries, these activities have been stepped up for the LDCs. The LDCs were the first countries to benefit from the UPU Regional Advisers' programming missions. Of the 67 multi-year integrated projects (MIPs) under way at 31 December 1993, 31 were for LDCs. In addition, the maximum amount of an MIP for an LDC is higher than that of an MIP intended for a second-priority developing country. Moreover, it may also be stressed that LDCs are often heavily represented in group training activities organized out of the UPU's own resources.

145 *Financial situation of the UNDP and search for additional resources.* During the fourth UNDP programming cycle (1987–1991), expenditure on projects charged to the indicative planning figures (IPF) increased from 591.7 million dollars in 1987 to 871.8 million United States of America dollars in 1991, an increase of 47.34 percent in four years. At the start of the fifth programming cycle (1992–1996), the UNDP was faced with a reduction in its general resources. For that reason, the expenditure under programmes charged to the IPFs in 1992 fell to 730.3 million dollars, a reduction of 16.23 percent compared to the previous year. The forecasts for 1993 and 1994 are based on a reduction to 643.5 million and 593.5 million dollars respectively. The annual expenditure on projects executed by the UPU have followed this trend. During the fourth programming cycle (1987–1991), it moved as follows: 1.7 million in 1987, 2.2 million in 1988, 2.4 million in 1989, 3.1 million in 1990 and 2.7 million in 1991. In 1992, expenditure on projects executed by the UPU amounted to 2.2 million United States of America dollars.

In accordance with Washington Congress resolution C 7, both the International Bureau and the UPU Regional Advisers redoubled their approaches to national authorities, the bodies of the UNDP, the World Bank, the regional financial institutions and the developed countries to obtain more funding for postal projects but results were not encouraging.

5.2 Administrative and financial questions

146 The Washington Congress retained the principle according to which the UNDP must remain the chief source of financing for the UPU technical assistance programme. In this context, the Executive Council closely followed developments in UNDP allocations, expenditure on UPU projects under that programme and reimbursement by the UNDP of support costs incurred by the UPU in implementing the projects. Moreover, it approved each year the technical cooperation accounts for the funds assigned to the UPU by the UNDP.

147 *UNDP.* Expenditure on projects under the UNDP for the years 1989 to 1993 was as follows:

Year	UPU projects	Sectoral support	Total
	US $	US $	US $
1989	2 450 208	39 674	2 489 882
1990	3 088 632	38 124	3 126 756
1991	2 694 820	41 495	2 736 315
1992	2 250 411	95 970	2 346 381
1993	1 809 377	110 779	1 920 156

Expenditure on the UPU projects indicated above was derived from the IPFs, the special resources of the Programme and participation of the beneficiary countries in the costs. The expenditure for

sectoral support was for consultants' missions in the programming field. From 1992, some missions were carried out within the framework of Postal Development Action Group (PDAG) activities.

148 *Support costs.* The UNDP reimburses executing agencies a sum corresponding to a fixed percentage of the expenditure on UNDP projects executed by them in order to make up for the administrative costs incurred. According to the reimbursement system adopted by the UNDP Governing Council and which is applicable up to 1996, the UPU receives an amount corresponding to 22 percent of the costs of the UNDP projects executed.

The support costs incurred and reimbursed and the proportion of costs covered for the years 1989 to 1993 are as follows:

Year	UNDP support costs (1)	Actual UNDP support expenditure (2)	Proportion of cost covered (1)/(2)
	CHF	CHF	%
1989	969 353	2 169 028	44.69
1990	886 692	2 216 065	40.01
1991	986 289	2 525 729	37.86
1992	834 992	3 026 176	27.59
1993	510 823	1 947 459	26.23

As this table shows, the UPU's budget resources have had to bear a substantial part of the administrative and operational expenditure relating to the UNDP's technical cooperation programme.

149 *UPU Special Fund.* In 1991, the Swiss Confederation donated to the UPU member countries' debts under the old financial system. According to the donor's instructions, 1 248 811.60 CHF, or 40 percent of the total amount donated to the Union, were allocated to the UPU Special Fund as a special contribution. The other untied contributions that maintain the resources of the Special Fund fell, mainly because of currency fluctuation, from 362 702 Swiss francs in 1989 to 293 462 CHF in 1993. Several countries continued to finance certain technical cooperation activities through contributions made to the Special Fund. Up to 1991, the annual Special Fund programme included funding supplementary activities to assist postal administrations in expanding their development potential, especially as regards vocational training. From 1992, the resources of the UPU Special Fund have been almost completely committed to funding multi-year integrated projects (MIPs) for developing countries. For that purpose, the Executive Council adapted the Regulations for the Administrative and Financial Management of the Special Fund and the UPU Financial Regulations at its 1992 session.

150 *Increase in and use of budget credits earmarked for technical assistance.* Up to 1990 the annual level of budget credits for consultants' missions was set at 1 652 000 Swiss francs in accordance with Hamburg Congress resolution C 37.

In resolution C 7, the Washington Congress increased this amount by 10 percent. Starting with the 1991 Union budget, an annual credit of 1 817 200 CHF has been allocated to technical assistance. In accordance with Washington Congress resolution C 21 on the increased UPU presence in the field, six Regional Advisers were recruited as from 1 January 1991. The relevant expenditure is charged to this credit. From 1992, the annual budget credits have been committed for funding the multi-year integrated projects programme.

151 *Other sources of financing.* Several projects relating to Funds-in-Trust were initiated over the period from 1989 to 1993. In addition to the recruitment of eleven associate experts, and six lecturers, 59 fellowships were granted under the United Nations Drug Control Programme and

five consultants' missions were performed on behalf of the Economic Commission for Africa (ECA) under the Second Transport and Communications Decade in Africa. A technical assistance project against payment, on behalf of an Arab country, started at the end of 1993.

With regard to technical assistance in kind, the Executive Council was apprised of the information received by the International Bureau on the subject of the assistance provided by administrations. This involved some 20 donor countries, including six that supplied tied contributions or contributions in kind to the UPU Special Fund.

5.3 Programming and implementation of programmes and projects

152 *Country programmes.* As part of the UNDP's country programming for 1992–1996 (5th programming cycle), despite the active participation of the International Bureau, and the efforts of the Regional Advisers in the field since 1991, in the programming work, the number of new postal projects adopted remained quite limited.

There are several reasons for this trend, mainly the deterioration in the world economic situation which has serious effects on the resources expected by the international community, particularly by the UNDP. In addition, several new countries needing aid for their recovery have joined the ranks of the most disadvantaged countries. On top of this, there is the programme approach, the main objectives of which have been explained above, which puts postal projects at a disadvantage compared with other projects in sectors which beneficiary countries consider have greater priority.

However, the International Bureau is continuing its efforts to stimulate the interest of national authorities in postal projects, in particular during the mid-term review of the programmes.

153 *Regional programmes.* As part of the 5th regional programming cycle, the International Bureau approached the UNDP to obtain financing for new projects based on the priority objectives of the Washington General Action Plan (WGAP). Because of the world economic recession which was reflected in a reduction in voluntary contributions to the UNDP of the order of 25 percent compared with expected resources, the International Bureau is taking steps to marshal additional funds through cost-sharing, co-financing of projects and resorting to backers.

154 *Interregional programmes.* Over the past five-year period, the UNDP agreed each year to finance a "sectoral support" project in the postal services field. This project made it possible to finance short-term consultants' missions to analyze the situation of the postal services. In addition, since 1992, the UNDP has also funded a number of sectoral support missions carried out by consultants as part of the activities of the Postal Development Action Group (PDAG) assisting postal administrations in the preparation of pre-evaluation studies.

155 *Activities under the UPU's own resources.* For 1990 and 1991, the Executive Council approved the annual work programmes under the UPU's own resources. From 1992, UPU technical assistance has been provided in the form of a multi-year programme (1992–1995) and multi-year integrated projects (MIPs) implemented for the developing countries. These projects are primarily aimed at helping the postal administrations to apply the priority objectives of the WGAP.

156 *Implementation of projects and programmes.* The Executive Council paid special attention to the implementation rate of projects financed under UNDP resources. In 1989, quite a high implementation rate of 97.3 percent was achieved. This fell to 84.1 percent in 1990 and in 1991, disruption and technical difficulties in some countries even brought the implementation rate down to 65.9 percent. For 1992 and 1993, the implementation rate was 92.35 percent and 69.2 percent respectively. The start-up in 1992 of the new UPU technical cooperation concept in the form of multi-year integrated projects (MIPs) was slow. By the end of the financial year only 30 percent of the credits earmarked for 1992 had been used or committed. For 1993, the

implementation rate for multi-year integrated projects (MIPs) was 71.4 percent. The implementation rate of MIPs financed by tied contributions from the Special Fund was 50 percent in 1992 and 72.5 percent in 1993.

Various measures were taken by the International Bureau with a view in particular to ensuring effective implementation of the multi-year integrated projects (MIPs). In line with the policy of empowerment of beneficiary countries and gradual decentralization of work in the field, a number of steps concerning MIP implementation, primarily initial contacts with the country or countries of their choice for seeking and recruiting consultants and placing Fellows, are the responsibility of the National Projects Director selected by the authorities of the beneficiary administrations.

The number of experts, consultants and fellowships together with the cost of providing training and operational equipment are shown below for each year of the five-year period.

Year	Experts	Consultants	Fellowships	Equipment	
				US $	CHF
1989	8	114	412	587 711	171 985
1990	27	110	384	729 701	294 686
1991	23	149	452	485 004	603 377
1992	19	89	108	434 924	84 974
1993	18	106	236	145 299	97 165

These experts were recruited under the UNDP and funds-in-trust projects with contracts for at least 12 months. The figure for experts also includes, from 1991, the six UPU Regional Advisers.

The consultants are recruited for missions of usually one to three months. They are financed out of the UPU's own resources (from 1992, mainly within the framework of MIPs) and by the UNDP, namely under the head of sectoral support costs. Short-term missions represent between 80.3 and 93.4 percent of the total number, depending on the year.

A great many fellowships were granted to those attending courses, study cycles or technical meetings organized by the UPU on an intercountry basis. Expenditure on equipment shown in USD relates to UNDP–UPU projects; that shown in Swiss francs concerns the Union's own resources, from 1992 mainly MIPs.

5.4 Evaluation

157 The Executive Council was informed at its annual meetings about the evaluation work done by the International Bureau on the basis of information collected about the results of experts' and consultants' missions and group training activities. Since implementation of the system of the increased UPU presence in the field in 1991, the Regional Advisers are responsible for undertaking activities covering evaluation of actions previously taken on behalf of the postal administrations of the countries in their area.

6 External relations

6.1 Restricted Unions

158 Following a series of political events in the world since 1990, particularly in certain regions as well as some rearrangements within certain Restricted Unions, the number of Restricted Unions has increased, particularly in Europe. The new Restricted Unions are:

- "Regional Community for Posts and Telecommunications (RCPT)" (circular 108/1992);
- "Arab Permanent Postal Commission (APPC)" (circular 202/1992);
- "Association of European Public Postal Operators (POSTEUROP)" (circular 137/1993);
- "European Postal Financial Services Commission (CSFPE)" (circular 167/1993);
- "Baltic Postal Union (BPU)" (circular 49/1994).

At the same time, 1993 saw the annulment of a Restricted Union, the "Andean Postal Committee (APC)" (circular 350/1993).

Almost all the Restricted Unions with which the UPU maintains relations under article 8 of the Constitution attended the annual sessions of the Executive Council and certain meetings of its working bodies, as observers.

The Restricted Unions have always played an active and important role in the work of the UPU. The Executive Council, in particular, has taken advantage of the facilities, resources and experience of the Restricted Unions in performing the many tasks assigned to it by Congress.

6.2 United Nations

159 *Relations with the United Nations (1989 Washington Congress decision C 45).* On the basis of article IV of the UN–UPU Agreement and of 1989 Washington Congress decision C 45, the Secretary-General submitted each year to the Executive Council session, to supplement the information given in the annual reports on the work of the Union, several reports on various questions. The main ones are dealt with in the relevant chapters of this report (see Congress – Docs 18 and 24).

160 *Application of the Declaration on the Granting of Independence to Colonial Countries and Peoples (Washington Congress decision C 50).* The Secretary-General submitted to the Executive Council an annual report on the UN recommendations concerning the implementation by the specialized agencies of the Declaration on the Granting of Independence to Colonial Countries and Peoples.

The Executive Council took note of these reports and each time adopted a decision to that effect (see Congress – Docs 18 and 25).

161 *United Nations Joint Inspection Unit (JIU).* In accordance with established practice, the International Bureau has submitted to the Executive Council the reports of the Joint Inspection Unit (JIU) together with comments, particularly about the development of that body's work programmes and studies of interest to the activities of our Union.

Between 1990 and 1994, the Executive Council considered some thirty reports and other official documents issued by the JIU and endorsed or noted their conclusions by adopting appropriate decisions at each Council session.

162 *Various United Nations action programmes such as "Agenda for the environment and development" and "Agenda for peace" as well as activities in connection with the United Nations restructuring programme.* As a member of the United Nations system, the UPU has, within the

limits of its technical and financial possibilities and within the framework of the missions set out in its Constitution, taken part in the development of these activities, details of which are given in Congress – Docs 18 and 25.

6.3 Specialized agencies, associate institutions (IAEA and GATT) and other organizations

163 The UPU cooperates actively with all the specialized agencies within the framework of the ACC particularly on general questions requiring coordination or consultation at inter-agency level.

Particularly intensive relations were maintained with a number of technical organizations whose activities are of interest to the UPU.

The cooperation with these agencies is reflected in Congress – Docs 18 and 24.

6.4 Public information

164 *Information activities.* In view of the extremely limited resources and means available, information activities concentrated on priority sectors for the Union. In particular, Union publications were rationalized to some extent. This process is continuing and will be stepped up as soon as the results of the work on the management of the Union has culminated in duly approved conclusions.

The UPU also profits from visits from postal trainees as well as from certain institutions or non-postal groups to promote the UPU's image and activities. The publications of the UPU and its bodies are available in several languages. They are distributed on request to target groups and to private individuals interested in postal activities.

After the 1989 Washington Congress, the International Bureau revised and updated all the information brochures on the UPU and the Acts of the UPU.

165 *"Union Postale".* "Union Postale" still appears four times a year. A special effort has been made over the five-year period to make this publication as attractive and interesting as possible.

Editorial policy of having a dossier on a central topic in each issue has proved its worth and accordingly received general approval from member countries.

The journal tries to mention and preserve for posterity major events for the present and future of the world Post. It also aims at handling topical subjects and providing information on world and national developments in several sectors of the postal services.

166 *Relations with the press and other media.* There is no special information and media relations unit at the International Bureau. However, on the occasion of various events taking place in the UPU or at the International Bureau (eg EMS or Post and Environment symposia), the editors of publications or journalists accredited in Switzerland are contacted with a view to preparing articles or broadcasts on UPU activities.

From time to time, the International Bureau prepares press releases on major events likely to attract the attention of the public.

167 *World Post Day.* The Executive Council selects a different slogan for World Post Day every three years while the International Bureau takes a series of measures to give maximum promotional impact to this Day. Communication of the slogan for the Day to Union postal administrations is accompanied by a special message from the Director-General of the International Bureau, distribution of a poster marking the event, etc.

The World Post Day celebrations on 9 October each year are often used by a large number of postal administrations to publicize the Post and its services among large sectors of the community and the governments of the countries concerned.

168 *International Letter-writing Competition for Young People.* The International Letter-writing Competition for Young People organized each year by the International Bureau is highly successful in a significant number of countries, particularly the developing countries.

As in the case of the slogan for World Post Day, in choosing the subject for the competition, the International Bureau often bases itself on the instructions for or descriptions of campaigns conducted by the United Nations to make world public opinion more aware of a specific problem – the environment, the promotion of peace, for instance.

UNESCO and a number of postal administrations, which offer prizes to the winners, have been associated in the organization of this competition. It should be pointed out that the winners of the letter-writing competitions are awarded medals or mentions.

169 *Exhibitions and demonstrations organized at International Bureau headquarters.* It has become traditional for some symposia to attract more and more exhibitors representing manufacturers of equipment used by postal services or companies demonstrating technology applied in certain mail or document handling processes.

These demonstrations and exhibitions form a natural and necessary framework for the substantive discussions and offer a sometimes unique opportunity for several delegations to make contact with suppliers of postal products or services.

170 *World Post Anthem* (Washington Congress resolution C 62). Faced with other priorities and budgetary constraints, the Executive Council felt that the creation of a world Post anthem might entail considerable expenditure for the Union and decided not to consider for the moment the possibility of organizing a competition for words and music for a world Post anthem.

IV. Conclusions

171 During this five-year period, the EC was guided by the specific objectives set by the Washington General Action Plan in a large number of technical fields and covering two major concerns, namely: caring better for the customer and improving the quality of the postal services provided.

Since it is responsible for the continuity of the work between Congresses, the EC took measures on several fronts either at the request of Congress or on its own initiative.

172 The permanent project to safeguard and enhance the quality of and to modernize the international postal service approved by Congress was implemented in full: drive to improve international mail transmission time testing, stepping up quality control missions with postal administrations, monitoring the world postal network and establishing and circulating quality standards.

173 In addition, high priority was given to postal security during this EC's term of office. PSAG activities helped find support in Union postal administrations for preserving the integrity of mail.

174 In the field of technical cooperation, there was a sharp increase in programmes which were given a more useful and technical slant by improving the quality of service.

The United Nations Development Programme (UNDP) still remains the main source of finance for postal technical assistance. However, as the UNDP faces a reduction in its general resources and because of the size of the needs, a series of efforts were made with EC backing to find supplementary funding. Increased UPU presence in the field and the work undertaken by the Regional Advisers in programming, awareness-enhancing and seeking financing for postal projects contributed to implementation of technical assistance activities.

175 On the basis of standards established by the ETSG, EDI messages are now being exchanged in real-life conditions between a number of postal administrations.

The establishment at the International Bureau of a specialized EDI Development Unit opens the way to further expediting the development of telematic services for the benefit of all postal administrations. The introduction and implementation by the UPU of a large-scale telematic project will enable member countries to acquire the necessary means to be able to fully participate in information and EDI technology in the post-Seoul Congress period.

176 With regard to the postal service proper, the main studies focussed on economic issues and new services, namely, reform of terminal dues payments, the order and development of new transit charge scales, including the special case of à découvert transit, monitoring of the international business reply service and the introduction of special marking for literature for the blind. In agreement with the CCC, the CCC–UPU Contact Committee was reconstituted and its work on the Customs treatment of postal items covered the following fields:

- Illicit transmission of narcotics by post
- Customs treatment of EMS items
- Documents to accompany EMS items
- Marking of items containing goods that should not be opened without special precautions
- Merging the CP 2 dispatch note with the C 2/CP 3 customs declaration
- Preparing a list of EMS customs clearance offices by country
- Transferring customs clearance responsibilities for postal items from the customs services to postal administrations
- Establishing a standardized minimum value level or bands of minimum value levels by geographical, political or economic areas for duty-free admission
- Supply of commercial invoices for higher value merchandise items only
- Adapting forms C 1 and C 2/CP 3 to forestall the transmission of explosives or dangerous goods by post
- Preparing a memorandum of understanding to combat the illicit transmission of narcotics by post.

In addition, rationalization of forms was pursued actively.

177 Work undertaken within the framework of postal parcels concentrated on modernizing the service, introducing a new range of products and services. Adoption of a "universal rate" should bring a more realistic remuneration for handling inward parcels as well as the introduction of faster accounting through direct billing. Alongside the studies, successful action was taken to facilitate the introduction or, where applicable, the extension of the postal parcels service in countries that did not sign the relevant Agreement at the 1989 Washington Congress.

178 In the field of financial services, the suggestion on using the EUROGIRO system has begun to interest more and more countries. In addition, the guidelines for inclusion in the action plan to energize the financial services have been adopted. The work on merging the Money Orders and Giro Agreements culminated in acceptance of a draft structure of the new Acts which will serve as the basis for work to be done during the next five-year period.

179 With regard to the air conveyance of mail, several IATA–UPU Contact Committee meetings held during this period resulted in two proposals of alternative formulas for calculating the basic rate which will be submitted to the Seoul Congress.

180 In close cooperation with the CCPS, the EC has done much to achieve several specific goals such as extending the EMS services to the smallest countries, making a greater contribution to environmental protection, improving knowledge of the market through symposia on postal marketing, introductory manuals on market research techniques and the use of the market analysis information system (MAIS).

181 When five Union member countries took the commercial decision of forming a joint venture with a major private courier, the EC reacted to the withdrawal of these five administrations from the EMS network by making a collective call for tenders to find, where necessary, other express delivery service providers in the countries concerned.

182 The Washington Congress had realized the need for making an in-depth study of the UPU's structure and management. Working Party WP 3/3 of EC Committee 3 was made responsible for this task and succeeded in a relatively short time in developing proposals aimed at a radical restructuring of the UPU and, at the same time, in introducing a strategic planning and programme-budget system, thus bringing it to the threshold of a new era.

Congress – Doc 16/Annex 1

Results of the work entrusted to the Executive Council by the Washington Congress

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 2 Second phase of the transfer to the EC of some of the legislative functions of Congress Resolution C 14 Study of the structure of the Convention, the Agreements and their Detailed Regulations	The EC merged the two studies advocated by resolutions C 2 and C 14 (see Congress – Doc 60 and Adds 1 to 4, as well as proposal 01)	24, 88
Resolution C 3 Postal Financial Services and Subscriptions to Newspapers and Periodicals Agreements abolished. Possibility of their being retained or reintroduced	The EC supported the steps taken by the International Bureau to circulate a list of the administrations participating in the abolished services for those retained in their reciprocal relations (request for information under circular 330 of 5 November 1990).	92
Resolution C 5 Permanent control of the quality of service worldwide	This resolution materialized in the permanent testing of ordinary and EMS mail organized by the International Bureau in close cooperation with the postal administrations. The Executive Council permanently monitored the results of this work, which were submitted to it in the form of an annual report, and gave its instructions for future work.	97
Resolution C 6 UPU technical assistance priorities and principles	When approving the UPU's multi-year technical assistance programme for 1992–1995, the EC took account of the UPU action priorities and principles decided by the Washington Congress. It also supervised the implementation of the UPU's new technical cooperation concept. (See Congress – Doc 49.)	134
Resolution C 8 Subsequent improvement of the management of the Union's work	(See Congress – Doc 70 and the proposals listed in annex 6 to that document.)	11

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 10 Regulations for printed papers	By approving the introduction into the draft recast Acts of a new wording of article 128 of the Detailed Regulations, combining the complete contents of articles 128, 129 and 130 (decision CE 12/1992), the EC decided that the study on the possibility of admitting as reduced-rate printed papers audiovisual media of books, newspapers and periodicals could be continued after Congress on the basis of the results of the work of the Publishers–UPU Contact Committee.	55
Resolution C 11 Reconstitution of the CCC–UPU (Customs Co-operation Council–Universal Postal Union Contact Committee)	The CCC–UPU Contact Committee was reconstituted in agreement with the CCC. Its work covered the customs treatment of postal items in the following fields:	28
	– Illicit transmission of narcotics by post (organization of seminars to train postal officials in spotting suspect items)	29
	– Customs treatment of EMS items. (The CCC set up an Advisory Group on Express Consignments to prepare guidelines that could be applied to items for which fast customs clearance was requested)	30
	– Documents to accompany EMS items	31
	– Marking of items containing goods that should not be opened without special precautions. (This study, which was aimed at developing a special label for this type of item, was, in the end, assigned to the PSAG. See the results of PSAG work under Washington Congress decisions C 46 and C 47)	
	To meet concerns about security, the new layout of the C 1 and C 2/CP 3 customs forms will include a declaration by the sender that there are no prohibited and dangerous articles in his item:	32
	– Shipping scientific specimens of hazardous substances by post. (As IATA still opposes this type of transport, consideration of this question was postponed)	33
	– Merger of the CP 2 dispatch note with the C 2/CP 3 customs declaration. (See proposal 39.00.xx containing all the forms dealt with by WP 4/1 and, in particular, those finalized by the Contact Committee, namely CP 2–C 2/CP 3)	34
	– Electronic Transmission Standards Group. Development of EDI standards and customs issues (the Contact Committee is regularly informed about ETSG work)	35

Congress resolution, decision, etc	Results	Report paragraph No
	– List of customs clearance offices by country. (The content of the information in this list has developed since initial discussions in 1990. In 1993, it was to contain only postal service details. The Contact Committee thus admitted that this matter no longer concerned the Customs)	36
	– Transfer of responsibilities relating to customs clearance of postal items from the customs services to postal administrations. (The Customs Co-operation Council decided in 1993, on the proposal of its Permanent Technical Committee, to undertake a study on this question on the basis of a questionnaire to be prepared in conjunction with the IB)	37
	– Establishing a standardized minimum value level or bands of minimum value levels by geographical, political or economic areas for duty-free admission. (As the CCC could not force a standardized minimum value level or bands of levels on customs administrations, the Contact Committee decided to end consideration of this issue. On the other hand, the CCC undertook to ask its members to regularly review the value selected)	38
	– Supply of commercial invoices for higher value merchandise items only. (As the definition of high value depends on economic criteria peculiar to each country, the CCC decided to discontinue consideration of this subject).	39
Resolution C 16 Introduction and extension of the postal parcels service	Following contacts made by the International Bureau and the Regional Advisers, six non-signatory administrations of the Agreement acceded to it. Draft resolution 30.0.1 provides for continuation of this study	73
Resolution C 17 Universal rate for land and sea rates	See Congress – Doc 77 and proposals 30. 0.2, 30. 0.3, 30. 33.1, 30. 34.1, 30. 35.1, 30. 36.2, 35. RE 3401.1, 35. RE 3601.1 and 35. RE 3603.1.	74
Resolution C 18 Revision of land and sea rates	See Congress – Doc 77 and proposals 30. 0.2, 30. 0.3, 30. 33.1, 30. 34.1, 30. 35.1, 30. 36.2, 35. RE 3401.1, 35. RE 3601.1 and 35. RE 3603.1.	75 to 77

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 19[1] (EC study on the preparation and settlement of accounts. Expansion of International Bureau offsetting arrangements)	Following the study on settling money orders through a liaison giro account, the EC accepted the outline of operational procedures to serve as an improved regulatory basis for both conventional and automated services (see proposals 40. 11.1, 40. 12.1, 45. RE 1105.91, 45. RE 1202.91, 45. RE 1202.92, 45. RE 1202. 93).	84, 90
Resolution C 20 Technical cooperation among developing countries (TCDC)	The EC noted the International Bureau's initiatives to promote TCDC (cf Congress – Doc 52b and proposal 031).	143
Resolution C 22 Permanent project to safeguard and enhance the quality of and to modernize the international postal service	The Executive Council permanently monitored the work on implementing resolution C 22. From 1991, it issued policy guidelines for the future work. Moreover, it created a Permanent Project Management Team with a view to studying individual questions. This resolution culminated in the setting up of a Permanent project to safeguard and enhance the quality of and to modernize the international postal service, and a marked improvement was noted in international mail circulation, in some cases.	97
Resolution C 24 Cooperation between the EC and the CCPS towards the establishment of telematics in the UPU	See Congress – Docs 75a and 75b as well as proposal 010.	118
Resolution C 26 Harmonization of systems of accounting for transit charges for closed surface letter and surface parcel mails	Having noted that the two transit systems gave administrations a high rate of satisfaction, the 1991 EC terminated that study. However, when data were being collected for this study, an administration raised a question about the payment for parcels sent in transit à découvert. A 1992 study on this revealed that administrations wished to keep the à découvert transit system and, in particular, a payment for the extra work caused by parcels received in transit à découvert. (See Congress – Doc 77, and proposals 30. 34.2 and 35. RE 3401.2.)	67, 78

[1] Under the terms of resolution C 19, the Washington Congress assigned to the CCPS a study "International accounting – Modernization of billing systems and settlement of accounts". In view of the CCPS decision not to include in its study the part relating to postal financial services, this task was assigned to the Executive Council (Committee 8 "Postal Financial Services").

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 27 Development of a range of postal parcel products/services suited to the demands of the international market	See Congress – Doc 17, paragraphs 24 to 28.	83
Resolution C 28 UPU action on behalf of the least developed countries (LDCs)	The EC noted the International Bureau's initiatives to apply the Washington Congress decision to direct technical assistance activities at the LDCs in particular. A status report on the Post in the LDCs is being submitted to the 21st Congress (cf Congress – Doc 52a and proposal 031).	144
Decision C 46 Make-up of items containing goods not to be opened without special precautions Decision C 47 Marking of parcels containing goods which should not be exposed to radiographic control or to the light	The IATA–UPU Contact Committee considered these questions and wished to transfer to the PSAG those concerning the marking of items containing goods not to be exposed to light or X-rays. The 1991 EC noted this transfer of responsibility. Following the mandate received from the 1993 EC in the matter, the PSAG came out in favour of continuing the study on the viability of creating two special labels for distinguishing postal parcels that are not to be opened because of the sensitive nature of their contents. The conclusions of the PSAG study recommended that the matter be settled at national level by bilateral agreements, on a case-by-case basis, subject to approval by the national customs authorities and compliance of those agreements with national aviation security regulations. The study could be continued in future within the framework of the work of the Joint IATA–PSAG Working Party.	42
Decision C 51 Postal financial service (POSTFIN) telegrams	The EC noted the distribution of information to Union member countries about the entry into force on 1 July 1990 of the new provision of article 303, paragraph 6, of the Detailed Regulations of the Money Orders Agreement (circular 173 of 28 May 1990).	91
Decision C 52 Preparation and settlement of parcel-post accounts	Pursuant to CCPS study 751 and the activities of the EC, see Congress – Doc 62, as well as proposals 25. RE 4405.1, 25. RE 5205.1, 25. RE 5206.1, 25. RE 5301.1, 35. RE 1503.1, 35. RE 3604.1 and 35. RE 3605.1.	64, 84

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 55 New presentation of the List of Prohibited Articles	As less than half of the administrations had sent the International Bureau the new presentation of the List of Prohibited Articles, the EC accepted the principle of the future study aimed at evaluating the possibility of computerizing the new List and came out in favour of the urgent need to implement the new edition of the List in 1994–1995 (see proposal 20. 0.10).	58
Resolution C 56 Revision of the scales of transit charges	See Congress – Doc 57 and proposals 20.46.1 and 25. RE 0.2.	61
Resolution C 57 Study of a weighted average distance per country for mails in land transit	The 1990 EC instructed the IB to carry out a consultation on this subject. The arguments put forward by postal administrations with heavy transit traffic convinced participants in the 1991 EC to whom the results of the study were submitted, that what was good for postal parcels was not necessarily good for letter post. Accordingly, Committee 5 decided not to continue this study; this decision was endorsed by the 1991 EC.	62
Resolution C 59 Study on transit charges for à découvert mail	This study was assigned to the IB. It emerged that only a few administrations handled large volumes of this type of mail. The EC recognized that, in such cases, they deserved payment. The 1994 EC approved the amendments[1] to the provisions of the Convention and its Detailed Regulations, which were submitted to it, to allow billing for the work done (see proposals 20. 45.1, 25. RE 4102.3, 25. RE 4106.1 and 25. RE 5006.1).	63
Resolution C 60 Liquidation of accounts in arrears under the former financing system	Following the changes made to the Union's financing system since 1980 and aware of the amounts not yet reimbursed to the Swiss Government for the period prior to that date, the EC decided to reimburse the Swiss Government for all the advances made under the former financing system which fell due at 31 December 1990, including interest on arrears, by withdrawing the necessary amounts from the Reserve Fund and including the relevant arrears in the Reserve Fund provisional account.[2]	130

[1] The terminal dues aspect, mentioned by some parties, was, in the end, not taken into account in the proposed wording because the administrative formalities involved would have probably led to a lower payment than the cost of implementing the procedures.

[2] During the Washington Congress, the Swiss Government decided to waive this reimbursement by the UPU, provided that the amount still outstanding at 31 December 1990 was earmarked for the UPU Special Fund and the Special Activities Fund.

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 61 Clearing up of accounts of all kinds in arrears	Because of the substantial increase in accounts in arrears and with a view to safeguarding the Union's interests, the EC urged member countries with accounts in arrears to do everything in their power to settle them as soon as possible. Moreover, it decided to transfer to a special non-interest bearing account the debts of member countries which have agreed to conclude a duly defined amortization plan with the International Bureau.	131
Resolution C 62 World Post anthem	Since the creation of a world post anthem could result in sizeable expenditure for the Union, the EC decided to drop this project for the time being (decision CE 43/1990).	170
Resolution C 63 Use of a symbol for literature for the blind	After being consulted by international bodies such as UNESCO, the World Blind Union (WBU) and the CCC, the EC adopted a distinct symbol for literature for the blind, came out in favour of the urgent necessity of its introduction (with appropriate amendment of article 131 of the Detailed Regulations of the Convention) and set 1 January 1993 as the date for the entry into force of the symbol (resolution CE 9/1992).	43
Resolution C 65 Exclusion of dangerous goods from airmail	Study postponed until new elements come to light.	33
Resolution C 66 Basic documents for entering the weights to be taken into consideration for the settlement of accounts of mail subject to transit charges and terminal dues	As form C 12 had been adopted by only a slight majority at the Washington Congress, it was decided to consult administrations after the Acts came into force to find out their reactions to the practical use of the form and to report thereon to the 1993 EC. The IB conducted this inquiry which showed that 91 percent of the 114 administrations replying to the questionnaire approved the choice made at Washington. The 1993 EC noted the result of the consultation, sent some of the remarks accompanying the replies to WP 4/1 (rationalizing forms) and considered this study to be terminated.	
Resolution C 67 Reinforcement of the priority activities of the Union	In addition to straightforward rationalization measures and those envisaged by the International Bureau (see Congress – Doc 70), the EC discontinued or recast certain publications (decisions CE 7/1991, CE 7/1992, CE 9/1993, CE 10/1994).	20 and 21

Congress resolution, decision, etc	Results	Report paragraph No
Resolution C 68 Preparation and settlement of accounts	Following CCPS study 751 and the work of the EC, see Congress – Doc 62 and proposals 25. RE 4405.1, 25. RE 5205.1, 25. RE 5206.1, 25. RE 5301.1, 35. RE 1503.1, 35. RE 3604.1, 35. RE 3605.1 and see Congress – Doc 61 and proposals 20. 0.8, 20. 0.9, 30. 0.4 and 30. 0.5.	64, 84
Resolution C 70 Expansion of International Bureau offsetting arrangements	See Congress – Doc 62 and proposals 25. RE 4405.1, 25. RE 5205.1, 25. RE 5206.1, 25. RE 5301.1, 35. RE 1503.1, 35. RE 3604.1, 35. RE 3605.1.	64, 84
Resolution C 72 Permanent study on terminal dues	The changes that the EC proposes to introduce in this field may be summarized as follows: – the right to collect terminal dues is based on gross flows and no longer on traffic imbalance; – provision is made for a single rate of 3.427 SDR per kg (0.653 SDR per kg for M bags, with minimum billing of 5 kg); – a rate correction mechanism in the upward and downward direction is provided for flows over 150 tonnes a year. The downward correction is not applicable to flows destined for developing countries so as to maintain the latters' revenue; below 150 tonnes a year, if the flow is over 150 tonnes but not subject to the correction mechanism, the payment is 3.427 SDR per kg; – when an administration asks for a rate revision, reciprocity is guaranteed to the corresponding administration, even if the flow in the other direction is less than 150 tonnes. However, this provision does not apply to developing countries; when the correction mechanism applies, the rate per kg applicable is calculated using the formula: rate = (number of items per kg x 0.14 SDR) + 1 SDR; – the system introduces a completely new concept of bulk mail, which is applied at the request of the administration of destination; – for bulk mail, provision is made for specific remuneration, either on the basis of the average world rates of 0.14 SDR per item and 1 SDR per kg or on the basis of rates per item and per kg reflecting handling costs in the country of destination. These latter rates must be in relation to the domestic rates on terms set out in the Detailed Regulations of the Convention;	59

Congress resolution, decision, etc	Results	Report paragraph No
	– when an administration of destination asks for specific remuneration for bulk mail, the dispatching administration may ask for a revision of the rate for the rest of the flow. This provision does not apply in the downward direction for flows destined for developing countries; – the rates in the terminal dues system may be amended by the Executive Council between Congresses. (See Congress – Doc 61.)	
Resolution C 73 Basic airmail conveyance rate	This resolution ultimately took shape as an Executive Council proposal to Congress for introducing into the Convention (as the new article 55) a "formula" for calculating the basic airmail conveyance rate (LC/AO and CP) finalized by a Joint "Rates" WP of the IATA–UPU Contact Committee.	71
Recommendation C 78 Reserving terminal dues revenue for the purpose of improving the quality of the postal service	The IB collected information on this question throughout the five-year period. The latest results showed that, for countries that were UPU members at the time of the Washington Congress, revenue from terminal dues remuneration was: – paid to the Post in full in 50.54 percent of cases; – paid to the Post in part in 6.99 percent of cases; – paid into the general State budget in full in 32.50 percent of cases. (Replies were not available for 9.68 percent of cases.) In the case of States which had become independent since the Washington Congress, letters were sent to their postal services pointing out the advantages of introducing legislation providing for terminal dues revenue to be reserved for postal investments aimed at improving the quality of service. The 1994 EC noted the work done and considered this study to be terminated.	60
Resolution C 79 Standardized electronic messages for dispatches	See Congress – Docs 75a and 75b and proposal 010.	118

Congress resolution, decision, etc	Results	Report paragraph No
Decision C 83 Transfer of mails	The study of proposal 2564.2 on the transfer of mails (decision C 83), which was the consequence of proposal 4907.1/Rev 1, was incorporated into the study recommended by decision C 84.	56
Decision C 84 Study on rationalizing UPU forms	The EC adopted all the amended forms (reduced number, new simplified layout and forms adapted to new technologies). (See Congress – Doc 59.)	56
Decision C 86 Consequences of the use of the SDR as accounting unit	The EC continued the work done during the previous five-year period to check that the conclusions reached then were confirmed over time. On the basis of the data used for revising basic charges, it emerged in 1992 and 1993 that this was the case as the SDR played a stabilizing role which enabled charges and payments to retain their real value despite world economic developments. Consequently, the 1994 EC decided not to conduct this study again in the same form.	65
Decision C 87 Preparation and settlement of accounts	Following CCPS study 751 and the work of the EC, see Congress – Doc 62 and proposals 25. RE 4405.1, 25. RE 5205.1, 25. RE 5206.1, 25. RE 5301.1, 35. RE 1503.1, 35. RE 3604.1, 35. RE 3605.1 and see Congress – Doc 61 and proposals 20. 0.8, 20. 0.9, 30. 0.4 and 30. 0.5.	64, 84
Decision C 88 Remailing	The 1990 EC appointed Italy reporting country for this study. After two consultations on the legal aspects of remailing and the reporting country's participation in the work of WP 5/1 Terminal Dues, to take account of the commercial and economic aspects of the problem, the latter submitted to the 1994 EC three variants of article 26 (recast text). The EC agreed on a draft text which is the subject of proposal 20. 26.2.	68
Decision C 89 Revision of the Postal Parcels Agreement subsequent to the Washington Congress – References to the Convention	As the International Bureau had done the necessary work in preparing the Annotated Acts (Volume 3), the 1991 EC decided to terminate that study.	87

Congress resolution, decision, etc	Results	Report paragraph No
Decision C 90 International business reply service	Noting the strong growth of participation in the IBRS, the EC adopted the amendments to the existing provisions of the service for application from 1 January 1995 and approved the proposal for introducing the texts describing the operational procedures into the Detailed Regulations of the Convention (see proposals 20. 0.11 and 20. 24.3).	57
Resolution C 91 Washington General Action Plan	The actions set out in the WGAP were mainly implemented by postal administrations with the active support of the EC, the CCPS, the International Bureau and the Restricted Unions. Implementation was followed up by the International Bureau with the cooperation of the UPU Regional Advisers. Analysis of the results of the inquiries made into implementation of the WGAP showed that some 80 percent of administrations said they were satisfied with the results obtained by the WGAP. (See Congress – Doc 21.)	96
Decision C 94 Use of other methods of transferring funds in the postal financial services	The EC adopted regulations concerning the transmission of ordinary and inpayment money orders by telex (the regulations and relevant recommendation (CE19/1991) were sent by circular 242 of 8 July 1991 to postal administrations, giving 1 January 1992 as the date for their entry into force). In addition, as analysis of other means of transferring funds had shown that the new EUROGIRO system was currently more comprehensive and more efficient, the EC came out in favour of continuing the study on the future of the postal financial services, focusing on the expansion and implementation of the EUROGIRO system at UPU level (see Congress – Doc 63 and proposal 40. 0.1).	89
Revision of basic charges General Regulations, article 102, paragraph 6.19	This procedure, introduced by the Washington Congress, is based on article 20, paragraph 2, of the Convention, which gives the EC the option of revising basic charges between Congresses by using the median value of the charges set by Union members for international items posted in their countries. The International Bureau submitted to the 1992 EC the results of the calculations of the basic charges according to the data available on 1 January 1992. The insufficient representativity of the data, the slight variation observed in the new basic charge and the fact that the charges are only guidelines led the 1992 EC not to amend article 20 until the Seoul Congress.	69

Congress resolution, decision, etc	Results	Report paragraph No
	The IB therefore carried out similar work with the data at 1 July 1993 to enable the 1994 EC to decide whether or not it should submit to the 1994 Seoul Congress a proposal on amending the charges in article 20. As the charges calculated by the IB were below the guideline basic charges, the 1994 EC decided not to submit to Congress a proposal for amending the level of the basic charges which now appear in article 10 of the recast text.	

Congress – Doc 16/Annex 2

List of Executive Council resolutions and decisions 1989–1994

Classification key

1	General affairs of the Union
1.1	Member countries
1.2	Political questions
1.3	General Debate and Action Plan
1.4	Miscellaneous
2	UPU Acts
2.1	General
2.4	Convention
2.4.1	Questions common to the different international postal services
2.4.2	Letter post
2.4.3	Transit charges and terminal dues
2.4.4	Airmail
2.4.5	EMS
2.5	Parcel post
2.6	Postal financial services
2.7	Washington General Action Plan (WGAP)
3	UPU bodies
3.1	General
3.2	Congress
3.3	Executive Council (EC)
3.4	Consultative Council for Postal Studies (CCPS)
3.5	International Bureau
3.5.1	Staff
3.5.2	Documentation and publications
4	Finance
5	Technical cooperation
5.1	General
5.2	United Nations Development Programme (UNDP)
5.3	UPU Special Fund
6	External relations
6.1	Restricted Unions
6.2	United Nations (UN)
6.3	Specialized agencies
6.4	Other organizations
6.5	Public information

List of Executive Council resolutions and decisions 1989–1994

Classification key		Subject	Resolution, decision, etc
1	General affairs of the Union		
1.1	Member countries	Question of South Africa	Decision CE 5/1993
		Reduction in contribution class of Bangladesh, Belarus and Cuba	Decision CE 32/1993
		Question of South Africa	Decision CE 2/1994
		Reduction in contribution class of Ukraine	Decision CE 29/1994
1.2	Political questions		
1.3	General Debate and Action Plan	Implementation of the Washington General Action Plan	Resolution CE 2/1990
		High-level extraordinary meeting to prepare the Seoul Congress	Decision CE 2/1991
		Theme of the General Debate to be held within the framework of the 21st Congress (Seoul 1994)	Decision CE 20/1993
		Admission of the media to the General Debate at the Seoul Congress	Decision CE 3/1994
1.4	Miscellaneous	Management of the Union's work – Creation of a Working Party	Decision CE 4/1990
		Management of the Union's work	Decision CE 4/1991
		Special Agreements – Transmission and examination by the International Bureau	Decision CE 5/1991
		Use of the UPU logo	Decision CE 6/1991
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1991
		Special Agreements – Transmission and examination by the International Bureau	Decision CE 5/1992
		Management of the Union's work	Decision CE 6/1992
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1992
		Report on the work of the Union 1992	Decision CE 6/1993
		Management of the Union's work	Decision CE 7/1993
		Development of a new structure for the UPU	Resolution CE 8/1993
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 9/1993
		UPU mission statement	Resolution CE 4/1994
		Draft Strategic Plan and Financial Plan	Resolution CE 5/1994
		Consideration of the draft programme budget	Decision CE 6/1994
		Study on the introduction of a "flexible" or optional financing system	Decision CE 7/1994

Classification key		Subject	Resolution, decision, etc
		1995 budget	Decision CE 8/1994
		Continuation of the study on improving the management of the Union's work	Decision CE 9/1994
		Expediency of retaining, abolishing or changing certain Union publications	Recommendation CE 10/1994
2	Acts of the UPU		
2.1	General	Approval of the draft Detailed Regulations	Decision CE 1/1989 W
		Structure of the Acts – Creation of a Working Party	Decision CE 5/1990
		Structure of the Acts	Decision CE 8/1991
		Engagement of a Special Counsellor for recasting the Acts	Decision CE 9/1991
		Entry into force of the Acts resulting from the 21st Congress	Decision CE 10/1993
2.4	Convention	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 8/1992
		Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 9/1992
		Insertion into the Detailed Regulations of article 225bis concerning the operation of EMS	Resolution CE 10/1992
		Entry into force of article 225bis of the Detailed Regulations of the Convention concerning the operation of EMS	Resolution CE 11/1992
		Regulations for printed papers	Decision CE 12/1992
		Rationalizing UPU forms	Decision CE 13/1992
		Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 2/1993
		Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 3/1993
		Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 4/1993
		Continuation of the work on rationalizing UPU forms until Congress	Decision CE 32/1994
2.4.1	Questions common to the various international postal services	Study on rationalizing UPU forms. Appointment of a reporting country	Decision CE 6/1990
		Reconstitution of the CCC–UPU Contact Committee	Decision CE 7/1990
		Consequences of the use of the SDR as accounting unit	Decision CE 8/1990
		Establishment of a joint EC–CCPS group of postal security experts	Resolution CE 9/1990
		Establishment of a joint EC–CCPS group for work on telematics	Resolution CE 10/1990
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1991
		Permanent activities to ensure postal security	Recommendation CE 10/1991

Classification key	Subject	Resolution, decision, etc
	Recommendations to postal administrations regarding postage fraud	Recommendation CE 11/1991
	UPU Postal Security Action Group	Decision CE 12/1991
	Recruitment of a postal security specialist	Decision CE 13/1991
	Rationalizing UPU forms – Creation of a Working Party	Decision CE 14/1991
	Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1992
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 8/1992
	Rationalizing UPU forms	Decision CE 13/1992
	Permanent activities to ensure postal security	Resolution CE 14/1992
	The UPU and customs issues	Decision CE 15/1992
	Handling of surface items in transit à découvert	Recommendation CE 16/1992
	Creation of a Private Operators–UPU Contact Committee	Decision CE 17/1992
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 2/1993
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 3/1993
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 4/1993
	Expediency of retaining, abolishing or changing certain Union publications	Decision CE 9/1993
	Activities to ensure postal security	Resolution CE 11/1993
	Security needs	Decision CE 12/1993
	Study of problems at airports and transit centres	Decision CE 13/1993
	Activities in the field of philately	Decision CE 14/1993
	Relations with the Commission of the European Communities	Decision CE 37/1993
	Expediency of retaining, abolishing or changing certain Union publications	Recommendation CE 10/1994
	Continuing work on postal security	Recommendation CE 11/1994
	Postal security awareness activities – Use of member countries' means of production	Decision CE 12/1994
	Recast of the Postal Statistics	Decision CE 13/1994
	Continuation of the work on rationalizing UPU forms until Congress	Decision CE 32/1994
	Memorandum of Understanding between the Customs Co-operation Council and the Universal Postal Union	Decision CE 33/1994
	Customs Co-operation Council guidelines which may be applied for customs clearance of express consignments	Recommendation CE 34/1994
	Target 27 of the International Conference on Drug Abuse and Illicit Trafficking – Vienna 1987	Recommendation CE 35/1994
2.4.2 Letter post	Study on regulations for printed papers. Appointment of a reporting country	Decision CE 11/1990

Classification key	Subject	Resolution, decision, etc
	International business reply service. Appointment of a reporting country	Decision CE 12/1990
	Remailing	Decision CE 13/1990
	Coexistence of several mail classification systems. Effect on forms	Decision CE 14/1990
	Revision of basic charges	Decision CE 15/1990
	International business reply service (IBRS)	Resolution CE 15/1991
	Thefts of mail containing securities	Decision CE 16/1991
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 9/1992
	Regulations for printed papers	Decision CE 12/1992
	Revision of basic charges	Decision CE 14/1994
2.4.3 Transit charges and terminal dues	Consequences of the use of the SDR as accounting unit	Decision CE 8/1990
	Terminal Dues. Establishment of a Working Party	Decision CE 16/1990
	Transit charges	Decision CE 17/1990
	Determining the weight of mail subject to terminal dues and transit charges. Basic documents for entering the weights to be taken into account	Decision CE 18/1990
	Handling of surface items in transit à découvert	Recommendation CE 16/1992
	Amendment of the Detailed Regulations of the Universal Postal Convention	Resolution CE 4/1993
	Proposals for submission to the 21st Congress stemming from the terminal dues study	Decision CE 15/1994
2.4.4 Airmail	Reconstitution of the IATA–UPU Contact Committee	Decision CE 2/1989 W
	Study of problems at airports and transit centres	Decision CE 13/1993
2.4.5 EMS	Permanent UPU presence at meetings of Advisory Groups set up by the CCC	Decision CE 40/1990
	Study on preserving the integrity of EMS	Resolution CE 1/1991 Extra
	Collective solicitation for delivery of EMS items by private sector companies	Resolution CE 3/1992
	Insertion into the Detailed Regulations of article 225bis concerning the operation of EMS	Resolution CE 10/1992
	Entry into force of article 225bis of the Detailed Regulations concerning the operation of EMS	Resolution CE 11/1992
	Recommendations concerning forms to be used for EMS items tendered to a private courier company	Resolution CE 18/1992
	Measures to ensure fast customs clearance of EMS items tendered to private couriers	Resolution CE 19/1992
	Subjects for consideration by the 1992 EMS Symposium	Resolution CE 20/1992
	Customs Co-operation Council guidelines which may be applied for customs clearance of express consignments	Recommendation CE 34/1994

Classification key		Subject	Resolution, decision, etc
2.5	Parcel post	Parcel post. Setting up of a Working Party	Decision CE 19/1990
		Parcel post – Study on the "parcel-post/letter-post comparative method" and the postal parcel scales and collection of information	Decision CE 17/1991
		Introduction of a range of parcel-post products/services	Recommendation CE 15/1993
		Universal rate for parcel-post land and sea rates	Decision CE 16/1993
		Postal parcels sent in transit à découvert. Additional remuneration of the intermediate administration	Decision CE 17/1993
2.6	Postal financial services	Amendments to the Detailed Regulations of the Money Orders Agreement and of the Giro Agreement	Resolution CE 18/1991
		Transmission of ordinary and inpayment money orders by telex	Recommendation CE 19/1991
2.7	Washington General Action Plan (WGAP)	Implementation of the Washington General Action Plan	Resolution CE 2/1990
3	UPU bodies		
3.1	General	Management of the Union's work – Creation of a Working Party	Decision CE 4/1990
		Management of the Union's work	Decision CE 4/1991
		Management of the Union's work	Decision CE 6/1992
		Management of the Union's work	Decision CE 7/1993
		Development of a new structure for the UPU	Resolution CE 8/1993
		Roles of the ETSG and the EDI Development Unit	Decision CE 18/1993
		UPU mission statement	Resolution CE 4/1994
		Continuation of the study on improving the management of the Union's work	Decision CE 9/1994
3.2	Congress	High-level extraordinary meeting to prepare the Seoul Congress	Decision CE 2/1991
		Timetable and length of the 21st Congress	Decision CE 20/1991
		Declarations of a general nature at the 21st Congress	Decision CE 21/1991
		Entry into force of the Acts resulting from the 21st Congress	Decision CE 10/1993
		Doyen of the 21st Congress	Decision CE 19/1993
		Theme of the General Debate to be held within the framework of the 21st Congress (Seoul 1994)	Decision CE 20/1993
		Designation of the country to be seated in first place at the 21st Universal Postal Congress	Decision CE 21/1993
		Invitations to the 21st Congress	Resolution CE 22/1993
		Designation of international organizations to be invited to the 21st Universal Postal Congress	Decision CE 23/1993
		Number and duties of Congress Committees	Decision CE 24/1994

Classification key		Subject	Resolution, decision, etc
		Venue of the 22nd Universal Postal Congress in 1999	Decision CE 25/1993
		Admission of the media to the General Debate at the Seoul Congress	Decision CE 3/1994
		Invitation of international organizations to attend the 21st Congress	Decision CE 16/1994
		Request to attend the 21st Congress submitted by the International Chamber of Commerce	Decision CE 17/1994
		Preparation of reports instead of minutes for the meetings of Congress Committees	Resolution CE 18/1994
		Number and duties of Congress Committees	Decision CE 19/1994
3.3	Executive Council (EC)	Vice-Chairmen of the Executive Council	Decision CE 3/1989 W
		Number and duties of EC Committees	Decision CE 4/1989 W
		Chairmen and Vice-Chairmen of Executive Council Committees	Decision CE 5/1989 W
		Rules of Procedure of the Executive Council	Decision CE 21/1990
		Duties of the Executive Council Committees	Decision CE 22/1990
		Reimbursement of travel expenses for meetings of EC bodies	Decision CE 23/1990
		Financial implications arising from the work of Groups and Joint Groups	Decision 35/1992
		Date of the 1994 EC session	Decision CE 26/1993
		Approval of the Comprehensive report on the work of the EC	Decision CE 20/1994
3.4	Consultative Council for Postal Studies (CCPS)	Subjects for consideration by the 1992 EMS Symposium	Resolution CE 20/1992
3.5	International Bureau		
3.5.1	Staff	Age of retirement	Decision CE 29/1990
		Cost-of-living adjustment of pensions paid by the UPU Provident Scheme	Decision CE 27/1991
		Actuarial position of the UPU Provident Scheme	Decision CE 28/1991
		Introduction of a rental subsidy scheme and amendment of the International Bureau Staff Regulations	Decision CE 22/1992
		Creation of two G posts with effect on 1 January 1994	Decision CE 28/1993
		Amendments to the Regulations of the UPU Provident Scheme	Resolution CE 29/1993
		UPU Provident Scheme	Resolution CE 21/1994
		Creation of a new Staff Regulation 3.17	Decision CE 22/1994
3.5.2	Documentation and publications	Use of the UPU logo	Decision CE 6/1991
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1991
		Periodical "Union Postale"	Decision CE 29/1991

Classification key		Subject	Resolution, decision, etc
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 7/1992
		Expediency of retaining, abolishing or changing certain Union publications	Decision CE 9/1993
		Roles of the ETSG and the EDI Development Unit	Decision CE 18/1993
		Expediency of retaining, abolishing or changing certain Union publications	Recommendation CE 10/1994
4	Finance	Aid to Lebanon	Decision CE 7/1989 W
		Liquidation and clearing up of accounts in arrears	Decision CE 37/1990
		Budget of the Universal Postal Union for 1992	Resolution CE 1/1991
		Liquidation and clearing up of accounts in arrears	Decision CE 33/1991
		Budget of the Universal Postal Union for 1993	Resolution CE 1/1992
		Amendments to the UPU Financial Regulations (FR)	Decision CE 28/1992
		Voluntary Fund	Decision CE 29/1992
		Amendment of the Regulations for the administrative and financial management of the UPU Special Fund	Decision CE 31/1992
		Clearing up of accounts in arrears	Decision CE 32/1992
		Liquidation and clearing up of accounts in arrears	Decision CE 33/1992
		Financial implications arising from the work of Groups and Joint Groups	Decision 35/1992
		Budget of the Universal Postal Union 1994	Resolution CE 1/1993
		Approval of the Universal Postal Union accounts for 1992 and of the relevant Audit Report	Resolution CE 30/1993
		Approval of the accounts concerning the funds allocated to the UPU by the UNDP for financial year 1992	Resolution CE 31/1993
		Reduction in the contribution class of Bangladesh, Belarus and Cuba	Decision CE 32/1993
		Maintenance of the Voluntary Fund	Decision CE 33/1993
		Clearing up of accounts in arrears and payment of annual contributions	Decision CE 34/1993
		Budget of the Universal Postal Union for 1995	Resolution CE 1/1994
		Draft Strategic Plan and Financial Plan	Resolution CE 5/1994
		Consideration of the draft programme budget	Decision CE 6/1994
		Study on the introduction of a "flexible" or optional financing system	Decision CE 7/1994
		1995 budget	Decision CE 8/1994
		Approval of the Universal Postal Union accounts for 1993 and of the relevant Audit Report	Resolution CE 23/1994
		Approval of the accounts concerning the funds allocated to the UPU by the UNDP for financial year 1993	Resolution CE 24/1994
		Clearing up of accounts in arrears	Decision CE 25/1994

Classification key		Subject	Resolution, decision, etc
		Amendments to the Financial Regulations (FR)	Decision CE 26/1994
		Maintenance of the Voluntary Fund	Decision CE 27/1994
		Function of internal auditor	Decision CE 28/1994
		Reduction in contribution class of Ukraine	Decision CE 29/1994
		Introduction of the programme-budget system	Decision CE 30/1994
5	Technical cooperation		
5.1	General	Aid to Lebanon	Decision CE 7/1989 W
		Enhancing the effectiveness of aid and increasing resources for modernizing the postal services of developing countries	Resolution CE 34/1991
		Agreement on cooperation with the League of Arab States	Decision CE 35/1993
5.2	United Nations Development Programme (UNDP)	Agreement between the UNDP and the UPU	Resolution CE 38/1990
		Approval of the accounts concerning the funds allocated to the UPU by the UNDP for financial year 1992	Resolution CE 31/1993
		Approval of the accounts concerning the funds allocated to the UPU by the UNDP for financial year 1993	Resolution CE 24/1994
5.3	UPU Special Fund	Approval of the 1991 supplementary programme, 1992 programme and 1993–1995 guideline programme under the Special Fund	Decision CE 35/1991
		Amendment of the Regulations for the administrative and financial management of the UPU Special Fund	Decision CE 31/1992
6	External relations		
6.1	Restricted Unions	Agreement on cooperation with the League of Arab States	Decision CE 35/1993
6.2	United Nations (UN)	Issue of a postage stamp to mark the 50th anniversary of the founding of the United Nations	Recommendation CE 2/1992
		Activities in the field of philately	Decision CE 14/1993
		Relations with the United Nations and other international organizations	Decision CE 36/1993
		Relations with the United Nations and other international organizations	Decision CE 31/1994
6.3	Specialized agencies	Permanent activities to ensure postal security	Resolution CE 14/1992
		Invitations to the 21st Congress	Resolution CE 22/1993
		Continuing work on postal security	Recommendation CE 11/1994

Classification key	Subject	Resolution, decision, etc
6.4 Other organizations	Reconstitution of the IATA–UPU Contact Committee	Decision CE 2/1989 W
	Reconstitution of the CCC–UPU Contact Committee	Decision CE 7/1990
	Permanent UPU presence at meetings of Advisory Groups set up by the CCC	Decision CE 40/1990
	The UPU and customs issues	Decision CE 15/1992
	Creation of a Private Operators–UPU Contact Committee	Decision CE 17/1992
	Activities to ensure postal security	Resolution CE 11/1993
	Invitations to the 21st Congress	Resolution CE 22/1993
	Designation of international organizations to be invited to the 21st Universal Postal Congress	Decision CE 23/1993
	Agreement on cooperation with the League of Arab States	Decision CE 35/1993
	Relations with the Commission of the European Communities	Decision CE 37/1993
	Invitation of international organizations to the 21st Congress	Decision CE 16/1994
	Request to attend the 21st Congress submitted by the International Chamber of Commerce	Decision CE 17/1994
	Memorandum of Understanding between the Customs Co-operation Council and the Universal Postal Union	Decision CE 33/1994
	Customs Co-operation Council Guidelines which may be applied for customs clearance of express consignments	Recommendation CE 34/1994
	Target 27 of the International Conference on Drug Abuse and Illicit Trafficking – Vienna 1987	Recommendation CE 35/1994
6.5 Public information	Slogan and distribution of World Post Day poster	Decision CE 41/1990
	Discontinuation of UPU financial contributions to the "ACCIS" and the "Development Forum"	Decision CE 42/1990
	World Post anthem	Decision CE 43/1990
	Use of the UPU logo	Decision CE 6/1991
	Periodical "Union Postale"	Decision CE 29/1991
	Slogan selected and distribution of the World Post Day poster	Decision CE 27/1993

Congress – Doc 17

Comprehensive report on the work of the Consultative Council for Postal Studies

1989–1994

Comprehensive report on the work of the Consultative Council for Postal Studies 1989–1994

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1a Annual meetings of the CCPS

1b Annual meetings of CCPS Committees

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2 List of decisions of the Washington Congress and of previous Congresses concerning the CCPS

3 Participation in CCPS studies (CCPS member countries and countries not members of the CCPS)

4 List of proposals and documents submitted by the CCPS to the 21st Congress

Foreword

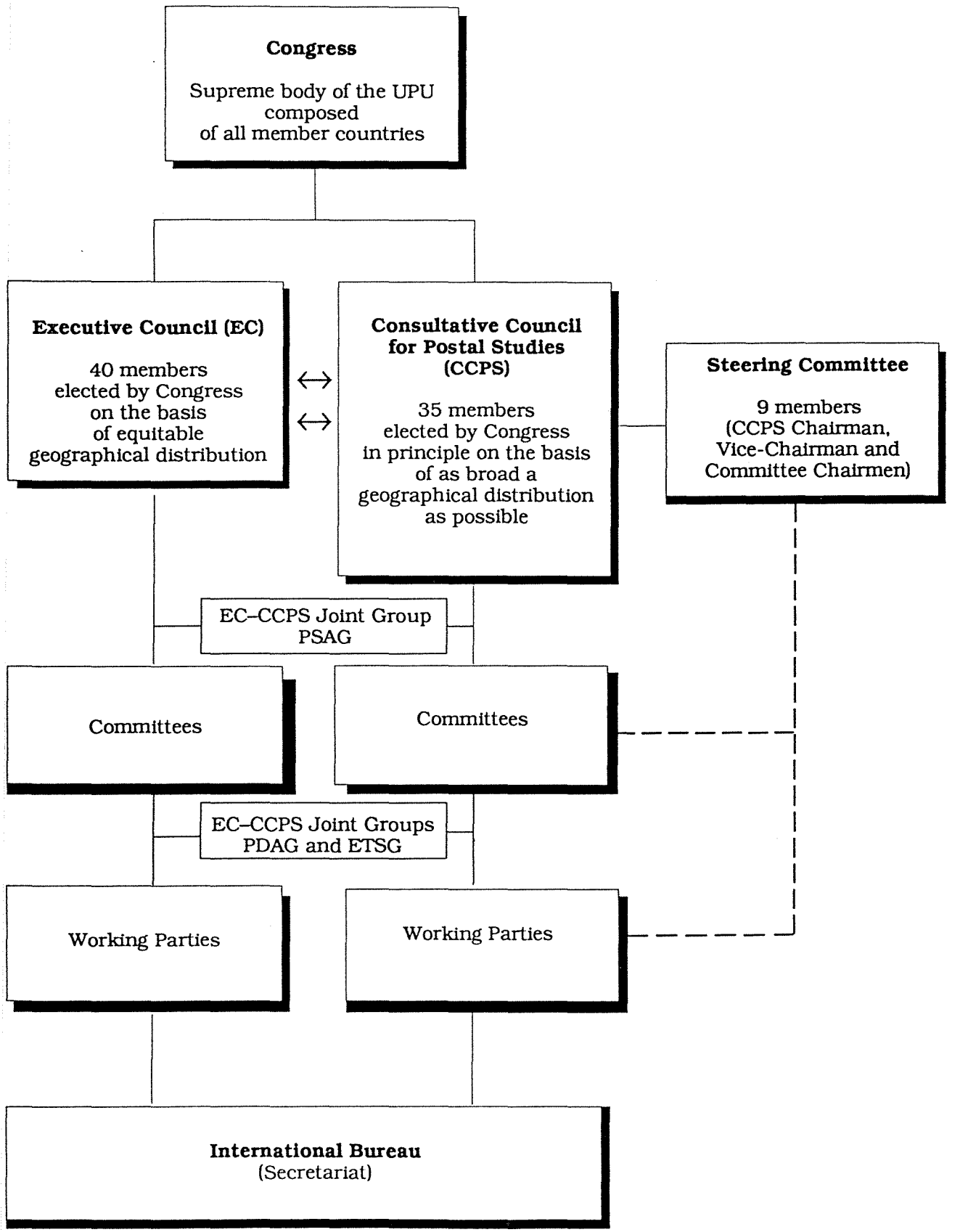
1 The present comprehensive report on the work of the Consultative Council for Postal Studies is being submitted to Congress in conformity with article 105, paragraph 3, of the General Regulations.

2 This report reflects all the work done by the Consultative Council for Postal Studies over the five-year period. It reports on the tasks assigned to the Consultative Council for Postal Studies by the Washington Congress.

3 The results of the work of the EC, CCPS and International Bureau specifically conducted in connection with implementation of the Washington General Action Plan are the subject of a special report (Congress – Doc 21).

4 The main chapters of this report are identified by a capital letter (*A, B, C,* etc) while the subchapters are identified by a roman numeral (*I, II, III,* etc). All the paragraphs of the report are numbered continuously using arabic numerals (*1, 2, 3,* etc) to make them easier to study and refer to.

The Consultative Council for Postal Studies within the framework of the Universal Postal Union



A. Background to the Consultative Council for Postal Studies

5 At a time when the Consultative Council for Postal Studies (CCPS) is very probably going to undergo radical changes or be replaced by another body with substantially modified duties and functions, it seems expedient to briefly recall some of the salient points of its existence and of its development from Congress to Congress.

6 In the very beginning, there was the Consultative Committee for Postal Studies, created in 1957 at Ottawa by the 14th Universal Postal Congress and responsible for studying various technical, operational and economic topics; this Committee was made up of all UPU member countries.

7 The 15th Congress (Vienna 1964) stressed the actual needs of the postal services in the new and developing countries and the drawing up of suitable recommendations about ways of improving the postal services in these countries. This Congress also instructed the Committee's new Council to take action, in agreement with the Executive Council, in the field of technical cooperation among all Union member countries, giving priority to new and developing countries.

8 The 16th Congress (Tokyo 1969) abolished the Consultative Committee for Postal Studies and replaced its Management Council with a Consultative Council for Postal Studies with the same duties. This Congress gave the new Council wider powers in the fields of teaching, vocational training and technical cooperation and decided that the CCPS would in principle meet every year in Berne.

9 At Lausanne in 1974, Congress not only confirmed the direction taken by the Tokyo Congress as regards the organization of the CCPS but gave it complete freedom both to prepare a work programme satisfying the priority concerns expressed by Union member countries and to decide the most efficient way of dealing with the study topics thus chosen.

10 Between 1976 and 1978, with the Rio de Janeiro Congress in view, the CCPS conducted an important study on its organization and work. The conclusions of this study and the relevant decisions of the Rio de Janeiro Congress guided the CCPS and its functioning was considered as generally satisfactory, although certain comments were made on the occasion of the Council's 25th anniversary.

11 After examining these comments, the 1984 Hamburg Congress amended the Rules of Procedure and incorporated the guidelines for the preparation of questionnaires, analysis of replies, general records and reports into the "Procedure for conducting studies of the CCPS". The CCPS elected by that Congress in its turn carried out a wide-ranging review on ways of improving its organization and functioning to give them the flexibility and effectiveness required by the new situation of the Post and its competitive environment.

12 At Washington, in 1989, Congress took a number of decisions (cf annex 2), in particular with a view to improving the organization and functioning of the CCPS, advocating inter alia:

- a bigger role for reporting/coordinating countries and Committee Chairmen;
- the conduct of certain studies (or parts thereof) by specialist-consultants;
- the more frequent holding of symposia, which provided an ideal opportunity for broad-based exchanges of ideas and information, the adoption of decisions and the highlighting of certain points which then made it possible to restructure the study programme in the light of the problems identified and the new situation;
- continued rationalization and systematization of CCPS documents.

B. Work of the CCPS, 1989–1994

I. Member countries

13 The 1989 Washington Congress maintained the number of CCPS members at 35 and elected the following members:

Algeria
Argentina
Australia
Austria
Belgium
Brazil
Canada
China (People's Rep)
Cuba
Denmark
Egypt
France
Germany
Great Britain
Greece
India
Indonesia
Iraq
Ireland
Italy
Japan
Jordan
Kenya
Mexico
Morocco
Netherlands
New Zealand
Pakistan
Russian Federation (formerly USSR)
Saudi Arabia
Spain
Switzerland
Thailand
Tunisia
United States of America

II. Chairman, Vice-Chairman, Committees and Secretary-General

14 At its constituent meeting (Washington, 12 and 13 December 1989), the CCPS elected the Russian Federation (formerly USSR) as its Chairman and Canada as its Vice-Chairman. It also decided to set up the following seven Committees and designated seven countries to serve as their Chairmen:

Committee		*Chairman*
1	The Post and its Markets	Australia
2	Development of Rapid Services	Denmark
3	Operations and Quality of Service	Belgium
4	Modernization	France
5	Management	Egypt
6	Human Resources	Kenya
7	Postal development and WGAP	India

15 The Director-General of the International Bureau carries out the duties of Secretary-General of the CCPS and the Deputy Director-General those of Assistant Secretary-General.

III. Steering Committee

16 The Chairman and Vice-Chairman and the Chairmen of the seven Committees form the CCPS Steering Committee. This Committee met within the framework of each CCPS session and also held five meetings outside the annual CCPS sessions, during the annual sessions of the EC.

IV. Sessions

17 The CCPS held all its annual sessions in Berne, at Union headquarters. They generally lasted two weeks. In principle, eight days were devoted to the meetings of symposia, Working Parties, EC–CCPS Joint Groups and Committees, and the last two days to plenary meetings. Participation in the annual sessions is shown in annexes 1a and 1b, while the meetings (year, session, number of sittings), of symposia, Permanent Working Parties, Contact Committees and EC–CCPS Joint Groups are given in annex 1c.

18 The member countries of the Union were regularly informed of the proceedings and the results of the work of the CCPS in the "Summary Record", the "Resolutions and Decisions of the CCPS" and the "Documents of the CCPS", which were sent to them after each session.

V. 1989–1994 work programme assigned to the CCPS by the 20th Congress

19 In resolution C 19/1989, the Washington Congress approved the 1989–1994 work programme of the CCPS, giving the latter the freedom to decide whether to adapt it in the light of the situation of the postal services over the five-year period.

20 At its constituent and working meetings in Washington on 12 and 13 December 1989, the CCPS fixed the powers of its various Committees. Moreover, it took good note of the policy guidelines given by the outgoing CCPS as well as by delegations participating in the 20th Congress about the need to react to current problems by planning the holding of a number of symposia during the five-year period, and it defined certain characteristics of the symposia to be held in 1990.

21 The outline of the work programme to be implemented over the 1989–1994 five-year period was as follows:

- 20 main studies distributed among the seven Committees (the 1992 CCPS subsequently decided to launch an urgent study on "The Post and the environment");
- continuation of the work of three Contact Committees (CC), namely the Publishers–UPU CC, the CCPS–CCITT (now ITU–T) CC, and the ISO–UPU CC;
- the work of the three EC–CCPS Joint Groups, namely the Electronic Transmission Standards Group (ETSG), the UPU Postal Security Action Group (PSAG), the Postal Development Action Group (PDAG);
- the work of the permanent Working Parties, namely WP 722 "Electronic mail", Joint ISO–UPU Working Party "Addressing", Working Party A 19 "Multilingual Vocabulary";
- an urgent study to be undertaken with the aim of developing a new range of parcel-post products/services (study 714 stemming from resolution C 27/1989).

22 The participation of administrations in CCPS studies from 1989 to 1994 is shown in annex 3 (Table 1 – CCPS member countries; Table 2 – Countries not members of the CCPS).

23 The results of the studies for the five-year period are summarized in the table below and the list of proposals and documents submitted to the 21st Congress is given in annex 4.

Brief presentation of the results of the studies

Number and subject of study Reporting/coordinating country	Results of study – CCPS recommendations and decisions
Committee 1 (The Post and its Markets) Chairman: Australia	
Study *711* "Commercial strategies in the various branches of the Post" Reporting country: United States of America	Permanent study conducted by annual symposia. Distribution of manuals and guides. The 1993 CCPS made a recommendation that the new Union body that would replace the CCPS should hold regular symposia on marketing (decision CCEP 5/1993). No specific report on this study.
Study *712* "Delivery network and customer analysis"	NB.– The "customer analysis" aspect of this study was transferred to study 711 and its "delivery network" aspect to study 732.
Study *713* "Press and publishing" Reporting country: Russian Federation	Three Sub-Working Parties submitted their reports to the 1993 CCPS and the fourth to the 1994 CCPS SC. The 1993 CCPS made a recommendation that the new Union body that would replace the CCPS should include future work on study 713 within the framework of study 711 (decision CCEP 5/1993).
Study *714* "Introduction of a range of parcel-post products/services" Reporting country: Denmark	Report approved by the CCPS (decision CCEP 21/1992) and the EC (recommendation CE 15/1993); work continued within the framework of the annual EMS symposium (see paragraphs 24 to 28 below).

Number and subject of study Reporting/coordinating country	Results of study – CCPS recommendations and decisions
Committee 2 (Development of Rapid Services) Chairman: Denmark	
Study *721* "EMS" Reporting countries: Australia and New Zealand	Permanent study conducted by means of annual symposia (with reports distributed each year). Numerous resolutions and decisions concerning EMS have been approved by the CCPS; in addition, a draft resolution will be submitted to the 21st Congress inviting it to endorse the existing recommendations and Framework Agreement and to approve the continuation of activities in the EMS field.
Study *722* "Electronic mail" Reporting country: Germany	Permanent study. The 1993 CCPS adopted a draft proposal and a draft resolution for submission to the 21st Congress. No specific report. See recommendation CCEP 2/1993.
Committee 3 (Operations and Quality of Service) Chairman: Belgium	
Study *731* "Improvement of the postal system" Reporting country: Switzerland	The main study and the three sub-studies are finished and the 1993 CCPS approved their conclusions and a proposal to Congress. See recommendation CCEP 3/1993 and decision CCEP 8/1993.
Study *732* "Mail delivery – Methods of monitoring and improvement" Reporting country: Brazil	The 1993 CCPS approved the results of the study. See decision CCEP 9/1993.
Study *733* "Mail circulation standards – Quality control of the world postal network" Reporting country: Canada	The 1993 CCPS approved the conclusions of the study. See decisions CCEP 10/1993 and 12/1993.
Study *734* "Improvement of rural postal services" Reporting country: India	The 1993 CCPS approved the conclusions of the study. See decision CCEP 11/1993.

Number and subject of study Reporting/coordinating country	Results of study – CCPS recommendations and decisions
Committee 4 (Modernization) Chairman: France	
Study *741* "Automation and computerization" Reporting country: Japan	The 1993 CCPS approved the conclusions of the study and its three sub-studies and decided that work should continue on sub-study 741.1 "Sorting and optical reading". The provisional results of this sub-study were considered in February 1994 by the CCPS SC, which instructed the reporting country (Japan) to finalize its work and submit the final report to the 21st Congress.
Study *742* "Coding" Reporting country: Great Britain	This study was conducted by the ETSG.
Study *743* "Telematics – Computerized interchange of data between administrations and with their partners and customers" Reporting country: France	This study was conducted by the ETSG.
Study *744* "Postal technology research and development" Reporting country: France	The CCPS approved the conclusions of the study and of the symposium held in 1992, endorsing the principle of issuing a new publication containing summaries taken from various technical periodicals (see decision CCEP 13/1993).
For information: Work of the ETSG (Report of the ETSG to Committee 4)	The CCPS approved three draft amendments to the Acts stemming from the work of the ETSG.
Committee 5 (Management) Chairman: Egypt	
Study *751* "International accounting – Modernization of billing systems and settlement of accounts" Reporting country: Netherlands	The 1993 CCPS took note of the provisional results of the study and approved the proposal to have these results, supplemented by the conclusions of the second inquiry conducted within the framework of the EC and by the observations made during the CCPS session, submitted to the EC for final approval (see decision CCEP 15/1993). The latter, at its 1994 session, approved the results of this expanded study and the draft proposals arising from it.

Number and subject of study Reporting/coordinating country	Results of study – CCPS recommendations and decisions
Study *752* "Productivity indices" Reporting country: Morocco	The 1993 CCPS approved the conclusions of the study. See decision CCEP 16/1993.
Study *753* "Security" Reporting country: United States of America	This study is considered as completed, its field of work having been taken over by the UPU Postal Security Action Group (PSAG).
Study *754* "Decentralization – Management of postal facilities" Reporting country: Egypt	The 1993 CCPS approved the conclusions of the study and noted that its final report would be finalized by the reporting country in the light of the observations made by the participating administrations and those made during the session. See decision CCEP 17/1993.

Committee 6 (Human Resources) Chairman: Kenya	
Study *761* "Adapting the human resources of the Post to the demands of competition and to structural and technological changes" Reporting country: Kenya	The 1993 CCPS approved the conclusions of the study and of the symposium held in 1992; it also took note of the progress made on preparing a practical guide. See decision CCEP 18/1993.
Study *762* "Postal training – Problems and obstacles in the developing countries" Reporting country: Morocco	The 1993 CCPS approved the results of the study. See decision CCEP 19/1993.

Committee 7 (Postal Development and Washington General Action Plan) Chairman: India	
Study *771* "Postal development" Reporting country/coordinator: Cuba and the International Bureau	A symposium was held in 1991; this study was subsequently conducted within the framework of the Postal Development Action Group (PDAG). See decision CCEP 20/1993.

CCPS	
Urgent study "The Post and the environment" (Decision CCEP 7/1992) Reporting country: United States of America	The 1993 CCPS approved the conclusions of the study and of the symposium held during the session. See resolution CCEP 1/1993.

Results of study 714 "'Introduction of a range of parcel-post products/services"

24 By resolution C 27/1989, the Washington Congress instructed the Consultative Council for Postal Studies to undertake an urgent study with the aim of developing a new range of international parcel-post products/services and to recommend to postal administrations joint action aimed at introducing or developing these new services.

25 Pursuant to that resolution, the CCPS launched study 714 "Introduction of a new range of parcel-post products/services" (reporting country: Denmark). WP 714 submitted the results of its work to the CCPS at its October 1992 session. By decision CCEP 21/1992, the CCPS approved the conclusions of the report, including the new range of parcel-post products/services, the Framework Agreement, the framework regulations and the recommendations concerning the proposed new range of parcel-post products/services.

26 The Executive Council adopted the conclusions of its Committee 7 (Parcel Post) and, through recommendation CE 15/1993, endorsed the Framework Agreement and regulations and the recommendations. It recommended them to postal administrations as a formal basis for introducing the new range of parcel-post products/services. It further decided that improvement of the provisions relating to the operation of the new range would be dealt with in the framework of the annual EMS symposium (CCPS study 721), which brings together specialists in the operational and commercial fields.

27 At the 1993 CCPS session, the EMS symposium recommended administrations to adopt the new range of parcel-post products/services as soon as possible on the basis of the Framework Agreement and framework regulations and of the related recommendations.

28 In circular letter No 4415–714(N)1993 of 22 September 1993, the International Bureau sent the administrations of Union member countries the results of study 714 as well as copies of decision CCEP 21/1992 and recommendation CE 15/1993. Administrations were invited to send the International Bureau full information about the conclusion of any bilateral agreements in connection with the implementation of decision CCEP 21/1992 and recommendation CE 15/1993. On the basis of the information supplied by member countries providing the new range of parcel-post products/services, the International Bureau will consider the possibility of publishing a compendium if the number of countries participating in this service warrants it.

VI. Relations with the Executive Council

29 In accordance with General Regulations, articles 102, paragraph 6.23 and 105, paragraph 2, the CCPS regularly prepared an annual report on its work which its Chairman submitted to each session of the Executive Council, which noted it.

30 Moreover, as reported in chapter VII, the CCPS kept itself regularly informed about the work of the EC–CCPS Joint Groups.

31 The main work on implementing the Washington General Action Plan was supervised by the Coordination Committee for the Permanent Bodies of the Union.

VII. Work of the EC–CCPS Joint Groups

a Postal Development Action Group (PDAG)

32 The Postal Development Action Group (PDAG) was set up by resolution CE 34/1991, following the Postal Development Symposium held at Berne in April 1991. Basically, the PDAG's mandate is to supervise implementation of the Action Plan adopted in the said EC resolution. The Action Plan supplements the Washington General Action Plan and aims to help the postal administrations of the developing countries to formulate their own action plans in order to increase their resources for rehabilitating and modernizing their services. The EC and CCPS were briefed each year on the PDAG's work. The comprehensive report on the work of the PDAG is submitted to Congress in Congress – Doc 56.

b UPU Postal Security Action Group (PSAG)

33 This Action Group was set up by the Executive Council in May 1990, on the basis of the recommendations of the Security Symposium (Berne, 7 and 8 May 1990) and in accordance with Washington Congress resolution C 12/1989. The Group's basic mandate consists in submitting for the approval of the appropriate body (EC or CCPS) draft recommendations about the practical work to be done in the security field. A record of the activities implemented and proposals for the future are submitted to Congress in Congress – Doc 23.

c Electronic Transmission Standards Group (ETSG)

34 The 1990 Executive Council decided to make the ETSG an EC–CCPS Joint Group and approved its duties, composition and methods of operation. In its turn, the CCPS Steering Committee, having endorsed this decision, recommended that the next CCPS adopt it formally. In the specific field of telematics, the ETSG reports to the EC in order to provide it with information and to seek its approval or directives and guidelines. The ETSG reports on technical achievements and has the draft texts approved. The comprehensive report on the work of the ETSG is submitted to Congress in Congress – Doc 75a.

VIII. Technical cooperation activities

35 With regard to technical cooperation, the duties of the CCPS are set out in article 104, paragraph 9, of the General Regulations and in resolution C 43/1979 of the Rio de Janeiro Congress.

36 On the basis of that resolution and of the practice followed, the CCPS considered each year a report prepared by the International Bureau on technical cooperation, which kept it better informed of the problems facing the administrations of developing countries and of the action taken by the International Bureau to help these administrations within the framework of the priorities set. The CCPS was thus able to make appropriate comments on this subject.

IX. Relations with international organizations

a ISO–UPU relations

– UPU representation

37 ISO–UPU cooperation dates back to 1960 when a first meeting was held in Paris on 14 and 15 November 1960, marking the birth of the ISO–UPU Contact Committee. Since then, the Committee has met many times, alternating between Geneva and Berne.

38 Since the 1979 Rio de Janeiro Congress, the UPU has been represented on the Contact Committee by member countries appointed by the CCPS in accordance with the following criteria:

- Chairman of the CCPS;
- Vice-Chairman of the CCPS;
- Chairmen of the Committees responsible for studies on standardization;
- Reporting countries of studies dealing with standardization.

39 On the basis of these criteria, the CCPS elected by the Washington Congress appointed the following members:

– Russian Federation	Chairman of the CCPS
– Canada	Vice-Chairman of the CCPS
– Belgium	Chairman of Committee 3
– France	Chairman of Committee 4
– Switzerland	Reporting country for study 731.

40 It is understood that countries concerned by the questions on the agenda are invited to participate as experts on the proposal of the Chairman of the Committee responsible for studies on standardization. The ETSG Chairman (Great Britain), though not a member of the Contact Committee, was invited to certain meetings to present the standardization matters dealt with by the ETSG.

41 For its part, the ISO is invited to participate in the meetings of the CCPS and has been regularly represented there.

– Preparation of international standard ISO 11180 "Postal addressing"

42 Standard ISO 11180 "Postal addressing" was published by the ISO Secretariat on 1 March 1993. A copy of the standard was presented at the CCPS session. This international standard takes account of the changes made by the 20th Congress (Washington) to the provisions of the Universal Postal Convention and its Detailed Regulations concerning standardized items and satisfies UPU recommendations as regards the make-up of the mail and items in transparent-panel envelopes.

– Other topics assigned to the Joint ISO–UPU Working Party and to the ISO–UPU Contact Committee

a Envelopes – Dimensions and position of the transparent panel

43 Pursuant to a CCPS decision, the International Bureau in January 1994 asked the ISO Central Secretariat and Working Party ISO/TC 6/SC 3/ WP 5 "Envelopes and postcards", which is competent in the matter, to draw up an ISO international standard on the subject "Envelopes – Dimensions and position of the transparent panel".

b Postal address – Harmonization of traditional mail and electronic mail

44 Following a request by the International Bureau, the ITU confirmed that the F.400 and F.500 series of recommendations (message handling and directory services) by the ITU–T (the former CCITT) had been prepared and finalized at the meetings of Study Group 1, with the active cooperation of representatives of the UPU, and later approved at its 9th Plenary Assembly. The clauses contained in these recommendations relating to addressing were compatible with the UPU's recommendations, so it is not necessary to set up a Joint ISO/UPU/ITU–T Working Party to consider the subject of "Harmonization of traditional mail and electronic mail".

c Writing the name of the place of destination in capital letters

d Writing the name of the country of destination in the language of the country of posting

45 Belgium, the coordinating country, presented to the 1993 CCPS the results of the two studies on the above-mentioned topics. In connection with the first, a large majority of postal administrations taking part in the study were in favour of maintaining article 113, paragraph 1, e, of the Detailed Regulations of the Convention as it stood.

46 Analysis of administrations' replies on the second subject gave rise to a draft proposal to Congress aimed at including in article 113 a new text (paragraph f) concerning the writing of the name of the country of destination in an internationally known language also.

e International code for representing countries of destination in the postal address

47 Having considered the conclusions of sub-study 741.1 "Sorting and optical reading" regarding the potential value of a single identification code for international mail, taking account of technological developments in the fields of information technology and communication and of optical character recognition (OCR), the CCPS decided that the draft initial recommendation of study 741.1 should be amended and converted into a draft new study aimed at obtaining an international coding system. The results of this new study and a related draft recommendation will be submitted to the Seoul Congress.

f Choice of positioning the postal address on the right or left on forms based on standard ISO 8439 "Forms design – Basic layout"

48 Analysis of national and international mail revealed that both positions (left and right) for the addressee's address on forms based on international standard ISO 8439 were current, depending on the forms used and users' habits. Accordingly, and since the choice of address on the right or left is immaterial for sorting machines, the CCPS decided not to continue this study.

ISO–UPU Contact Committee and relations with the ISO Central Secretariat

49 The 14th meeting of the ISO–UPU Contact Committee was held at Berne on 19 October 1990, at the UPU's invitation, and took stock of the work done by the two organizations on topics of mutual interest. The 1993 CCPS, informed of the results of the Committee's work, recommended continued in-depth reflection, in particular about standardization and the future work of the ISO–UPU Contact Committee. In accordance with the principle of alternating venues applied in the past, the next meeting should be held by the ISO. According to a decision taken by the 1993 CCPS, technical questions relating to ISO–UPU cooperation are to be settled directly between the International Bureau and the ISO Central Secretariat.

b ITU–UPU relations

50 Until 1979, ITU–UPU relations were maintained within the general framework of the ITU–UPU Contact Committee. Although regularly cultivated, these relations have since developed rapidly into close cooperation on three aspects:

- work of WP 722 on electronic mail;
- CCPS participation in meetings of the CCITT (called ITU–TS as of 1993, following the ITU's reorganization);
- activities connected with the CCITT–CCPS Contact Committee (now called "ITU–T/CCPS Contact Committee").

– Work of WP 722 "Electronic mail"

51 Established at the 1986 CCPS session, WP 722 "Electronic mail" (formerly SWP 503) carries out its work in conjunction with the ITU–T (CCITT) Study Groups dealing with questions of special interest to postal administrations. This involves preparing regulations (new and revised Recommendations) relating to the facsimile (telefax and bureaufax) and message-handling services, particularly as regards physical delivery and the postal address. WP 722, which represents the UPU at ITU–T (CCITT) meetings, is responsible for studying questions of interest to the Post, submitting its conclusions, reports and records to the CCPS and circulating all the relevant documentation to the administrations.

– CCPS participation in ITU–T (CCITT) meetings

52 Generally speaking, the CCPS is represented at all ITU–T (CCITT) meetings to which it is invited. Its participation through WP 722 (members and secretariat) is regular and can be described as very active, particularly in Study Groups I, III and VII, as well as in the Plenary Assemblies. The CCPS makes its contribution to the study of all questions concerning the Post in general (facsimile, electronic messaging, Bureaufax tables, POSTFIN telegrams, addressing, standardization, etc).

53 For its part, the ITU–T (CCITT) is invited to CCPS meetings, including symposia on electronic mail, and is regularly represented.

– Work connected with the ITU–T/CCPS (CCITT–CCPS) Contact Committee

54 The ITU–T/CCPS (formerly CCITT–CCPS) Contact Committee was created in application of resolution CCEP 1/1983 and of resolution No 11 of the 8th CCITT Plenary Assembly held at Torremolinos in 1984. This Contact Committee, which has no fixed frequency, meets alternately in Geneva and Berne and has so far held two meetings, in May 1986 and October 1987. Since then, it has not seemed necessary to hold further meetings because neither the reporting country for study 722 nor the International Bureau have identified questions requiring discussion in this Contact Committee.

c Publishers–UPU relations

– Origin of Publishers–UPU relations

55 Cooperation with the press and publishing organizations was prompted by the need felt on either side (Post and customers) to resolve problems encountered in connection with press items (posting, transmission and delivery), as well as related issues such as pricing and quality of service.

56 The Executive Council set up the framework for contacts with the press and publishing organizations and entrusted the CCPS with giving these contacts practical expression, pursuant to resolution C 34/1984 "Contacts with international organizations representing customers of the postal services".

– Publishers–UPU Contact Committee

57 The CCPS subsequently decided to set up a Publishers–UPU Contact Committee composed of three international organizations and eight postal administrations (decision CCEP 4/1988).

58 The main arguments underlying the CCPS decision to set up the Publishers–UPU Contact Committee are summarized below:

- need to establish a close link between the Post and its customers and to invite the latter to participate in seeking ways of solving operational and traffic development problems under the conditions most suitable for both partners, the Post and the Publishers;
- capital importance, revealed through a symposium and through the work of the Group of Experts, of ensuring the exchange of information and of discussing the respective positions of the publishing organizations and of the Post with a view to reaching solutions acceptable to both partners.

59 The decisions taken by the Contact Committee are submitted to the competent bodies of the UPU and the publishers for consideration, with a view to subsequent formulation of the final recommendations and conclusions to be applied.

– Composition of the Contact Committee

60 In consideration of the membership and structure of the EC and CCPS elected by the 1989 Washington Congress, the composition of the Contact Committee for 1989–1994 was as follows:

UPU

United States of America	Chairman of the EC, member of WP 713 "Press and publishing"
Brazil	Chairman of EC Committee 4
Australia	Chairman of CCPS Committee 1
Austria	Member of WP 713
Belgium	Chairman of CCPS Committee 3, Co-Chairman of the Contact Committee
Great Britain	Chairman of EC Committee 6, member of WP 713
Switzerland	Chairman of EC Committee 5, member of WP 713
Russian Federation	Chairman of the CCPS, reporting country for study 713

Publishers

International Federation of Newspaper Publishers (FIEJ), Co-Chairman of the Contact Committee

International Federation of the Periodical Press (FIPP)

International Publishers' Association (IPA)

– Work of the Contact Committee

61 Since the Washington Congress the Contact Committee has held two meetings, in October 1990 and February 1994.

62 The issues raised in the Committee by the publishers were studied by the UPU by means of a survey on regulations for printed papers and through study 713 "Press and publishing", conducted within the framework of the EC and the CCPS respectively. The results of this work were transmitted to the representatives of the international publishers' organizations at the Contact Committee's fourth meeting, held during the 1994 EC session.

63 At that same Contact Committee meeting a number of proposals for the organization of new studies and the improvement of contacts were made by the participants. Work connected with these proposals could be started after the Seoul Congress.

X. Measures taken by the CCPS to improve the presentation of its documentation and the utilization of study findings

64 A consultant was instructed to consider the improvements to be made to the presentation of CCPS documentation and the utilization of study findings. The consultant's suggestions were approved by the CCPS Steering Committee in April 1991 and were then submitted to all administrations for their views. On the basis of the consultant's proposals and the administrations' views, the CCPS, at its 1991 session, took a number of decisions about rationalizing and improving the presentation of CCPS documentation and the utilization of study findings, in particular:

- to establish a faster information system for all administrations;
- to provide postal administrations with operational binders for continuous classification of documentation; these loose-leaf binders supplied to all administrations enable them to classify important documents resulting from the work of UPU bodies by themes or subjects;
- to provide postal administrations with interim reports, to improve the final presentation of CCPS study reports and to abolish the brochures of the Collection of Postal Studies where circumstances warrant.

65 The three main fields affected by these decisions are described below, under a, b and c.

a Publications

66 Further to the proposals of the consultant responsible for this study, the CCPS took the following decisions:

- the "Catalogue of Postal Equipment", the "Computers in the postal service" Catalogue and the "Catalogue of additional services offered to customers or under study" were discontinued and replaced by annual lists in all Union languages containing adequate and relevant information;
- the "Operational Guide of the International Parcel-post Service" and the "Manual of Rules and Procedures for Forwarding International Mail" were to be retained in a substantially improved format that would be less expensive to update;
- the "Guide to Modernization of Postal Services" was discontinued;
- in future, the "Documents of the CCPS" were to be published in the same manner as the "Documents of the EC" as modified by the 1992 EC.

b Operational binders

67 Two consultants gathered, on the spot, the views and suggestions of a number of administrations about the use of the operational binders and their practical consequences; a first series of binders will be supplied to administrations in 1994. As part of the documentation will thereafter be in operational binders, some of the usual documents can be discontinued, in particular a large number of the brochures of the Collection of Postal Studies. These operational binders will contain all UPU documentation on a given subject, and not just documentation resulting from the work of the CCPS.

68 A major difficulty in utilizing study findings lies in the fact that many of the studies which get under way in the first year of the five-year period do not finish until that period is over. In other words, it is only then that administrations receive a substantial volume of information for processing. Moreover, the CCPS recognized that the volume of information sent to postal administrations which are not CCPS member countries could lead them to believe that the information distributed in this way was adequate ("Documents of the CCPS", "Summary Record of the CCPS", "Resolutions and decisions of the CCPS", annual report of the CCPS, etc). In actual fact, this information is incomplete in that it neglects the speed and information coherence factors, which undoubtedly play a major role in modern information design.

69 With a view to improving this situation, the CCPS decided that the system of operational binders would be supplemented by a summary operational document, ie a working tool which could facilitate the task of staff responsible for applying and implementing in the administrations recommendations and decisions arising from CCPS work.

70 Thus, whenever a CCPS study or any report by any other body contains recommendations and conclusions which administrations are invited to implement, the document sent to them for insertion into one of the operational binders will be accompanied by an "operational and follow-up sheet". These duly completed sheets are to be returned punctually to the International Bureau, giving it an overview of the utilization of study findings and enabling it to inform the CCPS accordingly; moreover, the follow-up sheets will be very useful for the Regional Advisers who will have a picture of the current situation in the administrations in their region, both as regards the problems dealt with and the obstacles encountered.

c *Multilingual Vocabulary of the International Postal Service*

– Preparation of the sixth edition of the Multilingual Vocabulary

71 The 1990 CCPS having decided to update the Multilingual Vocabulary, Working Party A 19, in cooperation with the International Bureau, drew up the lists of terms and expressions to be added, deleted, reformulated, redefined or reclassified. This sixth edition of the Multilingual Vocabulary of the International Postal Service was distributed to UPU member countries in October 1992.

– Preparation of supplements to the Multilingual Vocabulary

72 The Chairmen of the EC and the CCPS asked for terminology relating to special technical fields (marketing, electronic mail, telematics, informatics, etc) to be included in the Multilingual Vocabulary. After considering this problem, WP A 19 and expanded WP A 19 opted for the creation of separate "modules" (supplements) for each of these fields. The 1991 CCPS approved this proposal and expanded the terms of reference of WP A 19 to include the production of specific glossaries.

73 The final draft of the first supplement to the Vocabulary, the "Marketing of the Postal Service" supplement, was prepared in French by WP A 19 on the basis of the working document prepared by the postal administration of the United States of America. Having completed all the other work on drafting the supplement as scheduled, the International Bureau distributed the supplement in September 1993.

74 Following a decision by the 1992 CCPS, WP A 19 was instructed to prepare, in cooperation with Great Britain (ETSG Chairman), Germany (reporting country for CCPS study 722 "Electronic mail"), Japan (reporting country for study 741 "Automation and computerization") and the International Bureau, the second supplement to the Multilingual Vocabulary on postal information technology, electronic mail and telematics.

75 WP A 19 considered and then approved, at its March 1993 meeting, the first two lists of "Information technology" and "Electronic mail" terms drawn up by Germany and Japan in conjunction with the International Bureau. The list of "Telematics" terms was considered and approved in April 1993 at the ETSG meeting held within the framework of the Executive Council session. The printing and distribution of the second supplement to the Multilingual Vocabulary are scheduled for June 1994.

XI. Study on the organization and functioning of the CCPS

76 In its resolution C 67/1989, the Washington Congress, inter alia, instructed the Director-General of the International Bureau to continue his efforts to streamline work methods and lend his full weight to the redeployment of the Union's work, with a view to stepping up activities in support of administrations.

77 In close cooperation with the International Bureau, the CCPS made its contribution to streamlining the Union's work; thus, to achieve the objectives set in its five-year programme and in the Washington General Action Plan, the CCPS reformed its work methods to improve the efficiency of its work, the speed of its studies, the quality of their findings and their implementation. Mention can be made of the following in this connection:

- a large number of symposia and restricted technical groups of experts;
- meetings throughout the year during EC and CCPS sessions and at other times;
- sustained contacts with partners of the Post;
- fewer meetings to summarize and approve findings (Committees and plenaries);
- the setting up of EC–CCPS joint groups to ensure effective coordination of work in the two bodies.

78 During its 1991 and 1992 sessions, the CCPS devoted a substantial amount of study and thought to its organization and functioning. One of the basic ideas adopted is that working parties are to be replaced by Groups of Experts. These experts will be appointed on the basis of their professional ability and expertise by the postal administrations of CCPS member countries to participate in a particular study. They will be answerable to their administrations as officials thereof and to the CCPS Committees as members of Groups of Experts in charge of particular studies. The Groups of Experts are to enjoy a large degree of independence throughout the period of their research. They will therefore be more highly motivated and will work faster.

79 The CCPS also decided to urge the reporting/coordinating countries for studies to prepare short, specific and clear questionnaires confined to the essential issues and not exceeding ten pages; moreover, when preparing these questionnaires, closed multiple-choice questions should be used wherever possible.

80 All the conclusions reached by the CCPS in this field were forwarded to the external consultant responsible for studying the management of the Union's work and to Executive Council WP 3/3, so that they could take account of them in their work.

C. Draft study programme for 1995–1999

81 The prospect of far-reaching changes which will affect the CCPS will not apparently exempt the UPU from conducting a programme of fundamental studies in certain fields, regardless of the bodies that will be responsible for them and the work methods to be used.

82 A considerable amount of preparatory work has been done on this matter and should provide appropriate guidelines for putting together a basic, priority study programme in due course.

83 Bearing in mind the important changes ahead, the CCPS, in its proposal to the 21st Congress, is trying to highlight the most important issues which are of interest to all countries and worthy of in-depth study, its choice being guided by the following principles: limitation of the number of studies to the bare necessary minimum, elimination of topics of limited scope and possibility of reviewing the programme adopted. This is, of course, a basic priority programme which can be reviewed annually, as provided for in article 104 of the General Regulations, in the light of "new realities and priorities".

84 With the aim of simplifying the work of Congress and avoiding numerous duplications, all questions regarding the study programme are set out in Congress – Doc 68 "Draft study programme for 1995–1999".

D. Final considerations

XII. The Consultative Council for Postal Studies: achievements and difficulties

85 Throughout its 37 years of existence (25 under its present title), the CCPS has undergone changes in its operation and in its duties; Congresses have adapted its role in keeping with current problems and new situations. Naturally, it has had its successes and its failures and it seems interesting, just as the CCPS is going to be superseded by another body, to pause and look at its achievements and its difficulties, not to reflect on past glories, which would indeed be transient, or to try to excuse its failures, but to attempt to give the bodies designated to carry out studies some ideas which they could find useful and might perhaps save them retracing paths already shown by experience to be dead ends.

Notable adaptations and alterations

86 In this chapter on the various aspects of the CCPS's achievements and difficulties, it seems useful to mention the following points, if only for information:

- the improvements made to the conduct of work on CCPS studies, as well as to the five-year study programmes, as indicated in part A (paragraphs 8 to 12) of this report;
- the measures taken to improve CCPS documentation and the utilization of study findings, given in detail in chapter X (paragraphs 64 to 75) of this report;
- the decisions made on the organization and functioning of the CCPS, set out in chapter XI (paragraphs 76 to 80) of this report;
- the initiative taken by the CCPS itself to send all the findings of the studies on the organization and functioning of the CCPS to the external consultant responsible for the study on the management of the Union's work and to Executive Council Working Party 3/3 so that they can take them into account in their conclusions.

Achievements

87 The fact that a body in whose work a great many postal administrations from throughout the world have participated, at Congresses and during the subsequent five-year working periods, is about to disappear must not detract from the real achievements resulting from its work, whether this be:

- the study, establishment, fine-tuning and consolidation of new services, such as electronic mail and EMS;
- the compendia and operational guides, tables, binders and glossaries presently in use at the UPU, which almost all emerged from studies carried out by the CCPS;
- the brochures of the Collection of Postal Studies which number some 200 and reflect the results of the same number of studies relating to a huge variety of fields.

88 Furthermore, the effectiveness and success of various measures taken by the CCPS to increase its efficiency and simplify its functioning are confirmed regularly in the results of:

- the three EC–CCPS Joint Groups mentioned in chapter VII (paragraphs 32 to 34) of this report;
- the symposia of all kinds, which are constantly on the increase;
- the Permanent Working Parties, Joint Working Parties and Contact Committees.

89 No conclusion could be formulated to this chapter without mentioning the large number of countries – which has increased with every Congress – that are not members of the CCPS but have expressed the wish to take part in CCPS studies (during the 1989–1994 period, 35 CCPS member countries and 36 countries not members of the CCPS participated in the studies).

Difficulties encountered

90 One difficulty resulting from the CCPS operating system itself lay in the composition of the Working Parties charged with conducting a study. Some studies which aimed to investigate and disseminate the experience and progress of certain countries in a specific sphere, relating, for example, to postal technology or operations have achieved only very limited results, for the following reason. If we take a study relating to a field in which certain administrations undoubtedly have recognized experience and only administrations having no knowledge or experience of the subject (the requesting members) volunteer to serve as members of the Working Party and none of those having all the necessary knowledge on the subject (the providing members) participate, the regrettable situation arises which has often resulted in the findings of the study not being clearly of real and practical use. Undoubtedly, the composition of a working party and the effectiveness of work on a study depend directly on the member countries' desire and potential to participate, absolutely of their free will.

91 One of the severest criticisms made of the CCPS was that such a great machine did not always produce important results at the practical and operational level. This was all the more unfortunate since considerable efforts were deployed for five years, both by participating administrations and by the secretariat. Indeed, sometimes the study reports contain conclusions so general that they serve merely for information and discussion and do not elicit follow-up. This danger could have been alleviated or even averted if it had been possible to call on experts to advise reporting countries when a study was launched and, at the end of the study, to identify in the final report practical and specific measures which were easy to apply. Thus the administrations' work would have been greatly eased if modules, models, practical guides and operational data sheets had been made available to them. In 1994, it was possible to achieve this information distribution with the results of some studies, but even so it was limited.

XIII. Conclusions

92 In the proposals it is submitting to the 21st Congress the CCPS hopes to show that its study activities have been conducted with the aim of ensuring the safeguarding, strengthening and modernization of the international postal service and that the studies have also related to new products and services such as EMS, electronic mail, telematic links and bar codes which should be further developed.

93 In the spirit and the letter of the Washington General Action Plan, the CCPS has done everything in its power to give Union member countries' postal administrations the technical resources and the knowledge to restore the Post's image and to offer excellent quality services and products to their customers.

94 In submitting this report on its work during the 1989–1994 period, the CCPS requests the 21st Congress:

- to take note of the work carried out during the five-year period;
- to endorse the idea that the bodies which will be assigned to conduct certain studies under the new Union structure could bear in mind the experience – both positive and negative – of the CCPS not only during the last five years but throughout its existence, an idea which they could undoubtedly find useful and which could prevent them, in turn, from making apparently avoidable mistakes.

Berne, 4 February 1994

For the Consultative Council for Postal Studies:

B P BOUTENKO

Chairman

Annual meetings of the Consultative Council for Postal Studies

Sessions	Place and dates	Chairman	Secretary-General	Member countries not represented	Non-member countries participating in the meeting	Observers/Invitees
1989 (Consti-tuent)	Washington 12 and 13 December 1989	E E Horgan/ B P Boutenko	A C Botto de Barros	–	–	–
1990	Berne 8 to 19 October	B P Boutenko	A C Botto de Barros	Algeria, Iraq	Botswana, Czech and Slovak Fed Rep, Finland, Gabon, Hungary (Rep), Korea (Rep), Niger, Nigeria, Oman, Poland (Rep), Portugal, Sierra Leone, Sweden, Togo, Zambia	– Chairman, 4 Vice-Chairmen and 10 Committee Chairmen of the EC; – CAPTAC, CEPT, PUAS, PAPU, APPU, NPU; – ITU, ISO, OAU
1991	Berne 14 to 24 October	B P Boutenko	A C Botto de Barros	Iraq, Saudi Arabia, Tunisia	Cameroon, Czech and Slovak Fed Rep, Finland, Gabon, Hungary (Rep), Korea (Rep), Nigeria, Oman, Poland (Rep), Portugal, Sierra Leone, Sweden, Zambia	– Chairman, 4 Vice-Chairmen and 9 Committee Chairmen of the EC; – APC, CAPTAC, CEPT, PUASP, PAPU, APPU, NPU; – ITU, ISO, LAS, OAU, CEC
1992	Berne 12 to 23 October	B P Boutenko	A C Botto de Barros	Algeria, Greece, Iraq	Cameroon, Congo (Rep), Czech and Slovak Fed Rep, Gabon, Hungary (Rep), Korea (Rep), Lesotho, Nigeria, Paraguay, Poland (Rep), Portugal, Sierra Leone, Zambia	– Chairman, 4 Vice-Chairmen and 10 Committee Chairmen of the EC; – APC, APPC, CAPTAC, CEPT, PUASP, APU, PAPU, APPU, NPU, SWAPU; – ITU, ISO, CEC
1993	Berne 11 to 26 October	B P Boutenko	A C Botto de Barros	Algeria, Iraq, Tunisia	Chile, Czech Rep, Finland, Gabon, Hungary (Rep), Korea (Rep), Poland (Rep), Portugal, Slovakia, Zambia	– Chairman, 3 Vice-Chairmen and 8 Committee Chairmen of the EC; – APPU, CAPTAC, CEPT, RCPT, PostEurop, PUASP, APU, NPU, SWAPU; – ITU, ISO, CEC; – Doyen of the 21st Universal Postal Congress.

Congress – Doc 17/Annex 1b

Annual meetings of Consultative Council for Postal Studies Committees

Committee	Chairman		Meetings	
		Messrs	Year	Date
1 "The Post and its Markets"	Australia	D M Kent	1990	6 October
		K J S McKeown	1991	21 October
		"	1992	21 October
		"	1993	20 October
2 "Development of Rapid Services"	Denmark	T W Madsen	1990	17 October
		"	1991	22 October
		"	1992	20 October
		"	1993	21 October
3 "Operations and Quality of Service"	Belgium	G Pirson	1990	12 October
		"	1991	22 October
		"	1992	19 October
		"	1993	20 October
4 "Modernization"	France	F Migone	1990	15 October
		"	1991	22 and 23 October
		"	1992	21 October
		E Dayan	1993	21 October
5 "Management"	Egypt	K Abdel Hadi	1990	12 October
		"	1991	21 October
		"	1992	19 October
		R Khouloussi	1993	19 October
6 "Human Resources"	Kenya	Mrs N A H Amir	1990	15 October
		C E Muga	1991	21 October
		"	1992	19 October
		Mrs K S Maluki	1993	19 October
7 "Postal Development and WGAP"	India	N K Verma	1990	15 October
		"	1991	21 October
		R U S Prasad	1992	20 October
		S K Parthasarathy	1993	19 October

Congress – Doc 17/Annex 1c

Meetings of Symposia, Permanent Working Parties, Contact Committees and EC–CCPS Joint Groups

Position at 1 March 1994

	Symposia, Permanent Working Parties, Contact Committees, EC–CCPS Joint Groups	Year, session and number of sittings									
		1990		1991		1992		1993		1994	
		EC	CCPS	EC	CCPS	EC	CCPS	EC	CCPS	EC	
1	**Symposia**										
–	Study 711 "Postal market"	–	1 1/2	–	2	–	2	–	2	–	
–	Study 714 "Introduction of a range of parcel-post products/services"	–	1 1/2	–	–	–	–	–	–	–	
–	Study 721 "EMS"	–	2	–	2	–	3	–	3	–	
–	Study 722 "Electronic mail"	–	–	–	2	–	–	–	–	–	
–	Study 733 "Mail circulation standards"	–	–	–	2	–	–	–	–	–	
–	Study 744 "Research and development"	–	–	–	–	–	2	–	–	–	
–	Study 753 "Security"*	2	–	2	–	–	–	–	–	–	
–	Study 761 "Adapting the human resources of the Post to the demands of competition and to structural and technological changes"	–	–	–	–	–	1	–	–	–	
–	Study 771 "Postal development"*	–	–	2	–	–	–	–	–	–	
–	"The Post and the environment" study	–	–	–	–	–	–	–	1	–	
2	**Permanent Working Parties**										
–	WP 714 "Introduction of a range of parcel-post products/services"	–	–	–	1	–	–	–	–	–	
–	WP 722 "Electronic mail"	–	2	–	–	–	–	–	1	–	
–	Joint ISO–UPU Working Party "Addressing" (linked to study 731)	1[1]	1[1]	1[1]	1[1]	–	–	–	–	–	
–	Working Party A 19 (Multilingual Vocabulary)	–	1[1]	1	1[1]	1	1	1	1+1	–	
–	Expanded Working Party A 19	–	–	1	–	–	1[1]	–	1[1]	–	
3	**Contact Committees**										
–	Publishers–UPU (linked to study 713)	–	1	–	–	–	–	–	–	1	
–	CCPS–CCITT (linked to study 722): alternately Geneva and Berne	–	–	–	–	–	–	–	–	–	
–	ISO–UPU (linked to study 731): alternately Geneva and Berne	–	1	–	–	–	–	–	–	–	

* These meetings are held within the framework of joint EC–CCPS activities.

[1] Meetings outside the sessions.

Symposia, Permanent Working Parties, Contact Committees, EC–CCPS Joint Groups	Year, session and number of sittings								
	1990		1991		1992		1993		1994
	EC	CCPS	EC	CCPS	EC	CCPS	EC	CCPS	EC
4 **EC–CCPS Joint Groups**									
– Electronic Transmission Standards Group (ETSG, linked to study 742)*	2+3[1]	2+3[1]	2+4[1]	3+3[1]	3+3[1]	3	3	2	2
– UPU Postal Security Action Group (PSAG)*	–	2	2	2	2	2	2	2	2
– Postal Development Action Group (PDAG)*	–	–	1**	1**	1	1**	1	1	1

* These meetings are held within the framework of joint EC–CCPS activities.

** Informal meetings.

1 Meetings outside the sessions.

NB.– In addition to the above-mentioned meetings of Symposia, Permanent Working Parties and Contact Committees, there are the meetings of Working Parties for studies which are held as needed on the initiative of the reporting countries and Committee Chairmen.

Congress – Doc 17/Annex 2

List of Congress decisions concerning the CCPS

This list contains the decisions of the Washington Congress concerning the CCPS which are to be applied when implementing the five-year programme and also those of previous Congresses which are still relevant.

A. Decisions of the 1989 Washington Congress

Resolution C 4	Committee to coordinate the work of the Union's permanent bodies
Resolution C 5	Permanent control of the quality of service worldwide
Resolution C 6	UPU technical assistance priorities and principles
Resolution C 8	Subsequent improvement of the management of the Union's work
Resolution C 12	Action to enhance the security of international mail and to preserve its integrity
Resolution C 13	Universal logo to identify the postal services
Resolution C 19	CCPS work programme for 1989–1994
Resolution C 22	Permanent project to safeguard and enhance the quality of and to modernize the international postal service
Resolution C 24	Cooperation between the Executive Council and the Consultative Council for Postal Studies towards the establishment of telematics in the Universal Postal Union
Resolution C 25	EMS
Resolution C 27	Development of range of postal parcel products/services suited to the demands of the international market
Recommendation C 30	Deadlines for replies to questionnaires
Recommendation C 36	Use of the EDIFACT electronic message rules of syntax
Recommendation C 37	Use of the UN Trade Data Elements Directory
Resolution C 67	Reinforcement of the priority activities of the Union
Resolution C 68	Preparation and settlement of accounts
Resolution C 69	Improvement of postal services in rural areas
Resolution C 91	Washington General Action Plan

B. Decisions of previous Congresses

Recommendation C 29/1984	Greater participation of the developing countries in the work of the CCPS
Resolution C 87/1984	Immediate application of the provisions adopted by Congress relating to the Executive Council (EC) and Consultative Council for Postal Studies (CCPS)
Resolution C 43/1979	Functions of the Executive Council, CCPS and International Bureau as regards technical cooperation
Recommendation C 77/1979	UPU member country identification code for postal and other uses
Decision C 46/1984	Non-attendance of members of the EC and the CCPS at meetings of those bodies, followed by the related resolution CE 5/1989

Congress – Doc 17/Annex 3

Participation in CCPS studies 1989–1994

Table 1 – CCPS member countries

	CCPS member countries*	Number of studies[1]
1	Algeria	711, 721, 731, 732, 733, 734, 741, 742, 743, 752
2	Argentina	721, 722, 731, 733
3	Australia	711, 713, 714, 721, 722, 731, 733, 741, 742, 743, 751, 753
4	Austria	713, 721, 731, 732, 753
5	Belgium	711, 713, 721, 731, 732, 733, 734, 741, 742, 743, 751
6	Brazil	711, 713, 732, 734, 752, 753
7	Canada	711, 721, 722, 731, 732, 733, 734, 741, 742, 743, 751, 753
8	China (People's Rep)	713, 721, 734, 742, 751, 762
9	Cuba	713, 732, 734, 752, 753, 762, 771
10	Denmark	714, 721, 722, 731, 733, 741, 742, 743, 744
11	Egypt	711, 714, 721, 722, 732, 733, 734, 744, 751, 752, 753, 754, 762, 771
12	France	711, 714, 721, 722, 731, 732, 733, 741, 742, 743, 744, 751, 753, 761
13	Germany	721, 722, 741, 742, 743
14	Great Britain	711, 713, 714, 721, 731, 733, 742, 743, 751, 753
15	Greece	711, 713, 714, 721, 722, 731, 733, 741, 742, 744, 751, 753, 754, 761
16	India	711, 721, 731, 732, 733, 734, 744, 751, 752, 753, 754, 761, 762, 771
17	Indonesia	721, 722, 751
18	Iraq	714, 721, 722, 731, 732, 733, 742, 753
19	Ireland	711, 721, 722, 733, 741, 743, 753
20	Italy	711, 713, 721, 722, 731, 733, 741, 742, 743, 744, 751, 753, 761, 771
21	Japan	711, 714, 721, 722, 731, 733, 741, 742, 743, 751
22	Jordan	731, 732, 734, 752, 753, 762
23	Kenya	721, 722, 734, 751, 752, 761, 762
24	Mexico	714, 722, 731, 732, 733, 734, 741, 751, 752
25	Morocco	711, 721, 722, 731, 732, 733, 734, 741, 742, 751, 752, 753, 761, 762
26	Netherlands	714, 721, 722, 733, 741, 742, 743, 751, 753
27	New Zealand	711, 721, 731, 733, 741, 742, 751, 753
28	Pakistan	711, 732, 734, 761, 762
29	Saudi Arabia	732, 733, 753, 754
30	Spain	711, 713, 721, 722, 733, 742, 751, 753,
31	Switzerland	713, 721, 731, 733, 741, 742, 743, 751
32	Thaïland	711, 721, 731, 733, 761
33	Tunisia	711, 714, 721, 722, 731, 732, 734, 741, 751, 753, 762
34	Russian Federation	713, 721, 722, 731, 733, 742, 751, 753
35	United States of America	711, 713, 714, 721, 731, 733, 741, 742, 743, 751, 753

* List drawn up after announcements by CCPS member countries at the 1989 constituent meeting and following the replies received by the International Bureau to its circular letter No 4904(D) 1180 of 8 March 1990.

[1] Study 712 "Delivery network and customer analysis". The second component "Customer analysis" has been transferred to study 711 and the first "Delivery network" to study 732.

Table 2 – Countries not members of the CCPS

1	Afghanistan
2	Benin
3	Bolivia
4	Botswana
5	Bulgaria (Rep)
6	Burkina Faso
7	Cameroon
8	Central African Rep
9	Chile
10	Congo (Rep)
11	Czech Rep
12	Ecuador
13	Finland
14	Gabon
15	Hungary (Rep)
16	Korea (Rep)
17	Lesotho
18	Malta
19	Niger
20	Nigeria
21	Norway
22	Oman
23	Paraguay
24	Peru
25	Poland (Rep)
26	Portugal
27	Rwanda
28	Sierra Leone
29	Singapore
30	Slovakia
31	Sri Lanka
32	Sudan
33	Swaziland
34	Sweden
35	Togo
36	Zambia

The form and scope of participation by countries not members of the CCPS in some of the latter's studies may differ from case to case; participation may also have been occasional, for a limited part of the five-year period. It has therefore been decided not to specify the study numbers alongside the country names.

Congress – Doc 17/Annex 4

List of proposals and documents submitted by the CCPS to the 21st Congress

Number of proposal	Document/Proposal	Acts/ Article	References in this report
Congress – Doc 17	"Comprehensive report on the work of the CCPS 1989–1994"	–	This report
Congress – Doc 68	"Draft study programme for 1995–1999"	–	Paragraphs 81 to 84
Congress – Doc 21	"Joint report on the implementation of the Washington General Action Plan" (EC, CCPS and IB)	–	Paragraph 3
Congress – Doc 23	"Comprehensive report on the work of the UPU Postal Security Action Group (PSAG)" (EC + CCPS)	–	Paragraph 33
Congress – Doc 56	"Comprehensive report on the work of the Postal Development Action Group (PDAG)" (EC + CCPS)	–	Paragraph 32
Congress – Doc 75a	"Comprehensive report on the work of the Electronic Transmission Standards Group (ETSG)" (EC + CCPS)	–	Paragraph 34
04	Resolution. Draft study programme for 1995–1999	–	Paragraph 84
027	Resolution. Postal security policy and strategy (EC + CCPS)	–	Paragraph 33, PSAG
028	Resolution. Exclusion of prohibited and dangerous goods from the postal service (EC + CCPS)	–	Paragraph 33, PSAG
036	Resolution. PDAG work plan for 1995–1999 (EC + CCPS)	–	Paragraph 32, PDAG
20. 0.2	Resolution. Convention. EMS. Continuation of EMS activities	–	Paragraph 23, study 721
20. 0.1	Resolution. Convention. Electronic mail. Conclusion of bilateral agreements and issue of recommendations	–	Paragraph 23, study 722

Number of proposal	Document/Proposal	Acts/ Article	References in this report
20. 39.91	Convention. Provisions concerning the letter post: Provision of services. Electronic mail	Chapter 6 to be created	Paragraph 23, study 722
20. 52.91	Convention. Provisions concerning the letter post: Relations between postal administrations. Telematic links	Chapter 4bis to be created	Paragraph 23, ETSG
25. RE 903.1	Convention. Detailed Regulations. Conditions of acceptance of letter-post items	RE 903	Paragraph 46
25. RE 4113.1	Convention. Detailed Regulations. Labelling of mails	RE 4113	Paragraph 23, study 731
25. RE 4128.1	Convention. Detailed Regulations. Use of bar codes	RE 4128	Paragraph 23, ETSG
25. RE 5210.91	Convention. Detailed Regulations. Provisions concerning the letter post: Relations between postal administrations. Telematic links	Chapter 4bis to be created	Paragraph 23, ETSG

Congress – Doc 18

Director-General's report

1989–1994

Director-General's report

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I. Introduction

1 Submission to Congress of the Director-General's report on the main activities carried out by the International Bureau over the preceding five years is already a tradition solidly established in the annals of Congresses.

2 The main objective of this document is to highlight the International Bureau's contribution to the activities of the Union as a whole, pursuant to the decisions of the preceding Congress and in support of the Executive Council and the Consultative Council for Postal Studies.

3 An annual report on the work of the Union was of course submitted to the Executive Council at each of its sessions, in accordance with article 102, paragraph 1, of the General Regulations of the UPU; that permanent body, which is responsible for maintaining the continuity of the work of the Union between Congresses, was thus able to appreciate whether the tasks entrusted to the International Bureau were duly carried out and whether the means that had been placed at its disposal were properly used.

4 In presenting this brief report, I want to underscore the active and innovative role played by the International Bureau in organizing the activities of the above-mentioned bodies and monitoring their results, a role that cannot be assimilated to that of a simple secretariat.

5 Also, I want to draw attention to the practical action and measures taken to streamline the work of the International Bureau, given the imperatives of modernization and the changes that have occurred in the postal environment over the past five to ten years. Since the International Bureau is one of the mainstays of the Union, its style and the pace of its work must naturally adapt to the rapid changes in means of communication and management techniques.

6 I will emphasize the practical improvements introduced by the International Bureau during the five-year period between the 1989 Washington and the 1994 Seoul Congresses. These improvements reflect the wish of the senior officials of the International Bureau to react promptly to service requirements within the financial limitations of the Union budget and within the legal framework set down in the Acts of the Union. These improvements are of many kinds and affect internal structures and management methods alike. Obviously, this process of rationalization will continue after the Seoul Congress, the scope of the changes depending on the decisions of that Congress.

7 Having spent almost ten years at the head of the International Bureau, during a very eventful period in the history of the Union, I have endeavoured to remain faithful to certain principles upon which depends the success of the mission assigned to that body. These principles of action and management can be stated as follows:

- to maintain and develop very close cooperation with all UPU member countries;
- to intensify contacts in order to learn more about the problems encountered by many postal administrations so as later to be able to adjust the forms of assistance accordingly;
- to enhance cooperation with the EC and the CCPS so that all the tasks assigned to them by Congress can be carried out under the best possible conditions;
- to tighten and intensify relations between the International Bureau and the Restricted Unions, our very special partners and allies, thanks to whom the international postal service can operate and develop upon a broad basis of agreements and solidarity;
- to take advantage of the opportunities offered by the United Nations system and of contacts with all international governmental and non-governmental organizations in order to better serve the interests of the UPU, ie those of all its member countries;
- to strengthen technical cooperation activities for the benefit of the countries most dependent on international aid with a view to ensuring the development of their postal services and their effective participation in the international postal system;

- to seek new sources of funding for development cooperation and other activities necessary for the proper functioning of the Union and the International Bureau;
- to have as many Union member countries as possible involved in technical progress;
- to expand the top-of-the-range services and development of modern products to meet the expectations of increasingly demanding customers, at country and international levels;
- to safeguard the integrity of the world postal network comprising all the postal administrations of Union member countries;
- to establish a world telecommunication network to offer all interested postal administrations a range of telematic services;
- to develop applications more specifically to allow establishment of a track and trace system for individual items and for mails, such as EMS items, postal parcels, registered and insured items, express items, mailbags and containers;
- to rationalize and computerize the activities of the International Bureau so that the skills of staff members and the logistic means at their disposal can be used to maximum advantage.

8 The specific activities of the International Bureau are also summarized in several documents prepared for Congress, especially Congress – Docs 16, 17 and 24.

II. Relations with Union member countries and the Restricted Unions

9 Maintaining and promoting close cooperation between the International Bureau and the member countries as well as the Restricted Unions have always been a foundation of Union policy, a solid basis for cooperation without which the Union could not carry out its missions, particularly those consisting in organizing and developing the postal service worldwide.

10 The past five years have been marked by major changes in the political, economic and social life of most of the countries of the world. These changes also led to the emergence of new countries and the accession of new members to the Union. The increase in the number of countries during the inter-Congress period, from 170 to 188, provides confirmation of the Union's vitality and universality.

11 The accession of new countries to the Union resulted in additional work for the International Bureau in terms of assistance, legal advice and various secretariat tasks relating to admission to the Union, accession to the Acts and information about past and present activities.

12 This effort proved rewarding because, in a relatively short time, a fair number of new countries were able to become involved in the many activities of the bodies of the Union, either by participating as observers in the sessions and other meetings held at Berne, or through the organization of regional conferences.

13 The increase in the number of UPU member countries and the changes that several countries underwent, particularly as the result of a series of political events, also affected the Restricted Unions. Some of them underwent more or less extensive changes that led them to adopt new structures. We also witnessed the creation of new Restricted Unions such as the Regional Community for Posts and Telecommunications (RCPT) and the Baltic Postal Union BPU).

14 The Restricted Unions are vital components of the collective system of international postal cooperation. The International Bureau ensures that the UPU and the Restricted Unions perform their complementary roles under the best possible conditions.

15 The International Bureau endeavoured, whenever possible, to maintain direct and frequent relations with postal administrations and the Restricted Unions, during the sessions of the permanent bodies of the Union, during visits by member countries' senior postal officials to Berne, and, finally, during visits by senior International Bureau officials to member countries and their participation in meetings organized by the Restricted Unions.

16 Such open and direct contacts are essential for sustaining dialogue and mutual understanding. In particular, they have allowed the International Bureau, on one hand, to learn about the practical problems and achievements of a great many postal administrations and, on the other, to increase interest in the countries visited in international postal cooperation and implementation of the actions of the Washington General Action Plan.

III. The International Bureau

17 During the past years, the International Bureau made a very special effort to streamline its internal structures, revitalize its action and modernize its working tools.

18 The process of streamlining the work of an organization, whether national or international, is never quite finished. It is an ongoing task of adapting to external and internal change, while taking account of the general economic and political situation. This is why one must keep an open mind and remain available as an organization to deal with a new reality that will surely come about far more quickly than in the past.

19 The International Bureau has a series of internal bodies for consultation, coordination and collective management. These help its senior officials to make the decisions that will ensure the optimum conduct of the activities for which it is responsible.

20 These bodies (committees and councils whether or not established pursuant to various regulatory provisions) are the following: the Management Committee, the Coordination and Programming Committee, the Appointment and Promotion Committee, the Management Board of the Provident Scheme, the Joint Advisory Committee, the Disciplinary Committee, the Administrative Board of the Social Fund, the Tenders and Procurement Committee, the Provident Scheme Investment Committee, the WGAP Monitoring Committee, the CEC–UPU Consultation Structure, and the International Bureau Strategic Planning Group.

21 No important action was initiated or any decisive change made to the organization of the work of the International Bureau without consultation with the appropriate internal body and, where need be, with the staff of the International Bureau. These consultations and the process of coordination often used by the senior management of the International Bureau allowed proposed improvements to be implemented, particularly those relating to working methods, in agreement with the established objectives and priorities. The following are some of the fields where such improvements were made.

As regards human resources

22 During the five-year period, seven posts (four P posts and three G posts) were created at the International Bureau to deal with new Union activities made necessary by decisions of the 1989 Washington Congress.

23 The changes in the International Bureau's staff table and details concerning the creation and allocation of the new posts are given in part 3.5 of Congress – Doc 16 entitled "Comprehensive report on the work of the Executive Council 1989–1994".

24 Innovations and improvements made by the International Bureau to the content and the method of its work led to substantial rationalization and savings.

25 These measures were taken gradually within the framework of the present structure of the Union and in sometimes constraining circumstances, under the pressure of an ever-growing workload. Concrete action was taken in respect of recruitment of new officials for the International Bureau, namely:

- wide distribution of notices of vacancies in order to recruit competent specialists in highly technical fields;
- interviews with shortlisted applicants by an ad hoc International Bureau panel;
- precise statement of duties in notices of vacancy, suited to the specific qualifications sought;
- better briefing of new International Bureau officials with a view to their full and prompt insertion into their work environment;
- recruitment of specialists for fixed-term contracts;
- coordination with organizations of the United Nations system with a view to improving employment conditions;
- ongoing appraisal of International Bureau officials, particularly for purposes of step advancement and permanent appointment or extension of fixed-term contracts;
- internal and external training, especially in the field of computerized management.

As regards administrative management

26 A new edition of the *Prescriptions internes du Bureau international* (Internal rules of the International Bureau), which in a manner of speaking are the rules of procedure for the work of the International Bureau was published. Several administrative practices were made less cumbersome as a result, particularly through decentralization and delegation of signing authority to a greater number of International Bureau officials, especially at section level. Measures were also taken to introduce more flexibility in the transfer of staff between units of a same section or of a same division, in response to a rise or fall in the workload.

27 As regards quality of service control, the International Bureau made a regular annual analysis of transmission times for correspondence sent to it during a given period, and suggested a series of improvements to the postal administrations concerned.

28 The International Bureau also conducted a feasibility study of a new system for end-to-end transmission-time testing. Other activities included raising postal administrations' awareness of the importance of their participation in test operations and the conclusion of bilateral agreements in this regard, preparation of an operational guide, follow-up to missions and provision to postal administrations of information relating to the network of airmail links.

As regards computerization

29 Since the Washington Congress, computerization in the International Bureau has been marked by the development of a technical infrastructure to support the full expansion of all office technology functions.

30 Additional microcomputers were procured, so that every official now has a high-performance working tool.

31 Also, as the result of a major technical and financial effort, a data transmission network (Ethernet) covering the entire International Bureau building was installed. That network is the backbone of internal electronic communications and because of its direct connection with the Post*Net network, of external communication as well.

32 Finally, during the five-year period now coming to a close, the central computer capacity of the International Bureau was completely renewed.

33 The software most frequently used at the International Bureau is undoubtedly word processing, followed by spreadsheet, file manager and electronic message-handling. Access to a central computer capacity allows consultation of data bases and, with the necessary privileges, use of central administrative applications, such as International Bureau accounting.

34 Special attention was paid to the development of a coherent information management system. Activities relating to the establishment of a data base for the postal administrations and the International Bureau come under this heading. At present, the bank includes data from transmission-time tests and statistics, as well as the particulars from the "Liste des adresses, des chefs et des fonctionnaires supérieurs des Administrations postales et des Unions restreintes" (List of Addresses, Heads and Senior Officials of Postal Administrations and the Restricted Unions). Congress – Doc 71 (Information management as a UPU strategic activity) provides more detailed information on this subject.

35 To sum up, the past five years witnessed increased development of computerization at the International Bureau and at the present time almost all officials have become used to a high-performance office technology environment. In future, computerization work will focus more on optimum use of all data available within the UPU.

As regards documentation and information

36 A big job of simplifying existing documentation was done by the International Bureau with the assistance of consultants seconded by postal administrations. The purpose was to make the enormous mass of information circulating between the International Bureau and the postal administrations more rational, more simple and more usable. The following were the more important streamlining measures taken in this regard:

- developing operational binders for the continuous filing of documentation; these loose-leaf binders have already made it possible – and will do so to an even greater extent in future – for important documents stemming from the activities of the bodies of the Union to be filed by topic or subject;
- improving the final presentation of CCPS study reports, wherever possible forgoing publication as traditional brochures of the Collection of Postal Studies;
- replacing a number of publications (especially catalogues) by annual lists containing all necessary information;
- replacing a number of other publications or retaining them in a clearly improved revised form;
- using tables and charts to make the presentation of descriptive passages in EC, CCPS and International Bureau documents more attractive and more explicit.

37 As for information, the International Bureau continued its activities through:

- the periodical "Union Postale". A special effort was made to consolidate the new presentation of the periodical. The editorial policy calling for each issue to feature a central theme has proved successful and was given widespread approval by member countries. Traditionally, the last few issues before a Congress have been devoted to introducing the host country and to questions relating to the preparation of the large-scale historical event that is a Universal Postal Congress;
- relations with the press on the occasion of the annual sessions of the permanent bodies of the Union and, in particular, the 1992 high-level meeting, attended by senior officials of postal administrations, some of which were represented by Ministers or Secretaries of

State. On a selective basis, the International Bureau prepares press releases or interviews with the Director-General for the media, on general topics concerning the present and future of our organization;

- targeted information campaigns within the framework of the United Nations system aimed at making our organization better known and contributing to the information activities conducted by the UN. In this connection, we should mention the annual international letter-writing competition – a competition that is undeniably popular among many young people in the member countries of the Union;
- video recording of debates and events taking place at the International Bureau.

38 Another important information-related activity is the celebration of World Post Day on 9 October each year. That celebration is used to make the public and the governments of member countries more aware of the leading role played by the Post in the development process. The means used by postal administrations to reach that goal are numerous and varied. The International Bureau encourages administrations to develop and multiply contacts with the media and each year prepares an appropriate message by the Director-General focussing on subjects of current interest and on what is at stake for the world Post.

39 The presence of many visitors from postal administrations and from various Swiss and foreign clubs and associations provides the International Bureau with an opportunity not only to show them the building and the many gifts from member countries, but also and especially to have them learn about and discover the UPU as a specialized agency of the United Nations and its many activities over the past 120 years.

40 For lack of sufficient resources in the Union budget, there is no specific unit at the International Bureau responsible for methodically organizing the release of information to the outside. The experience of the past years has shown that in future, it would be very much in the interests of the UPU to promote and strengthen information activities and contacts with the media.

IV. Cooperation with the Executive Council (EC) and the Consultative Council for Postal Studies (CCPS)

41 The International Bureau, as the Secretariat of the Executive Council and of the Consultative Council for Postal Studies, made a contribution essential to ensuring that their work programmes and studies, which have become increasingly complex and difficult to carry out, could be executed under the best possible conditions.

42 I consider the International Bureau's administrative, logistic and intellectual contribution essential to the success of activities resulting from the 1989 Washington Congress decisions and which are reported on in Congress – Docs 16 and 17 and in many other documents submitted to the 1994 Seoul Congress.

43 The International Bureau has been involved at every stage in the implementation and follow-up, among others, of the WGAP and of the "Permanent project to safeguard and enhance the quality of and to modernize the international postal service", and of many studies of the Executive Council and Consultative Council for Postal Studies.

44 By setting up the appropriate organizational structures, the International Bureau has taken an active part in the work leading to the introduction of a strategic planning and programme-budgeting system after the Seoul Congress. With regard to strategic planning, attention should be drawn to the following.

45 On the basis of recommendations by the external consultant, Ernst & Young, the Executive Council approved implementation of a strategic planning process designed to ensure greater transparency as to the aims sought by the Union and more coordinated use of the resources it is able to mobilize.

46 The end purpose of the strategic planning process is to substitute a strategic logic for the functional logic applied heretofore, thereby easily relating every Union activity to a number of clearly identified and approved objectives.

47 The documents that make up the strategic planning process are structured as follows:

i the Strategic Plan itself, about which all member countries were consulted;

ii the Operational Plan, preparation of which basically depends on the expertise of the International Bureau; and

iii finally, the Financial Plan, the purpose of which is to identify the foreseeable financial effects of implementing the Strategic Plan, along with the resources that will be available as dictated by the expenditure ceilings set by Congress and their allocation as stipulated in the Strategic and Operational Plans.

48 The three basic strategic planning documents will in due course be supplemented by:

- tactical plans expanding the resultant specific objectives and sectoral strategy for certain essential Union activities such as EDI, quality of service, postal security, technical cooperation and postal development;
- an organizational chart of the internal structure of the International Bureau designed to optimize its productivity.

49 As for programme-budgeting activities, it seems necessary to recall that for all practical purposes, they began in early 1993. The International Bureau is currently preparing to introduce a computerized simulation system for programme management of budget and accounting data. Moreover, the International Bureau is studying all the consequences of introducing such a budget system within the framework of the restructuring of the Union. An appropriate amendment to the financial regulations is planned for 1995.

V. Activities in the fields of electronic message-handling and telematic applications

50 These activities of capital and strategic importance to the Union are summarized and expounded in Congress – Docs 75a and 75b.

51 The International Bureau's active participation, at both the administrative and the design levels, was reflected in the start-up and development of activities first within the framework of the ETSG for standardization of transmissions and electronic data interchanges, and later in the process of establishing telematic applications.

52 A special effort was made in connection with preliminary studies and effective establishment of postal EDI links consisting, among other things, in ascertaining user requirements in respect of data transmission, taking measures to introduce such transmission worldwide and studying the compatibility of existing bar codes and of printing standards which varied from country to country.

53 It should be noted in particular that the International Bureau played an important role in drawing up a formal standard-setting procedure in 1992.

54 The establishment in early 1993 of the EDI Development Unit at the International Bureau was a decisive step and helped to accelerate EDI activities in the postal field.

55 As a result of that decision, it became possible in a very short time to establish a permanent structure capable of implementing a development plan for postal computer applications, telematics and information technology. The services offered by the International Bureau include not only computer applications to facilitate the dispatch and receipt of international mail and the means of tracking and tracing items and mails, particularly EMS, but also a worldwide UPU postal telecommunications network, established in August 1993 and operating under the trade name POST*Net.

56 A wide range of value-added services is also available to interested postal administrations, from electronic mail (POST*Mail) to facilities for consulting data bases (POST*Info) as well as EDI and file transfer services (POST*Star). Among the objectives in the EDI field, one should also mention technical assistance to postal administrations, more specifically those of the developing countries.

57 The rapid development of EDI activities by the International Bureau would not have been possible without the substantial assistance supplied by a number of postal administrations in the form of financial or technological contributions.

58 The concrete support of member countries will always be welcome because the widespread use of telematics is already a guarantee of success for administrations' efforts to develop existing postal services and enhance their quality, not to mention the design of new, more efficient services, better suited to the growing needs of customers.

59 As Director-General of the International Bureau, I fully understand the importance of EDI activities to the future of the postal services and the need to adapt them to the competitive environment of the postal communications market. In having the EDI Unit report directly to me, I spend an appreciable part of my working time following its progress and I do my utmost to mobilize the technical resources and means that will help it to perform its strategic tasks.

60 The International Bureau takes every opportunity to promote the idea of developing postal telematics, by means of demonstrations arranged in conjunction with the sessions of the bodies of the UPU, special visits to Berne and missions abroad. Careful attention is also given to providing appropriate training to the staff of postal administrations who will be employed in this field, particularly on a regional basis. A special demonstration will also be arranged throughout the Seoul Congress.

61 The accomplishments of the EDI Unit to date are very encouraging. Postal administrations are manifestly very interested in joining the system and its various products and services in the near future. The essential thing is to maintain that pace of growth and to expand further still the circle of participating postal administrations.

VI. Technical cooperation

62 One of our Union's missions is to participate in the postal technical assistance requested by its member countries. The optimum implementation of technical assistance programmes for the benefit of the developing countries thus remains one of our major concerns.

63 The continuing and harmonious development of technical cooperation activities is justified and explained not only by the fact that they constitute one of the foundations of or one of the reasons for the existence of our organization, but also by the firm conviction that no genuine economic, social and cultural progress can be achieved in an increasingly interdependent world without the sharing of knowledge, without the transfer of technology capable of filling the gap between developed and developing countries and of allowing the latter to benefit from the modern management tools and the technical means available to the former.

64 Faced with the all but notorious difficulties in obtaining the financial resources needed to meet the growing needs of member countries, one of the International Bureau's concerns has been to rigorously observe the technical assistance priorities established by the Washington Congress. This is the field in which the solidarity of the postal family should express itself with all its might. Highly positive signs of that solidarity have undeniably been observed, but the fact remains that an extra effort, in financial terms and in other appropriate forms, is possible and desired.

65 The results and the evaluation of the UPU's technical assistance activities for the period 1989–1994 in both figures and narrative are given in a series of technical cooperation documents prepared for Congress, and more particularly in Congress – Doc 49.

66 As an analysis of technical cooperation management methods will demonstrate, UPU policy in this area is considerably influenced by the policies and directives of the relevant authorities, namely the UN and its bodies, and by the guiding bodies of the UPU.

67 Due to the drying up of sources of funding for cooperation activities, particularly those of the UNDP, mobilization of additional resources was a major preoccupation for the International Bureau and the other bodies of the Union throughout the five-year period.

68 One of the consequences of the new United Nations policy, which calls for introduction of the programme approach and national execution concepts, is that if postal development is not included among the development objectives established by the government, the UNDP will neither approve nor finance a postal-related programme.

69 The major actions taken by the International Bureau to cope with this situation can be summarized as follows:

- making senior postal, government and UNDP officials more aware of the importance of the Post; taking an active part in preliminary work leading to preparation of the country's development plan;
- locating sources of funding in addition to those of the UNDP.

70 To this end, the UPU, among other things, introduced the system of increased presence in the field, the aim of which is to help postal administrations to make the necessary approaches to the authorities responsible for coordinating outside aid and planning.

71 Also, the International Bureau supports the activities of the Postal Development Action Group (PDAG) within the framework of which capital projects are identified and submitted to financial backers.

72 The International Bureau and the Regional Advisers were involved in programming activities. In addition to the technical assistance projects negotiated under the UNDP and the MIPs financed by the UPU, brief technical data sheets were prepared for submission to various aid suppliers, with a view to obtaining additional financing. This approach seems promising and should be intensified.

73 The assignment of six Regional Advisers to four regions of the world can be viewed as an extension of the International Bureau. Although mainly responsible for activities relating to technical cooperation, the Regional Advisers also play a major role in other fields (representing the UPU, making the appropriate authorities more aware of the objectives of the Union, following up the WGAP, Agreements, etc).

74 Progress was also made by the International Bureau in streamlining procedures for recruiting experts and consultants. It should be noted, however, that the International Bureau is only one of the parties involved in this process of selecting the best specialists for consultants' and

experts' missions. The same is true of evaluation activities, which have noticeably intensified since 1991, thanks in particular to the presence of the Regional Advisers in the field.

VII. Conclusions and prospects for the future

75 So that the Union will be able to deal with the major problems of the next decade, a series of proposals for amending existing structures, for allocating responsibilities to the new bodies and for establishing their management methods is being submitted to the Seoul Congress. All these proposals make up a multitude of measures that the Union intends to introduce to better prepare its transition into the 21st century.

76 In a world marked by major changes in the geopolitical, economic and technological environment, which in future will undoubtedly increase in both scope and speed, and which will also, by the force of logic, have a bearing on the postal communications sector, postal administrations must continue their modernization and adaptation activities.

77 This presents a great challenge to the Union and to its 188 member countries. It must, on the one hand, remain faithful to the continuity of the missions it has successfully been carrying out for almost 120 years, and on the other hand, it must become more open, more receptive to the new environment, by increasing its ability to act, to influence and to compete.

78 Strengthening the foundations of the Union and its missions can be achieved through a systematic critical analysis of the needs and expectations of user groups and postal administrations. The Union should strive to respond to the best of its capacity to the concerns of all countries or groups of countries, whatever their level of development, and to this end, to create a broad framework in which international cooperation can come into play under the best possible conditions. It should not be forgotten, however, that the Union, like any other organization, must have the resources needed to develop its activities.

79 A great deal has been done so far to mobilize financial, human and technological resources and to make full use of them. Further action remains to be taken to identify new sources of financing, to develop human resource management tools and systems and, finally, to establish data bases and electronic data interchange capabilities, and administer them as efficiently as possible.

80 For achieving these ambitious objectives, the International Bureau can place its vast logistic and organizational capabilities and its high-level professional knowledge at the service of the Union. It is ready to readjust its structures and work methods in order to adapt to the new guidelines drawn by the Seoul Congress. I am sure that the role of the International Bureau will be strengthened as a result, since it will be required to make a greater, more substantial contribution to the other bodies in implementing the activities of the Union.

Berne, 8 July 1994

A C BOTTO DE BARROS

Director-General

Congress – Doc 19

Director-General's report on the finances of the Union

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In this document, "Swiss franc" (the Union's currency of account) is abbreviated to "Sfr".

Foreword

According to a well-established tradition, the Director-General of the International Bureau submits a report on the Union's finances to Congress. Although the present report is essentially a financial one, its scope goes well beyond that of a simple submission of accounts or estimates of future expenditure in that it also gives a general view of the International Bureau's management. On the one hand it reflects the implementation of the tasks entrusted to the Bureau by the Washington Congress, and on the other it shows the infrastructure essential to the work which must be undertaken over the next five-year period.

It is for Congress to assess the volume of work to be given to the International Bureau, including that arising from new proposals adopted by Congress, and afterwards to act fairly by providing the Bureau with sufficient resources for it to be able to carry out fully and efficiently the tasks which member countries expect of it. Congress will thus establish a medium-term work programme, granting an adequate financial framework within which the Executive Council and the Bureau management will be able to ensure that the proposed activities develop dynamically, while keeping that development at as economic and balanced a tempo as possible.

As staff costs make up the greater part of the International Bureau's expenditure, the basis of an effective control of such expenditure resides in the authorized staff strength and optimum organization of the work as a whole. That is why I thought it of prime importance to have attached to this report as annex 1 the International Bureau organizational chart giving the staff table – as submitted to the Executive Council in January–February 1994 – since this staff strength was used as a basis for estimating the 1995 budget and thus represents the main point of departure for Congress to fix the net expenditure ceilings for future years.

The present report is patterned on the practice followed at previous Congresses and takes particular account of the trends revealed in discussions at recent Congresses, which tried to provide for a reasonable growth of the Bureau's staff strength and organization over the next five-year period. It should be recalled in this connection that although one speaks of a five-year period when referring to the normal interval between two Congresses, Congress is called upon to make decisions for the period of five years ending with the entry into force of the Acts of the subsequent Congress, ie 1996–2000.

The report falls broadly into three parts.

Part I, entitled "Financial situation on the eve of the Seoul Congress", gives the results of the financial years 1989–1993 (final approval of which is a matter for Congress) and the situation of the various Union Funds, and reviews the arrears position and the outstanding events which have influenced the Union's finances since the Washington Congress. A report is also given on the debtor and creditor situation and the position of the Union's own funds.

While part I deals more with a de facto situation, part II, entitled "Decisions to be taken by the Seoul Congress", sets out the factors which Congress has to consider in fixing the expenditure ceilings for the next five-year period. This part could not be completed at the present time since certain expenditure, such as that relating to the subsequent Congress, can be assessed only during the Seoul Congress.

Part III concerns the work of the Working Party, set up in accordance with Executive Council decision CE 8/1994, for the financing of the Union's activities.

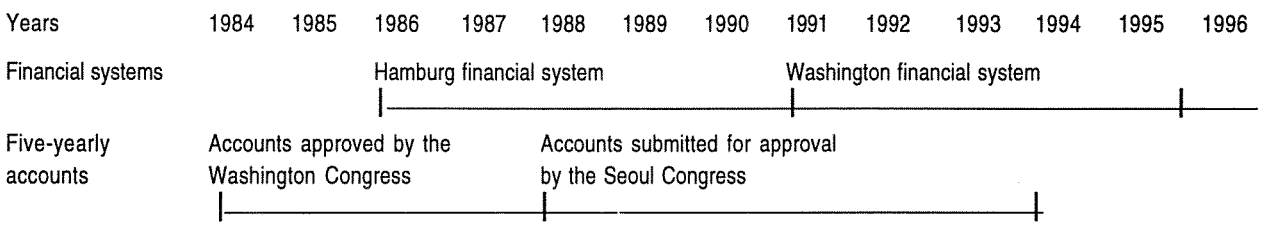
We thought it would be useful to give, in annex 2 to this report, an overall view of our Union's present financial system, some aspects of which differ considerably from those of the systems in other organizations of the United Nations family. This description will certainly benefit member countries which did not belong to the Executive Council and those which did not experience the transition from the former financial system to the new system of self-financing.

Part I

Financial situation on the eve of the Seoul Congress

1 Net expenditure ceilings set by Congress

The Union's accounts submitted for final approval by the Seoul Congress cover the five-year period 1989–1993. It should be made clear that this period is governed partly by the financial system of the Hamburg Congress (1986–1990) and partly by that of the Washington Congress (1991–1995) as shown below:



The annual expenditure ceilings for the activities of the Union's bodies were set by the Hamburg Congress and subsequently by the Washington Congress as follows:

A. Hamburg financial system

1 For each year from 1986 to 1990, article 124, paragraph 1, of the Hamburg General Regulations set the limit which net annual recurrent expenditure was not to exceed.

2 A limit, set at 3 345 000 Swiss francs, was provided for in article 124, paragraph 2, of the Hamburg General Regulations for expenditure relating to the 20th Congress.

3 The limits set on annual expenditure, as provided for under 1 and 2 above, may, according to article 124, paragraph 3, of the Hamburg General Regulations, be exceeded by the Executive Council to take account of increases in salary scales, pension contributions and allowances, including post adjustments, approved by the United Nations for application to its staff working in Geneva.

4 The Executive Council is also authorized, by article 124, paragraph 4, of the General Regulations, to adjust the amount of expenditure other than that relating to staff on the basis of the Swiss consumer price index.

B. Washington financial system

1 For each year from 1991 to 1995, article 124, paragraph 1, of the Washington General Regulations sets the limit which net annual recurrent expenditure is not to exceed.

2 A limit, set at 3 676 000 Swiss francs, is provided for in article 124, paragraph 2, of the Washington General Regulations for expenditure relating to the 21st Congress.

3 The limits set on annual expenditure as provided for under 1 and 2 above may, according to article 124, paragraph 3, of the Washington General Regulations, be exceeded by the Executive Council to take account of increases in salary scales, pension contributions and allowances, including post adjustments, approved by the United Nations for application to its staff working in Geneva.

4 The Executive Council is also authorized, by article 124, paragraph 4, of the General Regulations, to adjust the amount of expenditure other than that relating to staff on the basis of the Swiss consumer price index.

The following table shows precisely the statutory ceilings for net expenditure authorized for each of the years in question covered by the Acts of the Hamburg Congress (1989 and 1990) and by those of the Washington Congress (1991–1993).

Year	Financial system	Nature of expenditure	Ceiling set by Congress in Gen Regs, art 124	Excess authorized under Gen Regs, art 124, para 3 at time of budget preparation	Excess authorized under Gen Regs, art 124, para 3 during year of budget implementation[2]	Gen Regs, art 124, para 4	Statutory limit on authorized expenditure
			Sfr	Sfr	Sfr	Sfr	Sfr
1989	Hamburg	Recurrent	23 798 100	+ 230 376	+ 600 900	+ 418 215	25 047 591
		Non-recurrent[1]	3 345 000	–	–	–	3 345 000
		Total	27 143 100	+ 230 376	+ 600 900	+ 418 215	28 392 591
1990	Hamburg	Recurrent	24 189 800	+ 711 748	+ 764 900	+ 526 473	26 192 921
1991	Washington	Recurrent	26 070 100	+ 695 171	+ 1 345 000	+ 288 740	28 399 011
1992	Washington	Recurrent	26 586 900	+ 1 181 025	+ 1 458 300	+ 609 241	29 835 466
1993	Washington	Recurrent	26 800 100	+ 2 811 300	+ 668 400	+ 941 870	31 221 670

1 Ceiling set by the Hamburg Congress for expenditure relating to the 1989 Washington Congress.
2 Adjustments withdrawn from or paid into the Reserve Fund.

2 Results for financial years 1989–1993

A. General remarks

The results for the financial years 1989–1993 were published and commented on in the Reports on the work of the Union for the years in question and were submitted for the approval of the Executive Council. Annex 3 to this report recapitulates the Union's accounts for those five years in the form of a comparative table.

In accordance with article 124, paragraph 10, of the General Regulations and article 37 of the UPU Financial Regulations, the external auditing of the Union's accounts is carried out by the Government of the Swiss Confederation, which has declared its readiness to continue acting as external auditor of the UPU's accounts free of charge. Apart from the formal and physical auditing of the accounts, the external auditor is entitled to make comments on the efficiency of financial procedures, on the accounting system, on internal financial control and, in general, on the administration and management of the organization. The annual accounts, accompanied by the relevant audit report, were submitted each year to the Executive Council which regularly approved them.

It is proposed that Congress express its thanks to the Government of the Swiss Confederation for the generous help it has given with the Union's finances. A draft resolution to this effect is given in annex 5.

It is the prerogative of Congress finally to approve the Union's accounts on the basis of the annual financial reports, the conclusions of the auditor and the summarized table of figures given in annex 3. For this purpose, the Congress Secretariat has available, for members of the Finance Committee, the original auditor's reports for those years.

B. Budget of the Union and fixing of contributions

Under the self-financing system in force since 1 January 1981, the Executive Council approves the definitive budget for the following year and at the same time fixes the amount of the contributions which member countries must pay by not later than the first day of the financial year to which the budget refers so that the International Bureau has the financial resources needed to meet the authorized expenditure.

As the present financial system no longer allows the budget for the current year to be adjusted as before, in May 1980 the Executive Council adopted the following procedure:

a Contributions are payable in advance on the basis of the budget which the Council approves during the year preceding the financial year.

b The budget for the current financial year is not adjusted.

c The credits budgeted for the remuneration of staff (salaries and allowances) are based on the scales applied by all the United Nations organizations in Geneva at 1 January of the year in which the budget is examined and contain no reserve for adjustments taking effect after that date. But, since such adjustments are nonetheless applicable to UPU officials (General Regulations, article 124, paragraph 3), the supplementary credits required are withdrawn from the Reserve Fund, which must be maintained at a level high enough to meet this contingency.

d Subject to the supplementary credits mentioned in c above, increases likely to affect the other categories of expenditure (particularly general expenditure) are included in the budget; this concerns both actual increases and increases due to inflation.

C. Evolution of expenditure

The following table gives the evolution of net expenditure for the years 1989–1993 as compared with the statutory limit of expenditure (ceiling), the budget approved by the Executive Council (including supplementary credits) and the amount of contributions.

Year	Ceiling of authorized expenditure	Net budget approved by the Executive Council[1]	Net budget including the supplementary credits under Gen Regs, art 124, para 3	Actual net expenditure	Actual contributions	Amount of contribution unit
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
1989	28 392 591	22 205 265	22 806 165	22 614 860	22 216 600	22 670
1990	26 192 921	24 389 550	25 154 450	25 178 885[2]	24 402 000	24 900
1991	28 399 011	26 163 930	27 508 930	26 054 678	25 736 595	27 570
1992	29 835 466	27 622 265	29 080 565	28 203 078	27 888 575	29 590
1993	31 221 670	29 087 690	29 756 090	29 864 486	29 491 470	31 060

1 Not including payments into or withdrawals from the Reserve Fund.
2 Including 1 983 068 Sfr of expenditure relating to the 1989 Washington Congress. In accordance with decision CE 6/1988, the accounts relating to the 20th Congress are presented with the 1990 accounts.

From 1989 to 1993 net recurrent expenditure rose each year by an average of 8.02 percent, quite a small increase when it is considered that the cost of living in Switzerland went up by about 5.81 percent per year over this period and that the International Bureau had to cope with the new work assigned to it by the Washington Congress, in particular implementation of the permanent project to safeguard and enhance the quality of and to modernize the international postal service.

There have been irregular currency fluctuations which have somewhat disturbed the regularity of expenditure: the exchange rate for the US dollar in relation to the Swiss franc ranged between 1.26 Sfr (September 1992) and 1.75 Sfr (June 1989), ending up in December 1993 at 1.49 Sfr, whereas the Hamburg and Washington Congresses had taken a basic rate of 2.18 Sfr and 1.29 Sfr for 1 US dollar respectively to fix the expenditure ceilings. The effects of these fluctuations on the finances of the Union were felt on the salaries and allowances paid to officials in the Senior and Professional categories (under the United Nations common system) and in the sums which the UNDP reimburses to the UPU for the administrative costs of technical cooperation.

The various factors affecting the Union's finances are dealt with in greater detail in chapter D below, which analyzes the "Accounts of the Universal Postal Union for 1989–1993" given in annex 3.

D. Detailed analysis of the accounts

a GROSS RECURRENT EXPENDITURE

From 1989 to 1993, total gross recurrent expenditure increased from 24 698 999.98 Sfr in 1989 to 31 660 159.46 Sfr in 1993, giving an average annual increase of 7.06 percent.

1 Staff expenditure

Development of the staff strength can be seen as follows:

Date	International Bureau staff table approved by the Executive Council					Vacant posts			
	Elected officials	Senior category	Professional category	General services	Total	Senior category	Professional category	General services	Total
1.1.1989	2	16	43	83	144	–	1	2	3
1.1.1990	2	16	43	83	144	1	2	1.5	4.5
1.1.1991	2	16	44	85	147	–	1	2.5	3.5
1.1.1992	2	16	45	86	149	–	4	3	7
1.1.1993	2	16	47	86	151	1	5	1.5	7.5

This table shows that during the five-year financial period 1989–1993, the Executive Council granted four new Professional category (P) posts and three new General Service category (G) posts, bringing the total number of posts in the staff table from 144 at 1 January 1989 to 151 at the end of 1993.

Given that the accounts submitted for approval by the Seoul Congress cover the years 1989–1993 (governed in part by the Hamburg Congress and in part by the Washington Congress), whereas the creation of new posts authorized by Congress applies to the five-year period of the subsequent financial system as approved by a Congress, we felt it useful to show below the decisions taken by the last two Congresses with respect to the creation of new posts and the more restrictive use thereof made by the Executive Council.

Year	New posts authorized by Congress			New posts actually decided by the Executive Council			Total staff table
	P	G	Total	P	G	Total	
Hamburg financial system							
1986	1	1	2	2	1	3	141
1987	1	1	2	0	0	0	141
1988	1	1	2	0	0	0	141
1989	1	1	2	2[1][2]	1[2]	3	144
1990	1	1	2	0	0	0	144
1986–1990	5	5	10	4	2	6	
Washington financial system[3]							
1991				1[4]	2[4]	3	147
1992				1[5]	1[5]	2	149
1993	3	3	6	2[6]	0	2	151
1994				0	2[7]	2	153
1995				0	0	0	153
1991–1995	3	3	6	4	5	9	

1 One P post (English–French translator) was created at 1 January 1989 (conversion to a staff table post of a service previously provided by the English Language Group and reimbursed by the International Bureau).

2 One P post and one G post were created as of 1 July 1989 for special activities to improve the quality of the international postal service.

3 The last three Congresses prior to Washington, namely those of Lausanne, Rio de Janeiro and Hamburg, authorized the creation of one Professional category (P) post and one General Service category (G) post per year on average during the five-year period governed by the Acts of each of these Congresses. This involved authorization given to the Executive Council to create new posts depending on whether the need for them (which was not yet clearly known during Congress) was felt during the following five years. Breaking with this practice, the International Bureau suggested that the Washington Congress authorize, from 1991, the creation of the new staff positions specifically proposed in the various documents regarding the new activities to be undertaken as from that year.

4 One P post and two G posts were created as of 1 January 1991 for the permanent project to safeguard and enhance the quality of and to modernize the international postal service.

5 One P post and one G post were created with effect from 1 January 1992 for the setting up of a computerized data base.

6 One P 4 post and one P 3 post were created with effect from 1 October 1992 for the Head of Strategic Planning and the Programme-Budget Coordinator respectively.

7 Two G posts were created and approved by the EC with effect from 1 January 1994 because of the reintroduction of the postage stamp distribution system.

Between 1989 and 1993, staff expenditure (which represented 82.54 percent of budgetary expenditure for 1993) increased on the average by 5.65 percent per year. Apart from the extra costs occasioned by the nine posts created during 1991–1994, the increase in expenditure on staff is due to the regulation step increases and to adjustments in the salary scales decided by the United Nations for its staff working in Geneva, which are applicable to International Bureau officials with effect from the same dates. In consequence, the staff costs of the Berne headquarters (excluding UPU consultants) rose by 5.9 percent per year between 1989 and 1993.

Initiatives were made with a view to effectively implementing increased UPU presence in the field by recruiting six Regional Advisers as of 1 January 1991. From 1991, therefore, item 171 includes Regional Advisers' remuneration and mission costs, while item 172 includes UPU consultants' remuneration and mission costs.

In regard to UPU consultants' remuneration and mission costs, it should be noted that most administrations which made consultants available to the UPU continue to pay their salaries. Since in such cases the UPU pays only an incentive bonus and travel costs and allowances, the total aid given by these administrations is much greater than is suggested by a perusal of the Union's expenditure figures alone.

2 Other operating expenditure of the International Bureau

Between 1989 and 1993, the International Bureau's operating costs went up 24.3 percent, for an average of 6.08 percent per year.

Article 21 – Cost of premises: Increase of 22.7 percent between 1989 and 1993, primarily due to the refurbishment of the International Bureau's telephone switchboard and telephone equipment in 1993.

Article 22 – Furniture and office machinery: Expenditure went up 33.4 percent in the period in question, exceeding the average as a result of increased investments in computer equipment.

Article 23 – Travelling expenses: On average, airline fares increased approximately 8 percent in the period under review. International Bureau staff mission costs increased because we attended more meetings of UNDP regional and interregional bodies within the framework of technical cooperation and strengthened our ties with the Restricted Unions and administrations in general. In preparation for Congress, the Working Parties of the Executive Council met more frequently in 1993. An extraordinary high-level meeting was held in addition to the regular EC and CCPS sessions in 1992. Moreover, in accordance with Washington Congress resolution C 4/1989, several meetings of the Coordination Committee for the work of the Union's permanent bodies took place during the last five years, which resulted in a significant increase in the travel expenses of the EC and CCPS Chairmen.

Article 24 – Office expenditure: The decrease in expenditure of 6.0 percent between 1989 and 1993 was due primarily to lower postage rates stemming from the fact that Switzerland has granted a reduction of 28 percent on postage of mail since 1986.

Article 25 – Production of documents and publications: The increase of 30.8 percent recorded under this article during the five-year period 1989–1993 was due primarily to the photocopying of documents and the substantial increase in the cost of producing versions in Spanish.

Article 26 – "Union Postale": The increase in expenditure totalled 15.4 percent between 1989 and 1993, thus remaining lower than the average growth rate.

Article 27 – Library, audiovisual and public information: A decrease of 32.6 percent between 1989 and 1993, primarily the result of the savings realized in the area of public information.

Article 29 – Sundry expenditure: An increase of 132.4 percent (annual average of 43 965.22 Sfr) was recorded during 1989–1993. The main reasons for this increase were the rise in entertainment costs at receptions for delegates of the Union's various bodies, the purchase of a new official car and the costs resulting from the contributions paid to the Administrative Tribunal of the International Labour Organisation (ILO) relating to the appeals of several officials against the International Bureau.

3 Special activities

Since its creation in July 1989 (decision CE 25/1989), the Special Activities Fund has financed such activities as safeguarding and enhancing the quality of the international postal service, the engagement of specialists for special tasks, electronic data interchange (EDI) and the activities of

the Electronic Transmission Standards Group (ETSG), the engagement of experts responsible for the EMS study and the engagement of a security specialist-consultant.

Article 31 – Safeguarding and enhancing the quality of the international postal service: Compared with expenditure for 1990, the year that special activities began, the expenditure for 1991 and 1992 increased by an average of 98.38 percent. The main reasons for this increase were the engagement of a special counsellor for specific tasks (confirmed by the EC in May 1991), experts responsible for the EMS study and a security specialist-consultant. The drop of 64.39 percent recorded for 1993 was due in particular to the fact that no expenditure was incurred for the quality of service consultants because they were financed by the Voluntary Fund.

Article 32 – Engagement of specialists for special tasks: An increase of 198.93 percent between 1990 and 1991 primarily because of the fairly large number of specialists that were engaged for special work.

Article 33 – Electronic data interchange (EDI) and activities of the ETSG: At its May 1993 session, the EC decided to transfer the credits under item 295 "Contributions to ETSG activities" to the present article 33 with a view to creating an item for the possible co-financing of the ETSG by means of voluntary contributions. The increase of 109.56 percent between 1992 and 1993 stemmed primarily from the substantial expenditure incurred for the remuneration of two senior officials of the EDI Unit, the continuation of the study on EDI in the developing countries and the remuneration of EDI specialists, as well as administrative costs and EDI missions that were in the start-up process.

b NON-RECURRENT EXPENDITURE

Expenditure relating to the 1989 Washington Congress

Although, in accordance with decision CE 6/1988, the accounts relating to the 20th Congress were presented with the accounts for financial year 1990, the 1989 financial year bore the costs of the Washington Congress (travel of secretariat, technical arrangements for interpretation, production of documents during Congress, etc) on which expenditure came to 1 983 068.06 Sfr and so did not come near the ceiling of 3 345 000 Sfr fixed under article 124, paragraph 2, of the General Regulations (Hamburg 1984). This most favourable outcome was mainly due to the fact that almost all secretariat staff travelled on very advantageous terms (APEX fares), a factor that could not be foreseen when the budget was drawn up. Moreover, the postal administration of the United States of America went to considerable lengths to get substantial reductions in hotel rates. It also bore a large share of the cost of producing Congress documents, which was 48.2 percent lower than that forecast in the budget estimates.

c ADMINISTRATIVE RECEIPTS

Administrative receipts generally fluctuated considerably during the five-year period for the following reasons:

Article 211 – Reimbursement of costs: Expressed in US dollars, the reimbursement of the administrative costs of technical cooperation projects remained fairly stable from 1989 to 1992 (average of 576 624 USD). In 1993, however, there was a fairly sharp drop (55.5 percent), mainly the result of new UNDP policy and a decrease in programme execution, which went from 2.62 million USD (between 1989 and 1992) to 1.16 million USD in 1993. Converted into Swiss francs, the reimbursement of these support costs was affected by the fluctuating US dollar during this period.

Article 212 – Publication sales: Income from sales of publications to administrations varies from one year to another according to the publications programme. Receipts for 1991 were

particularly high owing to the sale of Washington Congress documents. There was also in 1993 a slight decrease in subscriptions to "Union Postale".

Article 213 – Letting of premises: Income from the letting of offices and conference rooms was in line with changes in the Swiss market in this connection. The increase in receipts noted was primarily due to the rise in the mortgage rate during the period in question.

Article 219 – Sundry receipts: A sharp increase in incidental receipts has been noted over the last three years.

d PAYMENTS INTO AND WITHDRAWALS FROM THE RESERVE FUND

– Reserve Fund

During the five year period 1989–1993, payments into and withdrawals from the Reserve Fund were as follows:

Chapter 9 (article 91) – Payments into the Reserve Fund: During the five-year period with the exception of 1990, unused budgetary credits amounting to 950 000 Sfr per year were paid into the Fund.

Chapter 29 (article 291) – Withdrawals from the Reserve Fund: In accordance with article 124, paragraph 3, of the General Regulations, the Executive Council authorized the Director-General to withdraw from the Reserve Fund the supplementary credits required for financing the increases in staff remuneration decided by the UN after approval of the budget. These supplementary credits amounted to 600 900 Sfr in 1989, 764 900 Sfr in 1990, 1 345 000 Sfr in 1991, 1 458 300 Sfr in 1992 and 668 400 Sfr in 1993. Within the meaning of paragraph ii of decision CE 6/1988, a net withdrawal of 1 983 068.06 Sfr was made from the Reserve Fund in 1990 to cover the actual expenditure of the 1989 20th Congress. Furthermore, in 1991, a transfer of 2 910 642.26 Sfr was made from the Reserve Fund to the Reserve Account (article 22, paragraph 3, of the Financial Regulations) as a result of the Union's taking over, as from 1991, the debtors of the former financial system which ended at 31 December 1990.

– Special Activities Fund

By its decision CE 24/1989, the Executive Council created in July 1989 the Special Activities Fund intended to facilitate the financing of special activities under the new chapter 3 of the Union's budget. In accordance with article 23 of the Financial Regulations, available credits can be carried forward from one financial year to another to cover unforeseen or urgent expenditure.

Chapter 9 (article 92) – Payments to the Special Activities Fund: Under article 23 of the Financial Regulations, the following credits were carried forward to the next financial year: 205 675.33 Sfr in 1990, 226 410.93 Sfr in 1991, 444 099.30 Sfr in 1992 and 86 148.59 Sfr in 1993.

Chapter 29 (article 292) – Withdrawals from the Special Activities Fund: Credits of 138 700 Sfr in 1991, 199 500 Sfr in 1992 and 471 150 Sfr in 1993 were withdrawn to finance urgent and unforeseen activities such as the studies conducted by the external consultant for the restructuring of the Union.

e CONTRIBUTIONS

During the five-year period under review the contributions of member countries developed as follows:

Year	Number of member countries	Number of contribution units	Amount of contribution unit	Total amount of contributions
1989	170	980	22 670.00	22 216 600.00
1990	170	980	24 900.00	24 402 000.00
1991	168	933.5	27 570.00	25 736 595.00
1992	177	942.5	29 590.00	27 888 575.00
1993	184	949.5	31 060.00	29 491 470.00

3 Rise in the cost of living

As the International Bureau settles its accounts almost entirely in Swiss francs, this being the currency of account, the rise in the cost of living in Switzerland plays an important role in the increase in expenditure and especially in staff costs. The continuous rise in prices is reflected in the Swiss consumer price index, the evolution of which is shown in the following table:

Year	Swiss consumer price index Base December 1982 = 100 (year average)	Increase (in percent) over 1988	the preceding year
1988	111.8	–	–
1989	115.4	+ 3.22	+ 3.22
1990	121.6	+ 8.77	+ 5.37
1991	128.7	+ 15.12	+ 5.84
1992	133.9	+ 19.77	+ 4.04
1993	138.3	+ 23.70	+ 3.29

The average increase for the five-year period 1988–1993 was thus around 4.35 percent per year. The Executive Council, in cooperation with the Director-General, paid special attention to the effects of the rise in prices by drawing up the budget at the lowest possible level commensurate with the needs of the Union. The draft budget indicates for each budgetary item the percentage increase over the budget of the previous year. Effective measures are being taken as regards the implementation of the budget by means of strict verification of the expenditure committed and by the procedure of calling for tenders.

The rise in the cost of living affects the Union's expenditure in two different ways, depending on whether it is a question of:

a staff expenditure; or

b other operating costs of the International Bureau.

a Adjustments in staff expenditure decided by the United Nations

According to article 124, paragraph 3, of the General Regulations, the Executive Council is authorized to exceed the expenditure ceiling in order to apply to International Bureau staff the increases in salary scales, pension contributions and allowances, including post adjustments, approved by the United Nations for its staff working in Geneva.

Congress fixes the expenditure ceiling on the basis of the last budget approved by the Executive Council, in which staff costs are based on the United Nations salary scales in force at the beginning of the year in which the budget is drawn up, regardless of any future increase which would at

that time be hypothetical. The adjustments decided by the United Nations after this base date are applied to the UPU staff with effect from the same dates but are regarded as unaffected by the ceiling.

The increases in staff expenditure covered by the General Regulations and decided by the United Nations during the years 1989–1993 were brought to the attention of the Executive Council as given in the table below. These adjustments were made in two stages, viz:

a inclusion in the budget of adjustments made between the date selected for fixing the expenditure ceiling and the beginning of the year in which the budget is approved; and

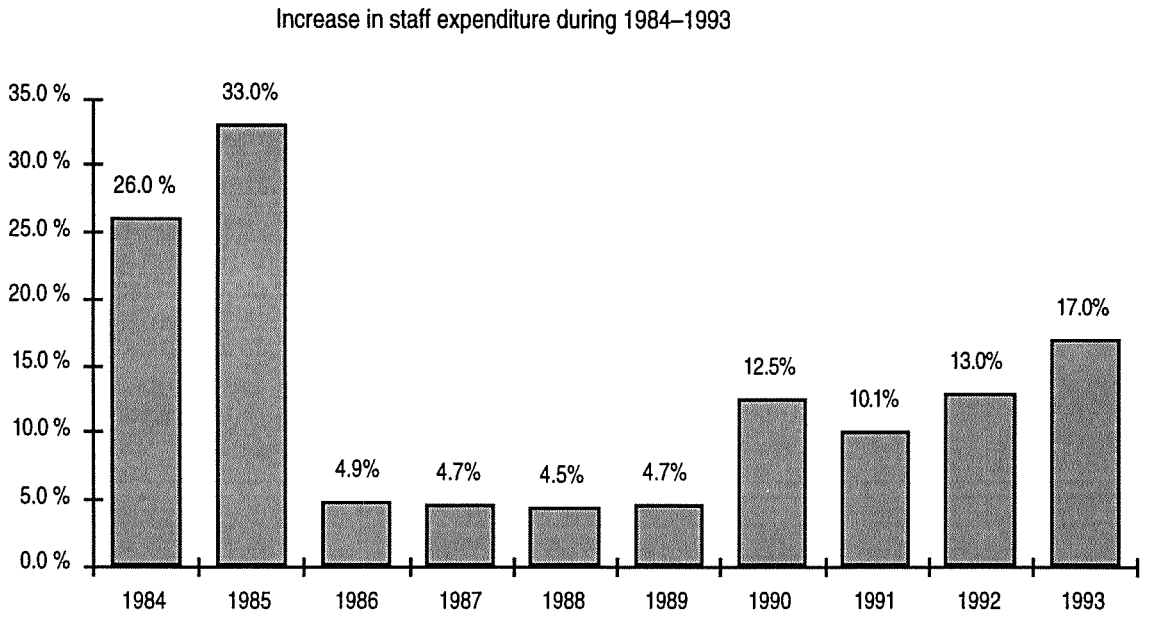
b "supplementary credits" withdrawn from the Reserve Fund for the adjustments made after approval of the budget. When these adjustments result in a negative balance, the budget is revised downward and the surplus paid into the Reserve Fund.

Year	Increases in staff expenditure (unaffected by ceiling) approved by the United Nations for				Total (2+3+4+5)	Bases selected by Congress	Increase (in percent)
	Senior and Professional category staff	General Service staff	pensions (including cost-of-living allowance for pensioners)	the subsistence allowance payable to secretariat staff in Washington			
1	2	3	4	5	6	7	8
	Sfr	Sfr	Sfr	Sfr	Sfr		
Hamburg financial system – Base: salary scales on 1.1.1984							
1989 a Budget	–325 348	773 326	–217 602	–[1]			
b Supplementary credits	294 500	237 400	69 000	–	600 900		
Total	–30 848	1 010 726	–148 602	–	831 276	17 675 200	4.7
1990 a Budget	–204 685	878 230	38 203	926 195			
b Supplementary credits	289 400	398 400	77 100	–	764 900		
Total	84 715	1 276 630	115 303	926 195	2 402 843	19 226 200	12.5
Washington financial system – Base: salary scales on 1.1.1989							
1991 a Budget	188 940	254 823	251 408	–			
b Supplementary credits	390 100	818 300	136 600	–	1 345 000		
Total	579 040	1 073 123	388 008	–	2 040 171	20 133 600	10.1
1992 a Budget	350 666	491 299	339 060	–			
b Supplementary credits	439 800	895 500	123 000	–	1 458 300		
Total	790 446	1 386 799	462 060	–	2 639 305	20 320 400	13.0
1993 a Budget	714 875	1 407 854	688 571	–			
b Supplementary credits	422 175	225 425	20 800	–	668 400		
Total	1 137 050	1 633 279	709 371	–	3 479 700	20 496 600	17.0

[1] In accordance with decision CE 6/1988, the accounts relating to the 20th Congress are presented with the accounts for financial year 1990.

As can be noted in the following table, the level of increase in staff expenditure remained relatively modest owing to the freeze placed on the salaries of Senior and Professional category staff during the years 1986 to 1988. On the other hand, increases in staff expenditure were unfrozen in 1989 and the consequences of this began to be felt in 1990. The level of increase fluctuated around

13 percent between 1990 and 1993. However, the level of increase in salaries during these last years did not reach the pre-freeze level of 1984 and 1985. The trend in staff expenditure increases between 1984 and 1993 is shown as follows:



b Adjustments in the other operating costs of the International Bureau

The rise in prices directly affects expenditure other than that relating to staff, ie expenditure relating to the building (heating, maintenance, repairs, cleaning, insurance, etc), travel costs, the cost of producing documents, purchase of furniture, machinery, equipment and sundry costs.

Article 124, paragraph 4, of the General Regulations gives the Executive Council the possibility of adjusting each year the amount of expenditure (other than that relating to staff) included in the ceiling on the basis of changes in the Swiss consumer price index. This method of indexing is quite similar to the one used for staff expenditure (see a above) except that the International Bureau is not authorized to withdraw supplementary credits from the Reserve Fund in order to finance increases in general expenditure arising after approval of the budget.

The adjustments in expenditure other than those relating to staff which the Executive Council is authorized to make by virtue of article 124, paragraph 4, of the General Regulations are as follows:

Year	Swiss consumer price index CPI (Base: Dec 1982: 100) Date	CPI	Index adjusted (Dec 1987: 100)	Adjustment of expenditure other than that relating to staff	Increase (in percent)
				Sfr	
Hamburg financial system – Base: 5 023 600 Sfr based on December 1983 CPI = 102.1					
1989	December 1987	110.6	100	418 215	8.3
1990	December 1988	112.8	102	526 473	10.5
Washington financial system – Base: 5 774 800 Sfr based on December 1988 CPI = 112.8					
1991	December 1989	118.4	107.1	288 740	5.0
1992	December 1990	124.7	112.8	609 241	10.6
1993	December 1991	131.2	118.6	941 870	16.3

4 Advances by the Government of the Swiss Confederation

a Waiver of arrears from the former financial system

In principle, the whole of the debt under the former financial system was to be paid back to the Government of the Swiss Confederation by the end of the 1990 financial year.

However, in its letter of 28 December 1990, the Government of the Swiss Confederation confirmed its decision to waive reimbursement by the Union of the balance of the advances made by Switzerland as announced at the 1989 Washington Congress. Following this decision, the sums owed by the Union, which the Swiss Government had generously waived, total 2 910 642.26 Sfr and were paid into the Special Activities Fund and the UPU Special Fund in the proportions of 60 percent and 40 percent respectively.

This waiver does not, of course, in any case constitute a waiver of the arrears owed by the member countries concerned.

b Temporary financing shortfalls

Article 124, paragraph 10, of the General Regulations provides that, in the case of temporary financing shortfalls, the Government of the Swiss Confederation may be asked to make the necessary short-term advances on conditions to be fixed by mutual agreement. During discussions on the practical ways and means of applying the new financial system, the Swiss Government stated that such advances would be made at the rate of interest corresponding to the average cost of the short-term loans of the Swiss Confederation. Since 1981, the Union's funds have always been sufficient to avoid recourse to such advances.

5 Arrears

The arrears of the five-year period 1989–1993 are as follows:

Date	Contributions	Supplies	Statutory interest	Special accounts	Total
	Sfr	Sfr	Sfr	Sfr	Sfr
End 1989	5 348 029	595 772	2 261 992		8 205 793 [1]
End 1990	6 496 422	506 553	2 625 136		9 628 111 [1]
End 1991	7 110 746	690 516	2 960 743		10 762 005
End 1992	5 126 043	785 432	2 592 089	2 436 725	10 940 289
End 1993	5 797 766	548 723	2 950 410	2 445 298	11 742 197

[1] Including arrears from the former financial system.

Throughout the period under review, the International Bureau has continued to make every effort to obtain payment of arrears. In addition to reminders, the Bureau issues six-monthly circulars listing member countries with their contributions in arrears. It also makes sure that this problem is brought up when it happens to carry out missions to debtor countries.

The International Bureau regularly invites member countries experiencing major difficulties in paying off their arrears of contributions to use their credit balances under the six-monthly general liquidation accounts for transit charges and surface-mail terminal dues to clear their debts to the UPU in accordance with Hamburg Congress recommendation C 36. Unfortunately, since

the Hamburg Congress decided to make this clearing procedure optional, it has lost considerable force. In consideration of the repeated comments of the External Auditor on this issue, the Executive Council also considered the arrears problem because the total amount of the sums owed to the Union (including those that are the subject of an amortization plan) currently represents more than one third of the budget, a situation that could significantly hamper all future Union activities.

Special accounts in arrears

With a view to clearing up arrears of all kinds, the 1989 Washington Congress adopted resolution C 61 according to which the Director-General is instructed to negotiate, with the member countries having the biggest arrears, agreements that will be submitted to the Executive Council for approval. Thus, agreements have been concluded with Argentina, Burundi, Costa Rica, Cuba, Dominican Republic and Sudan. According to such an agreement, the countries undertake to pay off their entire debt over an agreed period during which the debt is transferred to a special account and is no longer subject to interest on overdue payments, on the understanding, however, that if payments are not made on the debt during two consecutive years of the period covered by the amortization plan agreed to, the International Bureau shall consider the amortization plan null and void and interest on overdue payments for that part of the debt not yet amortized shall be duly recalculated and added to the remaining total amount owing which would once again be subject to interest.

The table below gives the situation of all of the sums owing and recovered at 31 December 1993 for the five member countries that have concluded an agreement with the International Bureau.

Member country	Date agreement signed	Repayment period	Original sums	Sums recovered at 31.12.1993	Total of sums outstanding at 31.12.1993
			Sfr	Sfr	Sfr
Argentina	23 April 1992	3 years (1992 to 1994)	1 504 612.00	980 866.64	523 745.36
Burundi	30 June 1993	3 years (1992 to 1994)	119 085.08	39 695.60	79 389.48
Cuba	13 October 1993	15 years (1993 to 2007)	477 268.85	35 240.65	442 028.20
Dominican Republic	18 October 1993	25 years (1992 to 2016)	1 335 979.30 [1]	24 480.00	1 311 499.30
Sudan	6 October 1993	10 years (1993 to 2002)	98 329.85	9 694.50	88 635.35
			3 535 275.08	1 089 977.39	2 445 297.69

[1] Initial sum updated at 31 August 1993 to take account of the date of signature of the agreement.

It should also be mentioned that, on 18 February 1994, Costa Rica concluded an agreement to reschedule its debt of 175 467.57 Sfr over six years (1994–1999). With a payment of 33 148.00 Sfr made at 30 April 1994, the balance of its debt now stands at 142 319.57 Sfr.

6 Union's building

A full survey of the Union's commitments must include the finances of the International Bureau building. It will be recalled that the site does not belong to the Union, but is leased to it on a 99-year peppercorn rent of one Swiss franc per annum renewable for the same period.

The construction of the building was financed by a grant of 1 000 000 Sfr from the City and Canton of Berne and a loan of 18 189 082.80 Sfr from the Swiss Confederation. Interest is payable at 3 percent per annum, and the loan is repayable in 40 equal instalments of 786 903 Sfr until the year 2010. At the end of the 1993 financial year, the amount outstanding on the loan was 10 360 457 Sfr.

7 Reserve Fund

In accordance with article 124, paragraph 9, of the General Regulations, a Reserve Fund shall be established to cover shortfalls in Union financing, balance the budget or reduce the amount of contributions:

Moreover, article 22 of the Financial Regulations specifies that the Reserve Fund shall be maintained by:

a the budgetary credits cancelled at the end of each financial year, which include:
   i the budgetary surpluses of the financial year, and
   ii the residue of credits left over from the "account for credits granted for previous year";

b interest payments to the Union;

c the profit realized on the supply of postal identity cards and international reply coupons;

d the credits which the Executive Council decides to include in the Union budget to adjust the Fund.

In order to show in the balance-sheet the amount available in the Reserve Fund for financing purposes, a "reserve account" for debtors in arrears was introduced in 1984. The balance of this account must correspond to the total arrears due from member countries. It represents that portion of the Reserve Fund tied up by these hard-to-collect debts. As at 31 December 1993, the amount due from member countries in respect of contributions and supplies was 11 742 196.68 Sfr and total transfers from the Reserve Fund to the reserve account came to the same amount.

Each year, the level of the Reserve Fund is fixed by the Executive Council which, in accordance with the arrangements laid down in the UPU Financial Regulations, also supervises how it is used. During the period 1989–1993, the accounts of the Reserve Fund evolved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Balance at start of the financial year	6 196 920.02	7 064 219.50	7 308 053.06	4 763 055.28	5 827 889.86
Inpayments					
a Cancelled budgetary credits:					
i budgetary surpluses of the financial year	962 374.56	1 765 407.47	939 205.82	979 311.56	962 241.95
ii surpluses from previous financial year (residue of account for credits granted for previous year)	144 788.18	143 945.62	147 019.57	105 756.81	71 486.72
b Interest payments to the Union	1 296 553.65	1 619 299.70	1 772 019.55	1 677 859.00	1 421 940.01
c Profit from supply of postal identity cards, international reply coupons and postal travellers' cheques	15 349.56	31 715.55	28 742.24	18 605.61	31 710.73
d Credits included in budget	–	–	–	–	–
Total income	2 419 065.95	3 560 368.34	2 886 987.18	2 781 532.98	2 487 379.41

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Withdrawals					
Supplementary credits to adjust staff remuneration in accordance with UN decision	600 900.00	764 900.00	1 345 000.00	1 458 300.00	668 400.00
Withdrawal to cover expenditure of the 20th Congress. 1989 (Decision CE 6/1988)	–	1 983 068.06	–	–	–
Withdrawal to reduce contribution	759 735.00	–	–	–	–
Withdrawal to balance the budget within the meaning of FR article 22. para 1	–	–	–	80 113.45	281 856.60
Transfer to the reserve account for debtors in arrears	191 131.47	568 566.72	4 086 984.96 [1)]	178 284.95	801 907.53
Total expenditure	1 551 766.47	3 316 534.78	5 431 984.70	1 716 698.40	1 752 164.13
Balance at end of financial year	7 064 219.50	7 308 053.06	4 763 055.28	5 827 889.86	6 563 105.14

[1] Including a sum of 2 910 642.26 Sfr relating to the Union's taking over, from 1991, of the debtors in arrears from the former financial system.

8 Special Activities Fund

Created in July 1989 (decision CE 24/1989), this Fund is intended to facilitate the financing of special activities under chapter 3 of the budget by making it possible to, among other things, carry forward available credits from one financial year to another and cover unforeseen or urgent expenditure.

Since its creation, the Special Activities Fund has evolved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Accounting situation					
– at start of year	–	0.00	283 432.48	329 292.62	652 763.68
– inpayments	–	283 432.48	255 053.84	522 971.06	117 969.12
– withdrawals	–	0.00	-209 193.70	-199 500.00	-471 150.00
Position at end of year	–	283 432.48	329 292.62	652 763.68	299 582.80

9 Social Fund for the UPU International Bureau staff

The Social Fund was originally set up by the 1957 Ottawa Congress for cases in which the social security measures taken by the Union proved insufficient. Its original purpose was subsequently

extended to cover the granting of loans, gifts or allowances to help Bureau staff members or their survivors and to promote and subsidize staff cultural, sporting and social activities, in accordance with regulations applicable as from 1 January 1973.

The Social Fund belongs to the Union, although its assets are separate from the Union's other property. It is run by a Joint Administrative Board comprising five staff members, two of whom are appointed by the Director-General of the International Bureau and three by the Staff Association Committee. The main resources derive partly from payments made annually by the Swiss PTT Corporation under an agreement between that Corporation and the International Bureau and partly from the yield on the Fund's capital.

At 31 December 1993, that capital amounted to 3 510 446.50 Sfr. In 1978, the Executive Council decided to hold the capital in reserve for any social security mishap.

10 Special Fund

The Special Fund gives the Union additional facilities for helping postal administrations increase their development potential, especially vocational training. It is financed solely by voluntary contributions from member countries and Restricted Unions and by any donations from international, governmental and non-governmental organizations. Contributions may be in cash (Section A) or kind (Section B), but only section A is referred to in this report.

a Regular programmes

The income and expenditure of the Special Fund regular programme were as follows:

Special Fund programme	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Contributions	362 702	338 387	1 547 397 [1]	298 733	293 462
Programme expenditure	468 669	369 952	540 898	458 753	422 733

[1] Including Switzerland's extraordinary contribution totalling 1 248 812 Sfr.

b Special programmes

Besides the regular programme, the Fund also administered contributions to special programmes from Belgium, China (People's Rep), Germany and Japan, the finances of which have been as follows:

Special programmes	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Contributions	162 195	294 231	303 333	278 000	400 952
Programme expenditure	182 136	216 366	128 411	32 161	263 147

At the end of the 1993 financial year, the UPU Special Fund's resources amounted to 2 525 449.89 Sfr, including 1 153 605.55 Sfr for the special programmes financed by Belgium, China (People's Rep), Germany and Japan, and 73 775 Sfr for the programmes under way on 31 December 1993.

11 Voluntary Fund

By its resolution CE 1/1991, iii, the Executive Council decided in May 1991 to create an extra-budgetary Voluntary Fund maintained by voluntary contributions to co-finance special activities. In this way, a part of the special activities is financed by chapter 3 of the Union's budget, while another part is financed by the Voluntary Fund in accordance with a plan approved each year by the Executive Council.

a Since its creation, the Voluntary Fund has evolved as follows:

	1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Accounting situation					
– at start of year	–	–	0.00	2 135 676.46	2 226 710.66
– inpayments	–	–	2 135 676.46[1]	633 774.13	278 669.19
– withdrawals	–	–	0.00	–442 138.90	–1 350 489.51
Position at end of year	–	–	2 135 676.46	2 327 311.69	1 154 890.34

1 Following the decision to create this new Fund, all the voluntary contributions originally allocated to the Special Activities Fund were transferred to the new Voluntary Fund during 1991, including Switzerland's extraordinary contribution totalling 1 873 217 Sfr, so that the latter Fund could be operational at 1 January 1992.

b Special contribution of the postal administration of Japan for EDI activities

An agreement was concluded between the Universal Postal Union and the Ministry of Posts and Telecommunications of Japan concerning a project to establish an international tracking and tracing system for EMS items for use by postal administrations and developing countries, particularly those in the Asia/Pacific region, within the EDI project.

Under this activity, the accounts for financial year 1993 are as follows:

	Expenditure	Receipts
Contributions paid by Japan in July 1993		5 548 977.00
Proceeds from capital		60 204.00
Expenditure incurred in 1993	409 815.89	
	409 815.89	5 609 181.00
Excess receipts	5 199 365.11	
	5 609 181.00	5 609 181.00

At the end of financial year 1993, EDI resources thus amounted to 5 199 365.11 Sfr.

12 Draft resolution

If the Seoul Congress gives final approval to the accounts of the Union for 1989–1993, it could adopt the resolution the draft of which appears in annex 4.

Part II

Decisions to be taken by the Seoul Congress

1 Role of Congress

As stated in annex 2, Congress has to fix the maximum expenditure relating to the Union's activities for the period covered by its decisions, ie separate ceilings for:

i ordinary (recurrent) expenditure for each year in the next financial period; and

ii special expenditure relating to the subsequent Congress and any definite non-recurrent work to be done during that period but not in a specific year, such as will probably be the case for the new edition of the International List of Post Offices (ILPO).

These ceilings have to be included in article 124, paragraphs 1, 2 and 2bis, of the General Regulations.

2 Next financial period

Article 124 of the current General Regulations lays down the expenditure limits for 1991 to 1995, the period covered by the Washington Acts.

The new financial period should run from 1996 to 2000 (annex 12) since the Seoul Acts could go into force on 1 January 1996.

Several new budgetary and financial elements will be introduced for the next financial period 1996–2000. First of all, the programme-budgeting system will be officially introduced from 1996 in accordance with an Executive Council decision (decision CE 30/1994). The purpose of the programme-budgeting system is to guarantee member countries greater transparency in the allocation and use of resources.

3 Method proposed for fixing the ceilings

In principle, the next financial period should be based on the strategic plan. However, since we do not yet have a final strategic plan, the method to be used is that adopted by previous Congresses.

A. Ordinary recurrent annual expenditure

In view of the procedure followed by previous Congresses, it would seem that the Seoul Congress could fix the ceiling for ordinary recurrent annual expenditure to be inserted in the General Regulations, article 124, paragraph 1, as follows:

i take as a basis the latest full Union budget, namely that for 1995 as drawn up by the Executive Council in February 1994 (see annex 6);

ii extrapolate from this basis by adding (or removing) two distinct elements:

- the normal growth factors needed to enable the International Bureau to do the *Union's existing work*. This element will be fixed on the basis of the data given below by the International Bureau. These factors are regulation step increases for staff, emoluments of additional staff to deal with the normal expansion of its work, the updating (to offset rising costs) of budgetary credits allocated to technical assistance, the replacement of equipment and machines and the upkeep of the UPU building and its technical installations;

- the *financial effects of new activities and of the decisions made by the Seoul Congress,* which will be calculated while Congress is in progress for inclusion in the ceilings for the years in question;

iii thereby fix the maximum net expenditure on the Union's ordinary recurrent activities for each of the years 1996 to 2000.

B. Exceptional non-recurrent expenditure

This consists in expenditure for which a separate ceiling has to be fixed in the Acts of the Union. An outstanding example is the 22nd Congress which will follow the Seoul one.

The ceiling for expenditure on the 22nd Congress to be inserted in the General Regulations, article 124, paragraph 2, can only be fixed during the Seoul Congress when the venue of the 22nd Congress is known.

4 Exceeding the ceilings fixed by Congress

By fixing the above expenditure ceilings, the Union would have a clear financial framework for drawing up its annual budget. However, the General Regulations include strict provisions under which these ceilings may be exceeded to meet unavoidable expenditure resulting from the following circumstances.

A. Rise in the cost of living

Since the expenditure ceilings are based on the salary scales and the prices in force when the 1995 budget was drawn up and do not take account of rises in the cost of living likely to take place in the next five-year period, the *Executive Council* is authorized:

i to exceed the limits laid down to take account of increases in the salary scales, pension contributions or allowances, including post adjustments, approved by the United Nations for application to its staff working in Geneva (General Regulations, article 124, paragraph 3);

ii to adjust, each year, the amount of expenditure other than that relating to staff on the basis of the Swiss consumer price index (General Regulations, article 124, paragraph 4).

B. Major unforeseen repairs to the building

The Executive Council, or in case of extreme urgency the Director-General, may authorize the prescribed limit to be exceeded to meet the cost of major unforeseen repairs to the International Bureau building provided, however, that the overrun does not exceed 65 000 Sfr per annum (General Regulations, article 124, paragraph 5).

It is certain that the *foreseeable* costs of repairing the International Bureau building have to be taken into account when the ceiling is set. However, because the building is ageing, the budget forecasts would not cover the costs of any major *unforeseeable* repairs which might exceed the 65 000 Sfr currently provided for in article 124, paragraph 5, of the General Regulations. This is why the International Bureau is proposing to adjust this amount of 65 000 Sfr fixed by the Lausanne Congress in 1974 on the basis of the movement in the cost of living in Switzerland since that year. If Congress approves this adjustment, the overrun to be provided for in article 124, paragraph 5, of the General Regulations would amount to 125 000 Sfr.[1]

[1] The average yearly Swiss consumer price index (general index) for 1974 and 1993 was 345.4 and 657.0 respectively, with the base index set at 100 in August 1939.

For all other cases in which the ceilings fixed by Congress prove inadequate to ensure the smooth running of the Union, they may only be exceeded with the approval of the majority of Union member countries, after they have been consulted in accordance with article 124, paragraph 6, of the General Regulations.

5 Ceilings of ordinary recurrent expenditure proposed for 1996–2000

Following the method described in part II, chapter 3, this chapter deals with the elements to be taken into consideration in fixing the annual ceilings of ordinary recurrent expenditure actually calculated in annex 10.

A. Basis for fixing the expenditure ceiling for the next five-year period

The starting point is the sum of 32 165 500 Sfr representing the total net expenditure in the Union's budget for 1995 as approved by the Executive Council in February 1994. That budget is given in detail in annex 6.

B. Expenditure on staff needed to handle the present duties and their expansion

The 1995 budget, taken as the basis for fixing the ceiling, comprises 153 staff posts, viz: 2 elected officials, 16 Senior, 47 Professional (P) and 88 General Service (G) category (details are given in the organizational chart in annex 1).

To be able to handle the work of the Union, the ceiling must take account of the following factors:

i *Regulation step increases*

To the basic amounts taken into account in the 1995 budget for the remuneration of the 153 staff posts should be added the financial effect of regulation step increases in the same grade from 1996 to 2000.

ii *Extra staff*

Although the Executive Council can create and abolish posts, Congress nevertheless has to be informed of the need for additional staff for the next financial period so that it can take a decision regarding the ceiling on Union expenditure. Because of this, the International Bureau is proposing to Congress that it provide for the extension of three fixed-term posts and the creation of two new posts as from 1 January 1996.

a Extension of three posts

– Because of the reintroduction of the postage stamp distribution system, two G posts were created for an initial period of two years without any budget increase in real terms. Since these posts cannot be continually financed from savings, there is good reason to include the financial effects of these two G posts in the expenditure ceiling.

– The post of programme-budget coordinator was created, on the basis of decision CE 6/1992, for an initial period of three years as of January 1993 without any budget increase in real terms. Because of the recent Executive Council decision to officially introduce a programme-budgeting system from 1996 (decision CE 30/1994), it is necessary to keep this P post.

b Creation of two posts

– Although the Finance Section's staff strength has remained unchanged for more than 20 years, the Union budget has tripled in volume and the number of member countries and accounts has increased significantly. Moreover, the appearance of difficulties in providing adequate financial management for the Union has also been noted on several occasions. As a result, it is necessary to create a new P post of accountant.

– Because of the increase in the volume of documents to be translated into French, it has become essential to create a new P post of French translator, on the understanding that if Congress approves the establishment of a French language group, this new post could be financed by that language group.

Nature of activity	Number of posts P	G
a Posts to be kept		
Extension of the two G posts re-established by the Executive Council for the postage stamp distribution service intended for all postal administrations (decision CE 28/1993)		2
Extension of the posts of programme-budget coordinator with a view to ensuring the smooth functioning of the programme budget which will permanently replace the present budget system on the basis of EC decisions (CE 6/1992 and CE 30/1994)	1	
b Posts to be created		
Creation of a post of accountant to strengthen the International Bureau's Finance Section because of the volume of work that has increased significantly since 1974	1	
Creation of an additional post of translator in the French Translation Service owing to the increase in the volume of documents to be translated into French	1	
Total of posts to be kept or created as from 1 January 1996	3 P	2 G

iii *Technical assistance activities of the UPU*

At previous Congresses, the budget credits allocated to UPU technical assistance activities were increased by 10 percent to offset inflation. The annual credit was therefore invariably fixed at 1 817 200 Sfr from financial year 1991. The Seoul Congress has been asked to consider proposal 035 in which it is proposed to offset the inflation recorded since the 1989 Washington Congress by setting the budgetary credit earmarked for technical assistance at 2 290 000 Sfr in 1996, this amount to be adjusted annually in accordance with the same rate of inflation as that taken into consideration in adjusting the budget of the Union. Should this proposal be accepted, provision would have to be made, for 1996–2000, for an increase of 472 800 Sfr per annum over the credit of 1 817 200 Sfr already included in the 1995 budget.

C. *Other operating expenditure of the International Bureau*

Subject to any decisions Congress may take on specific proposals of which we are not yet aware, the ceiling should allow for the following:

i *Replacement of International Bureau equipment and machines*

In accordance with the practice endorsed by previous Congresses, the International Bureau has drawn up a capital expenditure plan for each of the five years of the next financial period (1996–2000). In the interests of comprehensive planning, office machines, printing equipment for documents and publications, and official cars are included. The overall plan for equipment replacement is set out in detail in annex 7.

ii *Upkeep of the building and its installations*

In accordance with the practice followed by previous Congresses, the International Bureau has drawn up a spending plan which should be taken into account in fixing the expenditure ceilings for 1996–2000 in addition to the routine expenditure on maintenance, surveillance and repairs already included in the regular budget. This programme and its cost are shown in detail in annex 8.

iii *Computer equipment*

As mentioned above, the International Bureau has drawn up a specific plan for the replacement of computer equipment. Planning in this regard includes all activities relating to micro-computers, the central computer and management of the network. The overall replacement plan is described in annex 9.

D. *Implementation of new activities and stepping up of special activities*

Subject to any decisions Congress may take on the proposals submitted to it as set out in Congress – Docs 63 and 64, the ceiling should make allowance for the following:

i *Action Plan to energize the postal financial services*

In order to obtain the resources that are essential to implementing the above action plan, provision has to be made for a credit under the regular budget for all of the next five-year period in accordance with paragraph 39 of Congress – Doc 63. The International Bureau is proposing to include a credit of 97 000 Sfr per annum to follow these activities.

ii *Quality of Service Programme – 1995–1999*

Congress – Doc 64 (Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999) proposes implementation of a Quality of Service Programme for 1995–1999 making it possible to improve the quality of the international postal service significantly through activities whose financial effects for the next five-year period total 790 000 Sfr for 1996, 780 000 Sfr for 1997 and 1998, and 682 000 Sfr for 1999. In the event that this programme continues until the year 2000, a credit of the same amount as in 1999 would have to be provided for. These financial effects are shown in detail in paragraphs 37 to 39 of Congress – Doc 64 and in its annex 1. As the 1995 budget provides for a credit of 30 000 Sfr for safeguarding and enhancing the quality of the international postal service, the following sums should be included in the ceiling of the next financial period: 760 000 Sfr for 1996, 750 000 Sfr for 1997 and 1998, and 652 000 Sfr for 1999 and 2000.

iii *Internal audit*

On the basis of the recommendation of the External Auditor, the Executive Council approved the creation of a half-post of internal auditor (decision CE 28/1994). Although this service should be provided throughout the next financial period, the half-post will not be included in the staff table because it involves a mandated service financed by the Union's regular budget. Because of the level of responsibility that the internal auditor must assume (P 4 to D 1), the amount of 100 000 Sfr per annum should be provided for in order to finance this service.

E. *Financial effects of the other decisions to be taken by the Seoul Congress*

While the items discussed above concern the Bureau's existing work and the new activities proposed by the Executive Council, the ceiling will also have to cover the financial impact of the decisions taken by the Seoul Congress itself on other proposals submitted by member countries. Under Tokyo Congress resolution C 17, which we consider still applies to the 21st Congress at Seoul, the Secretary-General has to assess the annual expenditure entailed by each proposal with

potential financial impact for the Union until the next Congress. The financial effects will be quantified at that time and Congress will have to rule on them and then take this into account when setting the definitive expenditure ceiling to be included in the General Regulations, article 124.

F. Activities that could be shelved, cut back or eliminated

Since it is possible to include under the ceiling elements representing normal growth factors needed to enable the International Bureau to do the Union's existing work as well as the financial effects of new activities, it is necessary to remove from the basis the costs of activities that could be shelved, cut back or eliminated. If Congress approves proposal 15. 107.20 aimed at establishing a French language group, there would be reason to deduct from the basis the costs of external translations, totalling 56 000 Sfr per annum, as well as those of two translators already in service, which total 259 000 Sfr per annum. The total amount of the costs to be deducted is therefore 315 000 Sfr per annum.

G. Possible postponement of 22nd Congress

The last sentence of article 124, paragraph 1, of the General Regulations stipulates that: "The basic limit for 1995 shall also apply to the following years in case the Congress scheduled for 1994 is postponed". It is proposed that the Seoul Congress update this provision by laying down that the basic limit for *2000* should also apply to the following years in case the Congress scheduled for *1999* is postponed. In practical terms, this means that as the Seoul Congress will have fixed the ceiling for each of the years from 1996 to 2000 in accordance with a recurrent method based on an initial amount of 32 165 500 Sfr, the ceiling applicable to subsequent years in the event of postponement of the 22nd Congress would be fixed by using the same method to extrapolate the limit set for the year 2000.

H. Level of the Union's recurrent expenditure ceilings for 1996–2000

So that the level of the Union's recurrent expenditure ceilings for 1996–2000 can be definitively determined, it would be useful to provide Congress with elements comparing the ceilings of previous Congresses with those of the Seoul Congress on the basis of figures currently available. These elements are summarized in the table below:

Comparative table of Congress ceilings

Congress	Period	Total of ceilings Sfr	Average level of ceilings per annum Sfr	Basis for fixing ceilings Sfr	Average nominal increase per annum with respect to basis
Rio de Janeiro	1981–1985	89 345 600	17 869 120	16 118 400	10.86 %
Hamburg	1986–1990	116 994 300	23 398 860	21 012 000	11.36 %
Washington	1991–1995	133 165 900	26 633 180	24 389 550	9.20 %
Seoul	1996–2000	173 449 900	34 689 980	32 165 500	7.85 %

According to the figures currently available, the Seoul Congress ceilings thus represent the lowest level since the Rio de Janeiro Congress.

However, if Congress does not approve the establishment of a French language group, the average level of the ceilings per annum would be 35 147 520 Sfr and, as a result, the average nominal increase per annum with respect to the basis would be 9.27 percent.

6 Ceiling of exceptional and non-recurrent expenditure

For the reasons already given in part II, B, chapter 3, a clear distinction should be made between the ceiling of annual expenditure proper (ordinary recurrent expenditure) and the ceiling to be fixed for exceptional expenditure which does not recur every year.

On the basis of the information currently available to us, the following non-recurrent expenditure would have to be provided for up to 2000.

A. Ceiling of expenditure on the 22nd Congress

In order to fix a separate expenditure ceiling for the 1999 Congress, that expenditure will have to be assessed, which can only be done during the Seoul Congress, because it depends mainly on where the 22nd Congress meets. Such an estimate is very difficult to make and will only be approximate, owing to the many imponderables.

So as to simplify the work of Congress, we thought it useful to give in annex 11 a table showing, for comparative purposes, the actual expenditure incurred for the 19th Congress (Hamburg 1984) and 20th Congress (Washington 1989) along with the expenditure ceiling and the budget for the 21st Congress (Seoul 1994). It has to be realized that account will have to be taken of all the factors allowed for in connection with the Hamburg and Washington Congresses (including any cost-of-living increases in the meantime) and price levels in the prospective host country.

B. Expenditure ceiling for the new edition of the International List of Post Offices (ILPO)

The current International List of Post Offices was published in 1977 following a decision by the 1974 Lausanne Congress. In view of the need shown by the member countries in this regard, most administrations have come out in favour of publishing and computerizing a new edition of the ILPO. As a result, the Executive Council has decided to propose to the Seoul Congress that it provide the necessary credits for the five-year period 1996–2000 with a view to issuing a new edition of the ILPO on both paper and CD–ROM.

On the basis of the actual costs of the 1977 ILPO and the offer made by a specialized firm for transcribing the data onto CD–ROM and developing a retrieval and consultation software, the cost of issuing a new edition of the ILPO on paper and on CD–ROM can be estimated at 1 040 000 Sfr. This estimate was done at the end of 1993 and price changes have not been taken into account. Given the extra-budgetary funds, which will total approximately 140 000 Sfr, the ceiling for ILPO-related expenditure should be fixed at 900 000 Sfr. The conclusions of Congress – Doc 79 specify that the new edition of the List would be spread over financial years 1996 and 1997 (paragraph 10). If the probable price changes from the end of 1993 are taken into account, the ceiling for ILPO-related expenditure could be fixed at 1 000 000 Sfr.

C. Other non-recurrent expenditure

At the moment we know of no particular work to be done during the next five years. Accordingly, and subject to any exceptional work decided upon by the Seoul Congress, the only expenses (apart from the cost of the following Congress and publication of the new edition of the ILPO) are those

for major unforeseen repairs to the International Bureau building as provided for in article 124, paragraph 5, of the General Regulations.

7 Question of the billing date for contributions

As part of its work, Working Party 3/3 of Executive Council Committee 3 proposed that, in future, the Executive Council meet in autumn and no longer in spring. Should this change in budget approval be accepted by Congress, contributions would not be billed until late October or early November, which would pose two problems, viz:

a a possible temporary shortfall in financing;

b difficulties for member countries in adapting to this change because of national budgetary requirements.

The International Bureau sent a questionnaire to all member countries to gain better knowledge of the financial impact of such a change in the billing date for contributions.

The majority of member countries were not in a position to adapt their payment procedures so as to be able to pay their contribution by 1 January. Forty-seven countries, on the other hand, answered this question in the affirmative. Thirty-four countries preferred retention of the status quo whereby contributions are billed in June of each year. Forty-eight countries expressed their wish for a more flexible system to be introduced in the Union whereby the amounts due in respect of contributions would not be chargeable with interest on arrears until 1 April. It was also suggested that the International Bureau prepare a provisional bill for the contribution in the spring before the amount is finally decided by the Executive Council. Some countries also indicated that the bill for contributions should reach them without fail before 15 November, while others pointed out the necessity of maintaining the current six-month period between the date of billing and that of payment.

Should this change in the billing date as from October/November 1995 be adopted, the Union's financing would probably experience a shortfall from the fourth quarter of 1995. The shortfall balance would vary around 9 000 000 Sfr in early 1996 and would persist for the entire year, varying between 12 000 000 Sfr and 1 600 000 Sfr. This situation would make recourse to a loan from the Government of the Swiss Confederation necessary in accordance with article 124, paragraph 10, of the General Regulations. One solution would be for Congress **to authorize the International Bureau to bill, in June of each year, the contribution based on the budget of the preceding financial year taking into account the inflation rate set by the Consultative Committee on Administrative Questions of the United Nations common system, it being understood that the bill could be adjusted at the conclusion of the autumn Executive Council.**

Part III

Work of the Executive Council Working Party for the financing of the Union's activities

1 Introduction

By its decision CE 8/1994, the Executive Council set up a Working Party consisting of Canada, Italy, Japan and the International Bureau to find solutions for the financing of the Union's activities, giving consideration among other things to the possibility of having an extra-budgetary fund maintained by mandatory contributions. The Executive Council also decided to submit the report of this Working Party to the Seoul Congress by means of the Director-General's report on the finances of the Union. Because of the little time that Working Party members had before Congress, the Working Party was unable to consider the various aspects of the question with the attention it deserved and did not have an opportunity to consult the member countries on this issue which is of fundamental importance for the Union.

Furthermore, in accordance with its decision CE 7/1994, the Executive Council instructed the International Bureau to develop a draft Congress resolution encouraging member countries to make extra-budgetary contributions for funding priority activities which are not financed from the regular budget.

2 Preliminary studies

The Working Party met during the 1994 Executive Council and Working Party members had an initial discussion on the extra-budgetary financing of activities on the basis of a discussion paper prepared by Canada (attached to annex 14) and of various Union documents regarding optional financing, programme budgeting, the Financial Regulations and the Regulations of the Union's Voluntary Fund.

3 Analysis of the question by the Working Party

With a view to making it easier to consider the problem, the International Bureau prepared a classification of Union activities in order to ensure their financing. The relevant draft document was sent to Working Party members for their views. The comments of Canada, Italy and Japan regarding the draft are reproduced in annex 14 to this document.

4 Analysis of the question by the International Bureau

A. Classification of Union activities and their financing

The International Bureau has classified Union activities and has identified the following three categories of activity:

a Institutional activities

Institutional activities are activities having to do with the actual operation of the UPU. These are the activities of the Union's legislative bodies, the senior management of the International Bureau and its various services, as well as support activities (staff, finance, logistics and informatics).

b Essential activities

Essential activities are activities stemming from the Acts and the Union's mission (or mandate). In general, most of the traditional activities of Divisions II and III come under this category.

c Reinforcement activities

Reinforcement activities are either new activities or activities recently undertaken as an extension of essential activities.

All three categories of activity are included in the strategic plan. It appears that the regular budget should fund all institutional and essential activities because it is important to provide a solid financial foundation for the basic activities considered as established and those that the Union cannot abandon, given that they are part of the very mission of the organization and of the Acts signed by the member countries. On the other hand, extra-budgetary financial resources are more suited to the funding of reinforcement activities. Needless to say, every effort must be made on a continuing basis to rationalize the implementation of institutional and essential activities on the one hand and, on the other, to pursue the objectives of realizing savings and making better use of available financial resources.

This dichotomy is not absolute, however, since a number of activities could be financed from the regular budget and from extra-budgetary funds, as indicated below under C.

B. Extra-budgetary financing options

a Union's Voluntary Fund

In accordance with article 26 of the Financial Regulations, the purpose of the Voluntary Fund is to provide the Union with financial resources additional to those earmarked in the Union budget for special activities. This Fund is financed by voluntary contributions and the yield on capital.

b Fund-in-Trust

The Fund-in-Trust is a fund established, in accordance with specific conditions or pursuant to specific agreements, for the purpose of receiving voluntary contributions intended to finance specific extra-budgetary activities in whole or in part. If several member countries finance a project, the Union may conclude a single agreement with them in order to receive from them voluntary contributions spread over a specific number of years. A special account may be set up to account for the management costs of the projects financed by funds-in-trust. The resources entered in the special account for project management costs would be used to finance additional fixed-term extra-budgetary posts to be created for implementing specific projects, or other costs to be incurred as part of the implementation of these projects, such as consultant or mission costs.

c Mandatory contributions based on a voluntary agreement

There are currently five translation services in place at the International Bureau. Member countries have concluded agreements with the language services concerning them and they pay their contributions in accordance with these agreements on the basis of article 107, paragraph 6, of the General Regulations. The Union's financial system is applicable, mutatis mutandis, to their translation services operating in connection with the International Bureau.

This system could, by analogy, be applied to long-term projects requiring a certain continuity. Contributions would therefore be regular and "mandatory" in nature on the basis of a legal agreement that the member countries concerned would conclude voluntarily.

d Self-financing

Certain projects could generate revenue that would be used, in whole or in part, for their self-financing. EDI activities, for example, as they are described in Congress – Doc 75b, will generate income that will finance a part of this programme.

C. *Co-financing from budgetary and extra-budgetary resources*

A number of activities will require co-financing from budgetary and extra-budgetary resources, on the basis of the options indicated under B. Specific opt-in procedures have to be finalized on a case-by-case basis by the two Councils according to the nature of the activities to be financed by extra-budgetary contributions. It is worthwhile to indicate below the definitions of the terms "opt-out" and "opt-in".

Opt-out

According to the external consultant's report of March 1993 (CE 1993/C 3 – Doc 2b), the term "opt-out" means the possibility for member countries not providing a particular service of discontinuing the mandatory contributions they pay to the UPU for activities relating to that service under the regular budget. This proposal has negative repercussions not only from a legal and financial standpoint, but also from an administrative, political and operational point of view, as shown in the document "Study on setting up a flexible financing system" (CE 1993/GT 3/3(3) – Doc 5).

On the other hand, it is clear that, within the extra-budgetary framework, the possibility of opting out could be kept in accordance with rules to be established on a case-by-case basis since any decision to opt in or opt out is voluntary, unlike the principle of mandatory contributions to the regular budget.

Opt-in

This is the possibility offered to member countries of participating in a specific extra-budgetary project, which could also be co-financed from the regular budget. In the document "Study on setting up a 'flexible' or optional financing system" (CE 1994/GT 3/3(1) – Doc 9), the International Bureau described six prototypes for "opt-in" financing, dealing with extra-budgetary financing or budgetary and extra-budgetary co-financing, which should apply, mutatis mutandis, to specific projects. For example, the language services are co-financed partly from the regular budget and partly from extra-budgetary resources (see B, c "Mandatory contributions based on a voluntary agreement"). EDI activities are currently co-financed from the regular budget and a fund-in-trust. In Congress – Doc 75b, it is projected that they will be financed, for the 1995–1999 period, from the regular budget, from mandatory contributions based on a voluntary agreement, and from income received in exchange for services provided.

D. *Mobilization of funds*

Several specialized agencies of the United Nations common system have put in place bodies specifically responsible for mobilizing funds for financing their priority activities. In view of the modest size of our organization, it would not be appropriate to create such a body in the International Bureau. It is essential, however, to intensify efforts to mobilize funds at the level of the Union's permanent bodies for financing specific priority activities.

5 Recommendations

Although it is premature to define financing methods in greater detail, it would still be worthwhile for Congress to express its agreement on the broad policy lines indicated in this document. The questions involving extra-budgetary financing must also be the subject of an in-depth examination for each specific case that arises in the future. Consequently, Congress is invited:

i to approve the draft resolution appearing in annex 13, prepared in accordance with Executive Council decision CE 7/1994;

ii to express its agreement on the broad policy lines indicated in this part, taking into account proposal 022;

iii to instruct the Executive Council, in cooperation with the Consultative Council for Postal Studies and the International Bureau, to consider the following International Bureau proposals:

- a Working Party made up of a number of member countries and the International Bureau should be constituted with the task of studying in depth the extra-budgetary financing of the Union's activities;
- all member countries should be consulted on the question of extra-budgetary financing of the Union's reinforcement activities so that their views can be taken into account as part of a study to be conducted by this Working Party;
- this study should be based on the principles contained in this document; the possibility of establishing new extra-budgetary financing mechanisms should also be considered;
- the practices of the other specialized agencies of the United Nations common system for dealing with financial constraints should be taken into consideration;
- the Executive Council and the Consultative Council for Postal Studies would study the possibility of extra-budgetary financing of the Union's activities, case by case, on the basis of the Union's current practice and the results of the above-mentioned study by the Working Party.

Conclusions

While part I of this report gives in detail the results of the accounts for 1989–1993 to which Congress will be asked to give final approval, the purpose of part II is to provide as full a summary as possible of the financial resources which the International Bureau will need for the programme decided on by Congress for the next five years. Drawing up financial forecasts for so long a period is difficult enough as it is because work tends to increase and we do not yet know some of the policies which Congress may wish to pursue, particularly as regards strategic planning. While it is true that the recurrent expenditure ceiling proposed for the next financial period represents a relatively substantial increase for 1996 in order to implement fully the activities for which the Union is responsible, it should be stressed that it remains stable through 1997–2000 so that the average increase projected for the entire five-year period is only 1.84 percent a year, the lowest ceiling approved since the Rio de Janeiro Congress.[1]

To understand the parts played by the ceiling and the budget in UPU finances, it should be remembered that the ceiling of expenditure fixed by Congress is purely restrictive; it does not represent the level of actual annual expenditure determined by the Executive Council. The annual budget is the expression of the current real needs as assessed in due course by the Director-General and approved by the Executive Council; these latter supervise in that way, as efficiently and economically as possible, the implementation of the action programmes assigned to them by Congress. The result is that the level of actual expenditure has to be lower than the ceilings provided for by Congress.

Consequently, Congress is invited:

i to approve the draft resolution "Approval of the Union's accounts for 1989–1993" (annex 4);

ii to approve the draft resolution "Aid provided by the Government of the Swiss Confederation in the field of the Union's finances" (annex 5);

iii to approve the ceilings of the Union's recurrent expenditure for 1996–2000 appearing in annex 10;

iv to approve the expenditure ceiling of the next Congress (22nd Congress) appearing in annex 11;

v to authorize the Executive Council to exceed the limits of the Union's annual recurrent expenditure set down in article 124, paragraph 1, of the General Regulations in order to take account of the publication of the new edition of the International List of Post Offices, the total amount of the increase authorized for this purpose not to exceed 900 000 Sfr (Part II, chapter 6, B, page 27);

vi notwithstanding article 124, paragraph 1, of the General Regulations, to delegate to the Executive Council or, in case of extreme urgency, to the Director-General the power to authorize the prescribed limits to be exceeded to meet the cost of major unforeseen repairs to the International Bureau building provided, however, that the amount of the overrun does not exceed 125 000 Sfr per annum (Part II, chapter 4, B, page 22);

vii to approve the amendments to be made to paragraphs 1, 2, 2bis and 5 of article 124 of the General Regulations (annex 12);

viii to authorize the International Bureau to bill, in June of each year, the contribution based on the budget of the preceding financial year taking into account the inflation rate set by the Consultative Committee on Administrative Questions of the United Nations common system, it being understood that the bill could be adjusted at the conclusion of the autumn Executive Council;

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[1] The average increases envisaged for all the five-year periods of the Rio de Janeiro, Hamburg and Washington Congresses were 3.03 percent, 3.02 percent and 2.27 percent a year respectively. If the Seoul Congress does not approve the establishment of a French language group, this increase for the next financial period will be 2.12 percent.

ix to approve the draft resolution "Financing of the Union's priority activities" (annex 13);

x to express its agreement on the broad policy lines relating to the financing of the Union's activities, indicated in part III of this document, taking into account proposal 022;

xi to instruct the Executive Council, in cooperation with the Consultative Council for Postal Studies and the International Bureau, to consider the International Bureau proposals appearing in part III, chapter 5 (page 32).

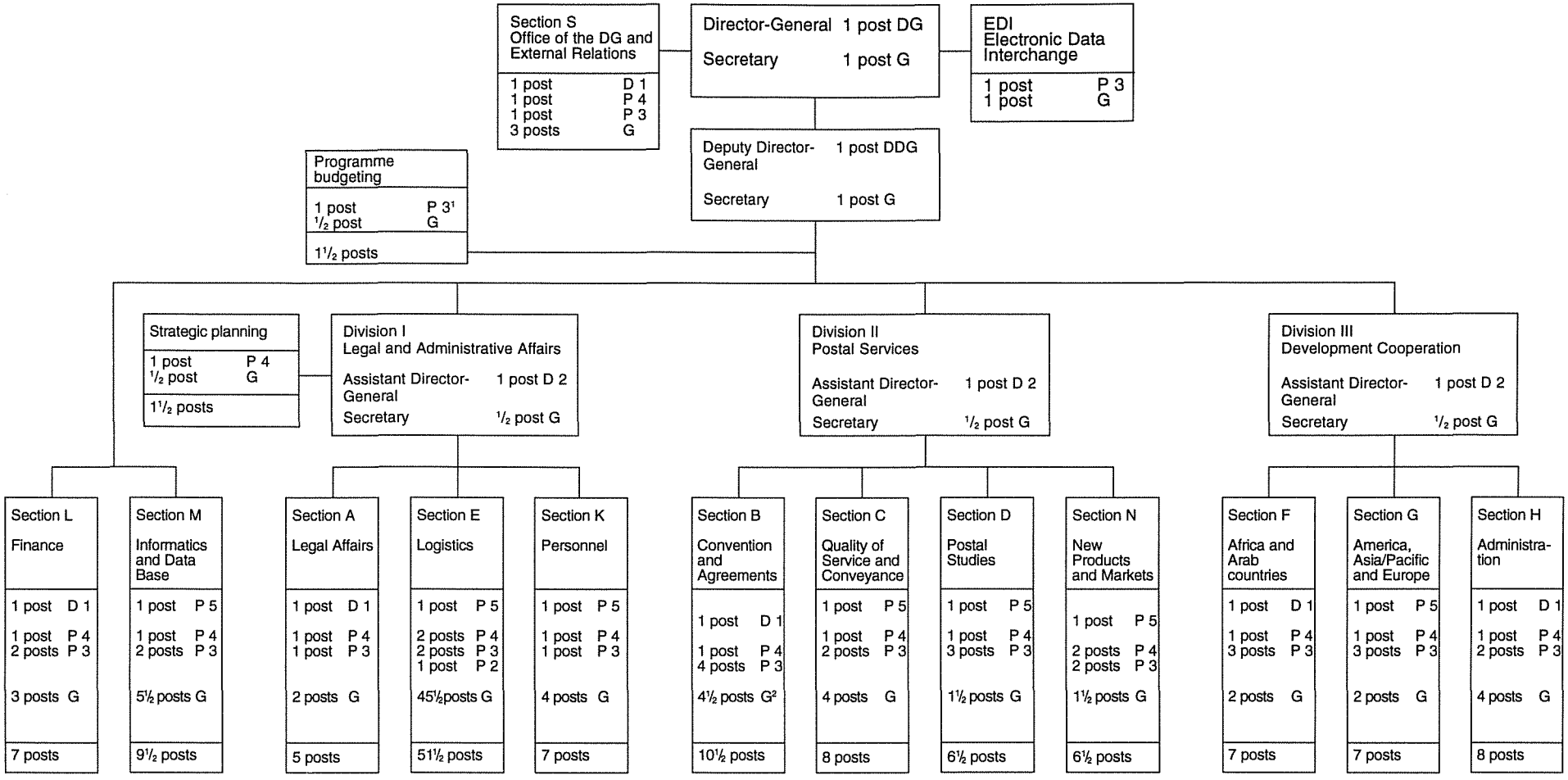
Berne, 12 July 1994

A C BOTTO DE BARROS

Director-General

Organizational chart of the International Bureau of the Universal Postal Union

Budgeted posts included in the 1995 Union budget



The staff table approved by the Executive Council in April/May 1993 (decision CE 28/1993) provides for 153 posts, viz 2 elected officials' posts, 16 Senior, 47 Professional and 88 General Service category posts.

DG	Director-General	1 post	2 elected officials
DDG	Deputy Director-General	1 post	
D 2	Assistant Director-General	3 posts	16 Senior
D 1	Senior Counsellor	6 posts	
P 5	Counsellor	7 posts	
P 4	Assistant Counsellor	16 posts	47 Professional (P)
P 3[1]	First Secretary	30 posts	
P 2	Second Secretary	1 post	
G[2]	General Services	88 posts	88 General Services (G)

[1] The post of Programme-budget Coordinator was created by the Executive Council (decision CE 6/1992) for an initial term of three years from 1993.
[2] Two of the 4 1/2 G posts mentioned above were created by the Executive Council (decision CE 28/1993) for a term of two years from 1993.

Congress – Doc 19/Annex 2

Description of the present financial system of the UPU

1 Principles of the Union's financial system

The fundamental principles of the financing system of the Union set up by the 1979 Rio de Janeiro Congress are as follows:

i Congress fixes the maximum amount of net annual expenditure of the Union (ceilings) applicable during the next financial period, as well as the amount of expenditure relating to the next Congress (Constitution, article 21, paragraph 1, and General Regulations, article 124, paragraphs 1 and 2).

ii Within the framework of the ceiling fixed by Congress, the Executive Council considers and approves the annual budget for the following year submitted by the Director-General of the International Bureau (General Regulations, article 102, paragraph 6.5) and fixes in consequence the contribution of each member country.

iii The contributions of member countries are calculated on the basis of the budget and must be paid in advance but not later than the first day of the financial year to which the budget refers. After that date, contributions are subject to interest on overdue payments at 3 percent per annum for the first six months and 6 percent per annum from the seventh month (General Regulations, article 124, paragraph 8).

iv The currency of account is the Swiss franc, which is used for fixing the ceiling, establishing the budget, keeping the books and, as a general rule, for payments to be made to the Union.

v To cover shortfalls in Union financing, a Reserve Fund is employed, the amount of which is fixed by the Executive Council (General Regulations, article 124, paragraph 9).

vi The Government of the Swiss Confederation supervises the bookkeeping and audits the accounts of the International Bureau. In the event of temporary financing shortfalls, it also makes the necessary short-term advances on mutually agreed conditions (General Regulations, article 124, paragraph 10).

2 Role of Congress – Fixing the expenditure ceiling

Congress assumes three main tasks, namely:

- giving final approval to the accounts of the Union for the previous financial period (Financial Regulations, article 39, paragraph 2);
- examining the financial consequences of proposals involving expenditure for the Union up to the next Congress (Tokyo Congress resolution C 17);
- fixing the ceiling of net expenditure of the Union applicable during the next financial period (Constitution, article 21, paragraph 1, and General Regulations, article 124, paragraphs 1 and 2).

The provisions of these articles prompt the following comments:

Under article 124 of the General Regulations (paragraphs 3 to 6), Congress authorizes the Executive Council to exceed the limits fixed in the ceiling:

- to take account of increases in salary scales, pension contributions or allowances, including post adjustments, approved by the United Nations for application to its staff working in Geneva;
- to adjust, each year, the amount of expenditure other than that relating to staff on the basis of the Swiss consumer price index;
- to meet the cost of major and unforeseen repairs to the International Bureau building, without however exceeding an amount of overrun which is now set at 65 000 Sfr per annum;
- to ensure the smooth running of the Union with the approval of the majority of member countries of the Union if the credits authorized in the ceiling prove inadequate.

3 Role of the Executive Council

a Tasks of the Executive Council

In financial matters, the annual tasks of the Executive Council are:

i to consider and approve the annual budget of the Union (General Regulations, article 102, paragraph 6.5);

ii to fix the contributions of member countries (General Regulations, article 124, paragraph 8);

iii to fix the amount of the Reserve Fund (General Regulations, article 124, paragraph 9).

These three tasks are clearly reflected in the structure of the annual budget of the Union.

b Structure, form and periodicity of the budget

At the present time the annual budget of the UPU takes the form of a single budget, broken down by nature of expenditure and covering both normal annual expenditure and expenditure related to the meeting of Congress. The structure of the budget is laid down in articles 8 and 9 of the Financial Regulations, which divide the budget into five chapters of expenditure, viz three chapters of recurrent expenditure "Staff expenditure" (chapter 1), "Other International Bureau operating costs" (chapter 2), "Special Activities" (chapter 3), a special chapter "Expenditure relating to Congress" (chapter 8) and a chapter "Maintenance of Funds" (chapter 9) in which the Executive Council decides on the budgetary credits needed so as to fix the amounts of the Reserve Fund and the Special Activities Fund at a reasonable level in the light of financing needs. For their part, the receipts are divided into four chapters, viz a chapter relating to the "Contribution of member countries" (the Executive Council shares out total net expenditure among all member countries according to the contribution classes referred to in the General Regulations, article 125, paragraph 1), a chapter entitled "Administrative receipts" (reimbursement of costs, sales of publications, letting of premises, etc), a chapter devoted to "Receipts from special activities" and a chapter "Withdrawal from Funds" in which the Executive Council fixes the amount that may, if necessary, be withdrawn from the Reserve Fund to stabilize or reduce the contributions of member countries and from the Special Activities Fund to finance certain urgent special activities.

The budget chapters are subdivided into articles and items (on this subject, see the Union budgets for 1994 and 1995 in annex 6 to this report).

In accordance with an Executive Council decision (CE 30/1994), the programme-budgeting system will be officially introduced in 1996. Following this change in the Union's budgeting system, the budgetary structure will be revised on the basis of the Union's programmes, and not of the nature of expenditure. Moreover, according to the above Executive Council decision, the concept of a two-year programme budget will be submitted to the new Council of Administration.

c Consideration and approval of the budget

The draft budget is first given detailed consideration by the Executive Council Finance Committee, then by the Council itself which adopts a resolution in which it approves the Union budget and fixes the contribution unit and any payments into or withdrawals from the Reserve Fund. The approved budget and the related Executive Council resolution are then sent in appropriate form to all member countries of the Union together with the bill relating to their contribution. In pursuance of the UN–UPU Agreement, the budget approved by the Executive Council is also sent to the United Nations.

4 Role of the Director-General of the International Bureau

a Draft budget

The Director-General prepares the draft annual budget of the Union at the lowest possible level consistent with the requirements of the Union and submits it in due course to the Executive Council for consideration (General Regulations, article 109, paragraph 2.3).

Up to now, for each of the items included the budget document gives the figures from the current budget and the accounts of the previous year and provides a full justification of the credits requested by setting out the reason for differences in relation to the previous budget. The draft budget is accompanied by explanatory annexes requested by the Executive Council or which the Director-General regards as necessary or useful.

In view of the Executive Council decision (CE 30/1994), the presentation of the budget will be changed as from 1996 following the introduction of a programme budget system.

b Implementation of the budget

The Director-General is responsible for implementing the Union's budget and to this end takes such action as he may judge appropriate (article 12, paragraph 1, of the Financial Regulations). In any operation relating to the implementation of the budget, the Director-General and, where applicable, his representatives, ensure that credits are used rationally and with the strictest economy (article 12, paragraph 2, of the Financial Regulations).

c Supplementary credits

Within the meaning of article 13, paragraph 2, of the Financial Regulations, the Director-General is authorized to commit, over and above the credits allocated, the amounts required to cover expenditure incurred by increases in staff remuneration decided on by the United Nations. In case of extreme urgency, the Director-General is authorized to commit the necessary expenditure to meet the cost of major unforeseen repairs to the International Bureau building, up to the amounts fixed in article 124, paragraph 5, of the General Regulations. The funds required for these particular cases are withdrawn from the Reserve Fund, with the result that the contributions paid by member countries for the current financial year are not affected by these supplementary credits.

5 Reserve Fund

The Reserve Fund is primarily used for covering shortfalls in Union financing. It serves as the first buffer in the event that income from contributions, supplies billed to administrations and other debtors is delayed and does not suffice to meet the current obligations of the Union. However, the Executive Council may also provide for withdrawals from the Reserve Fund either to

balance the budget or to limit the level of this Fund and reduce the amount of member countries' contributions. Under this provision, the Executive Council authorized the Director-General to draw from the Reserve Fund the supplementary credits needed to cover increases arising, after the budget was approved, in salary scales, pension contributions or allowances, including post adjustments, as and when these were implemented by the United Nations for all UN staff working in Geneva and made applicable to the staff of the UPU International Bureau with effect from the same date. If these scale adjustments are less than the credits budgeted for, an equivalent amount is paid into the Reserve Fund.

The Reserve Fund is maintained by:

a budgetary credits cancelled at the end of each financial year;

b the surplus of the interest paid to the Union over that paid by the Union to the Government of the Swiss Confederation;

c the profit realized each year on the supply of postal identity cards and international reply coupons;

d the credits included in the Union budget to adjust the Fund.

From the foregoing it follows that the balance of the Reserve Fund is not available in its entirety but is in part composed of debts that it is hoped to recover eventually. To bring out more clearly in the Union balance-sheet that part of the Reserve Fund actually available for financing purposes, the Executive Council decided to show separately in the form of a "reserve account" that part of the Reserve Fund made up of debts difficult to recover and owed by debtors in arrears whose contributions and payments for supplies (including the cost of simultaneous interpretation for the Union's bodies) are still outstanding for the years previous to the current financial year.

6 Special Activities Fund

In 1989, the Executive Council created a completely separate fund to manage the credits earmarked for special activities. With a similar role to that of the Reserve Fund, the Special Activities Fund allows for the necessary flexibility to finance unforeseen or emergency expenditure and to carry forward unused credits from one financial year to another.

7 Financing of the Union

The financing of Union expenditure is chiefly covered by the annual contributions of member countries which, in accordance with article 124, paragraph 8, of the General Regulations, must be paid in advance. In the case of financing shortfalls, the Director-General first turns to the Reserve Fund (the level of which is fixed by the Executive Council in the light of requirements) and then, in the last resort, to short-term advances by the Government of the Swiss Confederation which the latter has stated it is ready to make on the conditions obtainable on its country's financial market.

Financing requirements are higher than the amount of actual budgetary expenditure for the year because of extra-budgetary expenditure arising from the cost of obtaining supplies of international reply coupons, postal identity cards and other items supplied by the International Bureau and the cost of simultaneous interpretation for the Union's bodies. Admittedly, these costs are recovered as soon as possible from the member countries concerned, but it remains that such extra-budgetary expenditure is a burden on Union finances during the period needed to recover it.

Thus, in contrast to most other agencies of the United Nations family, the UPU (like the ITU) does not possess a working capital fund to cover its financing needs but relies mainly on the

contributions which member countries pay in advance and on the possibility of using, in case of need, its Reserve Fund to avoid as far as possible the recourse to loans.

8 Currency of account

The Union expenditure ceilings mentioned in article 124 of the General Regulations are expressed in Swiss francs.

The choice of this currency was quite a natural one because the International Bureau's expenses are incurred in the country in which the Union has its headquarters and are almost entirely in Swiss francs. In addition to the fact that Swiss francs are laid down in the UPU Financial Regulations as the currency of account for preparing the budget and keeping the Union's accounts, this currency must also be used as a general rule for payments to the Union (mainly payment of contributions). However, the latter may be made in other currencies, provided they can be converted into the currency of account. In that case, the payments are evaluated and brought to account at the official rate applied at the time of collection.

9 Role of the Government of the Swiss Confederation

a Supervision of the accounting and auditing of the Union's accounts

In accordance with article 124, paragraph 10, of the General Regulations, the Government of the Swiss Confederation supervises the International Bureau's accounting and appoints an external auditor who, at no cost to the Union, audits the form and substance of the Union's accounts (including the technical cooperation, special services and translation services accounts). The external auditor writes an annual report for the Executive Council and may make observations not only on the financial procedures and the accounting system proper but also in a general way on the administration and management of the Union.

b Advances

In accordance with article 124, paragraph 10, of the General Regulations, the Government of the Swiss Confederation makes the necessary short-term advances to cover temporary financing shortfalls, on conditions which are to be fixed by mutual agreement.

10 Financing of the translation services operating in connection with the International Bureau

In accordance with the decisions taken by the Arabic, English, Portuguese, Russian and Spanish Language Groups, the financial system of the Union is applicable, mutatis mutandis, to their translation services operating in connection with the International Bureau at Berne, with the result that each translation service must be self-supporting since the financial regulations of the Union are applicable to them by analogy.

Congress – Doc 19/Annex 3

Accounts of the Universal Postal Union for 1989–1993

Item		Account totals 1989	1990	1991	1992	1993
		Sfr	Sfr	Sfr	Sfr	Sfr
Chapter 1	**Staff expenditure**					
Article 11	***Basic salaries and related allowances***					
111	Basic salaries	8 801 595.85	8 757 756.80	10 148 797.70	10543 404.10	11 455 628.85
112	Post adjustment	3 138 635.95	3 461 246.80	3 372 693.45	3 486 770.70	3 310 318.75
113	Non-resident allowances	26 100.00	26 100.00	26 018.95	26 100.00	25 050.00
114	Other allowances	2 055.85	483.00	709.25	6 087.10	666.75
115	Overtime	25 984.60	21 572.20	39 942.00	35 185.10	34 006.85
116	Auxiliary staff	210 409.15	118 200.55	158 003.50	185 495.45	144 151.20
117	Rental subsidy	–	–	–	23 452.60	20 431.90
Total article 11		12 204 781.40	12 385 359.35	13 746 164.85	14 306 495.05	14 990 254.30
Article 12	***Dependants' allowances***					
121	Family allowances	477 011.30	528 755.30	544 464.35	582 720.15	605 106.80
122	Home leave	232 564.10	291 330.31	168 744.05	280 494.95	193 116.21
123	Children's education grants	367 157.45	358 124.05	410 555.29	418 668.95	412 541.85
124	Travel of family members	7 721.70	16 154.20	11 563.75	15 495.95	9 778.65
Total article 12		1 084 454.55	1 194 363.86	1 135 327.44	1 297 380.00	1 220 543.51
Article 13	***Costs of recruitment and separation from service***					
131	Installation grants	65 370.00	45 690.00	59 205.00	83 145.00	79 530.00
132	Removal expenses	85 317.95	96 469.00	166 933.89	133 369.95	111 095.99
133	Recruitment expenses and travelling expenses on appointment or separation from service	17 881.60	50 165.80	55 155.45	136 758.20	59 395.45
134	Repatriation grants	173 654.05	44 396.50	195 341.90	150 770.10	56 039.15
Total article 13		342 223.60	236 721.30	476 636.24	504 043.25	306 060.59
Article 14	***Social security***					
141	Sickness insurance	401 156.70	403 511.20	399 112.00	399 508.20	409 072.90
142	Collective accident insurance	21 873.35	22 771.35	21 503.40	22 971.81	21 503.40
143	Insurance allowances	243 619.55	235 956.80	217 069.50	219 908.70	219 864.80
144	Contributions to the Provident Scheme	2 669 151.95	2 779 621.70	3 088 122.75	3 398 767.00	3 562 006.70
145	Cost-of-living allowance for retired staff	1 442 755.20	1 577 046.05	1 647 008.39	1 809 446.00	2 027 767.95
146	Medical examinations	24 548.20	30 076.20	26 293.40	24 669.90	45 503.50
Total article 14		4 803 104.95	5 048 983.30	5 399 109.44	5 875 271.61	6 285 719.25

Item		Account totals 1989	1990	1991	1992	1993
		Sfr	Sfr	Sfr	Sfr	Sfr
Article 15	***Hospitality allowances***					
151	Hospitality allowances of the Director-General and the Deputy Director-General	19 500.00	30 000.00	30 000.00	30 000.00	30 000.00
Total article 15		19 500.00	30 000.00	30 000.00	30 000.00	30 000.00
Article 17	***Regional Advisers and UPU Consultants***					
171	Regional Advisers' remuneration and missions	–	139 836.91	696 168.60	853 511.78	816 882.80
172	UPU consultants remuneration and missions	677 130.45	465 526.42	420 325.07	228 082.71	–6 864.61
173	Fellows basically linked to UPU consultants' missions	770 734.64	672 256.87	603 376.58	289 112.67	3 326.95
174	Provisions of small items of equipment and documents basically linked to UPU consultants' missions	154 236.32	198 503.14	31 671.76	10 414.04	–
175	Printing and translation of Regional Advisers' reports	15 695.90	34 703.54	23 649.10	18 731.40	14 664.74
176	Telecommunication expenses	32 056.62	43 380.70	39 297.40	24 879.53	12 858.25
178	Multi-year integrated projects	–	–	–	391 570.49	974 852.71
179	Other expenses	2 146.07	2 488.28	2 708.30	846.51	1 479.00
Total article 17		1 652 000.00	1 556 695.86	1 817 196.81	1 817 149.13	1 817 199.84
Grand total chapter 1		20 106 064.50	20 452 123.67	22 604 434.78	23 830 339.04	24 649 777.49
Chapter 2	**Other operating expenditure of the International Bureau**					
Article 21	***Premises***					
211	Loan repayment to Swiss Confederation	786 903.00	786 903.00	786 903.00	786 903.00	786 903.00
212	Heating and air-conditioning	47 179.65	96 429.70	99 999.65	102 105.75	44 114.10
213	Electricity and water	134 995.15	136 356.75	147 926.50	159 785.00	165 900.10
214	Maintenance of the building and its installations	306 252.40	216 156.35	239 301.05	357 403.60	585 597.83
215	Upkeep of garden and indoor plants	19 787.35	45 582.75	34 752.55	34 599.35	42 153.25
216	Cleaning	215 865.80	227 227.45	254 725.10	262 130.35	238 183.20
217	Insurance of building	42 822.70	38 772.70	44 028.70	44 028.70	44 028.70
Total article 21		1 553 806.05	1 547 428.70	1 607 636.55	1 746 955.75	1 906 880.18

Item		Account totals 1989	1990	1991	1992	1993
		Sfr	Sfr	Sfr	Sfr	Sfr
Article 22	***Furniture and office machinery***					
221	Purchase of furniture	48 999.80	64 733.40	67 584.65	189 327.60	70 045.80
222	Purchase of office machinery	5 354.45	10 779.00	10 913.00	13 346.65	7 794.60
223	Purchase of machinery for printing documents and publications	0.00	9 915.00	0.00	70 743.40	544.95
224	Upkeep of furniture and office machinery	37 521.50	18 115.15	9 826.90	12 793.20	19 967.85
225	Upkeep of equipment for printing documents and publications	33 201.00	27 326.80	21 702.25	14 476.20	21 666.85
226	Insurance of furniture and machinery	6 192.60	6 634.10	6 634.10	7 632.70	7 520.50
227	Purchase of computer equipment	306 577.15	282 764.23	262 126.37	541 153.68	430 865.02
228	Maintenance of computer equipment	40 622.65	59 399.75	87 958.95	86 451.85	79 923.82
Total article 22		478 469.15	479 667.43	466 746.22	935 925.28	638 329.39
Article 23	***Travelling expenses***					
231	Travel of International Bureau staff on official business	291 381.39	266 115.20	269 160.33	263 137.45	319 580.46
232	Travel of EC and CCPS member country representatives	138 435.30	130 615.15	240 484.40	165 018.45	141 942.40
233	Travel and daily allowances of EC and CCPS Chairmen	20 951.60	43 169.20	62 525.75	55 878.40	73 884.20
Total article 23		450 768.29	439 899.55	572 170.48	484 034.30	535 407.06
Article 24	***Office expenditure***					
241	Postage	258 254.89	178 165.03	187 249.12	203 496.70	206 098.75
242	Telegraph and telex	39 533.80	18 814.70	28 185.35	10 366.12	6 564.20
243	Telephone and telefax	78 956.15	66 216.65	81 396.50	127 559.80	137 195.00
244	Office supplies	64 790.80	56 685.65	63 050.85	68 782.70	50 624.55
245	Transport costs	548.00	1 246.20	92.00	449.65	241.60
246	Supplies for informatics	27 500.00	27 021.20	29 339.85	44 767.68	40 605.65
Total article 24		469 583.64	348 149.43	389 313.67	455 422.65	441 329.75
Article 25	***Production of documents and publications***					
251	Translation costs	36 332.35	42 957.90	59 850.60	51 045.80	53 832.56
252	Outside printing and binding	81 817.70	200 079.20	228 842.46	61 247.75	143 403.75
253	Outside word processing and typing	0.00	11 364.50	17 666.40	21 248.15	23 696.80
254	Offset printing materials	51 793.65	44 096.45	39 096.05	27 713.90	24 603.15
255	Printing paper	145 322.55	193 255.50	252 093.35	30 479.80	125 659.85
256	Photocopy production	100 005.10	52 770.65	151 224.20	149 256.95	251 609.00
257	Photocopying paper	25 882.35	–	–	–	–
258	Production of documents and publications in Spanish	172 363.90	155 051.32	118 710.35	124 942.55	321 999.25
259	Production of documents and publications in Chinese, German, Portuguese and Russian	453 042.80	439 343.45	436 694.20	426 089.75	449 997.05
Total article 25		1 066 560.40	1 138 918.97	1 304 177.61	892 024.65	1 394 801.41

Item		Account totals 1989	1990	1991	1992	1993
		Sfr	Sfr	Sfr	Sfr	Sfr
Article 26	***"Union Postale"***					
261	Authors' and translators' fees	67 580.35	56 584.15	75 146.70	66 172.25	74 251.05
262	Printing costs	209 998.72	239 891.70	246 953.60	278 025.90	243 035.45
264	Distribution costs	10 308.30	4 920.85	18 910.37	14 579.86	15 058.58
Total article 26		287 887.37	301 396.70	341 010.67	358 778.01	332 345.08
Article 27	***Library, audiovisual and public information***					
271	Library	25 823.29	39 320.41	21 569.28	20 150.45	24 491.24
272	Audiovisual	8 989.33	4 880.90	10 501.45	9 720.15	18 831.60
273	Public information	33 309.68	8 777.20	80 300.14	14 797.89	2 565.95
Total article 27		68 122.30	52 978.51	112 370.87	44 668.49	45 888.79
Article 29	***Sundry costs***					
291	General hospitality expenses of the Union	46 474.90	75 173.60	95 050.85	91 112.75	105 012.80
292	Special hospitality expenses of EC Chairmen	2 199.75	0.00	771.70	1 041.84	1 221.85
293	Lump-sum allowance of EC and CCPS Chairmen	16 200.00	16 200.00	25 200.00	29 700.00	29 700.00
294	Contribution to operating costs of United Nations bodies	51 792.13	47 898.62	46 674.61	39 517.86	46 077.08
295	Sundry costs of UNDP Resident Representatives	–	–	–	–	10 297.41
296	Official cars	5 799.37	6 299.00	4 041.95	6 483.75	29 762.40
297	Currency exchange losses and bank charges	2 316.36	1 852.49	2 249.89	6 367.26	5 093.29
298	Study "Management of the Union's work"	–	0.00	3 450.00	150 000.00	–
299	Sundries	8 055.50	6 675.80	78 531.32	26 016.81	81 534.07
Total article 29		132 838.01	154 099.51	255 970.32	350 240.27	308 698.90
Grand total chapter 2		4 508 035.21	4 462 538.80	5 049 396.39	5 268 049.40	5 603 680.56
Chapter 3	**Special activities**					
Article 31	***Safeguarding and enhancing the quality of the international postal service***					
311	Remuneration of quality-of-service consultants	22 101.22	64 962.59	228 448.51	271 838.22	0.00
312	Travel of quality-of-service consultants	31 494.50	137 320.07	334 011.88	147 288.74	0.00
313	Printing of control cards	3 744.00	49 252.00	49 918.00	22 541.60	23 811.00
314	Data entry	27 534.15	43 930.40	48 613.10	57 340.30	70 493.00
315	Overheads	26.40	12 010.16	33 066.41	26 854.00	15 200.00
319	Other activities	0.00	0.00	0.00	0.00	0.00
Total article 31		84 900.27	307 475.22	694 057.90	525 862.86	109 504.00

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Article 32 Engagement of specialists for special tasks					
321 Remuneration of specialists for CCPS studies	0.00	28 958.95	61 426.12	59 764.87	0.00
322 Travel of specialists for CCPS studies	0.00	567.35	7 330.75	84 005.85	0.00
323 Remuneration of specialists for special work	0.00	85 689.15	291 011.20	0.00	0.00
324 Travel of specialists for special work	0.00	7 634.00	7 463.10	6 540.70	0.00
329 Other costs for specialists	0.00	0.00	0.00	0.00	0.00
Total article 32	0.00	122 849.45	367 231.17	150 311.42	0.00
Article 33 Electronic data interchange (EDI) and ETSG work					
331 EDI Unit (remuneration)	–	–	–	0.00	223 916.75
332 EDI Unit (associated costs)	–	–	–	276 879.80	77 884.65
333 Legal advisers	–	–	–	52 383.55	27 572.25
334 EDI for developing countries	–	–	–	0.00	449 018.50
335 Remuneration of specialists	–	–	–	142 903.60	164 325.55
336 Overheads and missions	–	–	–	50 924.92	151 778.11
339 Other work	–	–	–	4 288.00	10 674.30
Total article 33	–	–	–	527 379.87	1 105 170.11
Article 34 Studies conducted by external consultants					
341 Studies conducted by external consultants	–	–	–	0.00	171 139.20
Total article 34	–	–	–	0.00	171 139.20
Article 35 Strategic planning and programme-budgeting system					
351 Strategic planning and programme-budgeting system	–	–	–	0.00	20 888.10
Total article 35	–	–	–	0.00	20 888.10
Grand total chapter 3	84 900.27	430 324.67	1 061 289.07	1 203 554.15	1 406 701.41

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Chapter 8 Expenditure relating to Congress[1]					
Article 81 Travel of Secretariat					
811 Travel expenses and insurance	–	220 103.63	–	–	–
812 Subsistence allowance	–	926 194.85	–	–	–
813 Auxiliary staff	–	75 987.58	–	–	–
Total article 81	–	1 222 286.06	–	–	–
Article 82 Technical facilities for simultaneous interpretation					
821 Technical facilities for simultaneous interpretation	–	456 670.72	–	–	–
Total article 82	–	456 670.72	–	–	–
Article 84 Communications and transport costs					
841 Postage	–	235.59	–	–	–
842 Telegraph and telex	–	0.00	–	–	–
843 Telephones and telefax	–	1 499.34	–	–	–
844 Transport	–	44 332.55	–	–	–
Total article 84	–	46 067.48	–	–	–
Article 85 Production of documents during Congress					
851 Production of documents during Congress	–	240 201.94	–	–	–
Total article 85	–	240 201.94	–	–	–
Article 89 Sundry costs					
891 Additional premises	–	684.25	–	–	–
892 Office supplies	–	0.00	–	–	–
893 Hospitality expenses	–	5 343.40	–	–	–
899 Sundry and unforeseen	–	11 814.21	–	–	–
Total article 89	–	17 841.86	–	–	–
Grand total of chapter 8	–	1 983 068.06	–	–	–
Chapter 9 Maintenance of Funds					
Article 91 Payment into Reserve Fund					
911 Payment into Reserve Fund					
– current financial year	962 374.56	1 765 407.47	939 205.82	979 311.56	962 241.95
– unused credits from 1989 Congress	–	789 931.94	–	–	–
Total article 91	962 374.56	2 555 339.41	939 205.82	979 311.56	962 241.95

[1] In accordance with decision CE 6/1988, the accounts relating to the 20th Congress are presented with the 1990 accounts.

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Article 92 Payment into Special Activities Fund					
921 Payment into Special Activities Fund	0.00	205 675.33	226 410.93	444 099.30	86 148.59
Total article 92	0.00	205 675.33	226 410.93	444 099.30	86 148.59
Grand total chapter 9	962 374.56	2 761 014.74	1 165 616.75	1 423 410.86	1 048 390.54
Grand total of expenditure	25 661 374.54	30 089 069.94	29 880 736.99	31 725 353.45	32 708 550.00
Chapter 20 Member countries' contributions					
Article 201 Member countries' contributions	22 216 600.00	24 402 000.00	25 736 595.00	27 888 575.00	29 491 470.00
Grand total chapter 20	22 216 600.00	24 402 000.00	25 736 595.00	27 888 575.00	29 491 470.00

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Chapter 21 Administrative receipts					
Article 211 Reimbursement of costs					
2111 Technical cooperation administrative costs	969 352.95	886 691.97	956 289.34	834 922.06	510 822.58
2112 Costs of services provided for language groups	211 509.25	216 928.85	225 054.45	167 901.95	216 605.70
2113 Postage and air surcharges	7 087.90	10 564.25	8 158.50	5 175.00	520.40
2114 Reclaimed tax	84 265.98	65 841.73	86 473.15	73 575.85	102 520.20
Total article 211	1 272 216.08	1 180 026.80	1 275 975.44	1 081 644.86	830 468.88
Article 212 Publication sales					
2121 Sale of publications to administrations	171 996.18	354 382.30	644 365.60	248 906.75	171 433.10
2122 Sale of publications to private individuals	18 409.95	15 742.64	14 999.90	23 652.50	20 835.10
2123 Subscriptions to "Union Postale" paid by administrations	40 264.00	39 385.50	38 719.25	36 648.75	32 900.00
2124 Subscriptions to "Union Postale" paid by private individuals	3 248.66	2 628.00	2 798.05	2 671.71	2 679.65
2125 Advertising in "Union Postale"	48 899.10	20 627.69	37 648.55	43 128.82	41 682.09
Total article 212	282 817.89	432 766.13	738 531.35	355 008.53	269 529.94
Article 213 Letting of premises					
2131 Rent	389 205.65	420 031.28	444 295.72	459 912.10	475 290.41
2132 Tenants' share of costs	83 617.35	90 361.25	104 149.20	107 563.50	99 438.60
Total article 213	472 823.00	510 392.53	548 444.92	567 475.60	574 729.01
Article 219 Sundry receipts					
2191 Currency exchange gains	151.28	6.65	185.92	8 147.95	209.70
2199 Incidental receipts	56 131.29	25 977.83	97 304.36	85 034.61	120 735.87
Total article 219	56 282.57	25 984.48	97 490.28	93 182.56	120 945.57
Grand total chapter 21	2 084 139.54	2 149 169.94	2 660 441.99	2 097 311.55	1 795 673.40
Chapter 23 Receipts from special activities					
Article 231 Receipts from special activities	0.00	0.00	0.00	1 553.45	0.00
Total article 231	0.00	0.00	0.00	1 553.45	0.00
Grand total chapter 23	0.00	0.00	0.00	1 553.45	0.00

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
Chapter 29 Withdrawals from Funds					
Article 291 Withdrawal from Resrve Fund					
– current financial year	1 360 635.00	764 900.00	1 345 000.00	1 538 413.45	950 256.60
– 1989 Congress budget	–	2 773 000.00	–	–	–
Total article 291	1 360 635.00	3 537 900.00	1 345 000.00	1 538 413.45	950 256.60
Article 292 Withdrawal from Special Activities Fund	0.00	0.00	138 700.00	199 500.00	471 150.00
Total article 292	0.00	0.00	138 700.00	199 500.00	471 150.00
Grand total chapter 29	1 360 635.00	3 537 900.00	1 483 700.00	1 737 913.45	1 421 406.60
Grand total of Union receipts	25 661 374.54	30 089 069.94	29 880 736.99	31 725 353.45	32 708 550.00

Item	Account totals 1989	1990	1991	1992	1993
	Sfr	Sfr	Sfr	Sfr	Sfr
SUMMARY					
I. Recurrent expenditure of the Union					
Chapter 1 Staff expenditure	20 106 064.50	20 452 123.67	22 604 434.78	23 830 339.04	24 649 777.49
Chapter 2 Other operating expenditure of the International Bureau	4 508 035.21	4 462 538.80	5 049 396.39	5 268 049.40	5 603 680.56
Chapter 3 Special activities	84 900.27	430 324.67	1 061 289.07	1 203 554.15	1 406 701.41
A. Gross expenditure (chapters 1+2+3)	24 698 999.98	25 344 987.14	28 715 120.24	30 301 942.59	31 660 159.46
B. Administrative receipts (chapter 21)	2 084 139.54	2 149 169.94	2 660 441.99	2 097 311.55	1 795 673.40
C. Receipts from special activities (chapter 23)	0.00	0.00	0.00	1 553.45	0.00
D. Net expenditure (A-B-C)	22 614 860.44	23 195 817.20	26 054 678.25	28 203 077.59	29 864 486.06
II. Expenditure relating to Congress (chapter 8)	–	1 983 068.06	–	–	–
III. Maintenance of Funds (chapter 9)					
– Payment into Reserve Fund	962 374.56	2 555 339.41	939 205.82	979 311.56	962 241.95
– Payment into Special Activities Fund	–	205 675.33	226 410.93	444 099.30	86 148.59
IV. Withdrawals from Funds (chapter 29)					
– Withdrawal from Reserve Fund	1 360 635.00	3 537 900.00	1 345 000.00	1 538 413.45	950 256.60
– Withdrawal from Special Activities Fund	–	–	138 700.00	199 500.00	471 150.00
V. Total net expenditure to be covered by member countries' contributions (chapter 20) (I + II + III - IV)	22 216 600.00	24 402 000.00	25 736 595.00	27 888 575.00	29 491 470.00

Congress – Doc 19/Annex 4

Draft resolution

Approval of the Union's accounts for 1989–1993

Congress,

In view of

a the Director-General's report on the finances of the Union (Congress – Doc 19);

b the report of its Finance Committee (Congress – Doc 83),

Approves

the accounts of the Universal Postal Union for 1989–1993.

Seoul, Chairman of Congress,

Congress – Doc 19/Annex 5

Draft resolution

Aid provided by the Government of the Swiss Confederation in the field of the Union's finances

Congress,

Having considered
the report submitted by the Director-General on the Union's finances (Congress – Doc 19),

Expresses

its gratitude to the Government of the Swiss Confederation:

i for its generous contribution to the Special Activities Fund following its waiver of reimbursement by the Union of advances made under the former financial system, which ended at 31 December 1990;

ii for the generous aid it provides to the Union in the field of finance by supervising the keeping of the International Bureau accounts and by acting as external auditor of the Union's accounts;

iii for its willingness to cover temporary financing shortfalls by making the necessary short-term advances, on conditions which are to be fixed by mutual agreement.

Seoul, Chairman of Congress

Congress – Doc 19/Annex 6

Budgets of the Union for 1994 and 1995 as approved by the Executive Council

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994	
		Sfr	Sfr	Sfr	%	
EXPENDITURE						
Chapter 1 – Staff expenditure						
Article 11 – Basic salaries and related allowances						
111	Basic salaries	11 455 628.85	11 498 700	12 266 700	+	6.7
112	Post adjustment	3 310 318.75	3 599 700	3 697 000	+	2.7
113	Non-residence allowance	25 050.00	24 300	22 500	–	7.4
114	Other allowances	666.75	2 000	2 000		0.0
115	Overtime	34 006.85	35 000	45 000	+	28.9
116	Auxiliary staff	144 151.20	245 600	200 500	–	18.4
117	Rental subsidy	20 431.90	27 000	30 000	+	11.1
Total article 11		14 990 254.30	15 432 300	16 263 700	+	5.4
Article 12 – Dependants' allowances						
121	Family allowances	605 106.80	634 800	634 800		0.0
122	Home leave	193 116.21	316 900	178 500	–	43.7
123	Children's education grant	412 541.85	529 200	470 000	–	11.2
124	Travel of family members	9 778.65	18 200	18 200		0.0
Total article 12		1 220 543.51	1 499 100	1 301 500	–	13.2
Article 13 – Costs of recruitment and separation from service						
131	Installation grant	79 530.00	45 500	61 500	+	35.2
132	Removal expenses	111 095.99	200 000	180 000	–	10.0
133	Recruitment expenses and travelling expenses on appointment or separation from service	59 395.45	54 000	70 600	+	30.7
134	Repatriation grant	56 039.15	232 000	170 000	–	26.7
Total article 13		306 060.59	531 500	482 100	–	9.3
Article 14 – Social security						
141	Sickness insurance	409 072.90	473 800	458 400	–	3.3
142	Collective accident insurance	21 503.40	25 200	25 200		0.0
143	Insurance allowances	219 864.80	220 000	219 700	–	0.1
144	Contributions to the Provident Scheme	3 562 006.70	4 014 400	4 109 200	+	2.4
145	Cost-of-living allowance for retired staff	2 027 767.95	1 897 000	2 027 800	+	6.9
146	Medical examinations	45 503.50	31 500	40 000	+	27.0
Total article 14		6 285 719.25	6 661 900	6 880 300	+	3.3

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994
		Sfr	Sfr	Sfr	%
Article 15 – Hospitality allowances					
151	Hospitality allowances of the Director-General and the Deputy Director-General	30 000.00	30 000	30 000	0.0
Article 17 – Regional Advisers and UPU consultants					
171	Remuneration and missions of Regional Advisers	816 882.80	900 000	936 000	+ 4.0
172	UPU consultants' remuneration and missions	-6 864.61	0	0	
173	Fellows basically linked to UPU consultants' missions	3 326.95	0	0	
175	Printing and translation of Regional Advisers' reports	14 664.74	20 000	20 000	0.0
176	Telecommunication expenses	12 858.25	25 000	25 000	0.0
178	Multi-year integrated projects	974 852.71	871 200	835 200	– 4.1
179	Other expenses	1 479.00	1 000	1 000	0.0
Total article 17		1 817 199.84	1 817 200	1 817 200	0.0
Total chapter 1		24 649 777.49	25 972 000	26 774 800	+ 3.1
Chapter 2 – Other operational expenditure of the International Bureau					
Article 21 – Premises					
211	Loan repayment to Swiss Confederation	786 903.00	787 000	787 000	0.0
212	Heating and air-conditioning	44 114.10	122 000	100 000	– 18.0
213	Electricity and water	165 900.10	170 000	178 000	+ 4.7
214	Upkeep of building and its installations	585 597.83	465 000	419 000	– 9.9
215	Upkeep of garden and indoor plants	42 153.25	38 000	45 000	+ 18.4
216	Cleaning	238 183.20	285 000	280 000	– 1.8
217	Insurance of building	44 028.70	48 000	48 000	0.0
Total article 21		1 906 880.18	1 915 000	1 857 000	– 3.0
Article 22 – Furniture and office machinery					
221	Purchase of furniture	70 045.80	78 000	70 000	– 10.3
222	Purchase of office machinery	7 794.60	14 000	10 000	– 28.6
223	Purchase of machinery for printing documents and publications	544.95	192 000	71 000	– 63.0
224	Upkeep of furniture and office machinery	19 967.85	13 000	15 000	+ 15.4
225	Upkeep of equipment for printing documents and publications	21 666.85	18 000	23 000	+ 27.8
226	Insurance of furniture and machinery	7 520.50	9 000	9 000	0.0
227	Purchase of computer equipment	430 865.02	383 000	300 000	– 21.7
228	Maintenance of computer equipment	79 923.82	110 000	110 000	0.0
Total article 22		638 329.39	817 000	608 000	– 25.6

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994
		Sfr	Sfr	Sfr	%
Article 23 – Travelling expenses					
231	Travel of International Bureau staff on business	319 580.46	276 100	276 800	+ 0.3
232	Travel of EC and CCPS member country representatives	141 942.40	213 500	213 500	0.0
233	Travel and daily allowances of EC and CCPS Chairmen	73 884.20	65 100	81 700	+ 25.5
234	Travel of Executive Council invitees	0.00	1 300	0	
Total article 23		535 407.06	556 000	572 000	+ 2.9
Article 24 – Office expenditure					
241	Postage	206 098.75	240 000	210 000	– 12.5
242	Telegraph and telex	6 564.20	15 000	10 000	– 33.3
243	Telephone and telefax	137 195.00	150 000	150 000	0.0
244	Office supplies	50 624.55	70 000	70 000	0.0
245	Transport costs	241.60	1 000	1 000	0.0
246	Supplies for informatics	40 605.65	50 000	50 000	0.0
Total article 24		441 329.75	526 000	491 000	– 6.7
Article 25 – Production of documents and publications					
251	Translation costs	53 832.56	53 000	56 000	+ 5.6
252	Outside printing and binding	143 403.75	70 000	562 000	+ 702.9
253	Outside word processing and typing	23 696.80	30 000	32 000	+ 6.7
254	Offset printing materials	24 603.15	35 000	36 000	+ 2.9
255	Printing paper	125 659.85	230 000	183 000	– 20.4
256	Photocopy production	251 609.00	200 000	240 000	+ 33.4
258	Production of documents and publications in Spanish	321 999.25	200 000	365 000	+ 82.5
259	Production of documents and publications in Chinese, German, Portuguese and Russian	449 997.05	460 000	460 000	0.0
Total article 25		1 394 801.41	1 278 000	1 934 000	+ 51.3
Article 26 – "Union Postale"					
261	Authors' and translators' fees	74 251.05	80 000	80 000	0.0
262	Printing costs	243 035.45	287 000	295 000	+ 2.8
264	Distribution costs	15 058.58	20 000	18 000	– 10.0
Total article 26		332 345.08	387 000	393 000	+ 1.6

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994
		Sfr	Sfr	Sfr	%
Article 27 – Library, audiovisual and public information					
271	Library	24 491.24	25 000	25 000	0.0
272	Audiovisual	18 831.60	37 000	37 000	0.0
273	Public information	2 565.95	104 000	62 000	– 40.4
Total article 27		45 888.79	166 000	124 000	– 25.3
Article 29 – Sundry costs					
291	General hospitality expenses of the Union	105 012.80	70 000	110 000	+ 57.4
292	Special hospitality expenses of EC Chairman	1 221.85	2 000	2 000	0.0
293	Lump-sum allowance of EC and CCPS Chairmen	29 700.00	29 700	29 700	0.0
294	Contribution to the operating costs of United Nations bodies	46 077.08	46 100	52 000	+ 12.8
295	Sundry costs of UNDP Resident Representatives	10 297.41	18 000	18 000	0.0
296	Official cars	29 762.40	10 000	10 000	0.0
297	Currency exchange losses and bank charges	5 093.29	6 000	6 000	0.0
298	Internal auditor	–	–	75 000	+ 100.0
299	Sundries	81 534.07	20 000	20 000	0.0
Total article 29		308 698.90	201 800	322 700	+ 59.9
Total chapter 2		5 603 680.56	5 846 800	6 301 700	+ 7.8
Chapter 3 – Special activities					
Article 31 – Safeguarding and enhancing the quality of the international postal service					
311	Remuneration of quality-of-service consultants	0.00	0	0	0.0
312	Travel of quality-of-service consultants	0.00	0	0	0.0
313	Printing of control cards	23 811.00	40 000	30 000	– 25.0
314	Data entry	70 493.00	6 200	0	– 100.0
315	Overheads	15 200.00	0	0	0.0
319	Other activities	0.00	0	0	0.0
Total article 31		109 504.00	46 200	30 000	– 35.1
Article 32 – Engagement of specialists for special tasks					
321	Remuneration of specialists for CCPS studies	0.00	0	0	0.0
322	Travel of specialists for CCPS studies	0.00	0	0	0.0
323	Remuneration of specialists for special work	0.00	0	0	0.0
324	Travel of specialists for special work	0.00	0	0	0.0
329	Other costs for specialists	0.00	0	0	0.0
Total article 32		0.00	0	0	0.0

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994
		Sfr	Sfr	Sfr	%
Article 33 – EDI Unit					
331	Staff costs		625 000	775 000	+ 24.0
332	Overheads		10 000	15 000	+ 50.0
333	Equipment		62 000	45 000	– 27.4
334	Logistic support		87 000	30 000	– 65.5
335	Missions		65 200	65 000	– 0.3
336	Legal advice		50 000	30 000	– 40.0
337	Training		17 500	20 000	+ 14.3
338	External services		50 000	20 000	– 60.0
Total article 33		1 105 170.11	966 700	1 000 000	+ 3.4
Article 34 – Strategic planning					
341	Studies by external consultants	171 139.20	0	0	0.0
342	Travel expenses	20 888.10	0	0	0.0
Total article 34		192 027.30	0	0	0.0
Article 35 – Programme budget					
351	Computer programmes	0.00	0	38 500	
Total chapter 3		1 406 701.41	1 012 900	1 068 500	+ 5.5
Total recurrent gross expenditure (chapters 1+2+3)		31 660 159.46	32 831 700	34 145 000	+ 4.0
Chapter 8 – Expenditure relating to Congress					
Article 81 – Travel of secretariat					
811	Travel expenses and insurance		1 040 000		
812	Subsistence allowance		1 280 000		
813	Auxiliary staff		75 000		
Total article 81			2 395 000		
Article 82 – Technical facilities for simultaneous interpretation					
821	Technical facilities for simultaneous interpretation		500 000		
Article 84 – Communications and transport costs					
841	Postage		2 000		
842	Telegraph and telex		1 000		
843	Telephones and telefax		10 000		
844	Transport		60 000		
Total article 84			73 000		

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994
		Sfr	Sfr	Sfr	%
Article 85 – Production of documents during Congress					
851	Production of documents during Congress		350 000		
Article 89 – Sundry costs					
891	Additional premises		5 000		
892	Office supplies		1 000		
893	Hospitality expenses		10 000		
899	Sundry and unforeseen		25 000		
Total article 89			41 000		
Total chapter 8			3 359 000		
Chapter 9 – Maintenance of Funds					
Article 91 – Payment into Reserve Fund					
911	Payment into Reserve Fund	962 241.95	0	0	0.00
Article 92 – Payment into Special Activities Fund					
921	Payment into Special Activities Fund	86 148.59	0	0	0.00
Total chapter 9		1 048 390.54	0	0	0.00
Grand total of expenditure (chapters 1+2+3+8+9)		32 708 550.00	36 190 700	34 145 000	

Item		1993 accounts	1994 budget	1995 budget	Variation 1995–1994	
		Sfr	Sfr	Sfr	%	
RECEIPTS						
Chapter 20 – Member countries' contributions		29 491 470.00	30 548 630	32 165 490	+	5.3
Chapter 21 – Administrative receipts						
Article 211 – Reimbursement of costs						
2111	Technical cooperation administrative costs	510 822.58	970 200	633 600	–	34.7
2112	Cost of services provided for Language Groups	216 605.70	170 000	180 000	+	5.9
2113	Postage and air surcharges	520.40	6 000	1 000	–	83.3
2114	Reclaimed tax	102 520.20	75 000	80 000	+	6.7
Total article 211		830 468.88	1 221 200	894 600	–	26.7
Article 212 – Publication sales						
2121	Sale of publications to administrations	171 433.10	370 000	370 000		0.0
2122	Sale of publications to private individuals	20 835.10	24 000	25 000	+	4.2
2123	Subscriptions to "Union Postale" paid by administrations	32 900.00	36 000	32 000	–	11.1
2124	Subscriptions to "Union Postale" paid by private individuals	2 679.65	2 500	2 300	–	8.0
2125	Advertising in "Union Postale"	41 682.09	30 000	30 000		0.0
Total article 212		269 529.94	462 500	459 300	–	0.7
Article 213 – Letting of premises						
2131	Rents	475 290.41	460 000	470 000	+	2.2
2132	Tenants' share of costs	99 438.60	110 000	100 000	–	9.1
Total article 213		574 729.01	570 000	570 000		0.0
Article 219 – Sundry receipts						
2191	Currency exchange gains	209.70	1 000	1 000		0.0
2199	Incidental receipts	120 735.87	28 370	54 610	+	92.5
Total article 219		120 945.57	29 370	55 610	+	89.3
Total chapter 21		1 795 673.40	2 283 070	1 979 510	–	13.3
Chapter 23 – Receipts from special activities		0.00	0	0		0.0

Item	1993 accounts	1994 budget	1995 budget	Variation 1995–1994
	Sfr	Sfr	Sfr	%
Chapter 29 – Withdrawal from Funds				
Article 291 – Withdrawal from Reserve Fund				
2911 Withdrawal from Reserve Fund	950 256.60	3 359 000	0	
Article 292 – Withdrawal from Special Activities Fund				
2921 Withdrawal from Special Activities Fund	471 150.00	0	0	
Total chapter 29	1 421 406.60	3 359 000	0	
Grand total of receipts (chapters 20+21+23+29)	32 708 550.00	36 190 700	34 145 000	

SUMMARY

Budget articles	1993 accounts	1994 budget	1995 budget	Variation 1995–1994
	Sfr	Sfr	Sfr	%
I. Recurrent expenditure of the Union				
Chapter 1 – Staff expenditure	24 649 777.49	25 972 000	26 774 800	+ 3.1
Chapter 2 – Other operational expenditure of the International Bureau	5 603 680.56	5 846 800	6 301 700	+ 7.8
Chapter 3 – Special activities	1 406 701.41	1 012 900	1 068 500	+ 5.5
A. Gross recurrent expenditure (chapters 1+2+3)	31 660 159.46	32 831 700	34 145 000	+ 4.0
B. Receipts (chapters 21+23)	1 795 673.40	2 283 070	1 979 510	– 13.3
C. Net recurrent expenditure (A-B)	29 864 486.06	30 548 630	32 165 490	+ 5.3
II. Expenditure relating to Congress (chapter 8)	–	3 359 000	–	
III. Maintenance of Funds (chapter 9)	1 048 390.54	0	0	
IV. Withdrawals from Funds (chapter 29)	1 421 406.60	3 359 000	0	
V. Member countries' contributions (chapter 20) (I+II+III-IV)	29 491 470.00	30 548 630	32 165 490	+ 5.3

Congress – Doc 19/Annex 7

Furniture and equipment replacement

I. General

1 Following the practice accepted by previous Congresses, this annex estimates the gradual replacement of International Bureau machines to be taken into account over the next five-year period when the need arises. The general plan worked out for this purpose covers machines for the printing shop and an official car. The computer replacement plan is given in annex 9, in view of the importance of data processing both financially and in terms of its future role in the day-to-day activities of the International Bureau.

II. Office furniture and machines

2 Planned expenditure for the next five-year period is set out in the table hereunder.

III. Replacement plan

3 Congress is invited to endorse the replacement plan proposed below, on the understanding that release of the necessary credits will be subject annually to the approval of the Executive Council through the budget. The process of equipping all work positions with suitable furniture must be continued and extended to all Bureau staff, whose work is also affected by increased computerization. Provision should be made in general for an increase in the cost of furniture and equipment. Moreover, an increase in credits for furniture and equipment is included within the framework of computerization and improvement of International Bureau equipment, to enable it to cope with an ever-increasing workload. As regards printing machinery, it is sometimes difficult to anticipate the kind of machines to procure because of extremely rapid technical progress; further credits should also be earmarked due to the possibility of drastic expansion of UPU bodies. All of the foregoing could justify the increase in credits for non-computer equipment to be included in the ceiling.

Furniture and equipment purchase and replacement plan

Item	Purchase price	Year of purchase	Forecast lifetime	Year and cost of replacement					
				1996	1997	1998	1999	2000	Total
	Sfr		Years	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
Item 222 Office machines									
1 tying machine (dispatch)	6 800	1981	10	10 000					10 000
Miscellaneous				10 000	20 000	20 000	20 000	20 000	90 000
Total item 222 (1995 budget: 10 000 Sfr)				20 000	20 000	20 000	20 000	20 000	100 000
Item 223 Printing machinery									
1 electrostatic camera	44 000	1985	8	80 000	–	–	–	–	80 000
1 A 4 offset press	33 000	1987	10	–	–	60 000	–	–	60 000
1 vibrator	3 000	1990	10	–	–	–	–	5 000	5 000
1 folding machine	6 000	1990	10	–	–	–	–	20 000	20 000
1 perforator, single-bit	6 000	1968	30	–	–	–	20 000	–	20 000
1 binding machine (professional model)	35 000	1974	25	–	–	–	60 000	–	60 000
1 binding machine (manual)	5 000	1981	10	–	10 000	–	–	–	10 000
1 bending machine	5 500	1970	30	–	–	–	–	15 000	15 000
Storage tables and shelving				–	10 000	–	–	10 000	20 000
Modernization and expansion of the shop				–	20 000	20 000	–	30 000	70 000
Colour photocopier				–	40 000	–	–	–	40 000
Miscellaneous				20 000	20 000	20 000	20 000	20 000	100 000
Total item 223 (1995 budget: 71 000 Sfr)				100 000	100 000	100 000	100 000	100 000	500 000
Item 296 Official cars									
Operation, maintenance and insurance	29 000	1982	10	10 000	10 000	10 000	10 000	10 000	50 000
Total item 296 (1995 budget: 10 000 Sfr)				10 000	10 000	10 000	10 000	10 000	50 000
Grand total: items 222, 223 and 296				130 000	130 000	130 000	130 000	130 000	650 000
1995 budget estimate used as a basis for fixing the ceiling of recurrent expenditure for 1996–2000				(91 000)	(91 000)	(91 000)	(91 000)	(91 000)	(455 000)
Increase				39 000	39 000	39 000	39 000	39 000	195 000

Congress – Doc 19/Annex 8

Maintenance of the UPU building and its installations

I. General

1 The 1974 Lausanne Congress rejected the suggestion for setting up a building maintenance fund and expressed a preference for five-yearly planning of maintenance expenditure on the UPU building and its installations. As this practice was implicitly endorsed by the 1979 Rio de Janeiro, the 1984 Hamburg and the 1989 Washington Congresses, the International Bureau reviewed the time frames it might have to contend with during the period of application of the 1994 Seoul Congress Acts. This is the subject of the present document.

2 The work provided for in the five-year plan adopted by the Washington Congress was implemented according to the actual needs of the moment out of concern for efficiency and economy. This is the spirit underlying the forecasts submitted to Congress for the financial years covered by the 1994 Seoul Acts.

II. General maintenance

3 General maintenance, such as overhauling the heating and air-conditioning systems, servicing the lifts, general surveillance, purchase of maintenance materials and minor repairs has cost between 100 000 Sfr and 170 000 Sfr per year since 1986. Owing to the rise in the cost of living and normal wear and tear on the building and its installations, these costs may be estimated at around 200 000 Sfr per annum on average for the 1996–2000 financial period.

III. Main fabric of the building

4 Twenty-five years after the construction of the building, major repairs to the roof and the facades and in the basements are likely to be needed but cannot be foreseen. Accordingly, they have to be financed in the short term according to the credits available, with the costs spread over two financial years if necessary. To cover this non-recurrent expenditure, it is proposed that a sum of 50 000 Sfr be included in each year's budget ceiling for unforeseeable repairs.

IV. Interior of the building

5 As the tenant on the third floor of our building is moving out in August 1995 additional work will be needed (repainting, replacement of carpeting and blinds). An amount of 90 000 Sfr should be provided for this purpose in 1996. Despite the age of the building, the carpeting in general is in good condition, but some repairs are nevertheless necessary. Painting and plastering and the refurbishing of other offices are necessary and should be continued at least for the most urgent cases.

V. Doors, windows and blinds

6 It is unlikely that the doors of the building will need repairs which will not be covered by the credits for general maintenance.

7 The building has some 600 windows. Except for the occasional replacement of broken or misted window panes, the caretaker has been able to maintain the windows and blinds so far. Now that the building is 25 years old, the sophisticated mechanism of the rotating windows and blinds is showing signs of fatigue and wear. In the near future, overhaul of the windows and replacement of the blinds particularly on the south side is inevitable. Overhaul of the windows and blinds on the north side, which are subject to less wear and tear, can be postponed for the moment.

8 It is proposed that Congress make financial provision of 160 000 Sfr per year for the next five-year period, which should extend the life of the windows for several years.

VI. Heating and air-conditioning

9 Following a recent inspection by city of Berne social security officials, it will be necessary, between 1996 and 2000, to replace the building's three boilers and oil burners which no longer comply with new local safety and environmental protection regulations and standards. The estimated cost of the operation is 380 000 Sfr.

10 Major repair work has had to be carried out since 1991 (air-conditioning control system, used-water evacuation pump, etc). Financial coverage of 20 000 Sfr should nevertheless be earmarked for replacement of radiator valves and possible replacement of the heating and air-conditioning electric pumps and motors.

VII. Passenger and goods lifts

11 Apart from the fact that the routine maintenance costs for the passenger and goods lifts are continually rising, this servicing increasingly entails the replacement of various major devices required for safety reasons. An annual allocation of 20 000 Sfr should be set aside for this.

VIII. Overhaul of sanitary system

12 Because of their age, it is necessary to provide for a credit of 20 000 Sfr for replacement of pipes, taps and sanitary pumps throughout the building.

IX. Building maintenance plan

13 In view of the preceding information, the following renovation and maintenance plan is submitted to Congress:

Plan for maintenance of the UPU building and its installations	1996	1997	1998	1999	2000	Total
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
Regular expenditure on maintenance and surveillance (paragraph 3)	200 000	200 000	200 000	200 000	200 000	1 000 000
Unforeseeable repairs to main fabric of building (paragraph 4)	50 000	50 000	50 000	50 000	50 000	250 000
Replacement of carpeting and repainting (paragraph 5)	90 000	–	–	30 000	–	120 000
Overhaul of doors, windows and blinds (paragraphs 6 to 8)	160 000	160 000	160 000	160 000	160 000	800 000
Replacement of boilers and oil burners (paragraph 9)	–	100 000	–	140 000	140 000	380 000
Replacement of pumps, electric motors and various parts of the heating and air-conditioning equipment (paragraph 10)	20 000	20 000	20 000	20 000	20 000	100 000
Replacement of worn parts in lift machinery (paragraph 11)	20 000	20 000	20 000	20 000	20 000	100 000
Overhaul of sanitary system (paragraph 12)	20 000	20 000	20 000	20 000	20 000	100 000
Total	560 000	570 000	470 000	640 000	610 000	2 850 000
1995 budget estimate used as a basis for fixing the ceiling of recurrent expenditure for 1996–2000	(419 000)	(419 000)	(419 000)	(419 000)	(419 000)	(2 095 000)
Increase	141 000	151 000	51 000	221 000	191 000	755 000

X. Conclusions

14 The maintenance plan given in paragraph 13 above sets out the financial framework that should enable the Executive Council and the International Bureau to provide for the maintenance of the building and the proper functioning of its installations. It goes without saying that, as in the past, this plan will be applied with discretion in a concern for practical economy, avoiding utopian solutions in the use of credits. Congress is asked to approve it and to take it into consideration in fixing the Union's expenditure ceiling.

Congress – Doc 19/Annex 9

Computer equipment

I. General

1 In view of the importance of the International Bureau's computer-related activities, a plan should be prepared for them, separate from the furniture and equipment replacement plan. Computerized support activities have become vital to the efficient performance of Union activities. In addition, it should be pointed out that the role of computers is of capital importance in establishing a data base for use by postal administrations. Expansion of International Bureau computer activities would require an increase in the relevant funds. With a view to asking Congress for these additional financial resources for computer activities and out of concern for transparency, the International Bureau has prepared a computer equipment replacement plan with detailed explanations for each activity.

II. Micro-computing equipment

2 This covers activities relating to software management, the micro-computer pool and security. Based on a five-year amortization period and a replacement value of 350 000 Sfr, the sum of 70 000 Sfr a year should be provided for the procurement of hardware. Moreover, in view of the continuing growth of new software, the emergence of new versions of existing software and the development of new technology (such as multimedia, etc), an annual amount of 35 000 Sfr should be set aside for the purchase of software and/or licences.

III. Central computer

3 In view of our constantly increasing central memory and computing capability requirements, particularly with the introduction of the client-server architecture, an annual amount of 50 000 Sfr should be provided for 1997 to 2000. Since many administrations are likely to link up to the data base in 1996, procurement of additional equipment (worth approximately 150 000 Sfr) should be provided for, to substantially increase the International Bureau's computing capability, bringing shorter access time and lower connection costs for administrations. A further sum of 30 000 Sfr should also be set aside for the purchase of software, mainly for improving the operation of the central system, such as disk defragmentation, read/write memory management, etc.

IV. Network management

4 A new ETHERNET network has been set up. However, to enhance its performance and to take account of the possibilities offered by new technological developments in this field (such as conversion to an FDDI network with a much higher output), an annual sum of 30 000 Sfr should be earmarked for the purchase of hardware and an annual sum of 30 000 Sfr for the purchase of software/licences.

V. Maintenance of installations and computer supplies

5 Maintenance costs amount to 120 000 Sfr for 1996, 150 000 Sfr for 1997, 160 000 Sfr for 1998, 170 000 Sfr for 1999 and 180 000 Sfr for 2000, reflecting the gradual expansion of the International Bureau's computer infrastructure. Costs of computer supplies (paper, tapes, toner cartridges, etc) are estimated at 60 000 Sfr for 1996, 65 000 Sfr for 1997, 70 000 Sfr for 1998, 75 000 Sfr for 1999 and 80 000 Sfr for 2000, figures that also reflect that same gradual expansion.

VI. Computer equipment replacement plan

6 In view of the foregoing, the following computer equipment replacement plan is submitted to Congress. As for the increase observed in relation to the 1995 budget used as the basis for setting the ceiling, it should be noted that the budget was substantially lower than in previous years (1992: 536 000 Sfr; 1993: 493 000 Sfr and 1994: 543 000 Sfr).

Computer equipment replacement and purchase plan

Item/Activity	Purchase price	Year of purchase	Forecast lifetime	Year and cost of replacement					
				1996	1997	1998	1999	2000	Total
	Sfr		Years	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
Item 227 Equipment									
Micro-computing equipment									
Updating of the Macintosh pool (amortization)	1 150 000	1987 to 1995	5	70 000	70 000	70 000	70 000	70 000	350 000
Purchase of software/ licences				35 000	35 000	35 000	35 000	35 000	175 000
Central computer									
VAX installation	300 000	1991	10						
Successive upgrading of capacity (main upgrading in 1996)				150 000	50 000	50 000	50 000	50 000	350 000
Purchase of software/ licences (particularly ORACLE)				30 000	30 000	30 000	30 000	30 000	150 000
Local network	400 000	1992 to 1994	unspecified						
Network extension and adaptation				30 000	30 000	30 000	30 000	30 000	150 000
Purchase of software/ licences				30 000	30 000	30 000	30 000	30 000	150 000
Sub-total Computer equipment (1995 budget: 300 000 Sfr)				345 000	245 000	245 000	245 000	245 000	1 325 000
Equipment maintenance Item 228 (1995 budget: 110 000 Sfr)				120 000	150 000	160 000	170 000	180 000	780 000
Computer supplies Item 246 (1995 budget: 50 000 Sfr)				60 000	65 000	70 000	75 000	80 000	350 000
Total (1995 budget: 460 000 Sfr)				525 000	460 000	475 000	490 000	505 000	2 455 000
1995 budget estimate used as a basis for fixing the ceiling of recurrent expenditure for 1996–2000				(460 000)	(460 000)	(460 000)	(460 000)	(460 000)	(2 300 000)
Increase				65 000	–	15 000	30 000	45 000	155 000

Congress – Doc 19/Annex 10/Rev 3

Factors for fixing the ceiling of the Union's recurrent expenditure for 1996–2000

(Position at 7 September 1994)

	1996	1997	1998	1999	2000	Total
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
Recurrent expenditure (article 124, paragraph 1, of the General Regulations)						
A. Basis for fixing the ceiling of recurrent expenditure for 1996 to 2000						
1 Total net expenditure of the 1995 Union budget approved by the Executive Council in February 1994 (annex 6) 32 165 490 Sfr rounded to	32 165 500	32 165 500	32 165 500	32 165 500	32 165 500	160 827 500
B. Expenditure on staff necessary to handle present work						
2 Regulation step increases in the same grade of staff from 1996 to 2000:						
– step increases in 1996	260 100	260 100	260 100	260 100	260 100	1 300 500
– step increases in 1997	–	255 500	255 500	255 500	255 500	1 022 000
– step increases in 1998	–	–	233 000	233 000	233 000	699 000
– step increases in 1999	–	–	–	227 400	227 400	454 800
– step increases in 2000	–	–	–	–	204 400	204 400
Step increases compared with 1995 budget	260 100	515 600	748 600	976 000	1 180 400	3 680 700
3 Remuneration of additional staff to cope with expansion of Union work (1 P and 2 G)						
Philately (2 G)	189 500	189 500	189 500	189 500	189 500	947 500
Accountant (1 P)	200 200	157 000	157 000	157 000	157 000	828 200
Sub-total	389 700	346 500	346 500	346 500	346 500	1 775 700

	1996	1997	1998	1999	2000	Total
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
4 Compensation for inflation since the 1989 Washington Congress to maintain the real value of the budgetary credits assigned to technical assistance under proposal 035 (increase of 26%)	472 800	472 800	472 800	472 800	472 800	2 364 000
Total B	1 122 600	1 334 900	1 567 900	1 795 300	1 999 700	7 820 400
C. Other operating costs of the International Bureau						
5 Replacement of furniture and equipment: Under the replacement plan at annex 7 to this report, provision should be made for that portion of capital costs in excess of those already included in the 1995 budget	39 000	39 000	39 000	39 000	39 000	195 000
6 Maintenance of UPU building and its installations: Apart from costs already included in the 1995 budget, the expenditure in the plan at annex 8 to this report should be taken into account	141 000	151 000	51 000	221 000	191 000	755 000
7 Computer equipment: Apart from the costs already included in the 1995 budget, the expenditure in the plan at annex 9 to this report should be taken into account	65 000	0	15 000	30 000	45 000	155 000
Total C	245 000	190 000	105 000	290 000	275 000	1 105 000

	1996	1997	1998	1999	2000	Total
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
D. Implementation of new activities and stepping up of special activities						
8 Action plan to energize the postal financial services. Congress – Doc 63 proposes that provision be made for the following additional resources not included in the 1995 budget for the above-mentioned programme. The International Bureau proposes that the amount indicated be included to monitor these activities	97 000	97 000	97 000	97 000	97 000	485 000
9 "Quality of service" programme. Congress – Doc 64 (paragraph 37) proposes that provision be made for the following additional resources not included in the 1995 budget for the above-mentioned programme	760 000	750 000	750 000	652 000	652 000	3 564 000
10 The Executive Council approved the creation of a half-time post of internal auditor (decision CE 28/1994). In view of the level of responsibility that the internal auditor will be required to assume throughout the coming financial period, the International Bureau proposes that the amount indicated be included to finance this service	100 000	100 000	100 000	100 000	100 000	500 000
Total D	957 000	947 000	947 000	849 000	849 000	4 549 000
Total B+C+D	2 324 600	2 471 900	2 619 900	2 934 300	3 123 700	13 474 400
E. Financial effects of other decisions taken by the Seoul Congress						
10 As Committee 6 has approved Congress – Doc 23/Add 1 concerning postal security activities, the following financial implications have to be provided for	631 500	426 500	426 500	426 500	426 500	2 337 500

	1996	1997	1998	1999	2000	Total
	Sfr	Sfr	Sfr	Sfr	Sfr	Sfr
11 Travel of representatives of Joint Strategic Planning Group member countries and of additional CA and POC member countries following approval of proposals 020, 15. 102.5/Rev 1 and 15. 104.3 by Committee 3	91 000	91 000	91 000	91 000	91 000	455 000
Total E	722 500	517 500	517 500	517 500	517 500	2 792 500
F. Activities likely to be held in abeyance, reduced or discontinued						
Expenditure to be transferred from the Union budget to the budget of a French Translation Service following the Committee 3 decision of 7.9.1994	(315 000)	(315 000)	(315 000)	(315 000)	(315 000)	(1 575 000)
	(315 000)	(315 000)	(315 000)	(315 000)	(315 000)	(1 575 000)
Total A + B + C + D + E + F	34 897 600	34 839 900	34 987 900	35 302 300	35 491 700	175 519 400
Ceiling (1996–2000) of net recurrent expenditure (amounts to be inserted in the General Regulations, article 124, paragraph 1)						

Congress – Doc 19/Annex 11

Factors for fixing the ceiling of expenditure for the next Congress (22nd Congress)

Budget article or item	1984 Hamburg Congress (Actual expenditure)	1989 Washington Congress (Actual expenditure)	1994 Seoul Congress (Ceiling)	1994 Seoul Congress (Budget)	1999 Congress[1] (Ceiling)
	Sfr	Sfr	Sfr	Sfr	Sfr
Article 81 Travel of secretariat					
811 Travel expenses and insurance	95 754.25	220 103.63	1 040 000	1 040 000	
812 Subsistence allowance	825 198.30	926 194.85	1 591 000	1 280 000	
813 Auxiliary staff	31 837.49	75 987.58	50 000	75 000	
Total article 81	952 790.04	1 222 286.06	2 681 000	2 395 000	
Article 82 Technical facilities for simultaneous interpretation	304 268.37	456 670.72	500 000	500 000	
Article 84 Communications and transport costs					
841 Postage	169.48	235.59	2 000	2 000	
842 Telegrams and telex	1 512.28	0.00	5 000	1 000	
843 Telephone and telefax	1 893.00	1 499.34	8 000	10 000	
844 Transport	11 801.87	44 332.55	60 000	60 000	
Total article 84	15 376.63	46 067.48	75 000	73 000	
Article 85 Production of documents during Congress	197 863.37	240 201.94	350 000	350 000	
Article 89 Sundry costs					
891 Additional premises	3 489.68	684.25	20 000	5 000	
892 Office equipment	270.07	0.00	5 000	1 000	
893 Hospitality expenses	11 823.05	5 343.40	20 000	10 000	
899 Sundry and unforeseen	83 404.43	11 814.21	25 000	25 000	
Total article 89	98 987.23	17 841.86	70 000	41 000	
Total expenditure on Congress	1 569 285.64	1 983 068.06	3 676 000	3 359 000	

[1] This expenditure will have to be assessed during the Seoul Congress when the venue of the 22nd Congress is known.

Congress – Doc 19/Annex 12

Amendments to General Regulations, article 124, paragraphs 1, 2, 2bis and 5

General Regulations

Article 124

Fixing and regulation of the expenditure of the Union

1 Subject to the provisions of paragraphs 2 to 6, the annual expenditure relating to the activities of bodies of the Union may not exceed the following sums for 1996 and subsequent years:
_____ Swiss francs for 1996;
_____ Swiss francs for 1997;
_____ Swiss francs for 1998;
_____ Swiss francs for 1999;
_____ Swiss francs for 2000.
The basic limit for 2000 shall also apply to the following years in case the Congress scheduled for 1999 is postponed.

2 The expenditure relating to the convening of the next Congress (travelling expenses of the secretariat, transport charges, cost of installing simultaneous interpretation equipment, cost of producing documents during the Congress, etc) shall not exceed the limit of _____ Swiss francs.

2bis The Executive Council shall be authorized to exceed the limits laid down in paragraph 1 to take account of the new edition of the International List of Post Offices. The total amount of the overstepping authorized for this purpose shall not exceed 900 000 Swiss francs.

5 Notwithstanding paragraph 1, the Executive Council, or in case of extreme urgency the Director-General, may authorize the prescribed limits to be exceeded to meet the cost of major and unforeseen repairs to the International Bureau building, provided however that the amount of the increase does not exceed 125 000 Swiss francs per annum.

The other paragraphs of article 124 of the General Regulations remain unchanged.

Reasons. – The amounts of annual Union expenditure decided on by the Seoul Congress for the next financial period (1996–2000) will have to be inserted.
Regarding the International List of Post Offices, the Lausanne Congress in 1974 had inserted a similar text in article 122, paragraph 4, of the General Regulations of that Congress. Also, insertion of such a paragraph is in keeping with the conclusion of Seoul Congress – Doc 79.
Concerning paragraph 5, due to the fact that the International Bureau building is getting older, the sum of 65 000 Sfr fixed by the Lausanne Congress in 1974 should be adjusted in line with the increase in the cost of living in Switzerland since that year.

Congress – Doc 19/Annex 13

Draft resolution

Financing of the priority activities of the Union

Congress,

concerned
at the level of the Union's Voluntary Fund for the 1996–2000 financial period,

Considering
it necessary to urgently reinforce the sources of funding for priority Union activities,

Considering
the urgent appeals made by the Executive Council and the International Bureau to all Union member countries during the period from 1992 to 1994, asking them to make a voluntary contribution in addition to their contribution to the regular budget of the Union,

Taking due account
of a decision by the Executive Council (CE 7/1994) instructing the International Bureau to prepare a draft Congress resolution along these lines,

Invites

all Union member countries to make extra-budgetary contributions for financing the priority activities of the Union,

Instructs

the Executive Council, the Consultative Council for Postal Studies and the International Bureau to take appropriate measures, each within its own sphere of responsibility, for the maintenance of an extra-budgetary fund.

Seoul, Chairman of Congress

Congress – Doc 19/Annex 14

Contributions of the member countries of the Executive Council Working Party for the financing of the Union's activities

In accordance with decision CE 8/1994, the Executive Council set up a Working Party comprising Canada, Italy, Japan and the International Bureau to find solutions for the financing of the Union's activities, giving consideration among other things to the possibility of having an extra-budgetary fund maintained by mandatory contributions. The exchanges of correspondence between the members of the Working Party (attachment 1 – Canada; attachment 2 – Italy; attachment 3 – Japan) are attached hereto.

Congress – Doc 19/Annex 14/Attachment 1

MAIL POSTE
Canada Post Corporation / Société canadienne des postes

International Business Relations
2701 Riverside Drive, Suite E0421
OTTAWA, ON K1A 0B1
CANADA

June 17, 1994

Mr. Francesco Cacciatore
International Bureau
Universal Postal Union
P.O. Box
3000 BERN 15
SWITZERLAND

Dear Mr. Cacciatore:

Thank you for your letter of June 15th and the follow-up on the 16th with the specific decision of the Executive Council regarding the work with which the Working Party has been tasked.

Please refer to the document attached which was circulated within the Working Party and discussed during the EC sessions. I would suggest that the latter document better sets the stage for future analysis by the Council of Administration in consultation with the Postal Operations Council and the International Bureau. I do not believe the analysis described in section 3 of the report reflects the deliberations of the Working Party. There is very little new material of substance for the new generation of players to work with.

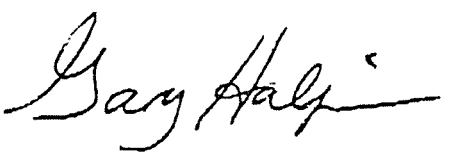
There were two main points, I believe, that came from our discussions in Bern. The first was the need to expend some efforts "in approaching other UN agencies to understand how they have coped under these common limitations" (of zero real growth). "There may be new light shed as a result of this exercise".

The second point relates to the opting in financing concept and the importance of linking this to "project related (activities) with specific benefits identified as a result of the investment." Your example of the translation services is a good one that all can relate to. However, the one I would have in mind is larger in scope and I believe has importance for the future. The example I think needs developing relates to the EDI Unit and the work it is doing for the postal world. At the moment they are providing everything for everyone. All member countries can benefit from Post Net, from the communications processor in Bern and so on. The way I would see opting in

financing work in the context of this proposal, is to have the EDI Unit make a project proposal that would have as its main deliverable a world wide track and trace system linking together all developing countries. Developed countries have their own means for linking up with each other and have the choice of using various communications services, including those offered through the EDI Unit. Developed countries do not, however, have a ready made solution to communicate with countries that for them have low traffic. A solution such as the above, packaged properly by the IB under the authority of the Administrative Council, could be attractive to developed countries who would probably be willing to opt into such a project because of the benefits they would derive from it, namely a one stop shopping access to the developing countries' track and trace system.

I would recommend you alter the report to Congress by highlighting the two points above and attaching the document that formed part of our discussions while in Bern.

Kind regards,



J.G. Halpin
Director

Encl.

c.c. Mrs. Damia, Italy
Mr. Inamura, Japan
Mr. Luciani, France
Mr. Leavey, EC Chairman
Mr. Engelke, EC Committee 2 Chairman

DISCUSSION PAPER

Introduction

Committee 2 of the Executive Council appointed a Working Party made up of Italy, Japan, Canada, France and the International Bureau to develop a framework of financing mechanism options that could be considered by the next Administrative Council and Postal Operations Council. Such a contribution by the Working Party would facilitate and accelerate the work identified in Doc 7 Add 1 Para ii), namely:

1) "the Council of Administration, in consultation with the Postal Operation's Council and the International Bureau
2) to continue reviewing the Union and its activities particularly as regards
3) the financing system"

Discussion

The Working Party met and identified the main factors that needed to be taken into account, namely:

Constraints

- Zero real growth

  - This constraint will continue as all major contributor countries to the UN system are committed to support the concept at all costs

  - Some efforts could be expended in approaching other UN agencies to understand how they have coped under these common limitations. There may be new light shed as a result of this exercise.

Sources of Funding

- Voluntary Fund

  - An eventual deficiency in the Voluntary Fund and the crisis that this caused was inevitable. The main reasons for not keeping up include:

    . competing demands for funding and limited resources by the postal administrations concerned;

    . budget shortfalls in the postal administrations at the time a financial commitment is required;

. an unclear indication of how the resources obtained would be used. A lack of quantification of the benefits to be derived;

. an inability by some postal administrations to provide the required financing unless part of a legislated levy.

Prioritizing of Activities in the UPU

- A number of postal administrations have been required to change direction and reduce the size of their staff complement in order to lower costs and to achieve improved efficiencies and effectiveness.

- While it is difficult for a bureaucracy to apply surgery onto itself, efforts need to be made once the new guiding instruments such as the Strategic Plan and Program Budgeting are in place to prioritize the work. It would then be possible to establish targets for cutting down lower priority items thus freeing up the budget for more urgent and important activities.

Other mechanisms to consider

- Opting in Financing:

. such a financing vehicle would involve requiring an administration to decide to commit to an annual contribution over an extended period such as the 5 year cycle between Congresses.

. the opting in vehicle would provide a stable source of financing outside the zero real growth structure.

. activities would need to be project related with specific benefits identified as a result of the investment.

. activities would need to be seen as attractive for a large enough number of administrations in terms of yielding desirable results.

. consideration would also need to be given to using such a mechanism only where the benefits could be transferred to those participating in the financial commitment.

. a formula for participation would need to be developed.

Congress – Doc 19/Annex 14/Attachment 2

Italian Post
Directorate-General of Posts
and Telecommunications
Office of International Relations

Mr F Cacciatore
Senior Counsellor
International Bureau of the UPU
BERNE
SWITZERLAND

Subject
Draft Executive Council report on the financing of the Union's activities

Dear Mr Cacciatore

With reference to your letter No 6850(B/P) of 15 June 1994, I wish to let you know the general comments that the Italian Postal Authority would like to make on the document regarding the financing of the Union's activities.

Because of the complex nature of the subject, it is felt that highly detailed studies have to be conducted after the Seoul Congress in order to define precisely the various activities of the Union and their respective sources of financing.

It will also be necessary to study the financing methods applied by other specialized agencies of the United Nations common system.

As regards financing methods, the nature of budgetary and extra-budgetary contributions, both mandatory and voluntary, will have to be defined.

These studies will have to be carried out urgently by the EC and the CCPS, as proposed by resolution 022.

Finally, the methods of financing extra-budgetary activities mentioned in document CE 1994/GT 3/3(1) – Doc 9 appear to us to be complicated and difficult to understand.

Yours sincerely,

G DAMIA

Director of International Relations

Congress – Doc 19/Annex 14/Attachment 3

International Affairs Department
Ministry of Posts and
Telecommunications of Japan

Tokyo, 17 June 1994

Mr F Cacciatore
Senior Counsellor
International Bureau of the UPU
BERNE
SWITZERLAND

Dear Mr Cacciatore

Thank you very much for your fax letter No 6850(B/P) dated 15 June concerning the draft report of the Working Party on the financing of the activities of the Union. Let me first congratulate you for your efforts in preparing the report for the WP members in such a short time.

I find the overall structure of the report to be acceptable. However, I would very much appreciate it if you could kindly take into account the following comments when you finalize this report:

1 Introduction

It may be useful to stress that some special activities planned in 1995 were not fully financed by the expected amount of the Voluntary Fund, and that taking this situation into account, this WP was set up to consider the possible ways and means to facilitate and increase extra-budgetary contributions for the activities of the Union.

2 Preliminary study

If available, a brief description of the practices regarding extra-budgetary contributions of other international organizations would be useful.

3 Analyses by the Working Party

a A.c Activities of reinforcement

It is very probable that many member countries consider that the Strategic Plan contains both institutional activities and essential activities as well as any other activities of reinforcement. Therefore, it would be advisable to delete the first sentence, and supplement the explanation of the activities of reinforcement.

b B.c Mandatory contributions on the basis of voluntary agreement

Sharing of the costs for translation services is based on article 107, paragraph 6, of the General Regulations. It may be better to refer to this provision to make the situation clearer.

c B.d Six modalities of co-financing for extra-budgetary activities

In CE 1994/GT 3/3(1) – Doc 9, each of the modalities has a rather abstract definition. Specially, the definitions of Opt-in and Opt-out are open to question. It will be useful to have clearer definitions for each modality and preferably with some examples of existing financing practices. It will be essential to use common and clear definitions for these modalities.

4 Recommendations

For the future study by the Council of Administration, the following specific directions might be given:

a Mandatory contribution based on voluntary (optional) agreement with a legal basis (a provision in the Acts).

b Introduction of Fund-in-trust contributions where a country/administration which makes the contribution can specify the field of activities for which the Fund should be utilized. A control mechanism should also be set up. It is understood that the use of the Fund should be in conformity with the Strategic Plan and the authority of the POC for overall supervision of operational matters should be respected.

c Possibility of establishing a new extra-budgetary financing scheme.

This system constitutes an extra financing scheme under which all the member countries should contribute a certain amount beyond their ordinary contribution only during a specific period of time in an equitable manner with the aim of allowing the UPU to undertake specific projects which normally need a sizeable amount of investment, particularly at the initial stage, and have future potential benefits for all the member administrations, such as UPU EDI projects, etc.

d The six modalities for co-financing, with clearer definitions.

I thank you again for your initiative in this matter.

Sincerely yours,

(signed) Katsuharu NAKAMURA

Director for UPU Relations

Congress – Doc 19/Add 1

COMMITTEE 2 (FINANCE)

Expenditure ceiling for the next Congress (22nd Congress)

Additional memorandum by the Secretary-General

On the basis of the factors contained in Congress – Doc 80 "Invitation for the 22nd Universal Postal Congress", the Secretariat has prepared an estimate of the expenditure to be taken into consideration when setting the separate expenditure ceiling for the next Congress.

As was pointed out in Congress – Doc 19 (part II, chapter 6, A), such an estimate is very difficult to make and will only be approximate owing to the many imponderables at present. This is particularly the case for the method of document production, the technical facilities for simultaneous interpretation and for estimating the increase in the cost of living by 1999.

On the basis of present assumptions, which are detailed in annex 1, the ceiling to be inserted in article 124, paragraph 2, of the General Regulations would be 3 599 300 Swiss francs.

Seoul, 5 September 1994

A C BOTTO DE BARROS
Secretary-General

Congress – Doc 19/Add 1/Annex 1

Factors for setting the expenditure ceiling for the 22nd Universal Postal Congress (1999)

Budget article or item		Amount CHF	Reasons
Article 81	**Travel of Secretariat**		
811	Travel expenses and insurance	640 700	Travel expenses (round-trip air fare economy class excursion rate) and travel insurance for Secretariat staff (including temporary staff seconded from administrations)
812	Subsistence allowance	1 558 600	Allowance to be paid to the Secretariat staff including staff temporarily seconded from administrations. On the basis of a Congress similar in duration to the Seoul Congress 4112 official/days should be reckoned with. This allowance is based on the United Nations rates applicable to the UPU
813	Auxiliary staff	100 000	Remuneration of auxiliary staff
Total article 81		2 299 300	
Article 82	**Technical facilities for simultaneous interpretation**	600 000	Arbitrary estimate of the costs of providing technical facilities for simultaneous interpretation for an assumed nine languages. The entire cost is borne by the Union, in accordance with article 107, paragraph 12, of the General Regulations
Article 84	**Communications and transport costs**		
841	Postage	3 000	Airmail postage during Congress
842	Telecommunications	27 000	Telegrams and telex sent from Congress headquarters and telephone and telefax charges incurred during Congress
843	Transport	100 000	Transport of Secretariat equipment
Total article 84		130 000	
Article 85	**Production of documents and computers during Congress**	500 000	These costs include paper and hire of printing machines as well as computer equipment for producing documents in Arabic, English, French and Spanish during Congress

Budget article or item		Amount CHF	Reasons
Article 89	**Sundry costs**		
891	Additional premises	10 000	Hire of a reception room
892	Office equipment	5 000	Small items of office equipment and magnetic tapes for recording debates
893	Hospitality expenses	25 000	Receptions given by the International Bureau during Congress
899	Sundry and unforeseen	30 000	Sundry expenses which cannot at present be specified
Total article 89		70 000	
Total expenditure for the 22nd Congress		3 599 300	Amount to be inserted in article 124, paragraph 2, of the General Regulations

Congress – Doc 20

Five-yearly report on the development of the postal services

1987–1992

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Foreword

This report covers the period from 1987 to 1992 which, by any standards, has been a period of tumultuous change. We have witnessed the end of the cold war. A period of more fruitful relations is starting, a period in which economics has replaced the east–west relationship as the driving force behind world diplomacy. Global economics has become the byword of the new era, and as economies become more and more interdependent, the need for cooperation as well as coordination at the global level has increased. A general move towards a market economy has been a dominant economic trend, with several countries, many of them in Eastern Europe, taking this path. This period also witnessed the reunification of Germany as well as the appearance of several new member countries in Europe and central Asia. It also saw the first nails driven into the coffin of apartheid as well as moves towards greater integration of the European Community. The words "privatization", "deregulation" and "environment" found their way into the everyday language.

However, the news has not been all good. This was a period of generally poor economic growth, which has been reflected in postal traffic indices. 1993 marked the fourth consecutive year of subpar growth performance for the world economy as a whole, and the recovery process is not expected to begin until 1994. The lowest world growth rate for the period in question, 0.6 percent, was reached in 1991 and this is apparent in many postal traffic indicators. The developing countries, with an average growth rate of 4.9 percent, presented a more cheerful picture during this period, although among these countries marked contrasts have been noted. Development in the Asia-Pacific region was relatively satisfactory. In Africa, on the other hand, growth rates remained low. Growth rates in the Arab countries, adversely affected by the Gulf War in 1991, now appear to be showing signs of improvement, and in Latin America political or economic instability in certain countries confined growth to relatively low levels. In Eastern Europe, economic growth rates remained negative because of political turmoil and the hardships associated with the transition to a free market economy and this too was reflected in postal indices for the region.

During the period in question, domestic LC traffic went up from 188 000 million in 1987 to 210 000 million in 1992, an annual increase of 2.2 percent. Growth of domestic LC traffic in the developing countries as a whole remained relatively stagnant because of negative growth rates for Arab and European developing countries due to political or economic disturbances. The so-called transition economies also showed negative traffic growth rates as they went through the economic readjustment process. A similar pattern was apparent for domestic AO traffic which increased from 205 000 million to 216 000 million, an annual evolution of only 1.1 percent. A particularly close relation between economic and postal growth curves was observed for this category of item, the low growth rate reflecting the generally poor state of the world economy. International LC traffic increased from 6400 million to 6900 million, an annual increase of 1.4 percent. International AO traffic remained stagnant at 1900 million. Domestic CP growth rates appear to have remained steady while international CP growth rates have been consistently negative, a worrisome development. The generally poor growth in demand for postal services during this period was, therefore, a reflection of the prevailing political and economic conditions.

There are, however, grounds for cautious optimism about the future. A general reduction of tensions means that more resources can be allocated to the development process, including the development of the postal services. Improved living standards and literacy levels in the developing countries should also lead to an increased demand for postal services. Many developing countries are restructuring their economies and the payoffs from this should soon be visible. Further, should the reforms in the transition economies take root, as should be the case, there is little doubt that these countries too will go through a boom period. In this age of interdependence, prosperity in one part of the world contributes to prosperity everywhere else: there is little doubt that increased economic activity in the developing world will stimulate growth in the developed world, and vice versa.

The environment in which the Post operates is thus likely to be more favourable than ever before. However, the Post must evolve to reflect changing needs. It has become a cliché to say that the Post is under attack. Telecommunications services have become more widespread and have generally

become cheaper as well. The fax machine has become more ubiquitous. Courier companies are profiting from the perception of the Post as an "unreliable" service provider and are skimming away traffic. The Post, however, can and must rise to the challenge. Technical progress is not to be decried, and a certain degree of substitution on this account is inevitable. However, there is a clear need to evolve an aggressive marketing strategy and to work to improve the image of the Post. A competitive outlook must be developed. Technical assistance should be focussed on the weak links in the international postal network. Quality of service should be continually improved, and regulations at the international level need to be further harmonized. As someone has already said, postal administrations must get their act together.

Leadership consists of recognizing world trends and acting to meet the challenges and capitalize on the opportunities the new age presents. The Post too must adapt to take into account changing circumstances.

1 Introduction

1.1 Purpose of the study

This study is designed to provide Congress with statistical data concerning the main postal fields and the general trend of postal development. The results presented are based on the postal statistics data processed by the International Bureau. These data are constantly updated by continuous verification with the postal administrations and by corrections and additional information from on-site observation by experts and consultants.

This report contains a comprehensive analysis of the situation of the postal services from 1987 to 1992, which should permit a comparison of the different levels of postal development in all the groups of Union member countries.

1.2 Scope of the study and criteria used

This study covers all Union member countries from 1987 to 1992, ie:

- 32 industrialized countries (IC);
- and 137 developing countries (DC).

The industrialized countries are divided into two groups:

- free-market industrialized countries (FMIC);
- and the transitional economy countries (TEC), previously known as planned-economy industrialized countries.

The developing countries are divided into five regions:

- Africa;
- America;
- Asia-Pacific;
- Europe;
- Arab countries.

Table 1 shows the classification into regions adopted and provides information about population movements by region from 1987 to 1992.

Table 1: Population movement and distribution

		Number of UPU member countries	Population (in millions)		Average annual movement	Distribution of the population in the world	
			1987	1992		1987	1992
DC	Africa	42	414.744	484.191	3.1%	8.37%	8.95%
	America	34	414.675	456.658	1.9%	8.37%	8.44%
	Asia-Pacific	31	2 674.454	2 947.701	2.0%	53.97%	54.47%
	Europe	10	171.859	177.972	0.7%	3.47%	3.29%
	Arab countries	20	198.836	230.303	3.0%	4.01%	4.26%
IC	FMIC	27	764.281	792.977	0.7%	15.42%	14.65%
	TEC	5	316.729	321.346	0.3%	6.39%	5.94%
Total DC		137	3 874.568	4 296.825	2.1%	78.19%	79.41%
Total IC		32	1 081.010	1 114.323	0.6%	21.81%	20.59%
Total world		*169*	*4 955.578*	*5 411.148*	*1.8%*	*100.00%*	*100.00%*

Table 2 gives the surface area of each region and the number of inhabitants per sq km.

Table 2: Surface area and number of inhabitants per sq km by region

		Number of UPU member countries	Surface area (in sq km)	Number of inhabitants per sq km
			1992	1992
DC	Africa	42	19 253 855	25.15
	America	34	21 395 330	21.34
	Asia-Pacific	31	23 175 248	127.19
	Europe	10	1 920 903	92.65
	Arab countries	20	13 016 283	17.69
IC	FMIC	27	30 428 671	26.06
	TEC	5	22 638 411	14.19
Total DC		137	78 761 619	54.55
Total IC		32	53 067 082	21.00
Total world		*169*	*131 828 701*	*41.05*

A complete list of member countries according to this classification is given in annex 2. The aim of this list is to situate each country in the context of the analyses made. Although it is not within the remit of this report to make a detailed analysis at the level of each country, the overall data presented here enables each one to evaluate its own position in relation to the average situation of

its region, other regions, or the world as a whole. From this point of view, this report should provide a basis for reviewing each country's postal development policy.

To keep some stability in the various groups of countries for comparing data over the period concerned, the 1987 classification of countries has been retained for the whole period from 1987 to 1992. Special estimates have therefore had to be made for some countries which have gone through changes during this period, particularly for the transitional economy countries: the German Democratic Republic which was reunited with the Federal Republic of Germany in 1990 and the countries of the former USSR, whose independence was recognized in 1991.

The bulk of the information contained in this report stems from data supplied by postal administrations in reply to the *Questionnaire on postal statistics*, which the International Bureau sends out each year.

As not all administrations reply regularly and some occasionally provide partial answers, the missing values have been estimated so as to produce overall evaluations for UPU member countries as a whole.

The estimates made for the missing data are based on an extrapolation of the previous years' data where these were available. The bigger the percentage of replies in each region, the more reliable these estimates are. To provide a criterion for judging the reliability of the information, the number of countries supplying it and the percentage of the population concerned are given for each heading covered.

All the financial data in this report are given in SDR. In previous five-yearly reports they were given in gold francs but a comparison is still possible using the conversion rate of 1 SDR = 3.061 gold francs.

2 Letter-post traffic

2.1 General remarks

The data presented in this chapter concern all ordinary letter-post items or letter-post items subject to special treatment conditions (post-free, registered, COD or insured items). They include LC items (letters and cards) and AO items (other articles: printed papers, newspapers, small packets).

Some administrations provide information about their traffic volume in terms of "priority" and "non-priority" categories of item rather than according to the classification of "LC" and "AO". In such cases, priority items have been treated as "LC" and non-priority items as "AO".

There is a general rising trend in the volume of both domestic and international letter post in all the regions of the world. This growth in absolute terms must, however, be put into perspective by considering per capita development of traffic.

The total number of letter-post items posted in the world was 434 556 million in 1992 (table 3). Overall, the free-market economy industrialized countries are the biggest users of letter post, accounting for 69.36 percent of all items posted in the world, followed by the transitional economy countries with 13.62 percent and the developing countries of the Asia-Pacific region with 13.18 percent.

Table 3: Total number of letter-post items posted per region in 1992

		Total number of letter-post items posted (in millions)	Distribution of letter-post items posted in the world	Total number of letter-post items posted per capita	Percentage of items posted in the outward international service	Percentage of items posted in the domestic service
		1992	1992	1992	1992	1992
DC	Africa	1 613	0.37%	3.33	26.97%	73.03%
	America	5 328	1.23%	11.67	7.02%	92.98%
	Asia-Pacific	57 291	13.18%	19.44	1.79%	98.21%
	Europe	8 052	1.85%	45.24	9.19%	90.81%
	Arab countries	1 672	0.39%	7.26	36.30%	63.70%
IC	FMIC	301 431	69.36%	380.13	1.72%	98.28%
	TEC	59 169	13.62%	184.13	0.77%	99.23%
Total DC		73 956	17.02%	17.21	4.30%	95.70%
Total IC		360 600	82.98%	323.60	1.56%	98.44%
Total world		*434 556*	*100.00%*	*80.31*	*2.03%*	*97.97%*

The free-market economy industrialized countries are also well ahead as regards the number of items posted per capita – 380. They are followed by the transitional economy countries with 184 items posted per capita and the developing countries of Europe with 45 items posted per capita.

A comparison of the number of domestic and international items shows that a very low proportion (only 2.03 percent overall) are posted in the international service. The only regions in which international service items account for a high percentage are the regions with very low traffic.

The following sections detail the volume of domestic and international letter post, making a distinction in each sector between LC and AO.

2.2 Domestic letter-post traffic

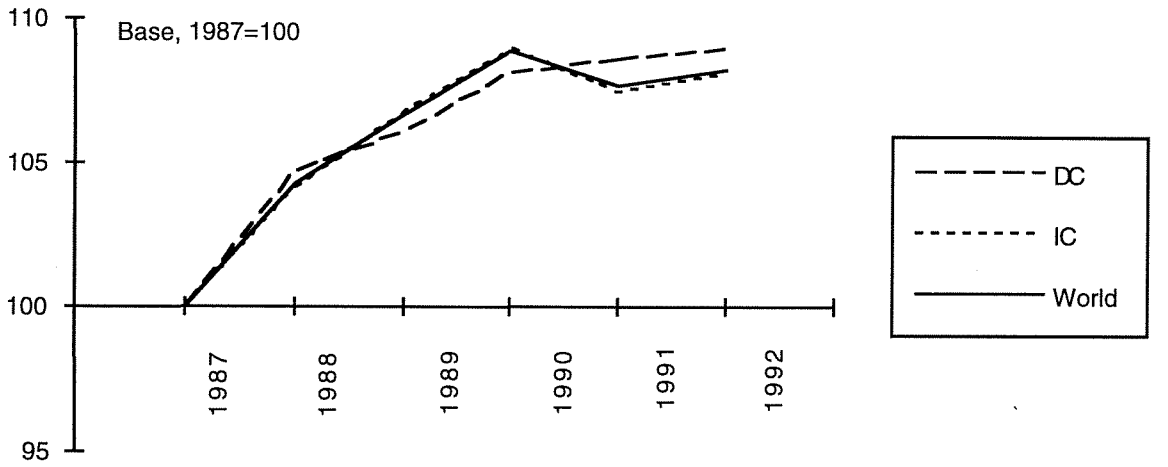
2.2.1 Overall development of domestic letter-post traffic

Overall, domestic letter-post traffic is growing, with total volume increasing by some 8 percent between 1987 and 1992 – an average annual growth rate of 1.6 percent. This growth rate is much the same in both industrialized and developing countries.

The rate is relatively low compared with earlier developments – the average annual growth rate was 3.5 percent between 1977 and 1981 and 4.8 percent between 1982 and 1986. In fact, graph 1 shows that the development of traffic volume is stabilizing with the growth rate slowing from year to year.

There has even been a slight reduction in domestic traffic, mainly in AO, since 1991. This drop seems to be due to the poor economic conditions, in particular, the 1991 depression, and to the political upheaval in Eastern Europe.

Graph 1: Overall domestic letter-post traffic development



Worldwide, domestic letter-post traffic increased from 393 067 million in 1987 to 425 747 million in 1992 (table 4), with the industrialized countries taking some 83.5 percent of traffic, a percentage that remained practically unchanged throughout the period concerned.

Table 4: Volume of domestic letter-post traffic

		Number of LP items (in millions)		Average annual movement	Distribution of domestic LP items worldwide	
		1987	1992		1987	1992
DC	Africa	1 035	1 178	2.6%	0.26%	0.28%
	America	4 885	4 954	0.3%	1.24%	1.16%
	Asia-Pacific	49 647	56 265	2.5%	12.63%	13.21%
	Europe	8 214	7 312	-2.3%	2.09%	1.72%
	Arab countries	1 122	1 065	-1.0%	0.29%	0.25%
IC	FMIC	261 917	296 259	2.5%	66.64%	69.59%
	TEC	66 247	58 714	-2.4%	16.85%	13.79%
Total DC		64 903	70 774	1.7%	16.51%	16.62%
Total IC		328 164	354 973	1.6%	83.49%	83.38%
Total world		*393 067*	*425 747*	*1.6%*	*100.00%*	*100.00%*

The annual average growth of 1.6 percent in domestic letter-post traffic from 1987 to 1992 is not enough to ensure a positive trend in per capita traffic as the population over the same period increased by 1.8 percent.

Per capita traffic volume (table 5) is rising by an average of 1.0 percent a year in the industrialized countries. On the other hand, it is falling slightly in the developing countries, with the biggest drop in the Arab countries running at an average of 3.9 percent a year. This substantial fall in the Arab countries is probably due in part to the disruption caused by the general situation of the countries of the Middle East during the second half of 1990 and 1991.

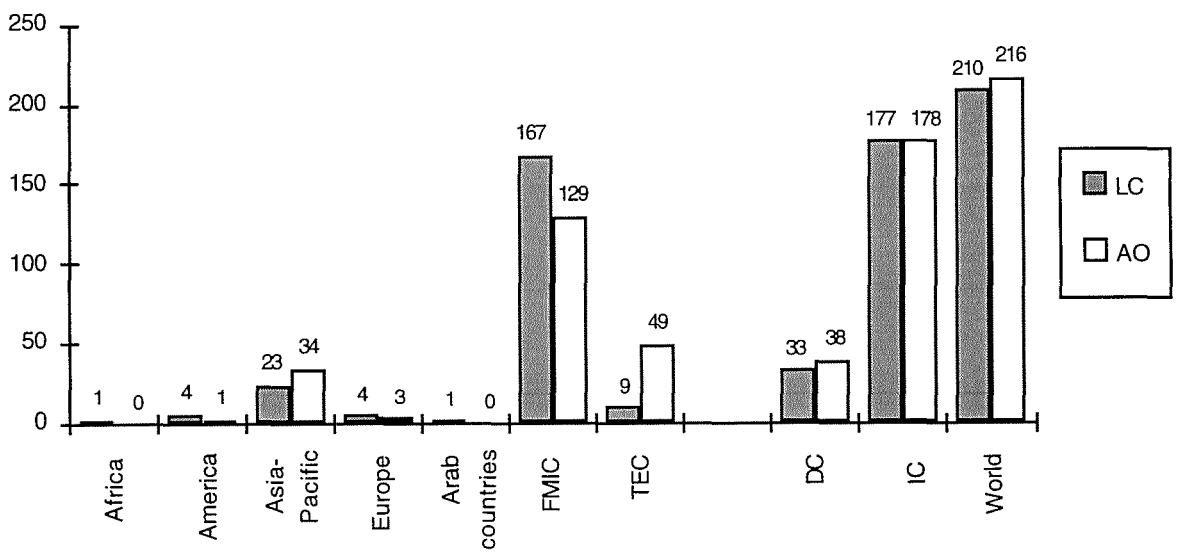
According to the same table, domestic letter-post items consist of under 50 percent of LC worldwide. However, the relative percentages of LC and AO items vary considerably from region to region – 15.9 percent for the transitional economy countries and 92.0 percent for the Arab countries in 1992.

Table 5: Per capita LP items and LC/AO proportions – domestic service

		Number of LP items per capita		Average annual movement	LC items as a percentage of total domestic LP items		Average annual movement
		1987	1992		1987	1992	
DC	Africa	2.50	2.43	-0.6%	82.9%	82.9%	-0.0%
	America	11.78	10.85	-1.6%	80.8%	83.6%	0.7%
	Asia-Pacific	18.56	19.09	0.6%	41.2%	40.4%	-0.4%
	Europe	47.79	41.09	-3.0%	52.8%	55.6%	1.0%
	Arab countries	5.64	4.62	-3.9%	90.6%	92.0%	0.3%
IC	FMIC	342.70	373.60	1.7%	56.2%	56.5%	0.1%
	TEC	209.16	182.71	-2.7%	15.6%	15.9%	0.4%
Total DC		16.75	16.47	-0.3%	47.1%	46.5%	-0.3%
Total IC		303.57	318.55	1.0%	48.0%	49.8%	0.7%
Total world		*79.32*	*78.68*	*-0.2%*	*47.9%*	*49.3%*	*0.6%*

Graph 2 gives a better visual impression of domestic letter-post traffic volume by region and by category of item.

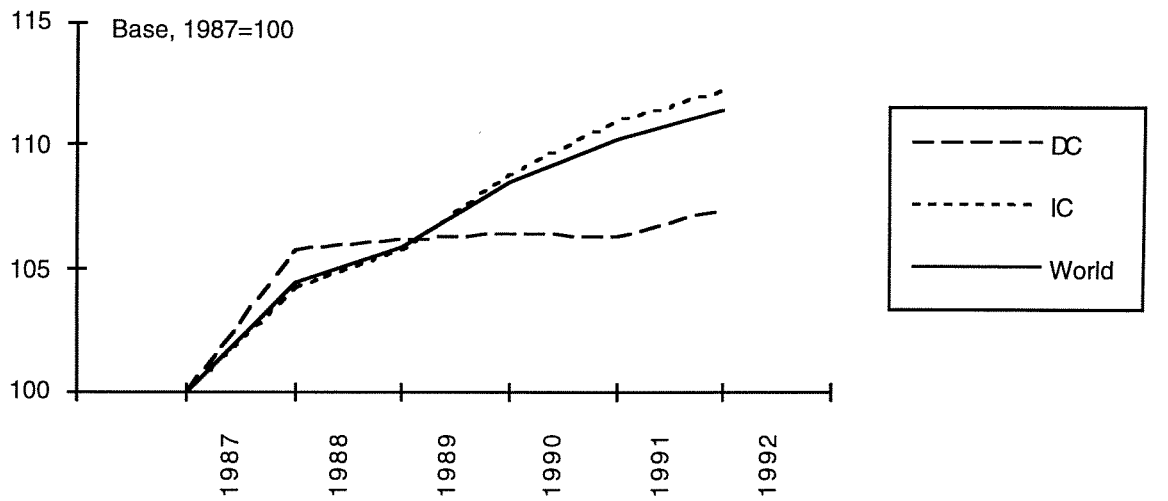
Graph 2: Domestic LC and AO items in 1992 (in thousand millions)



2.2.2 Letters and cards (LC) in the domestic service

In the industrialized countries, the development of domestic LC traffic between 1987 and 1992 was practically linear (graph 3). On the other hand, virtual stagnation was noted in the developing countries from 1988. This stagnation is particularly felt in some economically volatile countries in Latin America. The Arab countries and the developing countries in Europe even see their volume of LC items falling, probably for the reasons we have already mentioned.

Graph 3: Development of domestic LC traffic



Total domestic LC traffic climbed from 188 133 million in 1987 to 209 701 million in 1992. Table 6 shows the distribution of this traffic among the different regions.

The rate of increase in traffic varies slightly from region to region, the lowest rate being recorded in the transitional economy countries where volumes actually fell by an average of 2.0 percent a year. The biggest gains were made in the industrialized countries, with an annual average growth of 2.6 percent. The developing countries of Africa registered a similar progression but that has little influence on world traffic as LC items from that region accounted for only 0.47 percent of world LC items in 1992.

The free-market economy industrialized countries account for the lion's share of world LC traffic with 78 percent. The Asia-Pacific region takes over two thirds of the developing countries' traffic, accounting for over 10 percent of world traffic.

Table 6: Volume of domestic LC traffic

		Number of LC items (in millions)		Average annual movement	Distribution of domestic LC in the world	
		1987	1992		1987	1992
DC	Africa	858	976	2.6%	0.46%	0.47%
	America	3 948	4 142	1.0%	2.10%	1.97%
	Asia-Pacific	20 438	22 711	2.1%	10.86%	10.83%
	Europe	4 338	4 069	-1.3%	2.30%	1.94%
	Arab countries	1 016	980	-0.7%	0.54%	0.47%
IC	FMIC	147 178	167 474	2.6%	78.23%	79.86%
	TEC	10 357	9 349	-2.0%	5.51%	4.46%
Total DC		30 598	32 878	1.4%	16.26%	15.68%
Total IC		157 535	176 823	2.3%	83.74%	84.32%
Total world		*188 133*	*209 701*	*2.2%*	*100.00%*	*100.00%*

Estimate based on 148 countries or 98 percent of population

Although most regions registered a positive movement in their domestic LC traffic volume, growth is relatively low. In fact, it is just enough to ensure a growth in the number of per capita LC items worldwide as is shown in table 7.

In actual fact, only the free-market economy industrialized countries and the Asia-Pacific region show an increase in the number of per capita LC items.

Table 7: Domestic per capita LC items

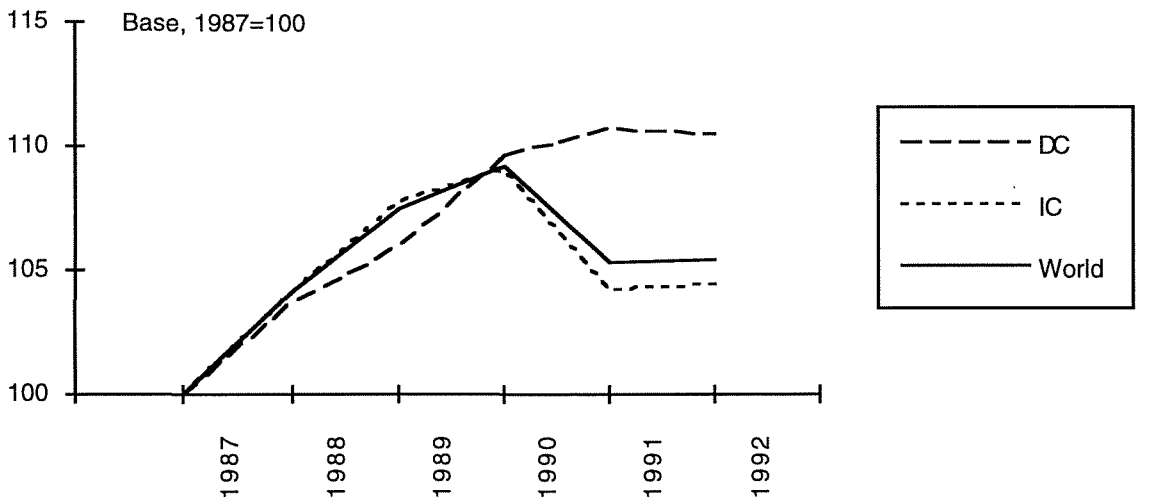
		Number of per capita LC items		Average annual movement
		1987	1992	
DC	Africa	2.07	2.02	-0.5%
	America	9.52	9.07	-1.0%
	Asia-Pacific	7.64	7.70	0.2%
	Europe	25.24	22.86	-2.0%
	Arab countries	5.11	4.26	-3.6%
IC	FMIC	192.57	211.20	1.9%
	TEC	32.70	29.09	-2.3%
Total DC		7.90	7.65	-0.6%
Total IC		145.73	158.68	1.7%
Total world		*37.96*	*38.75*	*0.4%*

2.2.3 Other items (AO) in the domestic service

The volume of domestic AO traffic grew between 1987 and 1992, although growth was relatively low. A particularly marked correlation between AO traffic and the level of economic activity is noted. As a result, AO traffic movements reflect the low economic growth recorded during that period.

Growth was not linear throughout the period under study. Graph 4 shows that the regular, general upward trend up to 1990 changes from 1991. The progression of AO traffic in the developing countries levels off while the industrialized countries suffer a significant fall in traffic.

Graph 4: Development of domestic AO traffic



The world volume of domestic AO traffic is slightly higher than world LC traffic. As table 8 shows, it amounted to 204 934 million in 1987 and a 1.1 percent average growth rate brought it up to 216 046 million in 1992.

Variations in the development rate in the various regions are more marked in the case of AO traffic than they were for LC traffic. Some regions recorded a relatively sharp decline in the volume of AO traffic, particularly the Arab countries with an annual average drop of 4.3 percent, and the developing countries in Europe, with an annual average drop of 3.5 percent.

The industrialized countries account for 82.46 percent of world AO traffic. While the transitional economy countries generated only a low percentage of world LC traffic (4.46 percent in 1992), they took a high proportion of world AO traffic (22.85 percent in 1992).

Table 8: Volume of domestic AO traffic

		Number of AO items (in millions)		Average annual movement	Distribution of domestic AO in the world	
		1987	1992		1987	1992
DC	Africa	177	202	2.7%	0.09%	0.09%
	America	937	812	-2.8%	0.46%	0.38%
	Asia-Pacific	29 209	33 554	2.8%	14.25%	15.53%
	Europe	3 876	3 243	-3.5%	1.89%	1.50%
	Arab countries	106	85	-4.3%	0.05%	0.04%
IC	FMIC	114 739	128 785	2.3%	55.99%	59.61%
	TEC	55 890	49 365	-2.5%	27.27%	22.85%
Total DC		34 305	37 896	2.0%	16.74%	17.54%
Total IC		170 629	178 150	0.9%	83.26%	82.46%
Total world		*204 934*	*216 046*	*1.1%*	*100.00%*	*100.00%*

Estimate based on 148 countries or 98 percent of population

The growth of AO traffic worldwide in absolute terms was unable to offset the growth of population. Indeed, table 9 shows that the number of AO items posted per capita fell worldwide.

This drop affected practically every region, except the Asia-Pacific region and the free-market economy industrialized countries.

Table 9: Domestic per capita AO items

		Number of per capita AO items		Average annual movement
		1987	1992	
DC	Africa	0.43	0.42	-0.5%
	America	2.26	1.78	-4.7%
	Asia-Pacific	10.92	11.38	0.8%
	Europe	22.55	18.22	-4.2%
	Arab countries	0.53	0.37	-6.9%
IC	FMIC	150.13	162.41	1.6%
	TEC	176.46	153.62	-2.7%
Total DC		8.85	8.82	-0.1%
Total IC		157.84	159.87	0.3%
Total world		*41.35*	*39.93*	*-0.7%*

2.2.4 Post-free items in the domestic service

Data for post-free items are available for only 91 countries covering 37.7 percent of the population. The representativity of the data is particularly unsatisfactory for Africa (21 countries

covering 34 percent of the population) and, above all, for Asia-Pacific (12 countries covering only 8 percent of the population). Data in the other regions cover between 70 and 90 percent of the population.

Table 10 shows post-free items as a percentage of the total volume of domestic letter-post items, for the 91 countries concerned only.

The percentage of post-free items is increasing in most developing regions although it is falling in the developing countries as a whole included in this study. This percentage is also falling in the two groups of industrialized countries.

The very high proportion of post-free items in the Arab countries is also significant. This is mainly due to Tunisia's data which show between 30 and 40 percent of post-free items depending on the year. However, even without Tunisia, the percentage of post-free items would still be 14.0 percent in 1987 and 9.2 percent in 1992.

Table 10: Post-free items – domestic service

		Number of countries concerned	Percentage of post-free items		Average annual movement
			1987	1992	
DC	Africa	21	1.8%	3.4%	13.5%
	America	20	0.8%	1.2%	8.4%
	Asia-Pacific	12	6.4%	5.4%	-3.3%
	Europe	7	1.7%	2.0%	3.3%
	Arab countries	10	17.3%	13.3%	-5.1%
IC	FMIC	20	1.7%	1.6%	-1.2%
	TEC	1	1.5%	1.3%	-2.8%
Total DC		70	5.8%	4.9%	-3.3%
Total IC		21	1.7%	1.6%	-1.2%
Total world		*91*	*2.3%*	*2.1%*	*-1.8%*

2.2.5 Registered items in the domestic service

Data on domestic registered items traffic are not complete. They stem from 131 countries representing 75 percent of the population. Representativity in each region varies between 70 and 90 percent of the population. Registered items as a percentage of the total number of letter-post items are shown in table 11.

It shows that, on the whole, the proportion of registered items remained practically the same between 1987 and 1992 in the countries concerned. The only group of countries in which the proportion of registered items is falling is the group of free-market economy industrialized countries.

Table 11: Registered items – domestic service

		Number of countries concerned	Percentage of registered items		Average annual movement
			1987	1992	
DC	Africa	32	1.7%	2.8%	10.5%
	America	25	3.0%	3.8%	4.8%
	Asia-Pacific	23	1.9%	2.1%	1.60%
	Europe	8	6.8%	7.6%	2.0%
	Arab countries	14	8.1%	8.9%	1.9%
IC	FMIC	24	0.5%	0.4%	-4.4%
	TEC	5	0.8%	1.0%	4.6%
Total DC		102	2.7%	2.9%	1.4%
Total IC		29	0.6%	0.5%	-3.5%
Total world		*131*	*0.9%*	*0.9%*	*0.0%*

2.3 *International letter-post traffic*

Before making a detailed analysis of the volume of international letter post, it should be mentioned that the data on this service make such an analysis particularly complicated, because, on the basis of the information available, the volume of outward traffic bears no relation to that of inward traffic.

Indeed, according to the information provided by administrations, inward traffic is some 25 percent higher than outward traffic, which obviously cannot be the case.

This could be explained in two ways:

1 The data supplied by administrations on their volume of inward international traffic are overestimated.

2 The data supplied by administrations on their outward international traffic are underestimated. The underestimate of the volume of outward traffic might be explained partly by adjusting the data so as not to show the volume of remailing traffic.

The discrepancy established makes it impossible to estimate accurately the volume of international traffic which must have been between 9 and 11 thousand million in 1992. On the other hand, it is possible to assert that international letter-post traffic growth is very weak both in industrialized and developing countries (between 1.1 percent and 2.2 percent on average per year).

2.3.1 Outward international letter-post traffic

2.3.1.1 Overall development of outward international letter-post traffic

On the basis of the outward international service figures, the total volume of international letter-post traffic was 8809 million in 1992. This represents, of course, the aggregate of LC and AO traffic.

According to table 12, most regions registered a slight growth. Only two regions showed a drop, the Arab countries and the transitional economy countries.

Some two thirds of the items are generated by the industrialized countries, leaving only one third for the developing countries. In the developing regions, the Asia-Pacific region must be mentioned as it alone accounts for over one third of the items posted in all developing countries.

Table 12: Volume of outward international letter-post traffic

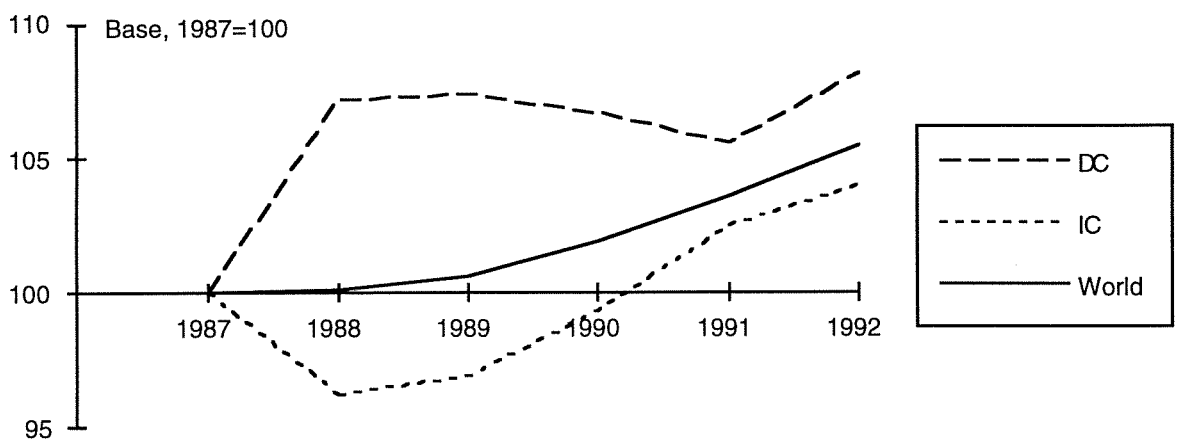
		Number of LP items (in millions)		Average annual movement	Distribution of outward international LP items worldwide	
		1987	1992		1987	1992
DC	Africa	385	435	2.5%	4.61%	4.94%
	America	358	374	0.9%	4.29%	4.24%
	Asia-Pacific	874	1 026	3.3%	10.47%	11.65%
	Europe	677	740	1.8%	8.11%	8.40%
	Arab countries	645	607	-1.2%	7.73%	6.89%
IC	FMIC	4 940	5 172	0.9%	59.17%	58.71%
	TEC	469	455	-0.6%	5.62%	5.17%
Total DC		2 939	3 182	1.6%	35.21%	36.12%
Total IC		5 409	5 627	0.8%	64.79%	63.88%
Total world		*8 348*	*8 809*	*1.1%*	*100.00%*	*100.00%*

Graph 5 shows that international letter-post traffic is climbing slowly but surely in the medium term at an average annual rate of some 1.1 percent.

A strong growth is observed in the developing countries between 1987 and 1988, while development slips into the negative from 1988, with a slight recovery in 1992.

The development is completely different in the industrialized countries. After a 4 percent drop in traffic between 1987 and 1988, outward traffic resumed its virtually linear growth of over 1.5 percent on average per year.

Graph 5: Movement of outward international letter-post traffic



Still according to outward service figures, international traffic is falling on the basis of the number of letter-post items posted per capita (table 13). In fact, an annual average decrease of 0.6 percent is noted.

Overall, LC items accounted for 78.3 percent of all items posted in the international service in 1992. International traffic therefore mainly consists of LC items and this applies to all the

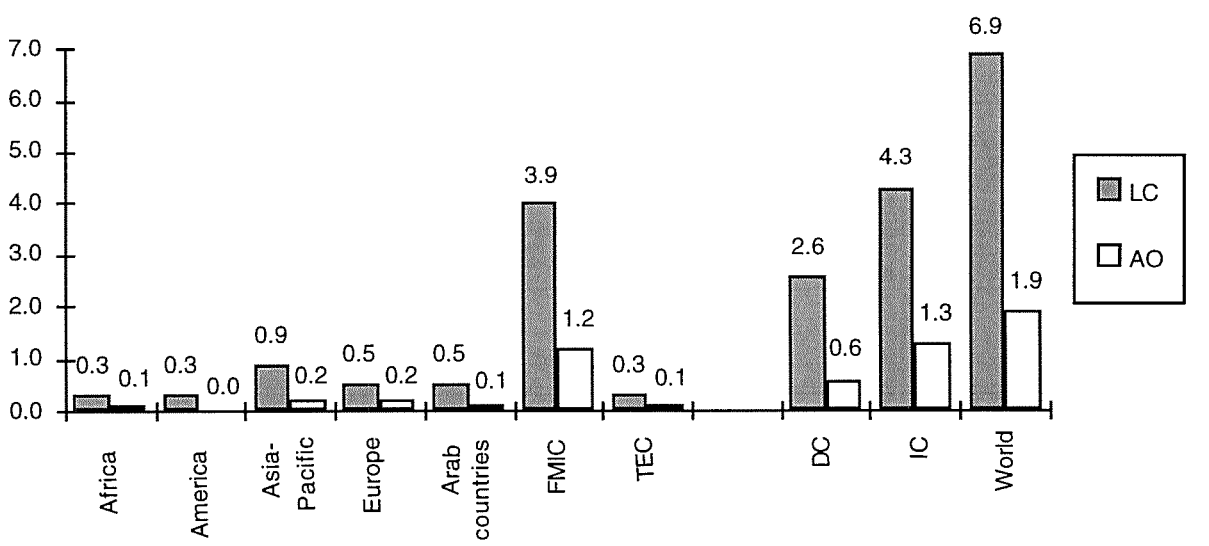
regions of the world. By comparison, LC items account for less than half of the total number of items posted in the domestic service (49.3 percent in 1992, see table 5).

Table 13: Per capita LP items and LC/AO proportions – outward international service

		Number of LP items per capita		Average annual movement	LC items as a percentage of total outward international LP items		Average annual movement
		1987	1992		1987	1992	
DC	Africa	0.93	0.90	-0.7%	78.2%	74.3%	-1.0%
	America	0.86	0.82	-0.9%	89.4%	91.2%	0.4%
	Asia-Pacific	0.33	0.35	1.2%	78.9%	84.6%	1.4%
	Europe	3.94	4.16	1.1%	69.9%	72.7%	0.8%
	Arab countries	3.24	2.64	-4.0%	91.0%	87.6%	-0.8%
IC	FMIC	6.46	6.52	0.2%	75.1%	76.6%	0.4%
	TEC	1.48	1.42	-0.8%	74.6%	73.4%	-0.3%
Total DC		0.76	0.74	-0.5%	80.7%	81.8%	0.3%
Total IC		5.00	5.05	0.2%	75.1%	76.3%	0.3%
Total world		*1.68*	*1.63*	*-0.6%*	*77.0%*	*78.3%*	*0.3%*

Graph 6 shows outward international letter-post traffic in 1992 by region and by category of item.

Graph 6: Outward international LC and AO items in 1992 (in thousand millions)

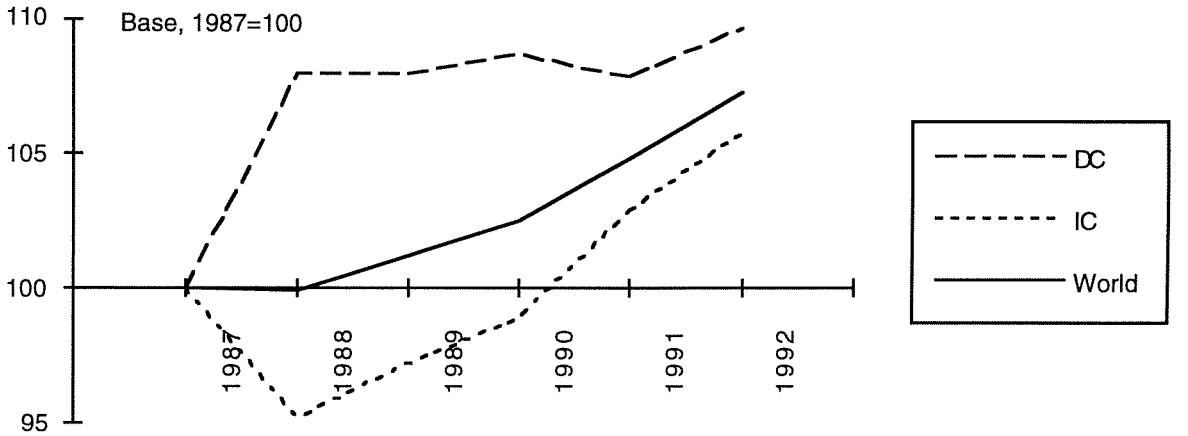


2.3.1.2 Letters and cards (LC) in the outward international letter-post service

Graph 7 shows that outward international LC traffic is growing slowly but surely in the medium term at an average annual rate of some 1.4 percent.

A sharp increase is observed in the developing countries between 1987 and 1988, with the increase being especially pronounced in the Asia-Pacific region. From 1988, the growth rate is practically zero. Development in the industrialized countries is completely different. After a 5 percent drop in traffic between 1987 and 1988, the volume of outward LC traffic resumed a virtually linear growth rate of over 3 per cent a year.

Graph 7: Movement of outward international LC traffic



The world volume of outward international LC traffic amounted to 6898 million in 1992 (table 14). Most regions saw an increase in outward international traffic between 1987 and 1992. The only regions recording a fall were the Arab countries and the transitional economy countries. The strongest growth rate was registered by the Asia-Pacific region with 4.7 percent on average per year.

It is interesting to note that the developing countries accounted for 37.72 percent of world LC traffic in the outward international service in 1992 while they account for only 15.68 percent of domestic LC traffic worldwide (see table 6).

Table 14: Volume of outward international LC traffic

		Number of LC items (in millions)		Average annual movement	Distribution of outward international LC in the world	
		1987	1992		1987	1992
DC	Africa	301	323	1.4%	4.68%	4.68%
	America	320	341	1.3%	4.98%	4.95%
	Asia-Pacific	690	868	4.7%	10.73%	12.58%
	Europe	473	538	2.6%	7.35%	7.80%
	Arab countries	587	532	-1.9%	9.13%	7.71%
IC	FMIC	3 710	3 962	1.3%	57.69%	57.44%
	TEC	350	334	-0.9%	5.44%	4.84%
Total DC		2 371	2 602	1.9%	36.87%	37.72%
Total IC		4 060	4 296	1.1%	63.13%	62.28%
Total world		*6 431*	*6 898*	*1.4%*	*100.00%*	*100.00%*

Estimate based on 130 countries or 97 percent of population

Table 15 shows, overall, a slight reduction in the number of per capita LC items posted between 1987 and 1992. This drop mainly affects the Arab countries which registered an annual fall of 4.8 percent.

The highest number of LC items posted per capita is in the free-market economy industrialized countries with five items posted per capita in 1992.

Table 15: Outward international per capita LC items

		Number of per capita LC items		Average annual movement
		1987	1992	
DC	Africa	0.73	0.67	-1.7%
	America	0.77	0.75	-0.5%
	Asia-Pacific	0.26	0.29	2.2%
	Europe	2.75	3.02	1.9%
	Arab countries	2.95	2.31	-4.8%
IC	FMIC	4.85	5.00	0.6%
	TEC	1.11	1.04	-1.3%
Total DC		0.61	0.61	-0.0%
Total IC		3.76	3.86	0.5%
Total world		*1.30*	*1.27*	*-0.5%*

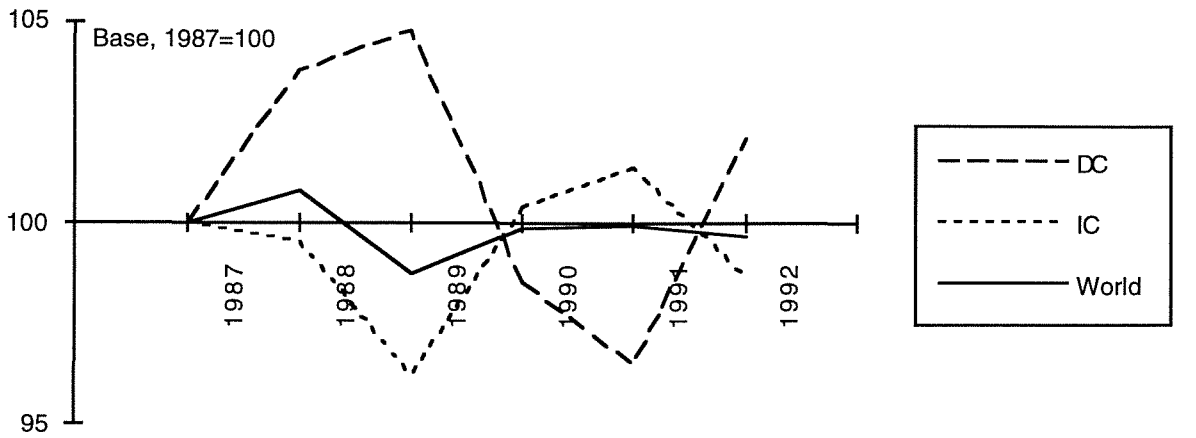
2.3.1.3 Other items (AO) in the outward international letter-post service

As graph 8 shows, overall, the level of AO traffic did not increase between 1987 and 1992. However, a slight resumption should be expected from 1994 as the world economy is supposed to regain momentum and international economic contacts proliferate with the process of economic liberalization under way in several countries.

As for LC traffic, a sharp increase in AO traffic is observed for the developing countries at the beginning of the period. Following a reduction of over 7 percent in AO traffic between 1989 and 1991, 1992 showed a slight recovery in traffic.

The process was completely opposite in the industrialized countries and this helped to keep worldwide AO international traffic practically stable throughout the period under review.

Graph 8: Development of outward international AO traffic



On the other hand, table 16 shows that, in Africa and in the Arab countries, relatively strong growth of over 5 percent on average per year was observed. These two regions together, however, account for less than 10 percent of total international AO items posted.

Table 16: Volume of outward international AO traffic

		Number of AO items (in millions)		Average annual movement	Distribution of outward international AO in the world	
		1987	1992		1987	1992
DC	Africa	84	112	5.9%	4.38%	5.86%
	America	38	33	-2.8%	1.98%	1.73%
	Asia-Pacific	184	158	-3.0%	9.60%	8.27%
	Europe	204	202	-0.2%	10.64%	10.57%
	Arab countries	58	75	5.3%	3.03%	3.92%
IC	FMIC	1 230	1 210	-0.3%	64.16%	63.32%
	TEC	119	121	0.3%	6.21%	6.33%
Total DC		568	580	0.4%	29.63%	30.35%
Total IC		1 349	1 331	-0.3%	70.37%	69.65%
Total world		*1 917*	*1 911*	*-0.1%*	*100.00%*	*100.00%*

Estimate based on 148 countries or 97 percent of population

The number of per capita items posted (table 17) features a considerable drop of 2.1 percent on average per year.

Table 17: Outward international per capita AO items

		Number of per capita AO items		Average annual movement
		1987	1992	
DC	Africa	0.2	0.23	2.8%
	America	0.09	0.07	-4.9%
	Asia-Pacific	0.07	0.05	-6.5%
	Europe	1.19	1.14	-0.9%
	Arab countries	0.29	0.33	2.6%
IC	FMIC	1.61	1.53	-1.0%
	TEC	0.38	0.38	0.0%
Total DC		0.15	0.13	-2.8%
Total IC		1.25	1.19	-1.0%
Total world		*0.39*	*0.35*	*-2.1%*

2.3.2 Inward international letter-post traffic

The estimates for the inward international service are based on some 75 percent of countries representing only 61 percent of the population. As a result, the representativity of the data is unsatisfactory for the Asia-Pacific region where the data cover only 50 percent of the population and for the free-market economy countries where the basic data cover only 63 percent of the population.

2.3.2.1 Overall development of inward international letter-post traffic

Graph 9 shows that the volume of inward international traffic is developing on similar lines to outward international traffic. The developing countries have relatively linear growth while the industrialized countries suffer a reduction between 1987 and 1988 with a recovery from 1989.

Graph 9: Movement of inward international letter-post traffic

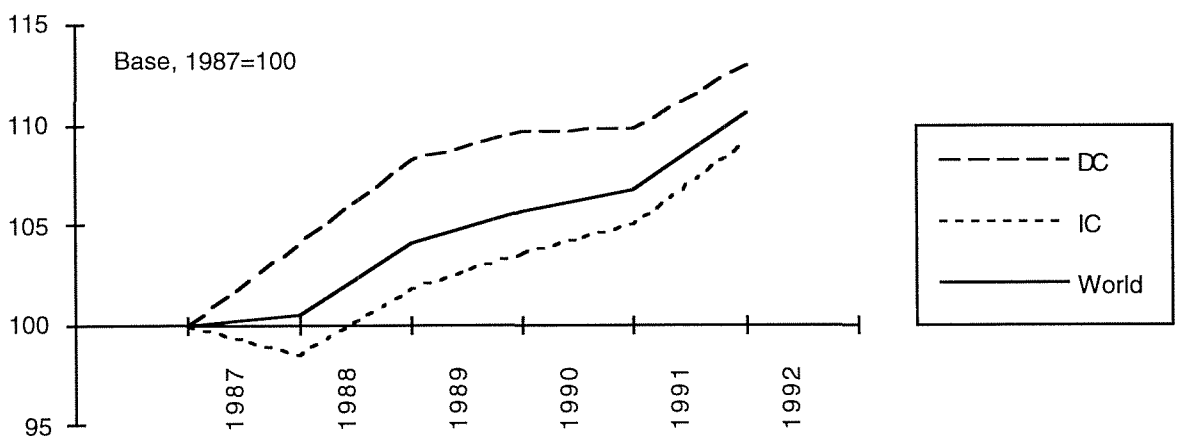


Table 18 shows a positive development from 1987 to 1992 in all regions except in the transitional economy countries and in the Arab countries.

Table 18: Volume of inward international LP traffic

		Number of LP items (in millions)		Average annual movement	Distribution of inward international LP in the world	
		1987	1992		1987	1992
DC	Africa	560	630	2.4%	5.48%	5.53%
	America	707	758	1.4%	6.92%	6.65%
	Asia-Pacific	1 319	1 701	5.2%	12.91%	14.92%
	Europe	539	581	1.5%	5.27%	5.10%
	Arab countries	492	491	0.0%	4.81%	4.31%
IC	FMIC	6 266	6 916	2.0%	61.32%	60.68%
	TEC	336	320	-1.0%	3.29%	2.81%
Total DC		3 617	4 161	2.8%	35.39%	36.51%
Total IC		6 602	7 236	1.9%	64.61%	63.49%
Total world		*10 219*	*11 397*	*2.2%*	*100.00%*	*100.00%*

Paradoxically, per capita inward LC items are increasing worldwide at an annual rate of some 0.5 percent (table 19) whereas per capita outward items are falling by an average of 0.6 percent a year (see table 13).

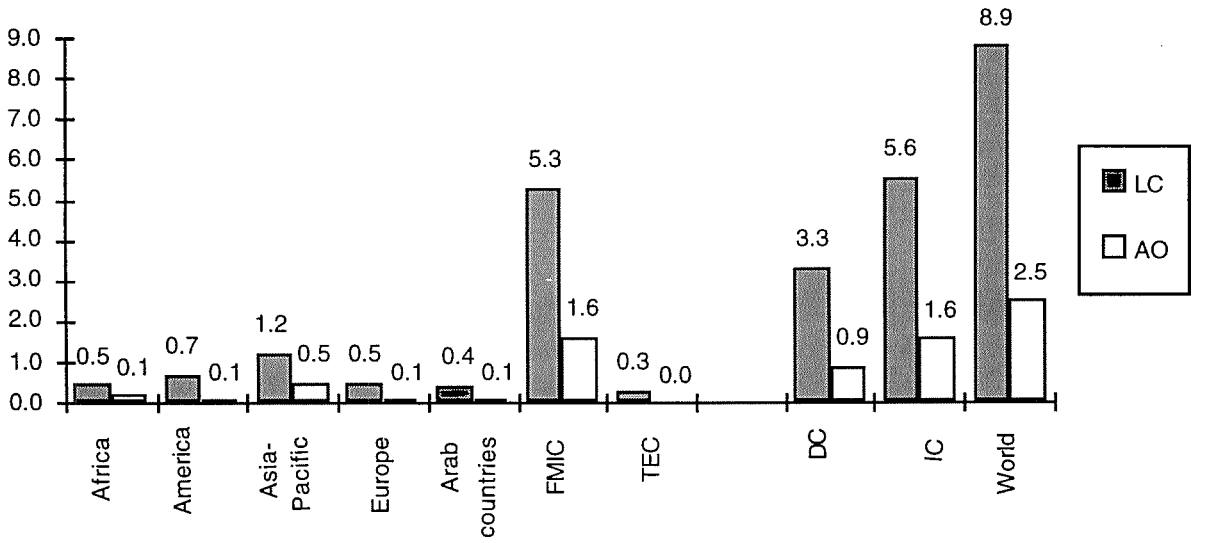
On the other hand, world LC items as a percentage of total inward international letter-post items match the percentage observed in the outward international service. It is therefore possible to say that, at international level, letter-post items consist of almost 80 percent of LC items while AO items account for only slightly over 20 percent.

Table 19: Per capita LP items and LC/AO proportions – inward international service

		Number of LP items per capita		Average annual move-ment	LC items as a percentage of total inward international LP items		Average annual move-ment
		1987	1992		1987	1992	
DC	Africa	1.35	1.30	-0.8%	72.68%	76.19%	0.9%
	America	1.70	1.66	-0.5%	85.43%	87.34%	0.4%
	Asia-Pacific	0.49	0.58	3.4%	76.35%	73.25%	-0.8%
	Europe	3.14	3.26	0.8%	85.90%	83.48%	-0.6%
	Arab countries	2.47	2.13	-2.9%	86.18%	84.52%	-0.4%
IC	FMIC	8.20	8.72	1.2%	79.81%	77.15%	-0.7%
	TEC	1.06	1.00	-1.2%	92.26%	93.13%	0.2%
Total DC		0.93	0.97	0.8%	80.32%	79.02%	-0.3%
Total IC		6.11	6.49	1.2%	80.45%	77.86%	-0.7%
Total world		*2.06*	*2.11*	*0.5%*	*80.40%*	*78.28%*	*-0.5%*

Graph 10 shows the volume of inward international letter-post traffic in 1992 by region and by category of item.

Graph 10: Inward international LC and AO items in 1992 (in thousand millions)

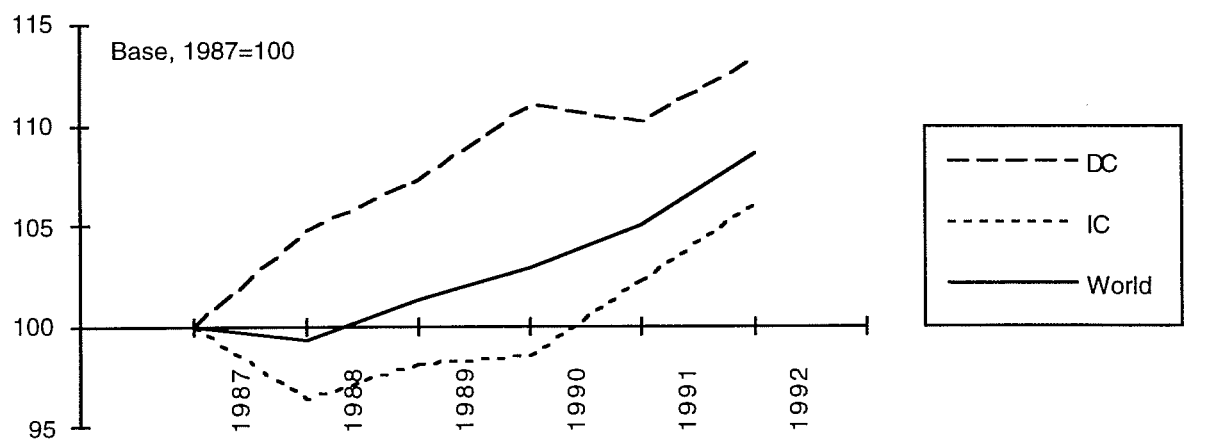


2.3.2.2 Letters and cards (LC) in the inward international letter-post service

Graph 11 shows that the volume of inward international LC traffic is developing on similar lines to outward international LC traffic. The developing countries have relatively linear growth while the industrialized countries suffer a reduction between 1987 and 1988 with a recovery from 1989 that becomes more pronounced from 1991.

The world volume of LC traffic, based on information concerning the inward international service, is growing at a regular average annual rate of some 1.7 percent (1.4 percent on the basis of information concerning the outward international service).

Graph 11: Movement of outward international LC traffic



Most regions recorded an increase in the volume of their inward international traffic (table 20), the only regions registering a drop being the Arab countries and the transitional economy

countries. The proportion of inward LC traffic in each region is practically the same as the proportion of outward traffic.

Table 20: Volume of inward international LC traffic

		Number of LC items (in millions)		Average annual movement	Distribution of inward international LC in the world	
		1987	1992		1987	1992
DC	Africa	407	480	3.4%	4.95%	5.38%
	America	604	662	1.9%	7.35%	7.42%
	Asia-Pacific	1 007	1 246	4.4%	12.26%	13.96%
	Europe	463	485	0.9%	5.64%	5.44%
	Arab countries	424	415	–0.4%	5.16%	4.65%
IC	FMIC	5 001	5 336	1.3%	60.87%	59.81%
	TEC	310	298	–0.8%	3.77%	3.34%
Total DC		2 905	3 288	2.5%	35.36%	36.85%
Total IC		5 311	5 634	1.2%	64.64%	63.15%
Total world		*8 216*	*8 922*	*1.7%*	*100.00%*	*100.00%*

Estimate based on 129 countries or 61 percent of population

The annual per capita increase (table 21) is very low in most regions, except in the Arab countries which registered an average annual fall of 3.3 percent.

Table 21: Inward international per capita LC items

		Number of per capita LC items		Average annual movement
		1987	1992	
DC	Africa	0.98	0.99	0.2%
	America	1.46	1.45	–0.1%
	Asia-Pacific	0.38	0.42	2.0%
	Europe	2.69	2.73	0.3%
	Arab countries	2.13	1.80	–3.3%
IC	FMIC	6.54	6.73	0.6%
	TEC	0.98	0.93	–1.0%
Total DC		0.75	0.77	0.5%
Total IC		4.91	5.06	0.6%
Total world		*1.66*	*1.65*	*–0.1%*

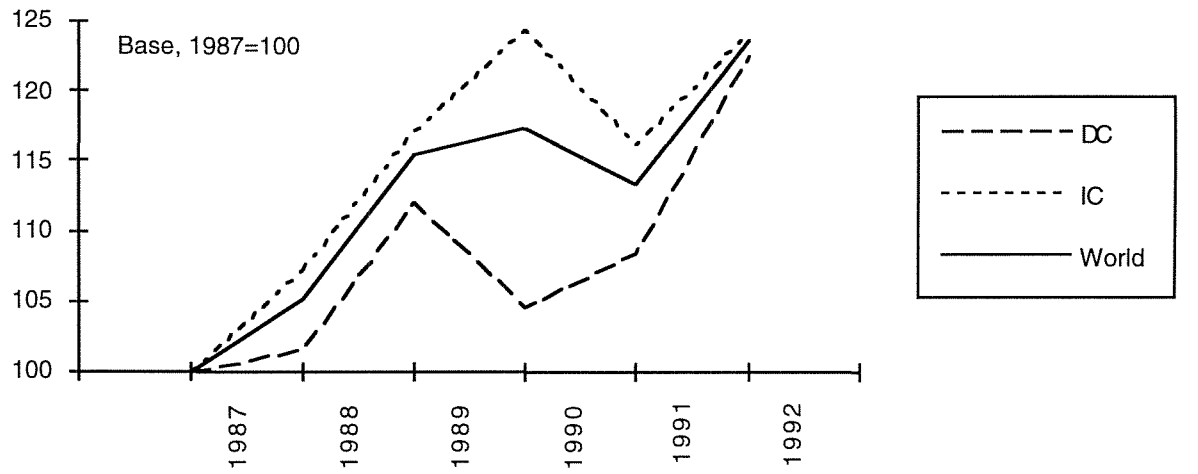
2.3.2.3 Other items (AO) in the inward international letter-post service

A considerable discrepancy is observed in the development of AO traffic. According to outward international service data, international AO traffic stagnated between 1987 and 1992. On the

other hand, according to the available data on the inward international service, the volume of AO traffic is supposed to have increased at an average annual rate of 4.3 percent.

Growth is relatively strong until 1989 and then resumes in 1992 after two years of lower traffic, in the developing countries and then in the industrialized countries (graph 12).

Graph 12: Development of inward international AO traffic



The volume of international AO traffic is estimated at 2003 million for 1987, increasing to 2475 million in 1992 (table 22).

Table 22: Volume of inward international AO traffic

		Number of AO items (in millions)		Average annual move-ment	Distribution of inward international AO in the world	
		1987	1992		1987	1992
DC	Africa	153	150	-0.4%	7.64%	6.06%
	America	103	96	-1.4%	5.14%	3.88%
	Asia-Pacific	312	455	7.8%	15.58%	18.38%
	Europe	76	96	4.8%	3.79%	3.88%
	Arab countries	68	76	2.2%	3.39%	3.07%
IC	FMIC	1 265	1 580	4.5%	63.16%	63.84%
	TEC	26	22	-3.3%	1.30%	0.89%
Total DC		712	873	4.2%	35.54%	35.27%
Total IC		1 291	1 602	4.4%	64.46%	64.73%
Total world		*2 003*	*2 475*	*4.3%*	*100.00%*	*100.00%*

Estimate based on 122 countries or 61 percent of population

Table 23 shows that the Asia-Pacific region, the developing countries of Europe and the free-market economy industrialized countries recorded an average annual increase of some 4 percent in per capita inward AO items while all the other regions registered a drop.

Table 23: Inward international per capita AO items

		Number of per capita AO items		Average annual movement
		1987	1992	
DC	Africa	0.37	0.31	-3.5%
	America	0.25	0.21	-3.4%
	Asia-Pacific	0.12	0.15	4.6%
	Europe	0.44	0.54	4.2%
	Arab countries	0.34	0.33	-0.6%
IC	FMIC	1.66	1.99	3.7%
	TEC	0.08	0.07	-2.6%
Total DC		0.18	0.20	2.1%
Total IC		1.19	1.44	3.9%
Total world		*0.40*	*0.46*	*2.8%*

3 Parcel-post traffic

3.1 General remarks

The data presented in this chapter comprise all unregistered and insured parcels.

The total number of parcels posted in the world amounted to 3862 million in 1992 (table 24). The free-market economy industrialized countries are the biggest users of this service, taking 81.59 percent of the total number of parcels posted in the world.

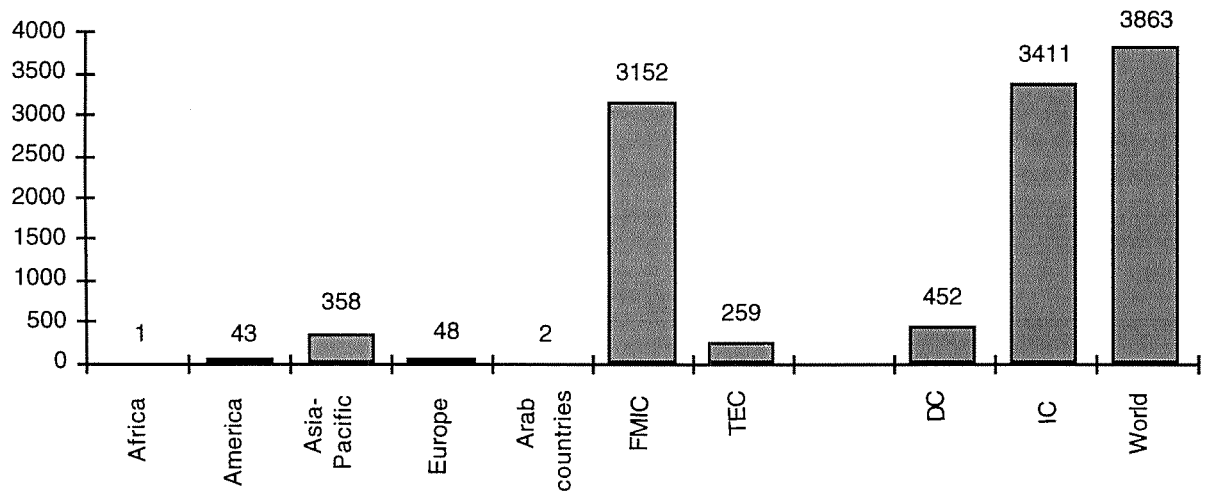
With almost four parcels posted per head of population, the free-market economy industrialized countries have a clearly higher rate than the other regions for the number of parcels posted per capita.

Table 24: Total number of parcels posted per region in 1992

		Total number of parcels posted (in thousands)	Distribution of parcels posted in the world	Total number of parcels posted per 1000 inhabitants	Percentage of parcels posted in the outward international service	Percentage of parcels posted in the domestic service
		1992	1992	1992	1992	1992
DC	Africa	912	0.02%	1.88	35.09%	64.91%
	America	42 992	1.11%	94.14	1.75%	98.25%
	Asia-Pacific	357 865	9.27%	121.40	0.88%	99.12%
	Europe	48 429	1.26%	272.12	1.10%	98.90%
	Arab countries	1 544	0.04%	6.70	58.48%	41.52%
IC	FMIC	3 151 619	81.59%	3 974.41	1.29%	98.71%
	TEC	259 230	6.71%	806.70	3.06%	96.94%
Total DC		451 742	11.70%	105.13	1.25%	98.75%
Total IC		3 410 849	88.30%	3 060.92	1.42%	98.58%
Total world		*3 862 591*	*100.00%*	*713.82*	*1.40%*	*98.60%*

Graph 13 gives a better visual impression of the distribution of parcels posted in the different regions. It should be noted that the total number of parcels posted is hardly influenced at all by international parcels as they represent altogether only 1.4 percent of the total number of parcels posted.

Graph 13: Total number of parcels posted in 1992 (in millions)

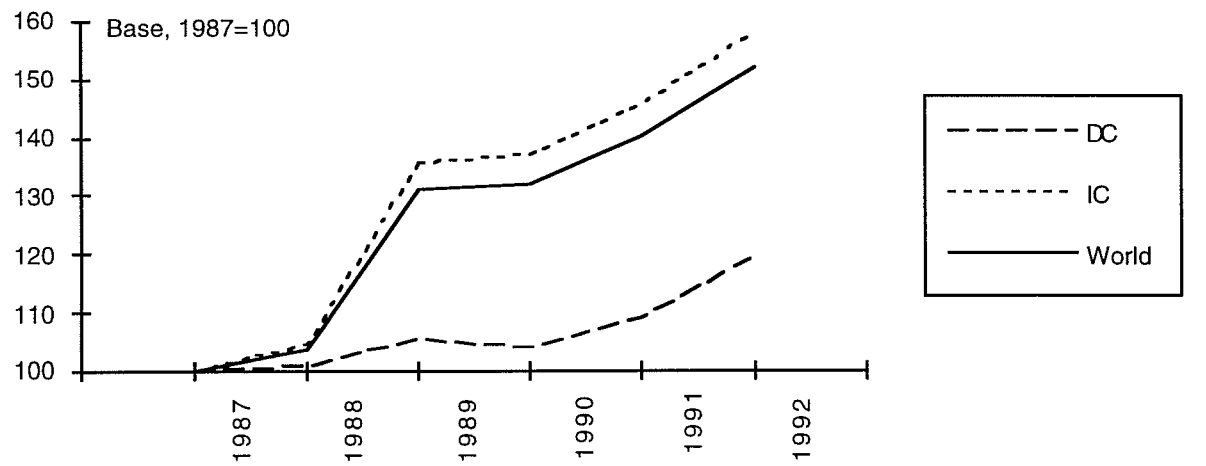


3.2 Domestic parcel-post traffic

In the domestic service (graph 14), a very strong average annual growth of nearly 10 percent is noted in the industrialized countries. However, the strong growth observed for the industrialized countries between 1988 and 1989 is artificial, as it is mainly due to a new system of parcel classification introduced by the United States of America. As the industrialized countries account for over 85 percent of world domestic parcel traffic, they have a considerable effect on average annual growth at world level, which was 8.8 percent between 1987 and 1992.

There was also overall growth in the developing countries although certain regions suffered a considerable drop in traffic, particularly the developing countries of Africa and Europe.

Graph 14: Development of domestic parcel traffic



World volume of domestic parcels amounted to 2499 million in 1987. An average annual growth rate of 8.8 percent brought this figure to 3808 million in 1992 (table 25).

Although the overall development of the volume of parcels posted in the domestic service was positive, there were wide variations between regions. Volumes increased particularly in the developing countries of the Americas as well as in the industrialized countries. Development was also positive in Asia-Pacific. On the other hand, all the other regions recorded a reduction, which was even relatively sharp in the developing countries of Africa and Europe.

The very strong increase noted in the developing countries of the Americas was mainly due to the volumes registered in Mexico and Brazil, but this increase was not reflected in the other countries of the region.

The volume of parcels posted in the domestic service of the free-market economy industrialized countries as a percentage of the world volume of parcels posted is increasing steadily, climbing from 72.31 percent in 1987 to 81.69 percent in 1992.

Table 25: Number of parcels in the domestic service

		Number of parcels (thousands)		Average annual movement	Distribution of parcels worldwide	
		1987	1992		1987	1992
DC	Africa	942	592	–8.9%	0.04%	0.01%
	America	16 364	42 241	20.9%	0.65%	1.11%
	Asia-Pacific	283 865	354 726	4.6%	11.36%	9.31%
	Europe	71 501	47 897	–7.7%	2.86%	1.26%
	Arab countries	708	641	–2.0%	0.03%	0.02%
IC	FMIC	1 807 266	3 111 041	11.5%	72.31%	81.69%
	TEC	318 605	251 300	–4.6%	12.75%	6.60%
Total DC		373 380	446 097	3.6%	14.94%	11.71%
Total IC		2 125 871	3 362 341	9.6%	85.06%	88.29%
Total world		*2 499 251*	*3 808 438*	*8.8%*	*100.00%*	*100.00%*

Estimate based on 150 countries or 96 percent of population

Table 26 shows a world average of over 700 parcels posted per 1000 inhabitants in 1992, with, again, very substantial variations between the regions, the free-market economy industrialized countries registering a number of parcels per capita more than 3000 times higher than Africa, the region in which the number of parcels per head of population was lowest.

Table 26: Per capita domestic parcels

		Number of parcels per 1000 inhabitants		Average annual growth
		1987	1992	
DC	Africa	2.27	1.22	-11.7%
	America	39.46	92.50	18.6%
	Asia-Pacific	106.14	120.34	2.5%
	Europe	416.04	269.13	-8.3%
	Arab countries	3.56	2.78	-4.8%
IC	FMIC	2 364.66	3 923.24	10.7%
	TEC	1 005.92	782.02	-4.9%
Total DC		96.37	103.82	1.5%
Total IC		1 966.56	3 017.38	8.9%
Total world		*504.33*	*703.81*	*6.9%*

3.3 International parcel-post traffic

International parcel-post traffic merits special attention. The fact is that, while average annual development was still positive between 1977 and 1981 (0.3 percent in the industrialized countries and 3.9 percent in the developing countries), the beginnings of a downward trend were already observed between 1982 and 1986 and that trend has been clearly confirmed in recent years.

World volume of international parcel-post traffic, estimated at over 66 million in 1982, dropped to 54 million within the space of 10 years.

This considerable reduction in international parcel-post traffic is common to practically all regions of the world. It particularly affects the free-market economy industrialized countries which are the biggest users of this service (some 75 percent of world traffic) and which suffered a significant fall of 3.5 percent per year in outward parcels and of 0.8 percent per year in inward parcels between 1987 and 1992.

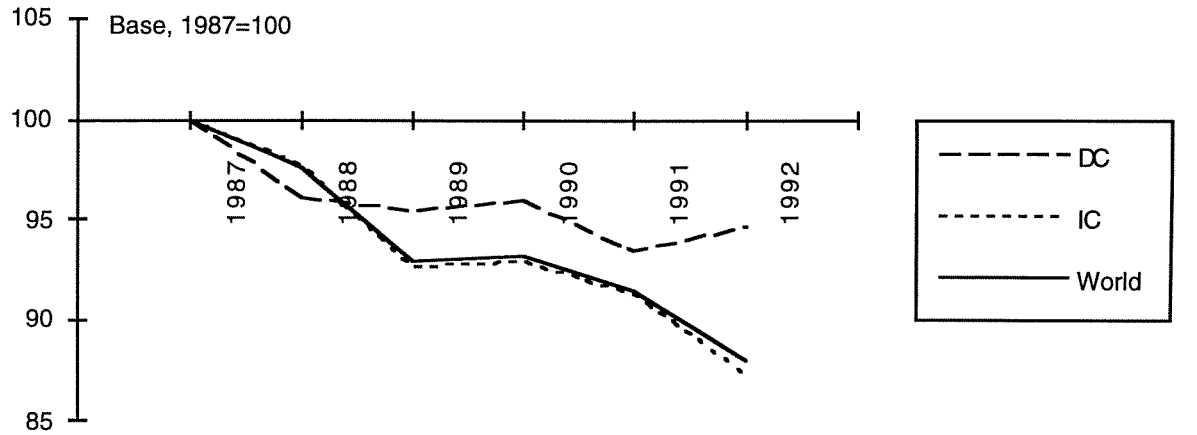
This fall in traffic has affected the developing countries of Europe even more; they are losing traffic at an annual rate of 7.4 percent outward and 10.2 percent inward.

Bearing in mind the development of world economic activity and the ever-growing need for bigger international exchanges, this constant fall over the past ten years cannot be explained by a net reduction in international parcel traffic. This situation is very disturbing for the postal services as a whole, which are not in a monopoly situation and increasingly face very keen competition from the private sector. A special effort is required on the part of administrations to retain the Post's share of the international parcel market.

3.3.1 Outward international parcel-post traffic

As graph 15 shows, the volume of outward international parcel-post traffic fell throughout the period between 1987 and 1992. The countries most affected by this drop were the industrialized countries.

Graph 15: Movement of outward international parcel-post traffic



According to table 27, this reduction can be seen in most regions of the world, but is particularly marked in the free-market economy industrialized countries as well as in the developing countries of Europe.

The total reduction amounts to over 7.3 million in the space of six years, representing a loss of 12 percent of traffic volume during that period, ie an average of 2.5 percent a year.

Table 27: Number of parcels in the outward international service

		Number of parcels (thousands)		Average annual movement	Distribution of parcels worldwide	
		1987	1992		1987	1992
DC	Africa	354	320	-2.0%	0.58%	0.59%
	America	603	751	4.5%	0.98%	1.39%
	Asia-Pacific	3 342	3 139	-1.2%	5.43%	5.80%
	Europe	783	532	-7.4%	1.27%	0.98%
	Arab countries	880	903	0.5%	1.43%	1.67%
IC	FMIC	48 374	40 578	-3.5%	78.62%	74.93%
	TEC	7 192	7 930	2.0%	11.69%	14.64%
Total DC		5 962	5 645	-1.1%	9.69%	10.43%
Total IC		55 566	48 508	-2.7%	90.31%	89.57%
Total world		*61 528*	*54 153*	*-2.5%*	*100.00%*	*100.00%*

Estimate based on 154 countries or 97 percent of population

This trend obviously has an effect on the number of parcels posted per capita. In view of the population growth registered during that same period, the reduction in the number of parcels per capita is even more obvious (table 28). It amounts to 4.2 percent on average per year for the regions as a whole.

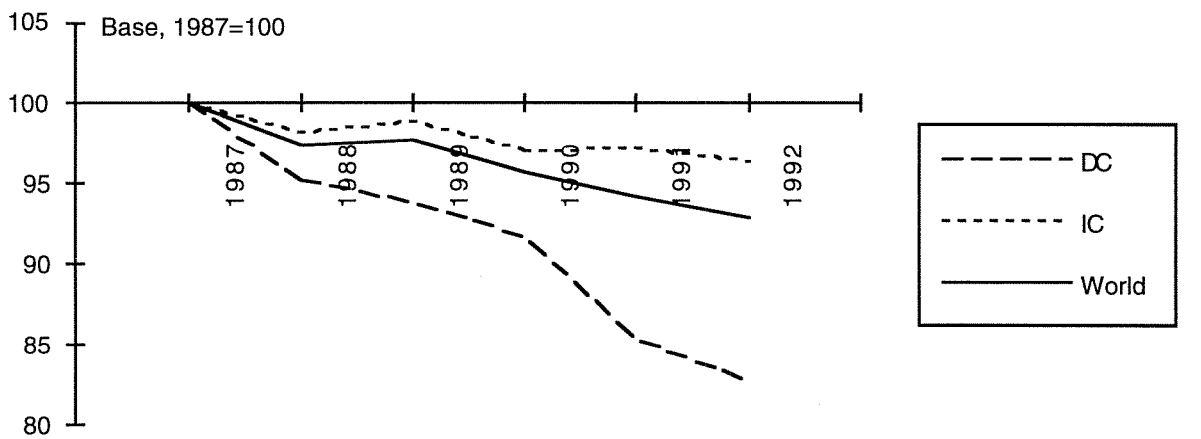
Table 28: Per capita outward international parcels

		Number of parcels per 1000 inhabitants		Average annual growth
		1987	1992	
DC	Africa	0.85	0.66	-4.9%
	America	1.45	1.64	2.5%
	Asia-Pacific	1.25	1.06	-3.2%
	Europe	4.56	2.99	-8.1%
	Arab countries	4.43	3.92	-2.4%
IC	FMIC	63.29	51.17	-4.2%
	TEC	22.71	24.68	1.7%
Total DC		1.54	1.31	-3.2%
Total IC		51.40	43.53	-3.3%
Total world		*12.42*	*10.01*	*-4.2%*

3.3.2 Inward international parcel-post traffic

In the inward international service (graph 16), the developing countries are the ones registering the sharpest drops between 1987 and 1992, with an average annual fall of 3.7 percent. Development in the free-market economy industrialized countries was less sharply negative with an average annual drop of only 0.8 percent.

Graph 16: Movement of inward international parcel-post traffic



Although a considerable number of administrations were unable to provide data on the volume of inward international parcels, table 29 gives an estimate of the volume for each region, except for the transitional economy countries.

Table 29: Number of parcels in the inward international service

		Number of parcels (thousands)		Average annual movement	Distribution of parcels worldwide	
		1987	1992		1987	1992
DC	Africa	1 698	1 629	-0.8%	2.87%	2.97%
	America	1 470	1 297	-2.5%	2.48%	2.36%
	Asia-Pacific	7 613	6 222	-4.0%	12.87%	11.33%
	Europe	3 198	1 869	-10.2%	5.41%	3.40%
	Arab countries	1 298	1 623	4.6%	2.19%	2.96%
IC	FMIC	43 895	42 272	-0.8%	74.18%	76.98%
	TEC	–	–	–	–	–
Total DC		15 277	12 640	-3.7%	25.82%	23.02%
Total IC		43 895	42 272	-0.8%	74.18%	76.98%
Total world		*59 172*	*54 912*	*-1.5%*	*100.00%*	*100.00%*

Estimate based on 129 countries or 58 percent of population

With regard to the number of inward international parcels per 1000 inhabitants (table 30), the sharpest reduction was felt by the developing countries, mainly those of Europe which registered an average annual fall of over 10 percent.

Table 30: Per capita inward international parcels

		Number of parcels per 1000 inhabitants		Average annual growth
		1987	1992	
DC	Africa	4.09	3.36	-3.9%
	America	3.54	2.84	-4.3%
	Asia-Pacific	2.85	2.11	-5.8%
	Europe	18.61	10.50	-10.8%
	Arab countries	6.53	7.05	1.5%
IC	FMIC	57.43	53.31	-1.5%
	TEC	–	–	–
Total DC		3.94	2.94	-5.7%
Total IC		40.61	37.94	-1.36%
Total world		*11.94*	*10.15*	*-3.2%*

4 Postal staff

4.1 Number of postal employees

Postal staff consists of full-time and part-time employees. The posts of the latter have been converted into full-time posts. Persons recruited by contractors or working only on a temporary basis (during holiday periods or for occasional events) are not included.

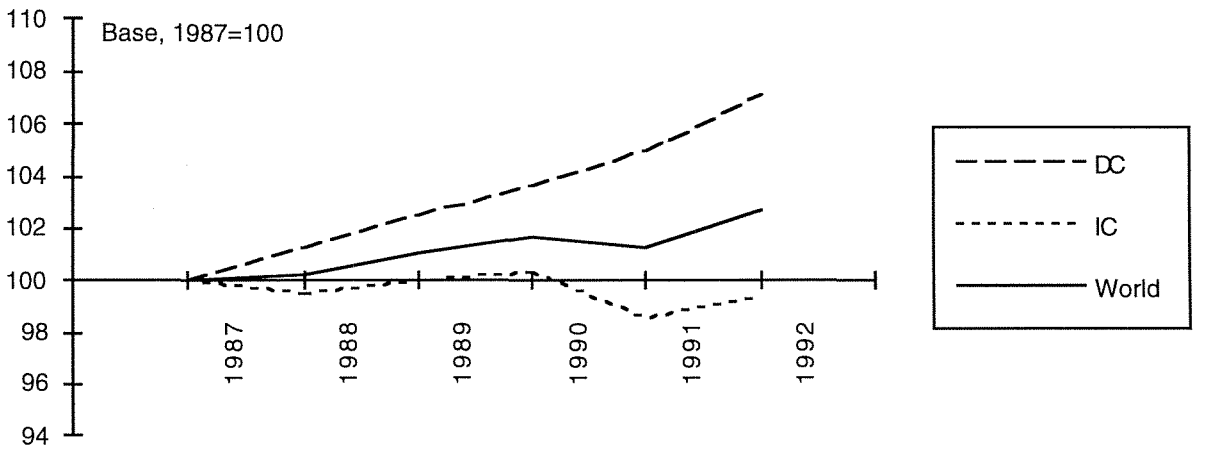
For administrations which, because of their structure, are unable to provide separate data for the Post, the analysis is based on all the staff.

Graph 17 shows the movement of postal staff strength between 1987 and 1992. A clearly diverging trend is observed between the industrialized and the developing countries.

The gross figures for postal staff show that the number of employees is stagnating in the industrialized countries as the result of several effects. It may be a matter of saturation, in that the optimum number of employees has been reached, or the consequence of economic conditions which urge prudence rather than expansion, or yet again as a result of work rationalization linked to industrialization and automation of procedures.

In the developing countries, the number of postal employees is still on the increase in most of the regions concerned, although this increase is not enough to ensure a stable number of employees per inhabitant.

Graph 17: Movement of postal staff strength



Total world staff strength increased from 5961 million to 6120 million employees. Table 31 shows the distribution of this staff strength among the regions.

Movement of postal staff is relatively slight in all regions of the world, the region with the biggest expansion being Africa, which recorded an average annual increase of 3.8 percent in the number of employees. However, that region still has the lowest percentage of total world staff (1.13 percent in 1992). It is also the region with the lowest number of employees per inhabitant (0.14 employees per 1000 inhabitants in 1992) and this may explain the exceptional growth observed.

Table 31: Postal staff strength

		Postal staff strength		Average annual movement	Distribution of postal staff worldwide	
		1987	1992		1987	1992
DC	Africa	57 350	69 250	3.8%	0.96%	1.13%
	America	191 250	179 800	-1.2%	3.21%	2.94%
	Asia-Pacific	1 845 650	2 013 750	1.8%	30.96%	32.90%
	Europe	322 050	327 250	0.3%	5.40%	5.35%
	Arab countries	89 100	94 650	1.2%	1.50%	1.55%
IC	FMIC	2 531 950	2 491 150	-0.3%	42.47%	40.70%
	TEC	924 000	944 550	0.4%	15.50%	15.43%
Total DC		2 505 400	2 684 700	1.4%	42.03%	43.87%
Total IC		3 455 950	3 435 700	-0.1%	57.97%	56.13%
Total world		*5 961 350*	*6 120 400*	*0.5%*	*100.00%*	*100.00%*

Estimate based on 160 countries or 99 percent of population

Graph 18 gives a visual impression of staff distribution worldwide.

Graph 18: Distribution of postal employees worldwide in 1992

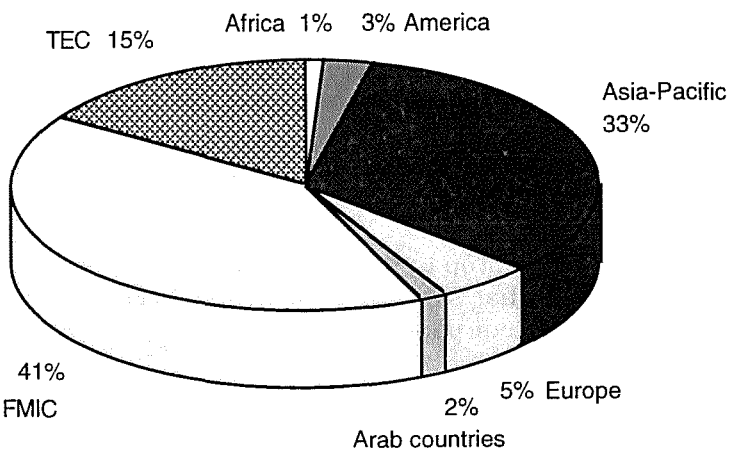


Table 32 shows that the world average is slightly over one employee per 1000 inhabitants.

This average is far exceeded in the industrialized countries which have over three employees per 1000 inhabitants. On the other hand, most developing countries are well below this average. The only region of developing countries in which the number of postal employees per inhabitant is above the world average is Europe with over 1.8 employees per 1000 inhabitants, representing some 540 people served by one postal employee.

Although the number of postal employees worldwide has shown an increase in absolute terms, particularly in the developing countries, the number of postal employees per inhabitant is falling in practically all the regions of the world. This development may be described as disturbing, particularly for the group of developing countries.

Table 32: Postal staff strength per capita

		Number of postal employees per 1000 inhabitants		Average annual movement
		1987	1992	
DC	Africa	0.14	0.14	0.0%
	America	0.46	0.39	-3.2%
	Asia-Pacific	0.69	0.68	-0.3%
	Europe	1.87	1.84	-0.3%
	Arab countries	0.45	0.41	-1.8%
IC	FMIC	3.31	3.14	-1.0%
	TEC	2.92	2.94	0.1%
Total DC		0.65	0.62	-0.9%
Total IC		3.20	3.08	-0.8%
Total world		*1.20*	*1.13*	*-1.2%*

5 Post and delivery offices

5.1 Number of permanent post offices

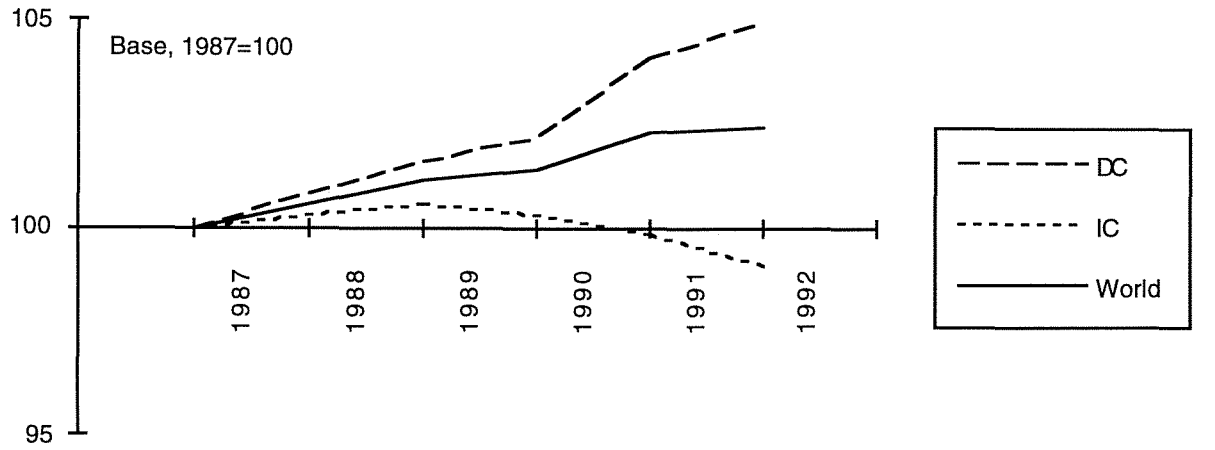
The category of permanent post offices consists of offices offering a full range of services and secondary offices, whether or not the latter are run by officials belonging to the postal administration.

Worldwide, a slight average annual increase of 0.5 percent in the number of permanent offices was noted between 1987 and 1992 (graph 19).

The growth in the developing countries amounts to an average of 1.0 percent per year but this is not enough to offset population growth.

During the same period, a slight drop in the number of permanent offices was noted in the industrialized countries, indicating that saturation point has been reached in most of the countries concerned, considering the present population level.

Graph 19: Movement in the number of permanent post offices



The number of permanent post offices in the world moved from an estimated 685 000 in 1987 to 702 000 in 1992 (table 33).

Over half of the permanent offices are in the developing countries. This is mainly due to the Asia-Pacific region which accounts for over one third of all the permanent post offices in the world.

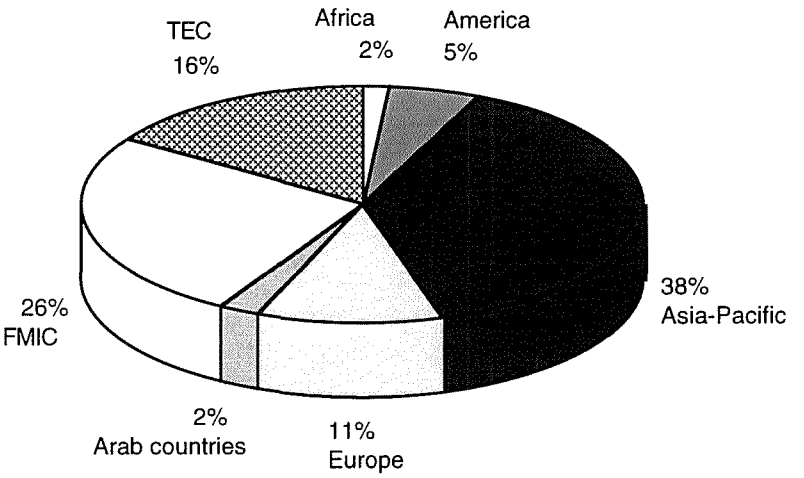
Table 33: Number of permanent post offices

		Number of permanent post offices		Average annual movement	Distribution of permanent post offices worldwide	
		1987	1992		1987	1992
DC	Africa	12 500	12 850	0.6%	1.82%	1.83%
	America	36 700	37 200	0.3%	5.36%	5.30%
	Asia-Pacific	254 450	269 100	1.1%	37.15%	38.35%
	Europe	72 200	74 650	0.7%	10.54%	10.64%
	Arab countries	15 450	17 000	1.9%	2.26%	2.42%
IC	FMIC	184 750	182 100	-0.3%	26.97%	25.95%
	TEC	108 900	108 800	0.0%	15.90%	15.51%
Total DC		391 300	410 800	1.0%	57.13%	58.54%
Total IC		293 650	290 900	-0.2%	42.87%	41.46%
Total world		*684 950*	*701 700*	*0.5%*	*100.00%*	*100.00%*

Estimate based on 160 countries or 99 percent of population

Graph 20 gives a visual impression of the distribution of permanent post offices in the various regions.

Graph 20: Distribution of permanent post offices worldwide in 1992



As table 34 shows, the rate of increase in permanent post offices is below that of population growth everywhere.

The area served by a permanent office is 188 sq km on average worldwide and this corresponds approximately to the average in each group of industrialized countries. In the developing regions, the situation is very diverse with one office serving 26 sq km in Europe and one office serving 1498 sq km in Africa.

Table 34: Area and number of inhabitants served per permanent office

		Average area served by a permanent office (in km²)	Number of inhabitants served by a permanent office		Average annual movement
		1992	1987	1992	
DC	Africa	1 498	33 180	37 680	2.6%
	America	575	11 299	12 276	1.7%
	Asia-Pacific	86	10 511	10 954	0.8%
	Europe	26	2 380	2 384	0.0%
	Arab countries	766	12 870	13 547	1.0%
IC	FMIC	167	4 137	4 355	1.0%
	TEC	208	2 908	2 954	0.3%
Total DC		192	9 902	10 460	1.1%
Total IC		182	3 681	3 831	0.8%
Total world		*188*	*7 235*	*7 711*	*1.3%*

5.2 Number of mobile post offices (motor vehicles, boats, etc)

Mobile post offices are offices installed in a train, a road transport vehicle or a boat, in principle, serving zones without a permanent post office.

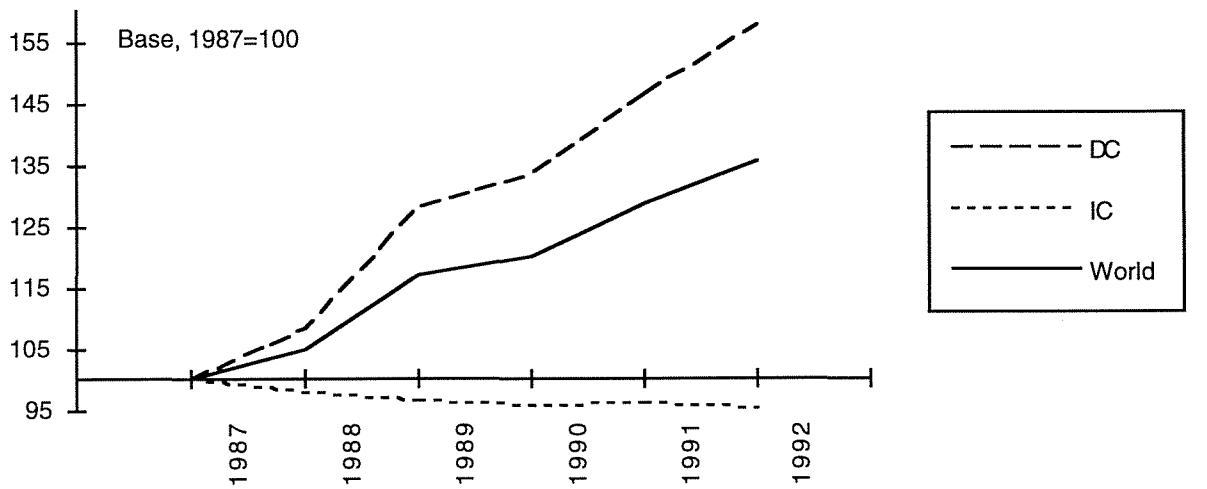
Not all countries provide this service. Worldwide (table 35), only 18.3 percent of countries use mobile post offices. They cover almost one third of the world population.

Table 35: Existence of mobile post offices

		Number of countries providing this service	Percentage of countries providing this service	Percentage of the population concerned
		1992	1992	1992
DC	Africa	13	30.9%	41.9%
	America	5	14.7%	34.6%
	Asia-Pacific	6	19.4%	14.6%
	Europe	2	20.0%	38.8%
	Arab countries	2	10.0%	15.2%
IC	FMIC	11	20.7%	63.7%
	TEC	4	80.0%	95.2%
Total DC		28	12.4%	20.8%
Total IC		13	43.7%	72.7%
Total world		*41*	*18.3%*	*31.5%*

As graph 21 shows, the overall development of mobile post offices is positive worldwide. There is, however, some divergence between the groups of countries concerned. While it is slightly negative in the industrialized countries, it is climbing rapidly in the developing countries as a whole at an average annual rate of 9.6 percent.

Graph 21: Movement in the number of mobile post offices



As table 36 shows, the biggest growth was recorded in Asia-Pacific where it reached an annual average of over 10 percent. It should be noted, however, that this growth was mainly due to one country, Indonesia, which accounts for some 90 percent of the number of offices in Asia-Pacific, and some 85 percent of the number of offices in all developing countries.

Table 36: Number of mobile post offices

		Number of mobile post offices		Average annual movement	Distribution of mobile post offices worldwide	
		1987	1992		1987	1992
DC	Africa	165	165	0.0%	2.80%	2.06%
	America	70	60	-3.0%	1.19%	0.75%
	Asia-Pacific	3 480	5 690	10.3%	58.98%	71.08%
	Europe	55	50	-1.9%	0.93%	0.62%
	Arab countries	30	40	5.9%	0.51%	0.50%
IC	FMIC	360	360	0.0%	6.10%	4.50%
	TEC	1 740	1 640	-1.2%	29.49%	20.49%
Total DC		3 800	6 005	9.6%	64.41%	75.02%
Total IC		2 100	2 000	-1.0%	35.59%	24.98%
Total world		*5 900*	*8 005*	*6.3%*	*100.00%*	*100.00%*

Estimate based on 158 countries or 97 percent of population

5.3 Number of rural postmen

Rural postmen are included among post offices to the extent that they provide services similar to those of a permanent office. This is because they operate in zones not served by a permanent post office.

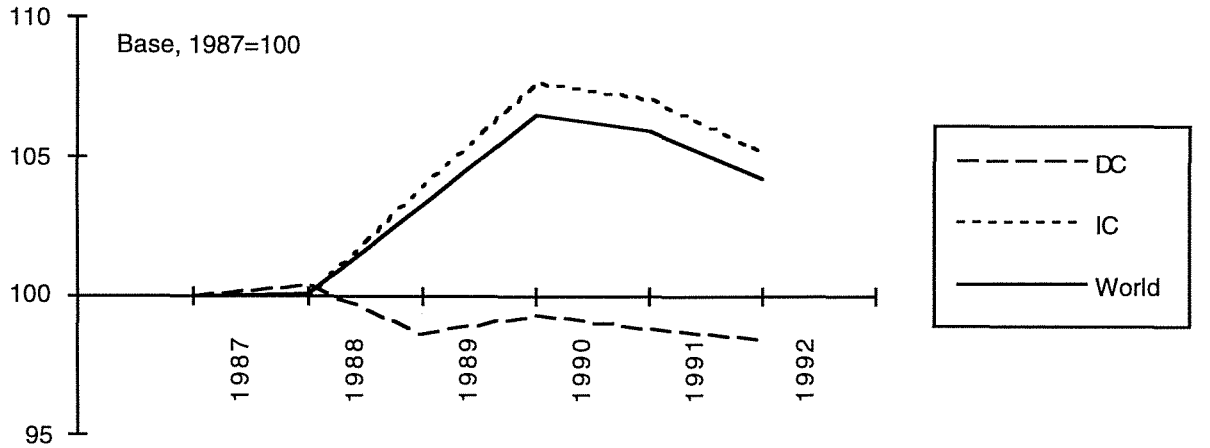
Not all countries used rural postmen. As table 37 shows, rural postmen are found in 18.3 percent of countries worldwide, representing only 18.4 percent of the world population. Rural postmen are represented, in particular, in the industrialized countries and the developing countries of Europe and the Arab countries.

Table 37: Existence of rural postmen

		Number of countries providing this service	Percentage of countries providing this service	Percentage of the population concerned
		1992	1992	1992
DC	Africa	4	9.5%	7.2%
	America	3	8.8%	7.0%
	Asia-Pacific	3	9.7%	9.1%
	Europe	3	30.0%	60.1%
	Arab countries	4	20.0%	38.6%
IC	FMIC	11	40.7%	20.0%
	TEC	3	60.0%	95.2%
Total DC		17	12.4%	12.3%
Total IC		14	43.7%	41.7%
Total world		*31*	*18.3%*	*18.4%*

The trend in the development of the number of rural postmen is running counter to that of the two other categories of office. As graph 22 shows, it is growing in the industrialized countries (despite a drop between 1990 and 1992) and falling slightly in the developing countries throughout the period.

Graph 22: Movement in the number of rural postmen



As table 38 shows, there is relatively little movement in the number of rural postmen in each region.

Table 38: Number of rural postmen

		Number of rural postmen		Average annual move-ment	Distribution of rural postmen worldwide	
		1987	1992		1987	1992
DC	Africa	1 710	1 870	1.8%	0.77%	0.81%
	America	3 175	3 110	-0.4%	1.43%	1.34%
	Asia-Pacific	3 255	3 570	1.9%	1.47%	1.54%
	Europe	20 590	19 535	-1.0%	9.27%	8.44%
	Arab countries	2 610	2 770	1.2%	1.17%	1.20%
IC	FMIC	33 990	35 785	1.0%	15.31%	15.46%
	TEC	156 715	164 870	1.0%	70.58%	71.21%
Total DC		31 340	30 855	-0.3%	14.11%	13.33%
Total IC		190 705	200 655	1.0%	85.89%	86.67%
Total world		*222 045*	*231 510*	*0.8%*	*100.00%*	*100.00%*

Estimate based on 155 countries or 95 percent of population

5.4 Percentage of population benefiting from delivery to the addressee's address

Table 39 shows the percentage of the population benefiting from delivery to the addressee's address. This includes people whose mail is delivered direct to their address as well as those who

could benefit from this service but prefer, for personal convenience, to collect their mail from a postal establishment.

The figures given must be interpreted with care in view of the little information available.

Worldwide, on the basis of the information supplied, the percentage of population benefiting from delivery to the addressee's address is falling by an average of 2.8 percent a year. This drop is due entirely to the developing countries for which, overall, an average annual reduction of 4.5 percent is observed.

In the industrialized countries, almost all inhabitants receive their mail at their place of address. The position is completely different in the developing countries, particularly in Africa, where only 11.7 percent were able to benefit from this service in 1992.

Table 39: Population benefiting from delivery to the addressee's address

		Percentage of population benefiting from delivery to the addressee's address		Average annual movement
		1987	1992	
DC	Africa	15.7%	11.7%	-5.7%
	America	68.1%	69.7%	0.5%
	Asia-Pacific	97.1%	85.0%	-2.6%
	Europe	56.2%	47.2%	-3.4%
	Arab countries	73.1%	84.1%	2.8%
IC	FMIC	92.9%	96.1%	0.7%
	TEC	100.0%	100.0%	0.0%
Total DC		79.5%	63.3%	-4.5%
Total IC		93.1%	96.2%	0.7%
Total world		*82.7%*	*71.9%*	*-2.8%*

Estimate based on 111 countries or 55 percent of population

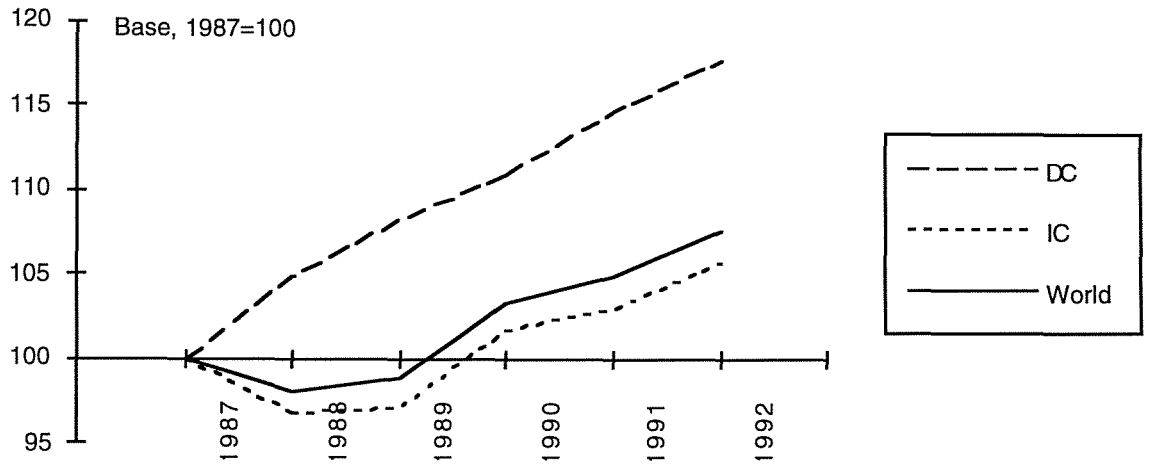
6 Other elements of the postal infrastructure

6.1 Number of PO boxes

PO boxes are boxes placed in a postal establishment for receiving mail addressed to a user. They represent a means of mail delivery, or, more accurately, of making the mail available to users. They are used in countries with a weak postal infrastructure to replace the delivery service to the addressee's address but are also used in heavy-traffic countries to enable users to obtain their mail faster instead of waiting for the delivery staff to call.

The number of PO boxes increased slightly worldwide between 1987 and 1992 (graph 23). It increased by an annual average of 3.3 percent in the developing countries, representing good progress for this delivery service. In the industrialized countries, a slight reduction in the number of PO boxes was noted in the first two years but an increase rate corresponding to that of the developing countries resumed in 1990.

Graph 23: Movement in the number of PO boxes



As table 40 shows, the number of PO boxes is increasing in all regions. Most PO boxes are installed in the free-market economy industrialized countries, with 83.35 percent in 1987 and 81.86 percent in 1992. This percentage is tending to fall to the benefit of the developing regions as a whole, where the increase is on average three times as high.

Table 40: Number of PO boxes

		Number of PO boxes		Average annual movement	Distribution of PO boxes worldwide	
		1987	1992		1987	1992
DC	Africa	1 353 100	1 621 600	3.7%	4.85%	5.40%
	America	1 468 400	1 576 700	1.4%	5.26%	5.25%
	Asia-Pacific	480 000	594 000	4.3%	1.72%	1.98%
	Europe	383 100	440 100	2.8%	1.37%	1.46%
	Arab countries	835 500	1 086 300	5.4%	3.00%	3.62%
IC	FMIC	23 262 400	24 592 200	1.1%	83.35%	81.86%
	TEC	126 000	129 400	0.5%	0.45%	0.43%
Total DC		4 520 100	5 318 700	3.3%	16.20%	17.71%
Total IC		23 388 400	24 721 600	1.1%	83.80%	82.29%
Total world		*27 908 500*	*30 040 300*	*1.5%*	*100.00%*	*100.00%*

Estimate based on 167 countries or 73 percent of population

While the number of PO boxes is increasing in absolute terms throughout the world, the same does not hold true for the number of PO boxes per capita (table 41). It should be noted that the number of PO boxes in Asia-Pacific is very low compared with the region's population.

Table 41: Number of PO boxes per capita

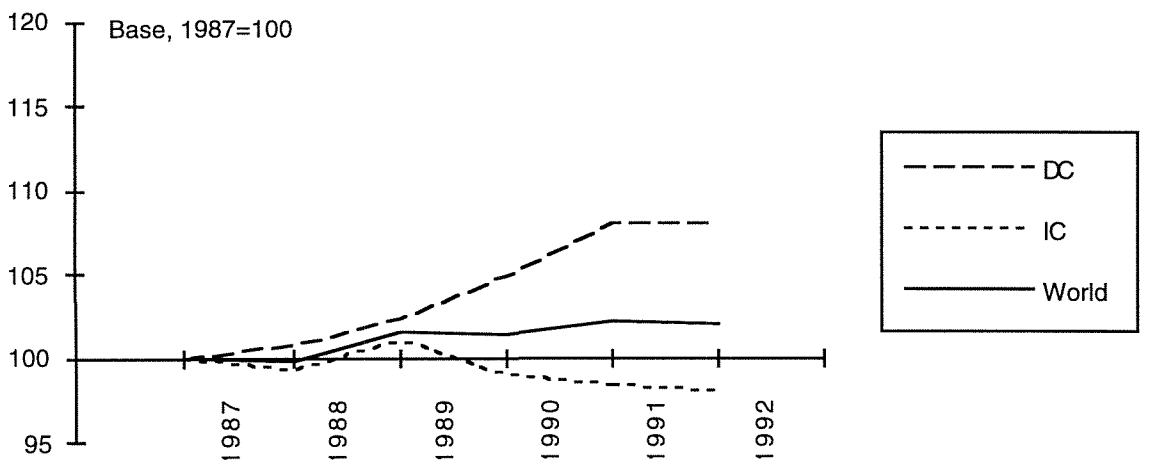
		Number of PO boxes per 1000 inhabitants		Average annual movement
		1987	1992	
DC	Africa	3.26	3.35	0.5%
	America	3.54	3.45	-0.5%
	Asia-Pacific	0.18	0.20	2.1%
	Europe	2.23	2.47	2.1%
	Arab countries	4.20	4.72	2.4%
IC	FMIC	30.44	31.01	0.4%
	TEC	0.40	0.40	0.0%
Total DC		1.17	1.24	1.2%
Total IC		21.64	22.19	0.5%
Total world		*5.63*	*5.55*	*-0.3%*

6.2 Number of letter-boxes

Letter-boxes are receptacles for the posting of correspondence, placed at the disposal of the public by postal administrations.

The number of letter-boxes is practically stagnating worldwide (graph 24). A slight downward trend is noted in the industrialized countries and a growth in the developing countries of an average of 1.5 percent a year, which is not enough to ensure growth in the average number of letter-boxes available per capita.

Graph 24: Movement in the number of letter-boxes



There are 3 million letter-boxes in the world (table 42). Most regions of the world register a slight increase in the number of letter-boxes, the sharpest growth being observed in the developing countries of the American continent and in the Arab countries.

It is interesting to note that nearly one third of the world's letter-boxes are located in the Asia-Pacific region.

Table 42: Number of letter-boxes

		Number of letter-boxes		Average annual movement	Distribution of letter-boxes worldwide	
		1987	1992		1987	1992
DC	Africa	15 700	15 950	0.3%	0.52%	0.52%
	America	65 400	84 850	5.3%	2.17%	2.75%
	Asia-Pacific	853 950	903 450	1.1%	28.29%	29.33%
	Europe	245 450	268 450	1.8%	8.13%	8.71%
	Arab countries	25 400	29 750	3.2%	0.84%	0.97%
IC	FMIC	1 172 800	1 191 400	0.3%	38.86%	38.68%
	TEC	639 550	586 450	-1.7%	21.19%	19.04%
Total DC		1 205 900	1 302 450	1.5%	39.95%	42.28%
Total IC		1 812 350	1 777 850	-0.4%	60.05%	57.72%
Total world		*3 018 250*	*3 080 300*	*0.4%*	*100.00%*	*100.00%*

Estimate based on 148 countries or 98 percent of population

The number of letter-boxes per capita (table 43) is highest in the industrialized countries as well as in the developing countries of the European continent.

Worldwide, an average annual reduction of 1.3 percent is observed in the number of letter-boxes per capita. The only growth regions are the developing regions of the Americas and Europe.

Table 43: Number of letter-boxes per capita and area served by a letter-box

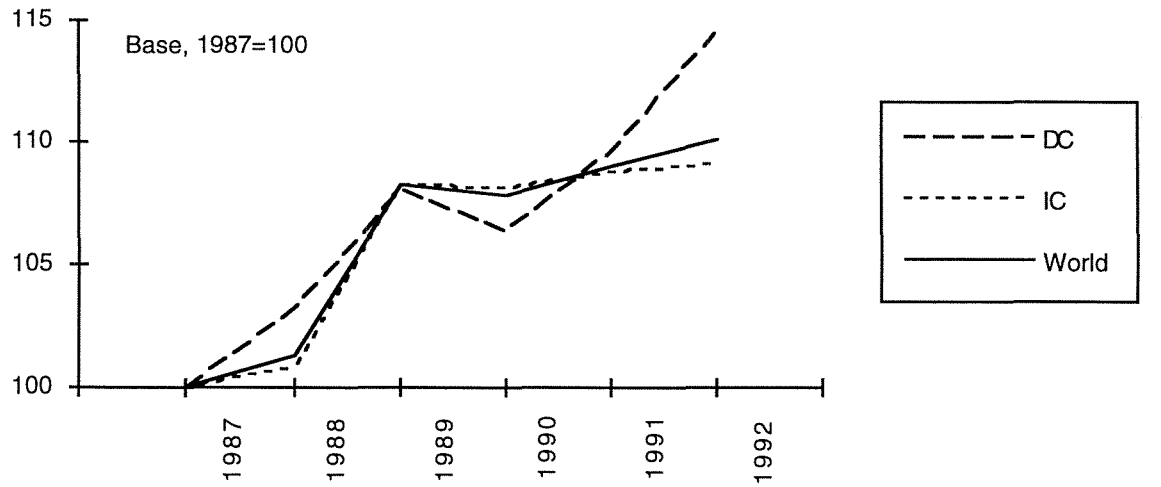
		Number of letter-boxes per 1000 inhabitants		Average annual movement	Area served by a letter-box (in km²)
		1987	1992		1992
DC	Africa	0.04	0.03	-5.6%	1207
	America	0.16	0.19	3.5%	252
	Asia-Pacific	0.32	0.31	-0.6%	26
	Europe	1.43	1.51	1.1%	7
	Arab countries	0.13	0.13	0.0%	438
IC	FMIC	1.53	1.50	-0.4%	26
	TEC	2.02	1.82	-2.1%	39
Total DC		0.31	0.30	-0.6%	60
Total IC		1.68	1.60	-1.0%	30
Total world		*0.61*	*0.57*	*-1.3%*	*43*

6.3 Number of motor vehicles

This study includes all vehicles used by administrations to provide the postal service both inside and outside post offices: automobiles, trucks, tractors, motorcycles, motorized bicycles and scooters, etc.

As graph 25 shows, the use of motor vehicles is expanding in both the industrialized countries and the developing countries.

Graph 25: Movement in the number of motor vehicles



Postal administrations were using 689 000 motor vehicles in 1992 (table 44). The number of motor vehicles is climbing in all the developing regions as well as in the free-market economy industrialized countries.

The biggest growth rate is recorded by the developing countries of the African region, which are also the least well-endowed in absolute terms as regards the number of vehicles available.

Table 44: Number of motor vehicles

		Number of motor vehicles		Average annual movement	Distribution of motor vehicles worldwide	
		1987	1992		1987	1992
DC	Africa	2 595	3 410	5.6%	0.41%	0.49%
	America	14 445	16 655	2.9%	2.31%	2.42%
	Asia-Pacific	57 690	69 720	3.9%	9.21%	10.11%
	Europe	28 115	28 700	0.4%	4.49%	4.16%
	Arab countries	5 000	5 075	0.3%	0.80%	0.74%
IC	FMIC	441 760	501 045	2.5%	70.54%	72.68%
	TEC	76 650	64 840	-3.3%	12.24%	9.40%
Total DC		107 845	123 560	2.8%	17.22%	17.92%
Total IC		518 410	565 885	1.8%	82.78%	82.08%
Total world		*626 255*	*689 445*	*1.9%*	*100.00%*	*100.00%*

Estimate based on 160 countries or 98 percent of population

It is interesting to see the number of motor vehicles in relation to the number of employees in each postal administration (table 45).

Motor vehicles in service in the developing countries account for only 17 percent of the worldwide total of vehicles in administrations, whereas the number of postal employees in the developing countries represents some 43 percent of world postal staff. The number of vehicles in service per postal employee is therefore almost four times less in the developing countries than in the industrialized countries.

Table 45: Number of motor vehicles per postal employee

		Number of motor vehicles per 1000 postal employees		Average annual movement
		1987	1992	
DC	Africa	45.25	49.24	1.7%
	America	75.53	92.63	4.2%
	Asia-Pacific	31.26	34.62	2.1%
	Europe	87.30	87.70	0.1%
	Arab countries	56.12	53.62	–0.9%
IC	FMIC	174.47	201.13	2.9%
	TEC	82.95	68.65	–3.7%
Total DC		43.05	46.02	1.3%
Total IC		150.01	164.71	1.9%
Total world		*105.05*	*112.65*	*1.4%*

6.4 Automatic sorting machines

Automatic mail sorting equipment comprises machines for culling, facing and sorting letters, packets or parcels.

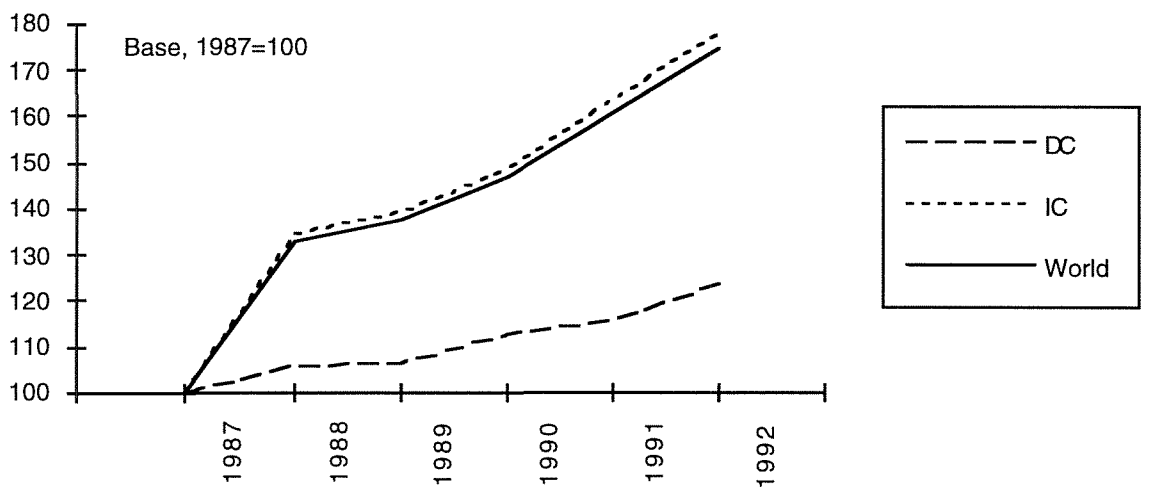
Automation has not yet been introduced in all countries. According to postal administrations' replies, only 51 countries, ie 30.2 percent of the total, have automatic mail-processing equipment. The distribution of these 51 countries by region is shown in table 46. Although the number of countries with such equipment is very low, together these countries nevertheless cover over half the population, ie 58.6 percent. This percentage would be even higher if the region of Africa, which has practically no automatic sorting equipment, were left out.

Table 46: Existence of automatic sorting equipment

		Number of countries with such equipment	Percentage of countries with such equipment	Percentage of the population concerned
		1992	1992	1992
DC	Africa	1	2.4%	0.3%
	America	4	11.8%	61.6%
	Asia-Pacific	10	32.2%	52.6%
	Europe	6	60.0%	83.7%
	Arab countries	6	30.0%	36.3%
IC	FMIC	21	77.8%	98.6%
	TEC	3	100.0%	100.0%
Total DC		27	19.7%	48.1%
Total IC		24	75.0%	99.0%
Total world		*51*	*30.2%*	*58.6%*

Among the countries with such equipment, a relatively stable growth of over 4 percent a year is observed in the developing countries as a whole (graph 26). Automation is most pronounced in the free-market economy industrialized countries which almost doubled their pool of machines between 1987 and 1992 at an average annual rate of 13.3 percent.

Graph 26: Movement in automatic sorting equipment



As table 47 shows, the pool of machinery is growing in all regions, except in the developing countries of the Americas. The total number of installations, estimated at 4919 in 1987, increased to 8605 in 1992. That means that 3686 new installations were set up in six years.

The biggest growth rate is observed in the free-market economy industrialized countries which are pursuing a relatively determined automation policy.

A not inconsiderable growth rate is also noted in the developing countries of the Asia-Pacific and Europe regions and in the Arab countries. The level of automation is still relatively low in these regions but it is still noted that the process is now well under way.

Table 47: Number of automatic sorting installations

		Number of automatic sorting installations		Average annual movement	Distribution of automatic sorting installations worldwide	
		1987	1992		1987	1992
DC	Africa	1	2	14.8%	0.02%	0.02%
	America	49	28	-10.6%	1.00%	0.33%
	Asia-Pacific	180	245	6.4%	3.66%	2.85%
	Europe	38	51	6.1%	0.77%	0.59%
	Arab countries	21	31	8.1%	0.43%	0.36%
IC	FMIC	4 079	7 634	13.3%	82.92%	88.72%
	TEC	551	614	2.2%	11.20%	7.13%
Total DC		289	357	4.3%	5.88%	4.15%
Total IC		4 630	8 248	12.2%	94.12%	95.85%
Total world		*4 919*	*8 605*	*11.8%*	*100.00%*	*100.00%*

Estimate based on 160 countries or 98 percent of population

The number of postal employees per automatic sorting installation is falling in all regions (table 48) except in the developing countries of the Americas. The lowest number of postal employees per sorting installation is registered in the free-market economy industrialized countries; this figure dropped from 621 employees per installation in 1987 to 326 per installation in 1992.

As regards the number of installations available per 1000 million letter-post items, table 48 shows that the developing countries altogether have five times less equipment than the industrialized countries.

Table 48: Number of postal employees per installation and number of installations per letter-post item

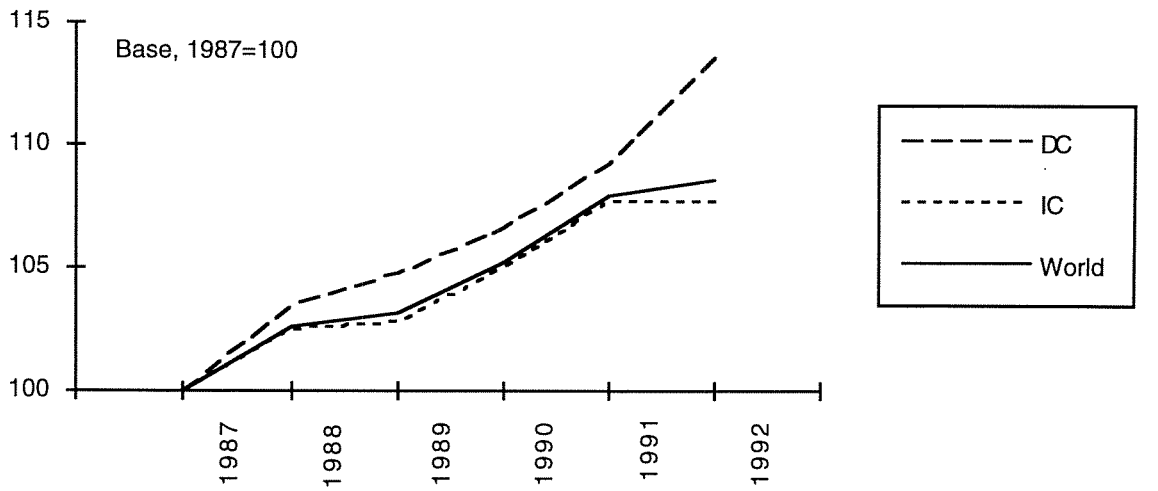
		Number of postal employees per installation		Average annual movement	Number of installations per thousand million letter-post items		Average annual movement
		1987	1992		1987	1992	
DC	Africa	57 350	34 625	-9.6%	0.70	1.24	12.0%
	America	3 903	6 421	10.5%	9.35	5.26	-10.9%
	Asia-Pacific	10 254	8 219	-4.3%	3.56	4.28	3.7%
	Europe	8 475	6 417	-5.4%	4.27	6.33	8.2%
	Arab countries	4 243	3 053	-6.4%	11.88	18.55	9.3%
IC	FMIC	621	326	-12.1%	15.29	25.33	10.6%
	TEC	1 677	1 538	-1.7%	8.26	10.38	4.7%
Total DC		8 669	7 520	-2.8%	4.26	4.83	2.5%
Total IC		746	417	-11.00%	13.88	22.87	10.5%
Total world		*1 212*	*711*	*-10.1%*	*12.25*	*19.80*	*10.1%*

6.5 Number of cancelling machines

Machines for cancelling postage stamps are one of the main tools installed in most large post offices and sorting centres.

The number of cancelling machines continues to grow at a relatively steady rate of some 1.8 percent on average per year worldwide (graph 27). Growth is slightly bigger in the developing countries, particularly for 1992.

Graph 27: Movement in the number of cancelling machines



The number of cancelling machines is on the increase in all regions (table 49) apart from in the Arab countries. The strongest advances are being made in the developing countries, particularly in the developing countries of the Americas and the Asia-Pacific region.

In 1992, the developing countries had over 20 percent of the world's cancelling machines.

Table 49: Number of cancelling machines

		Number of cancelling machines		Average annual movement	Distribution of cancelling machines worldwide	
		1987	1992		1987	1992
DC	Africa	431	451	0.9%	0.85%	0.82%
	America	487	621	5.0%	0.97%	1.13%
	Asia-Pacific	3 870	4 884	4.8%	7.67%	8.85%
	Europe	2 950	3 381	2.8%	5.85%	6.13%
	Arab countries	1 792	1 772	–0.2%	3.55%	3.21%
IC	FMIC	27 549	30 321	1.9%	54.62%	54.96%
	TEC	13 361	13 737	0.6%	26.49%	24.90%
Total DC		9 530	11 109	3.1%	18.89%	20.14%
Total IC		40 910	44 058	1.5%	81.11%	79.86%
Total world		*50 440*	*55 167*	*1.8%*	*100.00%*	*100.00%*

Estimate based on 168 countries or 78 percent of population

The number of cancelling machines per office (table 50) amounted to 27 machines per 1000 offices in the developing countries in 1992, ie one cancelling machine per 37 offices. In the industrialized countries, on the other hand, there were an average of 151 machines per 1000 offices in 1992, which meant that one office out of seven was equipped with such a machine.

The Arab countries, the only region where the number of machines per bureau is falling, are the best equipped developing region with one machine per 10 offices.

Table 50: Number of cancelling machines per office

		Number of cancelling machines per 1000 (permanent) offices		Average annual movement
		1987	1992	
DC	Africa	34.48	35.10	0.4%
	America	13.27	16.69	4.7%
	Asia-Pacific	15.21	18.15	3.6%
	Europe	40.86	45.29	2.1%
	Arab countries	115.99	104.24	-2.1%
IC	FMIC	149.12	166.51	2.2%
	TEC	122.69	126.26	0.6%
Total DC		24.35	27.04	2.1%
Total IC		139.32	151.45	1.7%
Total world		*73.64*	*78.62*	*1.3%*

7 Postal financial services

7.1 Domestic money orders

The domestic money order service is available to users in a great many countries. The service exists in more than 80 percent of postal administrations, and 97.76 percent of the world population could use the service in 1992 (table 51).

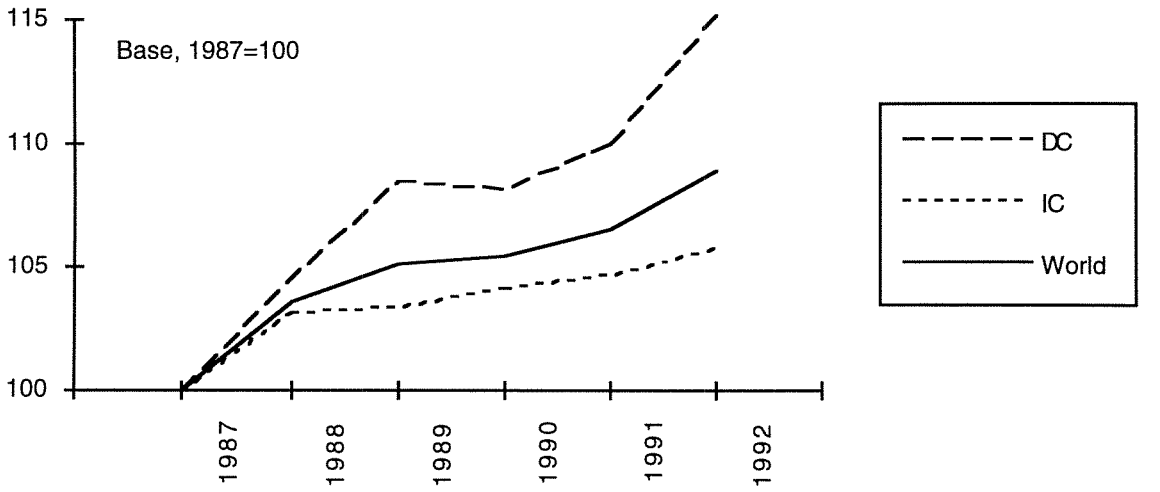
Table 51: Existence of the domestic money order service

		Number of countries offering the money order service		Percentage of population benefiting from the money order service		Average annual movement
		1987	1992	1987	1992	
DC	Africa	36	38	95.83%	98.33%	0.5%
	America	23	24	85.73%	86.38%	0.2%
	Asia-Pacific	24	26	97.43%	99.27%	0.4%
	Europe	10	10	100.00%	100.00%	0.0%
	Arab countries	14	14	89.12%	87.21%	-0.4%
IC	FMIC	27	27	100.00%	100.00%	0.0%
	TEC	5	5	100.00%	100.00%	0.0%
Total DC		107	112	95.70%	97.18%	0.3%
Total IC		32	32	100.00%	100.00%	0.0%
Total world		*139*	*144*	*96.63%*	*97.76%*	*0.2%*

Graph 28 shows the movement in the form of indices of the number of domestic money orders issued. It can be seen that the money order service is expanding satisfactorily in the developing countries, where an overall increase of 2.9 percent in the number of money orders was recorded.

In the industrialized countries, the expansion is not as strong, showing an increase of only 1.1 percent a year.

Graph 28: Movement of the number of domestic money orders issued



The estimated number of money orders issued in 1987 was 2073 million, and 2257 million in 1992, equivalent to average annual growth of 1.7 percent (table 52). Growth was observed in most of the regions of the world, with Africa the region recording the highest growth rate with an annual average of 12.7 percent.

The developing countries issue approximately one third of money orders, the service being most widely used in the Asia-Pacific region and in the developing countries of Europe.

Two thirds of money orders are issued by the industrialized countries, mainly the transitional economy countries which account for practically half the money orders issued worldwide. The massive use of money orders in the countries in transition can be explained by the absence of a giro service in most of them.

Table 52: Number of domestic money orders issued

		Number of money orders (in thousands)		Average annual movement	World distribution of money orders issued	
		1987	1992		1987	1992
DC	Africa	8 679	15 805	12.7%	0.42%	0.70%
	America	18 375	16 839	–1.7%	0.89%	0.74%
	Asia-Pacific	346 596	383 272	2.0%	16.72%	16.98%
	Europe	279 827	341 932	4.1%	13.50%	15.15%
	Arab countries	37 859	38 657	0.4%	1.82%	1.71%
IC	FMIC	415 238	427 059	0.6%	20.03%	18.92%
	TEC	966 696	1 033 952	1.4%	46.62%	45.80%
Total DC		691 336	796 505	2.9%	33.35%	35.28%
Total IC		1 381 934	1 461 011	1.1%	66.65%	64.72%
Total world		*2 073 270*	*2 257 516*	*1.7%*	*100.00%*	*100.00%*

The average number of money orders issued per capita (table 53) is decreasing in the free-market economy industrialized countries, thus continuing the trend noted in previous reports.

The largest users of domestic money orders are the transitional economy countries with more than three money orders issued per capita and per year. The developing countries of Europe are also great users of the service, with almost two money orders issued per capita per year.

It should also be noted that the strongest movement was recorded in Africa where the number of money orders issued per capita increased during the period under review by an average of 9.3 percent each year.

Table 53: Number of domestic money orders issued per capita

		Number of money orders issued per 1000 inhabitants		Average annual movement
		1987	1992	
DC	Africa	21.28	33.20	9.3%
	America	51.28	42.69	–3.6%
	Asia-Pacific	130.63	130.99	0.1%
	Europe	1 632.34	1 926.90	3.4%
	Arab countries	213.65	192.46	–2.1%
IC	FMIC	543.85	539.10	–0.2%
	TEC	3 052.12	3 217.56	1.1%
Total DC		178.43	185.37	0.8%
Total IC		1 278.27	1 311.12	0.5%
Total world		*418.37*	*417.20*	*–0.1%*

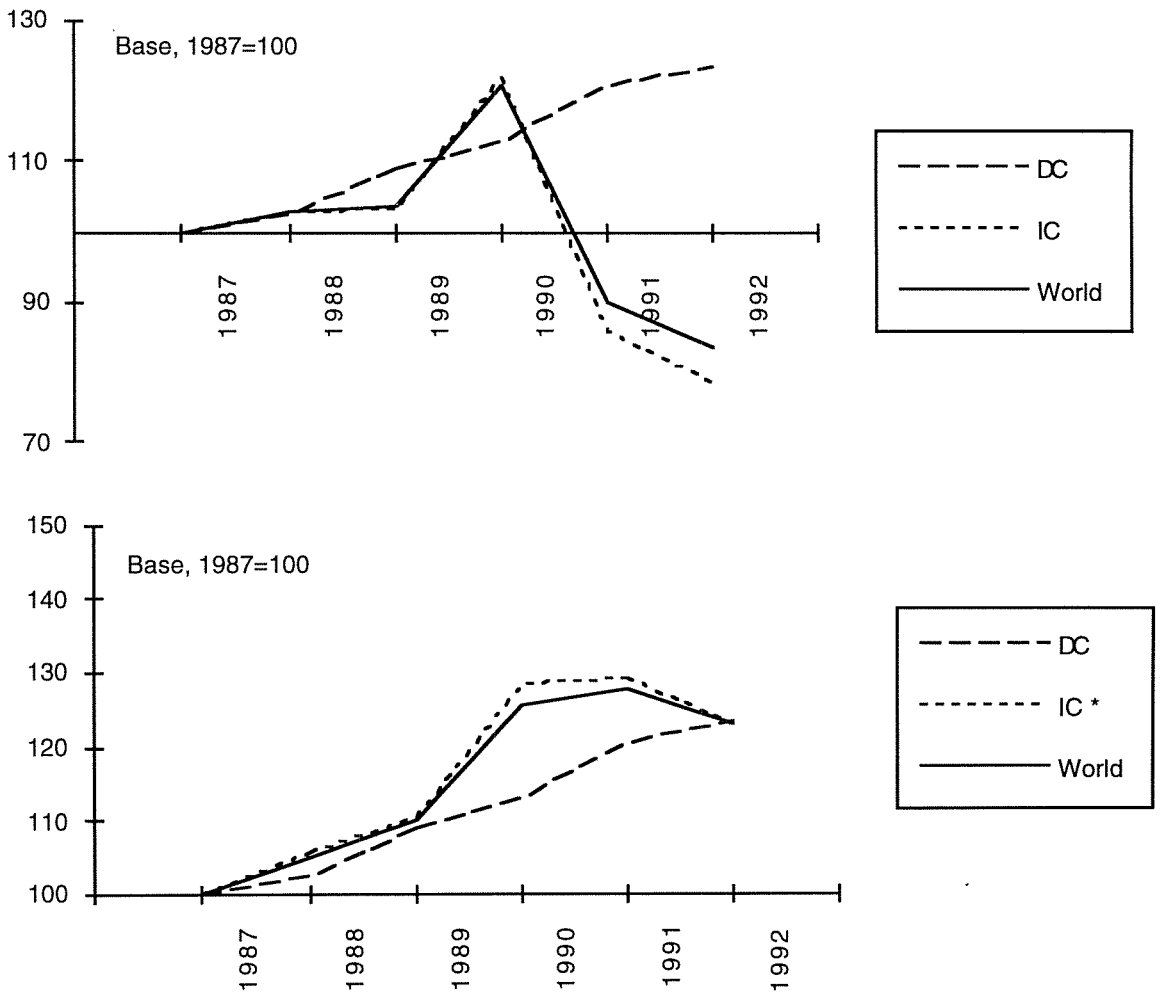
7.2 Sums transferred by money order in the domestic service

In the developing countries, the amounts transferred by money order showed a linear increase throughout the period under review, with an average annual growth rate of 4.3 percent.

In the industrialized countries, the movement showed growth up to 1990, then a sharp decrease until 1992. That decrease was mainly due to change of regulations in France, following the alteration in the status of its postal administration.

Graph 29 shows the movement of the sums transferred by money order, first for all countries, then for all countries excepting France.

Graph 29: Movement of sums transferred by money order



* excluding data from France

Table 54 shows the amounts transferred by money order in the various regions. The figures for all developing regions are rising, as are those of the transitional economy countries.

The decline in the free-market economy industrialized countries, at an average rate of 16.4 percent a year, would be no more than 1.4 percent if the data from France were excluded; this would result in world movement showing an annual average growth of 4.2 percent.

Table 54: Amounts transferred by domestic money order

		Amounts transferred by money order (in millions of SDR)		Average annual movement	World distribution of amounts transferred by money order	
		1987	1992		1987	1992
DC	Africa	564	777	6.6%	0.19%	0.31%
	America	559	842	8.5%	0.19%	0.34%
	Asia-Pacific	8 247	10 282	4.5%	2.78%	4.14%
	Europe	14 643	19 232	5.6%	4.93%	7.74%
	Arab countries	9 257	9 991	1.5%	3.11%	4.02%
IC	FMIC	162 191	66 139	-16.4%	54.57%	26.61%
	TEC	101 719	141 280	6.8%	34.23%	56.84%
Total DC		33 270	41 124	4.3%	11.20%	16.55%
Total IC		263 910	207 419	-4.7%	88.80%	83.45%
Total world		*297 180*	*248 543*	*-3.5%*	*100.00%*	*100.00%*

The average value of a money order (table 55) is rising in most of the developing countries with the exception of Africa, which has an average annual decline of 5.5 percent. The region with the highest increase is that of the developing countries of the Americas, with an average annual growth of 10.8 percent.

In the free-market economy industrialized countries, the average value of money orders issued dropped by an average of more than 16.9 percent a year. If France were disregarded, the annual rate of decline would be no more than 1.6 percent.

It will be noted that for 1992, it was in the Arab countries that the average value of a money order was highest, at 258 SDR per money order.

Table 55: Average value of domestic money orders issued

		Average value of a money order (in SDR)		Average annual movement
		1987	1992	
DC	Africa	65	49	-5.5%
	America	30	50	10.8%
	Asia-Pacific	24	27	2.4%
	Europe	52	56	1.5%
	Arab countries	245	258	1.0%
IC	FMIC	391	155	-16.9%
	TEC	105	137	5.5%
Total DC		48	52	1.6%
Total IC		191	142	-5.8%
Total world		*143*	*110*	*-5.1%*

7.3 Giro accounts

The giro service is available to users in only a limited number of countries. As indicated by table 56, only 51 administrations offer it, or fewer than one administration out of three.

Worldwide, in 1992, the giro service was available to only 21.71 percent of the population. It is best represented in the free-market economy industrialized countries where 57.28 percent of the population can use it. It is also well represented in the Arab countries and in the developing countries of Europe and Africa, but is practically non-existent in the developing countries of the Americas.

Table 56: Existence of the giro service

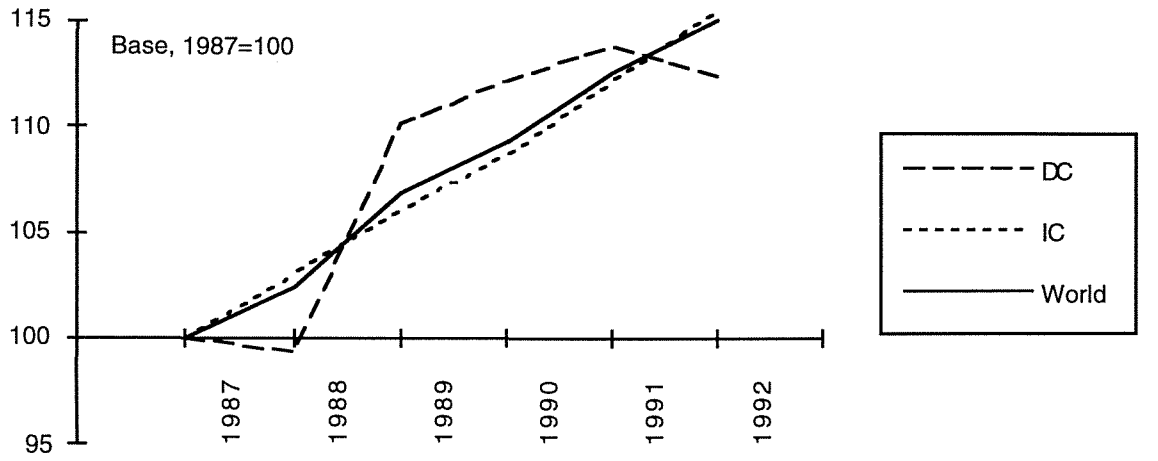
		Number of countries offering the giro service		Percentage of population benefiting from the giro service		Average annual movement
		1987	1992	1987	1992	
DC	Africa	19	18	31.81%	31.29%	-0.3%
	America	1	1	0.05%	0.06%	1.9%
	Asia-Pacific	3	3	11.94%	12.01%	0.1%
	Europe	2	3	44.34%	46.71%	1.04%
	Arab countries	4	4	52.65%	50.47%	-0.8%
IC	FMIC	21	21	57.95%	57.28%	-0.2%
	TEC	1	1	5.25%	4.89%	-1.4%
Total DC		29	29	16.32%	16.41%	0.1%
Total IC		22	22	42.51%	42.17%	-0.2%
Total world		*51*	*51*	*22.04%*	*21.71%*	*-0.3%*

Graph 30 shows the movement of the number of giro accounts in regions where the service is provided.

In the industrialized countries, the increase in the number of giro accounts is practically linear from 1987 to 1992, with an additional 2.9 percent new giro accounts each year.

On the other hand, movement in the developing countries was more varied since it shows a slight decline between 1987 and 1988, then a healthy surge up to 1991, followed again by a slight drop in 1992.

Graph 30: Movement of the number of giro accounts



The number of giro accounts was estimated at 30 066 000 in 1987; with a relatively stable average annual growth of 2.8 percent, that figure reached 34 590 000 in 1992.

More than 82 percent of giro accounts are held in the industrialized countries. In the transitional economy countries, the giro service is practically non-existent, which explains the widespread use of money orders (see table 52).

Table 57: Number of giro accounts

		Number of giro accounts		Average annual movement	World distribution of giro accounts	
		1987	1992		1987	1992
DC	Africa	293 090	287 760	-0.4%	0.98%	0.83%
	America	10	10	0.0%	0.00%	0.00%
	Asia-Pacific	1 419 610	982 950	-7.1%	4.72%	2.84%
	Europe	1 117 270	1 360 280	4.0%	3.72%	3.93%
	Arab countries	2 556 800	3 423 520	6.0%	8.50%	9.90%
IC	FMIC	24 493 090	28 340 350	3.0%	81.46%	81.93%
	TEC	186 200	195 000	0.9%	0.62%	0.57%
Total DC		5 386 780	6 054 520	2.4%	17.92%	17.50%
Total IC		24 679 290	28 535 350	2.9%	82.08%	82.50%
Total world		*30 066 070*	*34 589 870*	*2.8%*	*100.00%*	*100.00%*

Table 58 shows the number of giro accounts per capita in each region. These figures are based solely on the population for which the giro service is available and not on the total population of each region.

The number of giro accounts per capita is increasing in the industrialized countries as well as in the developing countries of Europe and the Arab countries.

The free-market economy industrialized countries showed an average 62 accounts per 1000 inhabitants in 1992, reflecting the most extensive use of the giro service. Next come the Arab countries with 29 accounts per 1000 inhabitants, the developing countries of Europe with 16 accounts per 1000 inhabitants, then the transitional economy countries with 12 accounts per 1000 inhabitants.

In other countries where the giro service is available, it is apparently very little used.

Table 58: Number of giro accounts per capita

		Number of giro accounts per 1000 inhabitants		Average annual movement
		1987	1992	
DC	Africa	3.34	1.90	-10.7%
	America	0.05	0.04	-4.4%
	Asia-Pacific	4.44	2.78	-8.9%
	Europe	14.66	16.36	2.2%
	Arab countries	24.42	29.45	3.8%
IC	FMIC	55.30	62.39	2.4%
	TEC	11.19	12.40	2.1%
Total DC		8.75	8.59	-0.4%
Total IC		53.70	60.72	2.5%
Total world		*27.67*	*29.44*	*1.2%*

7.4 Sums on deposit in giro accounts

It should first be pointed out that not all administrations regularly supply data about sums on deposit in their giro accounts.

Among the developing countries, those of the Americas and Europe in particular did not give sufficiently reliable replies to allow an estimate to be made of the total value of deposits in giro accounts. Accordingly, the resultant totals for all developing countries and worldwide do not take account of these two regions.

Graph 31 shows that the deposits in giro accounts are increasing, in both the industrialized and the developing countries. That growth was approximately 2.4 percent per annum for all the regions considered.

Graph 31: Movement of deposits in giro accounts

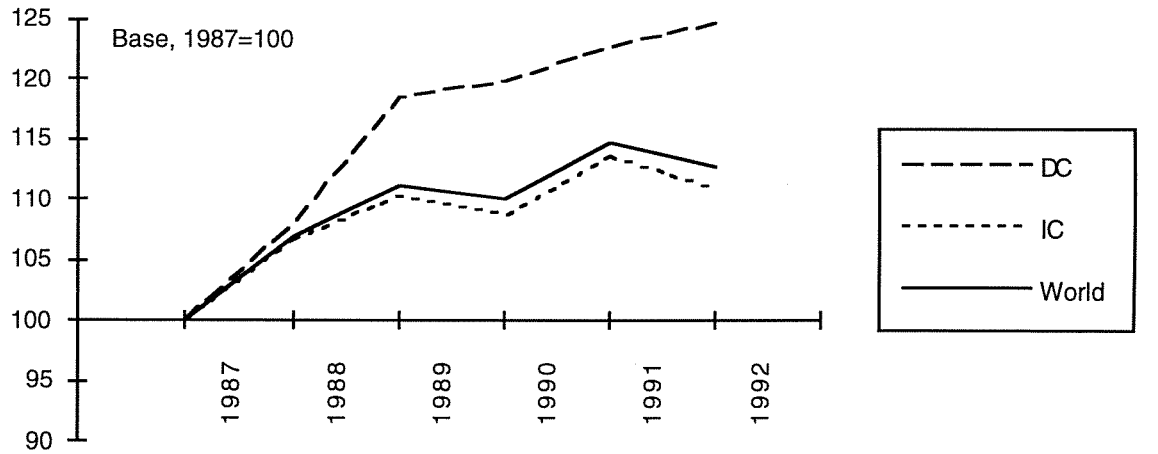


Table 59 shows the sums on deposit in giro accounts in each region considered. It should be pointed out that the increase observed for the developing countries is essentially due to the Asia-Pacific region, which shows a considerable annual average growth of 27 percent.

Table 59: Sums on deposit in giro accounts

		Sums on deposit in giro accounts (in millions of SDR)		Average annual movement	World distribution of deposits in giro accounts	
		1987	1992		1987	1992
DC	Africa	373	344	-1.6%	0.43%	0.35%
	America	–	–	–	–	–
	Asia-Pacific	387	1 279	27.0%	0.44%	1.30%
	Europe	–	–	–	–	–
	Arab countries	10 522	12 444	3.4%	12.05%	12.65%
IC	FMIC	75 023	83 797	2.2%	85.89%	85.16%
	TEC	1 042	534	-12.5%	1.19%	0.54%
Total DC		11 283	14 067	4.5%	12.92%	14.30%
Total IC		76 065	84 331	2.1%	87.08%	85.70%
Total world		*87 348*	*98 398*	*2.4%*	*100.00%*	*100.00%*

As for the average deposits per giro account, table 60 shows that the only region showing growth is Asia-Pacific, with an average annual increase of 36.7 percent.

Table 60: Average deposits per giro account

		Average deposits per giro account (in SDR)		Average annual movement
		1987	1992	
DC	Africa	1 274	1 195	-1.3%
	America	–	–	–
	Asia-Pacific	273	1 302	36.7%
	Europe	–	–	–
	Arab countries	4 115	3 635	-2.5%
IC	FMIC	3 063	2 957	-0.7%
	TEC	5 597	2 738	-13.3%
Total DC		2 094	2 323	2.1%
Total IC		3 082	2 955	-0.8%
Total world		*2 905*	*2 845*	*-0.4%*

7.5 Postal savings bank

The number of countries offering the postal savings bank service is only marginally higher than the number of countries offering the giro service. On the other hand, the population able to avail itself of this service is clearly higher than for the giro service. It is found in table 61 that worldwide, 62.33 percent of population benefit from the savings bank service.

The savings bank service is relatively well represented in the Arab countries and in the industrialized countries. In the Asia-Pacific region, it is present in only seven of 31 countries, but they account for 86.57 percent of the population. It should be noted that the obvious increase in the percentage of population benefiting from the savings bank service in the Asia-Pacific region is due to the fact that in 1990, China joined the group of countries offering this service.

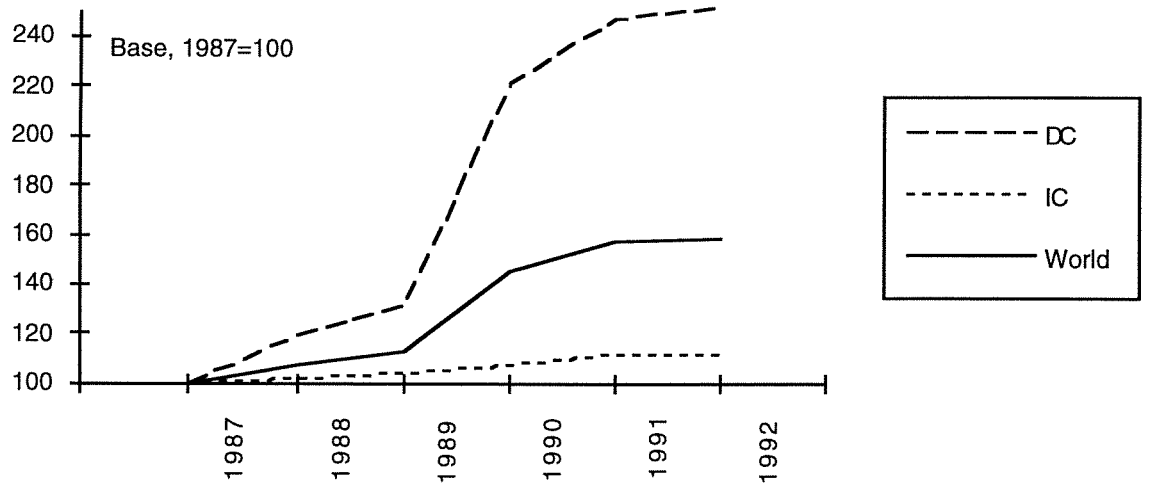
Table 61: Existence of the postal savings bank service

		Number of countries offering the savings bank service		Percentage of the population benefiting from the savings bank service		Average annual movement
		1987	1992	1987	1992	
DC	Africa	20	19	34.37%	29.79%	-2.8%
	America	3	3	0.41%	0.37%	-2.0%
	Asia-Pacific	6	7	46.05%	86.57%	13.5%
	Europe	2	2	19.57%	19.02%	-0.6%
	Arab countries	9	9	83.65%	82.81%	-0.2%
IC	FMIC	15	16	54.78%	54.81%	0.0%
	TEC	1	1	5.25%	4.89%	-1.4%
Total DC		40	40	40.67%	68.01%	10.8%
Total IC		16	17	40.27%	40.42%	0.1%
Total world		*56*	*57*	*40.58%*	*62.33%*	*9.0%*

The movement of the number of postal savings bank accounts is relatively low in the industrialized countries, with 2.2 percent average annual growth (graph 32).

In the developing countries, the spectacular growth observed between 1989 and 1990 is entirely due to the introduction of the savings bank in China, which beginning in 1990 accounted for almost 30 percent of the number of accounts in all developing countries.

Graph 32: Movement of the number of postal savings bank accounts



In 1987, there were 266 million savings bank accounts in all countries worldwide that offer this service. There were 421 million in 1992, an increase of 58 percent in five years (table 62).

All the same, it should be noted that even without taking China into account, there would still be an increase of 33 percent over five years in the number of accounts worldwide, which is equivalent to average annual growth of 5.9 percent.

The free-market economy industrialized countries, which in 1987 accounted for the largest percentage of the number of accounts, lost its place at the head of the list to the Asia-Pacific region. These two regions together accounted for 94.52 percent of total world savings bank accounts in 1992.

Table 62: Number of savings bank accounts

		Number of savings bank accounts		Average annual movement	World distribution of savings bank accounts	
		1987	1992		1987	1992
DC	Africa	4 828 090	6 406 550	5.8%	1.82%	1.52%
	America	208 500	199 140	-0.9%	0.08%	0.05%
	Asia-Pacific	71 133 200	202 249 730	23.2%	26.75%	48.07%
	Europe	4 904 500	5 130 000	0.9%	1.84%	1.22%
	Arab countries	7 593 160	8 967 160	3.4%	2.85%	2.13%
IC	FMIC	174 878 950	195 444 890	2.2%	65.76%	46.45%
	TEC	2 391 000	2 359 200	-0.3%	0.90%	0.56%
Total DC		88 667 450	222 952 580	20.3%	33.34%	52.99%
Total IC		177 269 950	197 804 090	2.2%	66.66%	47.01%
Total world		*265 937 400*	*420 756 670*	*9.6%*	*100.00%*	*100.00%*

Table 63 shows the number of savings bank accounts per capita for each region. Only the population of those countries that offer the savings bank service was taken into account for the calculation, and not the total population of each region.

The increase is clearly less impressive than the increase in the absolute value of the number of accounts in each region. Despite the healthy increase in savings bank accounts, the number of accounts per capita between 1987 and 1992 dropped at an average rate of 1.2 percent a year worldwide.

Table 63: Number of savings bank accounts per capita

		Number of savings bank accounts per 1000 inhabitants		Average annual movement
		1987	1992	
DC	Africa	33.87	44.41	5.6%
	America	122.22	117.00	-0.9%
	Asia-Pacific	57.75	79.26	6.5%
	Europe	145.85	151.57	0.8%
	Arab countries	45.65	47.02	0.6%
IC	FMIC	417.72	449.64	1.5%
	TEC	143.69	150.05	0.9%
Total DC		56.27	76.29	6.3%
Total IC		407.24	439.18	1.5%
Total world		*132.23*	*124.75*	*-1.2%*

7.6 Sums on deposit in postal savings bank accounts

Among the developing countries, the Europe region did not supply sufficiently reliable or complete data to allow an estimate of the total deposits in savings bank accounts. The resultant totals thus do not take account of that region.

Sums on deposit in savings bank accounts worldwide showed an increase (table 64), although that increase is not observed in all regions of the world.

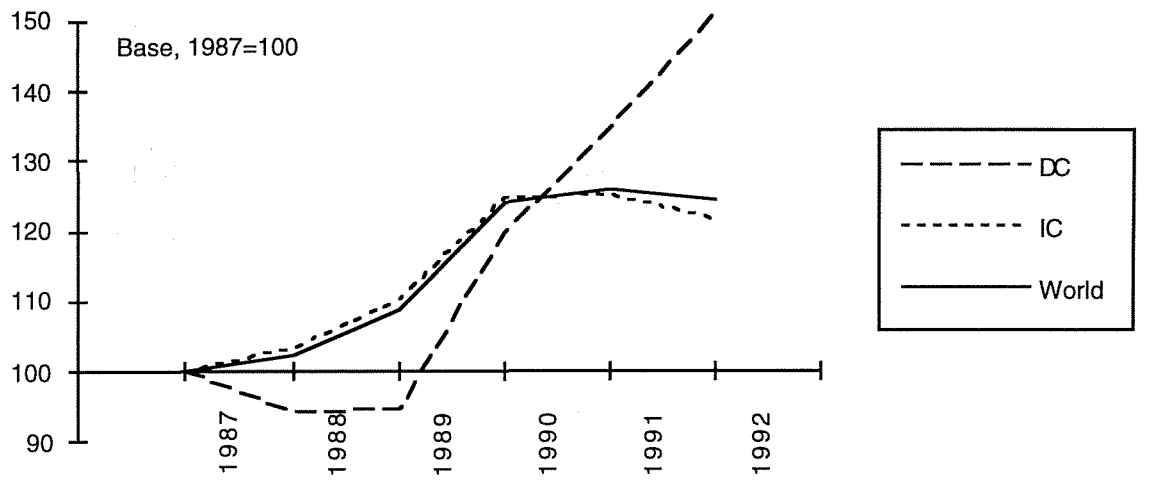
The free-market economy industrialized countries accounted for 88.64 percent of total savings bank account deposits in 1992.

Table 64: Sums on deposit in postal savings bank accounts

		Sums on deposit in savings bank accounts (in millions of SDR)		Average annual movement	World distribution of savings bank account deposits	
		1987	1992		1987	1992
DC	Africa	918	771	-3.4%	0.58%	0.39%
	America	20	16	-4.4%	0.01%	0.01%
	Asia-Pacific	10 166	16 731	10.5%	6.42%	8.50%
	Europe	–	–	–	–	–
	Arab countries	2 797	3 512	4.7%	1.77%	1.79%
IC	FMIC	142 737	174 407	4.1%	90.16%	88.64%
	TEC	1 679	1 309	-4.9%	1.06%	0.67%
Total DC		13 901	21 030	8.6%	8.78%	10.69%
Total IC		144 416	175 716	4.0%	91.22%	89.31%
Total world		*158 317*	*196 746*	*4.4%*	*100.00%*	*100.00%*

The movement of deposits in savings bank accounts was not linear during the period 1987–1992 (graph 33). Stagnation was observed in the industrialized countries in particular, starting in 1990.

Graph 33: Movement of sums on deposit in savings bank accounts



As for the average deposits per savings bank account (table 65), they show a decline in most regions of the world.

Table 65: Average deposits per savings bank account

		Average deposits per savings bank account (in SDR)		Average annual movement
		1987	1992	
DC	Africa	190.14	120.35	-8.7%
	America	95.92	80.35	-3.5%
	Asia-Pacific	142.91	82.72	-10.4%
	Europe	–	–	–
	Arab countries	368.36	391.65	1.2%
IC	FMIC	816.20	892.36	1.8%
	TEC	702.22	554.85	-4.6%
Total DC		156.78	94.32	-9.7%
Total IC		814.67	888.33	1.7%
Total world		*595.32*	*467.60*	*-4.7%*

8 Financial results

8.1 General remarks

Most administrations do not supply complete information under the various headings relating to their revenue and expenditure. The information provided thus precludes both an estimate of the total value of revenue or expenditure and an analysis of the profit or loss recorded.

As a result, it was decided that this report would present two financial headings sufficiently indicative of the financial situation of the postal administrations and for which the minimum information needed for an overall estimate for each region was available, ie postal revenue and staff costs. Movement of postal investment in a limited number of countries is also given in this chapter.

8.2 Postal revenue

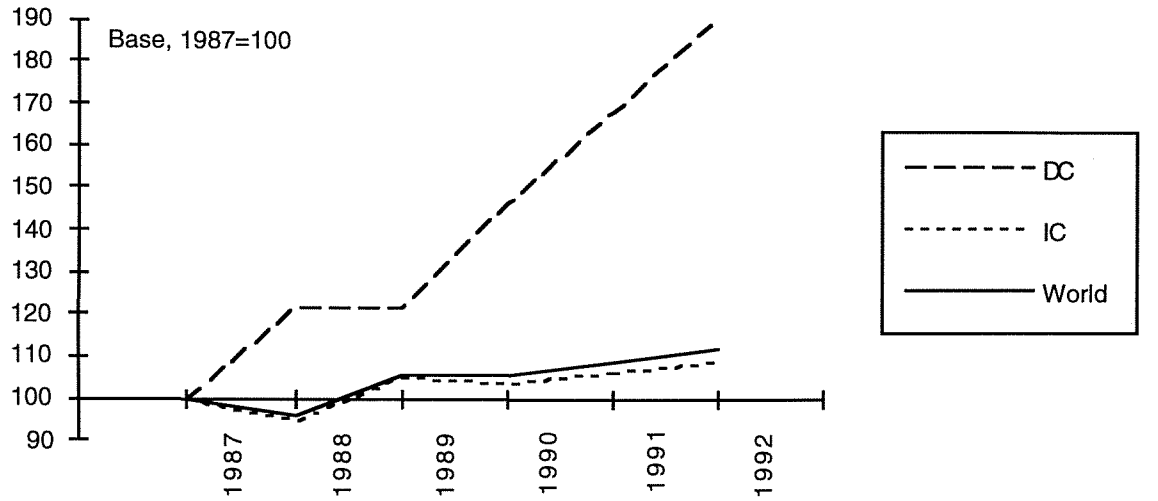
Postal revenue comprises all postal charges, including the postal passenger service, the giro service and the savings bank service, where applicable.

An estimate of the volume of revenue for each region was based on 136 countries which together account for 71 percent of the population. This low percentage is due basically to the Asia-Pacific region for which information covers only 54 percent of the population. The representativity of the data in other regions is relatively good.

Postal revenue is increasing in all regions considered (graph 34). Growth is strongest in the developing countries, particularly those of the American continent and the Arab countries as well as those in the Asia-Pacific region and the European countries. An annual average increase of about 15 percent was observed in these regions.

The growth recorded in the industrialized countries is relatively low (an average of 1.7 percent a year), particularly when compared with the movement recorded over the previous years (11 percent average annual growth from 1977 to 1981, 7 percent from 1982 to 1986).

Graph 34: Movement of postal revenue



The overall amount of postal revenue was estimated at 83 thousand million SDR for 1987 and 93 thousand million in 1992, an average annual increase of 2.3 percent.

It should be noted (table 66) that the industrialized countries account for more than 90 percent of world postal revenue.

Table 66: Postal revenue

		Postal revenue (in millions of SDR)		Average annual movement	World distribution of postal revenue	
		1987	1992		1987	1992
DC	Africa	119	128	1.5%	0.14%	0.14%
	America	344	738	16.5%	0.41%	0.79%
	Asia-Pacific	2 222	4 289	14.1%	2.68%	4.61%
	Europe	413	735	12.2%	0.50%	0.79%
	Arab countries	263	534	15.2%	0.32%	0.58%
IC	FMIC	75 879	82 653	1.7%	91.48%	88.92%
	TEC	3 711	3 878	0.9%	4.47%	4.17%
Total DC		3 361	6 424	13.8%	4.05%	6.91%
Total IC		79 590	86 531	1.7%	95.95%	93.09%
Total world		*82 951*	*92 955*	*2.3%*	*100.00%*	*100.00%*

Basis of estimation: 136 countries, or 71 percent of population

Average postal revenue per postal employee (table 67) gives an idea of productivity in each region.

Table 67: Postal revenue per postal employee

		Postal revenue per postal employee (in SDR)		Average annual movement
		1987	1992	1992
DC	Africa	2 075	1 849	-2.28%
	America	1 799	4 105	17.94%
	Asia-Pacific	1 204	2 130	12.09%
	Europe	1 282	2 246	11.87%
	Arab countries	2 951	5 641	13.84%
IC	FMIC	29 968	33 179	2.06%
	TEC	4 016	4 106	0.44%
Total DC		1 341	2 393	12.28%
Total IC		23 030	25 186	1.81%
Total world		*13 915*	*15 188*	*1.77%*

8.3 Staff costs

Staff costs basically consist of the salaries paid to postal employees.

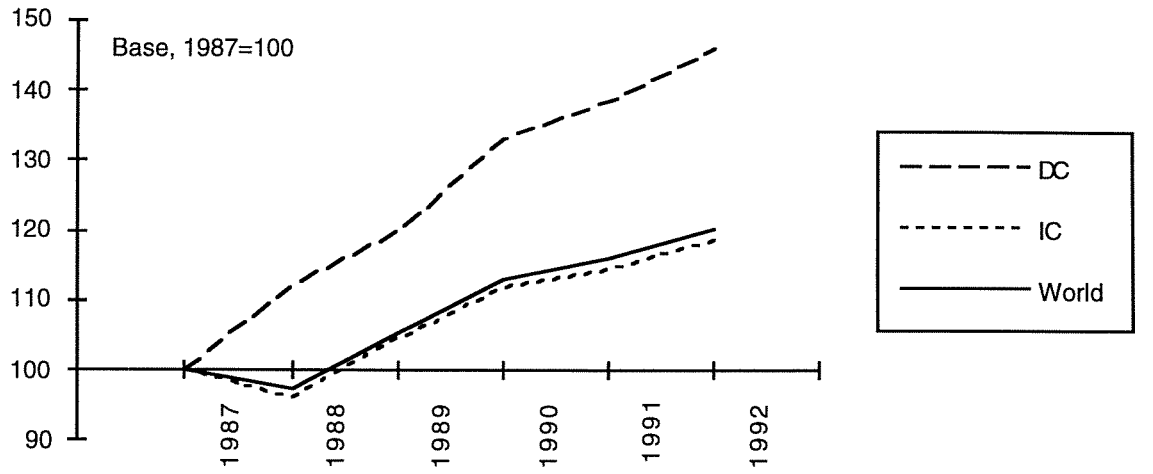
As was the case for revenue, staff cost figures will have to be considered with a great deal of caution for the Asia-Pacific region, since we have data for only 56 percent of the population on which to make an estimate for the entire region. The representativity of the data is nevertheless relatively sound for the other regions.

Staff costs are increasing in all regions of the world (graph 35). These costs can be linked either to an increase in postal staff strength or to salary adjustments.

In the developing countries, the average annual increase in the number of employees is 1.4 percent while the average annual increase in staff costs is 7.9 percent. Most of the increase in staff costs is thus due to salary adjustments.

In the industrialized countries, we observed a decrease in postal staff during the period under consideration. The average annual increase of 3.5 percent in staff costs is thus basically the result of an upward adjustment of salaries.

Graph 35: Movement of staff costs



Staff costs worldwide for 1987 were estimated at 70 thousand million SDR. An average annual increase of 3.8 percent raised that amount to 84 thousand million in 1992 (table 68).

In the industrialized countries, the rate of growth of staff costs (3.5 percent per annum) is higher than the rate of postal revenue growth in those same countries (1.7 percent per annum).

On the other hand, in the developing countries, the postal revenue growth rate (13.8 percent per annum) is clearly higher than the staff cost growth rate (7.9 percent a year).

Table 68: Staff costs

		Staff costs (in millions of SDR)		Average annual movement	World distribution of staff costs	
		1987	1992		1987	1992
DC	Africa	95	112	3.3%	0.14%	0.13%
	America	604	984	10.2%	0.87%	1.18%
	Asia-Pacific	2 862	3 855	6.1%	4.11%	4.60%
	Europe	485	897	13.1%	0.69%	1.07%
	Arab countries	272	467	11.4%	0.39%	0.56%
IC	FMIC	61 943	73 682	3.5%	88.94%	87.96%
	TEC	3 384	3 768	2.2%	4.86%	4.50%
Total DC		4 318	6 315	7.9%	6.20%	7.54%
Total IC		65 327	77 450	3.5%	93.80%	92.46%
Total world		*69 645*	*83 765*	*3.8%*	*100.00%*	*100.00%*

Basis of estimation: 144 countries, or 73 percent of population

Staff costs per employee (table 69) are about 10 times higher in the free-market economy industrialized countries than in any other region of the world. The growth rate is nevertheless lower than in most of the developing regions.

The rate of increase of staff costs per employee is higher than 10 percent annually in the developing countries of the Americas and Europe and in the Arab countries. The only region for which

there is a drop in staff costs per employee is Africa, where the rate of decrease is 0.5 percent a year. This could possibly be explained by the recruitment of a higher proportion of low-paid staff.

Table 69: Staff costs per postal employee

		Staff costs per postal employee (in SDR)		Average annual movement
		1987	1992	
DC	Africa	1 656	1 617	-0.5%
	America	3 158	5 473	11.6%
	Asia-Pacific	1 551	1 914	4.3%
	Europe	1 506	2 741	12.7%
	Arab countries	3 053	4 934	10.1%
IC	FMIC	24 465	29 578	3.9%
	TEC	3 662	3 989	1.7%
Total DC		1 723	2 352	6.4%
Total IC		18 903	22 543	3.6%
Total world		*11 683*	*13 686*	*3.2%*

8.4 Investments

Investments include any expenditure for the acquisition of durable goods (land, buildings, motor vehicles, technical facilities, etc) as well as expenditure on construction.

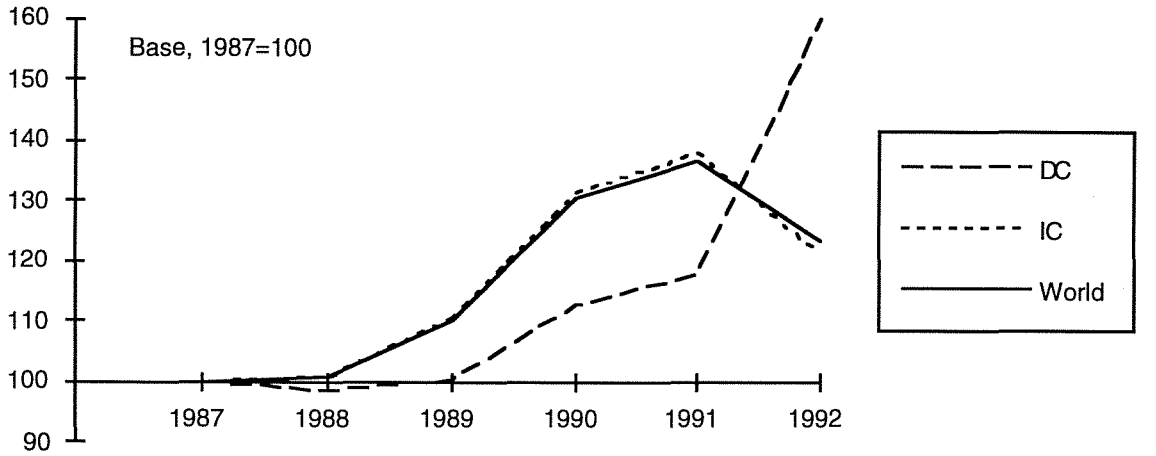
The study of investments is fundamental since it is through investments that development in the medium or long term can be guaranteed. Suitably representative data with which to make an overall estimate of the level of investment in each region is not available. Consequently, the analysis is based exclusively on data from the 84 administrations that supplied the necessary information. The number of countries represented in each region as well as the percentage of the population concerned are given in table 70.

Table 70: Investment – countries included in the analysis

		Number of countries included	Percentage of countries included	Percentage of population concerned
DC	Africa	19	45.2%	58.3%
	America	19	55.9%	83.8%
	Asia-Pacific	14	45.2%	46.5%
	Europe	5	50.0%	66.8%
	Arab countries	9	45.0%	55.2%
IC	FMIC	18	66.7%	74.9%
	TEC	0	0.0%	0.0%
Total DC		66	48.2%	53.1%
Total IC		18	56.3%	53.3%
Total world		*84*	*49.7%*	*53.1%*

Graph 36 shows the movement of investments in the countries taken into account.

Graph 36: Movement of postal investments



The figures in table 71 provide an indication of the trend of amounts invested in each region. They reveal very wide differences in movement between the various developing regions, the countries of the Americas showing an average growth of 32.5 percent and those in Africa dropping by an average of almost 15 percent a year.

Table 71: Postal investments

		Investments (in millions of SDR)		Average annual movement	World distribution of investments	
		1987	1992		1987	1992
DC	Africa	20	9	–14.8%	0.42%	0.15%
	America	24	98	32.5%	0.50%	1.66%
	Asia-Pacific	83	121	7.8%	1.74%	2.05%
	Europe	59	106	12.4%	1.24%	1.80%
	Arab countries	22	22	0.0%	0.46%	0.37%
IC	FMIC	4 563	5 543	4.0%	95.64%	93.97%
	TEC	–	–	–	–	–
Total DC		208	356	11.3%	4.36%	6.03%
Total IC		4 563	5 543	4.00%	95.64%	93.97%
Total world		*4 771*	*5 899*	*4.3%*	*100.00%*	*100.00%*

Data relating to 84 countries, or 53 percent of population

9 Trends for 1995

The world economic situation did not foster expansion of postal activity during the period 1987–1992. According to gross domestic product figures, which are an indicator of economic growth

(table 72), the world situation is recovering, but at a different pace depending on the category of countries considered.

The recession situation in the free-market economy industrialized countries, which reached its lowest level in 1991 with an economic growth rate of 0.5 percent, has been slowly recovering since 1992.

In the developing countries, the economic situation has been improving since 1991. The 1992 economic growth rate of 5.8 percent should remain relatively stable until 1994.

The situation in the transitional economy industrialized countries is not favourable. Nevertheless, the lowest point should have been reached in 1992, indicating that the situation should begin to improve in 1995.

Table 72: Gross domestic product (annual movement)

							Forecast	
	1987	1988	1989	1990	1991	1992	1993	1994
DC	5.7%	5.3%	4.1%	3.7%	4.5%	5.8%	6.1%	5.5%
FMIC	3.2%	4.3%	3.2%	2.3%	0.5%	1.7%	1.1%	2.2%
TEC	2.6%	4.3%	2.3%	-3.5%	-12.0%	-15.4%	-10.2%	-1.1%

Source: World Economic Outlook, International Monetary Fund, October 1993

Taking account of the world economic situation, estimates for 1993 to 1995 are given in table 73. Obviously, they should be viewed with considerable caution, owing to the economic and political uncertainties.

Table 73: Estimates for 1993 to 1995

	1993	1994	1995	Unit
LC – domestic	212 600	218 000	223 400	millions
AO – domestic	217 100	221 500	227 000	millions
LP – domestic	*429 700*	*439 500*	*450 400*	*millions*
LC – international – outward	7 050	7 250	7 450	millions
AO – international – outward	1 920	1 950	1 990	millions
LP – international – outward	*8 970*	*9 200*	*9 440*	*millions*
Total LP items posted	*438 670*	*448 700*	*459 840*	*millions*
Parcels – domestic	4 003 000	4 303 000	4 626 000	thousands
Parcels – international – outward	52 800	52 270	51 750	thousands
Total parcels posted	*4 055 800*	*4 355 270*	*4 677 750*	*thousands*
Postal employees	6 200 000	6 280 500	6 362 200	units
Permanent post offices	703 100	706 600	710 100	units

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List of the principal abbreviations used

DC	Developing countries
IC	Industrialized countries
FMIC	Free-market economy industrialized countries
TEC	Transitional economy industrialized countries
LP	Letter post
LC	Letters and cards
AO	Other items

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Classification of the UPU member countries – position in 1987

Developing countries – Africa (42 countries)

Angola
Benin
Botswana
Burkina Faso
Burundi
Cameroon
Cape Verde
Central African Rep
Chad
Comoros
Congo (Rep)
Côte d'Ivoire (Rep)
Equatorial Guinea
Ethiopia
Gabon
Gambia
Ghana
Guinea
Guinea-Bissau
Kenya
Lesotho
Liberia
Madagascar
Malawi
Mali
Mauritania
Mauritius
Mozambique
Niger
Nigeria
Rwanda
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Swaziland
Tanzania (United Rep)
Togo
Uganda
Zaire
Zambia
Zimbabwe

Developing countries – Americas (34 countries)

Antigua and Barbuda
Argentina
Bahamas
Barbados
Belize
Bolivia
Brazil
Chile
Colombia
Costa Rica
Cuba
Dominica
Dominican Republic
Ecuador
El Salvador
Grenada
Guatemala
Guyana
Haiti
Honduras (Rep)
Jamaica
Mexico
Netherlands Antilles and Aruba
Nicaragua
Panama (Rep)
Paraguay
Peru
Saint Christopher and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Suriname
Trinidad and Tobago
Uruguay
Venezuela

Developing countries – Asia-Pacific (31 countries)

Afghanistan
Bangladesh
Bhutan
Brunei Darussalam
China (People's Rep)
Dem People's Rep of Korea
Fiji
India
Indonesia
Iran (Islamic Rep)
Kampuchea
Kiribati
Korea (Rep)
Lao People's Dem Rep
Malaysia
Maldives
Mongolia
Myanmar
Nauru
Nepal
Pakistan
Papua New Guinea
Philippines
Singapore
Solomon Islands
Sri Lanka
Thailand
Tongo (including Niuafo'ou)
Tuvalu
Vanuatu
Viet Nam

Developing countries – Europe (10 countries)

Albania
Bulgaria (Rep)
Cyprus
Hungary (Rep)
Malta
Poland (Rep)
Portugal and Macao
Romania
Turkey
Yugoslavia

Developing countries – Arab countries (20 countries)

Algeria
Bahrain
Djibouti
Egypt
Iraq
Jordan
Kuwait
Lebanon
Libyan Jamahiriya
Morocco
Oman
Qatar
Saudi Arabia
Somalia
Sudan
Syrian Arab Rep
Tunisia
United Arab Emirates
Yemen Arab Rep
Yemen (Dem People's Rep)

Free-market economy industrialized countries (27 countries)

Australia + Christmas, Cocos and Norfolk Islands
Austria
Belgium
Canada
Denmark and Greenland + Faröe Islands
Finland
France + French Overseas Departments + Overseas Territories (New Caledonia, French Polynesia, Wallis and Futuna Islands, French Southern and Antarctic Territories)
Germany
Great Britain and Northern Ireland + Guernsey, Jersey, Isle of Man + Overseas Territories (Anguilla, Ascension, Bermuda, Cayman Islands, Falkland Islands (Malvinas), Gibraltar, Hong Kong, Montserrat, Pitcairn Islands, St Helena, Tristan da Cunha, Turks and Caicos Islands, Virgin Islands)
Greece
Iceland
Ireland
Israel
Italy
Japan
Liechtenstein
Luxembourg
Monaco
Netherlands
New Zealand + Cook Islands, Western Samoa
Norway
San Marino
Spain
Sweden
Switzerland
United States of America + Territories
Vatican

Transitional economy industrialized countries (5 countries)

Belarus
Czech and Slovak Fed Rep
German Dem Rep
Ukraine
USSR (Russian Federation starting in 1991)

Congress – Doc 20/Annex 3

Position of the electronic mail services

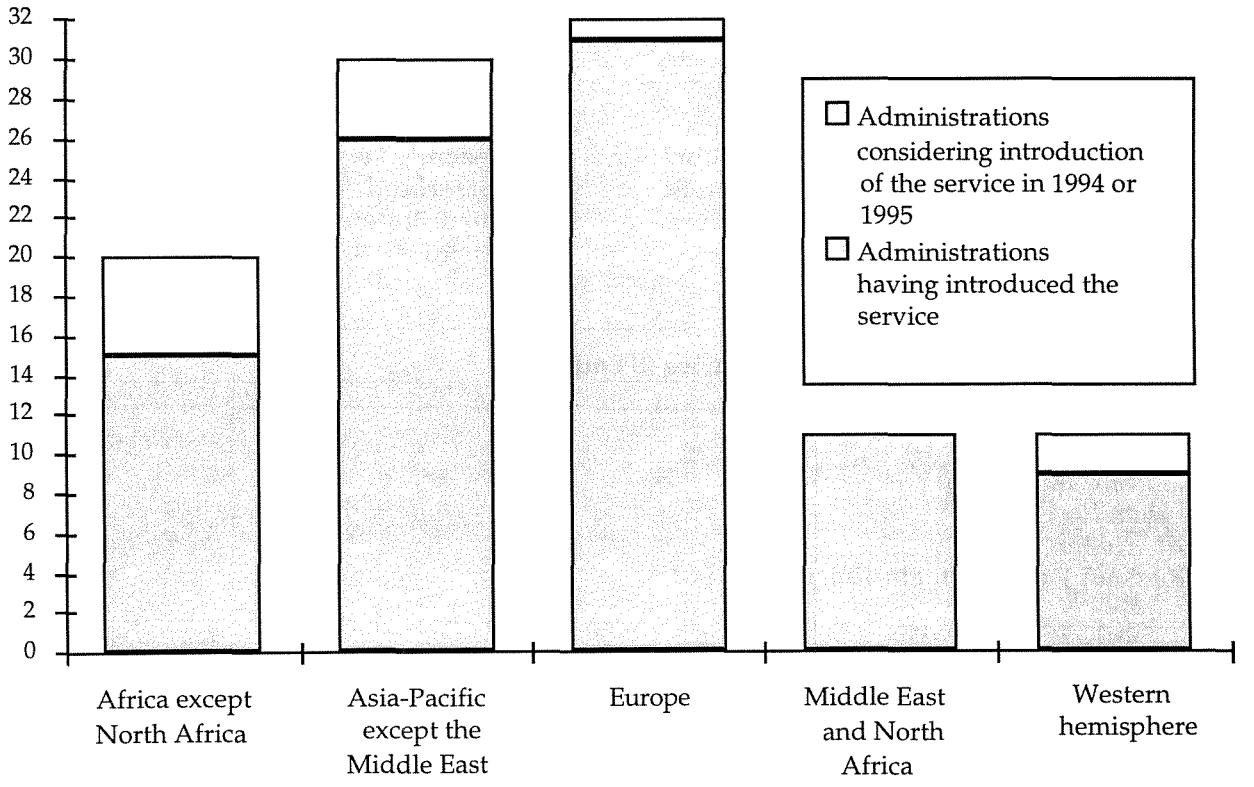
I. Introduction

1 The aim of this document is to report on the situation worldwide of the electronic mail services operated by postal administrations. The analysis is based on data supplied by 75 postal administrations in response to circular letter No 4425(N)1199 of 15 March 1994. Almost all the data received are for 1993, and were supplemented by information communicated by postal administrations in response to addendum 1 to the questionnaire relating to 1992 postal statistics and within the framework of CCPS study 722 "Electronic mail".

II. Bureaufax services

2 Eighty-one administrations provided complete or partial information about their bureaufax service. Eleven postal administrations, which, according to the Bureaufax Table, operate a service of this kind, supplied no statistical information.

3 In addition to the postal administrations, a number of telecommunications administrations and private operators operate a bureaufax service. It is therefore almost universal. The geographical distribution of postal administrations participating in the service is as follows:



4 The latest traffic volume figures are as follows:

a Domestic service

	Items sent	Pages sent	Items received	Pages received
Africa	23 675	42 691	10 603	18 239
Asia-Pacific	16 859 794	30 588 742	15 851 497	29 003 205
Europe	3 347 181	6 688 440	1 207 886	2 143 280
Middle East and North Africa	561 309	995 676	206 496	359 857
Western hemisphere	557 889	1 047 450	280 055	494 814
Total	21 349 848	39 362 999	17 556 537	32 019 395
Averages				
– Median	7 426	12 447	4 563	7 945
– Arithmetic mean	328 459	605 585	344 246	627 831
Number of data	65		51	
Number of postal administrations which operate a domestic service but did not supply data	26		40	

5 The difference between the number of items sent and the number received is only partly due to the fact that more administrations provided data for outward traffic than for inward. The data supplied by most postal administrations indicate that the number of bureaufax items for private telefax terminals is larger than the number of items from those same terminals. Moreover, some administrations were unable to supply data concerning both the number of items and the number of pages. The analysis was therefore based on the assumption that the average number of pages per item was the same in those administrations as in the other postal administrations.

6 In view of the difference in volume between outward and inward traffic reported by each administration and of the fact that 28.6 percent of postal administrations did not supply any information about their traffic, it is probable that the total number of outward or inward bureaufax items handled by postal administrations in their domestic service is more than 25 million a year.

b International service

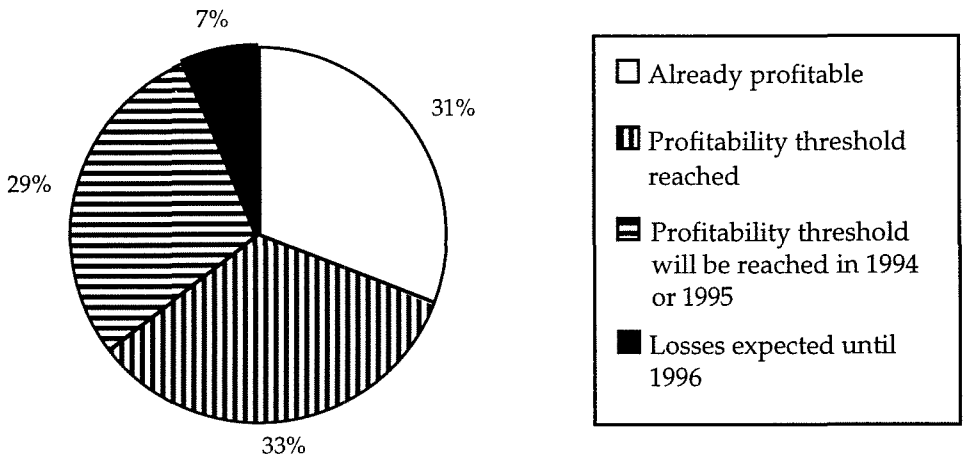
	Items sent	Pages sent	Items received	Pages received	Number of links
Africa	28 935	35 089	8 009	18 811	
Asia-Pacific	344 244	545 037	195 984	335 744	
Europe	1 020 576	1 786 160	465 621	890 540	
Middle East and North Africa	165 327	322 640	128 731	218 875	
Western Hemisphere	43 948	74 354	198 667	347 386	
Total	1 603 030	2 763 280	997 012	1 811 356	
Averages					
– Median	5 821	9 496	3 333	4 817	46
– Arithmetic means	23 574	40 636	15 106	27 445	52
Number of data	68		66		53
Number of postal administrations which operate an international bureaufax service but did not supply data	23		25		38

7 It should be noted that in 37.8 percent of the postal administrations that supplied data for both the domestic and the international services, the volume of international bureaufax traffic was higher than that of domestic traffic.

c Financial results

8 Thirty-nine postal administrations provided particulars about revenue from their bureaufax service. Total revenue of these postal administrations from that service was 20.7 million SDR in 1993. For the 22 administrations that gave a breakdown of their revenue, 70.6 percent of total revenue came from the domestic service and 29.4 percent from the international service.

9 Distribution of estimates by 45 administrations on the profitability of their bureaufax service is the following:



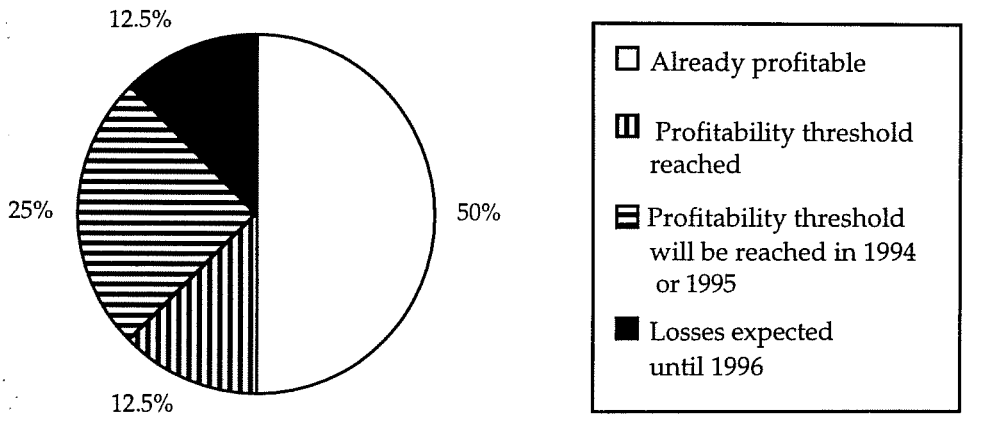
III. Electronic message handling

10 The number of postal administrations that provide electronic message handling services is rather low. Only 13 administrations (nine in industrialized countries and four in developing ones) reported their number of electronic messages, which in 1993 was 200 million. Almost all this traffic was domestic.

11 Nine postal administrations offer text-based services for bulk hybrid (electronic/physical) mail; eight administrations offer text-based services for individual messages and only three mentioned that they offer an end-to-end electronic mail service.

12 Twenty-one postal administrations intend to introduce electronic message handling services in 1994 or 1995 – two industrialized countries and 19 developing ones, representing all geographical regions.

13 Only three postal administrations reported the annual revenue from their electronic message handling services, which nonetheless amounted to 65.2 million SDR. According to the estimates of eight postal administrations, the profitability of the electronic message handling services was as follows:



IV. Conclusions

14 The bureaufax service is already well established in the postal world and the number of participating postal administrations continues to increase. Although the volume of traffic and the revenue generated by it are relatively limited in most postal administrations, the profitability of these services is satisfactory, since only a relatively low investment is needed to introduce this kind of service.

15 Considering that electronic message handling services have not yet reached full maturity, the volume of traffic and the profitability of these services are relatively good. The growth potential of this kind of service seems considerable, and this is why a large number of postal administrations are considering its early introduction. Moreover, introduction of electronic message handling will make it possible for the postal system to retain traffic that otherwise would be lost as a result of technological developments. Unfortunately, it must be noted that electronic message handling is still poorly developed at international level.

Congress – Doc 20/Add 1

STATUS OF EMS

I. Introduction

1 The purpose of this document is to take stock of the status of EMS worldwide and at regional level. The information presented is based on the replies given to the International Bureau questionnaire of 15 March 1994 by 105 of the 156 postal administrations providing the service.

2 The administrations which responded to the questionnaire represent 94 percent of EMS traffic worldwide. Estimates for the EMS traffic of those which provided no data for 1993 were based, whenever possible, on information available for previous years or on information provided by other administrations on the basis of EMS traffic received for heavy-traffic links (over 10 000 items a year).

II. Movement of EMS traffic worldwide and at regional level

3 Worldwide, EMS grew 12.2 percent in 1993, increasing from 22.1 million items in 1992 to 24.8 million items dispatched in 1993. This growth rate is lower than the 1992 figure but approximates to administrations' forecasts in 1992. Table 1 hereto shows the movement of EMS traffic worldwide since 1984. The data in this table were adjusted retroactively to exclude the traffic of the five administrations which have withdrawn from the EMS network. Obviously, the traffic generated by these administrations is not included in any of the tables or analyses presented in this document.

4 By way of a reminder, the annual growth rate for EMS traffic since 1989 was as follows:

1989–1990	28.5%
1990–1991	15.2%
1991–1992	21.4%
1992–1993	12.2%

5 Only 14 of the administrations replying to the questionnaire reported fewer EMS items sent in 1993 compared with the 1992 figures, five of them from the "Africa" region.

6 The global volume of domestic EMS traffic grew 15 percent compared with 1992, an increase which is considerably higher than that noted for the previous year when the growth rate of domestic EMS traffic was only 6 percent.

7 Tables 2a and 2b show the distribution of worldwide EMS traffic sent by region in 1992 and 1993. It is interesting to note that the Asia and Pacific region sent half of the EMS traffic and that the Africa region recorded a drop, not only in its share of world traffic but also in the level of EMS traffic dispatched which fell by some 39 percent. This reduction is explained in particular by the fact that the EMS traffic sent by one of the administrations of the region fell by almost 70 percent. For all the other regions, the increase in global traffic in 1993 was as follows:

–	(North) America	18.5%
–	Latin America and Caribbean	12.1%
–	Europe	1.3%
–	Arab countries	9.1%
–	Asia and Pacific	17.3%

8 Table 3a (attached) shows the flows of traffic volumes broken down by region, for links on which more than 10 000 EMS items were conveyed, while table 3b presents these traffic flows in graphic form. It should be noted that these heavy-traffic links forward more than 77 percent of EMS items at international level.

III. Conclusion

9 In 1989, the year of the Washington Congress, the EMS network conveyed 12.3 million items. On the basis of postal administrations' forecasts, worldwide traffic of some 28.5 million EMS items dispatched can be expected for 1994. Thus, between the two Congresses, EMS traffic will have grown by more than 130 percent.

10 However, it is an undeniable fact that EMS traffic development slowed down in 1993 compared with 1992 and that the growth rate of 12.2 percent was the lowest recorded to date. The future development of EMS is therefore closely bound up with the action taken by postal administrations to maintain and increase the market competitiveness of this service.

Berne, 13 July 1994

A C BOTTO DE BARROS

Secretary-General

Table 1. Worldwide EMS traffic

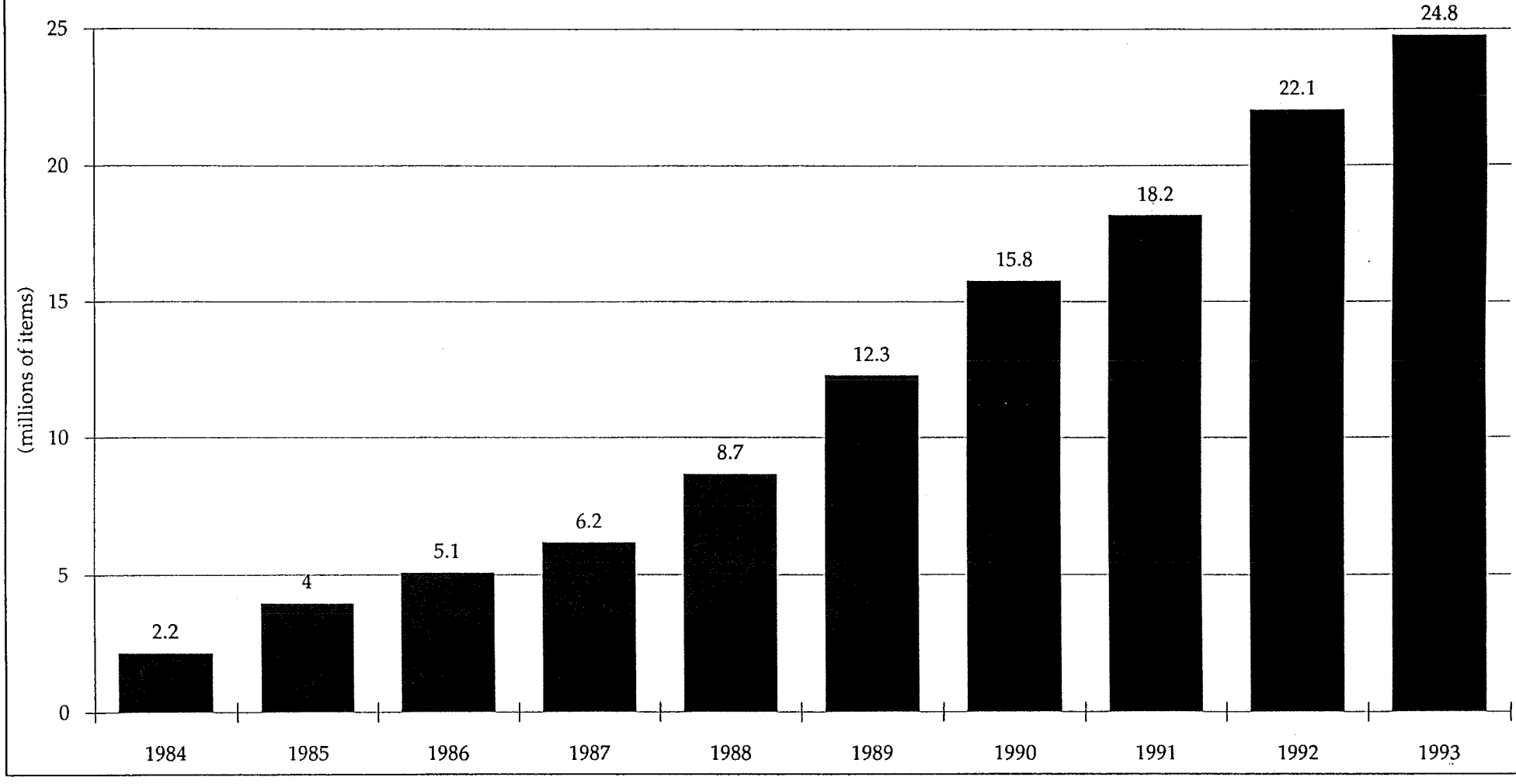


Table 2a. EMS items sent by region in 1992

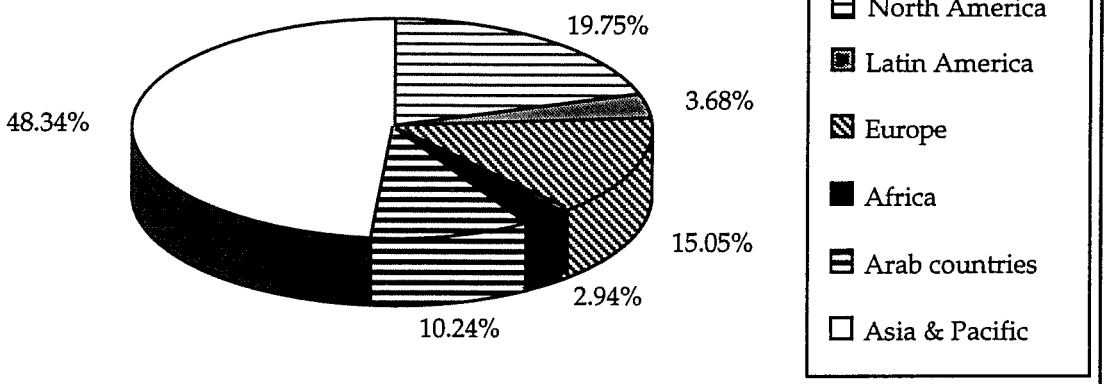


Table 2b. EMS items sent by region in 1993

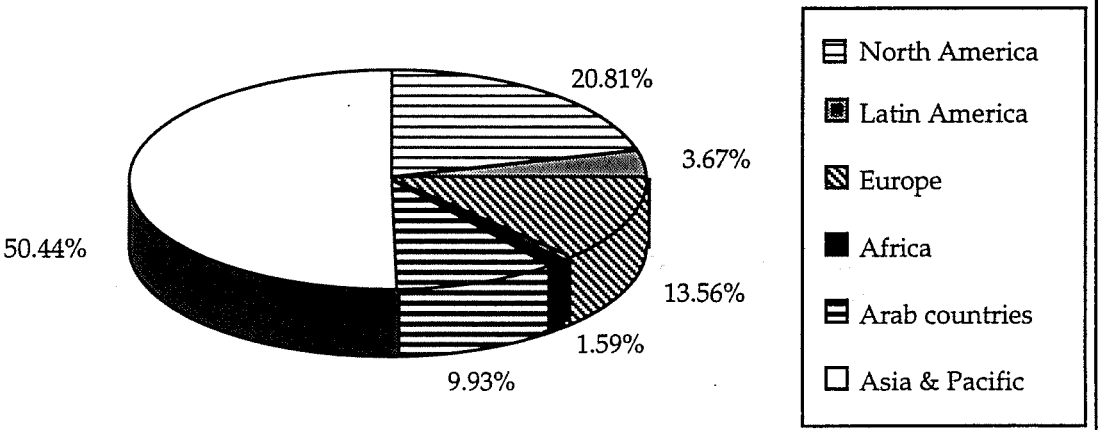


Table 3a. Links on which over 10 000 EMS items were conveyed in 1993

Region of origin	Region of destination	Items (thousands)
1 North America	Intraregion	408
	Latin America	1 379
	Europe	1 346
	Africa	93
	Arab countries	118
	Asia and Pacific	1 503
2 Latin America	Intraregion	21
	North America	338
	Europe	75
	Asia and Pacific	21
3 Europe	Intraregion	1 591
	North America	315
	Asia and Pacific	81
4 Africa	North America	33
	Europe	42
5 Arab countries	Intraregion	780
	North America	81
	Europe	145
	Asia and Pacific	93
6 Asia and Pacific	Intraregion	6 774
	North America	1 909
	Latin America	39
	Europe	1 719
	Africa	40
	Arab countries	243
Total traffic on links on which over 10 000 EMS items were conveyed in 1993		**19 187**

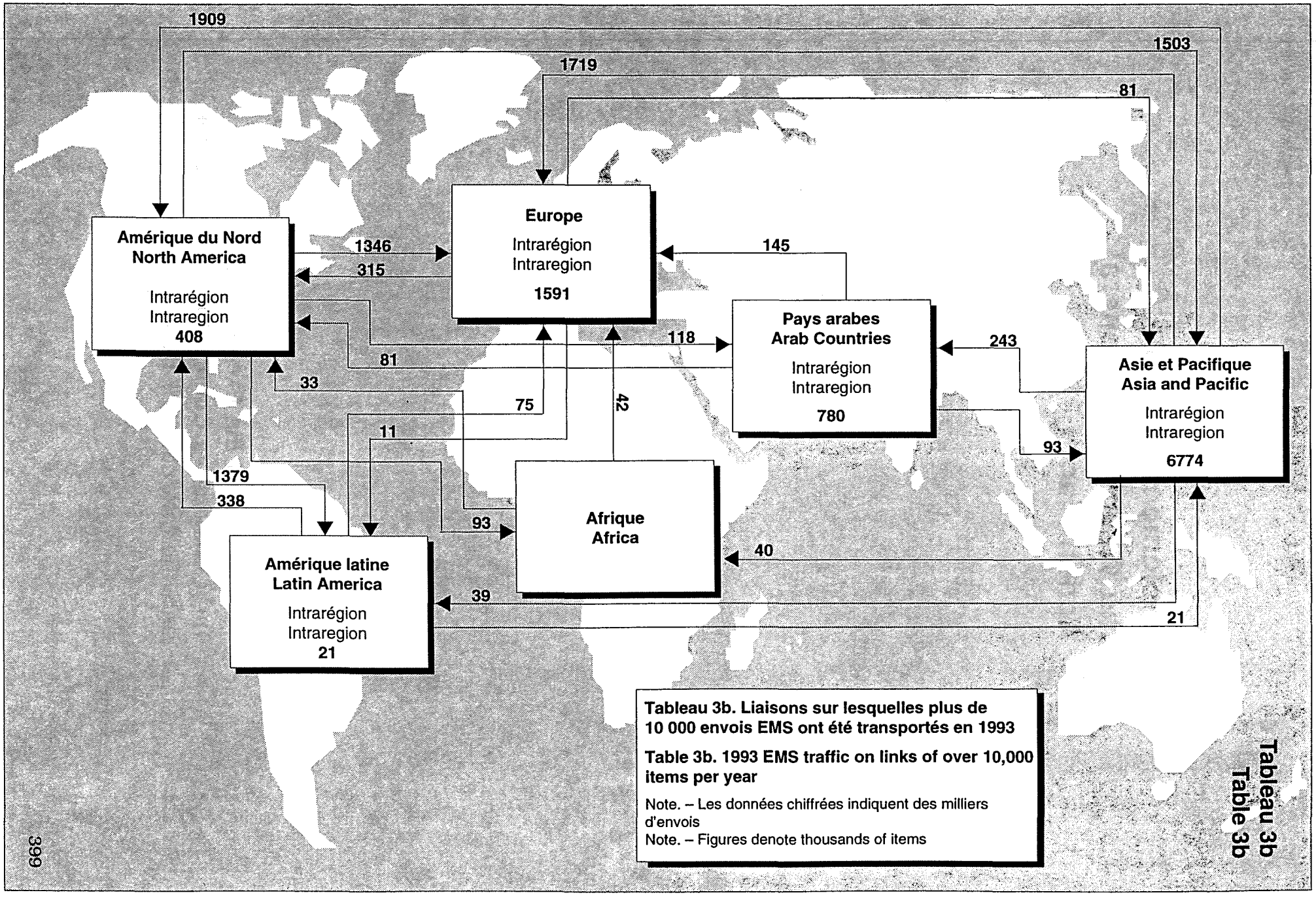


Tableau 3b. Liaisons sur lesquelles plus de 10 000 envois EMS ont été transportés en 1993

Table 3b. 1993 EMS traffic on links of over 10,000 items per year

Note. – Les données chiffrées indiquent des milliers d'envois
Note. – Figures denote thousands of items

Tableau 3b
Table 3b

Congress – Doc 21

Implementation of the Washington General Action Plan

Joint report of the Executive Council, the Consultative Council for Postal Studies and the International Bureau to Congress

Implementation of the Washington General Action Plan

Joint report

- of the Executive Council
- the Consultative Council for Postal Studies
- the International Bureau

to Congress

Contents

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I. Purpose, content and policy guidelines of the WGAP

1 The Washington General Action Plan (WGAP) is the outcome of a General Debate, conducted at the 1989 Washington Congress, which dealt with the pressing obligation to care for the customer and with consideration of the practical actions to be implemented to this end. The Action Plan was adopted in support of resolution C 91 attached in annex 1.

A. Purpose of the WGAP

2 The purpose of the WGAP was to boost the image of the Post which, in order to achieve this objective, must give priority to continuous efforts to:

- make governments more aware of the importance of giving the Post a modern legal status and a management system which guarantee it adequate independence;
- improve quality of service and adopt more flexible management methods;
- create and foster a competitive spirit centred on the communications market;
- create a climate of trust and dialogue with their customers;
- place greater emphasis on the importance of the human dimension in the process of modernizing the Post.

B. Content of the WGAP

3 The WGAP had the merit of being not just an idea but a programme of concrete actions of a more or less binding nature. For the first time, Congress was as pragmatic as possible in its recommendations about priority actions to be undertaken to improve the postal service. Knowledge of the market, commercial strategies, quality of service and operational strategies; management independence and human resources were the priority fields selected and flanked with a set of practical actions which governments, postal administrations, the Restricted Unions, the Executive Council, the Consultative Council for Postal Studies and the International Bureau were urged to implement over the period 1990–1994, their respective responsibilities being precisely allocated as shown in annex 1.

C. WGAP policy guidelines

4 Congress, in adopting the WGAP, provided the postal administrations with some policy guidelines for implementing the actions recommended. First, it was stated that all actions must be based above all on two essential principles: meeting the needs of customers and improving the quality of service.

5 Next, in view of limited resources and of the long-term nature of some actions, it was recommended that administrations should make every effort to achieve the priority objectives of management independence, knowledge of the market, response to customer needs and international cooperation.

D. Aim of this report

6 The purpose of this document is to present the main achievements in implementing the WGAP, and, for each priority area, a description of:

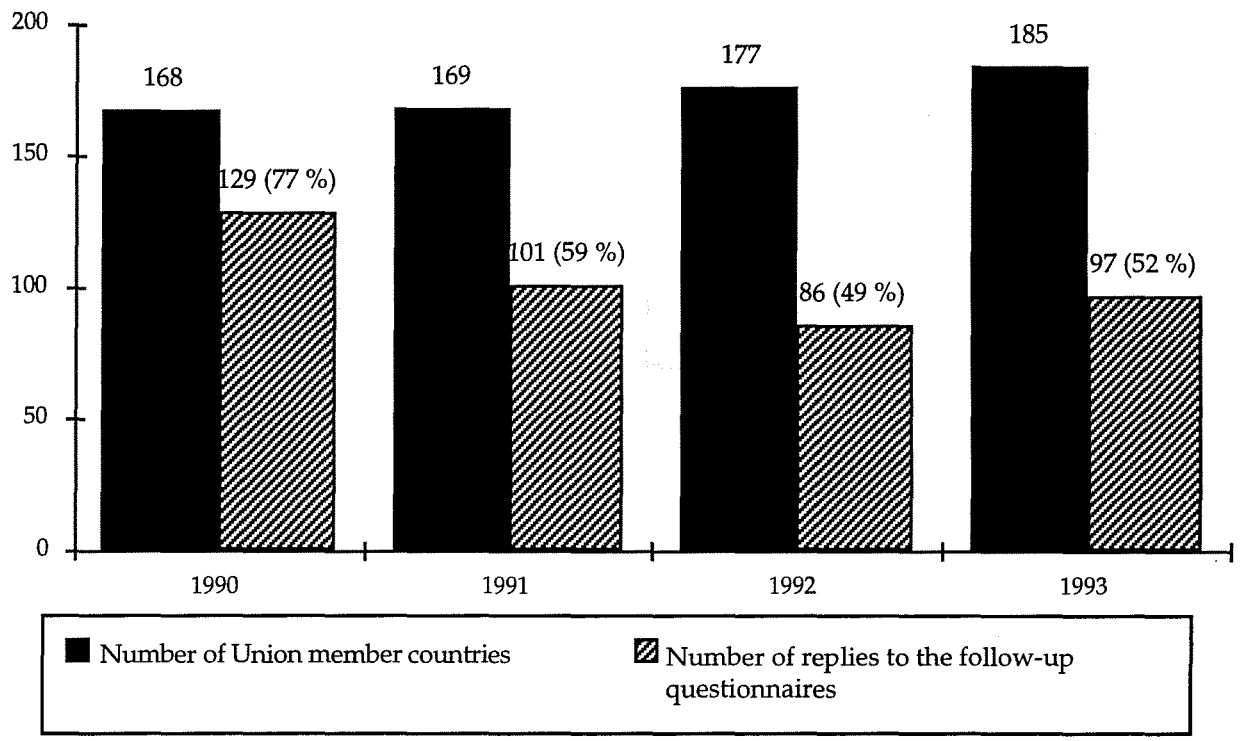
- action taken by the various players (administrations, Restricted Unions, EC, CCPS, International Bureau, etc);
- progress made between 1989 and 1994;

- difficulties encountered by administrations;
- assistance given to countries expressing a need for it;
- measures advocated for correcting shortcomings in the implementation of the Plan.

II. Results of WGAP implementation

7 The rate of response to the annual WGAP questionnaire was generally good throughout the period as the table below indicates. Fifty member countries replied to all four questionnaires, providing a consistent and representative data base on WGAP implementation. Only 20 member countries failed to respond to any of the inquiries. The International Bureau questionnaire results were supplemented for a number of developing countries by structured reports on WGAP implementation by the UPU Regional Advisers.

Participation in the inquiries on WGAP implementation



8 The attention of Congress is drawn to the fact that the data used to evaluate WGAP implementation are drawn principally from replies to a series of four WGAP questionnaires from 1990 to 1993. Only major achievements in each WGAP priority field are mentioned. Details of progress made each year were regularly notified to administrations after each session of the Executive Council and the Consultative Council for Postal Studies.

A. Knowledge of the market

9 The fundamental objective assigned by the WGAP in this field was defined as follows: "To achieve a better knowledge of the various components of the communications market":

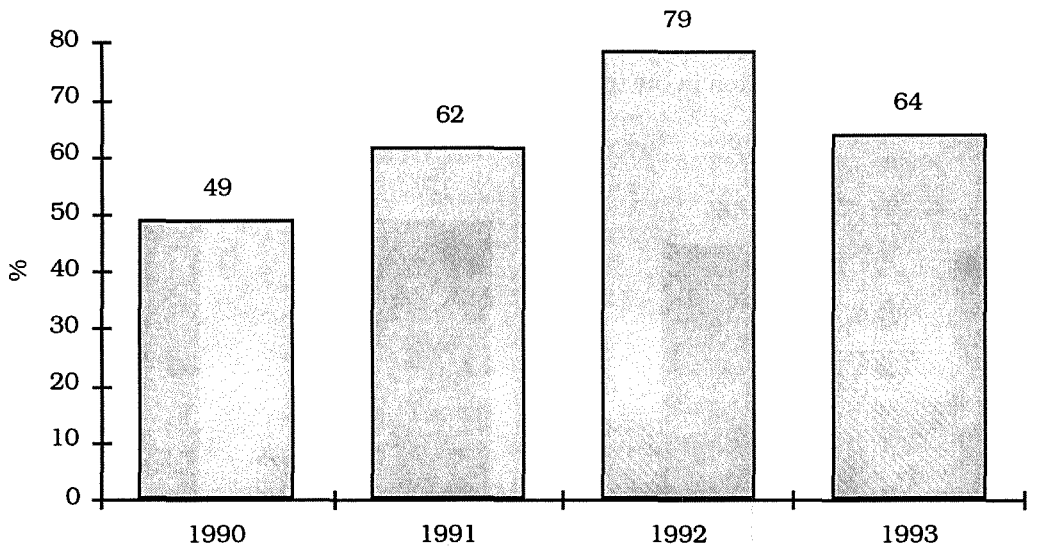
- characteristics of all key market segments;
- services provided;

- customer needs;
- competition.

Activities of administrations

10 According to analysis of the results of follow-up surveys, a large number of administrations have taken measures to achieve a better knowledge of the various components of the market. Forty-nine percent did so in 1990, 62 percent in 1991, 79 percent in 1992 and 64 percent in 1993. The concrete actions reported in the surveys were primarily as follows: contacts with major customers, market research and public opinion surveys.

The percentages of the administrations that undertook actions in the area of knowledge of the market between 1990 and 1993 are indicated in the graph below:



Activities of the Restricted Unions

11 Most of the Restricted Unions took various measures to improve knowledge of the postal market in their respective member countries. The main activities notified can be summarized as follows: contact programmes with customers to ascertain the Post's share of the market, competition and market trends (APPU), market research and management training in this field (APPU), development of marketing activities (PUASP), study of the competition (PAPU), market research (SWAPU), training in commercial and operational strategies, as well as market research methods (CAPTAC).

12 Other Restricted Unions such as the Arab Permanent Postal Commission (APPC), Conference of Posts and Telecommunications Administrations of Central Africa (CAPTAC), European Conference of Postal and Telecommunications Administrations (CEPT), Postal Union of the Americas, Spain and Portugal (PUASP), Pan African Postal Union (PAPU), Asian-Pacific Postal Union (APPU), and South and West Asia Postal Union (SWAPU) implemented specific actions at regional level, particularly market studies and training programmes.

Activities of the CCPS

13 Studies on market research and marketing were conducted within the framework of the Consultative Council for Postal Studies (CCPS) study programme. The following actions stemming from study 711 "Commercial strategies in the various branches of the Post" were implemented:

- development of MAIS (Marketing Analysis Information System) at the International Bureau and in several administrations;
- publication of a market research guide, of which there will be an abridged version for easier use in certain developing countries;
- publication of a glossary of specialized terms used in the postal marketing field;
- development of a methodology for monitoring the competition;
- publication of two catalogues of documentation available in the areas of knowledge of the market and market research, as well as public opinion surveys about the image of the Post, the public's knowledge of certain products, and studies on information about competitors.

14 The annual study 711 "Postal market" symposium has become a forum for exchanging information and sharing experience in the marketing field. Four symposia were held between 1990 and 1993 on the following themes:

- market research – methods and applications (1990);
- building the business (1991);
- development of new products (1992);
- sales programmes in the postal environment (1993).

Full documentation and results of these symposia were published in the CCPS Collection of Postal Studies 190, 190.1, 190.2 and in International Bureau circular letter No 4415–711(N)1931 of 20 December 1993.

Activities of the International Bureau

15 The International Bureau also made an active contribution to implementing certain specific activities in this field: the installation at the International Bureau of a Marketing Analysis Information System (MAIS) and the training of present and future MAIS users. Moreover, the International Bureau participated in the organization of the symposia and other activities of study 711 described above.

16 As part of its technical assistance work, the International Bureau also organized numerous training courses as well as consultants' and experts' missions in the following fields: organization of market research, market research methods and techniques, promotion and development of new products.

Conclusions and measures recommended

17 Knowledge of the market was one field in which WGAP implementation has definitely had a significant impact and where there has been a tangible improvement. Real awareness has been established of the need for sound knowledge of the market, making it possible to draw up commercial and operational strategies which are better geared to the needs of specific groups of customers.

B. Commercial strategies

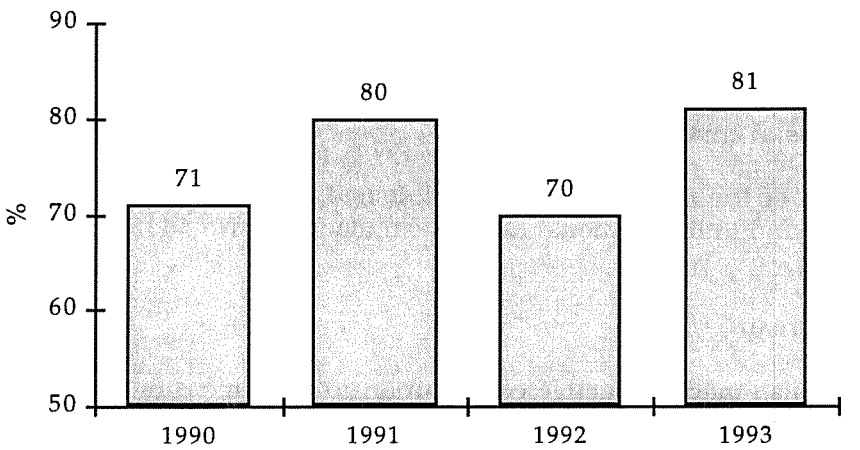
18 In this field, five objectives were adopted in the WGAP: responding to customer needs, defining a service and tariff policy geared to customer needs in line with the market situation, laying down the principles for the attitude to be adopted towards the competition, specifying the constraints of a public service and the corresponding compensations within the framework of the Post's missions and implementing commercial customer relations programmes based on the best existing practice.

Activities of administrations

19 The graph below shows the extent to which administrations took one or more of the following measures to expand the range of services and adapt it to the needs expressed by customers:

- establishment of commercial and marketing policies and appointment of qualified specialist staff to apply them;
- development of contract rates for major customers and/or discounts, for example for presorting by the sender;
- setting up of services in response to specific customer needs, for example, collecting mail from customers' premises.

The percentages of administrations that undertook actions in the area of commercial strategies between 1990 and 1993 are indicated in the graph below:



20 The measures taken primarily covered EMS and postal parcels, but also other postal services/products such as financial services, the international business reply service, the priority/non-priority system and electronic mail. The Restricted Unions complemented these efforts with similar measures, particularly in the training field.

21 Some administrations with considerable experience in implementing commercial strategies offered to help other administrations by making documentation available, arranging consultants' missions, awarding training fellowships and accepting trainees. This information enabled the Development Cooperation Division to match these offers with requests from developing countries for implementation of activities in the relevant fields.

Activities of the Restricted Unions

22 According to information supplied by the Restricted Unions, the following activities were implemented in the area of commercial strategies:

- marketing seminars (APPU, SWAPU);
- EMS and quality of service workshops/seminars at every APPU EC meeting;
- a regional programme to develop services and expand their range (SWAPU);
- symposium on development and marketing of the giro service (CAPTAC);
- standardized information system for the region to facilitate the exchange of market information and market analyses by members (APPU);
- fairer system of calculating terminal dues (CEPT);

- time-certain parcel service (NPU);
- priority/non-priority service (NPU);
- establishment of a company for electronic mail (NPU);
- door-to-door delivery for priority parcels (NPU);
- customer information centres manned by specialized staff (NPU, SWAPU);
- 15-point programme to develop EMS (PUASP);
- preparatory work to put in place an electronic mail network (PUASP).

Activities of the CCPS

23 Important initiatives were undertaken by the CCPS in the area of commercial strategies:

- study 711 "Commercial strategies in the various branches of the Post", six sub-studies and an annual symposium (see also paragraph 13);
- study 713 "Press and publishing";
- study 714 "Introduction of a range of parcel-post products/services" (1990 symposium, CCPS brochure 189);
- study 721 "EMS", eight sub-studies and an annual symposium (CCPS brochure 155.5–8);
- study 722 "Electronic mail", four sub-studies and the symposium in 1991.

Activities of the International Bureau

24 Within the framework of the postal studies programme, the CCPS and the International Bureau developed methodologies to help postal administrations implement commercial policies to promote new products and meet customer needs: market research, monitoring of the competition, customer files, contract rates, creation of specialized marketing units and services, development of commercial strategies in various postal branches, such as postal parcels, EMS, electronic mail, etc.

25 To facilitate the development of marketing activities by administrations, the International Bureau engaged a consultant to prepare a Marketing Management Operational Guide, covering various topics including:

- the role and organization of marketing services and customers sales and service;
- knowledge of the market: market research techniques and operating methods;
- management information systems and marketing information system;
- establishment and management of customer files (manual and/or computerized system);
- marketing and informatics.

26 Technical assistance activities implemented by the International Bureau in this field focussed mainly on expertise and training in: commercial strategies, marketing organization and management, promotion and development of new products, development of EMS, development of the financial services, promotion and development of the parcel-post service, organization of commercial services and computerization of commercial activities.

Conclusions and measures recommended

27 On the basis of the data collected, it seems that postal administrations have become aware of the need to implement effective commercial strategies. Administrations that are trailing in this area indicate that this is mainly due to a lack of financial resources and/or of qualified staff. They have expressed the desire for assistance in the form of documentation, training and/or consultants' missions.

28 It was therefore necessary to analyze in detail the diverse needs notified and to evaluate the actions already taken by the administrations themselves and by the UPU within the framework of cooperation in order to develop an overall strategy aimed at helping these administrations. In this connection, the following actions were taken:

- supply of documentation prepared by the International Bureau;
- study of the extent to which the reports of experts' or consultants' missions to certain administrations, and the reports of symposia and seminars, could be used by other administrations;
- encouraging administrations to draw up a suitable marketing bibliography;
- evaluation of the training programmes of postal training centres and institutes and formulation of recommendations for improvement;
- approaches to training centres requesting their active cooperation in this field (exchange of experience);
- encouraging administrations concerned to take part in study 711 symposia on the understanding that marketing services staff should be targeted;
- encouraging training centres to acquire computerized systems.

C. Quality of service and operational strategies

29 The objectives sought in the field of quality of service and operational strategies were as follows:

- to survey traffic and monitor quality in order to expedite mail circulation, strengthen the security of items and promote delivery to the addressee's address;
- to ensure rational use of available management resources;
- to modernize operational systems.

30 One of the WGAP objectives in the area of quality of service and operational strategy was also to strengthen the security of items. WGAP questionnaires have not followed up progress in this field, as the task has formed part of the terms of reference of the UPU Postal Security Action Group (PSAG). The work carried out in this field by PSAG, with the active collaboration of the International Bureau, appears in Congress – Doc 23 "Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security".

Activities of the administrations

31 Measures were taken by many administrations, the main ones being:

- definition and application of quality of service standards;
- introduction of a traffic monitoring programme;
- permanent monitoring and review of the reliability of mail routes operated.

32 Thus, 66 percent of the administrations which participated in follow-up surveys defined and applied quality of service standards in 1990, 76 percent in 1991, 76 percent in 1992 and 69 percent in 1993. Similarly, 56 percent took part in mail monitoring and surveillance in 1990, 63 percent in 1991, 74 percent in 1992 and 62 percent in 1993. These measures were implemented mainly in the field of EMS, either in domestic or international traffic.

33 At international level, the actual effectiveness of the measures taken by individual administrations within the world network can only be assessed in the longer term, which however involves all administrations taking a minimum number of similar, and if possible coordinated, actions. Nevertheless, with the International Bureau's active cooperation, concerted action on

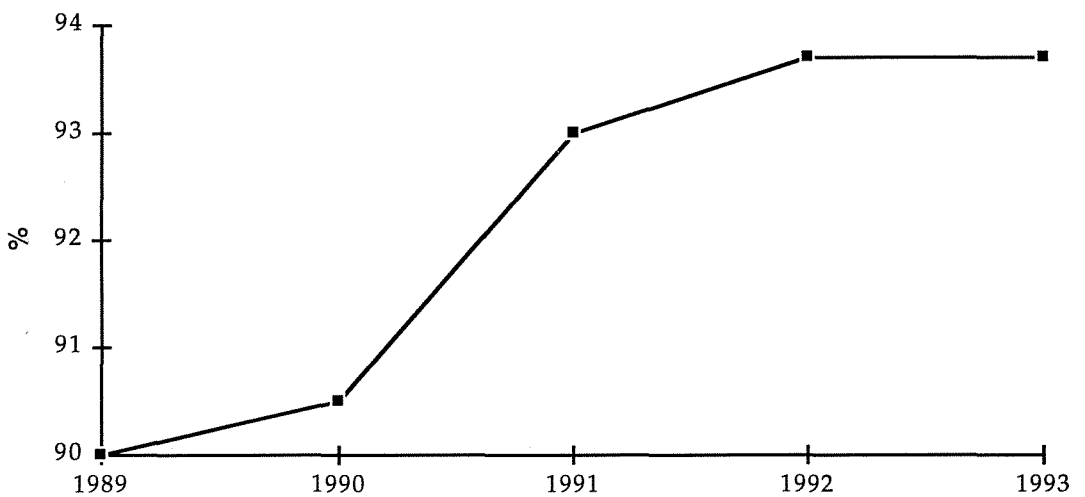
defining and applying quality of service standards for the international network is increasingly becoming a reality.

34 In their internal services, almost 80 percent of administrations have defined quality of service standards for the delivery of LC/priority mail, and over 60 percent for non-priority mail and parcels. The range of service objectives set for the major internal priority mail flows within administrations is illustrated by the table below, which demonstrates that the great majority of administrations have set themselves challenging delivery standards for internal priority mail.

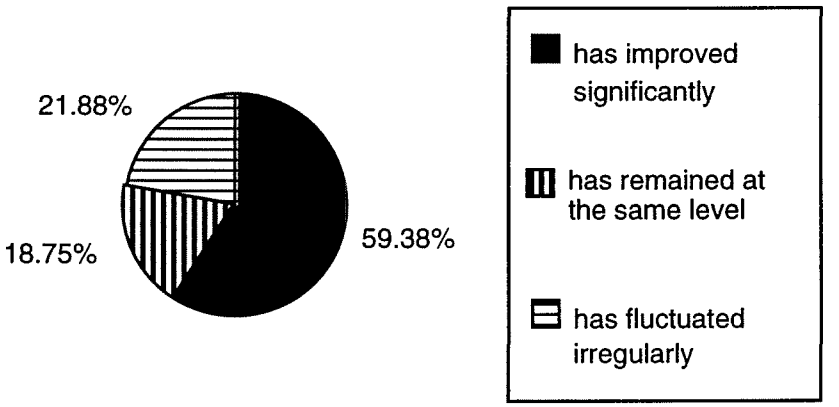
Standards of service set for LC/priority mail (as percentages of replies)

Standards	Country as a whole	Capital and major cities	Between major cities	Rest of the country
D + 1	33	80	46	23
D + 2	36	14	39	28
D + 3	12	4	6	29
D ≥ 4	19	1	9	20

35 Limited information is available on the degree to which administrations achieved these performance targets. From the results of the fourth questionnaire, it appears that about 60 percent of administrations keep quality of service statistics on LC/priority mail in their internal services, and these administrations have in general achieved a gradual improvement in performance against target between 1989 and 1993 as the graph below demonstrates (median of percentages of domestic LC/priority mail actually delivered in accordance with the quality objectives set by the postal administrations).



36 The postal administrations which do not keep regular statistics to measure quality consider that, since 1989, end-to-end quality of service for domestic LC/priority mail has evolved as follows:



Activities of the Restricted Unions

37 In the area of quality of service and operational strategies, the Restricted Unions were particularly active in undertaking regional initiatives that had a significant impact. The main measures taken can be summarized as follows:

- quality control by various means (CEPT, APTU, NPU);
- bilateral agreements for the reciprocal monitoring of mail circulation quality (CEPT, NPU);
- preparation of an intra-regional mail circulation plan (APTU, PUASP);
- establishment of a regional S.A.L. hub (NPU);
- computerized system for the management and control of mail circulation made available to administrations (PUASP);
- implementation of a computerized programme for counter services, sorting operations, monitoring and testing (PUASP);
- application of a programme for the computerized settlement of international postal accounts (PUASP);
- regional course on postal security (CAPTAC), (PAPU).

Activities of the International Bureau

38 The International Bureau too was very active in this field. The action taken can be summarized as follows:

- publication of the Compendium of Delivery Standards;
- publication of Operational Guides and Manuals;
- publication, in conjunction with the UPU Postal Security Action Group (PSAG), of six postal security manuals;
- the work of network specialists who developed many practical proposals, in particular for improving mail circulation and the various operational documents;
- transmission-time testing of ordinary mail and EMS;
- missions in the field by quality consultants;
- consciousness-raising approaches by the International Bureau to administrations urging them to conclude bilateral agreements on optimum conditions for their mail exchanges.

39 A detailed account of the scope and scale of International Bureau activities in pursuance of the quality of service objectives of the WGAP within the context of the permanent project to safeguard and enhance the quality of and to modernize the international postal service during the period 1990 to 1994 is contained in Congress – Doc 22. This document also sets out to evaluate the effects of the measures taken on the quality of the international postal service, concluding that "since the Washington Congress, an overall improvement of the quality of the international postal service (LC airmail) was observed for 37.6 percent of the links compared ...".

40 A large number of requests for assistance were made, particularly through replies to the questionnaires. This confirms the need for external input to define actual needs, identify priority measures and launch integrated programmes. Technical cooperation activities were implemented fairly frequently in a wider framework than just the field under consideration here. In addition to consultants' missions in the quality of service field, however, the following specific activities can be mentioned:

- preparation and distribution of "A Guide to quality management, quality testing and quality checking";
- organization of numerous training activities for the countries of Africa, Asia and Pacific, Latin America and the Caribbean, as well as the Arab countries.

Conclusions and measures recommended

41 In the area of operational strategies, it appears that, despite the progress already made, significant aid is still expected from the UPU by certain countries, particularly because of the need for concerted, comprehensive quality of service measures throughout the worldwide network. As regards implementing EMS track and trace systems, the UPU's EDI project, which has received substantial financial and technical support from different countries, will certainly help improve the quality of service of the world network and act as a catalyst in the various projects designed and applied.

D. Management independence

42 The WGAP set itself the following main objectives: to provide the administrative and financial management independence necessary to run the business, to make more flexible and adapt the monopoly and national regulations and define a rates policy, and to have long-range corporate plans and policies that serve as guides for ongoing activities. The Washington Congress clearly sought to obtain greater freedom for administrations in conducting postal affairs.

43 Thanks to a favourable and receptive environment in most countries, as well as to the political will of the public authorities and the motivation of senior postal staff, postal administrations managed to persuade governments to take important decisions in the management independence field. Thus, postal services were able to operate in a favourable climate because governments are increasingly attracted to the idea of management independence for the public sector. The UPU has played an important role in supporting administrations' action through consciousness-raising, information and technical cooperation.

Activities of the administrations

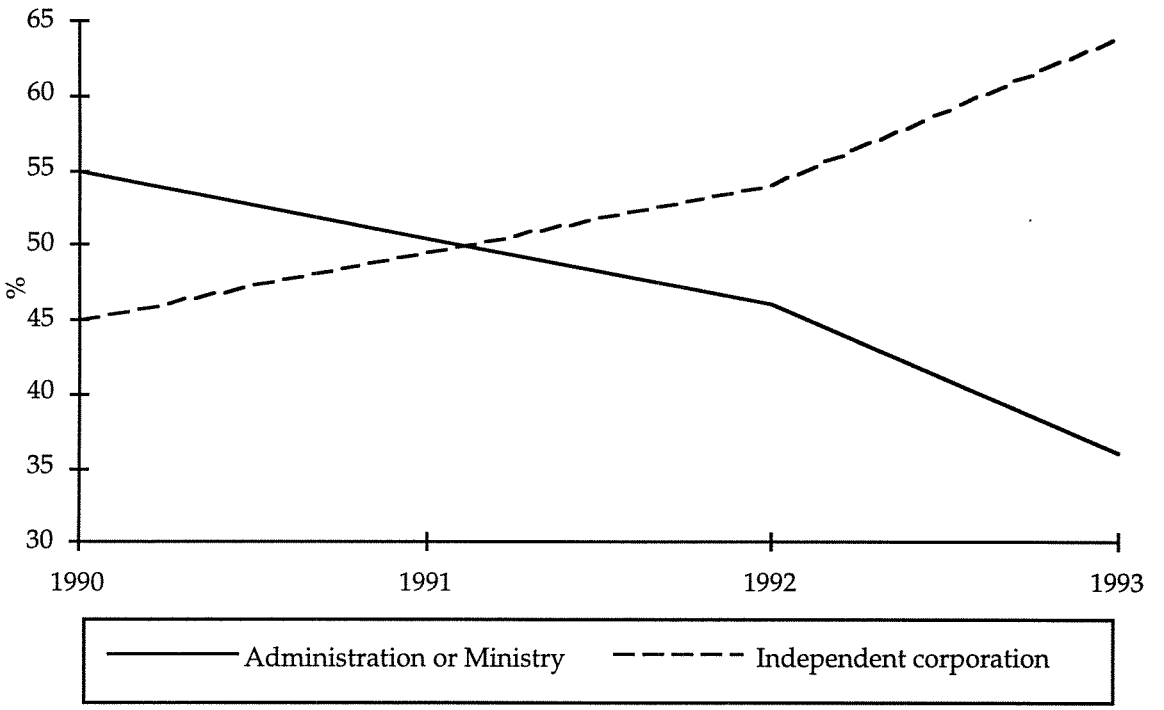
44 The main activity of postal administrations in this field was to bring about a change in their legal status from public administrations to independent corporations. Administrations which managed to make this change also had the opportunity to adapt their management system and, among other things, precisely defined the monopoly.

45 Analysis of the replies provided from the first questionnaire onwards showed that postal administrations fall into two main groups: *administrations under the authority of a Ministry and public or semi-public corporations with a certain degree of independence.* A number of administrations under the authority of a Ministry have sufficient independence in managing

their services, and there are corporations where management independence is inadequate in practice. Moreover, some independent corporations claimed to be privatized companies, but this privatization concerned the type of management rather than the legal status. In all cases, these were actually privatized companies in which the State has a majority holding.

46 When WGAP implementation was first surveyed in 1990, 55 percent of administrations were under the authority of a Ministry and 45 percent were public or semi-public corporations with a certain degree of management independence. By 1993, 36 percent came under a Ministry and 64 percent of the corporations had a certain independence. Moreover, in 1990, 46 percent of the administrations which answered the questionnaire said they were satisfied with their legal status and management system, compared with 63 percent in 1993. Evolution in this field from 1990 to 1993 is illustrated in the graph below.

Status of postal administrations



Activities of the International Bureau

47 In its technical assistance programmes on behalf of the developing countries, the International Bureau included the following expertise and training measures: organization of management, modern management methods and techniques, preparation of development plans, specialization in planning, organization and management of post offices, modern business management, symposia for senior postal managers, restructuring of the Post and modernization of management systems.

48 The International Bureau is pursuing its activities in the management field. Thus, within the framework of a regional project for the countries of Asia and the Pacific, there are plans to prepare a guide on postal legislation and restructuring. This reference document is intended to serve as a guide for postal administrations of the region enabling them to implement their restructuring programme. Moreover, group training activities are programmed for 1994–1995 for Latin American countries, the main purpose of which is to assist the new postal corporations of the region in the areas relating to the restructuring already undertaken: financial management, human resource management and marketing.

49 In resolution CE 2/1990, the Executive Council requested the setting up of "a system for the sharing of experience between the administrations of Union member countries, especially those in the sectors addressed by the WGAP". In application of this resolution and to encourage administrations to develop and modernize their management systems by organizing exchanges of experience in this field, the International Bureau asked administrations to send it information and documentation about their legal status, their organization and their management systems. Data were collected for some 80 administrations and are available to other administrations wishing to benefit from experience elsewhere with a view to restructuring their own services. This documentation will be updated on a regular basis.

Conclusions and measures recommended

50 The numerous changes in administrations' status into independent public corporations definitely reveal a new attitude towards the Post's status, characterized by a clear move towards greater management independence. However, despite this positive trend, efforts must still be made to transform the current legal status of administrations in a large number of member countries. The consciousness-raising campaign must be continued and even stepped up at all levels (meetings of UPU bodies, Restricted Unions, Regional Advisers, technical assistance).

E. Human resources

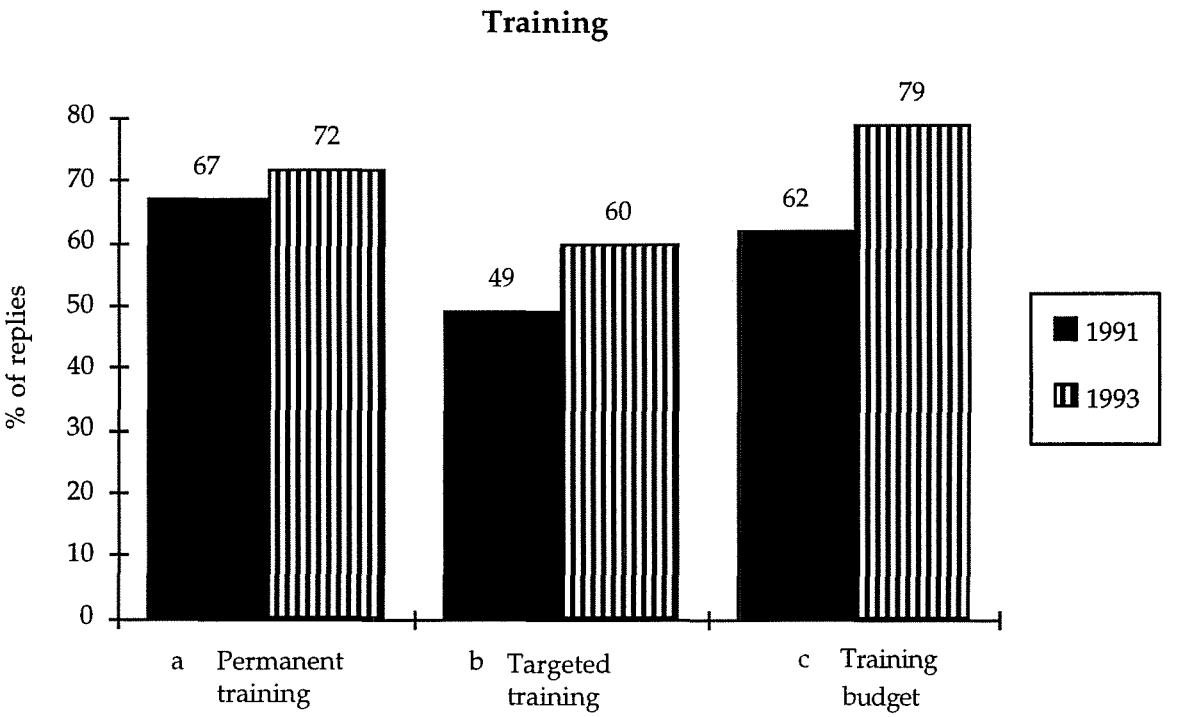
51 Three main objectives were recommended by the WGAP for human resource management: to modernize recruitment, employment and management systems, to adapt training to the needs of users and to the commercial function of the Post, and to strengthen the internal communication system in the business.

Situation in the postal administrations

52 Generally speaking, the situation regarding human resources is not yet satisfactory in a number of postal administrations. The problems relating in particular to staff recruitment, manpower, employee profit-sharing policy and human resources planning do not yet seem to be under control. The modernization of human resource management systems has made little progress along the lines recommended by the 1989 Washington Congress.

53 In 1990, 72 percent of the postal administrations which participated in the follow-up survey said that their staff still had the same status as other State employees. This figure was 66 percent in 1991, 71 percent in 1992 and 60 percent in 1993. For 33 percent of the administrations replying to the 1990 questionnaire, salary conditions were comparable with those applied in the public sector. This figure was 34 percent in 1991 and 38 percent in 1992, while in 1993 29 percent said that salary conditions were comparable to those offered in the private sector.

54 As regards initial training and permanent training, the situation is gradually developing along positive lines. In 1991, 67 percent of postal administrations responding to the questionnaire had a permanent training system and only 49 percent of them a targeted training plan to adapt training to the commercial function of the Post based on customer needs. In 1993, these figures were 72 percent and 60 percent respectively. In 1991, 62 percent said they had a budget item earmarked for training activities, compared with 79 percent in 1993. The graph below illustrates the progress made:



55 As regards the creation of internal information and communication machinery, 57 percent of administrations in 1991 said they had internal information and communication mechanisms capable of changing staff behaviour, creating team spirit and strengthening staff support for the action taken, while 60 percent gave the same information in 1993.

Activities of the CCPS

56 Within the framework of its work programme, the CCPS undertook two important studies in the area of human resources, namely:

Study 761 "Adapting the human resources of the Post to the demands of competition and to structural and technological changes"

57 Within the framework of this study, a symposium was held in October 1992 at the UPU International Bureau. Following the symposium, a human resource management guide was prepared by an expert recruited for that purpose. Recommendations were made for postal administrations, which were asked to implement them, if need be, with the support of the International Bureau. The final report of this study was sent to Union member countries under cover of circular letter No 4465–761(D)1420 of 8 June 1993.

Study 762 "Postal training – Problems and obstacles in the developing countries"

58 This study was the subject of a final report sent to postal administrations under cover of circular letter No 4465–762(D)1057 of 18 January 1994. The report contained an overview of the situation and an analysis of training problems and obstacles. Recommendations were formulated for postal administrations and training units.

Activities of the International Bureau

59 The surveys conducted showed that some postal administrations had requested training in management, market research, commercial strategies and quality of service. Despite the scant resources available, the UPU endeavoured to meet these requests, and numerous training

activities were organized by the International Bureau within the framework of technical cooperation: management and management techniques, organization and business management, marketing, quality of service, postal security, postal market, instructor training, and human resource management.

60 The International Bureau undertook large-scale projects to develop and promote human resources. Within the framework of the 1990–1995 programming cycle regarding technical cooperation, the Regional Advisers prepared multi-year integrated projects (MIPs), a large number of which deal with the development and promotion of human resources. Moreover, the International Bureau, following the example of other international organizations, undertook steps necessary for the development of modular training in the Development Cooperation Division. This modular system is intended to create and strengthen national capabilities for taking charge of human resource development and promotion. Finally, the International Bureau organized a meeting of heads of regional intercountry and country training schools with a view to defining and preparing a cooperation programme between the schools of developing countries and those of developed countries based on the concepts of sponsorship and partnership.

Conclusions and measures recommended

61 Although the objectives were appropriately defined, few significant results were obtained in this field. It is difficult to take stock of postal administrations' achievements in connection with human resources. Many administrations did not answer the questions. In general, little significant progress seems to have been made in human resource management.

62 It is worth noting that, in order to help make improvements in the training field, the International Bureau will recruit an expert to carry out the following activities as part of follow-up to CCPS studies 761 and 762:

- designing a strategy for training managers in developing countries;
- developing modern teaching methods;
- implementing systems for evaluating efforts in the training field.

63 The future of UPU technical assistance regarding human resources will focus on actions:

- to create and strengthen capabilities at regional and national level;
- to promote TCDC;
- to make human resource management more of an integral part of the overall process of modernizing and developing the postal services.

F. Activities specific to the Executive Council

Adoption of an international decision-making procedure ensuring fast reaction capability

64 The EC has conducted an in-depth study on the UPU's structure. One of the aims of this study, which has benefited from the work of external consultants and a group of postal experts, is to speed up the UPU's reaction capability. The results of this study will be considered by Congress. Moreover, under the new powers vested in it by article 102, paragraph 6.2 of the General Regulations, the EC has already made several amendments to the various Detailed Regulations, making it possible to attain the above objective (see also Congress – Doc 70 and paragraph 77 below).

Modernizing legislation and regulations and making them more flexible

65 A special adviser engaged by the International Bureau on the instructions of the Executive Council recast the Convention and the Postal Parcels Agreement, as well as their Detailed Regulations, under the supervision of a drafting committee. These recast texts were sent to postal

administrations for their views and comments. The proposals to the Seoul Congress regarding these Acts are based on the recast texts.

Measures needed to obtain a legal status and management independence

66 As part of its annual meetings, EC Committee 10 organized general discussions on the following topics:

- "Restructuring postal administrations" (1991)';
- "Postal administration profitability" (1992);
- "Monopoly and competition" (1993 and 1994).

The conclusions of these discussions were regularly sent to member countries, along with all Executive Council documents about WGAP implementation, under cover of a circular letter drawing attention to the problems associated with management independence and the legal status of postal administrations.

Creation of a market database

67 On the basis of an EC decision, this activity was conducted in connection with the work of CCPS study 711 "Commercial strategies in the various branches of the Post". Bringing the MAIS system into operation at the International Bureau and in several administrations will facilitate market research (see also paragraphs 15 and 16).

Implementation of an integrated information exchange network

68 On the basis of resolution C 24 which "instructs the Executive Council, in conjunction with the CCPS, to take appropriate measures for the gradual introduction of telematic links with the UPU's trade partners...", the EDI Development Unit set up at the International Bureau put in place a global postal telecommunications network called POST*Net. Several value-added services are also available, for example a worldwide electronic mail service, access to central databases and EDI services (see also paragraph 78 below).

G. Activities specific to the International Bureau

69 The International Bureau was given a four-fold role in WGAP implementation: to inform and increase awareness, monitor implementation of WGAP actions, to conduct technical cooperation activities and to implement other specific actions in support of the work of other permanent bodies of the Union.

Informing and increasing awareness

70 Whenever possible, the International Bureau drew postal administrations' attention, either direct by correspondence or through the Regional Advisers and the National WGAP Coordinators, to the need to accomplish the tasks allocated in the Plan. Executive Council (EC) sessions were systematically used to notify the countries of all decisions and recommendations about the WGAP (see also paragraph 66 above).

71 After each session, all documents discussed in Committee 10 (Washington General Action Plan) were sent to all postal administrations. The International Bureau took that opportunity to take stock of progress, provide information about developments in the world postal market, explain the decisions on corrective measures to be taken and encourage postal administrations to intensify their WGAP implementation activities.

Monitoring WGAP implementation

72 The International Bureau was instructed by the Washington Congress in particular to monitor implementation of WGAP actions. To this end, a WGAP Monitoring Committee was set up at the International Bureau, composed of the representatives of the main International Bureau services involved in WGAP implementation. The most frequently used method of monitoring WGAP implementation was the distribution of annual survey questionnaires. The subsequent analysis of results was regularly submitted to EC Committee 10 and CCPS Committee 7. Four surveys have been conducted since work on WGAP implementation began. In addition to the survey questionnaires, the Regional Advisers contributed a great deal to these monitoring activities through evaluations done in the field during missions carried out in a large number of countries.

Conducting technical cooperation actions

73 Work connected with the WGAP accounted for a large part of the UPU multi-year technical assistance programmes, designed and submitted by the International Bureau to the EC for approval. Within the framework of multi-year integrated projects (MIPs), this mainly involved consultant's missions and training actions in the following fields: restructuring and setting up of management systems, commercial and marketing strategies, quality of service and operational strategies, planning, programming and statistics, promotion and development of postal products, postal security, market research methods, etc (see also paragraphs 16, 26, 38, 47, 48, 59 and 60 above).

74 Thus, from 1990 to 1993, some hundred missions were carried out and nearly 1000 officials trained in various fields coming under the WGAP. The International Bureau played an active part in coordinating and implementing all these technical cooperation activities. Moreover, symposia and consciousness-raising ministerial conferences were held at which useful discussions helped senior postal managers to seek ways and means of implementing the WGAP's priority objectives.

Implementing certain specific activities

75 The International Bureau carried out some major tasks in connection with the WGAP directly. The main ones were: setting up a system for postal computerized applications and an integrated EDI network, quality control of the international postal service, and recasting of the UPU Acts.

76 The quality of the international postal services has been a UPU priority since the 1984 Hamburg Congress and, within this framework, a permanent project to safeguard, enhance and modernize the international service is being implemented by the International Bureau. In this connection, some 20 missions by quality of service consultants have been conducted every year all over the world and quality control tests have been regularly conducted at the International Bureau. Moreover, a study on the world postal network has regularly made recommendations about the quality of international mail circulation.

77 The project for recasting the Acts of the Union covers part of the work relating to the transfer to the EC of the legislative function of Congress. A special adviser, supervised by an International Bureau Drafting Committee, completed this work which, among other things, involved transferring numerous provisions of the Convention and the Agreements to the Detailed Regulations and simplifying the wording of the provisions (see also Congress – Doc 70 and paragraph 64 above).

78 The setting up of an integrated network for exchange of information by telematics was also one of the specific tasks undertaken by the International Bureau. Spurred on by the Executive Council and the Electronic Transmission Standards Group (ETSG) (a joint EC–CCPS Group), this project culminated in the creation at the International Bureau of an EDI Development Unit responsible for introducing and developing computerized applications. The UPU thus set up a world postal telecommunications network called POST*Net. The systems developed will

facilitate the dispatch and receipt of international mail, access to central and distributed data bases (providing postal administrations with various information on security procedures, quality of service, tracking and tracing of mails and items, etc) and the exchange of EDI messages relating to postal operations and to the tracking and tracing of international items. The possibility of linking up to the postal telecommunications network will help postal administrations improve their international service performance. Details about the UPU's EDI activities and their development are contained in Congress – Docs 75a and 75b.

III. Evaluation, recommendations and conclusions

A. Evaluation

General assessment

79 On the whole, the WGAP implementation results obtained are satisfactory and encouraging. In this connection, 88 percent of the administrations which answered the last questionnaire expressed satisfaction with implementation of the WGAP. The WGAP priority fields which seem to have been most successful are knowledge of the market, commercial strategies, quality of service and operational strategies. In contrast, in the fields of management independence and human resources, difficulties seem to have delayed in some countries the results expected, despite the rather positive response to the last survey.

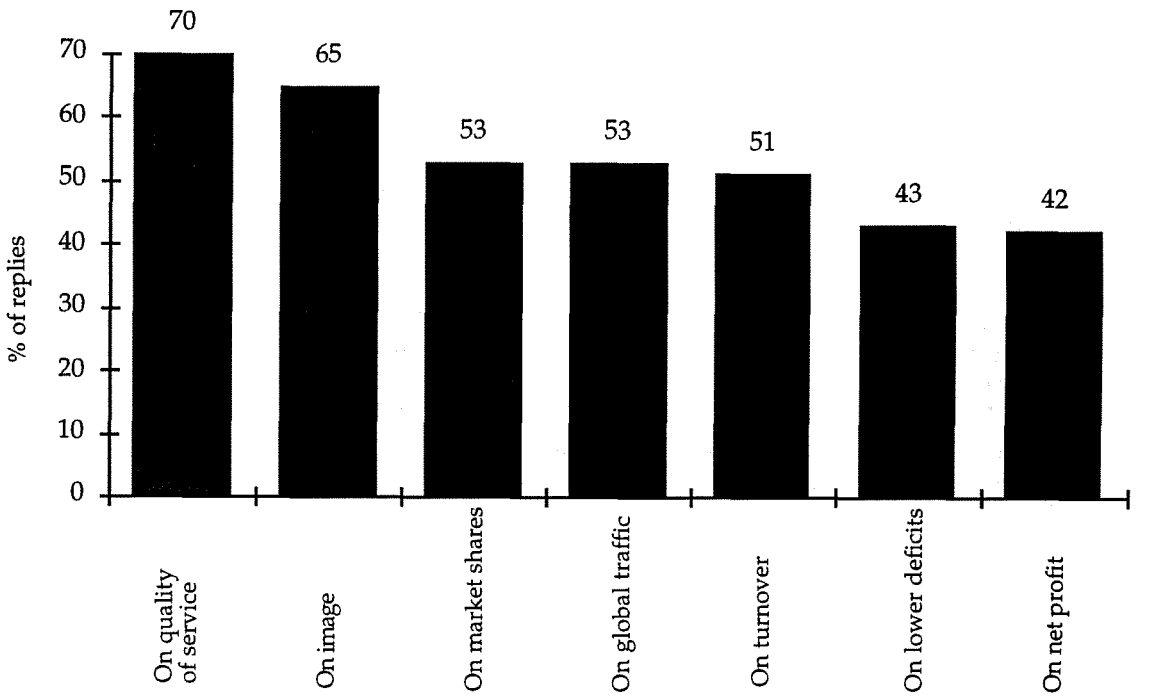
80 However, WGAP implementation benefited from a favourable situation. The general political climate, the communications market environment and the insistent emergence of new customer needs prompted postal administrations to support the WGAP objectives. Pressure from structural adjustment policies and from customers and the new outlook of postal decision-makers made a major contribution to the results of the implementation of actions recommended in the WGAP.

Impact of WGAP implementation

81 Thus, substantial efforts and tangible results were noted in a manifest determination to change the legal status and structures of the postal services, improve management and quality, adopt new business practices, and above all to keep customer satisfaction permanently in mind. For many administrations, encouraging assessments of the positive impact of WGAP implementation were noted in the following fields: quality of service, image, market shares, global traffic, turnover, lower deficits and net profit. The graph below shows, in descending order by field, the percentages of administrations which noted the impact of WGAP implementation.

Impact of WGAP implementation

General assessment



Difficulties encountered

82 However, there were still shortcomings, and problems in connection with WGAP implementation became apparent particularly in management independence and human resource management. The problems mentioned most frequently were the absence or inadequacy of financial resources (46 percent) and of management independence (44 percent), the political and economic situation (42 percent), inadequate human resources (40 percent), the competition (39 percent) and deficient structures and legal status (34 percent). To a lesser extent, there were also lack of political will on the part of the authorities (26 percent) and imprecise strategies and objectives defined by the postal authority (14 percent).

B. Recommendations

Financing of action programmes

83 One of the problems most often mentioned is the shortage of financial resources needed to implement certain WGAP actions. The Washington General Action Plan did not provide for financial resources to attain its objectives. Congress was evidently unable to take a decision on the matter because the UPU's financial system was not adapted to such provision, and also because execution of much of the programme was originally understood as being at the expense of the administrations, which were to make financial provision for it. To obtain satisfactory results from implementing future programmes, it is necessary to make provision for the required financial resources and a suitable financial system to accompany the efforts that will have to be made as a priority by the countries themselves.

Programme implementation monitoring system

84 Although WGAP implementation was monitored, the results obtained were not always as reliable as could have been wished. First, even though it is gratifying to note that replies were received from more than half of the Union member countries, not all administrations replied to the survey questionnaires about WGAP implementation follow-up. Furthermore, some of the replies could not be used because they were incomplete.

85 Hitherto, the International Bureau has analyzed or verified certain data by comparing the replies with data provided by the Regional Advisers, but this system has not been entirely satisfactory. On the one hand, the data did not always correspond to the results of the questionnaires because of the time lag between the International Bureau's data collection and visits by the Regional Advisers.

86 This remark needs to be qualified, however, since were it not for the active contribution of the national coordinators, the results would probably have been less satisfactory. For the International Bureau, cooperating with named, well-trained correspondents appointed on a regular basis has increased the effectiveness of monitoring WGAP activities and has guaranteed the participation of a considerable number of administrations. The experience of the national coordinators is worth pursuing and, if need be, more resources must be made available to them. To ensure satisfactory reliability of findings about the implementation of future programmes, therefore, it seems expedient and necessary to improve the present follow-up system with supplementary measures to be studied.

Re-statement of certain WGAP objectives in the next programme

87 A number of administrations said they had run into problems with the implementation of some WGAP priority fields. Analysis of the survey results also showed that there are still weaknesses, in particular in the areas of management independence and human resources. Moreover, some WGAP priority fields are so important that they are of a permanent nature, for instance actions in the commercial strategy, quality of service and operational strategy fields. Some objectives will be retained in the next programme after adoption of the "Seoul Postal Strategy" and the strategic plan, which will take over from the WGAP.

C. Conclusions

88 The WGAP has undoubtedly contributed to a remarkable increase in awareness in many administrations and postal corporations: awareness of the need for the Union and the postal services to change and adapt to a new communications market, awareness of the reality and presence of competitors, awareness of the new needs and quality requirements being increasingly affirmed by the customers. There is also a determination to take action, as the remarkable results achieved in some fields show.

89 The following trends have emerged since the early days of WGAP application:

- administrations' supervisory authorities and the Restricted Unions have become more aware and are supporting WGAP actions;
- administrations and Restricted Unions have incorporated the WGAP into their action programmes;
- technical cooperation has been re-oriented and strengthened in accordance with the WGAP objectives and with administrations' actual needs;

- practical actions have been advocated and implemented as part of the work of the UPU's permanent bodies;
- implementation of the objectives and actions set out in the WGAP has had an impact on the level of operation of the postal sectors and on the financial health of many administrations.

90 Congress is requested to take note of this report.

Berne, 4 February 1994 T E LEAVEY B P BOUTENKO A C BOTTO DE BARROS

Coordination Committee for the Permanent Bodies of the Union

Congress – Doc 21/Annex 1

Resolution C 91/1989

Washington General Action Plan

Congress,

In view of

the Washington General Debate held on 16 November 1989 on the topic of "Caring for the Customer – Commercial and operational strategies of the Post",

Considering

- the development and diversification of the communications market and commercial exchanges;
- the effect of deregulation in transport and communications and the reduction of the postal monopoly in many member countries;
- the increased intensity of competition on postal markets;
- the urgent need to obtain a better knowledge of the market in terms of its composition, groups of customers and services offered;
- the need to adapt quickly to the development of supply and demand in services from the commercial and technical points of view;
- the importance of ensuring more commercially-orientated management in order to be able to maintain and improve the quality of traditional services which are obviously of a public nature,

Bearing in mind

- all aspects of the Declaration of Hamburg, particularly the action designed to make governments and users more aware of the need to make the Post a dynamic undertaking which contributes to the smooth running of the economy and to give it the structural and financial means necessary for its transformation;
- the decisions taken by the various regional conferences, particularly those of the Ministers and Directors-General;
- the need to act internationally as a single postal business subject to the competition law applicable,

Approves

the attached Washington General Action Plan,

Appeals urgently

to Governments to give the Post a modern legal status and management system guaranteeing it adequate independence and sufficient human and financial resources on a cost-effective basis,

Exhorts

administrations to make every effort to:

i achieve the following priority objectives:

  a to obtain from their Governments and implement the legal status and management system that will provide them with the human and financial resources needed for running a dynamic business;

  b to know the market better and to monitor the competition with a view to increasing the competitive position of postal products;

  c to respond more satisfactorily to customers' needs in terms of tariff systems, quality of service, the range of services provided and customer care;

  d to strengthen the international Post in terms of mutual support, more suitable legislation and standards of service, as well as technical support and cooperation activities;

ii cooperate within the UPU in providing coordinated quality postal services;

iii implement without delay the activities contained in the Washington General Action Plan, taking account of the priorities and timetable set by the Union's bodies;

iv continuously monitor and periodically assess the extent to which the Action Plan is being implemented, and report thereon from time to time to the Executive Council through the International Bureau,

Calls on

the Restricted Unions:

i to keep the Washington General Action Plan very much in mind in their postal development programme;

ii to establish priorities at their level;

iii to keep the International Bureau informed of their initiatives and of the results obtained in implementing the Action Plan,

Instructs

the Executive Council (EC), the Consultative Council for Postal Studies (CCPS) and the International Bureau:

- to take without delay, within the framework of their authority, appropriate measures to prioritize, to achieve the objectives set and to implement the activities contained in the Washington General Action Plan;
- to monitor the application of the Action Plan, particularly at meetings of the Coordination Committee;
- to report to the next Congress on the results and experience gained;
- to submit relevant proposals to the next Congress.

Washington, 11 December 1989 Chairman of Congress

(Congress – Doc 48.2, 13th plenary meeting)

(Resolution C 91/1989/Annex 1)

20th UPU Congress – Washington 1989

WASHINGTON GENERAL ACTION PLAN

I. Principal objectives

The Washington Congress, recognizing the increasing competition in the communications market and the impetus which this provides for increased efficiency, along with our customers' demands for greater service reliability and better value for money, agrees that the following actions are essential for the future survival of efficient postal services:

1 Governments are urged to ensure that the Post has a legal status and an independent management system and resources, necessary for it to provide efficient postal services to meet customer needs.

2 Postal administrations must create market-led cultures where the customer commands top priority; this must be reflected in all policy decisions and operating arrangements.

3 Specifically, all member countries of the UPU must give the highest consideration to providing service excellence in all postal services and products, both nationally and internationally.

4 The UPU must do everything in its power to encourage Governments and administrations to achieve these objectives, and to give each other mutual support and cooperation to attain them. Specifically, this priority must feature prominently in the work programmes of the EC, the CCPS and the International Bureau.

Individual action points aimed at achieving these objectives are given in part III "Objectives and actions" of this Plan.

II. Setting priorities for the actions

Congress has agreed that all the actions contained in this Plan are important. It will not, however, be possible for all administrations to implement all of these actions immediately, as some administrations have only limited resources, and some of the actions can only be achieved over a certain time scale.

In selecting which of these activities to undertake, administrations must first of all bear in mind the objectives listed in part I of this Plan.

If administrations do not have sufficient resources, then it is essential that they encourage their governments to modernize and improve their legal status. This may take some time, and administrations may need to maintain constant pressure on their governments to achieve this.

Nonetheless, there are some actions which can be implemented quickly, and relatively cheaply, by every administration, in order to monitor and improve the quality given to basic services. These must be the first priority of all administrations. Other actions can proceed simultaneously and in parallel, according to the resources of each administration.

All actions must be based above all on two essential principles:
- meeting the needs of customers;
- improving the quality of service.

III. Objectives and actions

Objectives		Actions		Responsibility[1]
A.	**Knowledge of the market**			
A.1	To achieve a better knowledge of the various components of the communications market: – characteristics of all key market segments – services provided – customer needs – competition	A1.1	Prepare and implement a programme of contacts with customers and market research to obtain continuing data on: – groups of customers, their degree of satisfaction and wishes – competitors, their market shares, organization and methods – market trends	Adm, CCPS, RU
		A1.2	Increase the exchange of market research data between administrations and strengthen inter-administration cooperation in undertaking multilateral or regional market studies	Adm, IB, RU
		A1.3	Develop manager training in the use of market research data and customer care practices	Adm, RU
B.	**Commercial strategies**			
B.1	To respond to customer needs	B1.1	Expand the range of services and adapt it to the needs expressed by customers, particularly EMS, electronic mail, parcels, priority/non-priority systems and financial services, subject to the need for the services to be cost-effective	Adm
		B1.2	Promote the services and products provided	Adm
		B1.3	Establish commercial and marketing policies, with qualified specialist staff to implement them	Adm
B.2	To adopt a service and tariff policy geared to customer needs in line with the market situation	B2.1	Make national and international service conditions more flexible and adaptable to changing market conditions	Adm
		B2.2	Develop services to meet specific customer needs, eg collection from customer's premises and delivery direct to addressee's address	Adm
		B2.3	Develop flexible, cost-related tariff structures in line with market conditions, eg contract rates for major customers and discounts for pre-sorting by the customer	Adm
		B2.4	Apply fair and cost-related inter-administration payment/compensation arrangements	Adm, EC, RU

[1] This column indicates the entities responsible for the actions. The abbreviations used are:

Adm = administration
CC = Coordination Committee
CCPS = Consultative Council for Postal Studies
EC = Executive Council
Gvt = Member country's Government
IB = International Bureau
RU = Restricted Unions

Objectives		Actions		Responsibility
B.3	To lay down the principles for the attitude to be adopted towards the competition	B3.1	Define the attitude to be adopted towards the competition on the basis of precise policies and principles, subject to the competition law in force	Adm, Gvt
B.4	To specify the constraints of a public service and the corresponding compensations within the framework of the Post's missions	B4.1	Define the constraints of a public service and the corresponding compensations in the form of privileges or financial contributions	Adm, Gvt
B.5	To implement commercial customer relations programmes based on the best existing practice	B5.1	Introduce specially staffed Customer Care units designed to give quick and accurate responses to customer inquiries and complaints	Adm
		B5.2	Make information about services and tariffs readily available to customers	Adm
		B5.3	Establish staff with special responsibilities for contact with major customers – "one-stop shopping"	Adm
		B5.4	Reduce bureaucratic procedures in customer relations	Adm, EC, IB
C.	**Quality of service and operational strategies**			
C.1	To survey traffic and monitor quality in order to: – expedite mail circulation – strengthen the security of items – promote delivery to the addressee's address	C1.1	Define, apply and update standards offering customers an impeccable quality of service	Adm, CCPS, EC, IB, RU
		C1.2	In the domestic and the international service, provide and continuously improve high-quality postal services for all categories of items to meet customer demand for reliable, consistent and cost-effective services, in order to protect the basic postal activity	Adm
		C1.3	Implement a traffic surveillance programme to detect and correct malfunctioning and introduce a tracking system for items and mails	Adm, CCPS, RU
		C1.4	Provide international links for mail circulation networks and constantly review the reliability of the circuits	Adm, CCPS, EC, IB, RU
		C1.5	Give equal priority to domestic and international mail so as to apply the concept of a single business	Adm
		C1.6	Make optimum use of all rapid transport means, avoiding wherever possible regular use of inefficient carriers	Adm
		C1.7	Reduce customs formalities and control and lengthy hold-ups in Customs by making best use of national and local "Posts–Customs" Contact Committees	Adm, Gvt
C.2	To ensure rational use of available means	C2.1	Hold costs and tariffs at competitive levels by cutting overheads and simplifying procedures	Adm
		C2.2	Make optimum use of human resources and automation	Adm

Objectives		Actions		Responsibility
		C2.3	Assign dedicated financial and human resources to EMS	Adm
C.3	To modernize operational systems	C3.1	Modernize operational methods and tools	Adm
		C3.2	Develop telematics applications	Adm
D.	**Management independence**			
D.1	To provide the administrative and financial management independence necessary to run the business	D1.1	Have a status ensuring sufficient independence to allocate responsibility for management of human and financial resources and the possibilities of obtaining them	Adm, Gvt
		D1.2	Have sufficient resources to run the business, whether raised internally or externally	Adm, Gvt
D.2	To make more flexible and adapt the monopoly and national regulations and define a rates policy	D2.1	Have a status providing protection for certain categories of products under a defined monopoly tailored to circumstances, and introduce a system for monitoring its application	Adm, Gvt
D.3	To have long-range corporate plans and policies that serve as guides for ongoing activities	D3.1	Define the basic objectives for the postal services	Adm
		D3.2	Prepare and implement plans with clearly identified actions, accompanied by quantified and measureable targets, costs, benefits and deadlines	Adm
E.	**Human resources**			
E.1	To modernize staff recruitment, employment and management systems	E1.1	Recruit and employ staff on similar terms to those in industry generally	Adm, Gvt
		E1.2	Pay staff on a level comparable with similar sectors of the country's or region's economic activity	Adm, Gvt
		E1.3	Introduce incentive and motivational machinery, eg promotion, productivity bonuses	Adm
		E1.4	Make a point of establishing good relations with the trade unions	Adm
E.2	To adapt training to the needs of users bearing in mind, in particular, the commercial function of the Post	E2.1	Provide permanent training	Adm
		E2.2	Introduce a targeted training plan, particularly for operations, administrative and financial management, market research and marketing	Adm
E.3	To strengthen the internal communications system in the business	E3.1	Introduce information machinery which is constantly monitored so as to change behaviour, create team spirit and strengthen staff support for the action taken	Adm

Objectives		Actions		Responsibility
F.	**Increased role of UPU permanent bodies**			
F.1	To ensure implementation of the Action Plan bearing in mind the authority assigned and the resources available	F1.1	Clearly allocate between the EC, the CCPS and the IB responsibilities and procedures for implementing and monitoring progress of the Action Plan	CC
		F1.2	Adopt an international decision-making procedure ensuring fast reaction capability	EC, IB, RU
		F1.3	Urge administrations to take all necessary measures to obtain from their Governments corporate legal status and management independence	EC, RU
		F1.4	Create a data base of market information at the International Bureau	CCPS, EC, IB
F.2	To take, as required, urgent measures between Congresses in relation to commercial and technical developments and to make international postal legislation and regulations more flexible	F2.1	Draw up and implement procedures for urgent measures	CCPS, EC
		F2.2	Have international postal legislation and regulations modernized and made more flexible	CCPS, EC
F.3	Technical cooperation: – To have a technical assistance programme in training, operations, commercial activities and management systems – To strengthen and develop technical cooperation	F3.1	Set up an integrated network for exchange of information by telematics	CCPS, EC,
		F3.2	Support and provide technical cooperation activities aimed at assisting administrations to achieve the objectives and implement the actions of the Plan	CCPS, EC, IB, RU

Congress – Doc 22

Evaluation of the activities carried out in connection with 1989 Washington Congress resolution C 22 (Permanent project to safeguard and enhance the quality of and to modernize the international postal service) during the period 1990–1994

Executive Council report

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1 Detailed data on tests of international mail transmission times carried out from 1990 to 1994

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5 Financing of Permanent Project activities

I. Introduction

1 The purpose of this document is to report to Congress on the work done under the mandate given to the Executive Council which, in cooperation with the Consultative Council for Postal Studies and the International Bureau, was instructed by 1989 Washington Congress resolution C 22 to implement a permanent project to modernize the international postal service and to safeguard and enhance its quality.

2 Washington Congress resolution C 5 instructed the International Bureau to continue its regular monitoring of mail transmission times worldwide and specified the tasks to be carried out by the Executive Council, the Consultative Council for Postal Studies and the International Bureau in this area. Because monitoring and analyzing the quality of postal exchanges are Permanent Project actions, this document also reports on the work done pursuant to that resolution (see part A.1 of the document).

3 Accordingly, this report, prepared on the basis of the annual reports by the International Bureau to the Executive Council and the Consultative Council for Postal Studies and also on the basis of the experience acquired during the period in question, presents an analysis of the work done by the Union from 1990 to 1994 to safeguard and enhance the quality of the international postal service. *Data concerning the work done in 1994 are not yet complete.* The structure of the document follows the list of actions as set out in Washington Congress resolution C 22.

4 A draft programme of activities for quality improvement during the next period is given in a separate document (Congress – Doc 64) entitled "Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999".

II. Evaluation of the work done pursuant to resolution C 22/1989 (and resolution C 5/1989)

(Wording of the action as called for in resolution C 22/1989):

A. Monitoring the quality of postal exchanges through detailed analysis of transmission times and action by consultants in the field

A.1 Detailed analysis of transmission times

A.1.1 Volume of the work – principal results

5 From 1990 to 1994, the International Bureau, in close cooperation with the postal administrations, conducted 14 tests of the quality of international mail, the main results of which are given in part 1 of annex 1 to this document. Detailed results and an analysis of them were regularly transmitted to the administrations concerned. The International Bureau presented an annual summary of the work to the Executive Council and the Consultative Council for Postal Studies which took appropriate measures when required.

6 During the period 1990–1993, 132 postal administrations took part in tests of ordinary mail and 1898 different links were validly tested, many of them several times. It will be noted that administrations focussed their interest on testing ordinary LC airmail (76.3 percent of the links tested). Only a minority of administrations followed the Executive Council recommendations urging them to take part at least twice a year in UPU tests of ordinary mail (see annex 1, paragraph 2).

7 The initiative for selecting the links to be tested rested with the administrations of destination. As a result, mail from some regions (particularly Africa, Latin America and the Arab countries) was sufficiently tested only by administrations in the same region (see annex 1, paragraphs 4 to 6).

A.1.2 Effect of measures taken on the quality of the international postal service

8 Quality testing has had no direct bearing on the quality of the international postal service, although a knowledge of the actual status of quality of service allows administrations to try to correct the irregularities observed. In its analysis of the data produced by the test operations, the International Bureau made these administrations aware of the weaker points of the world network.

9 The results of quality testing of ordinary mail are analyzed hereunder from the quality standpoint. Transmission times for LC airmail links tested in 1993 as well as in 1990, 1991 and 1992 at the same time of year were compared. The oldest result for each link was compared with that for 1993. Where the difference between the two results is not significant[1], the quality of the link is deemed to be constant.

10 Evaluation of total LC airmail transmission times (transmission time F) worldwide:

	Total LC airmail links compared	for which		
		quality improved	quality remained constant	quality declined
Links compared	117	44	43	30
Percentage	100%	37.6%	36.7%	25.6%

11 An annual calculation of partial time A (time from the date of cancellation to the date of dispatch of the mail) was made separately for each year from 1990 to 1993 for each country for which data on ordinary LC airmail were available. The oldest result for a given administration was compared with that for 1993. As for the evaluation of the total transmission time (F), if the difference between the two results was not significant, the quality of time A was deemed to be constant.

12 Evaluation of partial transmission time A for LC airmail worldwide

	Total (administrations evaluated)	for which		
		quality improved (administrations)	quality remained constant (administrations)	quality declined (administrations)
Time A – Adms	75	19	31	25
Time A – percentage	100%	25.3%	41.3%	33.3%

13 For partial time H (time from arrival of the mail at the office of exchange of destination to presentation for delivery), application of the same method as above produced the following result:

	Total (administrations evaluated)	for which		
		quality improved (administrations)	quality remained constant (administrations)	quality declined (administrations)
Time H – Adms	94	29	40	25
Time H – percentage	100%	30.9%	42.6%	26.6%

[1] Significant difference from the statistical viewpoint, with a probability of 95 percent.

14 Principal result:

Since the Washington Congress, an overall improvement of the quality of the international postal service (LC airmail) was observed for 37.6 percent of the links compared, and quality worldwide, in principle, remained constant.

A.1.3 Critical analysis of the present test method

15 The present method was discussed several times by the Consultative Council for Postal Studies and the Executive Council. All administrations were also consulted in this regard by means of a questionnaire. The discussions led to a proposal, approved by the Executive Council and the Consultative Council for Postal Studies, calling for continuation of the present test system and, moreover, for the introduction of a supplementary worldwide test system (end-to-end testing).

A.2 Presence in the field

A.2.1 Volume of the work – principal results

16 Since the Washington Congress, the UPU has maintained an almost continuous presence in the various regions of the world through its specialist-consultants in the area of quality of international mail circulation. Between Congresses, these consultants conducted 73 missions entailing 191 visits to 132 postal administrations (see annex 2 for details).

17 An evaluation of the volume of work done shows that, given the number of visits, ie 191, some postal administrations were covered more than once in the interval between Congresses. Moreover, priority was given to countries where the postal service was in need of recovery. The 191 visits were made to 132 administrations only, some of them having been visited two or three times, depending on the case, during the five-year period.

18 To evaluate the work done, all administrations visited by quality consultants since 1989 were consulted by means of a questionnaire, to ascertain the impact of the missions by the quality of postal service consultants. The results of the inquiry are given in annex 3 to this report.

19 Principal result:

Since the Washington Congress, the quality consultants proposed quality improvement measures to 132 postal administrations. The overall average rate of execution of those recommendations was 68 percent.

A.2.2 Critical analysis of the results

20 On the whole, the administrations that answered the questionnaire (see paragraph 19) deemed the missions they had received so far to have had a positive effect.

21 Some administrations, however, felt that the missions did not correspond to their needs. This view runs counter to the findings of the consultants in the field. In future, an additional effort will be made to better inform the administrations of the role played by the quality consultants in the process of safeguarding and enhancing the quality of the international postal service.

22 The high rates of execution of the consultants' recommendations (71 percent for 45 of the administrations under consideration and 68 percent overall) are encouraging but not yet satisfactory.

(Wording of the action as called for in resolution C 22/1989):

B. Transport flow studies to rationalize and modernize postal links

B.1 Volume of the work – principal results

23 From 1990 to 1991, a team of specialists attached to the International Bureau looked into the problems of the world postal network.

24 The specialists studied airmail and EMS circulation tables as well as data concerning transit à découvert supplied to the International Bureau by a substantial number of administrations. They also revised the "Manual of rules and procedures for forwarding international mail" and examined the AV 1 List and the List of Airmail Distances.

25 The work led to many findings and recommendations which were approved by the Executive Council from 1991 to 1994.

26 Since 1991, a mail circulation specialist has been restructuring the AV 1 List and the List of Airmail Distances and providing individual assistance to administrations in need of it: information about the network, recasting of the mail circulation plans (see annex 4).

27 Principal result:

Since the Washington Congress, the Union has been permanently monitoring the development of the world postal network and the corrective measures proposed have already been adopted by a substantial number of administrations.

B.2 Critical analysis of the results

28 The Executive Council several times expressed great appreciation for the results of the specialists' activities as did the administrations concerned themselves. It is desirable that these activities be continued and intensified.

(Wording of the action as called for in resolution C 22/1989)

C. Development of EMS

C.1 Principal results

29 EMS was the subject of study 721 "EMS" of the Consultative Council for Postal Studies, coordinated by the postal administrations of Australia and New Zealand. Its development was monitored by annual symposia attended by the administrations, then by CCPS Committee 2.

30 Principal result

Since the Washington Congress, the world EMS network has been developing very satisfactorily.

D. Monitoring the competition in order to react appropriately; market research enabling administrations to adjust services to customer needs and introduce new services.

D.1 Principal results

31 The activities called for in this module come under CCPS Committee 1 and its study 711 "Commercial strategies in the various branches of the Post" (reporting country: United States of

America) along with its annual symposium. Four symposia have been held in connection with study 711, on the following subjects:

- Market research – Methods and applications (1990)
- Building the business (1991)
- Development of new products (1992)
- Sales programmes in the postal environment (1993).

32 The International Bureau issued postal administrations with a *Guide to the implementation and use of market research in postal administrations*, prepared by the United States of America. It also sent two catalogues to member countries listing documentation available on knowledge of the postal market, monitoring the competition, opinion surveys on the image of the Post and the public's knowledge of certain products.

33 With regard to monitoring the competition, a study was conducted in 1991 by Canada and France in connection with sub-study 711.2/3 "Monitoring the competition" of study 711. Its results are given in brochure 190.1. The data supplied by administrations is managed by means of the International Bureau's MAIS (Marketing Analysis Information System).

34 The only project carried out under the Permanent Project and financed by the Special Fund concerns preparation of the "Guide to marketing management". This project was the subject of broad consultation aimed at correctly identifying the requirements of target administrations. This support document is intended for the postal administrations least advanced in the various marketing fields, to allow them to draw advantage from the experience acquired by their partners.

(Wording of the action as called for in resolution C 22/1989)

E. Various initiatives dictated by evolving technologies and needs

E.1 Objectives and quality standards

E.1.1 Volume of the work – principal results

a Compendium of Delivery Standards (position at 31 December 1993)

35 As instructed by the Consultative Council for Postal Studies, the International Bureau prepared the Compendium of Delivery Standards, which was distributed to all postal administrations in 1992. It has continued to issue updates to the Compendium (three in 1992–1993). Further particulars are constantly being received at the International Bureau and are covered in new updates issued on a regular basis.

36 At this time, the Compendium of Delivery Standards published for this purpose contains particulars supplied by 90 administrations. It shows the delivery standards set by the administrations for each category of item considered (priority and airmail items, non-priority and surface items, air parcels and surface parcels).

37 Principal result:

Administrations are permanently informed about the delivery standards applied by other administrations of Union member countries and are thus able to pass the information on to their customers.

b Progress of the work on CCPS study 733 "Mail circulation standards – Quality control of the world postal network"

38 In 1993, pursuant to the conclusions of sub-studies 733.1 and 733.2 conducted by Canada, the reporting country, a "Quality of service standards manual" was distributed to administrations. Its primary purpose is to serve as a guide and practical tool, to focus and stimulate the implementation of quality of service standards. It deals with both the international and the domestic networks. Responsibility for its implementation rests primarily with the individual postal administration, but the International Bureau must see to its coordination and monitoring worldwide. The support of the UPU and of the Restricted Unions is necessary in this regard.

39 Moreover, the Consultative Council for Postal Studies endorsed the conclusions and recommendations of study 733 and by decision CCEP 10/1993 invited postal administrations to study them, to take prompt action on them and to apply the proposed Action Plan.

40 Principal result:

An Action Plan on implementation of mail circulation standards was adopted by the Union.

E.1.2 Critical analysis of the results

41 Because mail circulation standards are an essential basis for assessing the level of quality, it is desirable that all administrations focus their efforts on setting new standards while applying those already established. The information available does not indicate that this is always done. More work on raising the consciousness of administrations about implementation of mail circulation standards would seem required in the future.

E.2 Engagement of specialists for special work

E.2.1 Volume of the work – principal results

42 The main field in which specific tasks were done by a specialist is security. To assist the International Bureau in the many tasks stemming from the activities of the UPU Postal Security Action Group (PSAG), a postal security specialist-consultant was recruited in 1992 (six months), 1993 (six months) and 1994 (seven months). The work accomplished is described in detail in Congress – Doc 23 which reports on the work already done by PSAG and examines future activities in this field and their financial impact.

43 This chapter mentions only those activities carried out within the general framework of the Permanent Project and consequently does not report on work done in connection with CCPS studies or the recasting of the Acts of the UPU.

44 The security specialist-consultant's activities can be summarized as follows:

- preparing several guides and operational manuals;
- coordinating and directing the first three universal postal security training courses;
- cooperating with several PSAG working parties (liaison with postal administrations and international organizations, preparation of documents and reports);
- launching, coordinating and finalizing an inquiry aimed at preparing a statement of postal security requirements;
- contributing to quality of service missions (participating in consultants' briefings, providing them with a special questionnaire, studying their reports, etc).

45 It should also be pointed out that the consultant did more work for PSAG than had initially been called for in his engagement at the UPU. The volume of the postal security work that had to be done was considerable and the consultant had to spend at least 50 percent of his time on it after temporarily returning to his administration, and did so at the latter's expense.

46 Principal result:

The Union took concrete measures to establish a world postal security network.

E.2.2 Critical analysis of the results

47 The present system, which consists in employing a specialist-consultant for the technical conduct of the work and studies, with International Bureau support for all logistic and operational tasks, proved highly effective and should be continued in future. Among its other advantages, this method allows the consultant when he is temporarily back in his administration to take stock of the most recent developments.

48 It is possible that the magnitude of the work to be done will require a significant increase in resources, to allow for follow-up field missions.

E.3 Relational data base for administrations and the International Bureau

E.3.1 Volume of the work – principal results

49 In late 1993, a data base covering the results of quality testing of the international postal service was set up, with access for officials at the International Bureau. The necessary functions were made available to users, including some functions that were new compared with the system previously used by the International Bureau. Postal administrations can access the data base through the Post*NET network.

50 Principal result:

A UPU data base was established and new applications are developed on a permanent basis.

E.3.2 Critical analysis of the results

51 After the engagement of the data base computer specialists at the International Bureau (March 1993), the work quickly produced concrete results. Nevertheless, work on other data bases will have to be continued after the Seoul Congress so that new applications can be developed.

E.4 Permanent Project Management Team

E.4.1 Volume of the work – principal results

52 In 1992, the Executive Council established a Permanent Project Management Team made up of a limited number of administrations and the International Bureau, to deal with special questions relating to implementation of the Project. The Team met four times and also considered future quality-related Union strategy problems, additional quality testing of the international postal service (end-to-end testing) and implementation of quality standards. The conclusions reached by the Team were adopted by the 1993 and 1994 Executive Council and by the 1993 Consultative Council for Postal Studies.

53 Principal result:

Establishment of the Permanent Project Management Team enabled the Executive Council and the Consultative Council for Postal Studies to make major decisions relating to the quality of the international postal service.

E.4.2 Critical analysis of the results

54 Creation of the Permanent Project Management Team provided a working basis for assessing specific and important problems before their submission to the appropriate body of the Union. Expenditure on the activities of the Team was negligible since it met in conjunction with the sessions of the Executive Council and of the Consultative Council for Postal Studies, some of whose members took part in the work of the Team.

III. Financial aspects

55 From 1990 to 1994, the Permanent Project was financed by both the Voluntary Fund and the Union budget.

A. Contributions to the Voluntary Fund

56 Contributions by administrations to this Fund from 1990 to 1993 were as follows:

Year	1990	1991	1992	1993 (position at 30.10.1993)
Contributions (Sfr)	1 943 711.11	71 529.80	338 221.95	184 269.19

57 These contributions helped to finance activities designed to improve the quality of the international postal service, including consultants' missions.

B. Use of credits provided in the Union budget and in the Voluntary Fund for implementation of the Permanent Project – 1990–1994

58 Details of the credits provided in the budget and in the Voluntary Fund from 1990 to 1994 for implementation of the Permanent Project and the use that was actually made of them are given in annex 5 to this document.

IV. Digest – Proposals for the post-Seoul Congress period

59 The following is a short description of some of the basic ideas for intensifying the quality-related activities of the Union after the Seoul Congress; these ideas are the result of an analysis of the work done to implement the Permanent Project:

- strengthening of activities for implementing quality standards and bilateral agreements on quality;
- establishment of new standards;
- special Union efforts focussing on operational activities designed to improve the quality of the postal service, if possible with an immediate effect on quality in the short term;

- continuation of test operations and field missions and implementation of new and complementary work methods;
- increased direct assistance to administrations that do not have the human resources needed to improve the quality of the postal service;
- more intensive use of data-processing tools and particularly of EDI;
- continuation of the work on postal security (because of its scope, this work will have its own programme).

60 The above digest was used as the basis for detailed preparation of a draft programme of future Union strategies in the field of quality (see part I, paragraph 4, of this document).

V. Conclusions

61 Congress is invited:

- to take note of this report.

Berne, 18 February 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 22/Annex 1

Detailed data on quality testing of the international postal service from 1990 to 1993

I. Principal results of the testing of ordinary mail and EMS – 1990–1993

1 From 1990 to 1993, the International Bureau, in close cooperation with the postal administrations, conducted tests of the quality of international mail, the principal results of which are given hereunder:

a Ordinary mail

Test Nos	Participation (administrations)	Links validly tested[1]	Number of valid cards
1/1990	50	110	13 784
2/1990	70	164	16 491
3/1990	63	168	22 039
1/1991	test cancelled		
2/1991	57	115	11 837
3/1991	47	69	6 140
4/1991	69	145	17 727
1/1992	47	94	11 033
2/1992	65	148	18 238
3/1992	56	109	12 103
4/1992	75	190	23 552
1/1993	46	65	7 308
2/1993	85	194	27 487
3/1993	76	122	11 942
4/1993	91	205	24 187

b EMS

Test Nos	Participation (administrations)	Links tested	Number of valid cards
1/1990	57	217	16 550
1/1991	44	179	12 714
2/1991	40	160	13 574
1/1992	42	157	13 138
2/1992	42	121	9 657
1/1993	39	124	10 565
2/1993			

2 Number of administrations having taken an active part in testing of ordinary mail in 1990–1993:

8 times or more	7 times	6 times	5 times	4 times	3 times	Twice	Once	TOTAL
8	14	16	12	17	13	23	29	132

[1] To be validly tested, a link requires at least 30 items of the same category transmitted by the same forwarding method.

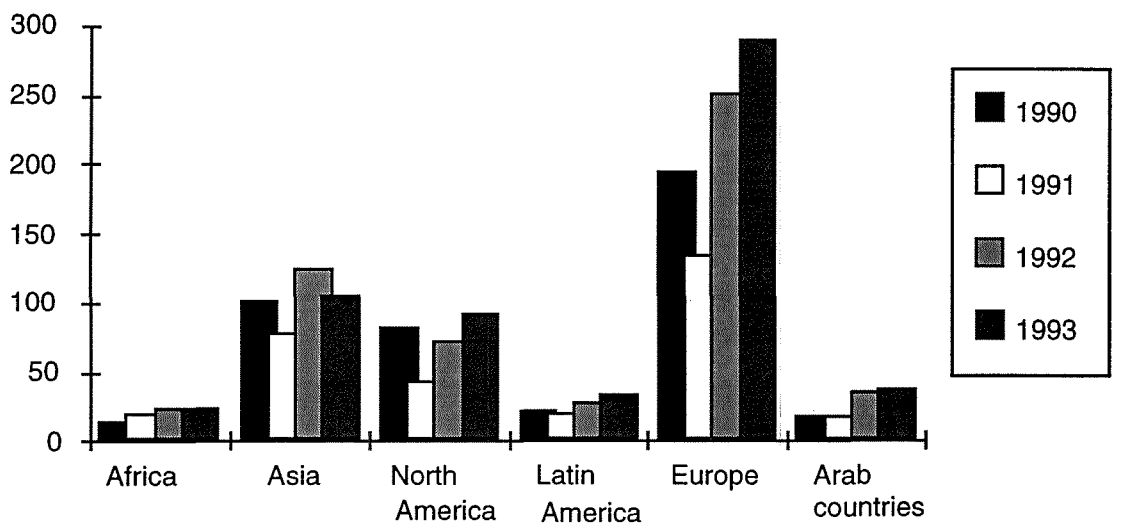
3 Only a very small number of administrations follow the Executive Council's recommendation urging them to participate at least twice a year in quality testing of ordinary mail.

II. Testing of interregional links

4 Number of interregional links tested (ordinary LC airmail)

Mail from	Total links tested	1990	1991	1992	1993
Africa	86	15	21	25	25
Asia	413	102	79	126	106
North America	292	83	44	73	92
Latin America	105	23	20	28	34
Europe	870	194	135	251	290
Arab countries	109	19	18	35	37

5 The data on the number of interregional links are represented on the chart below:



6 This indicates insufficient testing of interregional links from the Africa, Latin America and Arab countries regions.

III. Changes in regional domestic times (times A and H)

7 An analysis was made of partial domestic times, ie:

- *time A* (time from posting of the item to dispatch of the mail by the office of exchange of origin = *total time in the country of origin*);
- *time H* (time from arrival of the mail at the office of exchange of destination to presentation for delivery = *total time in country of destination*).

Annual averages for times A and H were calculated for 1990 to 1993. The oldest result for each country was compared with that of 1993. If the difference between the results is not significant[1], the quality of the transmission time in question is deemed to be constant.

8 Details of this regional analysis are given below:

a *Changes in time A (LC airmail) – Regional analysis*

		for which		
	Total (administrations compared/%)	quality improved (administrations compared/%)	quality remained constant (administrations compared/%)	quality declined (administrations compared/%)
Africa	11/100%	3/27.25%	3/27.25%	5/45.5%
North America	2/100%		2/100%	
Latin America	13/100%	6/46.2%	1/7.6%	6/46.2%
Asia and Pacific	14/100%	3/21.4%	6/42.9%	5/35.7%
Europe	23/100%	4/17.4%	14/60.9%	5/21.7%
Arab countries	12/100%	3/25.0%	5/41.7%	4/33.3%
TOTAL	75/100%	19/25.3%	31/41.3%	25/33.3%

b *Changes in time H (LC airmail) – Regional analysis*

		for which		
	Total (administrations compared/%)	quality improved (administrations compared/%)	quality remained constant (administrations compared/%)	quality declined (administrations compared/%)
Africa	24/100%	11/45.8%	4/16.7%	9/37.5%
North America	1/100%		1/100%	
Latin America	17/100%	7/41.2%	5/29.4	5/29.4%
Asia and Pacific	20/100%	4/20%	11/55.0%	5/25%
Europe	22/100%	6/27.3%	13/59.1%	3/13.6%
Arab countries	10/100%	1/10.0%	6/60.0%	3/30%
TOTAL	94/100%	29/30.9%	40/42.6%	25/26.6%

9 The variability of the above results underscores the need to implement not only comprehensive measures but also individual ones in each postal administration.

[1] Significant difference from a statistical viewpoint with a probability of 95 percent.

Congress – Doc 22/Annex 2

Summary of missions in the filed of quality – 1989–1994

	Africa	America	Asia Pacific	Europe	Arab countries	Total missions	Adminis-trations
1989							
Missions	1	1	1	0	0	3	
Visits	3	3	3	0	0		9
1990							
Missions	3	2	2	2	2	11	
Visits	7	4	7	5	4		27
1991							
Missions	8	7	7	2	2	26	
Visits	23	18	17	5	5		68
1992							
Missions	4	2	3	2	2	11	
Visits	12	5	2	5	5		29
1993							
Missions	2	3	3	2	2	12	
Visits	7	7	9	4	5		32
1994							
Missions	3	2	2	2	1	10	
Visits	9	8	4	4	1		26
Total missions	21	17	16	10	9	73	
Total visits	61	45	42	23	20		191
Percen-tage visits	31.94%	23.56%	21.99%	12.04%	10.47%		100%

Congress – Doc 22/Annex 3

Evaluation of missions relating to the quality of the international postal service carried out from September 1989 to December 1992

I. Introduction

1 According to International Bureau practice, consultants' missions are evaluated by means either of a follow-up mission or of a questionnaire to be filled out by the recipient administration. This document is a digest of the information obtained after processing the answers to the questionnaires sent to the administrations visited.

2 During the period under review, 114 administrations were visited by quality consultants, of which 60 answered both questionnaires, one on general matters and the conduct of the missions, and the other on the action taken by administrations on the proposals and recommendations made during the quality missions.

II. Questions of a general nature and relating to the conduct of the missions

3 An evaluation of the replies to the first questionnaire concerning general information reveals that a strong majority of the administrations visited approved the manner in which the quality missions were conducted:

–	Two-week duration of the visit to each administration	80 percent	yes
–	Two-year interval before a follow-up mission	73 percent	yes
–	Selection of consultants from among the best specialists in the field of quality	88 percent	yes
–	Recommendations formulated in a realistic manner	70 percent	yes
–	Recommendations accepted in their entirety	60 percent	yes
–	Mission corresponding to the needs of the administration concerned	58 percent	yes

4 It should nevertheless be emphasized that only 58 percent of the administrations felt that the missions corresponded to their needs.

III. Rate of implementation of the consultants' recommendations

a Average rate of implementation by groups of administrations

5 In evaluating the results of a mission, all the recommendations made for the benefit of an administration must be considered as well as the action taken by the administration; the result for each administration is therefore shown as an average rate of implementation (ARI):

$$ARI = \frac{\text{rate of implementation of rec 1 + rate for rec 2 + ... + rate for rec n}}{\text{number of recommendations}}$$

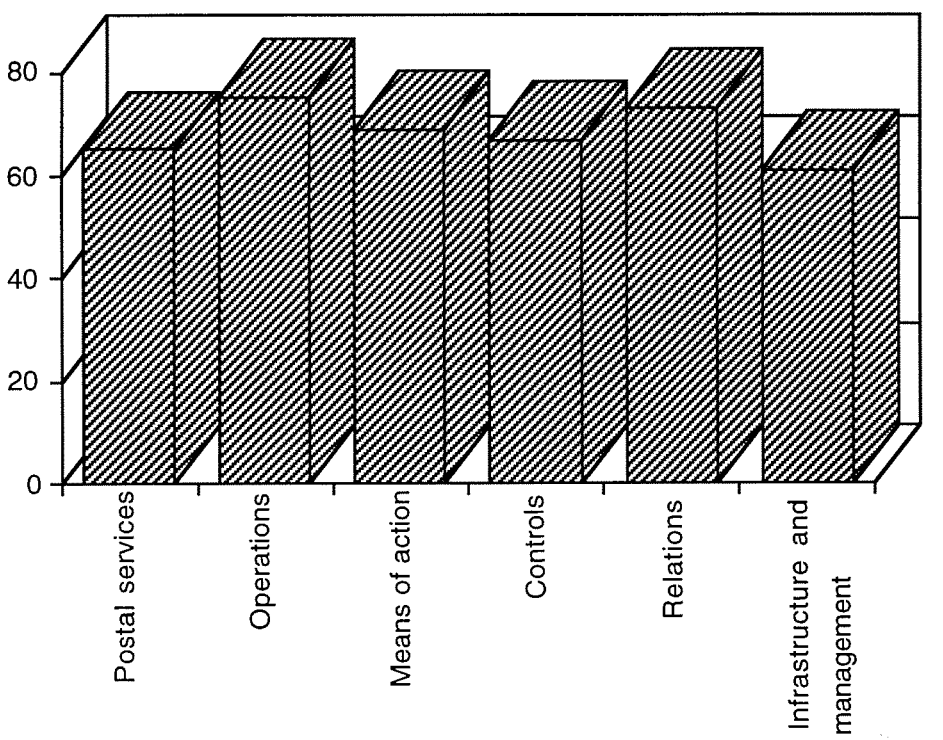
6 The following table shows that, depending on the administration visited, the ARI varied from 15 to 100 percent:

Average rate of implementation	ARI	Number of administrations
Recommendations implemented in their entirety	ARI = 100%	3
	100% > ARI ≥ 90%	5
	90% > ARI ≥ 80%	5
	80% > ARI ≥ 70%	9
	70% > ARI ≥ 60%	11
	60% > ARI ≥ 50%	7
	50% > ARI ≥ 40%	3
	40% > ARI ≥ 15%	2

Overall ARI for the 45 administrations studied = 71 percent

b Rate of implementation of recommendations by fields of action

7 All recommendations were classified, according to their areas, into six themes and 54 subjects. The ARIs calculated for the different subjects varied from 61 percent (infrastructure and management problems) to 75 percent (operations). The overall average rate of implementation was approximately 68 percent (see chart hereunder).



8 It will be noted that for the detailed subjects, the lowest ARIs were for recommendations concerning means of transport (35 percent), postal buildings (37 percent) and equipment (40 percent). For the other 52 subjects evaluated, the ARI varied from 46 percent to 93 percent.

IV. Conclusions

9 This detailed analysis underscores the difficulties preventing a sizeable number of administrations from carrying out the recommendations whose implementation requires an investment. In most of the administrations visited, implementation of recommendations requiring an investment remains in abeyance and the situation cannot be remedied without outside assistance.

10 Most of the administrations believe that consultants' missions have a positive impact on quality of service but would like to receive material assistance as well.

Congress – Doc 22/Annex 4

WORLD POSTAL NETWORK: Major irregularities observed; work carried out; outlook for the future

I. Major irregularities observed since 1991

1 In many countries and over many years, information about traffic flows (number of items/destination) has not been updated and sorting plans have not been adapted to traffic as it exists. Consequently, a number of mails continue to be made up although there is no justification for doing so, and because their volume is limited, they are dispatched only once a week, sometimes every two to five weeks. Also, mails that would be justified are not being made up and items continue to be sent in transit à découvert.

2 Markings on sorting cases are illegible or non-existent.

3 Circulation tables are either incomplete or non-existent.

4 No sorting list is available for the staff.

5 Many countries do not use AV 10 bundle labels.

6 Very often, the staff employed on sorting the items has had no training whatsoever.

7 In many sorting centres, there are no terms of reference.

8 Many sorting centres do not have the basic equipment needed to ensure the proper conduct of the work, such as trolleys and baskets for moving the mail from one sector to another, pencils for making out bundle labels, mailbags for the domestic and international services.

9 Complete absence of dialogue and cooperation between postal administrations and private transport enterprises to which the mails are handed over (airlines, railways, trucking firms, etc).

10 Poor handling of airmails at airports in general and particularly at those designated as hubs.

11 A number of postal administrations are obliged to use national airline flights only.

Consequences:

12 Large number of items missent from the point of departure.

13 Many good air links are not used.

14 The movement of mail sent in transit à découvert is left to the judgement of the sortation employee.

15 Postal services receiving bundles without labels are compelled to sort the items, whereas they could have been redirected with no need for additional sorting.

16 The lack of good basic staff training has a negative effect on the quality of mail circulation.

17 The staff feels no sense of responsibility or of motivation.

18 The lack of appropriate equipment entails an extra workload.

19 Poor handling of mail at airports can result in lengthy delays (several days, even weeks).

It is undeniable that shortcomings of this kind cause long delays in conveyance and have a negative effect on the quality of mail circulation.

II. Work carried out

A. *At the International Bureau*

20 *Study of the world network* of airlines available for carrying mails.

21 *Study* of 96 airmail and 71 EMS *circulation tables*, and formulation of 2270 suggestions for improvement (1257 for airmails and 1013 for EMS mails).

Analysis of transit à découvert

22 The International Bureau received data from 129 postal administrations concerning transit à découvert. As of 31 December 1993, particulars regarding 47 administrations had been analyzed and proposals for changes and improvement formulated for 2958 destinations.

At the same time, the International Bureau designed a sorting list for use in the operational services and sent it out to those same postal administrations, several of which adopted it.

23 The experts had been instructed to study the *AV 1 List* and the *List of Airmail Distances*, and to give an opinion as to their structure and the real usefulness of their content.

AV 1 List

24 The experts' proposals concerning chapter III *SERVICE INTERNATIONAL* (INTERNATIONAL SERVICE), A. – *Pays ou territoires pour lesquels sont formées des dépêches-avion* (Countries or territories for which airmails are made up), B. – *Taux des frais que perçoit l'Administration de ... pour le transport du courrier par les services aériens ci-après:* (Rates of the dues collected by the administration of ... for air conveyance by the following air services:) and E. – *Renseignements concernant le transbordement des dépêches-avion en transit* (Information about the transhipment of airmails in transit) were approved by the 1991 EC.

As of 31 December 1993, data concerning 99 postal administrations had been submitted for approval and published.

List of Airmail Distances

25 The proposals concerning the new structure of the List of Airmail Distances were approved by the 1991 EC (preliminary draft) and the 1993 EC (final draft).

By the end of July 1993, 6129 international routes had been examined and submitted for consideration by the postal administrations concerned.

26 The *Manual of rules and procedures for forwarding international mail* (brochure 134 of the Collection of Postal Studies) was revised, restructured and republished.

27 In early 1993, the mail circulation expert helped to draft a *Guide for mail circulation quality consultants*, with a view to standardizing the work done by consultants on mission, thereby allowing the International Bureau to more accurately assess the situation observed in the postal services of the countries visited.

The guide is accompanied by all the necessary documents especially created to make the work easier for the consultants and to allow them to make the most of the time available for each mission.

28 In 1992 and 1993, the expert was asked to provide advice to a number of postal administrations in the field of *mail circulation.*

B. In the field

29 From 1 November 1991 to 30 September 1992, the expert conducted missions concerning the quality of international mail circulation to three African countries (Burundi, Rwanda and Comoros) and five European countries (Spain, Italy, Bulgaria (Rep), Romania and Poland (Rep)).

30 Mail sorting was reorganized in four countries; a start was made on reorganizing the make-up and routeing of international mails in five countries, and in six countries, the circulation of items in transit à découvert was studied and reorganized.

31 In some sorting centres, many improvements were made in organizing the work and in the official documents used by the operational services.

III. Outlook for the future

32 Response by the postal administrations to the work done in connection with the world postal network is increasingly positive, witness the number of postal services calling on the International Bureau for advice about circulation and implementing the expert's proposals for improvements.

33 Experiments conducted in the field and in the course of the work done at headquarters reveal the need to *also have a central unit at the International Bureau* to:

i maintain constant control over the world postal network so as to better coordinate exchanges of international mail;

ii assist administrations encountering difficulties in organizing their sorting operations, making up dispatches and preparing dispatch plans;

iii serving as an information centre for all problems inherent in postal operations.

34 In view of the foregoing, the work entrusted to the specialist can be summarized as follows:

i World postal network

Very closely monitor developments in mail circulation and air links worldwide with a view to fostering a constant improvement in the quality of service.

ii Transit à découvert

Maintain control over mail sent in transit à découvert so as to foster a constant reduction in the transmission times of items dispatched in this manner.

iii AV 1 List

Continue work on the AV 1 List in general and chapter III SERVICE INTERNATIONAL (INTERNATIONAL SERVICE), A. – *Pays ou territoires pour lesquels sont formées des dépêches-avion* (Countries or territories for which airmails are made up) in particular, with a view to drawing up as comprehensive a document as possible.

iv List of Airmail Distances

Continue and finish the work on restructuring this document and ensure that it is kept up to date.

v Civil aviation hubs

Complete the study of work methods at civil aviation hubs.

Cooperate with the postal administrations of the countries in which such airports are located and with the authorities empowered to reorganize transhipment operations at the hubs.

vi Information centre

Establish an information centre at the International Bureau for all problems inherent in the world postal network and mail handling in sorting centres; this information centre should be capable of supplying all postal administrations on request with particulars about the sorting of items, make-up of bundles and mails, and routeing of airmails and EMS mails, and of providing the necessary assistance to administrations whose mail circulation is considered poor.

vii Data base

Include in the International Bureau data base a file containing all useful and necessary information about the sorting of items, make-up and routeing of mails and routeing of items in transit à découvert.

viii Seminars

Organize regional seminars focussing on mail sorting practices, the make-up of bundles and mails and their routeing.

Financing of Permanent Project activities (improvement of quality)
(in thousands of Sfr)

		1990		1991		1992		1993		1994
Items (Articles)	Activities	Budget	Actual expenditure	Budget	Actual expenditure	Budget + VF	Actual expenditure	Budget + VF	Actual expenditure	Budget + VF (estimated)
311, 312, 40.31, 40.32	Activities in the field (remuneration and travel of consultants)	297.0	202.3	594.0	562.5	328.4[1]	469.6[1]	200.0	281.6	280.0
321, 322, 40.321, 40.322	Specialists for CCPS studies (remuneration and travel)	63.0	29.6	150.0	98.5	65.0	66.2	34.0	0.0	106.8
323, 324, 40.323, 40.324	World network specialists (remuneration and travel)	68.0	60.4	152.0	121.7	0.0[1]	0.0[1]	98.0	127.9	132.0
323, 324, 40.323, 40.324	Other special work[3] (remuneration and travel)	0.0	0.0	0.0	0.0	0.0	66.2	111.5	72.3	35.3
313, 314	Quality control (data entry and printing of cards)	130.0	932	195.0	98.5	210.0	79.9	160.0	94.3	140.0
315, 40.315	Administrative costs	40.0	12.0	20.0	33.1	30.0	30.2	50.0	23.2	50.0
319, 40.319	Other activities	20.0	0.0	40.0	0.0	20.0	0.0	0.0	0.0	20.0
31, 32, 11, 12	Total for strengthening quality[2]	618.0	411.0	1151	935	653.4	712.1	653.5	599.3	764.1
Chap 1+2+3	Total gross Union expenditure	26 232.2	25 344.5	28 634.3	28 715.1	30 066.0	30 301.9	31 569.0	31 660.2	32 792.4
	Percentage of Union budget earmarked for strengthening quality	**2.45**	**1.62**	**4.02**	**3.2**	**2.17**	**2.35**	**2.06**	**1.89**	**2.33**

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Comments relating to the table "Financing of Permanent Project activities"

a This table estimates the amount expended on Permanent Project activities from 1990 to 1994.

b Only activities concerning the Permanent Project, namely enhancing the quality of the international postal service, were taken into consideration for the table.

c Notes concerning the table:

1 The salary of the world network specialist was financed in 1992 from item 40.31 of the Voluntary Fund. Out of the 12 man/months available, the specialist spent about 12 weeks on field missions.

2 The calculation does not include the salaries of International Bureau officials dealing with these activities. This estimate is the responsibility of the Programme-Budgeting unit and will be presented in a separate document.

3 The following special tasks considered as having a direct bearing on quality were included in the calculation:

- work by the security specialist (1992–1994)
- preparation of an operational marketing guide (1993)
- preparation of detailed draft proposals for a model bilateral agreement covering compensation in case of imbalance in EMS exchanges based on performance criteria (1994).

Congress – Doc 23

Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security

Joint EC and CCPS report

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I. Introduction

1 In Washington Congress resolution C 12/1989, the Union recognized the need for greater postal security within the member countries of the Union. Accordingly, the Executive Council (EC) and the Consultative Council for Postal Studies (CCPS) were instructed, within their respective areas of responsibility, and with the support of the International Bureau, to develop and adopt initiatives relating to postal security policies, standards and programmes, that could be undertaken before the Seoul Congress.

2 The urgency of the matter resulted in immediate action being taken in early 1990 with the start-up of CCPS study 753 "Security" and the organization of the first postal security symposium on the subject "Security of the mails makes business sense". This led to the establishment of the UPU Postal Security Action Group (PSAG) as a joint EC/CCPS group (decision CE 9/1990 and resolution CCEP 3/1990).

3 The original membership of PSAG (Australia, Canada, France, Great Britain, Ireland, Italy, Russian Federation, Spain, United States of America (Chairman) and Zambia) was expanded to include Denmark in April 1992, Finland in October 1993 and Bulgaria (Rep), Egypt, Hungary (Rep), Japan, Netherlands, Poland (Rep) and Sweden in February 1994. Korea (Rep), Netherlands, Sweden and Switzerland also took an active part in the proceedings of various PSAG Working Parties. Many observer countries made regular and highly constructive contributions at the meetings of PSAG.

4 Up to the eve of the Seoul Congress, PSAG had held eight meetings of two sittings each, and had conducted a second symposium in April 1991 on "Security initiatives and postage fraud". Both subgroups (WP PSAG/1 and PSAG/2) held working meetings prior to the official meetings of PSAG. The PSAG–IATA WP met twice and its four subgroups each held one meeting.

5 This report presents a comprehensive look at the various fields in which security activities have been initiated or are being considered. Postal security is undergoing rapid development and the EC and CCPS have made it a priority of the Union. Although much progress has been made in a very short time, the activities still to be carried out are many and important.

II. Security requirements worldwide

Conclusions of CCPS study 753 "Security"

6 At its first meeting in October 1990, PSAG organized its work for the period 1990–1994 into a programme of action based on the findings of CCPS study 753 on security. Four key fields were identified and became the subjects of individual projects. They are:

Project I: Develop models for security/inspection units in postal administrations and carry out a comparative study on legislation governing postal crimes and/or offences.

Project II: Develop security standards for mail operations.

Project III: Develop procedures for security of postal facilities and equipment, employees and customers.

Project IV: Develop contacts with international organizations.

7 Thus, since the start of its activities, PSAG has many times reiterated that the introduction of appropriate security measures constituted a business asset and was in keeping with the strategic objectives of the Post, namely:

- safeguarding the quality of the postal service;
- ensuring revenue protection and safeguarding postal property;
- contributing to a positive image of the Post;
- enhancing the competitive edge of the Post in relation to the competition.

Analysis of the statement of requirements

8 To more accurately identify specific future development measures relating to security, PSAG conducted a survey in 1992 and 1993 with a view to compiling a comprehensive list of requirements worldwide in this area. The fact that 135 administrations replied to the survey (75 percent of UPU members and a considerable increase of 75 percent on the results of 1990 CCPS study 753), is an indication of the progress made in the field of postal security. The related recommendations set out in decision CE 12/1993 have already substantiated the validity of the many strategies and activities initiated by PSAG. The statement of security requirements worldwide can be summarized as follows:

a most of the administrations reported that they had security units/services, but only 3 percent of those units/services conduct investigations of postal crime;

b most of the administrations do not know the real cost of postal crime or how much they are spending to combat such crime;

c the two most serious postal crime problems worldwide are mail theft and burglary;

d the most urgent needs worldwide for combating postal crime are training, consultant assistance, information and awareness material and technical support.

9 *Action No 1*

Surveys of requirements must continue to be carried out on a regular basis in order to substantiate the validity of the action taken and to provide a basis for initiating new activities.

III. Establishment of a postal security network

10 As early as April 1992, the terms of reference of PSAG were redefined so that it could focus on a broader network approach for solving Union postal security problems through the provision of cost-effective and up-to-date information and professional advice on security measures and crime prevention. It was pointed out that the success of any activity undertaken would depend mainly on the establishment of a network. Resolution CE 14/1992 stressed the urgency of establishing the network which required the active participation of the Restricted Unions. Frequent contacts between the postal administrations of origin, of transit and of destination, which together are responsible for end-to-end control of postal items, were essential to the success of such a network.

11 The basic and priority components of such a network are the creation of *internal security and investigation units*, the development of *security standards* and their application to all phases of mail handling, the organization of *training courses* and the provision to administrations of *technical equipment* and *practical tools*. Contacts with *national commercial partners* should continue to be developed and relations with *international organizations* with a legitimate interest in postal security should be nurtured.

Establishment of security units

12 Improved security in the Union requires that internal security units be established and/or strengthened and modernized. The results of study 753 revealed that such units were relatively few, although, according to the early results of the survey on security requirements (paragraph 8), the number of administrations setting up security services was clearly on the increase. To foster a uniform approach, a guide for a model postal security and investigation unit and a document to promote the enactment of postal related crime laws were made available to postal administrations. Several EC and CCPS decisions urged postal administrations to join the network by setting up the required structures.

13 *Action No 2*

The creation of security units is the very foundation of the network and must be pursued.

Security standards for mail

14 The development of security standards is one of the priorities recognized in resolution C 12/1989 and recalled in recommendation CE 10/1991, and constitutes one of the most noteworthy achievements of PSAG. The existence of postal crime involving substantial losses of mail and revenue and the insertion of prohibited and dangerous goods in postal items, has added to the need for security standards covering all phases of postal operations aimed at improving the postal service as a whole (including relations with Customs, cooperation with airlines, etc). An important field for action concerns the establishment of preventive measures and control and verification procedures on an international basis as a means of reducing mail losses. A considerable effort is still required with regard to the labelling of dispatches, containerization, improvement of customs forms, risk analysis and revenue protection.

15 Security standards have been defined in various manuals already distributed, namely:

a Crime prevention manual – physical and procedural security of the Post;

b Handbook of modus operandi information and investigative techniques in theft in course of post inquiries;

c Model postal security and investigation unit;

d Document to promote the enactment of postal related crime laws;

e Universal module for a postal security and investigation operatives training course;

f Airport mail security and operations manual;

g Directory of officials responsible for postal security.

16 The universal module referred to in paragraph 15, e, deals with a great many subjects, including investigation of lost items, fraudulent issues of postage stamps, insertion of narcotics and explosives in postal items, crime-prevention techniques, computer security, etc. Criteria are also set out for the recruitment of instructors, and the physical and logistic organization needed to conduct a course.

17 Work carried out by PSAG on the following documentation and activities must be continued:

a a seventh manual about determining the real cost of postal crime, intended to encourage administrations to make the necessary investments to combat postal crime, particularly by setting up a specialized unit and providing it with the resources it needs;

b a minimum uniform control standard for determining the origin of mail losses and stemming their number, by introducing an efficient system for recording losses of international mail and a model control and verification programme at international level;

c an operational guide to indicate the essential security and prevention measures that should be taken for identifying high-risk areas and revenue shortfalls;

d a check-list of control procedures, as an addendum to the "Handbook of modus operandi information and investigative techniques in theft in course of post inquiries" (UPU/ Security – Document No 2);

e a programme of studies to provide UPU member countries with an initial self-evaluation tool when examining and assessing their own operational and postal security measures;

f implementation of the recommendations developed in connection with sub-study 731.2 "Labelling of mails" to allow discontinuation, for security reasons, of the use of red labels in bilateral relations between postal administrations;

g making administrations aware of the need to pay more attention to the security aspects of equipment used for the conveyance of postal items, with a view in particular to reducing mail losses. For example, the use of a new kind of container and seals, tested and found to be impossible to tamper with without leaving a trace, should be encouraged.

18 *Action No 3*

Development of security standards will constitute an essential element for the overall improvement of the postal services.

EDI and postal security

19 Development of the EDI network will continue to be monitored to ensure that the EDIFACT message system now being worked out and tested at the UPU will include the relevant security-related aspects. In August 1993, an agreement was signed between SITA and the UPU.

20 Operation of a postal EDI network should afford a significant reduction in item losses in that it will allow the security and operational staff, using operational data acquired by each administration, to quickly identify missing mails, receptacles and items, and to take the necessary action. The EDI network will then be used for transmission of messages about "exceptions" and "first alerts" to deal with urgent cases, such as rifled or damaged mailbags, and to track the items concerned, since the frequent absence of delivery bills often creates problems. To start with, it was recommended that the security and operational staff cooperate closely and regularly share relevant information by making more frequent use of telefax, telephone and telex facilities and the verification note.

21 The EDI network will foster the establishment of more efficient means of communication between postal administrations, airlines, customs services and national and international security agencies, among others.

22 *Action No 4*

Security units must become thoroughly familiar with the EDIFACT message system so as to be able to act promptly, particularly upon receiving relevant messages.

Training and technical assistance

23 PSAG believes that coherent and properly organized training, as a means of achieving worthwhile results in the long term, is the most important method of improving international postal security and, by means of a more sustained effort, of promoting the networking method. The coordination and financing of training programmes are quite naturally the responsibility of the UPU, which must also ensure the uniformity and quality of the training given. Although the cost of vocational training may be high, security is of such importance that any investment is largely offset. In view of the link between security and operations, training postal employees in these areas of activity is considered essential.

24 Some members of PSAG along with a few observer countries provided the International Bureau with considerable assistance in respect of training, particularly by making teaching materials and qualified instructors available. A directory of instructors was prepared for use in connection with future courses.

25 Up to the Seoul Congress, four postal security courses will have been successfully held on the basis of the universal module (Kenya in 1992, Finland and China (People's Rep) in 1993 and Costa Rica in 1994). A fifth course is scheduled for Egypt before the end of 1994. In addition, the same instructional material was used for several training sessions and bilateral training activities. In 1991 and 1992, two other courses were held as well as a seminar on narcotics detection. A total of more than 300 postal officials from over 100 Union member countries were trained in this field. Among the more noteworthy results of each course was the preparation of an action plan to foster the creation and development of a security unit and the establishment of a regional network to facilitate communications and strengthen personal contacts.

26 Standardizing the training courses guarantees a uniform and quality product in a modern environment. Security training will continue to be a priority of the Union; the 1992 Executive Council approved the adoption of a universal postal security course module and the organization of one postal security course a year, each one for countries representing a different region. To allow as many Union countries as possible to benefit from postal security training, the 1994 EC came out, in principle, in favour of organizing an interregional course at the International Bureau in 1996 provided that sufficient funds were made available.

27 *Action No 5*

Postal security training will continue to be provided in a professional manner so as to ensure its cost effectiveness.

Information – an essential support

28 The establishment of a productive and lasting exchange of information and experience in the field of postal security between postal administrations and with their counterparts, both nationally and internationally, is an essential support for developing a network. Since the creation of PSAG and pursuant to the decisions and recommendations of the EC and CCPS, several activities have been carried out or are under way in order to expand the available sources of information on postal security. A number of manuals, essential working tools, were issued to administrations and others are being prepared (see paragraphs 15 and 17).

29 The following documentation is also distributed regularly:

a the Postal Security Newsletter (published every six months);

b the Postal Security Operational Binder.

30 Spearheaded by PSAG, an awareness campaign on the importance of security was mounted for the Seoul Congress. The information material prepared for Congress (brochures, folders, charts, summaries, videocassettes, exhibition) will be made available afterwards for training courses and awareness campaigns at national level.

31 Administrations are urged systematically to provide the International Bureau with any information they have about security so that it can be catalogued and form the basis of a security documentation centre. A preliminary bibliography of information available is given in the Postal Security Operational Binder.

Operational binder

32 To ensure a more dynamic, effective and operational follow-up of the studies and decisions of the bodies of the UPU, and to improve the cost-effectiveness of important activities, the International Bureau instituted the operational binder and follow-up sheet system. Binder IV – Postal Security has already been issued to member countries.

33 *Action No 6*

Technical materials and practical working tools will continue to be developed and made available to administrations. More particularly, the operational binder will permanently allow sustained follow-up as a means of ensuring the implementation of proposed security measures.

Measures taken by the Restricted Unions

34 The Restricted Unions were urged to play a support role by setting up regional networks that would take account of the diversity of needs in the various parts of the world. In fact, *security networks* are now operating in PUASP, APPU, PAPU and in the Eastern and Nordic European countries. The measures taken and the progress made are worthy of support in all their aspects:

a The postal security network of the Postal Union of the Americas, Spain and Portugal (PUASP) was ratified by an agreement signed by the Directors-General in March 1992. The initiative on introducing an efficient mail loss reporting system is a priority task. In addition, postal security has been included among the fundamental objectives of article one of the new PUASP Constitution;

b In the Asian–Pacific Postal Union (APPU), a network is beginning to take shape focussing more particularly on cooperation between the Post and the airports.

c The Nordic countries instituted a security network in February 1993, resulting in a broader exchange of ideas and information and cooperation on various projects, all of which has led to improved postal security.

d In the Pan African Postal Union (PAPU) region, on the initiative of the participants in the postal security course held in Kenya in September 1992, a postal security network known as the African Postal Security Coordination Committee (APSECO) was established. Security has also been incorporated into PAPU's regular work programme.

e CAPTAC (the Conference of Posts and Telecommunications Administrations of Central Africa) focussed on establishing contact committees between the Post and its commercial partners and conducting training and refresher courses as joint activities.

35 *Action No 7*

The Restricted Unions will be asked to play a greater role in improving regional security networks.

Quality of service and security

36 Recommendation CCEP 5/1992 and resolution CE 11/1993 recognized that security was a priority to be taken into consideration during UPU quality of mail circulation missions conducted in connection with the Permanent Project. A questionnaire about various aspects of security is given to consultants departing on mission. Postal security staff members have been invited to take an active part in these missions.

37 The activities of Executive Council Committee 6 relating to the Permanent Project revealed several security problems that contributed to mail circulation delays. A thorough analysis made in 1993 of reports on missions to both developed and developing countries showed that a very substantial number of security-related operational problems were due to failure to respect the most basic procedures in mail handling and in the make-up and routeing of mails. Pursuant to decision CE 13/1993, problems in transit centres, otherwise known as hubs, would be studied in depth by the PSAG–IATA WP.

38 Further to some of the activities of PSAG, the 1992 CCPS ruled in favour of the "establishment of national committees with a view to developing common, consistent procedures for guaranteeing aviation/mail security" and of a "review of the customer claims system".

39 As described in paragraphs 19 to 21 above, the operation of an EDI postal network should make it possible to reduce mail losses in particular and to deal with urgent cases such as rifled and damaged mailbags. The "security" aspect was taken into consideration for the definition of the future messages to be exchanged between the Post and its commercial partners. In addition, the introduction of an effective mail loss reporting system and of international monitoring standards to combat such losses will make a substantial contribution to improving the quality of the international postal service.

40 *Action No 8*

Actions designed to improve the quality of mail circulation will continue to take various aspects of security into consideration.

Airmail security

41 The 1992 EC made the monitoring of airmail security issues a permanent activity of the Union and called on the UPU to play an active role in related matters, all the more so since relations between the UPU, IATA and ICAO had been intensified since 1990.

ICAO Security Manual

42 Since June 1991, the UPU has been represented at meetings of the ICAO Aviation Security Panel (AVSECP). The ICAO was in favour of a more thorough examination of the UPU's proposals, particularly in connection with the mail security aspects of the rewrite of the ICAO Security

Manual's chapter 4.6 "Cargo/mail/courier/operators' stores". The UPU was invited to join the AVSECP subgroup responsible for drafting the related guidelines.

Joint IATA–PSAG Working Party

43 The PSAG–IATA WP was created by resolution CE 11/1993 to find solutions to problems relating to aviation security, the dispatch of dangerous goods and violation of the mail. Two WP meetings were held, in October 1993 and January 1994, during which IATA expressed its wish to closely pursue the dialogue with the UPU on common problems. The work will continue within the following four subgroups:

a *"Communication":* responsible for developing recommendations and mechanisms to encourage the sharing of information, including statistics, in areas such as violations and theft of mail, incidents involving dangerous articles and controls at airports;

b *"Airports":* responsible for implementing decision CE 13/1993, promoting the exchange of expertise in the area of training, of encouraging the carrying out of controls at airports and ensuring the establishment of liaison between the postal authorities and the heads of airline and airport security within the framework of local and national committees;

c *"Aviation security":* will focus on means that will ensure an appropriate response to a variety of postal-related security concerns, in cooperation with civil aviation authorities. An inquiry, in cooperation with IATA and ICAO, has been started concerning the measures taken by UPU member countries to act on the amendments to Annex 17 of the ICAO Convention that came into force on 1 April 1994;

d *"Dangerous goods":* will evaluate material existing in the UPU and the airlines for raising the awareness of employees and the public with regard to the problem of dangerous goods and will propose appropriate measures. The 1994 EC endorsed an action plan, together with several programmes and a draft Congress resolution. A consultation of all Union member countries was launched on implementing the action plan.

Incidents involving letter-bombs have occurred in several administrations in recent years. To prevent a recurrence of such incidents in future, the International Bureau will examine, in conjunction with those in charge of the studies on security, the possibility of developing a prevention programme and the best means of quickly distributing sensitive information.

Marking of items containing goods not to be exposed to X-rays or light

44 The 1994 EC endorsed the results of the PSAG study (pursuant to decisions C 46 and C 47/1989) on the creation of two special labels for distinguishing postal parcels that are not to be opened or exposed to X-rays or light because of the sensitive nature of their contents. It was recommended that the matter be settled at national level by bilateral agreements, on a case-by-case basis between countries, subject to approval by the national customs authorities and compliance of those agreements with national aviation security regulations. IATA made a number of observations including the problem that, if such items were in closed bags, they might well pass through X-ray screening anyway. Nevertheless, a more thorough study of the question was considered necessary and that study was assigned to the "Dangerous Goods" Subgroup of the IATA–PSAG WP.

Customs form revision

45 A PSAG proposal on amending existing customs forms specifically to deter terrorists from using the mail was submitted in October 1993 to the 17th meeting of the CCC–UPU Contact Committee and to the meetings of Working Party 4/1 "Forms". The 1994 EC approved the new presentation of the C 2/CP 3 and C 1 customs forms which will incorporate a statement by the sender to

the effect that his item does not contain prohibited or dangerous articles. The main aim is to ensure an audit trail by requiring the signature of the sender at the time of mailing and the compulsory retention of one copy of the form at the mail acceptance point until the item has been delivered.

46 *Action No 9*

All aspects of airmail security will continue to be included among activities to be dealt with in future.

Revenue and asset protection

47 Revenue protection and measures for recovering lost revenue will continue to be among PSAG's priority activities in the security field. Mail from financial institutions in particular is an important source of revenue for the Post and all security measures must be taken to protect it as well as mail posted by other major customers. Measures to reduce the possibilities of counterfeiting and of reusing postage stamps and other postal documents and to enhance the security of franking machines were also suggested.

48 Following a number of counterfeiting incidents involving international reply coupons (IRCs) and concerns expressed on that account, EC Committee 4 asked the PSAG to study the problem from a security standpoint. The results submitted to the 1994 EC revealed that the current threats to the IRC service do not warrant either wholesale change or large expenditure. In view of the preventive measures already taken and if implementation of the recommendations in the report is ensured, the IRC service can continue under existing conditions.

49 *Action No 10*

Emphasis will continue to be placed on the desirability of investing in security measures as a means of safeguarding revenue and protecting postal property.

IV. Strengthening external relations

50 In stressing the importance of establishing a network between member countries, PSAG also drew attention to the need to develop and maintain good relations with various partners, both national and international. The postal security network cannot succeed without the contribution of all these external partners.

Cooperation at national level

51 In most countries, many postal security problems extend beyond the postal jurisdiction. Taking appropriate measures to deal with and solve these problems depends on cooperation between the Post and the Government, civil aviation, transport companies (surface and air), police, Customs, etc. National contact committees seek to ensure coordinated and efficient action. For example, postal and customs authorities take joint action on such security problems as the detection of items containing narcotics and explosives and the illicit conveyance of currency and securities.

Cooperation at international level

52 In keeping with Washington Congress resolution C 12 and resolution CE 9/1990, PSAG established contacts with international organizations concerned by postal security issues. Several of those organizations have been represented on a regular basis at PSAG meetings; they include the CCC, IATA, IFALPA, INTERPOL, ICAO and UNDCP. Since these organizations have an influence, whether individual or collective, on decisions made about postal security, it is important for the UPU to maintain good relations with them. The following will provide a brief glimpse at the most important activities.

a CCC

53 Cooperation between PSAG and the CCC focusses mainly on training postal officials to detect narcotics in the mail, the redesign of customs documents to have them provide an audit trail for use in connection with aviation security investigations (recommendation CCEP 5/1992) and the security of postal items held by Customs. PSAG also contributed to the proceedings of the CCC–UPU Contact Committee.

b IATA

54 After the creation of PSAG, the IATA–UPU Contact Committee decided that all airmail security issues would be coordinated through PSAG. Cooperation with IATA involves matters relating to aviation security, loss of postal items while in custody of the airlines, handling of dangerous goods, use of mailbags and containers, etc. Creation of the Joint PSAG–IATA Working Party (see paragraph 43) confirmed the need to engage in joint discussions, particularly in the light of the action being taken by government authorities to strengthen mail security standards.

55 Both IATA and ICAO assisted PSAG with the preparation of the "Airport mail security and operations manual", which laid down the essential requirements for the proper, secure handling of postal dispatches in airports. Concerns relating to aviation security, procedures at airports and offices of exchange, among other things, are also given a prominent place in the model postal security training course and will be improved as required.

c IFALPA

56 The value of this organization in terms of the activities of PSAG is basically related to questions involving aviation security and Annex 17 of the ICAO Convention. IFALPA has always openly supported all PSAG efforts in this field. Both parties have established a cooperative relationship and maintain open contacts for their mutual benefit.

d INTERPOL

57 The importance of working in close cooperation with the International Criminal Police Organization (INTERPOL or ICPO) was recognized in Washington Congress resolution C 12/1989. For several years now, INTERPOL has been recording postal crimes and rousing the awareness of its member countries with regard to this problem. In 1991, for the first time, a PSAG representative attended an INTERPOL conference on international terrorism. INTERPOL, for its part, has supported postal security activities in a variety of ways, particularly by publishing an article on UPU actions in its bulletin distributed to all its member countries, attending all PSAG meetings and participating in the training courses. In June 1992, the specialist-consultant visited INTERPOL headquarters, thereby contributing to a further strengthening of links between the UPU and INTERPOL.

e ICAO

58 Since the Pan Am 103 disaster, aviation security matters have been given the highest priority by ICAO itself. The risk of explosives being inserted in cargo and postal items having considerably increased, some national Governments have already unilaterally imposed very strict security checks on the Post as well as the private couriers and airlines, including the x-ray inspection of all postal and express items. It is therefore extremely important that the partnership between the ICAO, IATA and the UPU (PSAG) ensure that common standards are developed and applied in respect of aviation security.

f UNDCP

59 Among other things, the UNDCP makes a financial contribution to the training of postal officials in detecting narcotics in postal items (seminars in Thailand in 1988, Bolivia in 1990 and Senegal in 1992 and regional postal security courses in Kenya in September 1992, Finland and China (People's Rep) in 1993 and Costa Rica in 1994). It was stressed that future postal security courses will also be able to rely on a contribution by the UNDCP.

g Private operators

60 The Private Operators–UPU Contact Committee came out in favour of a dialogue with private operators on matters of security in the fields of aviation security, dangerous goods, the fight against narcotics, networking and the exchange of information. It was observed that contacts with the private sector on security were part of the Post's wider concerns about becoming more competitive. An initial exploratory meeting between PSAG members and representatives of the private operators in December 1993 confirmed that cooperation would be useful in the above-mentioned fields. These contacts will have to be developed and continued within an appropriate framework leading to the drawing up of specific proposals for practical action in future. In any event, those proposals will be submitted to the Private Operators–UPU Contact Committee for consideration.

61 *Action No 11*

Good relations will continue to be developed with the various partners, both national and international, with a view to strengthening the postal security network.

V. Employment of a security specialist-consultant

62 Because of the volume of the activities to be implemented for the benefit of Union member countries, the PSAG deemed it necessary, already at its second meeting (April 1991), to recommend that a security specialist-consultant be recruited to assist the International Bureau. The October 1991 EC Steering Committee endorsed the CCPS recommendation calling for the employment of specialists-consultants to carry out the practical and urgent tasks required in the field of security.

63 A postal security specialist-consultant was thus recruited for an initial period of six months in 1992. Owing to the large number of security activities that had to be followed up, the consultant's appointment was renewed for two additional periods – six months in 1993 and seven months in 1994. Provision for a new six-month term has also been made in the draft budget for 1995.

64 The work done from 1992 to 1994 by the specialist-consultant serving at the International Bureau can be summarized as follows:

a drafting of several manuals laying down standards in the fields in question;

b drafting of a questionnaire to enable consultants departing on quality of service missions to include in their reports findings about security-related problems and irregularities;

c visit to INTERPOL headquarters in June 1992 thereby significantly strengthening relations with INTERPOL;

d coordination and analysis of the survey aimed at a more comprehensive statement of postal security requirements worldwide;

e coordination of the first universal postal security course in Kenya (September 1992) by testing the guide for a model postal security and investigation operatives training course, and coordination of the courses in Finland (May 1993) and China (People's Rep) (August 1993);

f cooperation with the PSAG Working Party in preparing a postal security awareness campaign and participation in the Seoul Congress;

g preparation of check-lists for specific activities called for in the UPU postal security manuals;

h drafting of several working documents for PSAG meetings;

i serving as a source of information on postal security for postal administrations.

65 Using the services of a specialist-consultant for conducting and following up technical and operational activities and studies relating to postal security proved a highly positive and effective experience and this approach should be used again in the future. In fact, a new six-month term for a specialist-consultant at the International Bureau and the recruitment of three additional consultants for missions in the field were included in the draft 1995 budget. However, the 1994 EC was unable to confirm the latter forecasts because of the uncertain situation of the Voluntary Fund for 1995. In this connection, an appeal was made to member countries asking them to contribute to the Voluntary Fund to make possible, among other things, the continuation of postal security activities.

66 *Action No 12*

The present system of using the services of a specialist-consultant for supporting International Bureau efforts in conducting and monitoring technical and operational postal security activities and studies should be continued.

VI. The future of security in the Union

Work on security in the various bodies of the UPU

67 Since the creation of PSAG, it has not been possible, due to the scope, the number and the diversity of all the security questions dealt with to link them to an existing EC or CCPS Committee. PSAG was thus authorized to submit reports on its activities direct to the plenary meetings of the EC and the CCPS (decision CE 12/1991). The 1992 EC authorized PSAG to submit to Committee 2 (Finance) any request for financing security activities.

68 A substantial part of the activities of PSAG was linked to questions studied by EC Committees 3, 4, 6, 7 and 9 and CCPS Committees 1, 2, 3 and 5. Work was carried out jointly with WP 4/1, the Forms Working Party, on customs forms and labelling, with the ETSG on information about mail losses, with the IATA–UPU Contact Committee for airmail security matters and with the

CCC–UPU Contact Committee for the revision of customs forms and training of postal officials in detecting narcotics in postal items.

A permanent security structure

69 At its fifth meeting in October 1992, PSAG began consideration of the future role of security in the Union, by setting up two restricted Working Parties – "Awareness" (WP PSAG/1) and "Future of security" (WP PSAG/2). The "PSAG strategy to highlight postal security needs to the Seoul Congress", the subject of decision CCEP 14/1992, pointed out among other things that the activities of WP 3/3 on restructuring the Union already contained a proposal for establishing a Postal Security Committee in the UPU, whose field of activity remains to be defined. This proposal was endorsed by the 1994 EC. It will of course be the responsibility of the new bodies of the Union to allocate the most appropriate place to security matters. When the expected redeployment of the International Bureau staff takes place, account will be taken of the various needs expressed for development of security activities.

70 The many resolutions, recommendations and decisions of the EC and CCPS adopted between 1990 and 1994 on the basis of PSAG proposals underscored the priority importance and the permanent nature of present and future work on security. They also underlined the need to ensure that the work is continued by a permanent structure of the Union endowed with the necessary human and financial resources.

Planning future security activities

71 The fact that plans have been made for establishing a Security Committee as part of the restructuring of the Union means that security has been recognized as worthy of a special place in the future UPU business plan. The activities of WP 3/3 resulted in a special programme entitled "Improve the security of mail in general and at airports in particular" being included in the UPU strategic planning process. This programme comes within the framework of one of the six main strategic objectives identified thus far for future UPU activity, namely objective No 3 "Improve operations and quality of service".

72 The programme consists of a list of various activities to be carried out in continuing the work of PSAG in order to ensure compliance with security-related procedures and provisions in all aspects of postal activity within the Union. Congress – Doc 73 "UPU Strategic Plan – 1995–1999" will contain final proposals on this subject.

Security-related proposals for 1995–1999

73 The draft five-year PSAG work programme, adopted by the 1993 EC, will serve as the basis for the activities of the future body responsible for security. It was deemed that the work already done by PSAG justified having these activities initiated as a matter of priority. Moreover, security is included among the 15 priority studies that make up the future UPU programme of studies prepared by the 1993 CCPS. The main fields of activity proposed hereunder are in addition to the various actions already recommended (Actions Nos 1 to 14):

a Follow-up survey of administrations' needs;

b Preparation of a standards base containing all legal elements needed for decision-making in matters of security so as to allow administrations to better integrate their services and to further raise the awareness of government bodies;

c Continued strengthening of the postal security network at the UPU by conducting a two-week course on security every year;

d Meetings of the postal security network each time in a different region;

e Cooperation with the ICAO Aviation Security Panel (AVSECP) regarding Annex 17 to the ICAO Convention and issues relating to aviation security;

f Joint action through a Joint Working Party with IATA on mail losses, aviation security, dangerous goods in the mail;

g Symposium with the participation of IATA, ICAO and other organizations on the subject of airmail security (1995);

h Joint action with the CCC, UNDCP, INTERPOL and other international organizations regarding the insertion of narcotics in postal items, customs issues, postal crime and terrorism;

i Joint action with the private operators;

j Survey of technical equipment requirements in 1996 with a view to the 1997 and 1999 symposia;

k Publicity campaign among postal customers and employees on the subject "Postal security is everybody's business";

l Continued distribution of publications, such as the Postal Security Newsletter;

m Establishment of contacts with the International Labour Organisation (ILO) about raising labour unions' awareness of the importance of security and training of staff in this area.

74 The aim of the studies and activities proposed is to establish clear and uniform policies, universal in scope, for combating the magnitude of the security problems observed in all areas of postal activity. It is more specifically proposed to make senior postal officials aware of the fact that the existence or otherwise of appropriate security measures has an important impact on the financial results of the Post. Employees in the postal operations services and those in the security units must cooperate closely in order to solve mail security problems. A further objective is to allow available know-how and technology to be shared for the benefit of all members of the UPU.

75 *Action No 13*

A permanent security structure will further the development of permanent and large-scale projects in this area as well as the exchange of information, follow-up and coordination with bodies of the UPU, the various committees and working parties and with external bodies. The human and financial resources to be allocated will depend on the priorities decided on by the Seoul Congress in connection with strategic planning.

VII. Financial impact of postal security activities

Cost of postal security at the UPU

76 The cost of the security measures borne between Congresses by the UPU, the members of PSAG and other postal administrations and international organizations concerned was found to be considerable. By way of example, each training course conducted between 1992 and 1994 was estimated to cost a total of one million Swiss francs per region. This figure includes the cost of the human and financial resources made available by the host administration. Funding allocated by the UPU came from technical assistance funds, the Voluntary Fund and voluntary contributions. Such expenses will have to be formally charged against the budget along with other items of priority importance to the UPU, for the benefit of all member countries.

77 To carry out the various tasks called for in the PSAG Action Plan, funding of modest proportions was granted by the EC in 1992 and 1993. New activities were financed, such as participation in IATA and ICAO meetings and the production of publicity material.

78 Given the specific nature of security-related activities, it is probable that a security programme-budget will be set up after Congress. Needless to say, the follow-up of security matters will require additional human and financial resources. Everything will depend on the decisions made by Congress about the place of security in the future structures of the Union and the policy that will be adopted.

79 *Action No 14*

Provision must be made for the financial resources needed to ensure the continuation of security-related activities deemed to be permanent and of priority importance.

VIII. Conclusions

80 It has been mentioned more than once that security will be one of the most important areas of activity in the future. This will entail new tasks and new policies for the Union, in which member countries are showing growing interest at every meeting.

81 Future activities in security will focus more on training and development of the security network, with a view to enhancing the level of postal security expertise within the Union. Although training is costly, the benefits to the Post largely exceed the investment made.

82 At international level, preparation of international security standards, the introduction of uniform postal security training, the interchange of information by means of newsletters and direct communication are all positive accomplishments.

83 In such circumstances, security should be viewed as an essential professional requirement and the investments made as a "business asset" without which the Post would lose its credibility. But it is also a method of combating postal crime. The most widespread postal crimes, namely theft of postal items, burglary of post offices, assaults against postal staff, misappropriation of items of correspondence at the expense of the public, fraud at the expense of the Post, insertion of narcotics and explosives in the mail – all of these cost the public and the Post millions of francs every year. Although these crimes are sometimes seen as coming under the penal field, the Post has a legal and a moral obligation to ensure that its services are not used to the prejudice of the public or of postal employees. It has been estimated that the real cost of postal crime is 10 to 12 times higher than the official cost.

84 Alongside the increase in postal crime, the competition has grown. In some cases, competitors have even vaunted the security of their services as an additional business asset. In its efforts to earn and retain the confidence of its customers, the Post cannot allow itself to lose market shares because of faulty security procedures and systems. The work of the PSAG has simply underscored the importance of the fundamental mission of the Post, that of conveying and delivering the mail with guarantees of reliability, speed and security.

85 PSAG has succeeded in making the Union aware of security matters and of the fact that security of the mails is an essential element of the quality of the service offered to postal customers. The networks that have been established in several parts of the world to deal with security problems are quickly becoming more efficient and other regions are embarking on the same road. The survey of postal administrations' requirements revealed that they were increasingly numerous in investing in setting up security units and modernizing those that already exist. It

was demonstrated over and over again that by improving security, the trust of major postal customers was regained, which disproves any allegation that security does not generate revenue.

86 In view of the above, Congress is invited to:

a take note of this report;

b give a ruling on the priority actions summarized hereunder:

- *Action No 1*

  Surveys of requirements must continue to be carried out on a regular basis in order to substantiate the validity of the action taken and to provide a basis for initiating new activities (paragraph 9);

- *Action No 2*

  The creation of security units is the very foundation of the network and must be pursued (paragraph 13);

- *Action No 3*

  Development of security standards will constitute an essential element for the overall improvement of the postal services (paragraph 18);

- *Action No 4*

  Security units must become thoroughly familiar with the EDIFACT message system so as to be able to act promptly, particularly upon receiving relevant messages (paragraph 22);

- *Action No 5*

  Postal security training will continue to be provided in a professional manner so as to ensure its cost-effectiveness (paragraph 27);

- *Action No 6*

  Technical materials and practical working tools will continue to be developed and made available to administrations. More particularly, the operational binder will permanently allow sustained follow-up as a means of ensuring the implementation of proposed security measures (paragraph 33);

- *Action No 7*

  The Restricted Unions will be asked to play a greater role in improving regional security networks (paragraph 35);

- *Action No 8*

  Actions designed to improve the quality of mail circulation will continue to take various aspects of security into consideration (paragraph 40);

- *Action No 9*

  All aspects of airmail security will continue to be included among activities to be dealt with in future (paragraph 46);

- *Action No 10*

  Emphasis will continue to be placed on the desirability of investing in security measures as a means of safeguarding revenue and protecting postal property (paragraph 49);

– *Action No 11*

Good relations will continue to be developed with the various partners, both national and international, with a view to strengthening the postal security network (paragraph 61);

– *Action No 12*

The present system of using the services of a specialist-consultant for supporting International Bureau efforts in conducting and monitoring technical and operational postal security activities and studies should be continued (paragraph 66);

– *Action No 13*

A permanent security structure will further the development of permanent and large-scale projects in this area as well as the exchange of information, follow-up and coordination with bodies of the UPU, the various committees and working parties and with external bodies. The human and financial resources to be allocated will depend on the priorities decided on by the Seoul Congress in connection with strategic planning (paragraph 75);

– *Action No 14*

Provision must be made for the financial resources needed to ensure the continuation of security-related activities deemed to be permanent and of priority importance (paragraph 79);

c give a ruling on draft resolution 027 "Postal security policy and strategy".

Berne, 28 March 1994

For the Executive Council:	For the Consultative Council for Postal Studies:
T E LEAVEY	B P BOUTENKO
Chairman	Chairman

Congress – Doc 23/Add 1

Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security

Addendum to the joint EC and CCPS report

Contents

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Annex 1: Dangerous goods and postal items not to be X-rayed and/or exposed to light

Annex 2: Financial impact of postal security activities

I. Introduction

1 In recommendation CE 11/1994, the February 1994 Executive Council session insisted on ensuring follow-up to postal security activities up to the eve of the Seoul Congress. This addendum summarizes some activities which have been carried out and which should be continued in future and, at the same time, provides an overview of the financial impact of future postal security activities.

II. Security standards for mail

2 As the establishment of the "real cost of postal crime" was considered to be an important area, a draft manual has been prepared by the specialist-consultant and this draft is available for consultation.

3 At regional level, a draft manual on a minimum uniform control standard for determining the origin of mail losses and stemming their number is being prepared under the auspices of the

Postal Union of the Americas, Spain and Portugal (PUASP). For such a standard, an efficient system for recording losses of international mail and a model control and verification programme at international level will have to be introduced. The preliminary version of this manual will be sent for comment to various postal security experts, including the International Bureau specialist-consultant.

4 An operational guide indicating the essential security and prevention measures that should be taken for identifying high-risk areas and revenue shortfalls has been prepared by the members of the relevant PSAG Working Party for consideration. Some administrations have already used this guide on a trial basis in actual investigations in their postal service and excellent results have been noted.

5 The final versions of the manuals and guide described above will be submitted to the UPU bodies for approval in 1995.

III. Airmail security

Joint IATA–UPU PSAG Working Party

6 Work has continued within the four Subgroups of this Working Party as follows:

a "Communication" Subgroup, under the chairmanship of Great Britain, has studied various ways of improving the means of communication used between airlines and postal administrations with specific reference to security issues. Future work will include introduction of specific contact points, the preparation of a directory of postal security officials and of airlines, the preparation of messages for reporting violations and theft of mail and other irregularities.

An international meeting held in June 1994 in Copenhagen, Denmark, dealt with aviation security problems. The meeting was designed to review the problems of mail thefts which occurred in several countries. It was reaffirmed that serious mail theft problems existed in a number of airports throughout the world and it had become urgent to take steps to remedy this situation. The results of this meeting will be covered in a report to be presented by Denmark at the first meeting of the security committee, which it is proposed to set up.

b The "Airports" Subgroup, chaired by Canada, has continued to develop an efficient communication system among IATA, ICAO and the UPU.

c The "Aviation Security" Subgroup will have its first official meeting after the Seoul Congress when the position of security in the UPU's new structure is defined. The Chairmen of the other three Subgroups will take part in the work. Priorities will include defining improved ways of handling the critical issue of aviation security for the UPU, IATA and ICAO.

d The "Dangerous Goods" Subgroup is now chaired by Denmark. The UPU specialist-consultant, who had chaired the first Subgroup meeting on behalf of Great Britain, attended a meeting in Denmark in May 1994 to report to the new Chairman on progress in the dangerous goods field. Denmark considered the terms of reference of the Subgroup and the latter's work to be extremely important.

Denmark also chaired an international conference in June 1994 on the problem of letter and parcel bombs, stressing preventive measures and urgent intervention programmes. Operations and security experts from the postal administrations of Finland, Great Britain, Ireland, Netherlands, Norway, Sweden and United States of America attended and made major contributions. Representatives of Denmark's national police and civil aviation organizations also attended the meeting.

Reconstitution of the Joint IATA–UPU PSAG Working Party

7 The progress already made by the Joint IATA–UPU PSAG Working Party and current and forthcoming activities argue in favour of reconstituting this WP after the Seoul Congress. It will, of course, be up to the new Security Committee, which it is proposed to set up, to decide on the new composition, new name and work plan of the Working Party.

Inquiry on dangerous goods

8 In view of the importance of the question of dangerous goods, the International Bureau initiated a consultation of all Union member countries under cover of circular letter No 4293(D)1457 of 21 June 1994. The aim was to obtain views on the implementation of the action plan for future activities in the field of dangerous goods. This area is the subject of proposal 028 submitted to Congress (draft resolution).

9 The same consultation also covered the marking of items whose contents must not be exposed to X-rays or light. The aim was to decide whether a study should be carried out on the issue.

10 Ninety-three postal administrations had replied to the questionnaire at the time of writing. A digest of the replies is given in annex 1. In general, it can be concluded that following up dangerous goods issues, and in particular training, is considered to be an important activity by most administrations.

IV. Contacts with private operators

11 Contacts continued with private operators on common security concerns. Chaired by Great Britain, a third technical meeting was held in June 1994. The most important fields of cooperation identified to date may be summarized as follows:

a perfectly safe treatment of express items when they are handled by both public and private entities;

b common interests in the field of dangerous goods, relating specifically to training programmes on preventive action in order to raise the awareness of both the public and postal staff;

c cooperation in the field of security screening and monitoring mail. This would include the exchange of information on screening technologies and specific threats.

V. Postal security awareness campaign

12 The "Awareness" Working Party (WP PSAG/1) continued its work on preparing various aspects of the postal security exhibition at the Seoul Congress, ie: the leaflet, the video, the publicity posters and the components of the prize draw. Some postal security documentation, produced by the International Bureau and postal administrations, will also be available at the exhibition.

13 The International Bureau sent a circular letter to Union member countries to better inform them about the postal security awareness campaign. Member countries were also asked to give their views on the usefulness of receiving in future the leaflet and the video on postal security. In addition, a letter was sent to Heads of Delegation at Congress informing them about the awareness campaign and inviting them to visit the exhibition.

14 Eighty-two postal administrations had replied to the questionnaire at the time of writing – the vast majority were in favour of the leaflet and the video and asked to be sent copies after Congress.

VI. Financial impact of postal security activities

15 It is considered appropriate at this point to mention that, thanks to the generous contribution by the postal administration of Japan, postal security specialist-consultants can be recruited in 1995 to carry out important operational work in this field.

16 As following up security issues requires additional human and financial means, it was considered useful to make financial forecasts for security for the period from 1996–2000 (see annex 2). Moreover, it should be noted that postal security costs are included in a general way in the financial plan (Congress – Doc 74/Annex 2) but that they are not set out in detail in Congress – Doc 19. This is because the specific nature of security activities has required the establishment of a draft programme budget.

17 That being the case, if Congress approves the financial forecasts for postal security work, taking the United Nations' zero-growth policy into account, the new Councils would have to draw up the relevant programme budget on the basis of annex 2.

VII. Conclusions

18 In view of the importance ascribed to postal security (fourth priority out of the 37 programmes making up the Strategic Plan, see Congress – Doc 74), human and financial resources are obviously necessary for carrying out activities in this field. Congress is therefore invited to:

a note this addendum;

b include security costs in the recurrent expenditure ceilings as "Financial effects of the other decisions to be taken by the Seoul Congress" (Congress – Doc 19, part II, chapter 5, section E) (paragraphs 15 to 17 and annex 2).

Seoul, 22 August 1994

For the Executive Council:

T E LEAVEY

Chairman

For the Consultative Council for Postal Studies:

B P BOUTENKO

Chairman

Congress – Doc 23/Add 1/Annex 1

Dangerous goods and postal items not to be X-rayed and/or exposed to light

Digest of replies to the questionnaire sent out under cover of circular letter No 4293(D)1457 of 21 June 1994

I. Priority areas

1 Administrations were asked to state the degree of support that they would give to a number of activities to be carried out under the plan of action on dangerous goods. To do so, they were asked to classify these fields on the basis of the following three levels of support:

Degree of support *A* = Strongly support

Degree of support *B* = Support

Degree of support *C* = Do not support

To permit a schematic representation of the replies received, 3 points were allocated to A replies, 2 points to B replies and 1 point to C replies; administrations' replies to the questionnaire are therefore as follows, in *decreasing* order of the priorities expressed:

	Field	*Number of points*
1.1	Encourage staff to be vigilant and to report irregularities:	*245*
1.2	Encourage better UPU–IATA communication:	*237*
1.3	Urge staff training and public education measures:	*233*
1.4	Develop an up-to-date staff training video:	*232*
1.5	Urge the identification of high-risk corporate customers and establish a positive working relationship with them:	*224*
1.6	Develop IATA–UPU training cooperation:	*222*
1.7	Develop a brochure/leaflet for universal use:	*218*
1.8	Develop a short informational video for the public:	*217*
1.9	Consider joint UPU–IATA financing of some activities:	*213*
1.10	Urge the creation and use of a universal declaration label to be affixed to postal items by users:	*209*
1.11	Develop an up-to-date poster for universal use:	*207*
1.12	Urge the use of counter screening measures:	*206*

Field	*Number of points*
1.13 Support work aimed at developing a workable universal system to deal with items not to be X-rayed and/or exposed to light:	*204*
1.14 Continue study of the question of postal items not to be exposed to X-rays:	*189*
1.15 Issue a universal postage stamp to highlight the problem of dangerous goods:	*187*
1.16 Continue study of the question of postal items not to be exposed to light:	*185*
1.17 Develop a screening card to be used by counter staff at the time items are posted (Australian model):	*171*
1.18 Develop a credit-card size information card:	*134*

II. General comments

In general, postal administrations consider that any measure designed to prevent the insertion of dangerous goods into postal items is important. Increased cooperation with IATA and improved staff training and awareness are among the top priorities.

Several administrations mentioned that work on security and dangerous goods should be the subject of wider coordination with the Customs authorities within the framework of the Customs Co-operation Council, particularly, as the new Customs declaration for the international Post contains a provision to be signed by the sender, certifying that there are no dangerous articles in the item concerned.

Congress – Doc 23/Add 1/Annex 2

Financial impact of postal security activities

1	**Specific objective of the programme**	To promote and strengthen security at all stages of postal activity
2	**Strategy**	*A. Actions to be taken* i Meet postal administrations' specific postal security needs, particularly the creation and/or strengthening of security units, training, sending consultants and providing appropriate documentation, on the basis of the analysis of needs carried out in 1993–1994 ii Develop security standards for the relevant fields of postal operations and security procedures to ensure the security of buildings, postal equipment, postal employees and customers iii Set up an international postal security network by creating and/or strengthening postal security units through reinforcing bilateral and multilateral contacts and activities, providing more work tools and a wider exchange of information iv Continue cooperation with the international organizations affected by postal security so that they take full account of postal interests in their decision-making processes and represent UPU interests therein. *B. Forms of action* i Organize selective missions in the field to meet specific postal security needs ii Organize symposia at UPU level iii Organize training courses, workshops and seminars at national, regional and international level iv Prepare and produce manuals, operational guides, news letters and other forms of information v Carry out missions to the international organizations concerned.

3 Results expected

i Increase in the number of member countries with operational security units by creating or strengthening them

ii Reduction or elimination of security problems observed in airports, particularly

iii Reduction in mail losses or thefts noted in international exchanges, in particular

iv Increase in the number of UPU member countries with staff trained in postal security

v Provision for all UPU member countries of manuals, operational guides and other means of information and conduct of inquiries on the use and usefulness of such materials

vi Increased participation by international organizations in UPU postal security activities.

4 Financial impact of the programme

A. Regular budget

Activity	1996	1997	1998	1999	2000	Total
	CHF	CHF	CHF	CHF	CHF	CHF
1 Consultant(s) for operational work (8 man/months)						
– Remuneration	88 000	88 000	88 000	88 000	88 000	440 000
– Travel or missions in the field	22 000	22 000	22 000	22 000	22 000	110 000
Sub-total	110 000	110 000	110 000	110 000	110 000	550 000
2 Staff missions						
– ICAO (Montreal)	6 000	6 000	6 000	6 000	6 000	30 000
– IATA (Montreal)	6 000	6 000	6 000	6 000	6 000	30 000
– European Commission (Brussels)	3 000	3 000	3 000	3 000	3 000	15 000
– CCC (Brussels)	3 000	3 000	3 000	3 000	3 000	15 000
– United Nations (Geneva)	500	500	500	500	500	2 500
Sub-total	18 500	18 500	18 500	18 500	18 500	92 500
3 Production of information means						
– Leaflets, brochures, posters	30 000	30 000	30 000	30 000	30 000	150 000
– Videos	25 000	25 000	25 000	25 000	25 000	125 000
Sub-total	55 000	55 000	55 000	55 000	55 000	275 000
4 Interregional postal security course in Berne (Duration: 2 weeks)						
– 30 fellowships paid by the UPU	240 000					240 000
– Three lecturers and a coordinator	40 000					40 000
– Interpretation costs (French/English)	65 000					65 000
– Production of documents	10 000					10 000
Sub-total	355 000					355 000

Activity	1996	1997	1998	1999	2000	Total
	CHF	CHF	CHF	CHF	CHF	CHF
5 Annual postal security courses (different region each year)						
– 12 fellowships paid by the UPU (approximately 10 paid by the UNDCP)		100 000	100 000	100 000	100 000	400 000
– Three lecturers and a coordinator		40 000	40 000	40 000	40 000	160 000
– Production of documents		10 000	10 000	10 000	10 000	40 000
Sub-total		150 000	150 000	150 000	150 000	600 000
6 Specialist-consultants for selective missions in the field: (at least 2 consultants per region = 10)						
– Remuneration	110 000	110 000	110 000	110 000	110 000	550 000
– Travel	50 000	50 000	50 000	50 000	50 000	250 000
Sub-total	160 000	160 000	160 000	160 000	160 000	800 000
Total regular budget	698 500	493 500	493 500	493 500	493 500	**2 672 500**

The sum of 2 672 500 Sfr represents a global estimate of the postal security-related costs, if these costs are to be quantified separately as for a programme budget for postal security for 1996 and subsequent years. It should be noted that, at present, some expenditure already appears in the 1995 Union budget, ie, items 2 and 3 (staff missions and production of information means). The other expenditure, items 1, 4, 5 and 6 (consultant(s), interregional course, annual courses and specialist-consultants) would be new expenditure to be included in the regular budget.

As the 1995 budget makes provision for a credit of 67 000 Sfr for postal security, the following sums should be included in the ceiling for the next financial period: 631 500 Sfr for 1996 and 426 500 Sfr each for 1997, 1998, 1999 and 2000.

B. Special Fund. Voluntary Fund. Extra-budgetary financing

It is to be expected that further postal security activities will be added during the period from 1996 to 2000. Consideration should be given then to financing them out of other funds such as the Special Fund and the Voluntary Fund or out of extra-budgetary sources.

Congress – Doc 24

Relations with the UN and other international organizations

Report by the Director-General of the International Bureau

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I. Introduction

II. Relations with UN bodies

III. Relations with UN specialized agencies

IV. Relations with other international organizations

V. Attendance at meetings

VI. Conclusions

I. Introduction

1 Relations between the Universal Postal Union and the United Nations are founded in the Agreement signed in 1947 by both organizations, which forms the basis for their reciprocal relationships. Along with its relations with the UN, the UPU maintains liaison with the specialized agencies of the United Nations system as well as with many other governmental and non-governmental international organizations.

2 In approving the Report by the Director-General of the International Bureau on relations with the United Nations and other international organizations (Congress – Doc 22), in its decision C 45, the Washington Congress requested the Director-General:

a to maintain relations with the United Nations and other international organizations;

b to continue to follow the development of the questions outlined in the Report;

c to take whatever action he may deem necessary in the interests of the Union and its members, subject to any instructions from the Executive Council;

d to report to the Executive Council every year to an appropriate extent.

3 The yearly Report on the work of the Union has given a detailed account of relations with the UN and other international organizations. A summary is also to be found in the Comprehensive report on the work of the Executive Council 1989–1994 (Congress – Doc 16, chapter 6), as is also the case for relations with the Restricted Postal Unions.

4 Technical cooperation, particularly as regards the United Nations Development Programme (UNDP), is the chief focus of UPU–UN relations; these are discussed in Congress – Docs 49–55. In addition, Congress – Doc 25 deals with the implementation by the specialized agencies of the UN of the Declaration on the Granting of Independence to Colonial Countries and Peoples.

5 This report supplements the information in the above documents submitted to Congress.

II. Relations with UN bodies

6 *The Economic and Social Council (ECOSOC)* is one of the main UN bodies responsible for coordinating all economic and social activities that take place within the constituent bodies of the UN and the specialized agencies.

7 The International Bureau attended several of that body's substantive sessions. Its presence, however, was limited to meetings held in Geneva and at which matters of special interest to the UPU were discussed.

8 The subsidiary machinery of ECOSOC includes many bodies (regional economic commissions, working parties, etc). The UPU maintained working contacts with some of those bodies, particularly as regards transport of dangerous goods and narcotics trafficking.

9 Formal contacts were also maintained with ECOSOC's Committee for Programme and Coordination (CPC).

10 *The Administrative Committee on Coordination (CAC)* is composed of the executive heads of the specialized agencies and other bodies/programmes of the United Nations system; it meets twice a year in regular session to discuss and coordinate a series of important activities dealing with all problems of current world interest. Among these subjects, we should mention:

- follow-up to the Rio de Janeiro United Nations Conference for Environment and Development (UNCED); process of allocating and sharing responsibilities;
- structural reforms of the CAC and its subsidiary bodies, division of work and access to resources;
- preparations for marking the 50th Anniversary of the United Nations;
- follow-up to the World Conference on Human Rights;
- administrative and personnel questions.

The UPU is very active in some of the above-mentioned areas of activity.

11 With regard to the follow-up of the UNCED, an urgent study was initiated on the Post and the environment, followed by a symposium. The results achieved are set out in Congress – Doc 78.

12 The UPU is also preparing to mark the 50th Anniversary of the UN in 1995, with the issue of commemorative postage stamps, among other things, and by conducting an international competition for stamps issued on that occasion.

13 The UPU also played an active role in the structural reform process initiated by the Secretary-General of the United Nations to make the various components of the United Nations system more efficient and more adapted to the political and social changes of the past decades and with an eye on the new challenges that will arise in the final years of the 20th century.

14 *Joint Inspection Unit (JIU).* At the request of the JIU, the UPU supplied information and gave its views on various questions under consideration in connection with such areas as staff, technical cooperation, publications, documentation, management of extra-budgetary resources, the place of the environment in development projects, creation and enhancement of internal evaluation systems, stability of evaluation systems, study of information networks, etc. In accordance with established practice, the annual reports on the activities of the JIU were submitted to the EC, along with the International Bureau's comments on the recommendations made in certain reports in relation to UPU activities.

III. Relations with UN specialized agencies

15 It should be pointed out at the outset that, in view of the specific and technical nature of the UPU's activities within the United Nations system and particularly as regards the specialized agencies of that system, working relations with certain organizations are closer than with others. This is the case of the ITU, our sister organization with which we cooperate especially closely in the field of standardization of electronic mail and financial services, for instance.

16 Some cooperation has also been established between the UPU and UNESCO, with the UPU making a regular contribution to programmes that UNESCO has been instructed to administer pursuant to United Nations resolutions concerning international years and decades relating to development or to the promotion of culture and science.

17 The UPU also maintains close relations with, among others, the International Labour Organisation (ILO), the International Maritime Organization (IMO), the World Health Organization (WHO), the World Bank, the International Civil Aviation Organization (ICAO), the International Fund for Agricultural Development (IFAD), the Food and Agriculture Organization of the United Nations (FAO), and the International Atomic Energy Agency (IAEA).

18 Relations with other specialized agencies were limited to the exchange of documentation and publications.

IV. Relations with other international organizations

19 In addition to its relations with the organizations of the United Nations system, the UPU maintains liaison with other governmental and non-governmental international organizations on subjects of common interest. These organizations are politically as well as technically oriented, and include the Organization of African Unity (OAU), the League of Arab States, the Customs Co-operation Council (CCC), the International Air Transport Association (IATA), the International Organization for Standardization (ISO), philatelic organizations such as FIP and ASCAT, and publishers' and private express carriers' organizations.

20 Cooperation with several of these organizations takes place within the framework of Contact Committees with the participation of delegations from UPU member countries as well.

V. Attendance at meetings

21 Each year, the UPU was invited to attend a large number of meetings of bodies of the United Nations system. However, for reasons of economy and because of the limitations imposed by the budget, it attended only those whose agenda included items of immediate interest to the Union, with preference being given to meetings dealing with inter-agency coordination and technical cooperation (especially those of the UNDP). Many of the meetings attended by the UPU were held in Geneva and, in certain other cases, the International Bureau was represented by its own experts on mission in the region, by the UPU Regional Advisers, or by the postal administrations of the countries where the meetings were being held.

22 For their part, certain international organizations were represented by observers at the annual sessions of the EC, the CCPS and other meetings organized in connection with various Union activities. These organizations are the UNDP, ICAO, IATA, ITU, ISO, the OAU and the League of Arab States.

VI. Conclusions

23 Congress is requested to take note of the foregoing and to invite the Director-General of the International Bureau to:

- maintain relations with the UN and other international organizations;
- continue to follow the development of the questions outlined in this document;
- take whatever action he may deem necessary in the interests of the Union and its members, subject to any instructions from the Executive Council;
- report to the Executive Council every year, as appropriate.

Berne, 6 June 1994

A C BOTTO DE BARROS

Director-General

Congress – Doc 25

Implementation by the specialized agencies of the Declaration on the Granting of Independence to Colonial Countries and Peoples

Report by the Director-General

I. Introduction

1 This report is based on the practice followed at previous Congresses and on decision C 50 by which the 1989 Washington Congress agreed, inter alia, that the UPU should continue and intensify the measures taken in recent years and pay special attention to the possibilities for rendering concrete assistance to the people of Namibia, particularly during the period of transition and immediately after independence.

2 It seems useful to recall that, on 14 December 1960, the United Nations General Assembly adopted resolution 1514(XV) concerning the granting of independence to colonial countries and peoples.

3 Since that time, the General Assembly has adopted several resolutions recalling the progress made along that road or urging the appropriate international and national authorities to intensify their efforts to achieve the effective universal realization of the right of peoples to self-determination, to national sovereignty and to the rapid granting of independence as imperative conditions for the full enjoyment of all human rights.

4 In this connection, it is enough to mention the resolution adopted by the General Assembly at its 1993–1994 session (A/RES/48/94) which, among other things, while expressing satisfaction with the assistance and more particularly with the material aid that the peoples subject to a colonial regime continue to receive from governments, from United Nations organizations and from other intergovernmental organizations, urges all States and specialized agencies, which include the UPU, to do their utmost to ensure the full implementation of the Declaration on the granting of independence to these countries and peoples, and to intensify their efforts to support peoples under colonial, foreign and racist domination in their just struggle for self-determination and independence.

5 The specialized agencies are constantly urged to give their full attention to such matters and to collaborate in such action within the framework of their respective activities and fields.

6 The principal fields in which the United Nations recommendations call upon the specialized agencies are classified under the following headings, proposed by the Secretary-General of the United Nations:

- assistance to refugees and to non-self-governing territories (including assistance granted to the Governments concerned with a view to the preparation and implementation of projects in support of refugees);
- assistance to newly independent countries;
- assistance to the least developed countries (LDCs).

II. Measures taken by the UPU

7 In general, the International Bureau has closely followed the development, in the United Nations, of the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples. It has taken note of the results of debates on this question in the United Nations General Assembly, the Security Council, the Special Committee and the Economic and Social Council (ECOSOC). The International Bureau has furnished the United Nations Secretary-General and other United Nations bodies with appropriate information on the UPU when requested to do so.

8 Article IV of the UN–UPU Agreements states that "the Union agrees to arrange for the submission as soon as possible, for appropriate action, to its Congresses or Commissions, or to its members, in conformity with the provisions of the Universal Postal Convention, of all formal recommendations which the United Nations may make to it." In accordance with this provision and the practice ratified by decision C 50 of the 1989 Washington Congress, the International Bureau has reported each year to the Executive Council on the United Nations resolutions which contain appeals or recommendations to the specialized agencies concerning the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples. The resolutions referred to in these documents are listed in annex 1. The Executive Council has taken note of the reports in question and of the action taken by the International Bureau.

9 In the context of the activity programmes funded from the UPU's own resources, the newly independent countries and the least developed countries (LDCs) have been considered as deserving priority, in accordance with resolutions C 37 of the 1979 Rio de Janeiro Congress, C 66 of the 1984 Hamburg Congress and C 6 of the 1989 Washington Congress. A draft resolution along those same lines will also be submitted to the Seoul Congress. These countries have thus received numerous consultants' missions and training fellowships as well as the benefits of regional and sub-regional projects.

10 The following is a summary of the aid provided by the UPU, as indicated in International Bureau reports to the Executive Council CE 1990 – Doc 5/Annex 1, CE 1991 – Doc 4/Annex 1, CE 1992 – Doc 4/Annex 1, CE 1993 – Doc 4/Annex 1 and CE 1994 – Doc 4/Annex 1:

Assistance to refugees and non-self-governing territories

Under UPU-financed activities

- One fellowship was granted to a Palestinian refugee for a four-year training cycle at the Arab Postal Faculty in Damascus (beginning of training: October 1986).
- The Caribbean territories received 14 fellowships for participation in various training activities and technical meetings.
- A Regional Adviser carried out a programming and consciousness-raising mission to the postal administration of a non-self-governing territory of the Pacific.

Assistance to newly independent countries

A. Under UPU-financed programmes

- Countries in this category received 42 fellowships (24 full fellowships and 18 for living expenses) and four consultants' missions in various fields.
- The UPU Regional Advisers carried out programming and programming follow-up missions for the benefit of four countries.
- Some equipment was supplied to two countries.

B. As part of UNDP-financed projects

The following aid was provided: 17 consultants' missions, three fellowships in various fields and equipment for three countries.

C. Under other sources of financing

Travel and living expenses for eight participants in a postal security course.

Assistance to the least developed countries (LDCs)

UPU activities for the least developed countries are set out in Congress – Doc 52a.

III. Conclusions

11 Congress is invited:

i to take note of the efforts expended by the UPU to aid refugees and non-self-governing territories as well as the newly independent countries and the least developed countries (LDCs);

ii to intensify efforts, within the limits of existing possibilities and resources, to increase assistance to these countries, adapting its activities to changes in the situation in the regions concerned and as part of a coordinated action plan;

iii to issue the guidelines it deems necessary as regards the UPU's contribution to the problem of decolonization. The International Bureau would, for example, be glad to know whether Congress recommends continuing the practice followed hitherto and stepping up the measures taken in recent years.

Berne, 7 June 1994

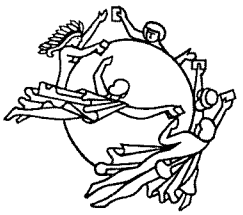
A C BOTTO DE BARROS
Director-General

Congress – Doc 25/Annex 1

United Nations resolutions submitted to Executive Council sessions from 1990 to 1994

Subject of resolutions	Numbers of resolutions and years discussed				
	1990	1991	1992	1993	1994
Status of the International Convention on the Suppression and Punishment of the Crime of Apartheid	A/RES/43/97				
Importance of the universal realization of the right of peoples to self-determination and of the speedy granting of independence to colonial countries and peoples for the effective guarantee and observance of human rights	A/RES/43/106				A/RES/47/82
Policies of apartheid of the Government of South Africa	A/RES/44/27		A/RES/46/79		
Question of Palestine	A/RES/44/41				
United Nations Relief and Works Agency for Palestine Refugees in the Near East	A/RES/44/47	A/RES/45/73		A/RES/47/69	
Implementation of the International Convention on the Suppression and Punishment of the Crime of Apartheid	1989/8 (Commission on Human Rights)				
Implementation of the Programme of Action for the Second Decade to Combat Racism and Racial Discrimination	1989/83 (ECOSOC)				
Activities of foreign economic and other interests which are impeding the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples in all territories under colonial domination and efforts to eliminate colonialism, apartheid and racial discrimination in Southern Africa	A/AC.109/1009 (Special Committee)		A/RES/46/64	A/AC.109/1135 (Special Committee) A/RES/47/15	A/AC.109/1176 (Special Committee)
Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples		A/RES/44/101 A/RES/45/34	A/RES/46/65 A/RES/46/71	A/RES/47/23	A/AC.109/1175 (Special Committee)
Question of Namibia		A/RES/44/243			
Cooperation between the United Nations and the Latin American Economic System		A/RES/45/5			
Dissemination of information on decolonization		A/RES/45/35	A/RES/46/72	A/RES/47/24	
Assistance to the Palestinian People		A/RES/45/183			
Cooperation between the United Nations and the Organization of African Unity		A/RES/45/13			

Subject of resolutions	Numbers of resolutions and years discussed				
	1990	1991	1992	1993	1994
Questions of Anguilla, Bermuda, Guam, the Cayman Islands, the Turks and Caicos Islands, the British Virgin Islands, Montserrat, American Samoa and Tokelau			A/RES/46/68		
Cooperation and coordination of the specialized agencies and the international institutions associated with the United Nations in their assistance to Non-Self-Governing Territories			A/RES/46/70		A/RES/47/22
Second Decade to Combat Racism and Racial Discrimination			A/RES/46/85		A/RES/47/77
Military activities and arrangements by Colonial Powers in Territories under their administration which might be impeding the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples			A/DEC/46/419	A/AC.109/1136 (Special Committee) A/DEC/47/409	
International Decade for the Eradication of Colonialism				A/RES/46/181	
Cooperation between the United Nations and the Organization of American States				A/RES/47/11	
Question of the British Virgin Islands, Montserrat, Tokelau and the Turks and Caicos Islands				A/RES/27B	



Universal Postal Union

Congress – Doc 26/Rev 1

List of Member Countries of the Universal Postal Union

Position on 1 July 1994

Berne 1994

International Bureau of the Universal Postal Union

List of Member Countries of the Union showing their contribution class, geographical group and position with respect to the Acts of the Union

a The Acts are indicated at the head of the columns by the following abbreviations:

C = Constitution of the Universal Postal Union and Final Protocol

PA = Additional Protocol to the Constitution of the Universal Postal Union

RG = General Regulations of the Universal Postal Union

CV = Universal Postal Convention and Final Protocol

CP = Postal Parcels Agreement and Final Protocol

MP = Money Orders Agreement

VP = Giro Agreement

R = Cash-on-Delivery Agreement

b The letters in the various columns indicate:

S = that the Act has been signed

SD = that the Act was signed definitively by the plenipotentiaries present at the Washington Congress

SC = that the Act was signed but that the country has stated that its ratification or approval has not yet been decided

R = that the Act has been ratified

X = that the Act has been approved in accordance with article 25, paragraph 4, of the Constitution

A = that the country has acceded to the Act

c The member countries are distributed among the following five geographical groups:

I = Western hemisphere

II = Eastern Europe and Northern Asia

III = Western Europe

IV = Southern Asia and Oceania

V = Africa

Member countries (Constitution, article 2)	*Contribution class* *Number of units*	*Geographical group*	*Constitution (Vienna 1964)*		*Additional Prot (Tokyo 1969)*		*Additional Prot (Lausanne 1974)*		*Additional Prot (Hamburg 1984)*		*Additional Prot (Washington 1989)*		*1989 Washington Acts*						
													Compulsory Acts						
			C	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*RG*	*CV*	*CP*	*MP*	*VP*	*R*	*International Bureau circular*
Afghanistan (Republic of)	0.5	IV	R	78/1969	R	122/1974	R	211/1979	R	321/1986	S		S	S	S	–	–	–	
Albania (Republic of)	1	III	R	241/1968	A	261/1979	A	261/1979	A	106/1988	–		–	–	–	–	–	–	
Algeria (People's Democratic Republic of)	5	V	R	169/1968	R	113/1973	R	287/1976	R	206/1987	S		S	S	S	S	S	S	
Angola (People's Republic of)	1	V	A	47/1977	A	47/1977	A	47/1977	R	210/1990	S		S	S	S	–	–	–	
Antigua and Barbuda	1	I	A	12/1994	A	12/1994	A	12/1994	A	12/1994	A	12/1994	A	A	A	A	A	A	12/1994
Argentine Republic	10	I	R	23/1968	R	9/1975	R	278/1979	R	296/1991	S		S	S	S	S	S	S	
Armenia (Republic of)	1	II	A	287/1992	A	287/1992	A	287/1992	A	287/1992	A	287/1992	A	A	A	A	A	A	287/1992
Australia	20	IV	R	20/1966	R	256/1971	R	77/1977	R	106/1988	S		S	S	S	–	–	–	
Austria (Republic of)	5	III	R	20/1966	R	205/1971	R	241/1976	R	206/1987	R	21/1992	R	R	R	R	R	R	21/1992
Azerbaijani Republic	1	II	A	116/1993	A	116/1993	A	116/1993	A	116/1993	A	116/1993	A	A	A	–	–	–	116/1993
Bahamas (Commonwealth of the)	1	I	A	102/1974	A	102/1974	R	145/1976	R	175/1988	R	384/1992	X	X	X	–	–	–	384/1992
Bahrain (State of)	1	IV	A	276/1973	A	276/1973	R	151/1983	S		S		S	S	S	–	–	–	
Bangladesh	5	IV	A	54/1973	A	54/1973	R	296/1976	R	206/1987	A	298/1993	A	A	A	–	–	–	298/1993
Barbados	1	I	A	256/1967	R	175/1973	R	241/1976	S		S		S	S	S	–	–	–	
Belarus (Republic of)	1	II	R	69/1978	R	69/1978	R	69/1978	R	372/1990	S		S	S	S	–	–	–	
Belgium	15	III	R	3/1966	R	141/1971	R	258/1975	R	98/1986	R	34/1991	R	R	R	R	R	R	34/1991
Belize	1	I	A	199/1982	A	199/1982	A	199/1982	–		–		–	–	–	–	–	–	
Benin (Republic of)	0.5	V	R	82/1967	R	175/1985	R	175/1985	S		S		S	SD	SD	SD	SD	SD	
Bhutan (Kingdom of)	0.5	IV	A	39/1969	R	181/1971	R	246/1979	S		S		S	S	S	–	–	–	
Bolivia (Republic of)	1	I	R	197/1972	R	197/1972	R	77/1977	R	308/1988	R	21/1992	R	R	R	–	–	–	21/1992
Bosnia and Herzegovina (Republic of)	1	II	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	A	A	A	A	A	53/1993
Botswana (Republic of)	0.5	V	A	36/1968	R	98/1979	R	98/1979	R	98/1986	S		S	S	S	–	–	–	
Brazil (Federative Republic of)	25	I	R	178/1969	R	89/1973	R	150/1979	R	296/1991	S		S	S	S	–	–	–	
Brunei Darussalam	1	IV	A	19/1985	A	19/1985	A	19/1985	A	210/1990	S		S	S	S	–	–	–	
Bulgaria (Republic of)	3	II	R	164/1969	R	102/1974	R	270/1977	R	98/1986	S		S	S	S	S	–	–	
Burkina Faso	0.5	V	R	95/1967	R	166/1971	R	246/1979	S		R	231/1992	R	R	R	R	R	R	231/1992
Burundi (Republic of)	0.5	V	R	110/1969	R	70/1973	R	169/1977	S		S		S	S	S	S	S	S	
Cambodia (Kingdom of)	1	IV	R	186/1969	R	220/1972	S		–		–		–	–	–	–	–	–	

Cameroon (Republic of)	1	V	R	36/1969	R	9/1975	S		S		S		S	S	S	S	S	S		
Canada	50	I	R	165/1966	R	256/1971	R	252/1975	R	19/1987	R	186/1991	X	X	X	–	–	–	186/1991	
Cape Verde (Republic of)	0.5	V	A	251/1976	A	251/1976	A	251/1976	–		S		S	S	S	S	–	S		
Central African Republic	0.5	V	R	186/1968	R	52/1974	R	169/1977	S		S		S	S	S	S	S	S		
Chad (Republic of)	0.5	V	R	98/1972	R	98/1972	R	99/1978	R	308/1988	S		S	S	S	S	S	S		
Chile	3	I	R	241/1972	R	241/1972	R	99/1978	R	19/1988	R	21/1992	R	R	R	R	R	R	21/1992	
China (People's Republic of)	25	IV	A	70/1973	A	70/1973	R	270/1977	R	133/1987	R	21/1992	X	X	X	A	–	–	21/1992 231/1992	
Colombia (Republic of)	3	I	R	154/1976	R	35/1979	R	261/1979	S		S		S	S	S	–	–	–		
Comoros (Islamic Federal Republic of the)	0.5	V	A	195/1976	A	195/1976	A	195/1976	S		S		S	S	S	S	S	S		
Congo (Republic of the)	1	V	R	264/1966	R	150/1979	R	150/1979	S		S		S	S	S	S	S	S		
Costa Rica (Republic of)	1	I	R	299/1981	R	299/1981	R	299/1981	S		S		S	S	S	–	–	–		
Côte d'Ivoire (Republic of)	3	V	R	3/1966	R	91/1981	R	91/1981	R	296/1991	S		S	S	S	S	S	S		
Croatia (Republic of)	1	II	A	232/1992	A	232/1992	A	232/1992	A	232/1992	A	232/1992	A	A	A	A	A	A	232/1992	
Cuba (Republic of)	1	I	R	87/1969	R	9/1975	R	69/1978	R	51/1990	S		S	S	S	–	–	–		
Cyprus (Republic of)	1	III	R	78/1969	R	241/1972	R	84/1977	R	175/1988	R	384/1992	R	R	R	R	R	R	384/1992	
Czech Republic	5	II	A	106/1993	A	106/1993	A	106/1993	A	106/1993	A	106/1993	A	A	A	A	–	A	106/1993	
Democratic People's Republic of Korea	3	IV	A	139/1974	A	139/1974	R	245/1978	R	133/1987	A	296/1991	A	A	A	–	–	–	296/1991	
Denmark (Kingdom of)	10	III	R	71/1966	R	74/1971	R	118/1976	R	321/1986	R	384/1992	SD	SD	SD	SD	SD	SD		
Djibouti (Republic of)	0.5	V	A	132/1978	A	132/1978	A	132/1978	S		S		S	S	S	S	–	–		
Dominica (Commonwealth of)	1	I	A	38/1980	A	38/1980	A	38/1980	R	175/1988	–		–	–	–	–	–	–		
Dominican Republic	1	I	S		S		–		S		S		S	S	S	S	–	–		
Ecuador (Republic of)	1	I	R	215/1969	A	84/1977	R	84/1977	S		S		S	S	S	S	S	S		
Egypt (Arab Republic of)	5	V	R	181/1967	R	129/1972	R	77/1977	S		S		S	S	S	S	S	S		
El Salvador (Republic of)	1	I	R	132/1978	R	132/1978	R	132/1978	A	210/1990	S		S	S	S	S	–	–		
Equatorial Guinea (Republic of)	0.5	V	A	148/1970	A	175/1973	A	299/1981	–		–		–	–	–	–	–	–		
Eritrea	1	V	A	299/1993	A	299/1993	A	299/1993	A	299/1993	A	299/1993	A	A	A	–	–	–	299/1993	
Estonia (Republic of)	1	II	A	134/1992	A	134/1992	A	134/1992	A	134/1992	A	134/1992	A	A	A	–	–	–	134/1992	
Ethiopia	0.5	V	R	148/1969	R	11/1974	R	150/1979	R	210/1990	S		S	S	S	–	–	–		
Fiji	1	IV	A	135/1971	A	220/1972	R	258/1975	–		S		S	S	–	–	–	–		
Finland (Republic of)	10	III	R	104/1966	R	197/1972	R	35/1979	R	228/1986	S		S	S	S	S	S	S		
French Republic	50	III	R	71/1966	R	79/1971	R	258/1975	R	106/1988	R	77/1993	X	X	X	X	X	X	77/1993	
Gabonese Republic	1	V	R	82/1967	R	7/1973	R	245/1978	S		S		S	S	S	S	S	S		

Member countries (Constitution, article 2)	*Contribution class* *Number of units*	*Geographical group*	*Constitution (Vienna 1964)*		*Additional Prot (Tokyo 1969)*		*Additional Prot (Lausanne 1974)*		*Additional Prot (Hamburg 1984)*		*Additional Prot (Washington 1989)*		*1989 Washington Acts*						
													Compulsory Acts						
			C	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*RG*	*CV*	*CP*	*MP*	*VP*	*R*	*International Bureau circular*
Gambia	0.5	V	A	205/1974	A	205/1974	A	70/1980	–		S		S	S	–	–	–	–	
Georgia (Republic of)	1	II	A	116/1993	A	116/1993	A	116/1993	A	116/1993	A	116/1993	A	A	A	–	–	–	116/1993
Germany (Federal Republic of)	50	III	R	197/1966	R	241/1971	R	38/1976	R	272/1986	R	77/1993	R	R	R	R	R	R	77/1993
Ghana (Republic of)	3	V	R	63/1967	R	122/1974	R	193/1976	S		S		S	S	–	–	–	–	
United Kingdom of Great Britain and Northern Ireland, Channel Islands and Isle of Man	50	III	R	223/1966	R	193/1972	R	116/1976	R	272/1986	S		S	S	S	–	S	S	
Overseas Territories for whose international relations the Government of the United Kingdom of Great Britain and Northern Ireland is responsible	5	IV	R	65/1968	R	193/1972	R	118/1976	R	272/1986	S		S	S	S	–	S	S	
Greece	3	III	R	110/1968	R	173/1972	R	270/1977	R	231/1992	S		S	S	S	S	S	S	
Grenada	1	I	A	33/1978	A	33/1978	A	33/1978	–		–		–	–	–	–	–	–	
Guatemala (Republic of)	3	I	R	59/1970	R	233/1975	R	211/1979	R	19/1987	S		S	S	S	–	–	–	
Guinea (Republic of)	0.5	V	R	95/1967	R	271/1973	R	251/1976	S		S		S	S	S	S	S	S	
Guinea-Bissau (Republic of)	0.5	V	A	138/1974	A	138/1974	S		–		–		–	–	–	–	–	–	
Guyana	1	I	A	75/1967	R	217/1973	A	300/1980	S		S		S	S	S	–	–	–	
Haiti (Republic of)	0.5	I	A	164/1975	A	164/1975	–		S		S		S	S	S	S	–	–	
Honduras (Republic of)	1	I	S		S		S		S		S		S	S	S	–	–	–	
Hungary (Republic of)	5	II	R	118/1967	R	102/1974	R	287/1976	R	19/1988	S		S	S	S	S	S	S	
Iceland (Republic of)	1	III	R	177/1965	R	105/1971	R	258/1975	R	228/1986	S		S	S	S	S	S	S	
India	25	IV	R	11/1967	R	7/1973	R	195/1976	S		S		S	S	S	–	–	–	
Indonesia (Republic of)	10	IV	R	44/1975	R	44/1975	R	263/1977	R	51/1990	R	34/1991	X	X	X	X	X	X	186/1991
Iran (Islamic Republic of)	5	IV	R	227/1968	R	154/1973	R	235/1977	S		S		S	S	S	S	S	S	
Iraq (Republic of)	3	IV	R	257/1967	R	256/1971	R	47/1977 263/1977	S		S		S	S	S	–	–	–	
Ireland	5	III	R	113/1966	R	171/1971	R	35/1979	R	51/1990	R	71/1994	R	R	R	–	–	–	71/1994
Israel	3	IV	R	62/1968	R	205/1971	R	287/1976	R	106/1988	R	186/1991	X	X	X	SC	SC	SC	186/1991 296/1991
Italy	25	III	R	169/1968	R	220/1972	A	193/1976	A	206/1987	S		S	S	S	S	S	S	
Jamaica	1	I	R	87/1969	A	32/1974	R	251/1976	–		S		S	S	–	–	–	–	

Japan	50	IV	R	153/1965	R	166/1971	R	252/1975	R	314/1985	R	34/1991	X	X	X	X	X	–	34/1991
Jordan (Hashemite Kingdom of)	1	IV	R	61/1968	R	89/1973	R	154/1976	R	98/1986	R	296/1991	R	R	R	R	–	–	296/1991
Kazakhstan (Republic of)	1	II	A	274/1992	A	274/1992	A	274/1992	A	274/1992	A	274/1992	A	A	A	–	–	–	274/1992
Kenya (Republic of)	3	V	A	107/1968	R	113/1973	R	211/1979 300/1980	R	51/1990	S		S	S	S	–	–	–	
Kiribati (Republic of)	0.5	IV	A	171/1984	A	171/1984	A	171/1984	–		S		S	S	S	–	–	–	
Korea (Republic of)	10	IV	R	165/1966	R	79/1971	R	38/1976	R	272/1986	R	186/1991	X	X	X	X	X	X	186/1991
Kuwait	10	IV	R	207/1967	R	173/1972	R	77/1977 126/1977	R	192/1994	S		S	S	S	S	–	–	
Kyrgyz Republic	1	II	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	A	A	–	–	–	53/1993
Lao People's Democratic Republic	0.5	IV	R	268/1967	R	254/1972	R	28/1982	A	133/1987	S		S	S	S	–	–	–	
Latvia (Republic of)	1	II	A	195/1992	A	195/1992	A	195/1992	A	195/1992	A	195/1992	A	A	A	–	–	–	195/1992
Lebanese Republic	1	IV	R	261/1979	R	261/1979	R	261/1979	R	206/1987	R	186/1991	R	R	R	R	–	–	186/1991
Lesotho (Kingdom of)	0.5	V	A	205/1967	A	21/1972	R	287/1976	R	321/1986	S		S	S	S	–	–	–	
Liberia (Republic of)	1	V	R	154/1976	R	193/1976	R	39/1981	S		S		S	S	S	–	–	–	
Libyan Arab Jamahiriya (Socialist People's)	5	V	R	164/1969	A	217/1973	R	99/1978	A	372/1990	S		S	S	–	–	–	–	
Liechtenstein (Principality of)	1	III	R	281/1967	R	256/1971	R	252/1975	R	314/1985	R	296/1991	R	R	R	R	R	R	296/1991
Lithuania (Republic of)	1	II	A	5/1992	A	5/1992	A	5/1992	A	5/1992	A	5/1992	A	A	A	–	–	–	5/1992
Luxembourg	3	III	R	156/1966	R	192/1971	R	118/1976	R	98/1986	R	186/1991	R	R	R	R	R	R	186/1991
Madagascar (Democratic Republic of)	1	V	R	177/1965	R	207/1974	R	35/1979	R	19/1987	S		S	S	S	S	S	–	
Malawi	0.5	V	A	226/1966	R	106/1984	R	106/1984	R	133/1987	S		S	S	S	–	–	–	
Malaysia	3	IV	R	87/1969	R	207/1974	R	116/1976	R	272/1986	S		S	S	S	–	–	–	
Maldives (Republic of)	1	IV	A	180/1967	A	32/1974	A	241/1976	–		S		S	S	–	–	–	–	
Mali (Republic of)	0.5	V	R	104/1966	R	220/1972	R	211/1979	S		S		S	S	S	S	S	S	
Malta	1	III	A	124/1968	–		–		–		S		S	S	S	–	–	–	
Mauritania (Islamic Republic of)	1	V	A	75/1967	R	84/1977	R	84/1977	S		S		S	S	S	S	S	S	
Mauritius	1	V	A	165/1969	A	241/1973	R	245/1978	–		S		S	S	S	–	–	–	
Mexico (United Mexican States)	10	I	R	97/1968	R	77/1974	R	187/1980	R	206/1987	R	192/1994	R	R	R	R	–	–	192/1994
Moldova (Republic of)	1	II	A	355/1992	A	355/1992	A	355/1992	A	355/1992	A	355/1992	A	A	A	A	A	A	355/1992
Monaco (Principality of)	1	III	R	227/1968	R	181/1971	R	38/1980	R	51/1990	S		S	S	S	S	S	S	
Mongolia	1	IV	R	241/1968	S		S		S		S		S	S	S	–	–	–	
Morocco (Kingdom of)	5	V	R	118/1967	R	217/1973	R	33/1978	S		S		S	S	S	S	S	S	
Mozambique (People's Republic of)	0.5	V	A	238/1978	A	238/1978	A	238/1978	–		–		–	–	–	–	–	–	

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													Compulsory Acts						
			C	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*RG*	*CV*	*CP*	*MP*	*VP*	*R*	*International Bureau circular*
Myanmar (Union of)	1	IV	R	160/1969	R	241/1973	R	70/1980	S		S		S	S	S	–	–	–	
Namibia (Republic of)	1	V	A	134/1992	A	134/1992	A	134/1992	A	134/1992	A	134/1992	A	A	A	A	A	A	134/1992
Nauru (Republic of)	1	IV	A	69/1969	S		–		–		S		S	S	A	–	–	–	11/1994
Nepal	3	IV	R	135/1970	R	164/1975	R	126/1977	S		S		S	S	S	–	–	–	
Netherlands	15	III	R	178/1969	R	205/1971	R	38/1976	R	19/1987	S		S	S	S	S	S	S	
Netherlands Antilles and Aruba	1	I	R	178/1969	R	205/1971	R	38/1976	R	19/1987	S		S	S	S	S	S	S	
New Zealand	15	IV	R	11/1967	R	21/1972	R	263/1977	R	308/1988	R	298/1993	R	R	R	–	–	–	298/1993
Nicaragua (Republic of)	1	I	R	106/1988	R	106/1988	R	106/1988	A	106/1988	–		–	–	–	–	–	–	
Niger (Republic of the)	1	V	R	135/1966	R	171/1971	R	287/1976	R	235/1989	S		S	S	S	S	S	S	
Nigeria (Federal Republic of)	10	V	R	82/1967	R	9/1975	R	278/1979	R	133/1987	S		S	S	S	–	–	–	
Norway	10	III	R	21/1966	R	113/1973	R	296/1976	R	19/1988	R	384/1992	X	X	X	X	X	X	77/1993
Oman (Sultanate of)	1	IV	A	178/1971	A	178/1971	R	169/1977	R	308/1988	R	21/1992	R	R	R	–	–	–	21/1992
Pakistan (Islamic Republic of)	15	IV	R	80/1967	R	241/1972	R	235/1977	S		S		S	S	S	–	–	–	
Panama (Republic of)	1	I	A	19/1985	S		S		S		S		S	S	S	–	–	–	
Papua New Guinea	1	IV	A	154/1976	A	154/1976	A	154/1976 251/1976	R	71/1994	R	231/1992	R	R	S R	–	–	–	231/1992 71/1994
Paraguay (Republic of)	1	I	R	98/1979	R	98/1979	R	98/1979 187/1980	S		S		S	S	S	S	S	S	
Peru (Republic of)	3	I	R	108/1970	A	35/1979	R	150/1979	R	71/1994	R	71/1994	R	R	R	S	S	S	71/1994
Philippines (Republic of the)	1	IV	R	154/1973	R	154/1973	R	278/1979	A	19/1987	S		S	S	–	–	–	–	
Poland (Republic of)	5	II	R	244/1967	R	121/1974	R	270/1977 99/1978	R	175/1988	S		S	S	S	S	–	–	
Portugal	5	III	R	241/1968	R	98/1972	R	91/1981	R	71/1994	S		S	S	S	S	–	S	
Qatar (State of)	5	IV	A	25/1969	R	300/1980	R	300/1980	R	321/1986	R	186/1991	R	R	R	R	–	–	186/1991
Romania	3	II	R	103/1969	R	122/1974	R	235/1977	R	206/1987	R	298/1993	S	S	S	S	–	–	
Russian Federation	25	II	R	69/1978	R	69/1978	R	69/1978	R	372/1990	S		S	S	S	–	–	–	
Rwandese Republic	0.5	V	R	175/1988	S		–		R	175/1988	S		S	S	S	S	S	–	
Saint Christopher and Nevis	1	I	A	19/1988	A	19/1988	A	19/1988	A	19/1988	A	21/1992	A	A	A	A	A	A	21/1992
Saint Lucia	1	I	A	187/1980	A	187/1980	A	187/1980	A	19/1987	R	192/1994	R	R	R	–	–	–	192/1994

Saint Vincent and the Grenadines	1	I	A	39/1981	A	39/1981	A	39/1981	R	21/1992	R	21/1992	A	A	A	–	A	–	21/1992
San Marino (Republic of)	1	III	R	281/1967	R	171/1971	R	261/1979	R	106/1988	S		S	S	S	S	S	S		
Sao Tome and Principe (Democratic Republic of)	0.5	V	A	196/1977	A	196/1977	A	196/1977	–		–		–	–	–	–	–	–		
Saudi Arabia (Kingdom of)	25	IV	R	39/1981	R	39/1981	R	39/1981	R	175/1988	R	21/1992	R	R	R	–	–	–	21/1992
Senegal (Republic of)	1	V	R	268/1967	R	77/1974	S		S		S		S	S	S	S	S	S		
Seychelles (Republic of)	1	V	A	235/1977	A	235/1977	A	235/1977	–		–		–	–	–	–	–	–		
Sierra Leone (Republic of)	0.5	V	R	207/1967	R	52/1974	S		–		S		S	S	S	–	–	–		
Singapore (Republic of)	1	IV	A	22/1966	R	65/1972	R	145/1976	R	228/1986	R	34/1991	X	X	X	–	–	–	34/1991
Slovak Republic	3	II	A	106/1993	A	106/1993	A	106/1993	A	106/1993	A	106/1993	A	A	A	A	–	A	106/1993
Slovenia (Republic of)	1	II	A	274/1992	A	274/1992	A	274/1992	A	274/1992	A	274/1992	A	A	A	A	A	A	274/1992
Solomon Islands	0.5	IV	A	106/1984	A	106/1984	A	106/1984	S		S		S	S	S	S	–	–		
Somali Democratic Republic	0.5	V	R	123/1968	A	98/1972	S		–		S		S	S	S	S	S	S		
Spain	25	III	R	63/1967	R	175/1973	R	70/1980	R	206/1987	R	231/1992	R	R	R	R	R	R	231/1992
Sri Lanka (Democratic Socialist Republic of)	5	IV	R	95/1967	R	154/1973	R	171/1984	R	19/1988	S		S	S	S	S	–	–		
Sudan (Republic of the)	0.5	V	S		S		S		R	372/1990	S		S	S	S	S	–	–		
Suriname (Republic of)	1	I	A	118/1976	A	118/1976	A	118/1976	S		S		S	S	S	S	–	S		
Swaziland (Kingdom of)	1	V	A	217/1969	A	166/1971	R	154/1976	R	228/1986	S		S	S	S	–	–	–		
Sweden	15	III	R	80/1967	R	241/1971	R	77/1977	R	98/1986	R	34/1991	X	X	X	X	X	X	34/1991 186/1991
Swiss Confederation	15	III	R	113/1966	R	105/1971	R	252/1975	R	314/1985	R	296/1991	R	R	R	R	R	R	296/1991
Syrian Arab Republic	1	IV	R	80/1967	R	241/1971	R	235/1977	S		R	11/1994	R	R	R	R	–	–	11/1994
Tajikistan (Republic of)	1	II	A	172/1994	A	172/1994	A	172/1994	A	172/1994	A	172/1994	A	A	A	–	–	A	172/1994
Tanzania (United Republic of)	0.5	V	R	268/1967	R	233/1975	R	245/1978	–		S		S	S	S	–	–	–		
Thailand	3	IV	R	156/1966	R	105/1971	R	116/1976	R	272/1986	R	34/1991	X	X	X	X	–	X	34/1991
the former Yugoslav Republic of Macedonia	1	II	A	245/1993	A	245/1993	A	245/1993	A	245/1993	A	245/1993	A	A	A	A	A	A	245/1993
Togolese Republic	0.5	V	R	244/1967	R	65/1972	R	195/1976	R	235/1989	S		S	S	S	S	S	S		
Tonga (Kingdom of)	1	IV	A	35/1972	A	35/1972	S		S		S		S	S	S	–	–	–		
Trinidad and Tobago (Republic of)	1	I	R	186/1968	R	102/1974	A	35/1979	R	384/1992	R	384/1992	A	A	A	–	–	–	384/1992
Tunisia (Republic of)	5	V	R	260/1966	R	21/1972	R	38/1976	R	228/1986	R	296/1991	R	R	R	R	R	R	296/1991
Turkey (Republic of)	5	III	R	224/1970	R	150/1979	R	228/1986	S		S		S	S	S	S	S	S		
Turkmenistan	1	II	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	53/1993	A	A	A	–	–	–	53/1993

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													Compulsory Acts					
			C	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*PA*	*International Bureau circular*	*RG*	*CV*	*CP*	*MP*	*VP*	*R*	*International Bureau circular*
Tuvalu	0.5	IV	A	39/1981	A	39/1981	A	39/1981	–		–		–	–	–	–	–	–	
Uganda (Republic of)	0.5	V	R	83/1969	R	35/1979	R	35/1979	–		S		S	S	S	S	S	S	
Ukraine	10*	II	R	69/1978	R	69/1978	R	69/1978	R	296/1991	S		S	S	–	–	–	–	
United Arab Emirates	1	IV	A	89/1973	A	89/1973	R	98/1979	R	192/1994	R	192/1994	R	R	R	R	R	R	192/1994
United States of America	50	I	R	122/1967	R	192/1971	R	145/1976	R	228/1986	R	34/1991	R	R	R	X	–	–	34/1991
Uruguay (Eastern Republic of)	3	I	R	98/1979	R	98/1979	R	98/1979	S		S		S	S	S	S	S	–	
Uzbekistan (Republic of)	1	II	A	70/1994	A	70/1994	A	70/1994	A	70/1994	A	70/1994	A	A	A	–	–	–	70/1994
Vanuatu (Republic of)	1	IV	A	152/1982	A	152/1982	A	152/1982	–		S		S	S	S	–	–	–	
Vatican City State	1	III	R	106/1968	R	175/1973	R	241/1976	R	186/1991	R	186/1991	R	R	R	R	R	R	186/1991
Venezuela (Republic of)	1	I	R	189/1969	R	69/1978	R	246/1979	R	308/1988	S		S	S	S	–	–	–	
Viet Nam (Socialist Republic of)	1	IV	R	181/1967	A	52/1974	R	296/1976	R	51/1990	S		S	S	S	A	–	–	77/1993
Western Samoa	0.5	IV	A	235/1989	A	235/1989	A	235/1989	A	235/1989	S		S	S	S	S	–	–	
Yemen (Republic of)	0.5	IV	R A	36/1969 126/1968	R A	205/1971 129/1972	R	132/1978 211/1979	S		S		S	S	S	S	–	S	
Yugoslavia (Federal Republic of)	5	II	R	63/1967	R	241/1971	R	195/1976	R	235/1989	S		S	S	S	S	S	S	
Zaire (Republic of)	3	V	R	278/1979	R	278/1979	R	278/1979	–		S		S	S	–	–	–	–	
Zambia (Republic of)	3	V	A	75/1967	R	151/1983	R	151/1983	S		S		S	S	S	–	–	–	
Zimbabwe (Republic of)	3	V	A	246/1981	A	246/1981	A	246/1981	S		S		S	S	S	–	–	–	

Number of member countries: 188

* 5 units as from 1 January 1995.

Congress – Doc 27/Rev 1

List of member countries of Committee 7 (Parcel Post)[1] [2]

(Position on 30 April 1994)

Names of countries party to the Postal Parcels Agreement

1 Republic of Afghanistan
2 People's Democratic Republic of Algeria
3 People's Republic of Angola
4 Antigua and Barbuda
5 Argentine Republic
6 Republic of Armenia
7 Australia
8 Republic of Austria
9 Azerbaijani Republic
10 Commonwealth of the Bahamas
11 State of Bahrain
12 Bangladesh
13 Barbados
14 Republic of Belarus
15 Belgium
16 Republic of Benin
17 Kingdom of Bhutan
18 Republic of Bolivia
19 Republic of Bosnia and Herzegovina
20 Republic of Botswana
21 Federative Republic of Brazil
22 Brunei Darussalam
23 Republic of Bulgaria
24 Burkina Faso
25 Republic of Burundi
26 Republic of Cameroon
27 Canada
28 Republic of Cape Verde
29 Central African Republic
30 Republic of Chad
31 Chile
32 People's Republic of China
33 Republic of Colombia

[1] Subject to changes made by the countries concerned, the names of the member countries are those under which the plenipotentiaries signed the 1989 Washington Acts. The names of countries which have been admitted or have acceded to the Union since the Washington Congress are those duly communicated to the International Bureau.

[2] The delegates of member countries which are not parties to the Agreements in question may take part in the discussions of Committee 7 without the right to vote (Rules of Procedure of Congresses, article 9, paragraph 3).

34 Islamic Federal Republic of the Comoros
35 Republic of the Congo
36 Republic of Costa Rica
37 Republic of Côte d'Ivoire
38 Republic of Croatia
39 Republic of Cuba
40 Republic of Cyprus
41 Czech Republic
42 Democratic People's Republic of Korea
43 Kingdom of Denmark
44 Republic of Djibouti
45 Dominican Republic
46 Republic of Ecuador
47 Arab Republic of Egypt
48 Republic of El Salvador
49 Eritrea
50 Republic of Estonia
51 Ethiopia
52 Republic of Finland
53 French Republic
54 Gabonese Republic
55 Republic of Georgia
56 Federal Republic of Germany
57 United Kingdom of Great Britain and Northern Ireland, Channel Islands and Isle of Man
58 Overseas Territories for whose international relations the Government of the United Kingdom of Great Britain and Northern Ireland is responsible
59 Greece
60 Republic of Guatemala
61 Republic of Guinea
62 Guyana
63 Republic of Haiti
64 Republic of Honduras
65 Republic of Hungary
66 Republic of Iceland
67 India
68 Republic of Indonesia
69 Islamic Republic of Iran
70 Republic of Iraq
71 Ireland
72 Israel
73 Italy
74 Japan
75 Hashemite Kingdom of Jordan
76 Republic of Kazakhstan
77 Republic of Kenya
78 Republic of Kiribati
79 Republic of Korea
80 Kuwait
81 Kyrgyz Republic
82 Lao People's Democratic Republic
83 Republic of Latvia
84 Lebanese Republic
85 Kingdom of Lesotho
86 Republic of Liberia
87 Principality of Liechtenstein
88 Republic of Lithuania
89 Luxembourg

90 Democratic Republic of Madagascar
91 Malawi
92 Malaysia
93 Republic of Mali
94 Malta
95 Islamic Republic of Mauritania
96 Mauritius
97 United Mexican States
98 Republic of Moldova
99 Principality of Monaco
100 Mongolia
101 Kingdom of Morocco
102 Union of Myanmar
103 Republic of Namibia
104 Republic of Nauru
105 Nepal
106 Netherlands
107 Netherlands Antilles and Aruba
108 New Zealand
109 Republic of the Niger
110 Federal Republic of Nigeria
111 Norway
112 Sultanate of Oman
113 Islamic Republic of Pakistan
114 Republic of Panama
115 Papua New Guinea
116 Republic of Paraguay
117 Republic of Peru
118 Republic of Poland
119 Portugal
120 State of Qatar
121 Romania
122 Russian Federation
123 Rwandese Republic
124 Saint Christopher and Nevis
125 Saint Lucia
126 Saint Vincent and the Grenadines
127 Republic of San Marino
128 Kingdom of Saudi Arabia
129 Republic of Senegal
130 Republic of Sierra Leone
131 Republic of Singapore
132 Slovak Republic
133 Republic of Slovenia
134 Solomon Islands
135 Somali Democratic Republic
136 Spain
137 Democratic Socialist Republic of Sri Lanka
138 Republic of the Sudan
139 Republic of Suriname
140 Kingdom of Swaziland
141 Sweden
142 Swiss Confederation
143 Syrian Arab Republic
144 Republic of Tajikistan
145 United Republic of Tanzania
146 Thailand

147 the former Yugoslav Republic of Macedonia
148 Togolese Republic
149 Kingdom of Tonga
150 Republic of Trinidad and Tobago
151 Republic of Tunisia
152 Republic of Turkey
153 Turkmenistan
154 Republic of Uganda
155 United Arab Emirates
156 United States of America
157 Eastern Republic of Uruguay
158 Republic of Uzbekistan
159 Republic of Vanuatu
160 Vatican City State
161 Republic of Venezuela
162 Socialist Republic of Viet Nam
163 Western Samoa
164 Republic of Yemen
165 Federal Republic of Yugoslavia
166 Republic of Zambia
167 Republic of Zimbabwe

Congress – Doc 28

List of member countries of Committee 8 (Postal Financial Services)[1] [2]

(Position on 14 June 1994)

The Postal Financial Services Agreements are as follows:

- Money Orders Agreement (MP);
- Giro Agreement (VP);
- Cash-on-Delivery Agreement (R)

Names of countries party to the Postal Financial Services Agreements

Note – The sign × opposite a country's name indicates that it is a party to the Agreement concerned.

	Member countries	MP	VP	R
1	People's Democratic Republic of Algeria	×	×	×
2	Antigua and Barbuda	×	×	×
3	Argentine Republic	×	×	×
4	Republic of Armenia	×	×	×
5	Republic of Austria	×	×	×
6	Belgium	×	×	×
7	Republic of Benin	×	×	×
8	Republic of Bosnia and Herzegovina	×	×	×
9	Republic of Bulgaria	×		
10	Burkina Faso	×	×	×
11	Republic of Burundi	×	×	×
12	Republic of Cameroon	×	×	×
13	Republic of Cape Verde	×		×
14	Central African Republic	×	×	×
15	Republic of Chad	×	×	×

[1] Subject to changes made by the countries concerned, the names of the member countries are those under which the plenipotentiaries signed the 1989 Washington Acts. The names of countries which have been admitted or have acceded to the Union since the Washington Congress are those duly communicated to the International Bureau.

[2] The delegates of member countries which are not parties to the Agreements in question may take part in the discussions of Committee 8 without the right to vote (article 9, paragraph 3, of the Rules of Procedure of Congresses).

Member countries		MP	VP	R
16	Chile	×	×	×
17	People's Republic of China	×		
18	Islamic Federal Republic of the Comoros	×	×	×
19	Republic of the Congo	×	×	×
20	Republic of Côte d'Ivoire	×	×	×
21	Republic of Croatia	×	×	×
22	Republic of Cyprus	×	×	×
23	Czech Republic	×		×
24	Kingdom of Denmark	×	×	×
25	Republic of Djibouti	×		
26	Dominican Republic	×		
27	Republic of Ecuador	×	×	×
28	Arab Republic of Egypt	×	×	×
29	Republic of El Salvador	×		
30	Republic of Finland	×	×	×
31	French Republic	×	×	×
32	Gabonese Republic	×	×	×
33	Federal Republic of Germany	×	×	×
34	United Kingdom of Great Britain and Northern Ireland, the Channel Islands and the Isle of Man		×	×
35	Overseas Territories for whose international relations the Government of the United Kingdom of Great Britain and Northern Ireland is responsible		×	×
36	Greece	×	×	×
37	Republic of Guinea	×	×	×
38	Republic of Haiti	×		
39	Republic of Hungary	×	×	×
40	Republic of Iceland	×	×	×
41	Republic of Indonesia	×	×	×
42	Islamic Republic of Iran	×	×	×
43	Israel	×	×	×
44	Italy	×	×	×
45	Japan	×	×	
46	Hashemite Kingdom of Jordan	×		
47	Republic of Korea	×	×	×
48	Kuwait	×		
49	Lebanese Republic	×		
50	Principality of Liechtenstein	×	×	×
51	Luxembourg	×	×	×
52	Democratic Republic of Madagascar	×	×	
53	Republic of Mali	×	×	×
54	Islamic Republic of Mauritania	×	×	×
55	United Mexican States	×		
56	Republic of Moldova	×	×	×
57	Principality of Monaco	×	×	×

	Member countries	MP	VP	R
58	Kingdom of Morocco	×	×	×
59	Republic of Namibia	×	×	×
60	Republic of Niger	×	×	×
61	Norway	×	×	×
62	Netherlands	×	×	×
63	Netherlands Antilles and Aruba	×	×	×
64	Republic of Paraguay	×	×	×
65	Republic of Peru	×	×	×
66	Republic of Poland	×		
67	Portugal	×		×
68	State of Qatar	×		
69	Romania	×		
70	Rwandese Republic	×	×	
71	Saint Christopher and Nevis	×	×	×
72	Saint Vincent and the Grenadines		×	
73	Republic of San Marino	×	×	×
74	Republic of Senegal	×	×	×
75	Republic of Slovakia	×		×
76	Republic of Slovenia	×	×	×
77	Solomon Islands	×		
78	Somali Democratic Republic	×	×	×
79	Spain	×	×	×
80	Democratic Socialist Republic of Sri Lanka	×		
81	Republic of Sudan	×		
82	Sweden	×	×	×
83	Swiss Confederation	×	×	×
84	Republic of Suriname	×		×
85	Syrian Arab Republic	×		
86	Republic of Tajikistan			×
87	Thailand	×		×
88	the Ex-Yugoslav Republic of Macedonia	×	×	×
89	Togolese Republic	×	×	×
90	Tunisia	×	×	×
91	Turkey	×	×	×
92	Uganda	×	×	×
93	United Arab Emirates	×	×	×
94	United States of America	×		
95	Eastern Republic of Uruguay	×	×	
96	Vatican City State	×	×	×
97	Socialist Republic of Viet Nam	×		
98	Western Samoa	×		
99	Republic of Yemen	×		×
100	Federal Republic of Yugoslavia	×	×	×
	Number of signatories	96	72	75

Congress – Doc 29

List of organizations invited to the 21st Congress

Memorandum by the Secretary–General

1 On the basis of article 102, paragraph 6.17, of the General Regulations, the Executive Council, in resolution CE 22/1993, instructed the Director–General of the International Bureau to invite to the 21st Congress:

a the following intergovernmental international organizations:

- International Labour Organisation (ILO);
- Food and Agriculture Organization of the United Nations (FAO);
- United Nations Educational, Scientific and Cultural Organization (UNESCO);
- World Health Organization (WHO);
- World Bank;
- International Monetary Fund (IMF);
- International Civil Aviation Organization (ICAO);
- International Telecommunication Union (ITU);
- World Meteorological Organization (WMO);
- International Maritime Organization (IMO);
- World Intellectual Property Organization (WIPO);
- International Atomic Energy Agency (IAEA);
- Commission of the European Communities (CEC);
- Customs Co–operation Council (CCC);

b the following non–governmental international organizations:

- International Air Transport Association (IATA);
- International Organization for Standardization (ISO);
- International Chamber of Shipping (ICS).

The Director–General was also instructed to state, in the invitations to the above–mentioned non–governmental organizations, that their presence would be limited to the meetings of Congress Committees considering questions of interest to them, on terms decided later in conjunction with the Chairmen of the Committees concerned.

The invitations were sent out on 4 October 1993.

2 In its decision CE 16/1994, the Executive Council instructed the Director-General to also invite the following regional banks/agencies to the 21st Congress:

European Development Fund
BRUSSELS

European Investment Bank
LUXEMBOURG

European Bank for Reconstruction and Development
LONDON

African Development Bank Group (ADB)
ABIDJAN

Asian Development Bank
MANILA

Arab Bank for Economic Development in Africa (BADEA)
KHARTOUM

Arab Fund for Economic and Social Development (AFESD)
KUWAIT

Islamic Development Bank (IDB)
JEDDAH

The OPEC Fund for International Development (OPEC FUND)
VIENNA

Caribbean Development Bank
BARBADOS

Commonwealth Development Corporation
LONDON

Office of External Relations
WASHINGTON

In accordance with the Executive Council decision, the invitations specified that the participation of these international organizations would be restricted to meetings of the Technical Cooperation Committee and those dealing with the Postal Development Action Group (PDAG), under conditions to be established by the aforementioned Committee.

3 The following de jure observers, whose participation is governed either by a provision of the Acts or by specific decisions, were also invited to be represented at the 21st Congress:

- the UN, whose participation in Congress rests on the UN–UPU Agreement, article II, paragraph 1;
- the Restricted Unions with which the UPU maintains relations in accordance with the Constitution, article 8, paragraph 2: POSTEUROP, APPC, APPU, APTU, APU, BPU, CAPTAC, CEPT, CSFPE, NPU, PAPU, PUASP, RCPT and SWAPU;
- the Organization of African Unity (OAU), in accordance with Lausanne Congress decision C 92;
- the League of Arab States, in accordance with Rio de Janeiro Congress resolution C 7;
- the national liberation movements recognized by the Organization of African Unity, in accordance with Lausanne Congress resolution C 3;
- the Palestine Liberation Organization ("Palestine" according to UN resolution 43/177), as a national liberation movement recognized by the League of Arab States, in accordance with Lausanne Congress resolution C 3.

4 As of the end of June 1994, the following organizations had accepted the Director-General's invitation:

- UN, ICAO, ITU, CEC, CCC;
- IATA;
- POSTEUROP, APU, BPU, CEPT, CSFPE, NPU, PAPU, RCPT, SWAPU.

All the organizations represented at Congress will be included in the list of participants.

Berne, 1 July 1994

A C BOTTO DE BARROS
Secretary-General

Congress – Doc 30

Distribution of Congress documentation

Statement by the Secretary-General

The proposals and documents submitted to the Seoul Congress have been distributed in eight dispatches, the first dated 14 September 1993 and the last 28 July 1994.

All "Congress – Doc" documents which were to be dispatched prior to the opening of Congress were included in the above-mentioned dispatches. The remaining ones will be distributed to the delegates' boxes situated in the hall on the 3rd floor of the KOEX Centre, Seoul. The following are the documents concerned:

–	4 to 15	Agendas
–	33 and 34	Languages of discussion during Congress
–	38	Speeches and contributions prepared in advance in writing
–	39	Contribution class changes
–	41 to 47	Election of members of the EC/CA and CCPS/POC
–	72	International Bureau staff requirements
–	73	General Debate
–	83	Final report of Committee 2 (Finance)
–	84	Final report of Committee 9 (Technical Cooperation)
–	85	Decisions other than those amending the Acts
–	87	Seoul postal strategy

Following the same procedure as at the 1989 Washington Congress, the proposals do not contain any basic texts. In order to compare the reference texts with those of the proposals, it will therefore be necessary to consult the Annotated Acts of the Washington Congress for the Constitution, the General Regulations and the Agreements concerning the postal financial services, and Congress – Doc 60/Adds 1, 2, 3 and 4 for the Convention and the Postal Parcels Agreement. Accordingly, persons attending the Seoul Congress are requested to provide themselves with these texts, given that the number of copies of these Acts which the Congress Documentation Service will be able to make available to participants is very limited.

It should be noted here that the draft resolution submitted to the 21st Congress for approval (proposal of a general nature 01) proposes that, as a basis for its discussions, Congress should adopt outright the definitive drafts of the revised Acts arising from the recasting of the Convention and the Postal Parcels Agreement together with their Detailed Regulations (Congress – Doc 60 and Adds 1, 2, 3 and 4).

Moreover, since the proposals and documents for the 21st Congress were printed in a limited number of copies, they will not be distributed at Seoul; Congress participants are requested to bring them with them along with the corresponding binders.

After the Seoul Congress, the Acts arising from it will be dispatched only to those countries which were not represented. Delegates are therefore requested to take with them or to dispatch from Seoul the number of sets of the new Acts which they will require pending the official publication of the Decisions of the 21st Congress about six months after the end of Congress.

Berne, 25 July 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 31

Representation of one member country by the delegation of another member country at Congress and Committee meetings

Memorandum by the Secretary-General

1 Article 3, paragraph 6, of the Rules of Procedure of Congresses authorizes the delegation of a member country which, after it has deposited its credentials, is prevented from attending one or more meetings to arrange to be represented by the delegation of another country provided, inter alia, that notice in writing is given to the Chairman of the meeting concerned. Nevertheless, a delegation may represent only one country other than its own.

2 In practice, the Chairman notifies the assembly at the beginning of each meeting of any such cases of representation.

3 To make things easier for delegations that decide to take advantage of this facility, the Congress Secretariat will keep a supply of notice of representation forms (for specimen, see annex 1) at their disposal at the Chairman's rostrum in the two halls. These have only to be filled in and signed before being handed to the Secretary of the plenary meetings or of the Committee concerned.

4 In the case of electronic voting, the duly authorized delegation should go to the seat of the delegation which has conferred the mandate and vote on behalf of the latter by means of the electronic voting system.

5 *Representations* for one or more meetings must not be confused with the *proxies* mentioned in paragraphs 4 and 5 of the above-mentioned article 3, which relate to the credentials of a member country that arranges for the delegation of another member country to represent it during the entire Congress, and are notified to Congress by means of a special Congress – Doc.

Berne, 7 June 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 31/Annex 1

Specimen of the notice of representation

UNIVERSAL POSTAL UNION

21st Congress
Seoul 1994

NOTICE OF REPRESENTATION
(Rules of Procedure of Congresses, article 3, paragraph 6)

Delegation being represented	Name of country
Delegation responsible for representation	Name of country
Meeting(s) at which representation will be effected	☐ Plenary — Date(s) ☐ Committee — No or title — Date(s)
Place and date Seoul	Signature of Head of delegation

N.B. The notice of representation should be handed to the Chairman or Secretary of the respective plenary or Committee meeting(s

Congress – Doc 32

Operation of translation services at Congress and provision of documentation in various languages

Statement by the Secretary-General

General

1 Pursuant to the Rules of Procedure of Congresses, article 13, paragraph 1, documentation prepared during Congress shall be published in French by the Secretariat of Congress. Provision is further made under article 13, paragraph 3, for Congress documents to be translated into the languages of the language groups set up in accordance with the relevant provisions of the General Regulations.

2 To this end, the spokesmen of the language groups concerned have requested that the Arabic, English, Portuguese, Russian and Spanish Translation Services be attached to the Congress Secretariat. The Secretariat also includes automatically a French Translation Service.

3 So that Congress participants are fully informed on the matter, I think it desirable to provide the following details.

Work of the translation services

4 The work of the translation services is as follows:

a to translate into French the texts submitted to Congress in Arabic, English, Portuguese, Russian or Spanish by delegations belonging to the respective language groups (translations from English and Spanish are done by the French Translation Service and from the other languages mentioned above by the translation service of the original language);

b to translate from French into Arabic, English, Portuguese, Russian and Spanish the documents of Congress which the language group in question has decided to have translated (see summary table in annex 1).

Delivery of manuscripts and documents for translation

5 Documents produced by delegations must be submitted to the Secretary of Congress or of the Committee concerned, in either French or one of the other languages mentioned above.

6 Manuscripts of documents to be translated into French are then forwarded to the liaison service which has them translated by the appropriate translation service; the latter then sends the French translation directly to the Secretariat member concerned.

7 The French version, finalized by the Secretariat and transmitted through the liaison service, serves as the basis for translation into the other languages by the respective translation services.

Distribution of documents

8 Congress documents for general distribution will be distributed to the pigeonholes provided for all delegates, observers and Secretariat members, in the language requested by participants on their individual registration form, provided that the documents are issued in that language (see annex 1).

9 Further copies will be available at the Congress Documentation Centre.

10 Documents issued exceptionally during meetings will be distributed again to all pigeonholes.

11 Documents issued in a single version (containing one, two or more languages), such as the list of participants and various communications from the host country Secretariat, will be printed on pink paper and distributed to all pigeonholes.

12 Documents published in separate language versions will have the usual colour-coded cover sheets (white for French, pale green for Arabic, blue for English, olive green for Portuguese, buff for Russian and yellow for Spanish).

Berne, 31 March 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 32/Annex 1

Congress documentation to be issued in languages other than French

Summary of replies from the language groups consulted by the International Bureau by collective letter No 2013(E)1128 of 13 February 1992

Documents	Distribution	Translation languages				
		English	**Arabic**	**Spanish**	**Portuguese**	**Russian**
Proposals to Congress	General	X	X	X	X	X
Congress – Docs	General	X	X	X	X	X
Minutes of plenaries	General	X	X	X	X[1]	X
Documents and minutes of the Bureau of Congress	Restricted	X	X[2]	X	–	–
Documents of Committees 1 and 10 (Credentials and Drafting)	Restricted	X	–	–	–	–
Reports of Committees 1 and 10	General	X	X	X	–	X
Reports of Committees 2 to 9	General	X	X	X	X	X
Draft Acts	General	X	X	X	X	X
Communications from the host country Secretariat	General	X	–	X	–	–
Documents of the EC (or CA) constituent meeting	Restricted	X	X	X	X	X
Documents of the CCPS (or POC) constituent meeting	Restricted	X	X	X	X	X
Rules of Procedures of Congresses	General	X	X	X	X	X

[1] As far as possible, depending on the workload of the Portuguese Service.

[2] Some only to be issued in Arabic.

Congress – Doc 33/Rev 1

Languages of discussion at Congress

Memorandum by the Secretary-General

1 In accordance with article 107, paragraph 9, of the General Regulations and article 12, paragraphs 1 and 2, of the Rules of Procedure of Congresses, the discussions of Congress and its Committees (except those of Committee 10) will be interpreted in the four languages admitted: French, English, Russian and Spanish.

2 In addition, in view of member countries' replies to the consultation carried out by the International Bureau by circular letter No 2012(E)1465 of 1 June 1992, the proceedings will be interpreted in Arabic, Chinese, German, Japanese, Korean and Portuguese, in accordance with article 107, paragraphs 10 and 11, of the General Regulations and article 12, paragraph 3, of the Rules of Procedure of Congresses.

3 Chinese interpretation will be provided in the large conference hall only (Hall A). Interpretation in the other languages listed above will be provided in both conference halls (A and B), on the understanding that, in Hall B, Portuguese will be a passive interpretation language (interpretation from, but not into, Portuguese).

4 So that I can apportion the interpretation costs among the countries concerned, in accordance with article 107, paragraph 12, of the General Regulations and article 12, paragraph 5, of the Rules of Procedure of Congresses, I should be grateful if you would *let me know, by 2 September at the latest, which language(s) the members of your country's delegation will be using in the discussions of Congress and its Committees.*

5 For this purpose, please complete and *sign* the form on the back of this memorandum and *return it to the Congress Secretariat (Mrs Meretta, office 068 or PO Box 1794).*

Seoul, 29 August 1994

A C BOTTO DE BARROS

Secretary-General

LANGUAGES OF DISCUSSION

Country

For discussions at the meetings of the Seoul Congress and its Committees, the delegation of the country indicated above will use:

☐ **French**	☐ **English**	☐ **Spanish**	☐ **Russian**
☐ **German**	☐ **Arabic**	☐ **Chinese**	☐ **Korean**
☐ **Japanese**	☐ **Portuguese**		

The resulting interpretation costs will be borne in accordance with the provisions of article 107, paragraph 12, of the General Regulations.

Signature of Head of delegation

Please complete and return this form to the Congress Secretariat (Mrs Meretta) by 2 September 1994 at the latest.

Congress – Doc 34

Languages of debates chosen for simultaneous interpretation during Congress

Communication from the Secretariat

Following the communication addressed to Heads of delegation (Congress – Doc 33) about the language(s) their delegation would be using during Congress and Committee debates, the replies shown on the attached list have been received. Where no reply was received, delegations have been officially assigned to that language category thought likely to be most suitable. In such cases the country's name is followed by an asterisk. For the sake of economy, the list is published in French only. The column headings are: Country/Language Group (number of units), FR (= French), AN (= English), ES (= Spanish), RU (= Russian), AL (= German), AR (= Arabic), CN (= Chinese), CO (= Korean), JA (= Japanese), PO (= Portuguese), Absent.

Seoul, 12 September 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 34/Annex 1

Languages of debates during Congress

Abréviations: FR = français, AN = anglais, ES = espagnol, RU = russe, AL = allemand, AR = arabe, CN = chinois, CO = coréen, JA = japonais, PO = portugais

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Afghanistan/ AN	(0,5)		●									
Afrique du Sud/ AN*	(10)		●									
Albanie*	(1)	●										
Algérie/ AR*	(5)						●					
Allemagne/ AN+AL	(50)					●						
Amérique (États-Unis)/ AN	(50)		●									
Angola/ PO	(1)										●	
Antigua-et-Barbuda	(1)											○
Arabie saoudite/ AR	(25)						●					
Argentine/ ES	(10)			●								
Arménie	(1)				●							
Australie/ AN	(20)		●									
Autriche/ AL	(5)					●						
Azerbaïdjan/ RU	(1)											○
Bahamas/ AN	(1)		●									
Bahrain/ AR	(1)						●					
Bangladesh/ AN*	(5)		●									
Barbade/ AN	(1)		●									
Bélarus/ RU	(1)				●							
Belgique	(15)	●										
Belize/ AN	(1)											○
Bénin	(0,5)	●										

Pays/groupe linguistique (nombre d'unités)		**FR**	**AN**	**ES**	**RU**	**AL**	**AR**	**CN**	**CO**	**JA**	**PO**	**Absent**
Bhoutan/ AN	(0,5)		●									
Bolivie/ ES	(1)			●								
Bosnie-Herzégovine	(1)											○
Botswana/ AN*	(0,5)		●									
Brésil/ PO	(25)										●	
Brunei Darussalam/ AN	(1)		●									
Bulgarie (Rép.)/ RU	(3)				●							
Burkina Faso	(0,5)	●										
Burundi	(0,5)	●										
Cambodge	(1)	●										
Cameroun	(1)	●										
Canada/ AN	(50)	●	●									
Cap-Vert/ PO	(0,5)										●	
Centrafrique	(0,5)	●										
Chili/ ES	(3)			●								
Chine (Rép. pop.)/ CN	(25)							●				
Chypre/ AN	(1)		●									
Colombie/ ES	(3)			●								
Comores	(0,5)											○
Congo (Rép.)	(1)	●										
Corée (Rép.)/ AN	(10)		●						●			
Costa-Rica/ ES	(1)			●								
Côte d'Ivoire (Rép.)	(3)	●										
Croatie	(1)	●										
Cuba/ ES	(1)			●								
Danemark/ AN	(10)		●									
Djibouti*	(0,5)	●										
Dominicaine (Rép.)/ ES	(1)			●								

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Dominique/ AN	(1)											○
Égypte/ AR	(5)						●					
El Salvador/ ES	(1)			●								
Émirats arabes unis/ AN+AR	(1)						●					
Équateur/ ES	(1)			●								
Érythrée	(1)		●									
Espagne/ ES	(25)			●								
Estonie/ AN+RU	(1)		●		●							
Éthiopie/ AN	(0,5)		●									
Fidji/ AN	(1)		●									
Finlande/ AN	(10)		●									
France	(50)	●										
Gabon	(1)	●										
Gambie/ AN*	(0,5)		●									
Géorgie/ RU	(1)											○
Ghana/ AN	(3)		●									
Grande-Bretagne/ AN	(50)		●									
Territoires britanniques d'outre-mer/ AN	(5)		●									
Grèce	(3)	●										
Grenade/ AN	(1)		●									
Guatémala/ ES*	(3)			●								
Guinée*	(0,5)	●										
Guinée-Bissau/ PO	(0,5)											○
Guinée équatoriale/ ES*	(0,5)			●								
Guyane/ AN	(1)		●									
Haïti	(0,5)											○
Honduras (Rép.)/ ES	(1)			●								
Hongrie (Rép.)	(5)	●										

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Inde/ AN	(25)		●									
Indonésie/ AN	(10)		●									
Iran (Rép. islamique)	(5)		●									
Iraq/ AR	(3)											○
Irlande/ AN	(5)		●									
Islande/ AN	(1)		●									
Israël/ AN	(3)		●									
Italie	(25)	●										
Jamahiriya libyenne/ AR*	(5)						●					
Jamaïque/ AN	(1)											○
Japon/ AN	(50)		●							●		
Jordanie/ AR	(1)						●					
Kazakhstan	(1)				●							
Kenya/ AN	(3)		●									
Kirghizistan	(1)				●							
Kiribati/ AN	(0,5)											○
Kuwait/ AR	(10)						●					
Lao (Rép. dém. pop.)	(0,5)											○
Lesotho/ AN	(0,5)		●									
Lettonie/ AN	(1)		●									
L'ex-Rép. yougoslave de Macédoine	(1)	●										
Liban/ AR	(1)						●					
Libéria/ AN*	(1)		●									
Liechtenstein/ AL	(1)											○
Lituanie/ RU	(1)											○
Luxembourg	(3)	●										
Madagascar	(1)	●										
Malaisie/ AN*	(3)		●									

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Malawi/ AN	(0,5)		●									
Maldives/ AN	(1)		●									
Mali	(0,5)	●										
Malte/ AN*	(1)		●									
Maroc/ AR	(5)	●					●					
Maurice/ AN*	(1)		●									
Mauritanie/ AR	(1)	●										
Mexique/ ES	(10)			●								
Moldova	(1)											○
Monaco	(1)	●										
Mongolie/ RU	(1)				●							
Mozambique/ PO*	(0,5)										●	
Myanmar/ AN	(1)		●									
Namibie	(1)		●									
Nauru/ AN	(1)		●									
Népal/ AN	(3)		●									
Nicaragua/ ES	(1)											○
Niger*	(1)	●										
Nigéria/ AN*	(10)		●									
Norvège/ AN	(10)		●									
Nouvelle-Zélande/ AN	(15)		●									
Oman/ AN+AR*	(1)						●					
Ouganda/ AN	(0,5)		●									
Ouzbékistan*	(1)				●							
Pakistan/ AN	(15)		●									
Panama (Rép.)/ ES*	(1)			●								
Papouasie – Nouvelle-Guinée/ AN	(1)		●									
Paraguay/ ES	(1)			●								

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Pays-Bas/ AN	(15)		●									
Antilles néerlandaises et Aruba	(1)		●	●								
Pérou/ ES	(3)			●								
Philippines/ AN	(1)		●									
Pologne (Rép.)/ AN	(5)		●									
Portugal/ PO	(5)										●	
Qatar/ AN+AR	(5)						●					
Rép. pop. dém. de Corée	(3)											○
Roumanie*	(3)	●										
Russie (Fédération de)/ RU	(25)				●							
Rwanda	(0,5)											○
Saint-Christophe-et-Nevis/ AN	(1)											○
Sainte-Lucie/ AN	(1)		●									
Saint-Marin	(1)	●										
Saint-Vincent-et-Grenadines/ AN*	(1)		●									
Salomon (îles)/ AN*	(0,5)		●									
Samoa occidental/ AN	(0,5)		●									
Sao Tomé-et-Principe/ PO*	(0,5)										●	
Sénégal	(1)	●										
Seychelles/ AN	(1)		●									
Sierra Leone/ AN	(0,5)		●									
Singapour/ AN	(1)		●									
Slovaquie/ AN	(3)		●									
Slovénie/ AN*	(1)		●									
Somalie/ AN+AR	(0,5)											○
Soudan/ AN+AR	(0,5)						●					
Sri Lanka/ AN	(5)		●									
Suède/ AN	(15)		●									

Pays/groupe linguistique (nombre d'unités)		FR	AN	ES	RU	AL	AR	CN	CO	JA	PO	Absent
Suisse	(15)	●										
Suriname/ AN	(1)		●									
Swaziland/ AN*	(1)		●									
Syrienne (Rép. arabe)/ AR	(1)						●					
Tadjikistan/ RU	(1)											○
Tanzanie (Rép. unie)/ AN	(0,5)		●									
Tchad*	(0,5)	●										
Tchèque (Rép.)/ AN*	(5)		●									
Thaïlande/ AN	(3)		●									
Togo	(0,5)	●										
Tonga/ AN	(1)		●									
Trinité-et-Tobago/ AN	(1)											○
Tunisie/ AR	(5)	●										
Turkménistan/ RU	(1)											○
Turquie	(5)		●									
Tuvalu/ AN	(0,5)											○
Ukraine/ RU	(10)				●							
Uruguay/ ES	(3)			●								
Vanuatu/ AN	(1)		●									
Vatican	(1)	●										
Vénézuéla/ ES	(1)			●								
Viet Nam/ AN	(1)	●	●									
Yémen/ AR	(0,5)						●					
Yougoslavie	(5)											○
Zaïre*	(3)	●										
Zambie/ AN	(3)		●									
Zimbabwe/ AN*	(3)		●									

Congress – Doc 35

Information concerning minutes and reports

Communication from the Secretary-General

1 In accordance with article 23, paragraph 2, of the Rules of Procedure of Congresses minutes of a Committee's meetings may be replaced by reports to Congress, if the Executive Council so decides. On the basis of this provision, the Executive Council decided in resolution CE 18/1994 that minutes will be prepared for the plenary meetings only while for the Committees, reports will be written.

2 The minutes and reports are distributed to delegates in the form of *drafts*.

3 In accordance with article 23, paragraph 4, of the Rules of Procedure of Congresses, delegates are allowed a period of twenty-four hours in which to submit their comments, which must be communicated to the Secretary of the meeting to which they relate and then submitted by the latter to the Chairman of the meeting.

4 After the above-mentioned period has expired, a communication bearing the same reference number as the minutes or report in question is issued, either to inform delegates of the amendments to be made to the minutes or the report (corrigendum), or to announce that the minutes or report are to be regarded as final after their approval (addendum).

5 The minutes or report are then submitted to the plenary assembly or to the Committee concerned for approval (Rules of Procedure, article 23, paragraph 5).

6 The approved minutes and reports are not re-issued. They are published in their final form in the Congress Documents.

7 The minutes or reports of the last meetings which it has not been possible to submit to the body concerned for approval will be approved by the respective Chairmen. In finalizing these minutes or reports, the International Bureau will take account of any comments received from delegates within forty days of the dispatch of the minutes or reports to them (Rules of Procedure, article 23, paragraph 5).

Berne, 7 June 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 36/Rev 1

Composition of the Secretariat of the 21st Congress

Communication from the Secretary-General

As Secretary-General of Congress, I wish to inform you that the various functions of the Congress Secretariat to be provided by the International Bureau will be assumed by the following officials:

1 Secretariat-General				**Office**
Secretary-General (SG)	Mr	Botto de Barros	Director-General	425
Assistant Secretary-General (ASG)[1]	Mr	Ascandoni	Deputy Director-General	418
Coordinators for plenary meetings and Committees within their purview				
Plenaries and Committees 1, 3 and 10	Mr	Gharbi	Assistant Director-General	415
Plenaries, General Debate and Committees 6 and 9	Mr	Mazou	Assistant Director-General	416
Plenaries and Committees 4, 5, 7 and 8	Mr	Raman	Assistant Director-General	417
SG's Office and Secretariat of the Bureau of Congress	Messrs	Pinheiro	Senior Counsellor	420/064
		Kalicki	Assistant Counsellor	422
	Miss	Vreuls	First Secretary	422
	Miss	Carrera	Secretary-General's secretary	424
	Mrs	Hebeisen	Administrative service	422
Legal adviser	Mr	Ducommun	Senior Counsellor	065
ASG's office	Mr	Peng	Senior Counsellor	060
	Mrs	Sanz	ASG's secretary	419
ADGs' secretaries	Mrs	Sudan		413
	Miss	Fritz		414

[1] Coordination of technical and general services and of Committee 2.

				Office
2 Plenary meetings and General Debate				
Plenary meetings				
Secretary	Mr	Pinheiro	Senior Counsellor	420/064
Assistant Secretaries	Messrs	Somayajulu	Assistant Counsellor	064
		Montandon	Assistant Counsellor	064
Assistant	Mr	Montellier	First Secretary	055
Administrative service	Mrs	Montchaud		412/069
General Debate				
Secretary	Mr	Harding	Senior Counsellor	062
Assistant Secretary	Mr	Montandon	Assistant Counsellor	064
Assistants	Messrs	Beaucent	Assistant Counsellor	066
		Guiro, A	First Secretary	066
Administrative service	Miss	Jacques		069
Rapporteurs				
Chief Rapporteur	Mr	Smerak	Assistant Counsellor	055
Rapporteurs	Mrs	Tomic	First Secretary	055
	Messrs	Suprapto	First Secretary	067
		Kigaraba	First Secretary	055
		Nanba	First Secretary	055
		Montellier	First Secretary	055
		Guiro, O	First Secretary	055
		Guiro, A	First Secretary	066
		Gunderson	First Secretary	055
		Defoundoux	First Secretary	055
3 Congress Committees				
C1 Credentials				
Secretary	Mr	Langheld	Counsellor	053
Assistant Secretary	Mr	Mathur	Assistant Counsellor	053
Assistants	Mr	Karikomi	First Secretary	053
	Mrs	Tomic	First Secretary	055
C2 Finance				
Secretary	Mr	Gentizon	Assistant Counsellor	067
Assistant Secretaries	Messrs	Suprapto	First Secretary	067
		Mizutani	First Secretary	066/067

				Office
C3 General Matters and Structure of the Union				
Secretary	Mr	Ducommun	Senior Counsellor	065
Assistant Secretaries	Messrs	Ranaivoson	Assistant Counsellor	065
		Finkpon	First Secretary	065
Assistants	Messrs	Beaucent	Assistant Counsellor	066
		Mizutani	First Secretary	066/067
C4 Convention				
Secretary	Mr	Gheorghiev	Senior Counsellor	063
Assistant Secretary	Mr	Goudet	Assistant Counsellor	063
Assistant	Mr	Barbosa	First Secretary	063
Aide	Mr	Dohogne		080
C5 New Services and Markets				
Secretary	Mr	Harding	Senior Counsellor	062
Assistant Secretary	Mr	Johnsen	Assistant Counsellor	062
C6 Quality of Service				
Secretary	Mr	Fohouo	Counsellor	061
Assistant Secretaries	Messrs	Ghanbari	First Secretary	061
		Svenka	First Secretary	061
		Gunderson	First Secretary	055
C7 Parcel Post				
Secretary	Mr	Peng	Senior Counsellor	060
Assistant Secretary	Mr	Brix	First Secretary	060
C8 Postal Financial Services				
Secretary	Mr	Samawi	Senior Counsellor	058
Assistant Secretary	Mr	Soudakov	First Secretary	058
C9 Technical Cooperation				
Secretary	Mr	Haider	Counsellor	059
Assistant Secretary	Miss	Chandrasiri	Assistant Counsellor	059
Assistants	Messrs	Cuadra	First Secretary	059
		Pettersson	First Secretary	057
C10 Drafting				
Secretary	Mr	Tallon	Assistant Counsellor	057
Assistant Secretary	Mr	Johnsen	Assistant Counsellor	062
Assistants	Mrs	Libera	First Secretary	057
	Mr	Chouiter	First Secretary	057
Aides	Messrs	Miserez		057
		Grossenbacher		057

				Office
4 Constituent meetings of CA and POC				
Council of Administration				
Secretary	Mr	Ducommun	Senior Counsellor	065
Assistant Secretary	Mr	Ranaivoson	Assistant Counsellor	065
Postal Operations Council				
Secretary				
Assistant Secretary	Mr	Montandon	Assistant Counsellor	064
5 Demonstrations				
EDI	Mr	Jabbour	Counsellor	083
Assistants	Mrs	Xélot	First Secretary	083
	Messrs	Minassian		052
		Hoffman		052
Postal Security	Mr	Alleman		084/013
6 Technical Services	Mr	van der Weg	Counsellor	085
Computer equipment	Messrs	Régragui		054
		Fall		054
7 General Services	Mr	Karvonen	Counsellor	068
Administrative and Conference Services	Mrs	Meretta	Assistant Counsellor	068
Personnel	Mr	Perera	First Secretary	082
Cash	Mr	Pilloud		081
Liaison with the post office	Mr	Dohogne		080
Documentation and Dispatch Centre	Messrs	Doomun	First Secretary	010/011
		Guerdat		010/011
		Sapin		010/011
		Leuenberger		010/011
Production of documents	Mr	Déchanez	Assistant Counsellor	068
Assistant	Mr	Cramatte	First Secretary	068
Official language proofreader	Mr	Henneberger		069
Liaison with the translation services	Messrs	Mauron		068
		Bezençon		068
Liaison with printing shop	Messrs	Schläfli		080
		Wermeille		080
Word processing	Mr	Maret	Head, French Pool	069
	Mrs	Lalvani	Head, English Pool	072
	Mr	Mathias	Head, Arabic Pool	075
	Mrs	Rebmann	Head, Spanish Pool	079

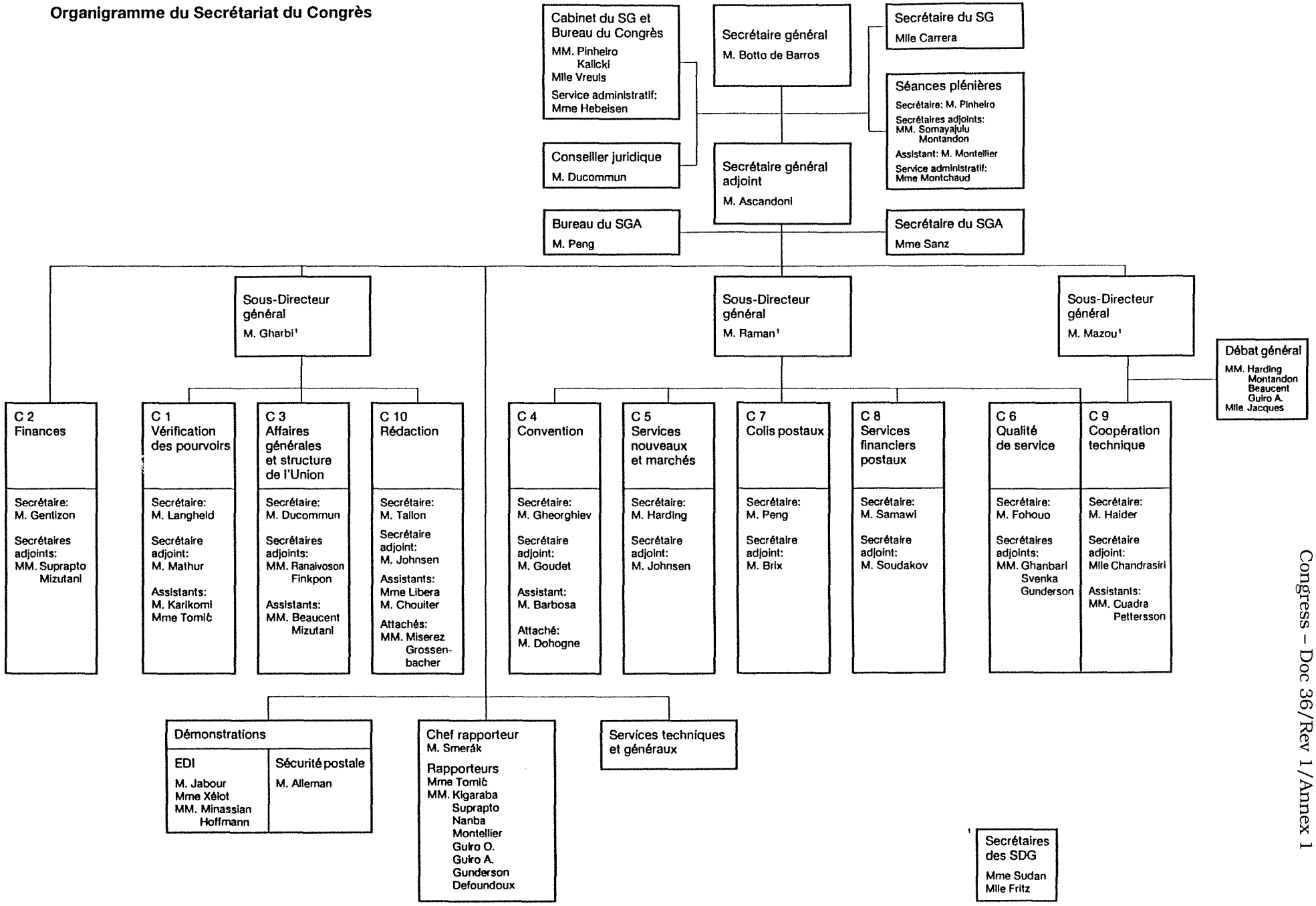
				Office
French translation	Mrs	Schmidt	First Secretary	070
	Mr	Zakrzewski	Second Secretary	070
	Mrs	Ducos	Extra translator	070
Language Groups				
English translation	Mr	Burnell	Reviser	071
Arabic translation	Mrs	Moussa	Translator-Reviser	074
Spanish translation	Mrs	Rabino	Translator-Reviser	078
Portuguese translation and word processing	Mrs	Mateus Cleto	Translator	076
Russian translation and word processing	Mr	Iatsenko	Translator-Reviser	077

Berne, 7 June 1994

A C BOTTO DE BARROS

Secretary-General

Organigramme du Secrétariat du Congrès



Congress – Doc 36/Rev 1/Annex 1

Congress – Doc 37/Rev 1

Allocation of proposals of a general nature and Congress – Docs to the bodies of Congress

Memorandum by the Secretary-General

At one of its first meetings, Congress has to decide on the allocation to its various bodies of the proposals of a general nature and of the reports submitted in the form of Congress – Docs.

For this purpose, the Secretariat has prepared a list of proposals of a general nature (annex 1) and a list of Congress – Docs (annex 2), suggesting the body which, by reason of its responsibilities, is appropriate to consider each of the matters in question in these documents.

In accordance with the UPU General Regulations, article 119, paragraph 2, proposals concerning the Constitution or the General Regulations should reach the International Bureau not later than six months before the opening of Congress. Those received after that date but before the opening of Congress cannot be considered unless Congress so decides by a majority of two thirds of the countries represented at Congress and unless the conditions laid down in article 119, paragraph 1, are fulfilled. Proposals subject to these conditions received by the International Bureau are listed in annex 3 and Congress is asked to decide whether it wishes to consider them and, if so, to specify the body to which it allocates them.

Berne, 5 August 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 37/Rev 1/Annex 1

List of proposals of a general nature

No	Origin	Subject	Proposed allocation
01	EC	Recast of the Convention and the Postal Parcels Agreement and their Detailed Regulations	Congress
02	EC	Entry into force of the Acts of the 1994 Seoul Congress	Congress
03	Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libyan Jamahiriya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Somalia, Sudan, Syrian Arab Rep, Tunisia, United Arab Emirates, Yemen	Draft 1995–1999 study programme	Committee 5 (New Services and Markets)
04	CCPS	Draft study programme for 1995–1999	Committee 5 (New Services and Markets) Committee 6 (Quality of Service)
05	Iran (Islamic Rep)	Distribution of Executive Council seats	Committee 3 (General Matters and Structure of the Union)

No	Origin	Subject	Proposed allocation
06	Korea (Rep)	Institutionalization of a high-level meeting between Congresses	Committee 3 (General Matters and Structure of the Union)
07	EC	UPU environmental protection policy	Committee 6 (Quality of Service)
08	China (People's Rep)	Committee to coordinate the work of the Union's permanent bodies	Committee 3 (General Matters and Structure of the Union)
09	Bangladesh	Improvement of postal services in rural areas	Committee 6 (Quality of Service)
010	EC	UPU activities in the field of EDI, 1995–1999	Committee 6 (Quality of Service)
011	EC	Reconstitution of the Private Operators–UPU Contact Committee	Committee 5 (New Services and Markets)
012	EC	Vice–chairmanships of the 21st Congress	Congress
013	EC	Chairmanship and vice-chairmanships of the Committees of the 21st Congress	Congress
014	EC	Members of the restricted Committees	Congress
015	EC	Mandatory rotation of members of the Council of Administration	Committee 3 (General Matters and Structure of the Union)
016	EC	Composition of the Postal Operations Council	Committee 3 (General Matters and Structure of the Union)
017	EC	Council of Administration and Postal Operations Council – Committee structures	Committee 3 (General Matters and Structure of the Union)
018	EC	Notification to the International Bureau of information from member countries concerning the designation of the entity or entities to be responsible for fulfilling obligations arising from adherence to the Convention and Agreements and notification of the separation of governmental activities from operational and commercial activities in the case of those countries which apply this separation to postal services	Committee 3 (General Matters and Structure of the Union)

No	Origin	Subject	Proposed allocation
019	EC	UPU Strategic Plan, Operational Plan and financial plan	Committee 3 (General Matters and Structure of the Union)
020	EC	Strategic planning and programme budgeting – roles and responsibilities	Committee 3 (General Matters and Structure of the Union)
021/ Rev 1	EC	Efficiency of translation services within the Union	Committee 3 (General Matters and Structure of the Union)
022	EC	Continuation after the Seoul Congress of the study on improving the management of the Union's work	Committee 3 (General Matters and Structure of the Union)
023	EC	Immediate application of the provisions adopted by Congress concerning the Council of Administration (CA) and the Postal Operations Council (POC)	Committee 3 (General Matters and Structure of the Union)
024	EC	Organization of UPU conferences and meetings	Committee 3 (General Matters and Structure of the Union)
025/ Rev 2	EC	Removal of the ban on readmission of South Africa to the Universal Postal Union	Congress
026	EC	Admission of the media to the General Debate	Congress
027	EC and CCPS	Postal security policy and strategy	Committee 6 (Quality of Service)
028	EC and CCPS	Exclusion of prohibited and dangerous goods from the postal service	Committee 6 (Quality of Service)
029	EC	UPU technical assistance priorities and action principles	Committee 9 (Technical Cooperation)
030	EC	UPU action for the least developed countries (LDCs)	Committee 9 (Technical Cooperation)
031	EC	Technical cooperation among developing countries (TCDC)	Committee 9 (Technical Cooperation)
032	EC	Development of human resources and training	Committee 9 (Technical Cooperation)
033	Korea (Rep)	Establishment of an institute of higher postal studies under UPU auspices	Committee 9 (Technical Cooperation)

No	Origin	Subject	Proposed allocation
034	EC	Strengthening increased UPU presence in the field	Committee 9 (Technical Cooperation)
035	EC	Financing of UPU technical assistance activities	Committee 9 (Technical Cooperation)
036	EC and CCPS	PDAG work plan 1995–1999	Committee 9 (Technical Cooperation)
037	EC	Quality of Service Programme – 1995–1999	Committee 6 (Quality of Service)
038	Iran (Islamic Rep)	Creation of a "Customers' Interests Committee" at the 21st Universal Postal Congress (1994)	Congress
039	EC	Permanent study of terminal dues	Committee 4 (Convention)
040	Brazil	Amendment to proposal 018	Committee 3 (General Matters and Structure of the Union)
041	Great Britain	Amendment to proposal 08	Committee 3 (General Matters and Structure of the Union)
042	Great Britain	Amendment to proposal 06	Committee 3 (General Matters and Structure of the Union)

Congress – Doc 37/Rev 1/Annex 2

List of reports presented in the form of Congress – Docs

Congress – Doc No	**Subject**	**Proposed allocation**
16	Comprehensive report on the work of the EC 1989–1994	Congress
17	Comprehensive report on the work of the CCPS 1989–1994	Congress
18	Director-General's report 1989–1994	Congress
19	Director-General's report on the finances of the Union	Committee 2 (Finance)
20	Five-yearly report on the development of the postal services 1987–1992	Committee 5 (New Services and Markets)
20/Add 1	Status of EMS	Committee 5 (New Services and Markets)
21	Implementation of the Washington General Action Plan	Congress
22	Evaluation of the activities carried out in connection with 1989 Washington Congress resolution C 22 (Permanent project to safeguard and enhance the quality of and to modernize the international postal service) during the period 1990–1994	Committee 6 (Quality of Service)
23 and Add 1	Comprehensive report on the work of the UPU Postal Security Action Group (PSAG) – Outline of a general future UPU policy on postal security	Committee 6 (Quality of Service)
24	Relations with the United Nations and other international organizations	Congress
25	Implementation by the specialized agencies of the Declaration on the Granting of Independence to Colonial Countries and Peoples	Congress
37/Rev 1	Allocation of proposals of a general nature and of Congress – Docs to the bodies of Congress	Congress
39	Contribution class changes	Congress

Congress – Doc No	**Subject**	**Proposed allocation**
48	Memorandum on technical cooperation documents to be considered by Congress	Committee 9 (Technical Cooperation)
49	Technical assistance in the UPU	Committee 9 (Technical Cooperation)
50	Analysis of the operation of the postal services in the developing countries	Committee 9 (Technical Cooperation)
51/Rev 1	Policy guidelines and action plan for 1996–2000	Committee 9 (Technical Cooperation)
52a	UPU action for the least developed countries (LDCs)	Committee 9 (Technical Cooperation)
52b	Technical cooperation among developing countries (TCDC)	Committee 9 (Technical Cooperation)
53	Human resources and training	Committee 9 (Technical Cooperation)
54	Increased UPU presence in the field with regard to technical assistance	Committee 9 (Technical Cooperation)
55	Financing of technical assistance	Committee 9 (Technical Cooperation)
56	Postal Development Action Group (PDAG)	Committee 9 (Technical Cooperation)
56/Add 1	Follow-up of implementation of the Action Plan adopted on conclusion of the Postal Development Symposium	Committee 9 (Technical Cooperation)
57	Calculation of transit charge scales	Committee 4 (Convention)
58	Mailing letter-post items abroad	Committee 4 (Convention)
59	Rationalizing UPU forms	Committee 4 (Convention)
60 and Adds 1 to 4	Recast of the Convention, the Agreements and their Detailed Regulations	Congress
61	Terminal dues	Committee 4 (Convention)

Congress – Doc No	**Subject**	**Proposed allocation**
61/Add 1	Terminal dues. Supplementary documentation	Committee 4 (Convention)
61/Add 2	Terminal dues. Draft forms	Committee 4 (Convention)
62	New principles for airmail and parcel-post accounting	Committee 4 (Convention) Committee 7 (Parcel Post)
63	Future of the postal financial services	Committee 8 (Postal Financial Services)
64	Universal Postal Union strategies to safeguard and enhance the quality of the international postal service – 1995–1999	Committee 6 (Quality of Service)
65	Updating of the Final Protocol to the Universal Postal Convention and its Detailed Regulations	Committee 4 (Convention)
66/Rev 1	Updating of the Final Protocols to the Postal Parcels Agreement and its Detailed Regulations	Committee 7 (Parcel Post)
67	Updating of the Final Protocol to the Agreements concerning postal financial services	Committee 8 (Postal Financial Services)
68	Draft study programme for 1995–1999	Committee 5 (New Services and Markets) Committee 6 (Quality of Service)
69	–	
70/Rev 1 and Add 1	Management of the Union's work	Committee 3 (General Matters and Structure of the Union)
71	Information management as a UPU strategic activity	Committee 3 (General Matters and Structure of the Union)
72	International Bureau staff requirements	Committee 2 (Finance)

Congress – Doc No	**Subject**	**Proposed allocation**
73 73.1	General Debate	General Debate
74	UPU Strategic Plan for 1995–1999	Committee 3 (General Matters and Structure of the Union)
75a	Comprehensive report on the work of the Electronic Transmission Standards Group (ETSG)	Committee 6 (Quality of Service)
75b	UPU activities in the field of EDI 1995–1999	Committee 6 (Quality of Service)
75b/ Add 1	Establishment of a Telematics Development Committee, EDI Advisory Board and Technical Standards Board	Committee 6 (Quality of Service)
76 and Add 1	Basic airmail conveyance rate	Committee 4 (Convention)
77	Universal rate. Revision of land and sea rates for postal parcels	Committee 7 (Parcel Post)
78	The Post and the environment	Committee 6 (Quality of Service)
79/Rev 1	New edition of the International List of Post Offices (ILPO)	Committee 6 (Quality of Service)
80	Invitation for the 22nd Universal Postal Congress	Congress
81	Introduction of an international postal code system	Committee 6 (Quality of Service)
82	Request to participate in Congress submitted by the UPU International Bureau Staff Association	Congress
83	Final report of Committee 2 (Finance)	Congress
84	Final report of Committee 9 (Technical Cooperation)	Congress
85	Decisions other than those amending the Acts	Congress
86	Towards an expanded multilateral financial clearing system for postal administrations	Committee 4 (Convention)
87	Seoul Postal Strategy	Congress
88	Regulations for printed papers	Committee 4 (Convention)

Congress – Doc No	**Subject**	**Proposed allocation**
89	Mission report by the Universal Postal Union representatives who visited South Africa from 6 to 10 June 1994	Congress
90	Determination of developing countries and territories in the UPU	Congress
91	Request to participate in Congress submitted by the International Chamber of Commerce	Congress

Congress – Doc 37/Rev 1/Annex 3

List of proposals consideration of which is at Congress's discretion

(article 119, paragraph 2, of the General Regulations)

No	Origin	Subject	Possible allocation
10. 31.1	Japan	Amendment of the Acts	Committee 3 (General Matters and Structure of the Union)

Congress – Doc 38

Speeches and contributions prepared in advance in writing

Communication from the Congress Secretariat

1 In order to facilitate the correct summary in the Congress minutes and reports, and to ensure the best possible simultaneous interpretation, of speeches and contributions prepared in writing in advance by delegates, it is important that existing texts be put at the disposal of the precis-writers and, in particular, of the interpreters, before the meeting at which the speeches will be given.

2 Delegates are therefore strongly recommended to hand to the Secretariat of the plenaries, of the General Debate or of the Committee concerned, a copy of the prepared text in good time before the meeting in question. These documents will be passed to the Chief Rapporteur and to the Chief Interpreter by those secretariats and treated with the necessary discretion.

3 In addition, delegates are reminded that, under article 23, paragraph 3, of the Rules of Procedures of Congresses, each delegate is entitled to ask for any statement made by him to be included in the minutes or in the report either verbatim or in summary form, provided the text is handed to the secretariat no later than two hours after the end of the meeting.

Seoul, 22 August 1994

Congress – Doc 39

Contribution class changes

Secretary-General's report

I. Introduction

Under the General Regulations, article 125, paragraphs 4, 5 and 7, member countries may change contribution class on condition that this change is communicated to the International Bureau before the opening of Congress. This notification, which is brought to the attention of Congress, takes effect on the date of the entry into force of the financial provisions drawn up by Congress. Member countries may not insist on being lowered more than one class at a time. Moreover, member countries that have not made known their wish to change contibution class by the opening of Congress must remain in the class to which they belonged up to that time. On the other hand, changes to a higher class are not subject to any restriction.

II. Situation at the start of Congress

At the close of the 1989 Washington Congress, the Union comprised 170 member countries representing 949.5 contribution units. Since that time the following changes have occurred:

a *New members* (General Regulations, article 124, paragraph 7)

	Difference		As of
Armenia	+	1	1992
Croatia	+	1	1992
Estonia	+	1	1992
Kazakhstan	+	1	1992
Latvia	+	1	1992
Lithuania	+	1	1992
Moldova	+	1	1992
Namibia	+	1	1992
Slovenia	+	1	1992
Azerbaijan	+	1	1993
Bosnia and Herzegovina	+	1	1993
Czech Rep	+	5	1993
Eritrea	+	1	1993
Georgia	+	1	1993
Kyrgyzstan	+	1	1993
Slovakia	+	3	1993
the former Yugoslav Republic of Macedonia	+	1	1993
Turkmenistan	+	1	1993
Antigua and Barbuda	+	1	1994
Tajikistan	+	1	1994
Uzbekistan	+	1	1994
	+	*27*	

b Withdrawal from the Union (circulars Nos 219/1990, 296/1990 and 29/1993)

German Dem Rep	–	15	1991
Yemen (People's Dem Rep)	–	0.5	1991
Czechoslovakia	–	10	1992
	–	*25.5*	

c Change to a lower class

c.1 *Least developed countries (LDCs)* listed by the UN, having changed from the one-unit class to the 0.5-unit class

Solomon Islands	–	0.5	1993
	–	*0.5*	

c.2 *Changes to a lower class authorized by the Executive Council* (General Regulations, article 125, paragraph 6)

Bangladesh	–	5	1994
Belarus	–	2	1994
Cuba	–	2	1994
		9	
Ukraine	–	5	1995

Accordingly, at the start of the 1994 Seoul Congress, the Union comprises 188 member countries for a total of 941.5 (936.5 from 1995) contribution units as set out in detail at annex 1.

III. Notifications of change to a lower class

In accordance with article 125, paragraphs 4 and 5, of the General Regulations, the member countries listed below have notified the International Bureau of their wish to change contribution class as of 1996.

	Contribution class current	*new*	*Difference*	
Canada	50	40	–	10
Brazil	25	20	–	5
New Zealand	15	10	–	5
Argentina	10	5	–	5
Qatar	5	3	–	2
Yugoslavia	5	3	–	2
			–	*29*

IV. Conclusions

In view of the foregoing changes of contribution class, the expenses of the Union for the next financial period will be divided among 188 member countries for a total of 907.5 contribution units (decrease of 3.1 percent relative to the situation at the start of the Seoul Congress), subject to any changes to higher classes that might occur during or subsequent to the present Congress.

Congress is requested to take note of the notifications of change to a lower class (section III).

Seoul, 24 August 1994

A C BOTTO DE BARROS
Secretary-General

Congress – Doc 39/Annex 1

Classification of member countries for apportionment of Union expenditure
(Position at the start of the Seoul Congress)

		Contribution units
Class of 50 units		
1	Canada	50
2	French Republic	50
3	Federal Republic of Germany	50
4	United Kingdom of Great Britain and Northern Ireland, Channel Islands and the Isle of Man	50
5	Japan	50
6	United States of America	50
		300
Class of 40 units		–
Class of 35 units		–
Class of 25 units		
1	Federative Republic of Brazil	25
2	People's Republic of China	25
3	India	25
4	Italy	25
5	Kingdom of Saudi Arabia	25
6	Russian Federation	25
7	Spain	25
		175
Class of 20 units		
1	Australia	20
		20
Class of 15 units		
1	Belgium	15
2	Netherlands	15
3	New Zealand	15
4	Islamic Republic of Pakistan	15
5	Sweden	15
6	Swiss Confederation	15
		90
Class of 10 units		
1	Argentine Republic	10
2	Kingdom of Denmark	10
3	Republic of Finland	10
4	Republic of Indonesia	10
5	Republic of Korea	10
6	Kuwait	10
7	United Mexican States	10
8	Federal Republic of Nigeria	10

		Contribution units
Class of 10 units (cont)		
9	Norway	10
10	Ukraine	10[1]
		100
Class of 5 units		
1	People's Democratic Republic of Algeria	5
2	Republic of Austria	5
3	Bangladesh	5
4	Czech Republic	5
5	Arab Republic of Egypt	5
6	Overseas territories for whose international relations the Government of the United Kingdom of Great Britain and Northern Ireland is responsible	5
7	Republic of Hungary	5
8	Islamic Republic of Iran	5
9	Ireland	5
10	Socialist People's Libyan Arab Jamahiriya	5
11	Kingdom of Morocco	5
12	Republic of Poland	5
13	Portugal	5
14	State of Qatar	5
15	Democratic Socialist Republic of Sri Lanka	5
16	Republic of Tunisia	5
17	Republic of Turkey	5
18	Federal Republic of Yugoslavia	5
		90
Class of 3 units		
1	Republic of Bulgaria	3
2	Chile	3
3	Republic of Colombia	3
4	Republic of Côte d'Ivoire	3
5	Republic of Ghana	3
6	Greece	3
7	Republic of Guatemala	3
8	Republic of Iraq	3
9	Israel	3
10	Republic of Kenya	3
11	Democratic People's Republic of Korea	3
12	Luxembourg	3
13	Malaysia	3
14	Nepal	3
15	Republic of Peru	3
16	Romania	3
17	Slovak Republic	3
18	Thailand	3
19	Eastern Republic of Uruguay	3
20	Republic of Zaire	3
21	Republic of Zambia	3
22	Republic of Zimbabwe	3
		66
Class of 1 unit		
1	Republic of Albania	1
2	People's Republic of Angola	1
3	Antigua and Barbuda	1
4	Republic of Armenia	1
5	Republic of Azerbaijan	1

[1] 5 units as from 1 January 1995.

		Contribution units
Class of 1 unit (cont)		
6	Commonwealth of the Bahamas	1
7	State of Bahrain	1
8	Barbados	1
9	Republic of Belarus	1
10	Belize	1
11	Republic of Bolivia	1
12	Republic of Bosnia and Herzegovina	1
13	Brunei Darussalam	1
14	Kingdom of Cambodia	1
15	Republic of Cameroon	1
16	Republic of the Congo	1
17	Republic of Costa Rica	1
18	Republic of Croatia	1
19	Republic of Cuba	1
20	Republic of Cyprus	1
21	Commonwealth of Dominica	1
22	Dominican Republic	1
23	Republic of Ecuador	1
24	Republic of El Salvador	1
25	Eritrea	1
26	Republic of Estonia	1
27	Fiji	1
28	Gabonese Republic	1
29	Republic of Georgia	1
30	Grenada	1
31	Guyana	1
32	Republic of Honduras	1
33	Republic of Iceland	1
34	Jamaica	1
35	Hachemite Kingdom of Jordan	1
36	Republic of Kazakhstan	1
37	Kyrgyz Republic	1
38	Republic of Latvia	1
39	Lebanese Republic	1
40	Republic of Liberia	1
41	Principality of Liechtenstein	1
42	Republic of Lithuania	1
43	Democratic Republic of Madagascar	1
44	Republic of Maldives	1
45	Malta	1
46	Islamic Republic of Mauritania	1
47	Mauritius	1
48	Republic of Moldova	1
49	Principality of Monaco	1
50	Mongolia	1
51	Union of Myanmar	1
52	Republic of Namibia	1
53	Republic of Nauru	1
54	Netherlands Antilles and Aruba	1
55	Republic of Nicaragua	1
56	Republic of Niger	1
57	Sultanate of Oman	1
58	Republic de Panama	1
59	Papua New Guinea	1
60	Republic of Paraguay	1
61	Republic of the Philippines	1
62	Saint Christopher and Nevis	1
63	Saint Lucia	1
64	Saint Vincent and the Grenadines	1

		Contribution units
Class of 1 unit (cont)		
65	Republic of San Marino	1
66	Republic of Senegal	1
67	Republic of Seychelles	1
68	Republic of Singapore	1
69	Republic of Slovenia	1
70	Republic of Suriname	1
71	Kingdom of Swaziland	1
72	Syrian Arab Republic	1
73	Republic of Tajikistan	1
74	the former Yugoslav Republic of Macedonia	1
75	Kingdom of Tonga	1
76	Republic of Trinidad and Tobago	1
77	Turkmenistan	1
78	United Arab Emirates	1
79	Republic of Uzbekistan	1
80	Republic of Vanuatu	1
81	Vatican City State	1
82	Republic of Venezuela	1
83	Socialist Republic of Viet Nam	1
		83
Class of 0.5 unit		
1	Republic of Afghanistan	0.5
2	Republic of Benin	0.5
3	Kingdom of Bhutan	0.5
4	Republic of Botswana	0.5
5	Burkina Faso	0.5
6	Republic of Burundi	0.5
7	Republic of Cape Verde	0.5
8	Central African Republic	0.5
9	Republic of Chad	0.5
10	Islamic Federal Republic of the Comoros	0.5
11	Republic of Djibouti	0.5
12	Republic of Equatorial Guinea	0.5
13	Ethiopia	0.5
14	Gambia	0.5
15	Republic of Guinea	0.5
16	Republic of Guinea-Bissau	0.5
17	Republic of Haiti	0.5
18	Republic of Kiribati	0.5
19	Lao People's Democratic Republic	0.5
20	Kingdom of Lesotho	0.5
21	Malawi	0.5
22	Republic of Mali	0.5
23	People's Republic of Mozambique	0.5
24	Rwandese Republic	0.5
25	Democratic Republic of Sao Tome and Principe	0.5
26	Republic of Sierra Leone	0.5
27	Solomon Islands	0.5
28	Somali Democratic Republic	0.5
29	Republic of the Sudan	0.5
30	United Republic of Tanzania	0.5
31	Togolese Republic	0.5
32	Tuvalu	0.5
33	Republic of Uganda	0.5
34	Western Samoa	0.5
35	Republic of Yemen	0.5
		17.5
Grand total: 188 member countries		**941.5**

Congress – Doc 40

Election of the Director-General and Deputy Director-General of the International Bureau

Memorandum by the Secretary-General

1 Under the terms of article 108, paragraph 1, of the General Regulations of the Universal Postal Union, the Director-General and the Deputy Director-General of the International Bureau shall be elected by Congress for the period between two successive Congresses, the minimum duration of their term of office being five years.

2 According to paragraph 2 of the same article 108, applications must be submitted by the Governments of Union member countries. To that end, the Director-General sends a memorandum to the Governments of member countries at least seven months before the opening of Congress, inviting them to submit their applications, if any, for the posts of Director-General and Deputy Director-General and indicating at the same time whether the Director-General and Deputy Director-General in office are interested in a renewal of their initial term of office. The applications, accompanied by a curriculum vitae, must reach the International Bureau at least two months before the opening of Congress. The candidates must be nationals of the member countries which put them forward.

3 In circular No 405 of 22 November 1993 (cf annex 1), the International Bureau informed the postal administrations of member countries that the Director-General had sent a memorandum to the Governments of member countries on 3 November 1993, inviting them to submit any applications for the posts of Director-General and Deputy Director-General. In that memorandum, the Governments of member countries were also informed that the Director-General and the Deputy Director-General in office were not interested in a renewal of their initial term of office in their respective present positions. This is because the term of office of the present Director-General is not renewable a second time and the present Deputy Director-General is interested in the post of Director-General.

4 In response to the above memorandum, the following applications were submitted for the *post of Director-General* (cf annex 2):

- Mr Jaime ASCANDONI RIVERO, Spain
  Deputy Director-General of the International Bureau (annex 2/attachment 1);
- Mr Thomas E LEAVEY, United States of America
  Senior Director of International Postal Affairs of the United States Postal Service (USPS) (annex 2/attachment 2).

5 For the *post of Deputy Director-General*, the following applications were submitted (cf annex 3);

- Mr El Mostafa GHARBI, Morocco
  Assistant Director-General at the International Bureau (annex 3/attachment 1);
- Mr Moussibahou MAZOU, Congo (Rep)
  Assistant Director-General at the International Bureau (annex 3/attachment 2);
- Mr Musarapakkam S RAMAN, India
  Assistant Director-General at the International Bureau (annex 3/attachment 3).

6 Congress is requested to elect the Director-General and the Deputy Director-General for the period up to the 22nd Congress, in accordance with the procedure laid down in article 108, paragraphs 1 and 2, of the UPU General Regulations and in article 22 of the Rules of Procedure of Congresses.

Berne, 30 June 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 40/Annex 1

UNIVERSAL
POSTAL UNION

Translation from French

Berne, 22 November 1993

International Bureau Circular **405**

Election of the Director-General
and Deputy Director-General
of the International Bureau
by the 21st UPU Congress

Dear Sirs

This is to inform you that on 3 November 1993 I sent the attached memorandum to the Governments of the member countries of the Union inviting them to submit applications for the posts of Director-General and Deputy Director-General of the International Bureau.

Yours faithfully,

A C BOTTO DE BARROS
Director-General

Annex to International
Bureau circular 405

Memorandum
to the Governments of the member countries
of the Universal Postal Union

concerning the

submission of applications
for the posts of Director-General and Deputy Director-General
in the Universal Postal Union

Article 108, paragraph 1, of the General Regulations of the Universal Postal Union provides that "The Director-General and the Deputy Director-General of the International Bureau shall be elected by Congress for the period between two successive Congresses, the minimum duration of their term of office being five years. Their term of office shall be renewable once only. Unless Congress decides otherwise, the date on which they take up their duties shall be fixed at 1 January of the year following that in which Congress is held."

Paragraph 2 of the same article lays down the following procedure for the submission of applications: "At least seven months before the opening of Congress, the Director-General of the International Bureau shall send a memorandum to the Governments of member countries inviting them to submit their applications, if any, for the posts of Director-General and Deputy Director-General and indicating at the same time whether the Director-General and Deputy Director-General in office are interested in a renewal of their initial term of office. The applications, accompanied by a curriculum vitae, must reach the International Bureau at least two months before the opening of Congress. The candidates must be nationals of the member countries which put them forward. The International Bureau shall prepare the election documents for Congress. The election of the Director-General and that of the Deputy Director-General shall take place by secret ballot, the first election being for the post of Director-General."

In pursuance of these provisions, the Governments of the member countries of the Union are invited to submit their applications, if any, for the posts of Director-General and Deputy Director-General. As the next Universal Postal Congress begins at Seoul, Rep of Korea, on 22 August 1994, the applications, accompanied by a curriculum vitae, must reach the International Bureau by 22 June 1994.

The Governments of the member countries of the Union are at the same time informed that the Director-General, Mr A C Botto de Barros, and the Deputy Director-General, Mr Jaime Ascandoni, are not interested in a renewal of their initial term of office in their respective present positions. This is because the term of office of the present Director-General is not renewable a second time and the present Deputy Director-General is interested in the post of Director-General.

Berne, 3 November 1993

Congress – Doc 40/Annex 2

Applications for the post of Director-General

(listed in the alphabetical order of the names)

Attachment 1: Mr Jaime ASCANDONI RIVERO (Spain)

Attachment 2: Mr Thomas E LEAVEY (United States of America)

Congress – Doc 40/Annex 2/Attachment 1

Embassy of Spain

The Embassy of Spain in Berne presents its compliments to the International Bureau of the Universal Postal Union and, in accordance with article 108 of the UPU General Regulations, has the honour to inform it that the Spanish Government has decided to submit the application of Mr Jaime ASCANDONI RIVERO, Doctor of Laws, Deputy Director-General of the International Bureau, for the post of Director-General of the International Bureau of the Universal Postal Union in elections to be held at the next UPU Congress in Seoul (Republic of Korea) in August–September 1994.

In support of this application should be mentioned Mr Ascandoni's profound knowledge of every aspect of the UPU and his proven qualities in the field of postal technology and international cooperation, which all confer on him the necessary qualifications for assuming the responsibilities inherent in the post of Director-General of the Universal Postal Union.

Mr Ascandoni's curriculum vitae is attached hereto for further information.

The Embassy of Spain avails itself of this opportunity to renew to the International Bureau of the Universal Postal Union the assurances of its highest consideration.

Berne, 21 December 1993

To: The International Bureau of
the Universal Postal Union
Berne

Curriculum vitae

1 Personal information

Name	Jaime ASCANDONI R
Date of birth	22 July 1932
Place of birth	Oviedo (Spain)
Nationality	Spanish
Present position	Deputy Director-General at the International Bureau of the UPU

2 Education

a University

1973–1978 – Madrid University	Bachelor of Laws
1981–1983 – Madrid University	Doctor of Laws

b Additional training

1951: Postal studies. Madrid	Preparatory course for the Posts Technical Corps (Directorate-General of Posts and Telecommunications)
1968: Postal administration of Belgium	Staff selection, training and further training courses; work analysis and job evaluation, Brussels
1971: National Public Administration School, Madrid	Organization and Methods Diploma
1982–1983: Madrid University	Courses on European Community Law and the Law of the Sea

3 Postal career

3.1 At the Spanish postal administration:

1951:	– Appointed an official in the Posts Technical Corps. In 1980, promoted to the newly created Senior Postal and Telecommunications Corps
1951–1964:	– Officer at the León Main Post Office, in which he occupied several responsible positions in the various postal and financial services. In 1959, he concerned himself with the Plan for the modernization of the rural services network in León province
1965–1968:	– Deputy Postmaster of Pontevedra Main Post Office
1969–1970:	– Deputy Head of the International Postal Service, in the Directorate-General of Posts and Telecommunications (Madrid)

1971–1981: – Head of the International Postal Service in the Directorate-General of Posts

1982–1985: – Director of International Affairs in the Directorate-General of Posts and Telecommunications

Related activities

1970–1985: – Representative of the Directorate-General of Posts and Telecommunications on the Permanent Inter-ministerial Commission for the Valleys of Andorra

1970–1973: – Member of the National Airport Security Committee

1971–1974: – Member of the Air Transport Facilitation Committee

1971–1974: – Member of the Sea Transport Management Council

1971–1973: – Member of the Board of the Post Office Friendly Society

1973–1975: – Representative of the Ministry of the Interior on the Inter-ministerial Commission of the Sovereignty Maritime Services

1973: – President of the Examination Panel of the Competitive Examination for junior Post Office employees

1981: – Member of the Examination Panel of the Competitive Examination for Posts and Telecommunications Officers

1982: – Appointed Corresponding Member of the Ibero-American and Philippines Postal History Academy

3.2 International Bureau of the UPU:

1985 – Appointed Assistant Director-General by the Executive Council (decision CE 24/1985)

1985–1988: – Head of the "Technical Cooperation Division", where he had the responsibility for all matters and activities in that field, in particular as regards:

- Coordinating all UPU activities concerning the programming and operational management of technical assistance
- Relations with the UNDP, the Restricted Unions and the Regional Economic Commissions
- Programming of special measures on behalf of the least developed countries (LDCs)

1989 – Head of the "Legal and Administrative Division" where, in addition to directing the Sections of this Division (Legal, Staff and Administrative), he was responsible for organizing the Washington Congress and the meetings of the Executive Council

– Elected Deputy Director-General by the 20th UPU Congress, Washington (1989) (decision C 93/1989)

1990: – Since 1 January 1990, he has been Deputy Director-General of the International Bureau and Assistant Secretary-General of the EC, CCPS and Congress

- In addition to deputizing for the Director-General when the latter is absent or prevented from discharging his duties, he coordinates the work of the three Assistant Directors-General and the Finance and Information Technology Sections as well as the Programme-Budget Unit

4 International activities

4.1 In the Spanish postal administration

A. Universal Postal Union

a Congress

- Plenipotentiary delegate to the Tokyo (1969), Lausanne (1974), Rio de Janeiro (1979) and Hamburg (1984) Congresses
  - Chairman of Committee 3 (General) at the 19th Hamburg Congress (1984)

b Executive Council

- Observer (CEPT representative) at the 1973 and 1974 meetings
- Head of Delegation at the meetings in 1975, 1976, 1978, 1982, 1983 and 1984
  - Vice-Chairman of the Executive Council in 1982, 1983 and 1984
- Deputy Head of Delegation at the 1977, 1979, 1980 and 1981 meetings
- Observer (as Chairman of Committee 7 of CCPS) at the 1985 meeting

c Consultative Council for Postal Studies

- Observer (CEPT representative) at the 1972 meeting
- Head of Delegation at the meetings in 1974, 1976, 1977, 1979, 1982 and 1984
  - Chairman of Committee 7 at the 1984 meeting
- Deputy Head of Delegation at the meetings in 1975, 1978, 1980 and 1981

B. Postal Union of the Americas, Spain and Portugal (PUASP)

a Congress

- Plenipotentiary delegate to the 10th Santiago de Chile Congress (1971) and Chairman of the Drafting Committee of the Congress
- Plenipotentiary delegate to the 11th Lima Congress (1976) and Chairman of the Congress Drafting Committee
- Deputy Head of Delegation to the 12th Managua Congress (1981) and Doyen of the 12th Congress
- Deputy Head of Delegation to the 13th Havana Congress (1985) and Chairman of the Statutes and Regulations Committee

b PUAS Conferences

- Head of Delegation at the Conferences held in connection with the Universal Postal Congress in Tokyo (1969), Lausanne (1974), Rio de Janeiro (1979) and Hamburg (1984)
  - Chairman of the PUAS Conference in Rio de Janeiro (1979)

c Consultative and Executive Council

- Head of Delegation at the meetings in 1973, 1974 and 1975
  - Chairman of the Council at the 1973 meeting
- Observer at the meetings in 1978, 1981, 1982, 1983 and 1984

d Seminars

- General coordinator of the Madrid Seminar (1972)
- Lecturer at the Asunción Seminar (1975)
- Alternate Chairman and general coordinator of the "2nd Meeting of Presidents and Directors-General of Posts", Madrid (1982)

C. European Conference of Posts and Telecommunications Administrations (CEPT)

a Plenary Assembly

- Delegate to the 6th Plenary Assembly in Montreux (1970)
- Deputy Head of Delegation to the 7th Plenary Assembly in The Hague (1972)
- Deputy Head of delegation to the 8th Plenary Assembly in Torremolinos (1975)
  - Chairman of the CEPT "Posts" Committee
- Head of Delegation at the 9th Plenary Assembly in Stockholm (1977)
  - Vice-Chairman of the 9th Assembly
- Delegate to the 10th Plenary Assembly in Brussels (1980) and to the 11th Plenary Assembly in Vienna (1982)

b Extraordinary Assemblies

- Delegate to the Lugano (1969) and the Montreux (1984) Assemblies

c Extraordinary "Posts" Committees

- Delegate to the Lugano meeting (1969)
- Head of Delegation at the Tokyo (1969), Lausanne (1974), Rio de Janeiro (1979) and Hamburg (1984) meetings
- Chairman of the "Posts" Committee at the León (1973), Las Palmas (1974) and Lausanne (1974) meetings
- Head of Delegation at the Liège (1979), Ostend (1979), Strasbourg (1983), Bordeaux (1984) and Lyon (1984) meetings

d CEPT Conference of Ministers

- Member of the Spanish Delegation at the 4th Conference, Vienna (1972)

e Seminars

- Lecturer at the Seminar on modernizing postal banking services, Hamburg (1972)

f Meetings of Directors-General

- Delegate at the 1973 and 1974 Madrid meetings

g Working Parties

He attended the following meetings of CEPT Working Parties:

WP 3:	Parcel Post: 1977, 1979 and 1981
WP 4:	Letter Post: 1971, 1977, 1978, 1979 and 1980
WP 9:	Postal Financial Services: from 1970 to 1982
WP 11:	European Tariff Policy: 1972

WP16:	Structure and operation of the UPU and its bodies: 1973, 1976, 1978, 1980, 1982 and 1983
WP17:	EUROPA postage stamps: 1972 and 1985
WP18:	International Postal Savings Bank Service: 1970 and 1971
ad hoc WP:	Structure of the CEPT: 1971, 1972, 1977, 1979 and 1983

D. African Posts and Telecommunications Union (APTU)

– Observer at the APTU Conferences of Ministers, Cotonou (Rep of Benin) in 1982 and Bangui (Central African Rep) in 1983

E. Technical cooperation activities

1968 Teacher at the 1st Inter-American Postal Instructors Training Course, Central American Public Administration Institute (ICAP), San José, Costa Rica

1975 Mission to Caracas (Venezuela) to analyze and evaluate the postal services

1976 Mission to Managua (Nicaragua) to analyze the postal situation and recommend solutions

1977 Mission to Quito (Ecuador) to analyze the situation of the postal services

1978 Manager of the Modernization of Postal Services Project in Ecuador

1980 Technical Coordinator of the postal mission to Equatorial Guinea

1981 Technical Coordinator of the Posts and Telecommunications Experts in Equatorial Guinea

1982 Mission to Addis Ababa (Ethiopia) to study the technical assistance to be provided to that country

4.2 At the International Bureau

a UPU Congress

– Member of the Secretariat at the 20th Washington Congress (1989), responsible for coordinating the work of the plenary meetings and of the Credentials, General and Drafting Committees

b Executive Council and Consultative Council for Postal Studies:

– Executive Council: 1986 to 1994
  - Assistant Secretary-General of EC: 1990 to 1994

– Consultative Council for Postal Studies: from 1985 to 1988 and 1990 to 1993
  - Assistant Secretary-General of CCPS: 1990 to 1993

c Other meetings

UN:	Geneva (1985) and Mexico (1986)
ACC:	Paris (1990) and New York (1992)
UNDP:	Copenhagen (1985), New York (1986) and Geneva (1986)
ECA:	United Nations Decade for Transport and Communications in Africa (1987 and 1988)

PUAS:	Consultative and Executive Council (1986, 1988, 1990, 1992 and 1993) XVe Congreso extraordinario. Montevideo (1993)
APTU:	Governing Council of the EMSP (1986)
PAPU:	Administrative Council (1988)
APPU:	6th Congress, Rotorua (New Zealand, 1990) • Executive Council and Administrative Council, New Delhi (India)
CEPT:	"Posts" Commission, Edinburgh (1989) and Plenary Assemblies, London (1990) and Dresden (1993)
POSTEUROP:	1st Plenary Assembly, Bonn (1993)
CERP:	1st Plenary Meeting, The Hague (1993)

5 Publications and lectures

- He is the author of several books on postal matters, including:
  - "Manual of International Parcel Post", Madrid, 1973
  - "The Universal Postal Union (UPU)" Madrid, 1983
- He is co-author of "The gradual development of International Law", Buenos Aires, 1991
- Since 1967 he has published more than fifty articles on questions relating to the postal service in Spanish and foreign magazines
- He has given several lectures on financial, airmail and international postal services. The most recent on the "Creation and Development of the Universal Postal Union", at the "First International Communications Congress", Madrid, 1993

6 Honours and distinctions of Spain

Among others:

- Plaque of the Order of Postal Merit
- Plaque of the Order of Telecommunications Merit
- Plaque of the Order of Civil Merit

7 Languages

Spanish (mother tongue), French and English

Congress – Doc 40/Annex 2/Attachment 2

Permanent Mission of the
United States of America

No 13

The Permanent Mission of the United States of America to the United Nations Office and other International Organizations in Geneva presents its compliments to the International Bureau of the Universal Postal Union (UPU) and has the honour to inform it that the Government of the United States of America has decided to nominate Mr Thomas E Leavey, Senior Director of International Postal Affairs of the United States Postal Service, as a candidate for the post of Director-General of the International Bureau of the Universal Postal Union in elections to be held at the 21st Congress in Seoul from 22 August to 14 September 1994.

Mr Leavey, who earned a Ph.D. from Princeton University in 1968 and who is also fluent in French, has had a highly successful career in the United States Postal Service since 1970. As the head of U.S. delegations to various UPU and other international meetings on postal matters, he has made valuable contributions to global cooperation among postal administrations from 1982 to the present. During this time he has been selected by his peers in the postal administration as the Chairman of many important Boards and Committees (see the enclosed curriculum vitae). Mr Leavey became Chairman of the UPU Executive Council in 1989 and since that time has demonstrated his ability as a statesman by successfully leading the Council as it took decisions on sensitive and contentious issues. Consequently, the United States Government is particularly pleased to nominate Mr Thomas E Leavey for the important post of Director-General in accordance with article 108, paragraph 2, of the General Regulations of the Universal Postal Union.

The Permanent Mission of the United States of America avails itself of this opportunity to renew to the International Bureau of the Universal Postal Union the assurances of its highest consideration.

Enclosure:
Curriculum vitae – Mr Thomas E Leavey

CURRICULUM VITAE

Name: Thomas E. Leavey

Date of Birth: 10 November 1934

Place of Birth: Kansas City, Missouri, United States of America

Nationality: U.S. Citizen

Present Position: SENIOR DIRECTOR, International Postal Affairs,
UNITED STATES POSTAL SERVICE (USPS) and
CHAIRMAN, Executive Council of the Universal Postal Union

I. *EDUCATION*

University

- **Doctor of Philosophy (Ph. D.)** — Princeton University, Princeton, New Jersey, 1968
- **Master of Arts (M.A.)** — Princeton University, Princeton, New Jersey, 1967
- **License** — Institut Catholique, Paris, France, 1964
- **Bachelor of Arts (B.A.)** — Josephinum College, Columbus, Ohio, 1957

Training

- Certificates in Business and Finance from New York University, University of Texas, University of Virginia, and Duke University,1969 to 1991

- Postal courses at the Postal Service Training and Development Institute and William F. Bolger Management Academy, 1970 to 1990

II. *EXPERIENCE*

UNITED STATES POSTAL SERVICE (USPS)

1987-present	Assistant Postmaster General, International Postal Affairs, USPS Headquarters. Responsible for international relations and international business.
1982-1987	General Manager, International Mail Processing Division, USPS Headquarters. Responsible for policies and procedures on processing, documentation, and dispatch of international mail.
1982	Controller, USPS Headquarters. Responsible for policies and plans for USPS national budget and reporting systems.
1981	Regional Director of Human Resources, Central Region, Chicago, Illinois. Responsible for administration of personnel policies and programs.
1980	Postmaster/Sectional Center Manager, Charlottesville, Virginia. Responsible for postal operations in an area comprising 145 post offices.
1979	Director, Postal Career Executive Service, USPS Headquarters. Responsible for developing policies and procedures affecting the selection, placement, development and compensation of more than 800 postal executives.

1976-1978	General Manager, Employment and Placement Division, USPS Headquarters. Responsible for employment and selection policies affecting all postal employees and applicants in the United States.
1973-1975	Director, Postal Service Training and Development Management Training Center, Los Angeles, California. Responsible for management training for western half of the United States.
1970-1972	Professor, Training and Development Institute, Bethesda, Maryland. Responsible for developing and conducting courses in postal management, operations, and finance.

INTERNATIONAL ACTIVITIES

1989-present	Chairman of the Executive Council (EC) of the Universal Postal Union (UPU).
1989-present	Chairman of the Provident Scheme Management Board for the UPU International Bureau.
1991-present	Chairman, UPU Postal Development Action Group (PDAG).
1991-present	Chairman, UPU/Private Operators Contact Committee.
1987-1989	Chairman, EC Committee 4 and UPU/Customs Cooperation Council Contact Committee.
1987-1989	Chief of Staff, National Secretariat. Responsible for planning and management of the business issues and logistics as host of the 20th UPU Congress in Washington, D.C.
1987-present	Head of Delegation to all meetings of the UPU Executive Council and Consultative Council for Postal Studies (CCPS); Member of UPU Working Parties on operations, marketing, terminal dues and other issues.
1987-present	Head of Delegation to every meeting of the Consultative and Executive Council (CEC) of the Postal Union of the Americas, Spain, and Portugal (PUASP).
1990	Head of Delegation to the PUASP Congress of Buenos Aires.
1993	Head of Delegation to the PUASP Extraordinary Congress of Montevideo.
1988	Chairman of the First Postal Security Conference, Mexico City.
1988-present	Delegate to meetings of the International Post Corporation (IPC).
1987-1989	Member of the Board of EMS-IPC Corporation.
1985- 1986	Consultant for the study to improve the organization and operations of the International Bureau of the UPU, commissioned by the Director General.
1984	Delegate to the 19th UPU Congress in Hamburg.

1982- 1987	Member of every USPS delegation to all meetings of the EC and CCPS of the UPU.
1982-present	Participant and speaker in more than 50 international conferences, meetings and seminars sponsored by customer groups, consultants, and restricted unions, including National Postal Forums, World Express Conferences, etc.

NON-POSTAL EXPERIENCE

1968-1970	Professor at Fairleigh Dickinson University, Teaneck, New Jersey, and George Washington University, Washington, D.C.
1957-1963	School administrator and teacher in Kansas City, Missouri.

III. *PUBLICATIONS AND SPEECHES*

- Published numerous articles on business and postal matters in both postal and trade publications.
- Frequent speaker at customer conferences, postal seminars and training courses.

IV. *HONORS*

1991	John Wanamaker Award—the highest award given to an officer of the USPS.
1970-1990	Recipient of USPS Special Achievement Awards for Distinguished Service.
1973	Award by the American Society of Training and Development for significant contributions in course design.

V. *LANGUAGES*

English, French, and Spanish.

Congress – Doc 40/Annex 3

Applications for the post of Deputy Director-General

(Listed in the alphabetical order of the names)

Attachment 1: Mr El Mostafa GHARBI	(Morocco)
Attachment 2: Mr Moussibahou MAZOU	(Congo (Rep))
Attachment 3: Mr Musarapakkam S RAMAN	(India)

Congress – Doc 40/Annex 3/Attachment 1

Embassy of the Kingdom of Morocco

The Embassy of the Kingdom of Morocco in Switzerland presents its compliments to the International Bureau of the Universal Postal Union and, pursuant to its memorandum No 2222 (K/A) of 3 November 1993 concerning applications for the posts of Director-General and Deputy Director-General, has the honour to inform it that the Government of the Kingdom of Morocco has decided to submit the application of Mr El Mostafa GHARBI, Assistant Director-General at the International Bureau of the UPU, for the post of Deputy Director-General of that same Bureau.

The Embassy will forward Mr Gharbi's curriculum vitae later.

The Embassy of the Kingdom of Morocco in Switzerland avails itself of this opportunity to renew to the International Bureau of the Universal Postal Union the assurances of its highest consideration.

Berne, 10 November 1993

IB UPU
BERNE

Curriculum vitae of Mr El Mostafa GHARBI, Assistant Director-General at the International Bureau of the Universal Postal Union (UPU)

Date of birth:	9 February 1935
Nationality:	Moroccan
Education:	University **Bachelor of Public Law** – University of the Sorbonne, Faculty of Law, Paris – four-year course **Diploma course in higher administrative law studies** one-year course **Course at the National School of Public Administration**, Rabat – one-year course **Classics course** (French) at Rabat University one-year course Further professional training **Diploma from the Higher National PTT School**, Paris two-year course on the management, organization and operation of central and external postal services **Postal Controller Course**, Paris (CLER) two-year course of specialized professional training Secondary education **Baccalauréat**
Professional experience:	As Assistant Director-General, has led and managed in succession the activities of the Postal Services Division (June 1981 to August 1990) and the Legal and Administrative Affairs Division (since January 1990). From 1974 to 1980 was Head of the Technical Cooperation Section for Africa, Europe and the Arab countries. He has thus covered all the International Bureau's main fields of activity at the highest levels and therefore has actual experience of all sectors of Union operations. Since 1971, has cooperated closely with all the Directors-General who succeeded one another at the head of the International Bureau and with the persons in charge and the leaders of the various bodies or working parties responsible for developing and implementing improvements in the international postal service. Has played a key role in the Union's work on such decisive subjects as the recent joint venture between TNT and five postal administrations, the publication of the European Union's Green Paper or the expansion of the EMS service. He put a lot of effort into preparing the Union's new structures and new operational methods for submission to the Seoul Congress to enable the UPU to take up the challenges of the 21st century.
Assistant Director-General since June 1981	

Present post since January 1990.
Assistant Director-General (Head of Division I)

Head of the Legal and Administrative Affairs Division (International Bureau Division I):

- Directs and leads the Sections and Units dealing with legal, logistical, staff and strategic planning matters.
- Responsible for the organization of the work of Congress:
  - supervises the work of the secretariat of the General, Credentials and Drafting Committees;
  - coordinates the work of all the plenary meetings;
  - organizes relations with the Secretariat of the host country as well as logistical matters for which the Union is responsible;
  - participates in the Bureau of Congress and in the coordination and smooth operation of the work.
- Responsible for the organization of the work of the Executive Council:
  - responsible for the work of the General, and Staff Committees and of the plenary meetings.

Main achievements during his time as Head of Division I

- IPC/UNIPOST: consideration of questions relating to the establishment of that organization and its method of cooperating with the Union.
- GDEW: holds a key position for questions raised by the joint venture agreement between TNT and five postal administrations:
  - coordinating the groups responsible for studying the multifarious problems raised by that move;
  - establishment of regular contacts with all the parties concerned;
  - cooperation with the Management Team and the "Triangle" company in organizing collective negotiations on continued expansion of the EMS network, monitoring of the implementation of the service contracts with the private companies responsible for customs clearance and delivery of EMS items in GD Net countries.
- Green Paper:
  - coordination of the International Bureau Working Party responsible for studying the Commission of the European Communities Green Paper on the Post and presenting the Union's comments on points of concern to it as well as monitoring it;
  - responsible for relations with the European Union as regards, in particular, postal guidelines the EU plans to lay down for its member countries.
- High-level meeting:
  - active participation in the preparation and proceedings of the High-level meeting that brought together Ministers and Directors-General for the first time to discuss the most important questions involving the Union's future.

- Executive Council Working Party 3/3:
  - responsible for the work on improving the management of the Union conducted by WP 3/3 with special reference to the UPU's missions, objectives, priorities and the introduction of the strategic planning process and programme budgeting;
  - coordination of relations with the external consultant Ernst & Young commissioned by the EC to facilitate in the UPU implementation of these important reforms concerning the Union's structure and method of operation.
- EDI – Electronic Data Interchange:
  - responsible, under the supervision of the Director-General of the International Bureau, for monitoring the political, legal, strategic and financial aspects of the work conducted under the head of EDI.
- PDAG – Postal Development Action Group:
  - International Bureau representative on the PDAG coordination group set up by the Executive Council to encourage institutional lenders and other financial bodies to contribute to postal reforms.

From January to August 1990, responsibility for both Divisions I and II

For eight months, combined the functions of Head of the Postal Services Division (Division II) and Head of the Legal and Administrative Services Division (Division I). During this period, the main work to be carried out by the two bodies (EC and CCPS) during the five years from 1989 to 1994 was launched.

From June 1981 to August 1990, Assistant Director-General (Head of Division II)

Head of the Postal Services Division – International Bureau Division II from **June 1981 to August 1990**.

- Responsible for all matter covered by the Convention and the Financial and Postal Parcels Agreements – including aspects relating to terminal dues and remailing, quality of service, new products and markets. Under this head, made a direct contribution to the introduction of EMS and electronic mail among the major activities now coordinated in the UPU.

  Other major responsibilities coming under the Head of Division II include the Consultative Council for Postal Studies (CCPS) and cooperation with the Post's principal partners such as IATA, the Customs Co-operation Council, ITU, ISO or publishers' associations with which Contact Committees are held regularly.
- Responsible for the seven CCPS Committees, six of the ten Executive Council Committees and five of the ten Congress Committees.
- Also responsible for all Working Parties, symposia and Contact Committees which report to those Committees.

Main achievements during his time as Head of Division II

- Initial contacts with countries operating the expedited mail service now known as EMS, with a view to facilitating its introduction in the UPU; this was done at the first conference organized on the subject in the Union in 1984.
- First quality tests of ordinary and then EMS mail performed by the International Bureau. The initial control card system was later supplemented by missions in the field by quality control inspectors specially recruited by the International Bureau.
- Start-up and implementation of Electronic Transmission Standards Group (ETSG) work.
- New presentation of the Postal Financial Services Agreements which later served as the model for the recast of the Convention and Parcels Agreement.
- Introduction of the "Philatelic Summit" of periodical meetings between the UPU and representatives of the International Federation of Philately, the International Association of Publishers of Postage Stamp Catalogues and the International Federation of Stamp Dealers' Associations.
- Work of the EC Working Party to prepare proposals about the UPU's method of operation, which resulted in a number of major reforms adopted by the Washington Congress, namely:
  - "Permanent project to safeguard and enhance the quality of and to modernize the international postal service"
  - Establishment of a Special Activities Fund giving more flexibility in financing urgent operations or operations of strategic importance
  - Strengthening the EC's powers so as to expedite the decision-making process and reaction time in the Union
  - Recast of the UPU Acts and the relevant Annotated Codes.
- Organizing a press conference designed to improve the information of the general public about the Union's new international postal services (EMS – electronic mail).

November 1974 to June 1981 – Division III – Development Cooperation

Head of the Technical Cooperation Section for Africa, Europe and the Arab Countries **(November 1974 to June 1981)** the main duties of which were devising, preparing, implementing, administering and evaluating technical assistance projects. This Section was also responsible for relations with the United Nations Development Programme (UNDP) and participation in drawing up UPU technical cooperation strategy:

- Analyzing the position of the postal services in the developing countries, particularly in the least developed countries (LDCs). Identifying needs and preparing action plans
- Programming and monitoring the work of consultants and experts on mission

- Cooperating on the definition of the strategy selected within the framework of the United Nations Transport and Communications Decade in Africa
- Establishing and strengthening intercountry postal schools in Africa and the Middle East
- Relations with the Restricted Unions, the Regional Economic Commissions and the various lenders of funds
- Secretariat of the Executive Council Technical Cooperation Committee.

Secretary of the Consultative Council for Postal Studies (CCPS) from July 1980 to June 1981. Duties involve participation in the preparation, conduct and follow-up of studies, inquiries and symposia, in close cooperation with the postal administrations and such agencies as the International Organization for Standardization (ISO), the International Telecommunication Union (ITU), etc.

From July 1971 to October 1974 – Head of the Director-General's Office

Head of the Director-General's Office from 1971 to 1974, with an overview of activities of the Union in general and of the International Bureau in particular. In addition to close cooperation with two Directors-General who succeeded each other during that period (Messrs Rahi and Ridge), this post also involved representing the Universal Postal Union and putting its views to various United Nations bodies such as the Economic and Social Council (ECOSOC), the Inter-Agency Coordination Committees (ACC), etc.

National career from 1956 to 1971 where, after attending various courses and undergoing practical training, he held the following posts successively:

In his country of origin in the PTT Ministry of Morocco:

Inspecteur principal (approximately equivalent to Senior Postal Controller) responsible for on-the-spot inspection and organization of post offices throughout the country.

Head of Department, responsible for international relations, research and methods, statistics, settlement of international accounts, rate-fixing matters and the parcel-post service.

Head of Department, responsible for post office organizational and operational matters, routeing and issues in dispute.

Head of the Postal Services Division, which controls the above-mentioned two departments.

Director of Postal and Financial Services, adding to the above-mentioned functions the money order, savings bank, giro, accounting and postage-stamp issuing services.

Director of the General Inspectorate, the functions of which cover the supervision and organization of all postal and telecommunications services and legislative matters.

Participation in International Bureau management

Member of the following Committees and Boards:
- Management Board consisting of the members of the International Bureau Management;
- Coordination and Programming Committee;
- Tenders and Procurements Committee;
- UPU Provident Scheme Investment Committee;
- Appointments and Promotions Committee;
- Joint Consultative Committee.

Member in an advisory capacity of the following Committees and Boards:
- UPU Provident Scheme Management Board;
- Coordination Committee for the Permanent Bodies of the Union.

Participation in international meetings

Congress:
- 1964 Vienna Congress, plenipotentiary delegate of Morocco;
- 1974 Lausanne Congress, Head of the Director-General's Office and Secretary of the Bureau of Congress;
- 1979 Rio de Janeiro Congress, Secretary of the Technical Cooperation Committee;
- 1984 Hamburg Congress, Assistant Director-General, responsible for the following Committees:
  - Committee 4 – Letter Post/Regulatory Aspects
  - Committee 5 – Pricing and Remuneration
  - Committee 6 – Airmail
  - Committee 7 – Parcel Post
  - Committee 8 – Postal Financial Services;
- 1989 Washington Congress, same responsibilities as for the Hamburg Congress;
- 1994 Seoul Congress:
  - coordinator of the plenary meetings,
  - responsible for the General, Credentials and Drafting Committees.

Other international meetings:
- As a delegate of Morocco, has attended various meetings of the Executive Council, the Consultative Council for Postal Studies, the UPU Training Committee, various meetings of the Arab Postal Union, of the African Postal Union (founder member) and the Maghreb Posts and Telecommunication Committee since 1960.
- As a UPU official, has represented that agency in various bodies of the United Nations such as the Economic and Social Council (ECOSOC), the Administrative Committee on Coordination (ACC), the United Nations Development Programme (UNDP) and at various meetings of Restricted Unions in Africa, America, Asia, Europe and the Arab countries.

Articles and lectures

Published works include:
- "Deregulation, a postal modernization factor" (1985) which aroused considerable interest in the international postal world;
- "Position and prospects of postal cooperation among the Arab countries".

His public statements include:
- A press conference on EMS and electronic mail in a competitive environment
- Two lectures with ensuing discussions for French postal executives of the Rhone-Alps region (2 x 400 participants) on "Postal strategies in the face of the competition and the new mission of the public service"
- A lecture for UPU Regional Advisers on "The UPU, its present position and major policies"
- A lecture on "The future of the UPU" during the seminar organized by the American University of Rutgers on the theme of "Regulation and the evolutive nature of the Post and the delivery services in 1992 and beyond".

Languages

French, Arabic, English, rudiments of Spanish.

Congress – Doc 40/Annex 3/Attachment 2

Embassy of the Republic of Congo

The Embassy of the Republic of Congo to the Swiss Confederation presents its compliments to the International Bureau of the Universal Postal Union and has the honour to inform it that the Government of the Republic of Congo has decided to submit the application of Mr Moussibahou MAZOU whose curriculum vitae is attached, for the post of Deputy Director-General, at the Universal Postal Congress which will be held in SEOUL from 22 August to 14 September 1994.

Mr Moussibahou MAZOU, who is at present Assistant Director-General in charge of Development Cooperation at the headquarters of the Universal Postal Union, has spent many years in the service of the Organization.

The Congolese Government would be particularly happy if it could count on the support of UPU member countries for Mr MAZOU's application.

The Embassy of the Republic of Congo avails itself of this opportunity to renew to the International Bureau of the Universal Postal Union the assurances of its highest consideration.

INTERNATIONAL BUREAU OF THE
UNIVERSAL POSTAL UNION
Weltpoststrasse 4

CH – 3000 BERNE 15 (Switzerland)

Curriculum vitae of Mr Moussibahou MAZOU, Assistant Director-General at the International Bureau of the Universal Postal Union

Date of birth: 4 December 1936

Nationality: Congolese

Present duties: Assistant Director-General, Head of the Development Cooperation Division of the International Bureau of the Universal Postal Union

Education:

1 University

- Higher studies at the Universities of Toulouse, Besançon and Paris
- Diplomas in general literary studies and sociology
- Doctorate in Economics (3rd level) of the University of Paris, specializing in the economy of development

  Subject of thesis: Development problems of the postal services in the landlocked countries of Africa

2 Vocational training

- Training course for heads of postal establishments (Postmasters) at the Federal Posts and Telecommunications School, Brazzaville (Congo)
- Controllers' Training Course at the Regional Posts and Telecommunications Training Centre, Limoges (France)
- Course in administrative law at the Faculty of Law and Economics, Toulouse (France)
- Senior Controllers' Course at the Higher Overseas Posts and Telecommunications Centre, Toulouse

Career and experience:

1 In his country of origin

- Inspector and Controller responsible for various postal organization and operational services
- Senior Controller, Head of the Office responsible for postal services and disputed claims for the Four States of former Equatorial Africa (Congo, Central African Republic, Gabon and Chad)
- Instructor at the Brazzaville National P and T School
- Controller-General of Posts and Telecommunications

  This post is at a very high level of responsibility and involves authority to intervene in all postal fields.

2 *At the International Bureau of the UPU*

Recruited in 1962 as Assistant Secretary, carried out duties as Third, Second, First Secretary, Assistant Counsellor and Counsellor. The various assignments were:

a Postal Operations Division from August 1962 to December 1966

Assigned to the Letter Post Section with varied duties covering, in particular, verification of international charges (equivalents) and statistics as well as other postal technical fields.

Temporary assignment (four months) to the section responsible for the secretariat of the Consultative Council for Postal Studies (CCPS).

b Office (secretariat) of the Director-General (January 1967 to August 1971)

Various duties assisting the Director-General for routine work and responsible for relations with the United Nations and the other international organizations.

c Technical Cooperation Division (from August 1971 until now)

Administrator in the programming and training section with, as main duties, the preparation of technical assistance programmes and projects; preparation of general studies covering training activities; project management and evaluation (national and regional) (August 1971 to January 1974).

- Deputy Head and deputizing for the Head of the Africa, Europe and Arab Countries Section (February 1974 – June 1980):
  - Analysis of the situation of the services in the developing countries
  - Participation in the general programming of technical cooperation activities
  - Preparation of technical cooperation programmes and projects among developing countries (TCDC) and projects on behalf of the least developed countries (LDCs)
  - Participation in the establishment or strengthening of Intercountry Postal Schools in Africa and the Middle East
  - Coordination of work on the preparation of UNDP meetings
  - Participation in the coordination and management of the Section.
- Acting Head, then Head of the Africa, Europe and Arab Countries Section from 1 July 1980 to June 1986:

  The main duties of this Section are:
  - design, preparation, implementation and management of technical assistance projects concerning the countries of the above regions;
  - relations with the United Nations Development Programme (UNDP) and participation in the preparation of UPU technical cooperation policy.

– Head of the Technical Assistance Programming Section from 1 July 1986 to 1988

The main duties of this Section, which covers all regions (Africa, Latin America and Caribbean, Asia/Pacific, Arab countries and Europe), are:

- cooperation on defining general technical cooperation policy;
- programming all technical assistance activities (UNDP, UPU, multi-bilateral assistance);
- relations with the Restricted Unions, the Regional Economic Commissions, the funding and development organizations and regional and subregional groups;
- general studies on technical assistance policies in the organizations of the United Nations system;
- general studies on training;
- publication of the "Postal Technical Cooperation" bulletin;
- secretariat of the Technical Cooperation Committee (C 9).

– Assistant Director-General, Head of the Development Cooperation Division (May 1988)

The duties of the post consist of managing and coordinating all activities coming under the Division concerned. In addition, the Assistant Director-General participates in the management and coordination of the activities of the International Bureau.

Other professional activities

– Cooperation in the definition of the strategy and preparation of the action programme of the United Nations Transport and Communications Decade in Africa

– Contribution within the framework of the ECA and the OAU in the preparation of postal programmes and projects under the Lagos Plan of Action for the economic development of Africa (1980–2000)

– Chairman of the Working Party preparing the Washington Congress General Debate

– Chairman of the Committee following up the Washington General Action Plan

– Chairman of the Working Party preparing the Seoul Congress General Debate

– Member of the International Bureau Management Board

Attendance of international meetings and technical conferences

Attendance, from 1964, of a great many meetings:

a Congress

– 1964 Vienna Congress: as a précis-writer

– 1969 Tokyo Congress: member of the Director-General's Office and précis-writer

- 1974 Lausanne Congress: secretariat of the Drafting Committee
- 1979 Rio de Janeiro Congress: Assistant Secretary of the Technical Cooperation Committee
- 1984 Hamburg Congress: Secretary of the Technical Cooperation Committee
- 1989 Washington Congress: Coordinator of the work of the Technical Cooperation Committee and of the General Debate.

b Executive Council and Consultative Council for Postal Studies

Attendance of all Executive Council sessions and almost all CCPS sessions (Bogotá – 1967, Moscow – 1968 and Berne, since 1970)

Assistant Secretary, then Secretary, of the Executive Council Technical Cooperation Committee.

c Other meetings

From 1966, represented the UPU at a great many other meetings:

- Ministerial Conferences or Councils and Administrative Councils of Restricted Postal Unions (APPU, APTU, APU, CAPTAC, PAPU, PUASP)
- United Nations Economic and Social Council (ECOSOC)
- Administrative Committee on Coordination (ACC) and its Preparatory Committee
- ACC Sub-Committee on Education and Training
- Administrative Councils of Intercountry Schools
- Governing Council of the United Nations Development Programme (UNDP)
- Meetings of United Nations Regional Economic Commissions
- Meetings of UNDP Resident Representatives (Africa, Latin America and Caribbean, Asia/Pacific and Arab countries)

Operational or fact-finding missions

Apart from a great many fact-finding and contact missions with the administrations of the industrialized and developing countries, carried out a variety of technical missions as a Coordinator or Lecturer; for instance, he assisted in coordinating:

- the 1st, 2nd and 3rd Conferences on Mail Circulation in Africa (Cameroon, Liberia and Tanzania);
- colloquia of the heads of training services (France and Great Britain);
- the colloquium on improving mail circulation in the landlocked countries of Africa (Lusaka – Zambia);
- Task Force on the improvement of postal services in the landlocked and transit countries (Niamey – Niger);
- courses for postal planners (Dakar – Senegal and Addis Ababa – Ethiopia);
- management symposium for Directors-General of Postal Services in Africa (Paris and Rugby) 1985 and 1986;

- symposia of Directors-General and Conferences of Ministers responsible for Posts in various regions:
  - Africa (Nairobi, 1988),
  - Asia/Pacific (Port Moresby 1991),
  - Central and Eastern Europe (Warsaw 1991; Budapest 1993).

Other activities:

- Member of a research and coordination group at the Development Research Centres of the Law and Economics Faculty of the University of Neuchâtel (Switzerland);
- Lecturer at the PTT National Management Institute (ING), Evry, France
- Specialist member of the examination jury at the PTT Higher National School, France
- Chairman of the Management Board of the International Bureau Staff Social Fund.

Published works:

- Development problems of the postal services in the landlocked countries of Africa
  Doctoral thesis – Paris 1976
- Mail in the year 2000 – World prospects (contribution to the works published as part of world communications year – Seminar on the role of communications in social and economic development, 1984)
- The Universal Postal Union and its technical cooperation activities (courses given at the PTT National Management Institute, France)
- Numerous articles in the professional press on general questions relating to development, management and training.

Languages: French, English (written and spoken), Spanish (working knowledge).

Congress – Doc 40/Annex 3/Attachment 3

Embassy of India
Effingerstrasse 45
CH–3008 BERNE
SWITZERLAND

Mr A C Botto de Barros
Director-General
of the UPU International Bureau

3000 BERNE 15 – SWITZERLAND

Reference:
No BERN/P/161/10/93

Berne, 12 January 1994

The Embassy of India presents its compliments to the International Bureau of the Universal Postal Union and, with reference to their note No.2222(K/A) dated 3 November 1993, has the honour to inform that the Government of India have decided to nominate Mr Musarapakkam Samaram RAMAN, presently Assistant Director-General, International Bureau of the Universal Postal Union as the official candidate for elections to the post of Deputy Director-General of Universal Postal Union scheduled to take place at the UPU Congress at Seoul on 22 August 1994. The curriculum vitae of Mr Raman is enclosed.

The Embassy of India avails itself of this opportunity to renew to the International Bureau of the Universal Postal Union the assurances of its highest consideration.

CURRICULUM VITAE

1 Personal information

Name	Musarapakkam Samaram RAMAN
Date of birth	14 December 1937
Place of birth	Madras, India
Nationality	Indian
Present position	Assistant Director-General International Bureau, Universal Postal Union

2 Education

University education	Post-graduate degree in Commerce with specialization in International Trade and Transport, University of Madras

3 Complementary education

Public administration	Diploma in Public Administration with specialization in Modern Methods of Public Administration of the "Institut International d'Administration Publique", Paris, France (in French)

4 Postal career

a At the Indian administration

1962	Appointed as a middle-level executive in the postal administration of India on the basis of a country-wide Civil Services Competitive Examination.
1962–1964	Underwent training in different aspects of public administration at the National Academy of Administration meant for Officer-trainees and training in different aspects of postal services at the Postal Training Centre and on-the-job training in different parts of the country.
1964–1970	Senior Superintendent of Postal and Mail Sorting Division in different parts of the country and Assistant Postmaster General in the Offices of Postmaster General.
1970–1972	Assistant Director-General (International Relations) in the Directorate General, Posts, New Delhi.
1973–1974	Special Officer for introducing a National Postal Code (Director, Postal Index Number Code) in the Directorate General, Posts, New Delhi, in addition to being in charge of international relations.

1974–1978 Director Postal Services, Bombay – responsible for all matters relating to postal services in the Bombay region including the largest airmail office of exchange in the country, ie expansion of the postal network, improvement of mail circulation, post office audit, customer relations, personnel management, financial control, etc, within the region.

1978–1983 Director of Postal Services, Madras – responsible for all matters relating to postal services in Madras region including the airmail office of exchange at Madras, ie expansion of the postal network, improvement of mail circulation, post office audit, customer relations, personnel management, financial control, etc, within the region.

1983–1986 Postmaster General, Kerala State – as Head of the organization, responsible for all matters relating to postal services in the State of Kerala including the office of exchange at Cochin, ie expansion of the postal network, improvement of mail circulation, post office audit, customer relations, personnel management, financial control, etc, within the State covering about 30 000 employees, 5000 post offices and 50 sorting centres.

1986–1990 Deputy Director General (International Relations), in the Directorate General, Posts, New Delhi – was responsible for both international mail operations and international relations.

b At the International Bureau

1990–till date Appointed Assistant Director-General, International Bureau, by the Executive Council in 1990 and took up the position of Head of "Division II – Postal Services" on 1 August 1990. Continues to hold the same position till date.

Division II deals with all aspects of the Post – its market, its development, operations and quality of service, transport, its modernization and management.

In particular, the Head of Division II is responsible for all matters covered by the UPU Convention, Postal Parcels Agreement and the three Financial Services Agreements. Terminal dues, EMS, electronic mail, quality of service and transport, security, market research, introduction of new products and services, competition, implementation of the Washington General Action Plan, relations with private operators, European Commission, ICAO, Customs Co-operation Council, IATA, ISO, ITU, international philatelic organizations, etc, are among his important areas of responsibility.

The Head of Division II is responsible for coordinating the work of UPU Executive Council Committees 4, 5, 6, 7, 8 and 10 and of all the seven Committees of the CCPS. He is also responsible for all the Working Parties, Symposia, etc, which report to these Committees. He is again responsible for coordinating the work of Congress Committees 4, 5, 6, 7 and 8 – which will deal with such important and sensitive matters as terminal dues, quality of service, new services and markets, etc.

5 International activities

A. Universal Postal Union

Congress:

- Chairman of Committee 5 (Letter Post: Rate-fixing and payments) of the 1989 Washington Congress.

Executive Council:

- Member of the Indian delegation to the 1972, 1973, 1986, 1987, 1988, 1989 and 1990 meetings.
- Chairman of Working Party on "Terminal Dues" of Committee 5 of the EC – 1986, 1987, 1988 and 1989.
- Chairman of the UPU level Round Table on Terminal Dues, April 1989.

Consultative Council for Postal Studies:

- Member of the Indian delegation to 1986, 1987 and 1988 meetings.
- Coordinator of the Symposium on Quality of International Mail Circulation held as part of the 1987 CCPS session.

B. Asian-Pacific Postal Union:

- Member of the Indian delegation to the meetings of the APPU Executive Council and of the Governing Board of the Asian Pacific Postal Training Centre, Bangkok in 1987, 1988 and 1989.
- Chairman of the APPU Round Table on Terminal Dues in 1988.

C. Conference of the Commonwealth Postal Administrations:

- Leader of the Indian delegation to the meetings in 1986 and 1989.

D. South Asian Association for Regional Cooperation (SAARC):

- Head of the Indian delegation to the meetings of the Technical Committee on Postal Services of the SAARC in 1986 and 1987.
- Chairman, Technical Committee on Postal Services of the SAARC in 1986 and 1987.

6 Technical cooperation activities

1985	UPU consultant for a mission on "Postal Planning" in four African countries.
1987	UPU lecturer-consultant for the seminar on "Quality of Postal Services" in Islamabad, Pakistan.
1987–1988	Closely associated with the preparation of the priority areas needing technical cooperation and assistance for the APPU region, as India was Chairman of the Standing Committee on Technical Cooperation and Assistance of the APPU.

7 Languages

English and French.

Congress – Doc 41a

Election of the members of the Executive Council/Council of Administration; list of member countries on the basis of the five geographical regions

Communication from the Congress Secretariat

Article 102, paragraph 3, of the General Regulations lays down that the members of the Executive Council shall be elected by Congress on the basis of an equitable geographical distribution.

For this purpose, the member countries have, at previous Congresses, been classified in the five geographical regions appearing in the annex to the present document. This classification is based on the one noted by the 1989 Washington Congress. The names of the countries which have acceded to the Union since then have been added. These new member countries have been put in the different regions on the basis of their geographical location.

A request for a change of region by one member country has also been taken into account.

It should also be noted that the proposals for the creation of a Council of Administration have adopted this notion of equitable geographical distribution.

Seoul, 24 August 1994

Congress – Doc 41a/Annex 1

List of member countries on the basis of the five geographical regions

1 Western Hemisphere	**2** Eastern Europe and Northern Asia	**3** Western Europe	**4** Southern Asia and Oceania	**5** Africa
Antigua and Barbuda	Armenia	Albania	Afghanistan	Algeria
Argentina	Azerbaijan	Austria	Australia	Angola
Bahamas	Belarus	Belgium	Bahrain	Benin
Barbados	Bosnia and Herzegovina	Cyprus	Bangladesh	Botswana
Belize	Bulgaria (Rep)	Denmark	Bhutan	Burkina Faso
Bolivia	Croatia	Finland	Brunei Darussalam	Burundi
Brazil	Czech Rep	France	Cambodia	Cameroon
Canada	Estonia	Germany	China (People's Rep)	Cape Verde
Chile	Georgia	Great Britain	Dem People's Rep of Korea	Central African Rep
Colombia	Hungary (Rep)	Greece	Fiji	Chad
Costa Rica	Kazakhstan	Iceland	Overseas Territories (United Kingdom of Great Britain and Northern Ireland)	Comoros
Cuba	Kyrgyzstan	Ireland	India	Congo (Rep)
Dominica	Latvia	Italy	Indonesia	Côte d'Ivoire (Rep)
Dominican Republic	Lithuania	Liechtenstein	Iran (Islamic Rep)	Djibouti
Ecuador	Moldova	Luxembourg	Iraq	Egypt
El Salvador	Poland (Rep)	Luxembourg	Israel	Equatorial Guinea
Grenada	Romania	Malta	Japan	Eritrea
Guatemala	Russian Federation	Monaco	Jordan	Ethiopia
Guyana	Slovakia	Netherlands	Kiribati	Gabon
Haiti	Slovenia	Norway	Korea (Rep)	Gambia
Honduras (Rep)	Tajikistan	Portugal	Kuwait	Ghana
Jamaica	the former Yugoslav Republic of Macedonia	San Marino	Lao People's Dem Rep	Guinea
Mexico	Turkmenistan	Spain	Lebanon	Guinea-Bissau
Netherlands Antilles and Aruba	Ukraine	Sweden	Malaysia	Kenya
Nicaragua	Uzbekistan	Switzerland	Maldives	Lesotho
Panama (Rep)	Yugoslavia	Turkey	Mongolia[1]	Liberia
Paraguay		Vatican	Myanmar	Libyan Jamahiriya
Peru			Nauru	Madagascar
Saint Christopher and Nevis			Nepal	Malawi
Saint Lucia			New Zealand	Mali
Saint Vincent and the Grenadines			Oman	Mauritania
Suriname			Pakistan	Mauritius
Trinidad and Tobago			Papua New Guinea	Morocco
United States of America			Philippines	Mozambique
Uruguay			Qatar	Namibia
Venezuela			Saudi Arabia	Niger
			Singapore	Nigeria
			Solomon Islands	Rwanda
			Sri Lanka	Sao Tome and Principe
			Syrian Arab Rep	Senegal
			Thailand	Seychelles
			Tonga	Sierra Leone
			Tuvalu	Somalia
			United Arab Emirates	South Africa
			Vanuatu	Sudan
			Viet Nam	Swaziland
			Western Samoa	Tanzania (United Rep)
			Yemen	Togo
				Tunisia
				Uganda
				Zaire
				Zambia
				Zimbabwe
36 member countries	**26** member countries	**26** member countries	**48** member countries	**53** member countries

[1] Countries which have expressly requested a change of geographical region.

Congress – Doc 41a/Add 1

Election of the members of the Council of Administration; list of member countries on the basis of the five geographical groups

Communication from the Congress Secretariat

In a letter of 6 September 1994 addressed to the Secretary-General of the 21st Universal Postal Congress, the Head of the delegation of Slovenia requested that his country henceforth be classified in group 3 "Western Europe".

Annex 1 to this document contains a list of member countries on the basis of the five geographical groups, updated to take account of Slovenia's request.

Seoul, 7 September 1994

Congress – Doc 41a/Add 1/Annex 1

List of member countries on the basis of the five geographical regions

1 Western Hemisphere	**2** Eastern Europe and Northern Asia	**3** Western Europe	**4** Southern Asia and Oceania	**5** Africa
Antigua and Barbuda	Armenia	Albania	Afghanistan	Algeria
Argentina	Azerbaijan	Austria	Australia	Angola
Bahamas	Belarus	Belgium	Bahrain	Benin
Barbados	Bosnia and Herzegovina	Cyprus	Bangladesh	Botswana
Belize	Bulgaria (Rep)	Denmark	Bhutan	Burkina Faso
Bolivia	Croatia	Finland	Brunei Darussalam	Burundi
Brazil	Czech Rep	France	Cambodia	Cameroon
Canada	Estonia	Germany	China (People's Rep)	Cape Verde
Chile	Georgia	Great Britain	Dem People's Rep of Korea	Central African Rep
Colombia	Hungary (Rep)	Greece	Fiji	Chad
Costa Rica	Kazakhstan	Iceland	Overseas Territories (United Kingdom of Great Britain and Northern Ireland)	Comoros
Cuba	Kyrgyzstan	Ireland	India	Congo (Rep)
Dominica	Latvia	Italy	Indonesia	Côte d'Ivoire (Rep)
Dominican Republic	Lithuania	Liechtenstein	Iran (Islamic Rep)	Djibouti
Ecuador	Moldova	Luxembourg	Iraq	Egypt
El Salvador	Poland (Rep)	Luxembourg	Israel	Equatorial Guinea
Grenada	Romania	Malta	Japan	Eritrea
Guatemala	Russian Federation	Monaco	Jordan	Ethiopia
Guyana	Slovakia	Netherlands	Kiribati	Gabon
Haiti	Tajikistan	Norway	Korea (Rep)	Gambia
Honduras (Rep)	the former Yugoslav Republic of Macedonia	Portugal	Kuwait	Ghana
Jamaica	Turkmenistan	San Marino	Lao People's Dem Rep	Guinea
Mexico	Ukraine	Slovenia[1]	Lebanon	Guinea-Bissau
Netherlands Antilles and Aruba	Uzbekistan	Spain	Malaysia	Kenya
Nicaragua	Yugoslavia	Sweden	Maldives	Lesotho
Panama (Rep)		Switzerland	Mongolia[1]	Liberia
Paraguay		Turkey	Myanmar	Libyan Jamahiriya
Peru		Vatican	Nauru	Madagascar
Saint Christopher and Nevis			Nepal	Malawi
Saint Lucia			New Zealand	Mali
Saint Vincent and the Grenadines			Oman	Mauritania
Suriname			Pakistan	Mauritius
Trinidad and Tobago			Papua New Guinea	Morocco
United States of America			Philippines	Mozambique
Uruguay			Qatar	Namibia
Venezuela			Saudi Arabia	Niger
			Singapore	Nigeria
			Solomon Islands	Rwanda
			Sri Lanka	Sao Tome and Principe
			Syrian Arab Rep	Senegal
			Thailand	Seychelles
			Tonga	Sierra Leone
			Tuvalu	Somalia
			United Arab Emirates	South Africa
			Vanuatu	Sudan
			Viet Nam	Swaziland
			Western Samoa	Tanzania (United Rep)
			Yemen	Togo
				Tunisia
				Uganda
				Zaire
				Zambia
				Zimbabwe
36 member countries	**25** member countries	**27** member countries	**48** member countries	**53** member countries

[1] Countries which have expressly requested a change of geographical region.

Congress – Doc 41a/Add 2

Election of the members of the Council of Administration; list of member countries on the basis of the five geographical groups

Communication from the Congress Secretariat

Under cover of a letter of 7 September 1994 addressed to the Secretary General of the 21st Universal Postal Congress, the Head of the delegation of Croatia requested that his country henceforth be classified in group 3 "Western Europe".

Annex 1 to this document contains a list of member countries on the basis of the five geographical groups, updated to take account of Croatia's request.

Seoul, 8 September 1994

Congress – Doc 41a/Add 2/Annex 1

List of member countries on the basis of the five geographical regions

1 Western Hemisphere	**2** Eastern Europe and Northern Asia	**3** Western Europe	**4** Southern Asia and Oceania	**5** Africa
Antigua and Barbuda	Armenia	Albania	Afghanistan	Algeria
Argentina	Azerbaijan	Austria	Australia	Angola
Bahamas	Belarus	Belgium	Bahrain	Benin
Barbados	Bosnia and Herzegovina	Croatia[1]	Bangladesh	Botswana
Belize	Bulgaria (Rep)	Cyprus	Bhutan	Burkina Faso
Bolivia	Czech Rep	Denmark	Brunei Darussalam	Burundi
Brazil	Estonia	Finland	Cambodia	Cameroon
Canada	Georgia	France	China (People's Rep)	Cape Verde
Chile	Hungary (Rep)	Germany	Dem People's Rep of Korea	Central African Rep
Colombia	Kazakhstan	Great Britain	Fiji	Chad
Costa Rica	Kyrgyzstan	Greece	Overseas Territories (United Kingdom of Great Britain and Northern Ireland)	Comoros
Cuba	Latvia	Iceland	India	Congo (Rep)
Dominica	Lithuania	Ireland	Indonesia	Côte d'Ivoire (Rep)
Dominican Republic	Moldova	Italy	Iran (Islamic Rep)	Djibouti
Ecuador	Poland (Rep)	Liechtenstein	Iraq	Egypt
El Salvador	Romania	Luxembourg	Israel	Equatorial Guinea
Grenada	Russian Federation	Luxembourg	Japan	Eritrea
Guatemala	Slovakia	Malta	Jordan	Ethiopia
Guyana	Tajikistan	Monaco	Kiribati	Gabon
Haiti	the former Yugoslav Republic of Macedonia	Netherlands	Korea (Rep)	Gambia
Honduras (Rep)	Turkmenistan	Norway	Kuwait	Ghana
Jamaica	Ukraine	Portugal	Lao People's Dem Rep	Guinea
Mexico	Uzbekistan	San Marino	Lebanon	Guinea-Bissau
Netherlands Antilles and Aruba	Yugoslavia	Slovenia[1]	Malaysia	Kenya
Nicaragua		Spain	Maldives	Lesotho
Panama (Rep)		Sweden	Mongolia[1]	Liberia
Paraguay		Switzerland	Myanmar	Libyan Jamahiriya
Peru		Turkey	Nauru	Madagascar
Saint Christopher and Nevis		Vatican	Nepal	Malawi
Saint Lucia			New Zealand	Mali
Saint Vincent and the Grenadines			Oman	Mauritania
Suriname			Pakistan	Mauritius
Trinidad and Tobago			Papua New Guinea	Morocco
United States of America			Philippines	Mozambique
Uruguay			Qatar	Namibia
Venezuela			Saudi Arabia	Niger
			Singapore	Nigeria
			Solomon Islands	Rwanda
			Sri Lanka	Sao Tome and Principe
			Syrian Arab Rep	Senegal
			Thailand	Seychelles
			Tonga	Sierra Leone
			Tuvalu	Somalia
			United Arab Emirates	South Africa
			Vanuatu	Sudan
			Viet Nam	Swaziland
			Western Samoa	Tanzania (United Rep)
			Yemen	Togo
				Tunisia
				Uganda
				Zaire
				Zambia
				Zimbabwe
36 member countries	**24** member countries	**28** member countries	**48** member countries	**53** member countries

[1] Countries which have expressly requested a change of geographical region.

Congress – Doc 41b

Election of the members of the Postal Operations Council: list of member countries showing the geographical group to which they belong and their situation as a developed country (DDC) or developing country (DGC)

Communication from the Congress Secretariat

If the conclusions of the Executive Council study on management of the Union's work (Congress – Doc 70/Rev 1) are approved by Congress and, moreover, if the latter adopts the proposals for amending article 104 of the General Regulations (CCPS) and proposal 016 on the composition of the Postal Operations Council, it will be desirable in due course for it to have an auxiliary document.

To this end, on the basis of particulars given in Congress – Doc 90, the Secretariat is distributing the attached list of member countries with an indication of the geographical group to which they belong and their situation as a developed country (DDC), or a developing country (DGC), based on the UNDP list.

Seoul, 24 August 1994

Congress – Doc 41b/Annex 1

List of member countries showing the geographical group to which they belong and their situation as a developed country (DDC) or developing country (DGC)

Country	Group	Situation	Country	Group	Situation
Afghanistan	4	DGC	China (People's Rep)	4	DGC
Albania	3	DGC	Colombia	1	DGC
Algeria	5	DGC	Comoros	5	DGC
Angola	5	DGC	Congo (Rep)	5	DGC
Antigua and Barbuda	1	DGC	Costa Rica	1	DGC
Argentina	1	DGC	Côte d'Ivoire (Rep)	5	DGC
Armenia	2	DGC	Croatia	2	DGC
Australia	4	DDC	Cuba	1	DGC
Austria	3	DDC	Cyprus	3	DGC
Azerbaijan	2	DGC	Czech Rep	2	DGC
Bahamas	1	DGC	Denmark	3	DDC
Bahrain	4	DGC	Dem People's Rep of Korea	4	DGC
Bangladesh	4	DGC	Djibouti	5	DGC
Barbados	1	DGC	Dominica	1	DGC
Belarus	2	DGC	Dominican Republic	1	DGC
Belgium	3	DDC	Ecuador	1	DGC
Belize	1	DGC	Egypt	5	DGC
Benin	5	DGC	El Salvador	1	DGC
Bhutan	4	DGC	Equatorial Guinea	5	DGC
Bolivia	1	DGC	Eritrea	5	DGC
Bosnia and Herzegovina	2	DGC	Estonia	2	DGC
Botswana	5	DGC	Ethiopia	5	DGC
Brazil	1	DGC	Fiji	4	DGC
Brunei Darussalam	4	DGC	Finland	3	DDC
Bulgaria (Rep)	2	DGC	France	3	DDC
Burkina Faso	5	DGC	Gabon	5	DGC
Burundi	5	DGC	Gambia	5	DGC
Cambodia	4	DGC	Georgia	2	DGC
Cameroon	5	DGC	Germany	3	DDC
Canada	1	DDC	Ghana	5	DGC
Cape Verde	5	DGC	Great Britain	3	DDC
Central African Rep	5	DGC	Overseas Territories (United Kingdom of Great Britain and Northen Ireland)	4	DGC
Chad	5	DGC			
Chile	1	DGC			

Country	Group	Situation	Country	Group	Situation
Greece	3	DDC	Mexico	1	DGC
Grenada	1	DGC	Moldova	2	DGC
Guatemala	1	DGC	Monaco	3	DDC
Guinea	5	DGC	Mongolia	4	DGC
Guinea-Bissau	5	DGC	Morocco	5	DGC
Guyana	1	DGC	Mozambique	5	DGC
Haiti	1	DGC	Myanmar	4	DGC
Honduras (Rep)	1	DGC	Namibia	5	DGC
Hungary (Rep)	2	DGC	Nauru	4	DGC
Iceland	3	DDC	Nepal	4	DGC
India	4	DGC	Netherlands	3	DDC
Indonesia	4	DGC	Netherlands Antilles and Aruba	1	DGC
Iran (Islamic Rep)	4	DGC	New Zealand	4	DDC
Iraq	4	DGC	Nicaragua	1	DGC
Ireland	3	DDC	Niger	5	DGC
Israel	4	DDC	Nigeria	5	DGC
Italy	3	DDC	Norway	3	DDC
Jamaica	1	DGC	Oman	4	DGC
Japan	4	DDC	Pakistan	4	DGC
Jordan	4	DGC	Panama (Rep)	1	DGC
Kazakhstan	2	DGC	Papua New Guinea	4	DGC
Kenya	5	DGC	Paraguay	1	DGC
Kiribati	4	DGC	Peru	1	DGC
Korea (Rep)	4	DGC	Philippines	4	DGC
Kuwait	4	DGC	Poland (Rep)	2	DGC
Kyrgyzstan	2	DGC	Portugal	3	DDC
Lao People's Dem Rep	4	DGC	Qatar	4	DGC
Latvia	2	DGC	Romania	2	DGC
Lebanon	4	DGC	Russian Federation	2	DGC
Lesotho	5	DGC	Rwanda	5	DGC
Liberia	5	DGC	Saint Christopher and Nevis	1	DGC
Libyan Jamahiriya	5	DGC	Saint Lucia	1	DGC
Liechtenstein	3	DDC	Saint Vincent and the Grenadines	1	DGC
Lithuania	2	DGC	San Marino	3	DDC
Luxembourg	3	DDC	Sao Tome and Principe	5	DGC
Madagascar	5	DGC	Saudi Arabia	4	DGC
Malawi	5	DGC	Senegal	5	DGC
Malaysia	4	DGC	Seychelles	5	DGC
Maldives	4	DGC	Sierra Leone	5	DGC
Mali	5	DGC	Singapore	4	DGC
Malta	3	DGC	Slovakia	2	DGC
Mauritania	5	DGC	Slovenia	2	DGC
Mauritius	5	DGC	Solomon Islands	4	DGC

Country	Group	Situation
Somalia	5	DGC
South Africa	5	DGC
Spain	3	DDC
Sri Lanka	4	DGC
Sudan	5	DGC
Suriname	1	DGC
Swaziland	5	DGC
Sweden	3	DDC
Switzerland	3	DDC
Syrian Arab Rep	4	DGC
Tajikistan	2	DGC
Tanzania (United Rep)	5	DGC
Thailand	4	DGC
the former Yugoslav Republic of Macedonia	2	DGC
Togo	5	DGC
Tonga	4	DGC
Trinidad and Tobago	1	DGC
Tunisia	5	DGC
Turkey	3	DGC
Turkmenistan	2	DGC
Tuvalu	4	DGC
Uganda	5	DGC
Ukraine	2	DGC
United Arab Emirates	4	DGC
United States of America	1	DDC
Uruguay	1	DGC
Uzbekistan	2	DGC
Vanuatu	4	DGC
Vatican	3	DDC
Venezuela	1	DGC
Viet Nam	4	DGC
Western Samoa	4	DGC
Yemen	4	DGC
Yugoslavia	2	DGC
Zaire	5	DGC
Zambia	5	DGC
Zimbabwe	5	DGC

Key

- Geographical groups:
  - 1 Western Hemisphere
  - 2 Eastern Europe and Northern Asia
  - 3 Western Europe
  - 4 Southern Asia and Oceania
  - 5 Africa

- Development situation:
  - DDC: Developed country
  - DGC: Developing country

Congress – Doc 42/Rev 1

Presentation of applications for seats on the Council of Administration (CA)

Communication from the Secretary-General

A. Election of members of the Council of Administration (CA)

1 Article 102, paragraph 3, of the General Regulations, in its current wording, provides that "The thirty-nine members of the Executive Council shall be elected by Congress on the basis of an equitable geographical distribution. At least a half of the membership shall be renewed at each Congress; no member may be chosen by three successive Congresses." It will therefore be for the 21st Congress to elect the members of that body at its plenary meeting on 9 September 1994.

2 However, the 21st Congress has had before it a large number of proposals, inter alia, those stemming from the conclusions of the study on the management of the Union's work which are aimed at making changes to both the functioning and composition of the Executive Council and which will be brought into immediate effect on the basis of proposal 023.

3 The distribution of seats decided by the 1974 Lausanne Congress (resolution C 11) has been changed so as to bring to five the number of group 2 seats. The election will therefore be carried out on the following basis:

Group 1 – Western Hemisphere		8 seats
Group 2 – Eastern Europe and Northern Asia		5 seats
Group 3 – Western Europe		6 seats
Group 4 – Southern Asia and Oceania		10 seats
Group 5 – Africa		11 seats
	Total	40 seats

plus one seat for the chairmanship, held by the host country of Congress. Thus, the geographical group of the country which has organized the 21st Congress (group 4) will have one additional seat.

4 Moreover, proposal 015 proposed to Congress that the second sentence of article 102 mentioned above, namely "At least a half of the membership shall be renewed at each Congress; no member may be chosen by three successive Congresses.", does not apply to the election at the Seoul Congress.

5 As this proposal was not accepted by Congress (Committee 3 and appeal in plenary), the member countries indicated below according to their geographical distribution may no longer be re-elected because they have served for two successive terms of office since the 1984 Hamburg and 1989 Washington Congresses:

Group 1	*Group 2*	*Group 3*	*Group 4*	*Group 5*
Brazil	Hungary (Rep)	Belgium	Australia	Benin
Colombia	Poland (Rep)	Switzerland	Japan	Cameroon
			Lebanon	Ethiopia
			New Zealand	Nigeria
			Pakistan	Zambia
2	2	2	5	5

B. Functioning of the optical mark reading system

6 An optical mark reading system (OMR) will be used for counting votes for the elections of members of the Council of Administration (CA) and the Postal Operations Council (POC).

7 With this system, the results of the elections will be available much more quickly than with the traditional manual counting method.

8 The system consists of three components: a personal computer, an optical mark reader and a printer.

9 Votes are counted by the system in the following manner. With a felt-tip pen supplied to it prior to the vote, the delegation blackens on the ballot paper the circles (○) appearing opposite the names of the candidate countries it has chosen. The ballot papers filled out in this way are placed unfolded in an envelope and deposited in the ballot box; they then pass through a device that reads the marks and establishes the ranking. Each envelope may contain only one ballot paper.

10 For the election of the Council of Administration, if a delegation blackens by mistake more circles than is allowed, the vote concerning the geographical group in which the error was made is considered null and void, but the votes pertaining to the other groups remain valid.

11 Moreover, the entire voting and vote counting procedure will be monitored by three tellers designated by the Chairman of Congress, in accordance with the provisions of article 19, paragraph 3, of the Rules of Procedure of Congresses.

Seoul, 6 September 1994

A C BOTTO DE BARROS
Secretary-General

Congress – Doc 43

Submission of applications for seats on the Postal Operations Council (POC)

Communication from the Secretary-General

1 In accordance with the relevant provisions of article 104 of the General Regulations (in their current wording), Congress is to proceed to the election of the member countries of the Consultative Council for Postal Studies.

2 However, the 21st Congress has before it a large number of proposals, inter alia, those stemming from the conclusions of the study on the management of the Union's work which are aimed at making fundamental changes to both the functioning and composition of the Consultative Council for Postal Studies. Moreover, proposal 023 proposes that Congress bring into immediate effect the provisions decided on.

3 In view of the importance of these proposals which have been submitted for the approval of Congress, the scope of the changes that they may entail regarding the election of members is briefly presented in annex 1 hereto, which also contains a description of the systems that may be used for counting votes and determining the countries elected.

4 Accordingly, I request interested countries to submit their applications in writing to the Congress Secretariat (room 064) not later than *6 September 1994*, by means of the form in annex 2 hereto.

5 On the expiration of the time limit laid down above, the Secretary-General will publish a list of the candidates for seats on the Postal Operations Council (POC).

Seoul, 24 August 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 43/Annex 1/Rev 1

Congress Secretariat Note. – This document "Congress – Doc 43/Annex 1/Rev 1" was drawn up on the basis of the decisions taken by Congress Committee 3.

Election of members of the Postal Operations Council (POC)

I. Proposals adopted by Congress regarding the election of members of the Postal Operations Council (POC)

In accordance with the proposals adopted by Congress, the following criteria could be defined for the election of the POC.

A. Criteria defined in the proposal for amending article 104 of the General Regulations (proposals 15. 104.3 and 15.104.8 – amendment)

1 The POC shall consist of forty members.

2 The members of the POC shall be elected on the basis of qualified geographical distribution.

3 Twenty-four seats shall be reserved for developing countries and 16 seats for developed countries.

B. Criteria defined in the resolution adopted by Congress (proposal 016)

4 By the adoption of proposal 016, the 21st Congress defined as follows qualified geographical distribution as mentioned in article 104, paragraph 2, of the General Regulations:

4.1 For the election to the Council of Administration (CA), a number of seats shall be allocated to each geographical group. In the composition of the Postal Operations Council (POC), each of these same geographical groups shall be allocated at least 60 percent of the number of seats provided for the CA, according to the table below.

Abbreviations used:

DDCs Developed countries

DGCs Developing countries

CA Council of Administration

POC Postal Operations Council

1		2	3	4
Group		**Number of seats for the CA**	**Minimum number of seats on the POC (60% of column 2)**	**Minimum number of seats guaranteed to DGCs**
1	Western Hemisphere	**8**	**5**	**3**
2	Eastern Europe and Northern Asia	**5**	**3**	**3**
3	Western Europe	**6**	**4**	**0**
4	Southern Asia and Oceania	**10**	**6**	**3**
5	Africa	**11**	**7**	**7**
Total of POC seats reserved		**--**	**25**	**16**

II. Method of counting votes for the election of members of the Postal Operations Council (POC)

A. Functioning of the optical mark reading system

An optical mark reading system (OMR) will be used for counting votes for the elections of members of the Council of Administration (CA) and the Postal Operations Council (POC).

With this system, the results of the elections will be available much more quickly than with the traditional manual counting method.

The system consists of three components: a personal computer, an optical mark reader and a printer.

Votes are counted by the system in the following manner: with a felt-tip pen supplied to it prior to the vote, the delegation blackens on the ballot paper the circles (O) appearing opposite the names of the candidate countries it has chosen. The ballot papers filled out in this way are placed unfolded in an envelope and deposited in the ballot box, they then pass through a device that reads the marks and establishes the ranking. Each envelope may contain only one ballot paper.

For the election of the Postal Operations Council, there are no fixed quotas by geographical group but only a minimum number of seats. Thus, only the total number of seats (40) must be respected. If a delegation blackens more than 40 circles by mistake, its vote will be declared null and void.

Moreover, the entire voting and vote counting procedure will be monitored by three tellers designated by the Chairman of Congress, in accordance with the provisions of article 19, paragraph 3, of the Rules of Procedure of Congresses.

B. Presentation of results

The system used by the Korean Secretariat will electronically establish a general ranking of countries in descending order of votes obtained. The secretariat of the plenary meetings will then, under the supervision of the tellers, use the following method to determine the candidates elected.

C. Method for determining the countries elected

Because there are *two different types* of criteria for the election of POC members, they should be applied in the following order, again on the basis of ranking in descending order of votes obtained:

i apply qualified geographical distribution, namely:

  a allocate the minimum number of seats guaranteed in each group;

ii apply the other criteria ("24 seats shall be reserved for developing countries and 16 seats for developed countries"), considering the countries solely on the basis of their level of development (DDC or DGC), namely:

  b allocate the missing number of seats needed to reach 24 DGCs (this number is obtained by subtracting from 24 the number of DGCs already included in a;

  c allocate the missing number of seats needed to reach 16 DDCs (this number is obtained by subtracting from 16 the number of DDCs already included in a.

If countries receive the same number of votes, lots shall be drawn to decide between them, as required.

Congress – Doc 43/Annex 2

SUBMISSION OF APPLICATIONS FOR SEATS ON THE POSTAL OPERATIONS COUNCIL (POC)

The delegation of: _____

submits its country's application for a seat on the *Postal Operations Council (POC)*

Seoul, For the delegation:

Name and title: _____

_____

Signature: _____

This form, duly completed, is to be returned to the Congress Secretariat (room 064) not later than *6 September 1994 at 12 noon.*

Congress – Doc 44

Candidates for the election of the members of the Council of Administration (CA)

In response to the invitation from the Secretary-General of Congress (see Congress – Doc 42), the following 51 countries (broken down by geographical groups) have notified their intention to stand for election to the Council of Administration (CA):

Group 1 – Western Hemisphere (8 seats)
(12 candidates)

Argentina
Barbados
Bolivia
Chile
Costa Rica
Cuba
Honduras (Rep)
Mexico
Peru
United States of America
Uruguay
Venezuela

Group 2 – Eastern Europe and Northern Asia (5 seats)
(5 candidates)

Bulgaria (Rep)
Kazakhstan
Russian Federation
Slovakia
Ukraine

Group 3 – Western Europe (6 seats)
(8 candidates)

Finland
France
Germany
Great Britain
Italy
Netherlands
Slovenia*
Spain

* See Congress – PV 12 and 13.

Group 4 – Southern Asia and Oceania (10 seats, not including the seat reserved for the host country of Congress, Korea (Rep))
(13 candidates)

Bangladesh
China (People's Rep)
Fiji
India
Indonesia
Iran (Islamic Rep)
Jordan
Kuwait
Saudi Arabia
Syrian Arab Rep
Thailand
Tonga
United Arab Emirates

Group 5 – Africa (11 seats)
(13 candidates)

Burkina Faso
Congo (Rep)
Côte d'Ivoire (Rep)
Egypt
Gabon
Ghana
Kenya
Morocco
South Africa
Tanzania (United Rep)
Tunisia
Uganda
Zimbabwe

Seoul, 6 September 1994

Congress – Doc 45

Candidates for the election of members of the Postal Operations Council (POC)

In response to the invitation from the Secretary-General of Congress (see Congress – Doc 43), the following 62 countries have notified their intention to stand for election to the Postal Operations Council (POC).

Country	Group	Status	Country	Group	Status
Argentina	1	DGC	Kuwait	4	DGC
Australia	4	DDC	Lebanon	4	DGC
Bangladesh	4	DGC	Lesotho	5	DGC
Belgium	3	DDC	Morocco	5	DGC
Benin	5	DGC	Mexico	1	DGC
Bolivia	1	DGC	Netherlands	3	DDC
Brazil	1	DGC	New Zealand	4	DDC
Bulgaria (Rep)[1]	2	DGC	Nigeria	5	DGC
Cameroon	5	DGC	Norway	3	DDC
Canada	1	DDC	Pakistan	4	DGC
Chile[1]	1	DGC	Papua New Guinea	4	DGC
China (People's Rep)	4	DGC	Peru	1	DGC
Columbia	1	DGC	Poland (Rep)	2	DGC
Costa Rica	1	DGC	Portugal	3	DDC
Cuba	1	DGC	Romania	2	DGC
Dominican Republic[2]	1	DGC	Russian Federation	2	DGC
Egypt	5	DGC	Saudi Arabia	4	DGC
Ethiopia	5	DGC	Senegal	5	DGC
France	3	DDC	Sierra Leone	5	DGC
Germany	3	DDC	Singapore	4	DGC
Great Britain	3	DDC	South Africa	5	DGC
Greece	3	DDC	Spain	3	DDC
Hungary (Rep)	2	DGC	Sudan	5	DGC
India	4	DGC	Switzerland	3	DDC
Indonesia	4	DGC	Syrian Arab Rep	4	DGC
Iran (Islamic Rep)	4	DGC	Tanzania (United Rep)[1]	5	DGC
Italy	3	DDC	Thailand	4	DGC
Japan	4	DDC	Togo	5	DGC
Jordan	4	DGC	Ukraine	2	DGC
Kenya	5	DGC	United States of America	1	DDC
Korea (Rep)	4	DGC	Zambia	5	DGC

[1] See Congress – PV 13.

[2] See Congress – PV 12.

Key

Geographical groups:
1 Western Hemisphere
2 Eastern Europe and Northern Asia
3 Western Europe
4 Southern Asia and Oceania
5 Africa

Development status:
DDC: Developed country
DGC: Developing country

Seoul, 6 September 1994

Congress – Doc 46

List of member countries elected by the 1994 Seoul Congress for the Council of Administration

Argentina
Bangladesh
Barbados
Bulgaria (Rep)
Burkina Faso
Chile
China (People's Rep)
Congo (Rep)
Côte d'Ivoire (Rep)
Cuba
Egypt
Finland
France
Gabon
Germany
Ghana
Great Britain
India
Indonesia
Iran (Islamic Rep)
Italy
Jordan
Kazakhstan
Kenya
Korea (Rep)
Kuwait
Mexico
Netherlands
Russian Federation
Saudi Arabia
Slovakia
South Africa
Tanzania (United Rep)
Thailand
Tunisia
Ukraine
United Arab Emirates
United States of America
Uruguay
Venezuela
Zimbabwe

Seoul, 9 September 1994

Congress – Doc 47

List of member countries elected by the 1994 Seoul Congress for the Postal Operations Council

Argentina
Australia
Belgium
Brazil
Cameroon
Canada
China (People's Rep)
Cuba
Egypt
Ethiopia
France
Germany
Great Britain
Greece
Hungary (Rep)
India
Indonesia
Italy
Japan
Jordan
Kenya
Korea (Rep)
Mexico
Morocco
Netherlands
New Zealand
Nigeria
Norway
Pakistan
Portugal
Romania
Russian Federation
Sierra Leone
Singapore
South Africa
Spain
Switzerland
Thailand
United States of America
Zambia

Seoul, 9 September 1994

Congress – Doc 48

Memorandum on technical cooperation documents to be considered by Congress

Memorandum by the Executive Council

1 At its February 1994 session, the Executive Council decided to present the following nine reports to Congress; together they form a comprehensive document on UPU technical assistance:

- Technical assistance in the UPU (Congress – Doc 49):
- Analysis of the functioning of the postal services in the developing countries (Congress – Doc 50);
- Policy and action programme for the five-year period 1996–2000 (Congress – Doc 51);
- UPU action on behalf of the least developed countries (LDCs) (Congress – Doc 52a);
- Technical cooperation among developing countries (TCDC) (Congress – Doc 52b);
- Human resources and training (Congress – Doc 53);
- Increased UPU presence in the field with regard to technical assistance (Congress – Doc 54);
- Financing of technical assistance (Congress – Doc 55);
- Postal Development Action Group (PDAG) (Congress – Doc 56).

2 The important questions considered in these documents are the subject of the following draft resolutions which are put forward as separate proposals:

- UPU technical assistance priorities and action principles;
- UPU action for the least developed countries (LDCs);
- Technical cooperation among developing countries (TCDC);
- Development of human resources and training;
- Strengthening increased UPU presence in the field;
- Financing UPU technical assistance activities;
- PDAG 1995–1999 work programme.

3 Congress is requested to consider all these documents and adopt, if it agrees with the conclusions stemming from them, the above-mentioned proposals.

Berne, 7 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 49

Technical assistance in the UPU

Executive Council report

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Annex 1: Results of UPU technical assistance activities

Annex 2: UPU technical assistance machinery

I. Introduction

1 Resolutions C 6 and C 21 of the 20th Universal Postal Congress (Washington 1989) marked a decisive turning point for UPU technical cooperation policy. Guidelines relating to priority objectives were set out in the Washington General Action Plan.

2 The first part of this document deals with the general strategy applied to development assistance and with the change in UNDP guidelines for the operational activities of the United Nations system.

3 Part II gives the results and an evaluation of UPU technical assistance activities from 1989 to 1993, and is supplemented by analyses in figures of those activities. It was also deemed useful to recall the UPU technical assistance machinery at annex 2.

PART I

II. International cooperation policy

A. United Nations world development strategy and fifth UNDP programming cycle (1992–1996)

4 The United Nations General Assembly having admitted in the 1990s that development assistance was still necessary, it adopted some guiding principles for development assistance during the last decade of the century.

5 For the fifth programming cycle (1992–1996), the Governing Council of the UNDP decided to concentrate its efforts on establishing and reinforcing national capacities in the following fields:

- elimination of poverty and community involvement in development;
- environmental problems and natural resource management;
- reinforcing management capacities;
- technical cooperation among developing countries;
- technology for development;
- participation of women in development.

6 Within this framework, national governments have exclusive responsibility for drawing up their national development plans, priorities and objectives. National priorities and plans are the only viable reference framework for programming at national level of operational development activities conducted by the United Nations system. By the end of this century, the developing countries must attain self-sufficiency by acquiring a national capacity and developing their own human resources.

7 Although consistent with normal development, the guidelines laid down by the United Nations General Assembly and their implementation at UNDP level did not have a favourable impact on the postal sector, in that it proved even more difficult to convince the national authorities responsible for resource planning and programming of the importance of the Post to the development of their country.

8 Some United Nations technical specialized agencies, including WMO, IMO, WIPO and ITU, are experiencing the same difficulties in having their sectors recognized as national priorities.

9 Notwithstanding UNDP assurances that certain projects managed and executed in the past by the small technical specialized agencies could very well be admitted as part of a major priority, the expertise of the small specialized agencies has not been called upon. They have not been informed of or invited to national planning and programming meetings where decisions are made regarding the allocation of development resources.

10 As for the financial situation of the UNDP, voluntary contributions to the resources of that agency evolved as follows during the five-year period from 1989 to 1993 (in millions of dollars):

1989	1990	1991	1992	1993
932.6	1006.6	955.3	1182.2	935.2 (estimate)

11 During the period under review, UNDP resources fluctuated with the strengthening of the United States of America dollar in relation to other currencies on the financial markets in 1991.

12 For the purposes of the fifth programming cycle (1992–1996), the UNDP had reckoned on one thousand million USD in voluntary contributions for 1991 and an annual increase of 8 percent thereafter. In this way, a sum of 6.5 thousand million USD would have been available for fifth-cycle programming. In 1993, however, the Governing Council of the UNDP was compelled to lower its forecast and approved the Administrator's decision to reduce the IPFs of all countries by 25 percent. This decrease in resources has had its effects on the results of negotiations for postal projects at national and regional levels, hence the need for the UPU to systematically apply the new concept for aid under its own resources.

B. New concept for postal development assistance: multi-year integrated projects

13 In its resolution C 6, the Washington Congress endeavoured to make postal technical assistance more effective, particularly by envisaging development agreements with the recipient countries. It also confirmed the advisability of integrating UPU aid into the general framework of the United Nations development strategy and into that of the Washington General Action Plan (WGAP).

14 For the five-year period, the 20th Universal Postal Congress had set priorities as regards postal development assistance and the beneficiary countries.

15 Following various inquiries conducted among the administrations and analytical missions carried out by the Regional Advisers, these priorities were reviewed and adapted to the real needs of the regions and countries concerned. The priorities adopted in 1991 are:

- Management restructuring;
- Knowledge of the market and commercial strategies;
- Quality of service and operational strategies;
- Human resource development and training;
- Acquisition of postal technology.

16 In practice, assistance under the UPU's own resources is granted in the form of multi-year integrated projects accompanied by development contracts between the UPU and the recipient countries. The new procedures are described in annex 2 to this document.

C. Increased UPU presence in the field

17 Another new element in postal technical cooperation strategy called for the establishment and maintenance of an increased UPU presence in the field.

18 As part of the decentralization of the planning and programming activities relating to assistance supplied by the UNDP, and to support postal administrations in their efforts to ensure that the postal service is taken into consideration when national resources are allocated, the Washington Congress, in its resolution C 21, established six Regional Advisers' posts.

19 The purpose of this increased UPU presence in the field, in addition to making technical assistance activities more effective, is to strengthen cooperation with the Restricted Postal Unions and with other regional and sub-regional organizations interested in postal development problems.

20 A comprehensive report on the increased UPU presence in the field is given in document Congress – Doc 54.

III. Resources available for international postal technical cooperation

21 In accordance with the decisions of successive Congresses since Tokyo, the UNDP is still the main source of financing for UPU technical assistance activities. However, this source of funding falls far short of meeting all the aid requirements expressed by the countries and the UPU actively seeks resources to supplement UNDP assistance.

A. UNDP funds

22 Over the period 1989–1993, expenditure under projects executed by the UPU on behalf of the UNDP averaged 2.5 million United States of America dollars a year. The total figure of 12.6 million dollars represents an increase of 41 percent over the period 1984–1988 (12 620 061 USD as opposed to 8 952 000 USD). However, this nominal increase for UPU projects is not proportionate to the increase in expenditure for all UNDP projects. Thus the UPU rate of participation in the total expenditure for UNDP projects stood at only 0.2 percent in 1992, compared with 0.3 percent during the period from 1984 to 1988. It had been 0.5 percent for the first UNDP programming cycle (1972–1976).

23 The decrease in resources is mainly due to the fact that the Post is not given sufficient priority, particularly at national level. Also, the economic situation of many developing countries is such that they must concentrate the aid received from the international community on projects of the greatest urgency.

24 Since 1991, the Regional Advisers have been providing specialized assistance to postal administrations to enable them to substantiate their needs when resources are allocated for the development of their country. Because of the UNDP's general and financial policy for its fifth programming cycle 1992–1996 on the one hand, and the lack of recipient countries' experience with the new decentralized mechanism on the other, the results of the measures taken by the Regional Advisers in most of the regions during the period under review (1989–1993) are not yet very noticeable.

B. Union budget

25 In accordance with Hamburg Congress resolution C 37, a sum of 1 652 000 Swiss francs was allocated as a budget credit for UPU technical cooperation activities in 1989 and 1990. In its resolution C 6, the 1989 Washington Congress raised that annual amount to 1 817 200 Swiss francs, an increase of 10 percent beginning in financial year 1991.

26 According to present practice and unlike other elements in the UPU budget, the allocation for technical cooperation does not change until the following Congress, although such

allocations are as subject as any other Union budgetary expenditure to monetary erosion and to the effect of increases in the scales of remuneration and allowances set by the United Nations.

27 Until 1990, budget resources were mainly used for programmes for short-term missions by consultants and for fellowships and equipment relating to the missions.

28 Since financial year 1991, the remuneration and mission expenses of the Regional Advisers have been absorbing an important part of the budget resources allocated to technical assistance.

29 Starting in financial year 1992, the budget resources for technical cooperation, after deduction of the expenditure relating to the presence in the field, are divided among multi-year integrated projects (MIPs). To this end, the Executive Council amended the Financial Regulations of the UPU so that annual credits not used at the end of a financial year could be carried over for the same multi-year integrated project instead of being added to the Union Reserve Fund. This practice, which is consistent with assistance planning, is based on the system used by the UNDP for many decades for the execution of its projects.

C. UPU Special Fund

30 Because of the magnitude of the needs to be met and the inadequacy of the financial resources obtained from the UNDP and the Union budget, the International Bureau has endeavoured to mobilize additional resources.

31 As regards voluntary contributions to the UPU Special Fund, the number and volume of regular cash contributions tend to be dropping, and now fall short of 300 000 Swiss francs a year.

32 It will be noted that in 1991, the Swiss Government, the financial backer of the former UPU financial system in effect up to 1 January 1981, graciously waived the debts of member countries in favour of the Union and allocated 40 percent of that sum, ie 1 248 811.60 Swiss francs, as a special contribution to the UPU Special Fund. That gift substantially contributed to the inauguration and financing of multi-year integrated projects (MIPs) under the Special Fund.

33 Tied contributions and contributions in kind also increased. Several donors preferred to participate in the financing of certain multi-year integrated projects or group training activities organized by the UPU in conjunction with the Restricted Unions.

34 It should also be mentioned that all the postal administrations that provided consultants for multi-year integrated projects or group training activities agreed to pay their salaries for the duration of their missions, which constitutes an appreciable financial contribution.

D. Other funds

35 Some postal projects were carried out with the assistance and financing of other United Nations agencies, such as the United Nations International Drug Control Programme (UNDCP) and the Economic Commission for Africa.

36 Technical assistance projects against payment and funds-in-trust for associate experts increased during the five-year period just over.

37 The results of the measures taken by the International Bureau and the efforts put forth by the Postal Development Action Group (PDAG) to find additional and capital resources from regional and international financial institutions for the development of postal services nevertheless remain very modest.

PART II

IV. Results and evaluation of UPU technical assistance from 1989 to 1993

A. Action programme results

a Results in figures

38 To facilitate their consideration, the technical cooperation results for the five-year period from 1989 to 1993 are presented in the form of charts and tables which are attached as annex 1. They are as follows:

UPU technical cooperation charts (financial situation)

a Total cost

b Cost by region

c Cost by component

Table 1: Breakdown of UPU technical assistance by receiving administration and region

Table 2: Contributions to UPU technical assistance by donor administration and region

Table 3: Intercountry training courses, study cycles and technical meetings held by the UPU or with its cooperation

List of contributions: Technical assistance in kind for 1989–1993 according to the information available at the International Bureau.

39 In the charts and tables 1 and 2, a comparison is made between the two five-year periods 1984–1988 and 1989–1993.

40 This comparison reveals that:

- the total volume of UPU technical assistance during the period 1989-1993 showed a 41.53 percent increase compared with 1984–1989;
- the UNDP is still the main source of financing for UPU technical cooperation activities;
- expenditure on experts and consultants rose from 42.90 percent to 56.50 percent of total expenditure, but the number of expert and consultant missions increased by 44.40 percent;
- the number of receiving administrations rose from 146 to 161 while that of donor administrations decreased by 4 (from 115 to 111) (tables 1 and 2);
- as providers of technical assistance, the African and Arab administrations and those of the two Americas substantially increased the number of experts' and consultants' services (table 2);
- as regards the acceptance of Fellows, all the regions progressed by more than 8 percent on average, except for Africa where the number of trainees accepted fell by 22 percent (table 2);
- with the exception of the donation from Switzerland, non-tied cash contributions to the UPU Special Fund decreased slightly (1.59 million as compared with 1.65 million Swiss francs) (table 2).

b Achievements by priority field of activity

Management restructuring

41 Although postal management as a whole had been recognized as a priority field by earlier Congresses, the Washington Congress gave it a new dimension. While admitting the importance

of conventional fields such as planning, postal statistics and rate-setting policy, it deemed it necessary to consider management problems in terms of their real origin: the very structures of the Post.

42 The choice of structures depends almost entirely on the political authorities and it is important to begin by convincing those authorities of the need to modernize them. To this end, the following high-level meetings were held in several regions, during which government authorities were made aware of the major problems of postal management:

- Meeting of Directors-General and Conference of Ministers (Port Moresby, February 1991)
- Symposium of Directors-General and Conference of Ministers (Warsaw, June 1991)
- Meeting of the Supervisory Ministers of the postal services of Latin America (Mexico City, August 1991)
- Meeting of Directors-General of Posts of Central and Eastern European countries (Budapest, April 1993)
- Conference of Ministers responsible for the postal services of Central and Eastern European countries (Budapest, September 1993)
- Symposium of Directors-General on follow-up of the WGAP (Cairo, September 1993)

43 A series of activities was organized with a view to training as many postal officials as possible in modern management techniques. Some of those activities dealt with managing a postal enterprise and preparing postal development plans.

44 The UPU assisted some countries in implementing country projects financed by the UNDP, some of which called for postal restructuring. These efforts seemed to have resulted in the postal managers of the countries concerned being given greater independence.

45 At regional level, measures were aimed at making postal restructuring the cornerstone of postal development. In this connection, the following two regional projects are particularly worthy of note:

- RAS/93/037 "Postal legislations: Transformation of postal services into enterprises, modernization of administrative and operational structures"; this project is in progress for the benefit of the countries of Asia and the Pacific;
- RLA/92 "Modernization of public sector management – Creation and development of postal enterprises" (UPU/PUASP/UNDP); this project, intended for the countries of Latin America, is in an advanced stage of negotiation with the UNDP, thanks to the interest demonstrated by the countries concerned.

46 It should be pointed out that most of the multi-year integrated projects in progress or programmed during the period under review under the UPU programme focus on three priority sectors, one of which is postal management.

47 Moreover, several courses and seminars were held and consultants' missions arranged in specialized fields of postal management: statistics, cost pricing, planning, etc.

48 The particular needs of the landlocked and least advanced countries were given special consideration.

Knowledge of the market and commercial strategies

49 In this key area, the International Bureau seems to have taken the lead through a sort of anticipation reflex. In early 1990, a few months after the WGAP was adopted, courses in commercial and operational strategies were being held in most of the regions. In this series of courses, some 50 officials were trained.

50 Along these same lines, many technical assistance activities were specifically aimed at EMS, postal parcels and public information.

51 A marketing seminar was held in 1991 under a regional project for the benefit of ten countries in Asia and the Pacific. Many consultants' missions and individual training activities were arranged in that same field.

Quality of service and operational strategies

52 Building on the spirit already created by the Declaration of Hamburg in respect of quality of service, it seemed desirable to refine the concept and to promote its broader application within the postal administrations. Establishing quality criteria and applying them to operational services were the focus of all measures taken in that field.

53 A fourth Conference on mail circulation in Africa was held in Harare in 1989 and was attended by 23 delegates. During the ensuing five-year period, many training activities were organized in this sector. In this regard, we should mention the workshops on "Organization of mail delivery in cities and medium-sized towns" and "Organization of airmail", and the seminars on "Handling of mails at ports and airports" held for the benefit of most of the regions of the world.

54 Security was given special attention during the period in question. With the cooperation of the member countries of the Postal Security Action Group (PSAG) and the United Nations International Drug Control Programme (UNDCP), all regions were able to benefit from group training in this area.

Human resource development and training

55 In this area, UPU activities during the period under review focussed on:

- instructor-training courses (Africa, Latin America);
- instructors' refresher training (Africa);
- individual training courses and study tours aimed at promoting the development of national training centres;
- consultants' missions, particularly for revising courses.

56 A number of postal projects were primarily intended to reinforce training structures.

57 During this period, regional schools were given constant support in the form of equipment, fellowships and the services of consultants to revise specialization courses.

58 Human resource management is closely linked to administrative and legal structures. The progress made in connection with postal restructuring has had a positive effect on this entire issue. Nevertheless, there is still much to be done.

Acquisition of postal technology

59 The remarkable technological changes that have been taking place in the transport and communications sectors these past few years mean that the Post must build its future on innovations in this area.

60 In support of the UPU's policy decisions about the use of EDI technology, the International Bureau plans to take on a promotional role in respect of technical cooperation, particularly in the training sector.

61 It should be noted that in this field, the mobilization of resources and the transfer of technologies are two elements of primary importance. The International Bureau suggested to various donors that they fund a regional project for the Asia/Pacific region aimed more particularly at introducing tracking and tracing systems for postal items.

62 Noteworthy action was taken with a view to promoting the electronic mail service in all parts of the world.

A few problems

63 The UPU faces problems in four areas. They are:

- the lack of follow-up to the programming work done by the postal administrations concerned;
- the departure of staff after training or the inadequate use made of it;
- insufficient application of the recommendations made following consultants' missions;
- lack of resources with which to conduct in-depth evaluation activities.

B. Evaluation

64 During the 1989–1993 five-year period, two different approaches were used for evaluating technical assistance activities. Up to 1991, the system called for evaluation by UPU consultants. Once the system of an increased UPU presence in the field had been introduced and in view of the advantages it offered, it was decided to make greater use, beginning in 1992, of the monitoring technique which consists in keeping a constant watch on the execution of an activity or project to ensure that the operations are proceeding properly.

65 Activities to monitor the progress of multi-year integrated projects resulted in a more efficient conversion of inputs into outputs. Making the national project directors more accountable and gradually decentralizing the decision-making process – particularly in respect of the selection of consultants, host countries for training and equipment – beyond any doubt had a favourable effect on the results. This experiment confirmed the idea that for the more modest projects, such as MIPs, it is preferable to carry out monitoring activities.

66 It should be noted that evaluation missions by external consultants are carried out for MIPs with a budget of more than 100 000 Swiss francs.

67 For UNDP projects in progress, the Regional Advisers represented the UPU at tripartite meetings called by the UNDP Resident Representatives and contributed actively to setting the objectives and supplementary activities for the projects. They also provided assistance in solving the problems encountered during execution of the projects.

68 Throughout the five-year period under review, the International Bureau also continued to use the documentary evidence evaluation method by sending questionnaires about consultants' missions and individual and group training activities.

69 As for the consultants' missions, the following observations can be made, with a view to enhancing the effectiveness of the assistance supplied:

- a precise and detailed definition of the terms of reference makes it easier to achieve better results; this task is the responsibility of the recipient country of the mission, with the assistance, if necessary, of the Regional Adviser;
- the length of a mission should be estimated and decided very carefully in consideration of the terms of reference already defined; the experience acquired with MIPs already completed revealed that a number of missions had to be extended;

- some missions are complex by nature and have to be carried out in two or more phases so that the recipient country is able gradually to do the work related to it;
- a timetable of the work to be done by the counterparts between the various phases of a mission or after its completion should be prepared by the consultant with the agreement of the appropriate officials of the recipient administration.

70 For group training activities, the discussion leaders/consultants were encouraged to evaluate activities on the spot. The results of those evaluations, available immediately upon conclusion of the activities they concern, allowed the International Bureau to take them into account when planning and implementing similar activities conducted later.

71 Accordingly, it can be seen that:

- group training activities took place satisfactorily, thanks to the physical, technical and sometimes pedagogical support of the host countries or of the country/intercountry schools that agreed to host them;
- group training activities are facing increasingly serious problems with regard to the capacity of the host countries to provide the necessary inputs; in future, financial or material assistance will have to be planned for implementation of such activities;
- programmes for specialized training activities (courses, seminars, workshops) should be confined to a small number of subjects so that the points can be dealt with in detail;
- recipient administrations should give careful consideration to the selection of participants and their contribution to the conduct of specialized courses.

Berne, 28 March 1994

For the Executive Council:

T E LEAVEY

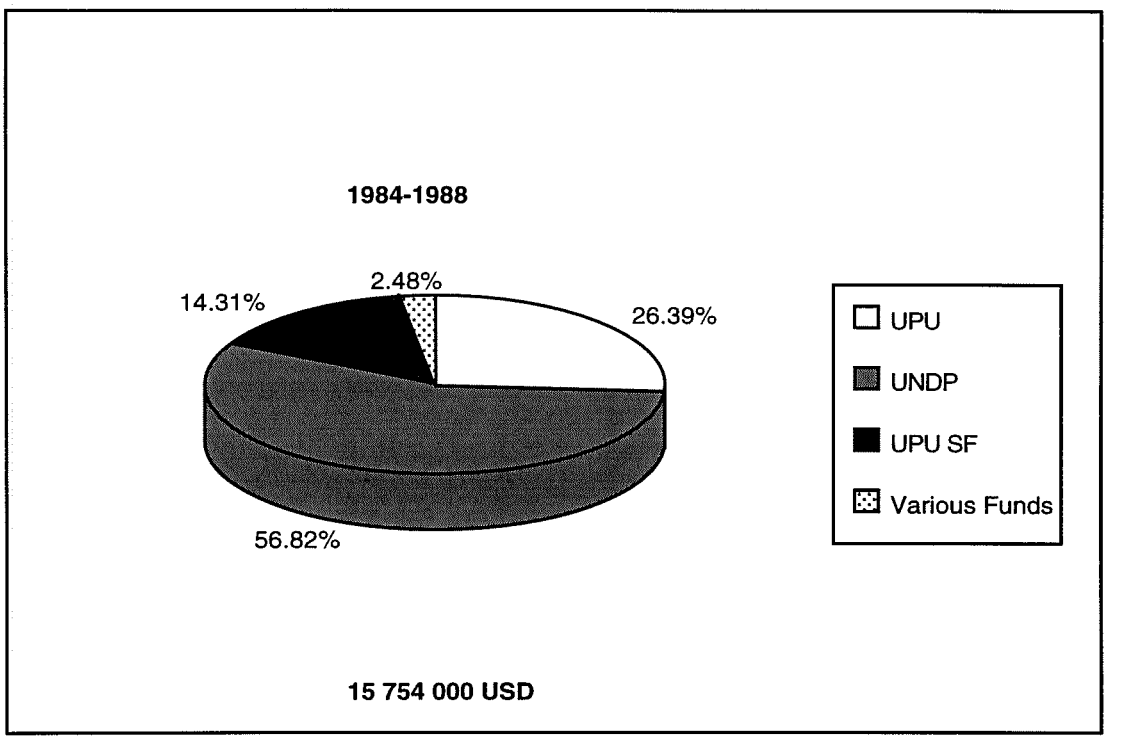
Chairman

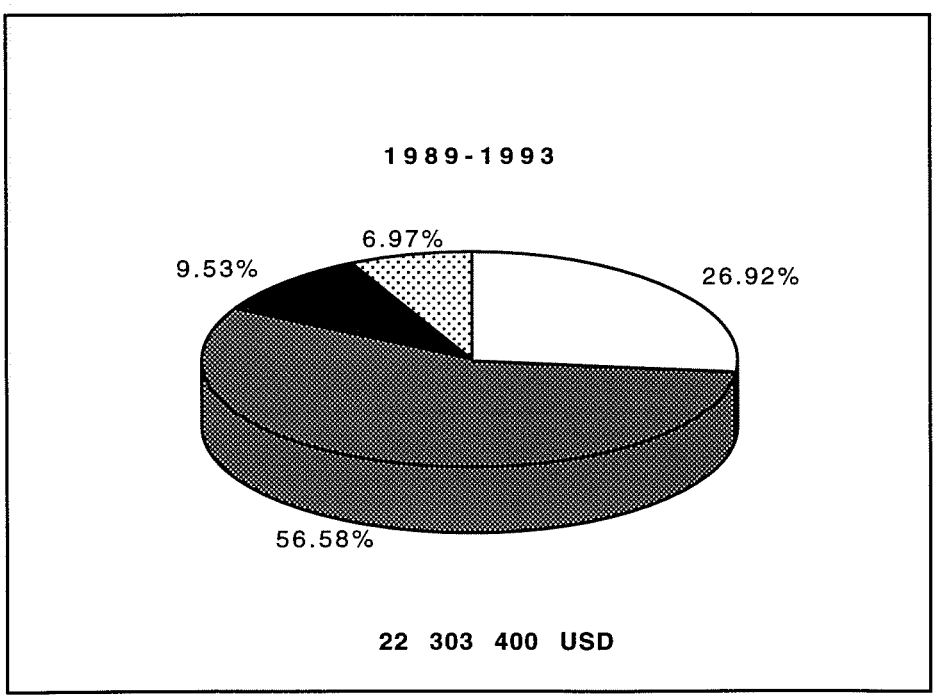
Congress – Doc 49/Annex 1

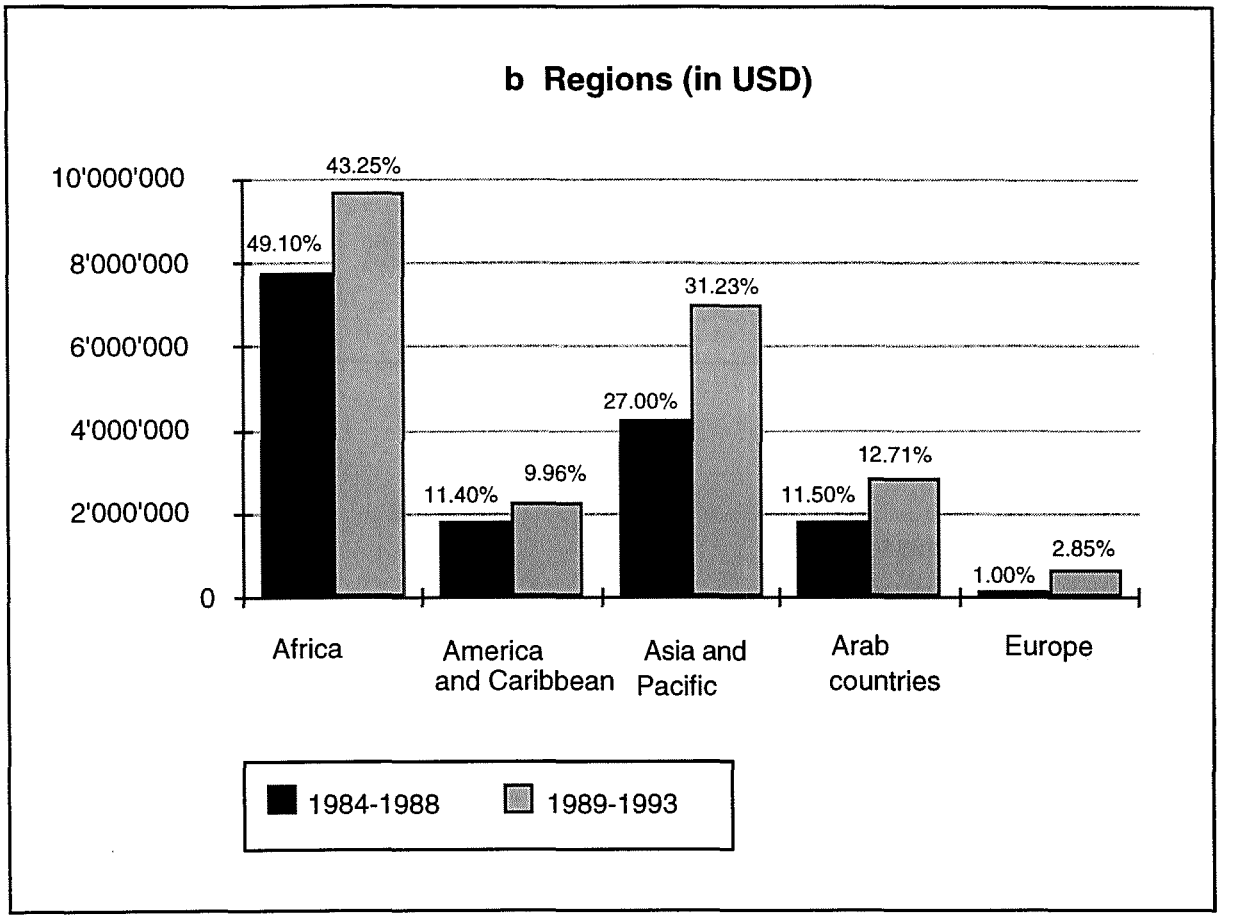
RESULTS OF UPU TECHNICAL ASSISTANCE ACTIVITIES

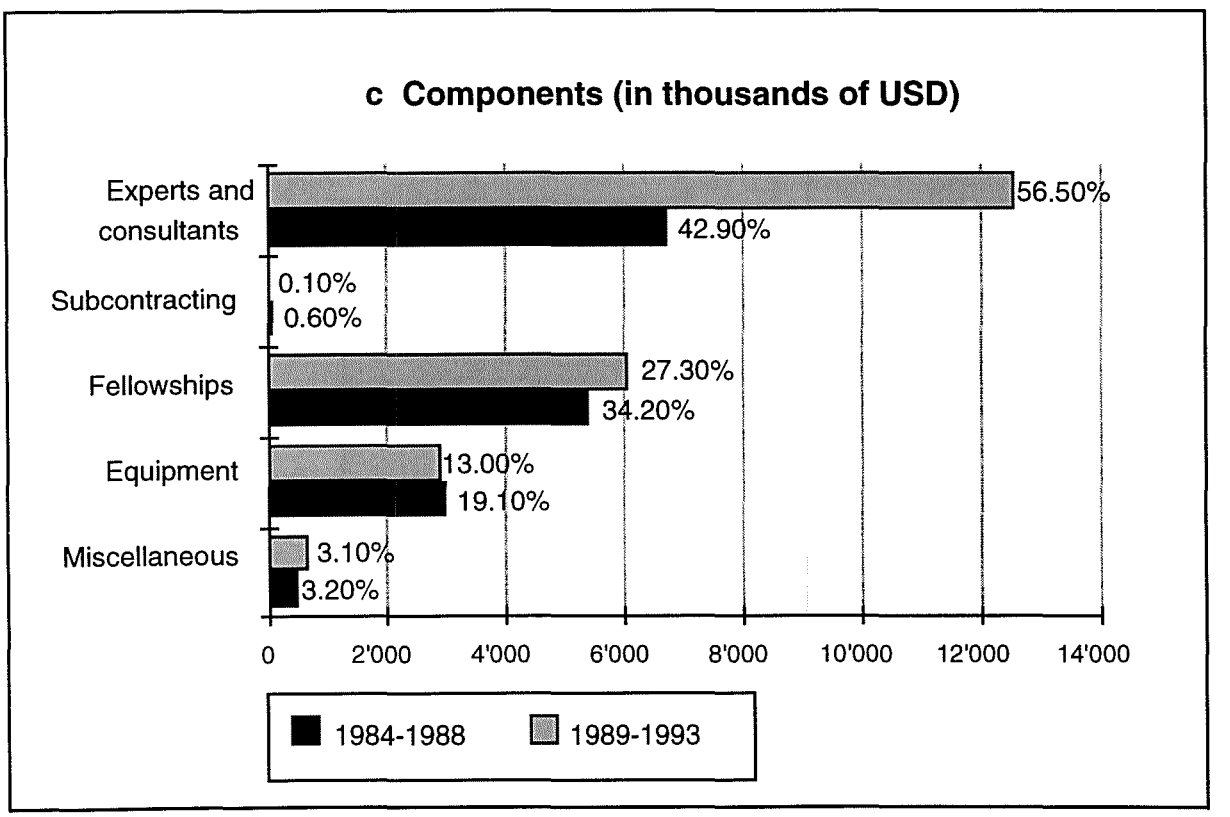
Charts

a Total cost






b Regions (in USD)
10'000'000
8'000'000
6'000'000
4'000'000
2'000'000
0
49.10%
43.25%
11.40%
9.96%
27.00%
31.23%
11.50%
12.71%
1.00%
2.85%
Africa
America and Caribbean
Asia and Pacific
Arab countries
Europe
1984-1988
1989-1993


c Components (in thousands of USD)
Experts and consultants
Subcontracting
Fellowships
Equipment
Miscellaneous
56.50%
42.90%
0.10%
0.60%
27.30%
34.20%
13.00%
19.10%
3.10%
3.20%
0
2'000
4'000
6'000
8'000
10'000
12'000
14'000
1984-1988
1989-1993

Breakdown of UPU technical assistance by receiving administration and region

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993				1984–1988			1989–1993		
	Experts	Fellowships	Equipment	Experts	Fellowships	Equipment	Fellowships	Equipment	Consultants	Fellowships	Equipment		Consultants	Fellowships	Equipment	Consultants	Fellowships	Equipment
AFRICA																		
Angola		4					4	M		12	M		2	8	M	1	7	M
Benin		7					5			2			4	7		1	12	
Botswana	2	7	M				2		1	8	M		1	11	M	3	11	
Burkina Faso		5		7	14	M	11	M		23	M			10	M		8	
Burundi		2					1	M		7			3	11	M	4	11	
Cameroon		2						M	1	8	M		4	2			3	M
Cape Verde	2	2	M				1		1	6			1	2			5	M
Central African Rep		9	M				5		1	15	M		1	12	M		9	M
Comoros		2	M	2		M	2	M		4				10	M		6	M
Congo (Rep)		13					3			2			2	2		2	5	
Côte d'Ivoire (Rep)		12					2			1			1	5		5	4	M
Ethiopia		2					5	M	1	4			1	12	M	3	9	M
Gabon		2								1			1				2	
Gambia	2	8	M	4	4	M	3	M		2			1	1	M	1	6	
Ghana		1					5	M	1	6			2	4	M	1	7	M
Guinea	3	13	M	2	1	M	1	M		6				10	M	1	9	
Guinea-Bissau		1					2	M		10	M		4	3	M	2	7	
Equatorial Guinea		1					1			2	M		1	7		3	6	M
Kenya	1	3					2			1			1	3	M	7	5	
Lesotho		3					5	M	2	7			1	9	M	3	3	M
Liberia	2	87	M				1			1			1	2		1	3	
Madagascar		10	M				1			3				5	M	1	4	M
Malawi		5					3		2	4	M		4	12	M	1	7	
Mali		5		3	1	M	12	M		8			1	13		1	9	M
Mauritius		2					3			2			1	3	M	1	5	
Mauritania	1	1					1			8			1	5		2	6	
Mozambique		2					1			15			1	6	M	2	4	M
Namibia																1	3	

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993				1984–1988			1989–1993		
	Experts	Fellow-ships	Equip-ment	Experts	Fellow-ships	Equip-ment	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment		Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment
Niger		22					12	M		5			1	8	M	1	7	
Nigeria		3					2			7			2	4	M	2	5	
Uganda		4					3	M		6			2	14	M	2	11	M
Rwanda	1	14	M	6	20	M	1	M	1	5			3	13	M	1	7	M
Sao Tome and Principe		1	M				2	M		7			1	3	M	1	4	
Senegal		21					2			3	M		3	4	M	2	6	M
Seychelles		3					3			1				3			3	
Sierra Leone		1		10	17	M	3	M		2	M		4	8	M	1	4	M
Swaziland		6					3		1	4				12			5	
Tanzania (United Rep)	1	3		4	58	M	4	M		5	M		2	10		3	7	
Chad	9	38	M	2	3	M	4			2	M			5			10	
Togo		2					7			9			3	11	M		9	M
Zaire	8	25	M	15	31	M	1						3	3			2	
Zambia		4					4			4			1	11	M	3	7	
Zimbabwe	1	2					5			2				2	M	5	10	
Regional projects	68		M	34	8			M			M		31			26	7	M
subtotal	101	360		89	157		138		12	230			96	286		94	280	
AMERICA																		
Anguilla														3				
Antigua and Barbuda													1	3			2	
Netherlands Antilles										2							5	
Argentina		1		8						2			1	5		1		
Aruba										1							2	
Bahamas										4				3			3	
Barbados							2			1			1	4		4	4	
Belize										1				4			3	
Bolivia							1	M		7			2	7	M	6	6	M
Brazil									7	3				3		5		
Cayman Islands										1				2				
Chile							1	M		9			3	5	M	5	4	

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993				1984–1988			1989–1993		
	Experts	Fellow-ships	Equip-ment	Experts	Fellow-ships	Equip-ment	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment		Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment
Colombia								M		4			2	2		2	2	
Costa Rica							1			3			3	6		4	3	
Cuba							4			7	M			7	M		3	
Dominican Republic								M		2			2	2	M		2	
Dominica														6		3		
El Salvador	1						1			5				4		5	4	
Ecuador							1		3	4			1	6	M	9	1	M
Grenada							1			2				4			2	
Guatemala	7	2					1	M		4			2	6	M	2	4	
Guyana		2					4			3	M		1	5	M		6	M
Haiti	2	13	M	2		M	3	M		1	M		4	14	M		2	
Honduras (Rep)										14			2	2			4	
Jamaica										1			1	6		4	3	
Mexico										1				1			1	
Montserrat														4				
Nicaragua										2			2	1			3	M
Panama (Rep)							2		1	5			3	7	M	2	6	
Paraguay										5				3		1	5	
Peru							2	M		4			3	6		1	7	
Saint Christopher and Nevis														6			2	
Saint Lucia		2					1	M		1	M		1	5	M	3	5	
Saint Vincent and the Grenadines										1			1	6			4	M
Suriname										5				2			1	
Trinidad and Tobago										4			1	2		3	5	
Turks and Caicos Islands														2	M		1	
Uruguay								M		3			3	6	M		1	
Venezuela							2			2			4	6			1	
Virgin Islands										1				4				
Regional projects	34			16	4								13			20	13	M
subtotal	44	20		26	4		27		11	115			57	170		80	120	

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993			1984–1988			1989–1993			
	Experts	Fellow-ships	Equip-ment	Experts	Fellow-ships	Equip-ment	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment
ASIA AND PACIFIC																	
Afghanistan		4					2	M		5			2	M	1	5	M
Australia															3		
Bangladesh	2	10	M	3		M	4	M		7		3	5	M		7	
Bhutan		15			2		2			1		2	4	M		4	
Brunei Darussalam		2								1						1	
Cambodia															1	1	
China (People's Rep)		5					1		1	4	M	3	5	M	4	8	
Korea (Rep)		5					2			2			1				
Fiji		10					2			4			1			5	
Hong Kong		1															
Cook Islands		3															
India		8					4			4		2	12			9	
Indonesia		9					5			5		1	4			10	
Iran (Islamic Rep)		2		2	23	M				1						1	
Kiribati		7					1			2			2			3	M
Lao People's Dem Rep		1						M		6			2	M		6	M
Malaysia	7	18					9			7			5			9	
Maldives		1					4			5	M	3	3	M		6	
Mongolia		2						M		1				M		4	M
Myanmar		4		2	10	M	6			3			8			5	
Nauru		2					1		2	3			1		1	1	
Nepal		5					5			2		1	2	M	1	9	M
Niue		2											1				
Pakistan		40	M		6	M	5			4		3	3			6	
Papua New Guinea		9					5	M		3	M	1	2	M		6	
Philippines		33	M				2			3		2	3			10	
Dem People's Rep of Korea		1								2	M	1	1	M			M
Solomon Islands		13					2	M		4			4	M		3	
Western Samoa		13		2		M	2			3					2	5	
Singapore										1			1			1	
Sri Lanka		13		2	49	M	3	M		3	M	1	7	M		10	M

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993				1984–1988			1989–1993		
	Experts	Fellow-ships	Equip-ment	Experts	Fellow-ships	Equip-ment	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment		Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment
Thailand		4					2			2			3	3		12	7	
Tonga		5								1								
Tuvalu		1								1				2			2	
Vanuatu		5								3			1	6	M	1	3	
Viet Nam		6		8	16	M	1	M		2			3	2	M		4	M
Regional projects	80		M	137	178	M					M		8		M	14		
subtotal	98	259		156	284		70		3	95			38	92		40	151	
EUROPE																		
Albania										4						2	4	
Belarus										1								
Bulgaria (Rep)							1			3				1		3	4	
Cyprus							2		3	4						1	3	
Croatia										1							1	
Estonia										2								
Finland									1									
France									1	1							1	
Great Britain									3	1						2		
Greece	2													1			3	
Hungary (Rep)							1		5	1				4			6	
Latvia										1	M						1	
Lithuania										2							2	
Moldova										1								
Netherlands									1									
Poland (Rep)									2	3				3		8	4	
Romania							2		3	7				1		4	10	
Slovenia										2							1	
Czech Rep and Slovakia		1		7	4					3				4		2	6	
Turkey																	2	
Ukraine										2								
Yugoslavia																	5	
Regional projects	5			23					1							2		M
subtotal	7	1		30	4		6		20	39				14		24	53	

Receiving administrations and regions	UNDP						UPU/SF in cash*						UPU budget					
	1984–1988			1989–1993			1984–1988		1989–1993				1984–1988			1989–1993		
	Experts	Fellow-ships	Equip-ment	Experts	Fellow-ships	Equip-ment	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment		Consultants	Fellow-ships	Equip-ment	Consultants	Fellow-ships	Equip-ment
ARAB COUNTRIES																		
Algeria										1			2	1			2	
Saudi Arabia													2				1	
Bahrain										1			2				3	
Djibouti	8	11			2	M				5				4	M	3	1	
Egypt			M	5	27	M	1			6			3	2		2	6	M
United Arab Emirates													3	1			2	
Iraq		1								1				3			4	
Libyan Jamahiriya							1			1				3			4	
Jordan		18			10			M	2	3	M		2	7	M	3	7	M
Kuwait	2																	
Lebanon		3								3				4	M	1	4	M
Morocco										4						4	7	
Oman		1		4	3		1			1				1		1	1	
Qatar	7	1	M	4			1							1			4	
Somalia		2		3	7	M	2			1			1	14		1	4	M
Sudan		6					3	M		6			2	9	M	3	15	M
Syrian Arab Rep		3		2	2	M	1		3	4			2	6	M	8	5	
Tunisia				2		M	3			3				2		5	8	
Yemen Arab Rep	2	6		8	27	M	1	M		6	M		2	21	M	1	11	M
Regional projects	6	1	M	1			2						1			4		
subtotal	25	53		29	78		16		5	46			25	80		36	89	
Interregional projects				52		M										2		
Grand total	275	693		382	527		257		51	525			216	642		276	693	

* Including special or tied contributions.

Contributions to technical assistance by donor administration and region

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
AFRICA													
Angola		1						1			10		
Benin	4					5				1		4	
Botswana							150	1					
Burkina Faso			1	1	1 039		2 570		11				7
Burundi								2					11
Cameroon		1		1	3 122	8							3
Cape Verde						2			6				3
Central African Rep		9											
Congo (Rep)						2		1			17		24
Côte d'Ivoire (Rep)		15		12	4 757	41	5 616		31		25		50
Ethiopia									15				6
Gabon		10		4	30 150	8	30 000						7
Gambia			3										
Ghana					10 920						11	1	
Guinea-Bissau								3					
Kenya	1	33	10	9		27			25	1	45	1	50
Liberia		76											
Malawi						18							
Mali		1											
Mauritania					1 810			1					
Niger				1									
Nigeria			11	1	10 810							4	
Rwanda		6											
Sao Tome and Principe											8		
Senegal	10	7	21	2	10 511		7 514	3	4	3	11	9	9
Swaziland				1									7
Tanzania (United Rep)	2	2		38		5					24		2
Togo	1		2	3			2 000			2			
Zaire		40	7	4					8		8		

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
Zambia	1										21		
Zimbabwe									22				9
subtotal	19	201	55	77	73 119	116	47 850	12	122	7	180	19	188
AMERICA													
United States of America	3	1	20	4				1	1	3	37	12	44
Antigua and Barbuda											12		
Argentina	8	2			105 110	2	22 670		15	6	16	5	14
Barbados					5 952		2 670		10	5	22		7
Bolivia	3							1			1		
Brazil			23			2			56	3	1	41	29
Canada	3		2	2						1		3	
Chile	1						1 900					6	10
Colombia	2			4		12		1	11	1	16	5	10
Costa Rica											14		
Cuba	2									3		2	
Ecuador									13		6		
Guadeloupe		3				1							
Guatemala	1												11
Guyana											13		
Haiti		10									9		
Honduras (Rep)								1					
Jamaica					494		193				10		20
Mexico									23	1			
Peru	2		1							2			
Saint Lucia							4 000				16		
Trinidad and Tobago	1							1		1		3	10
Uruguay											13		
Venezuela	2							1		2	22		
subtotal	28	16	46	10	111 556	17	31 433	6	129	28	208	77	155

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
ASIA AND PACIFIC													
Australia	14	4	41	19				2	1	6	5	7	
Bangladesh			3		2 000		10 000				7		
China (People's Rep)		8	3	18		10			39		19		
Korea (Rep)	1	1	2		42 720		50 000			1			
Fiji		48		16									
Hong Kong	1	21											
India	34	6	35	36	23 000	1	25 000			35	7	12	1
Indonesia			3		20 580		20 810						
Iran (Islamic Rep)					6 000								
Japan		7	29	28	65 000		78 000				4	4	5
Malaysia	1	1	3									1	
Maldives											7		
New Zealand	2		14	14								2	4
Pakistan	13	26	12	16	10 000		10 210	1		10		12	13
Papua New Guinea				14									
Philippines		12											
Solomon Islands					9 075		6 675						
Singapore		1		17							1		2
Sri Lanka	5									1		1	
Thailand		104		72	29 035	40	35 543		64		56		94
subtotal	71	239	145	250	207 410	51	236 238	3	104	53	106	39	119

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
EUROPE													
Albania			1										
Germany	8	23	7	36		2		6	2	5	19	8	21
Austria					50 000		50 000						
Belgium		1	1	11		1	1 013	1	11	2	8	5	2
Bulgaria (Rep)			1										6
Cyprus			2		4 407		3 939	1				1	7
Denmark		4										4	2
Spain	5				68 892	1	68 597			5	3	5	3
Finland	3	5	5	3				1	11	1	2		2
France	81	100	38	27	252 000	21	245 000	5	19	64	52	30	43
Great Britain	14	36	25	20		22		2	25	8	27	35	23
Greece						1		2					
Hungary (Rep)			1					2	22				
Ireland	4			2	37 669		34 534			1			
Malta					2 496		2 221						
Norway		2	2							2			2
Netherlands	2	7	18	68	111 606	1	268 908		7	2	1	5	9
Poland (Rep)	1		1					1				1	7
Portugal	2	3				4			31	7	5	5	20
Romania								1					
Russian Federation												4	
Slovenia								1					
Sweden	5	10	2										1
Switzerland	1	1	4	5	250 000		1 498 811		3	1		2	
Czech Rep and Slovakia	3		1									5	7
Turkey								1					
Yugoslavia			2		50 000		20 000	1				2	
subtotal	129	192	111	172	827 070	53	2 193 023	25	131	98	117	112	155

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
ARAB COUNTRIES													
Algeria	2	4	1	2	21 288	1				2	17	1	
Saudi Arabia					63 375		63 365			1			
Bahrain					4 525		4 525						
Egypt	3	2	10	7	7 278		3 000	1	10		8	6	25
United Arab Emirates					39 804		29 420				8		
Iraq					18 102								
Israel			3										
Libyan Jamahiriya	1				48 745		48 745						
Jordan	1	8	1	1	4 525	7	4 525	1	10		6	2	
Kuwait					62 005		62 005						
Lebanon					2 715								
Morocco	6	7	1	3	14 946	1	9 902			1	1	5	
Oman					4 525		4 525						
Qatar					102 900		74 000						
Somalia					2 715								
Sudan					6 785		6 785	1					
Syrian Arab Rep		23			6 785	4	6 785		19		14	1	38
Tunisia	5	8	9	5	6 785	1	8 071			3	1	14	13
Yemen Arab Rep					9 050		7 240	2					
subtotal	18	52	25	18	426 853	14	332 893	5	39	7	55	29	76
Miscellaneous							185						
Total	265	700	382	527	1 646 008	251	2 841 622	51	525	193	666	276	693

Donor administrations and regions	UNDP				UPU/SF in cash					UPU budget			
	1984–1988		1989–1993		1984–1988		1989–1993			1984–1988		1989–1993	
	Provision of experts' services	Fellows accepted	Provision of experts' services	Fellows accepted	Amount of contributions Sfr	Fellows accepted	Amount of contributions Sfr	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted	Provision of consultants' services	Fellows accepted
OTHER CONTRIBUTIONS													
Belgium *1					603 326		768 949						
China (People's Rep) *2					190 000		240 000						
Finland *3					166 666		691 779						
France							25 668						
Great Britain *4					489 328		557 701						
Portugal *5							132 766						
Switzerland *6					29 500								
subtotal					1 478 820		2 416 863						
Grand total	265	700	382	527	3 124 828	251	5 258 485	51	525	193	666	276	693

*1 Tied contribution.
*2 Tied contribution.
*3 Contribution in kind.
*4 Contribution in kind.
*5 Contribution in kind.
*6 Tied contribution.

Table 3

Intercountry courses, study cycles and technical meetings held by the UPU or with its assistance (1989–1993)

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
A. Initial training courses							
Interregional activities							
Brasilia (Brazil)	1 July 1991 5 September 1993	Postal administration course	UPU/SF[1]			10	
Brasilia (Brazil)	23 October 1992 to 30 June 1995	Postal administration course	UPU/SF[1] UPU budget			3	3
AFRICA							
HIPS Abidjan (Cote d'Ivoire)	September 1990 to June 1991	Inspectors' course	UPU/SF			5	
B. Specialization training							
Interregional activities							
Potomac (United States of America)	17 to 28 June 1991	Mail security course	UPU budget				13[2] 12[3]
Rugby (Great Britain)	18 to 29 November 1991	Workshop on promotion and development of the parcel-post service	UPU budget				19
Addis Ababa (Ethiopia)	27 March to 22 April 1989	Training of consultant-specialists in planning and statistics	UPU budget				6
Lisbon (Portugal)	3 April to 28 July 1989	Experimental course in middle-grade staff training	UPU/SF UPU budget			2	8
Mbabane (Swaziland)	10 April to 6 May 1989	Specialization course in statistics	UNDP UPU budget				6
Mindelo (Cape-Verde)	1 to 27 May 1989	Specialization course in statistics	UPU budget				3
Bujumbura (Burundi)	26 June to 21 July 1989	Course on organizing the Post in rural areas (LDC)	UPU budget				11

1 Co-financed with Brazil.

2 Living expenses paid by the host country.

3 Co-financed with the Netherlands.

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
Arusha (Tanzania (United Rep))	31 July to 26 August 1989	Course on rate-fixing	UNDP UPU budget		8		2
Abidjan (Côte d'Ivoire)	1 August to 30 September 1989	Instructor training	UPU/SF			8	
Libreville (Gabon)	7 August to 2 September 1989	Specialization course in statistics	UNDP		4		
Nairobi (Kenya)	9 September to 1 December 1989	Instructor training	UPU/SF			9	
CTS Nairobi (Kenya)	12 to 30 March 1990	Course in marketing and operational strategies	UPU budget				13
Lisbon (Portugal)	22 April to 29 June 1990	Training course for middle-grade staff	UPU/SF			7	
HIPS Abidjan (Côte d'Ivoire)	23 April to 4 May 1990	Quality of service course	UPU budget				13
Ouagadougou (Burkina Faso)	7 May to 1 June 1990	Training course for planning specialists	UPU budget				8
Kinshasa (Zaire)	6 to 31 August 1990	Instructors' refresher course	UPU/SF			9	
CTS Nairobi (Kenya)	3 to 28 September 1990	Instructors' refresher course	UPU/SF			8	
Lisbon (Portugal)	8 to 26 October 1990	Course on marketing and operational strategies	UPU/SF			6	
HIPS Abidjan (Côte d'Ivoire)	22 October to 10 November 1990	Course on marketing and operational strategies	UPU budget				12
Lisbon (Portugal)	15 to 27 April 1991	Workshop on organization of airmail	UPU/SF			10	
Harare (Zimbabwe)	15 to 26 July 1991	Quality of service course	UPU budget				7
W F Bolger Management Academy (United States of America)	15 to 26 July 1991	High-level management course for senior staff of Directors-General	UPU budget				10

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
Buenos Aires (Argentina)	1 August to 30 October 1990	Instructor course	UPU/SF			13	
Brasilia (Brazil)	19 to 30 August 1991	Workshop on organization of airmail	UPU budget				10
Quito (Ecuador)	9 September to 18 October 1991	Instructors' refresher course	UPU/SF			12	
Kingston (Jamaica)	16 to 27 September 1991	Workshop on organization of airmail	UPU budget				11
Santiago (Chile)	7 to 18 October 1991	Workshop on organization of mail delivery in cities and medium-sized towns	UPU budget				11
Sao Paolo (Brazil)	14 to 25 October 1991	Workshop on promotion and development of the parcel-post service	UPU budget				11
Bridgetown (Barbados)	11 to 22 January 1993	Mail circulation course	UPU budget				7
ASIA AND PACIFIC							
Wellington (New Zealand)	13 to 23 March 1989	Philatelic service workshop	UNDP		13		
New Delhi (India)	17 April to 12 May 1989	Higher postal management course	UNDP		14		
APPTC Bangkok (Thailand)	11 September to 6 October 1989	Course on analytical accounting and costing					12
APPTC Bangkok (Thailand)	5 to 23 March 1990	Course on marketing and operational strategies	UPU budget				11
APPTC Bangkok (Thailand)	1 to 12 October 1990	Quality of service course	UPU budget				12
Melbourne (Australia)	5 to 16 November 1990	EMS workshop	UNDP		11		
APPTC Bangkok (Thailand)	7 to 20 November 1990	Course on public information	UPU budget				12

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
Suva (Fiji)	12 to 30 August 1991	Management course for middle-grade and operational staff	UNDP		16		
Islamabad (Pakistan)	16 to 30 September 1991	Workshop on international accounting	UNDP		12		
Bremen (Germany)	27 October to 8 November 1991	Training course and study tour in electronic mail	UNDP		11		
New Delhi (India)	18 November to 14 December 1991	Higher management course	UNDP		17		
APPTC Bangkok (Thailand)	8 to 19 June1992	Workshop on preparing a development plan	UPU budget				12
Beijing (China (People's Rep))		Postal security course	UPU/SF			19[1]	
ARAB COUNTRIES							
Damascus (Syrian Arab Rep)	13 March to 3 June 1989	Refresher course for instructors (awareness of new techniques)	UPU budget				11
Damascus (Syrian Arab Rep)	13 to 27 May 1990	Course in costing and rates policy	UPU budget				8
APF Damascus (Syrian Arab Rep)	7 April to 8 May 1991	Quality of service course	UPU/SF			8	
APF Damascus (Syrian Arab Rep)	11 to 23 May 1991	Course on marketing and operational strategies	UPU/SF			8	
APF Damascus (Syrian Arab Rep)	14 to 26 September 1991	Workshop on promotion and development of the parcel-post service	UPU budget				12
APF Damascus (Syrian Arab Rep)	5 September to 16 October 1992	Instructor-training course	UPU budget				8

1 Living expenses paid by the host country; travel expenses financed by other funds made available to the UPU.

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
Amman (Jordan)		Postal planning course	UPU/SF			10	
EUROPE							
Warsaw (Poland (Rep))	12 to 30 November 1990	Course on management techniques and methods	UPU budget				5
Sofia (Bulgaria (Rep))	4 to 15 November 1991	Course on information projects applied to the Post	UPU budget				6[1]
Bremen (Germany)	9 to 27 November 1992	Management course for middle-grade staff	UPU budget				11[2]
Helsinki (Finland)	24 May to 4 June 1993	Postal security course	UPU budget				13[3]
C. Study cycles							
Interregional activities							
Helsinki (Finland)	15 May to 2 June 1989	Study cycle on EMS	UPU budget				2[4]
Cairo (Egypt)	12 to 16 September 1992	Study cycle on marketing management	UPU budget				9
AFRICA							
Brazzaville (Congo (Rep))	2 to 14 March 1993	Study cycle on market research methods: management and promotion of postal services	UPU budget				9
LATIN AMERICA AND CARIBBEAN							
Rio de Janeiro (Brazil)	24 July to 18 August 1989	Study cycle on quality of service control[5]	UPU/SF			9	

1 The host country supplied lodging and board, participants' countries of origin paid the travel expenses and the UPU paid part of the daily subsistence allowance.

2 Co-financed with the postal administration of Germany.

3 Co-financed with the postal administration of Finland, the UPU Postal Security Action Group (PSAG) and the United Nations International Drug Control Programme (UNDCP).

4 Ten fellowships were paid for by the Finnish International Development Agency (Finnida).

5 Support in the form of interpretation costs supplied under the UPU budget.

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
ARAB COUNTRIES							
Cairo (Egypt)	12 to 13 September 1993	Symposium of Directors-General on follow-up of the Washington General Action Plan (WGAP)	UPU/SF			8	
D. Technical meetings							
Interregional activities							
Beijing (China (People's Rep))	20 to 29 August 1991	Symposium on management of a postal corporation[1]	UPU/SF			15	
Rufisque (Senegal)	18 to 21 March 1992	Seminar to train postal employees in detecting postal items containing narcotics	UNDCP	29[2]			
AFRICA							
Harare (Zimbabwe)	15 to 21 February 1989	4th Conference on mail circulation in Africa	UPU/SF			23	
HIPS Abidjan (Côte d'Ivoire)	26 March to 14 April 1990	Seminar on modern management of a postal administration	UPU budget				12
Addis Ababa (Ethiopia)	2 to 15 May 1992	Seminar on handling of mails at ports and airports	UPU/SF			17	
LATIN AMERICA AND CARIBBEAN							
Mexico City (Mexico)	13 to 16 August 1991	Meeting of Directors-General	UPU/SF			21	
La Paz (Bolivia)	23 to 26 January 1990	Seminar to train postal employees in detecting postal items containing narcotics	UNDCP	14			
ASIA AND PACIFIC							
Port Moresby (Papua New Guinea)	25 February to 1 March 1991	Meeting of Directors-General and Conference of Ministers	UNDP		13		

1 Co-financed with the host country.

2 Eighteen fellowships financed by the United Nations International Drug Control Programme (UNDCP) and one by the host country.

Place	Period	Theme	Financed by	Number of participants	Number of fellowships		
					UNDP	UPU/SF	UPU budget
Singapore	4 to 15 November 1991	Marketing seminar	UNDP		10		
APPTC Bangkok (Thailand)	26 October to 6 November 1992	Seminar on managing a postal enterprise	UPU budget				12
EUROPE							
Dubrovnik (Yugoslavia)	23 to 27 January 1989	Symposium on postal development strategies	UNDP		24		
Zruc nad Sazovou (Czech and Slovak Fed Rep)	16 to 18 October 1990	Seminar on the development of mechanization and automation of technical postal operations	UPU budget				7[1]
Warsaw (Poland (Rep))	17 to 21 June 1991	Symposium of Directors-General and Conference of Ministers	UPU budget				3[2]
Nicosia (Cyprus)	17 and 18 September 1992	Permanent Committee set up within the framework of project RER/87/029	UPU budget				3
Warsaw (Poland (Rep))	30 to 31 March	Permanent Committee set up within the framework of project RER/87/029	UPU/SF			2	
Budapest (Hungary (Rep))	20 to 22 April 1993	Meeting of Directors-General of Posts of Central and Eastern European countries	UPU/SF			15[3]	
Budapest (Hungary (Rep))	14 to 15 September 1993	Conference of Ministers responsible for the postal services of Central and Eastern European countries	UPU/SF			15[3]	

1 The host country supplied lodging and board, participants' countries of origin paid travel expenses and the UPU financed part of the daily subsistence allowance.

2 Daily subsistence allowance.

3 Travel expenses paid by participants' administrations of origin.

List of contributions

Technical assistance in kind (1989–1993) according to the information received by the International Bureau

A. UPU Special Fund (contribution in kind)

Brazil

1992

Brazil bore the cost of the lecturers for training courses held in favour of participants from the following countries: Angola (2), Bolivia, Botswana (2), Gambia, Guinea-Bissau (2), Haiti, Honduras (Rep), Mozambique (2), Suriname and Togo (2). The cost for 7.6 man/months amounted to 121 140 CHF. It also provided six one-month fellowships and teaching aids for a value of 1261 CHF to Angola (2), Guinea-Bissau (2), Mali and Zambia.

1993

The postal administration of Brazil paid lecturers' fees, fellowships and instructional materials for a total of 522 436 CHF. Beneficiary countries were Angola, Bolivia, Cuba, Honduras (Rep), Mozambique, Yemen and Togo.

Finland

1989

The postal administration of Finland provided postal equipment as its contribution in kind to the UPU Special Fund. One million Finnish marks (235 294 CHF) were made available to the administration by the Government in 1989 for the supply of equipment and material to the following countries: Ethiopia, Malawi, Myanmar, Nepal and Zambia.

Furthermore, in 1989, the Finnish administration held a study cycle on EMS.

France

1990

Under a contribution in kind to the UPU Special Fund, France provided a consultant to conduct a two-week mission in the USSR. The cost of this mission was 8 556.21 CHF. In addition, Fellows from the following countries attended courses held for French officials: Algeria, Cameroon, Central African Rep, Chad, Côte d'Ivoire (Rep), Congo (People's Rep), Egypt, Madagascar, Morocco, Mauritania, Togo and Zaire. No charge was made for this instruction but the approximate cost was 142 000 CHF.

1991

In the form of a contribution in kind to the UPU Special Fund, nationals of the following countries attended courses held by the French Post for its senior management staff: Algeria, Angola, Cameroon, Chad, China (People's Rep), Côte d'Ivoire (Rep), Egypt, Madagascar, Mali, Morocco, Rwanda and Zaire. The cost of the fellowships is estimated at 197 814 CHF but does not include tuition fees.

Great Britain

1989

The British postal administration continued to provide four fellowships every year under its contribution in kind to the UPU Special Fund. The 1989 fellowships were awarded to the following countries: Egypt, Guyana, Bahamas and Thailand.

1990

In 1990, the British postal administration provided five fellowships under its contribution in kind to the UPU Special Fund. The 1990 fellowships were allocated to the following countries: Aruba, Czech and Slovak Fed Rep, Ghana, Solomon Islands and Sudan. The cost of these fellowships amounted to 117 811 CHF.

1991

In 1991, the British postal administration provided five fellowships under its contribution in kind to the UPU Special Fund. The 1991 fellowships were allocated to the following countries: Bahamas, Bangladesh, Grenada, Nigeria and Tanzania (United Rep).

1992

In 1992, the British postal administration provided five fellowships under its contribution in kind to the UPU Special Fund. The 1992 fellowships were allocated to the following countries: Barbados, Ethiopia, Hungary (Rep), Malawi and Uganda. The cost of these five fellowships amounted to 135 114 CHF.

1993

In 1993, the British postal administration provided four fellowships under its contribution in kind to the UPU Special Fund. The 1993 fellowships were allocated to the following countries: Cyprus, Pakistan, Trinidad and Tobago and Zambia. The cost of these four fellowships amounted to 99 782 CHF.

Portugal

1991

Under a contribution in kind to the UPU Special Fund, Portugal paid the salaries of the instructors for the airmail workshop organized for the Portuguese-speaking countries of Africa within the framework of the UPU Special Fund, as well as 50 percent of the tuition fees for this workshop. The cost of these two components amounted to 15 737 CHF.

1992

Under bilateral technical cooperation between the Portuguese postal administration and the postal administrations of the Portuguese-speaking African countries, Portugal organized a course for managers under its contribution in kind to the UPU Special Fund. Nineteen officials took part in it: Angola (6), Cape Verde (4), Guinea-Bissau (4), Mozambique (3) and Sao Tome and Principe (2).

1993

The postal administration of Portugal organized a postal training course for middle-grade managers from the postal enterprises of Portuguese-speaking African countries. The course was held from 23 August to 10 September 1993 under the theme "The International Post". Fourteen Fellows

from the following five countries attended: Angola (6), Cape Verde (2), Guinea-Bissau (2), Mozambique (2), Sao Tome and Principe (2). The total cost of the activity was 29 800 CHF. The administration of Portugal also received, from 12 to 30 April 1993, two Fellows from Guinea-Bissau for practical training in the fields of philately and computerization of international accounts. The cost of this activity was 3068 CHF.

United States of America

1990

In the form of a contribution in kind, the United States of America paid the tuition fees and board and lodging costs of two UPU Special Fund Fellows, from the Bahamas (six weeks) and Pakistan (four weeks) respectively.

1991

In 1991, the postal administration of the United States of America held two specialized training courses at the William F Bolger Management Academy, Potomac, Maryland. On both occasions, the administration of the United States of America paid for the tuition fees, board, visits to the main postal installations and transportation on arrival and departure, as well as pocket money to cover sundry expenses.

The UPU International Bureau and the UNDP co-financed these courses. Thus each of the participants received from the UPU or the UNDP a fellowship covering air travel (round-trip ticket to the United States) as well as the cost of sickness and accident insurance for the duration of his/her stay in the United States.

Each course lasted two weeks. Twenty-six participants from Asia/Pacific and the Caribbean attended the postal security course held in June 1991. This course emphasized the need to improve security in post offices and at airports; the detection and investigation of postal crimes; prohibiting of contraband in mail; and the importance of multinational cooperation to prevent illicit use of the postal network.

A second two-week course was held in July 1991 for a group of 11 senior officials from ten English-speaking African countries and Trinidad and Tobago. This management course dealt with personality assessment, motivation concepts, the settlement of concrete cases, efficient planning, marketing and communication techniques, budgeting methods, problem solving and decision making.

1992

The postal administration of the United States of America paid the tuition fees and board and lodging costs of two Liberian Fellows who participated in a five-week postal study cycle in July/August 1992.

B. Technical assistance in kind (bilateral)

Australia

1992

In addition to its contribution of 103 506 CHF for 24 fellowships at the APPTC, Bangkok, Australia granted fellowships to Papua New Guinea and Vanuatu for a total of 10 603 CHF.

Two consultants were seconded to the APPTC Bangkok for one month each.

1993

Australia's bilateral technical assistance amounted to 118 473 CHF and covered the following:

- consultant's mission to Indonesia: Duration: 2 months Cost: 14 801 CHF;
- two fellowships for Papua New Guinea (one week) and Viet Nam (one month). The cost of these fellowships is 8388 CHF;
- fellowships were also granted to 15 participants from countries in the Asia/Pacific region to attend courses. The cost is 88 643 CHF.

The postal administration of Australia also supplied bar-coded EMS labels to six APPU countries at a cost of 6641 CHF.

Belgium

1990

The Belgian postal authority held a three-month practical course for 12 officials from the following countries: Burkina Faso, Central African Rep, China (People's Rep), Côte d'Ivoire (Rep), Guinea, Indonesia, Mali, Morocco, Niger, Senegal and Zaire. The course, which was financed by the General Administration for Development Cooperation (AGCD) of the Ministry of Foreign Affairs, cost 2 100 000 BEF, ie 85 480 CHF.

1991

The Belgian postal authority held a three-month annual course for 12 officials from the following countries:

Burkina Faso	Egypt	Senegal
Burundi	Guinea	Thailand
Central African Rep	Mali	Togo
China (People's Rep)	Niger	Tunisia

The course, which was financed by the General Administration for Development Cooperation (AGCD) of the Ministry of Foreign Affairs, cost some 140 400 CHF.

1992

The Belgian postal corporation (LA POSTE) held a three-month practical course for 12 officials from the following countries: Burkina Faso, Burundi, China (People's Rep), Comoros, Côte d'Ivoire (Rep), Cuba, Guinea, Mali, Niger, Senegal, Thailand and Togo.

The cost of the course (financed by the General Administration for Development Cooperation (AGDC) of the Ministry of Foreign Affairs) was 2 100 000 BEF, ie 91 636 CHF.

Brazil

1990

Brazil sent a consultant to Costa Rica (two man/months) and provided two one-month fellowships to Mali and Zambia.

1991

Under bilateral technical assistance, Brazil sent a consultant to Nigeria and granted 24 fellowships to Mali and Mozambique and to the member countries of PUASP.

1992

Under bilateral technical assistance, Brazil sent consultants (2.5 man/months in all) to Cuba, Panama (Rep) and Peru. Two fellowships were granted to Costa Rica and Venezuela.

1993

Under its bilateral technical assistance, Brazil sent a consultant for two weeks to a PUASP country.

Chile

1992

Chile sent a consultant to Uruguay for 2.75 months (cost: 3478 CHF).

1993

The postal administration of Chile sent consultants to Peru (1), Costa Rica (2) and Suriname (1) for a total duration of 2.1 months. Cost: 4808 CHF.

Cuba

1992

A two-week PUASP mission was carried out in the Dominican Republic.

Denmark

1990

In International Bureau circular 150 of 7 May 1990, the postal administration of Denmark offered 40 000 parcel bags to the developing countries. Thirty-three administrations took advantage of this offer, namely Benin, Burkina Faso, Burundi, Central African Rep, Colombia, Congo (Rep), Côte d'Ivoire (Rep), Cuba, Ecuador, Ethiopia, Ghana, Guatemala, Haiti, Jamaica, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Panama (Rep), Peru, Rwanda, Senegal, Sierra Leone, Sri Lanka, Suriname, Tanzania (United Rep), Togo, Uganda, Vanuatu, Yemen, Zambia and Zimbabwe. The cost of shipping the bags was paid by DANIDA, the Development Cooperation Department of the Ministry of Foreign Affairs of Denmark.

1992

The Danish administration provided consultants (three man/months), fellowships (four man/months, ie 9335 CHF) and mailbags, labels, lead seals, and statements of account for half a year to Lithuania. It also provided Tanzania (United Rep) with ten used telex machines.

1993

Bilateral technical assistance from the postal administration of Denmark amounted to 42 090 CHF and covered the following:

- consultant's mission to Lithuania. Cost: 1097 CHF;
- fellowships for Estonia (1), Lithuania (2) and Poland (Rep) (1). Cost: 10 227 CHF;
- 10 bicycles for Estonia. Cost: 8251 CHF;
- 10 bicycles for Latvia. Cost: 8251 CHF;
- mailbag labels for Lithuania. Cost: 14 264 CHF;
- scales, calculators and typewriters (used equipment) for Sierra Leone.

Egypt

1993

The postal administration of Egypt arranged the following courses:

- instructor training course for the postal administration of Sudan (1 person/2 months);
- sorting centre organization and management course for the postal administration of Sudan (1 person/1 month);
- course on marketing and commercial statistics for the postal administration of the Syrian Arab Republic (1 person/1 month).

Finland

1993

Finland's bilateral technical assistance amounted to 294 922 CHF and covered the following:

–	experts and consultants:	5 man/months in Estonia (3 m/m) Kenya (1 m/m) Latvia (1 m/m)	Cost:	25 645 CHF
–	fellowships granted to Estonia:	4 man/months	Cost:	12 823 CHF
–	postal equipment supplied to:	Estonia	Cost:	102 582 CHF
		Latvia	Cost:	38 468 CHF
		Lithuania	Cost:	15 387 CHF
		Mozambique	Cost:	38 468 CHF
		Namibia	Cost:	25 645 CHF
		Russian Federation	Cost:	35 904 CHF

France

1989

One hundred and seventy-four fellowship/months for training in France to the following countries: Algeria, Argentina, Cameroon, Central African Rep, Chad, China (People's Rep), Congo (Rep), Côte d'Ivoire (Rep), Egypt, Haiti, Morocco, Tunisia and Zaire.

Material and printed forms (100 000 French francs) to the following countries: Guinea, Mali, Morocco, Tanzania (United Rep), Yemen and Zaire.

1990

Experts' and consultants' missions were conducted in the following countries: Algeria, Argentina, Barbados, Benin, Burkina Faso, Burundi, Cameroon, Central African Rep, Chad, Czech and Slovak Fed Rep, Congo (Rep), Côte d'Ivoire (Rep), Djibouti, Dominica, Egypt, Gabon, Guyana, Haiti, Jamaica, Mali, Morocco, Mauritania, Niger, Nigeria, Poland (Rep), Romania, Senegal, Trinidad and Tobago, Togo, Tunisia, Uruguay and Yemen for a total duration of 127 man/months and the equivalent of 1 407 700 CHF.

Postal equipment worth a total of 29 370 CHF was provided free of charge to the following administrations: Comoros, Mali, Senegal and Yemen.

1991

In the form of bilateral assistance, France sent experts and consultants and granted fellowships totalling 1 068 750 CHF to the following countries: Argentina, Benin, Cameroon, Chile, Congo (Rep), Côte d'Ivoire (Rep), Djibouti, Gabon, Lithuania, Mali, Niger, Poland (Rep), Senegal, Tanzania (United Rep), Togo, as well as to the Higher Intercountry Postal School at Abidjan, and provided equipment to a value of 9708 CHF free of charge to the Comoros, Côte d'Ivoire (Rep) and Mauritania.

1992

France's bilateral technical assistance was valued at 1 105 266 CHF, and covered the following:

–	experts and consultants	77 man/months	978 268 CHF
–	fellowships granted	80 man/months	108 125 CHF
–	cost of organizing international modules		18 873 CHF

Experts' missions were carried out in the following countries: Argentina, Armenia, Benin, Burkina Faso, Chad, Chile, Congo (Rep), Côte d'Ivoire (Rep), Czech and Slovak Fed Rep, Gabon, Georgia, Kuwait, Mali, Mozambique, Niger, Romania, Senegal and at the Higher Intercountry Postal School, Abidjan.

The fellowship recipient countries were Algeria, Chad, Chile, China (People's Rep), Congo (Rep), Lao People's Dem Rep, Madagascar, Morocco and Rwanda.

1993

France's bilateral technical assistance was valued at 1 335 724 CHF, and was spent as follows:

–	experts and consultants	88 man/months	Cost: 1 026 892 CHF
–	fellowships granted	130 man/months	Cost: 241 526 CHF
–	organization of international modules		Cost: 16 737 CHF
–	postal equipment supplied to Honduras (Rep)		Cost: 50 569 CHF

Experts' missions were carried out in the following countries: Armenia, Benin, Burkina Faso, Chad, Chile, Côte d'Ivoire (Rep), Congo (Rep), Gabon, Hungary (Rep), Mali, Mozambique, Niger, Russian Federation, Rwanda, Senegal, Tunisia and Ukraine.

The fellowship recipient countries were Angola, Bulgaria (Rep), Burkina Faso, Central African Rep, Chad, Chile, China (People's Rep), Côte d'Ivoire (Rep), Czech Rep, Gabon, Lao People's Dem Rep, Morocco, Mauritania, Niger, Russian Federation, Rwanda, Senegal, Slovak (Rep) and Tunisia.

Germany

1990

One consultant to Sierra Leone and one to Peru for a total duration of 1.25 man/months and an amount equivalent to 20 595 CHF.

Fellowships for a total duration of 131 man/months and an amount equivalent to 765 884 CHF awarded to participants from the following countries: Bangladesh, Burundi, China (People's Rep), Costa Rica, Egypt, Ethiopia, Gambia, Indonesia, Mali, Nepal, Nigeria, Panama (Rep), Sierra Leone, Sudan, Thailand, Turkey, Uganda and Yemen.

1991

Fellowships provided to the following 21 countries:

Bangladesh	Gambia	Sierra Leone
Burundi	Indonesia	Sudan
Chad	Mali	Tanzania (United Rep)
China (People's Rep)	Nepal	Thailand
Costa Rica	Panama (Rep)	Tunisia
Egypt	Philippines	Turkey
Ethiopia	Senegal	Yemen

for a total duration of 381 man/months and the sum of 1 237 844 CHF.

1992

Germany's bilateral technical assistance amounted to 1 531 380 CHF, distributed as follows:

- consultants' missions to Belarus, Ecuador, Estonia, Hungary (Rep), Latvia, Lithuania, Russian Federation and Ukraine (51 872 CHF);
- fellowships (371 m/m) for a total of 1 389 508 CHF to the following 28 administrations:

Algeria	Ghana	Senegal
Bangladesh	Hungary (Rep)	Tanzania (United Rep)
Belarus	Indonesia	Thailand
Bulgaria (Rep)	Latvia	Tunisia
Chad	Lithuania	Turkey
China (People's Rep)	Moldova	Uganda
Djibouti	Niger	Ukraine
Egypt	Oman	Zaire
Estonia	Philippines	
Ethiopia	Poland (Rep)	

- 10 000 CHF worth of postal equipment provided free of charge to Estonia, Latvia and Lithuania.

1993

The Ministry of Posts and Telecommunications supplied consultants as follows:

–	Bulgaria (Rep)	Duration: 15 man/months	Cost: 304 971 CHF
–	Czech Rep	Duration: 15 man/months	Cost: 304 971 CHF
–	Russian Federation	Duration: 8 man/months	Cost: 174 269 CHF

The postal administration's bilateral technical assistance amounts to 1 498 804 CHF and covers the following:

- consultant's mission to the three Baltic countries. Cost: 34 506 CHF;
- fellowships (294 m/m) for a total of 1 429 444 CHF to the following 33 postal administrations: Algeria, Bangladesh, Cameroon, Central African Rep, China (People's Rep), Czech Rep, Djibouti, Egypt, Estonia, Ethiopia, Ghana, Guinea, Hungary (Rep), Kazakhstan, Lesotho, Latvia, Lithuania, Malawi, Morocco, Mozambique, Nepal, Niger, Oman, Philippines, Romania, Russian Federation, Rwanda, Senegal, Slovak (Rep), Thailand, Tunisia, Uganda, Ukraine;
- 34 854 CHF worth of postal equipment for Lithuania.

Great Britain

1992

In cooperation with the British Council, the administration of Great Britain granted three fellowships each to Hungary (Rep) and Poland (Rep) to participate in a three-month course (cost 78 545 CHF) and a one-year fellowship for an MBA course for the benefit of Hungary (Rep) (cost 24 000 CHF). It donated four postal vehicles, spare parts for cancelling machines and bag racks (value 36 000 CHF) to Albania.

1993

In cooperation with the British Council, the postal administration of Great Britain granted one fellowship each to Albania, the Czech Rep and Slovak Rep, and two fellowships each to Poland (Rep) and Lithuania for participation in practical training. The cost was 93 403 CHF.

A fellowship was also awarded to Grenada for participation in an international postal management course. Cost: 35 582 CHF.

India

1991

In 1991, India provided the services of an instructor and a consultant for three months each at the Asian-Pacific Postal Training Centre (APPTC), Bangkok.

1993

The postal administration of India organized postal training courses with one participant from each of the following countries: Gambia, Nepal, Trinidad and Tobago, Bangladesh, Lesotho and Maldives. Total cost of the courses: 13 624 CHF.

Japan

1991

The administration implemented the following activities:

- holding of a two-week seminar in Tokyo for 11 senior officials from the following postal administrations: Egypt, Ethiopia, Jordan, Kenya, Lesotho, Mali, Qatar, Saudi Arabia, Tanzania (United Rep) and United Arab Emirates for a total of 48 030 CHF;
- holding of an eight-month course in postal research and studies for 11 officials from the following countries: Czech and Slovak Fed Rep, Fiji, Ghana, Indonesia, Iran (Islamic Rep), Kenya, Sri Lanka, Thailand, Togo, Uganda and Viet Nam. Cost: 655 000 CHF.

A contribution in kind of 85 000 USD to the Asian-Pacific Postal Training Centre (APPTC), Bangkok, for financing fellowships for the countries of Asia and the Pacific region and the secondment of a long-term audit centre expert from July 1991.

1992

The Japanese postal administration organized an international course on postal research and studies which was attended by Fellows from Bahrain, Bhutan, China (People's Rep), Honduras (Rep), Lesotho, Malaysia, Malawi, Romania, Tanzania (United Rep), Thailand and Viet Nam. It also organized a seminar for postal administrators from Bhutan, Fiji, India, Korea (Rep), Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand and Viet Nam. The cost of these courses, for a total duration of 77.5 man/months, amounted to 954 437 CHF.

The Japanese administration contributed to the APPTC in Bangkok by financing fellowships equivalent to 115 200 CHF and by seconding an expert and a consultant for a total duration of 12.7 man/months, the cost of which amounted to 80 187 CHF.

1993

The postal administration of Japan organized an international course on postal research and studies which was attended by Fellows from Botswana, Bulgaria (Rep), China (People's Rep), Egypt, India, Indonesia, Morocco, Philippines, Sierra Leone, Suriname, Turkmenistan and Yemen.

It also organized two seminars for postal managers from the following countries: Botswana, Djibouti, Egypt, Ethiopia, Ghana, Iran (Islamic Rep), Jordan, Kenya, Morocco, Nigeria, Syrian Arab Rep and Zimbabwe.

The total duration of these courses/seminars was 78.8 man/months. Cost 1 133 794 CHF.

The Japanese administration contributed to the APPTC in Bangkok, by financing fellowships worth 118 142 CHF and by seconding an expert and a consultant for a total duration of 12.9 man/months at a cost of 94 002 CHF.

Korea (Rep)

1990

Within the framework of a bilateral agreement with the Pan African Postal Union, the postal administration of Korea (Rep) provided a cash contribution of 57 000 USD to the project for developing EMS in 20 countries of the region.

1991

Within the framework of a bilateral agreement with the Pan African Postal Union, the postal administration of Korea (Rep) provided a cash contribution of 30 750 USD to the project for developing EMS in 20 countries of the region. It printed 200 copies of the PAPU Acts as a contribution in kind.

Netherlands

1992

The fellowships granted to enable several countries to attend the postal management and postal marketing courses held by NEPOSTEL/NIPTC, Rotterdam, totalled 50 man/months and 560 000 NLG, ie 448 000 CHF.

New Zealand

1990

Postal equipment to Iran (Islamic Rep), mailbags to the following administrations: Benin, Madagascar, Mauritius, Philippines, Senegal, Sierra Leone, Sri Lanka and Zambia, and three cancelling machines to Sierra Leone. A mission by a consultant in international postal accounting to the Cook Islands (one month).

1991

Under bilateral technical assistance, New Zealand made three consultants available to Asia and the Pacific, Singapore and the UPU for a total duration of five months. This contribution cost 54 000 NZD, or 43 875 CHF.

1992

The New Zealand postal administration made three instructors available to the APPU for the sum of 74 611 CHF. It contributed some 14 922 CHF to the costs of fellowships granted by the APPTC in Bangkok.

1993

The postal administration of New Zealand made the following contributions to the APPTC, Bangkok:

- instructors (37 250 CHF);
- fellowships (14 900 CHF);
- instructional material (1 490 CHF).

It also supplied mailbags to the following countries: Costa Rica (600), Côte d'Ivoire (Rep) (10 000), Guyana (600), Madagascar (10 000), Sierra Leone (2000), Vanuatu (100) and Zimbabwe (2000), for a total of 25 300 bags.

Pakistan

1989

Thirty-six fellowships in various specialization fields, including 21 to the following countries: Bangladesh (2), Botswana (2), Ethiopia, Ghana, India (2), Jordan, Kenya, Malawi (3), Maldives (2), Nepal, Nigeria, Sri Lanka (2), Sudan and Syrian Arab Rep for attending courses at the Postal Staff College, Islamabad.

1990

Fellowships for a total duration of 10.5 man/months and a total amount equivalent to 30 325 CHF were awarded.

1991

The administration of Pakistan held four six- to eight-week courses (30 weeks in all) for 20 Fellows from the following countries: Bangladesh (3), Botswana, Egypt, Gambia, Iran (Islamic Rep), Kenya (2), Nepal, Sierra Leone, Sri Lanka, Sudan, Syrian Arab Rep, Yemen, Zambia and Zimbabwe. These fellowships cost 45 873 CHF.

1992

The administration of Pakistan held four courses of four to five weeks each for a total of 34 weeks for the benefit of 19 Fellows from the following countries: Bangladesh (3), Botswana, Burundi, Egypt, Indonesia, Iran (Islamic Rep), Mauritius, Nigeria, Sri Lanka, Sudan (2), Tanzania (United Rep) (2), Uganda, Zambia and Zimbabwe (2). The cost of these courses was 32 920 CHF.

1993

The administration of Pakistan held four courses of six to twelve weeks each (32 weeks in all) for a total amount equivalent to 34 936 CHF, for 13 Fellows from the following countries: Albania (2), Bangladesh (2), Burundi, Lesotho, Mauritius, Sri Lanka, Sudan (2), Tanzania (United Rep), Yemen and Zimbabwe.

Portugal

1991

The postal administration of Portugal organized a postmasters' training course costing a total of 44 410 CHF for participants from Angola (6), Cape Verde (2), Guinea-Bissau (4) and Sao Tome and Principe (2), as well as two-week courses on EMS, philately and computerization within the framework of technical cooperation between Portugal and the PUASP, for the following countries: Brazil (2), Colombia, Costa Rica, Ecuador, Honduras (Rep) and Panama (Rep).

Senegal

1993

The postal administration of Senegal arranged practical training in management control (trainee from the Central African Rep) and postal statistics (trainee from Burkina Faso).

Sri Lanka

1993

The postal administration of Sri Lanka organized two courses for member countries of the UPU in the SAARC region.

Sweden

1992

The special expenses (travel, accommodation) of the PDAG member amounted to 38 717 SEK, ie 8321 CHF.

Switzerland

1989

A seven-week course in post office organization for seven participants from French-speaking African countries.

Granting of three fellowships to the course for future inspectors at the Higher Intercountry Postal School in Abidjan.

1990

One consultant (three weeks) to Burkina Faso and one consultant (one week) to the Higher Intercountry Postal School, Abidjan. A four-week advanced course in postal planning and management, held in Switzerland, for 10 participants from French-speaking African countries (Benin, Burkina Faso, Central African Rep, Côte d'Ivoire (Rep), Guinea, Madagascar, Niger, Rwanda, Senegal (2)). Award of six one-year fellowships at the Higher Intercountry Postal School, Abidjan: Chad (1), Mauritania (2), Niger (3). Free supply of 2000 mailbags to Romania.

1991

One consultant (one month) to Burkina Faso and two (one week each) to the Higher Intercountry Postal School, Abidjan, for a total of 29 800 CHF.

One one-week fellowship to Hungary (Rep); seven two-month fellowships for participants from the following countries: Benin, Congo (People's Rep), Côte d'Ivoire (Rep), Madagascar, Senegal, Sierra Leone and Thailand; nine one-year fellowships for students at the Higher Intercountry Postal School, Abidjan, from Burkina Faso, Chad, Mauritania, Niger and Togo; eight two-week fellowships for participants attending a course at the Higher Intercountry Postal School, Abidjan, held for the benefit of students from Benin, Burkina Faso, Chad, Guinea, Mauritania, Niger, Senegal and Togo; three one-week fellowships for trainees from Burkina Faso, Senegal and Togo. Total value of the fellowships: 135 893 CHF.

Furthermore the Swiss PTT provided 9400 used mailbags to the following countries: Benin, Belize, Burkina Faso, Côte d'Ivoire (Rep), Madagascar and Togo.

1992

Under bilateral technical assistance, consultant's missions were organized to the following countries:

–	Albania	duration: 2 weeks	cost: 6 300 CHF
–	Togo	duration: 3 weeks	cost: 12 800 CHF
–	HIPS, Abidjan	duration: 1 week	cost: 5 600 CHF

The following courses were held:

1 Course on the organization of postal revenue (1.5 months) for the benefit of nine participants from Benin (1), Burkina Faso (1), Chad (1), Mali (2), Niger (1), Senegal (2) and Togo (1). Cost: 61 800 CHF.

2 Course on the organization and management of logistics services (1 month) for the benefit of five participants from Benin, Burkina Faso, Mali, Niger and Senegal. Cost: 24 800 CHF.

3 Higher course in postal service planning and management for 12 participants from Benin (1), Burkina Faso (1), Chad (1), Congo (Rep) (1), Côte d'Ivoire (Rep) (1), Guinea (1), Madagascar (1), Mali (1), Niger (1), Togo (2) and the Higher Intercountry Postal School (HIPS), Abidjan (1). Cost: 60 500 CHF.

4 Training of inspectors and administrators at HIPS, Abidjan, for nine participants from Burkina Faso (1), Chad (2), Mauritania (3), Niger (2) and Togo (1). Cost: 90 667 CHF.

1993

Consultant's missions were organized under bilateral technical assistance to the following countries:

–	Benin	duration: 3 weeks	cost: 9 500 CHF;
–	HIPS, Abidjan	duration: 2 weeks	cost: 13 600 CHF.

The following courses were organized:

1 Course in Switzerland (1.5 months) for eight participants from Albania, Benin, Burkina Faso, Chad, Côte d'Ivoire (Rep), Czech Rep, Madagascar and Senegal. The cost was 53 600 CHF;

2 Course at HIPS, Abidjan, for eight participants from Burkina Faso (2), Chad (1), Madagascar (1), Niger (2) and Togo (2). Cost: 76 514 CHF.

Thailand

1991

The administration implemented the following activities:

- holding of six short courses (two to four weeks) in various fields intended for 14 officials from the postal administration of the Lao People's Dem Rep and awarding of fellowships to these trainees (travel expenses, board and lodging);
- three 12-month fellowships for Lao participants in a course at the Postal and Telecommunications School, Bangkok (travel expenses, tuition fees, board and lodging).

1992

Thailand received 40 Lao officials who attended courses varying in length from two weeks to one year. The organization of the courses, lodgings and local transport costs were paid by the Thai postal administration, whereas the air tickets and allowances were paid by the Government of

Thailand. Within the framework of the agreement with the UPU about the Regional Adviser's office in Bangkok, the Thai postal administration pays for:

- the assignment of an associate expert to assist the Regional Adviser in his work;
- a full-time secretary;
- a full-time clerk/messenger;
- expenditure for maintaining and equipping the office as well as petty cash to ensure the smooth operation of the Regional Adviser's office.

The postal administration of Thailand also assisted with the organization of courses, workshops and seminars held at the APPTC, in particular by arranging local transport, excursions and visits to post offices and providing lecturers, etc.

1993

Thailand received 24 Lao officials who attended courses varying in length from two weeks to one year. The organization of the courses, lodgings and local transport costs were paid by the Thai postal administration, whereas the air tickets and allowances were paid by the Government of Thailand.

Within the framework of the agreement with the UPU about the Regional Adviser's office in Bangkok, the Thai postal administration pays for:

- the assignment of an associate expert to assist the Regional Adviser in his work;
- a full-time secretary;
- a full-time clerk/messenger;
- expenditure for maintaining and equipping the office as well as petty cash to ensure the smooth operation of the Regional Adviser's office.

United States of America

1990

In 1990, in the form of bilateral assistance, the postal administration of the United States of America bore the tuition fees and board and lodging costs of 11 study cycle participants from the following countries: Hong Kong, Korea (Rep) and Singapore. Moreover, it provided free of charge:

- postal vehicles of the jeep type to the following countries: Grenada, Guatemala, Sierra Leone, Tanzania (United Rep);
- postal sorting machines to the following countries: Grenada, Mexico, Panama (Rep);
- counter furniture to Mexico;
- office supplies to Grenada;
- franking machines to Somalia.

1991

In 1991, the postal administration of the United States of America bore the tuition fees and board and lodging costs of 22 participants in study cycles at the W F Bolger Management Academy from the following administrations: Aruba (1), Bahrain (2), Egypt (4), Ghana (4), Hong Kong (2), Korea (Rep) (8) and Sierra Leone (1).

During their stay at the W F Bolger Management Academy, the participants from Korea (Rep) followed courses in English as a second language. As Korea (Rep) is preparing to be host country for

the next UPU Congress at Seoul in 1994, they also attended a detailed briefing on the planning and management of the 1989 Washington Congress.

Moreover, the administration of the United States of America provided vehicles free of charge to the following countries: Bolivia, Ecuador, El Salvador, Guatemala, Honduras (Rep) and Sierra Leone.

1992

In 1992, the postal administration of the United States of America bore the tuition fees and board and lodging costs of 15 participants in study cycles held on behalf of the following administrations: Aruba (1), Bahrain (1), Czech and Slovak Fed Rep (2), Jordan (1), Korea (Rep) (8), Tanzania (United Rep) (1) and Trinidad and Tobago (1). The total duration of these fellowships was 27 months.

Consultant's missions were conducted in the following countries:

- Belize (1 man/1.5 weeks)
- Colombia (1 man/1 week)
- Estonia, Latvia and Lithuania (2 men/2 weeks)
- Kazakhstan (3 men/2 weeks)
- Kenya (3 men/3 weeks)
- Kuwait (2 men/1 week)
- Micronesia (Federated States of) 1 man/3 weeks)

In addition, the postal administration of the United States of America provided free of charge:

- mailbags to Argentina, Honduras (Rep), Lebanon and Liberia;
- postal vehicles to the Bahamas (4), St Christopher and Nevis (2) and Saint Vincent and the Grenadines (1);
- telefax machines to 25 administrations of the Postal Union of the Americas, Spain and Portugal (PUASP).

1993

In 1993, the postal administration of the United States of America bore the tuition fees and board and lodging costs of four participants in study cycles held in behalf of the postal administrations of Egypt (two participants/two weeks) and Uganda (two participants/two weeks).

A consultant's mission was conducted to Dominica for the purpose of giving a course on customer relations (20 participants).

In addition, the postal administration of the United States of America provided free of charge:

- postal vehicles to the following countries: Bahamas (4), Barbados (10), Belize (4), El Salvador (15), Honduras (Rep) (10), Paraguay (10), Saint Christopher and Nevis (1) and Saint Vincent and the Grenadines (2);
- mailbags to the following countries: Honduras (Rep), Argentina, Paraguay, Guatemala, Panama (Rep), Ecuador, Peru, Colombia, Estonia, Lithuania, Latvia and Costa Rica (a total of 30 000 bags).

It also paid travel and lodging expenses for participants from 10 PUASP postal administrations in a workshop on tracking and tracing (GEIS).

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UPU technical assistance machinery

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I. Introduction

1 UPU member countries can obtain technical assistance from various sources, the main ones being:

I. The United Nations Development Programme (UNDP).

II. The UPU's own resources, which at present consist of:

- the regular budget of the UPU; and
- the UPU Special Fund (UPU/SF).

III. Other forms of technical assistance.

2 The UNDP is still the main source of funding for the UPU's technical assistance programme. The UPU's own resources are used for needs not covered by the UNDP. The fact remains that for various reasons, UNDP resources are very inadequate for the needs identified.

3 The main elements of UPU technical cooperation in the form of multi-year integrated projects (MIP) are the provision of experts' or consultants' services, training fellowships and equipment (mostly demonstration or training equipment). UPU consultants' missions are short-term only (two or three months at the most).

4 The UPU Regional Advisers assist and support postal administrations in formulating and justifying the technical assistance requested.

II. The United Nations Development Programme (UNDP)

5 As the United Nations specialized agency for postal matters, the UPU takes an active part in the work and objectives of the UNDP. Since 1967, the UPU has always been the Executing Agency for UNDP postal projects.

6 UNDP, which comes under the United Nations General Assembly and its Economic and Social Council (ECOSOC), consists of three bodies:

a the Governing Council, comprising 48 countries;

b the Secretariat, under an Administrator;

c the local services of the Resident Representatives, who represent the UNDP Administrator and are assigned, in principle, to each of the developing countries.

In many countries, the Resident Representatives also act as Resident Coordinators and, as such, are regarded as representatives of all the United Nations agencies.

7 The specialized agencies and other United Nations organizations contribute to the formulation of UNDP policy. This is done in the Inter-Agency Consultative Meetings, attended by representatives of the organizations and chaired by the UNDP Associate Administrator.

8 The UNDP's funds for financing technical assistance activities consist of voluntary contributions by United Nations member countries. They are allocated to the developing countries for their country projects every five years (programming cycle) on the basis of the indicative planning figures (IPF), and are also used for regional, interregional and global programmes.

9 The indicative planning figures (IPF) per country are amounts made available to countries for a specific period but they are not regarded as firm commitments. They are reasonably valid indications for programming purposes; these amounts are allocated by the UNDP Governing Council to governments on the basis of criteria and directives laid down by that Council.

10 The Governing Council has also adopted indicative planning figures for regional, inter-regional and global programmes, also for a five-year period.

11 It should be pointed out that in allocating available resources, UNDP is increasingly giving priority to the least developed countries (LDC).

12 The use of IPF is determined by the Government of the beneficiary country, and for that purpose it draws up, in collaboration with the Resident Representative, a country programme for submission to and approval by the UNDP Governing Council. The country programme is further developed by the national coordinating body (generally the Ministry of Planning) on the basis of the objectives and priorities chosen by the Government for national development.

13 At this stage, it is up to the postal administrations to contribute actively towards establishing the country programme and to have postal service development needs included among the priority areas. One of the main tasks and responsibilities of the UPU Regional Advisers is to provide government authorities and UNDP Resident Representatives with effective support in the postal programming field as an integral part of UNDP country programming.

14 After the programmes have been approved, their components form the basis for government planning of individual projects, in cooperation with the Resident Representative and the specialized agencies; all projects must be subject to approval binding the Government, the UNDP and the Executing Agency. In order to make the system more flexible, provision is made for periodical revisions of the programme, when certain projects can be changed or cancelled and others included.

15 Therefore, even if postal needs are not included in the country programme at the beginning, postal administrations can obtain postal projects, provided they are able to convince the national authorities concerned of the need for UNDP assistance in developing their postal services. The UPU Regional Adviser provides assistance to the postal administrations in drawing up postal projects and preparing the report on the country's postal service situation.

16 Because of the new programme-approach concept, however, it is becoming increasingly difficult to obtain approval for isolated projects that do not fit within the framework of the national programme's global objectives.

A. *The different phases of the cooperation cycle*

17 The different phases of the cooperation cycle are:

i preparation of the programme;

ii formulation and approval of projects;

iii execution of projects;

iv evaluation of project activities.

i Preparation of the programme

a Country programming

18 With a view to the preparation of the country programme, the Resident Representative drafts a background paper designed to help in defining the country's development objectives, the resultant needs and the external assistance inputs required. It is important that the UPU Regional Adviser be informed from the beginning of all country programming activities for countries under his jurisdiction.

19 Like the other specialized agencies, the UPU is, in principle, invited to make comments on the background paper and, on that occasion, the International Bureau can, in close consultation with the administration concerned and the Regional Adviser, mention what action should be taken on behalf of the Post. The International Bureau quite often has the necessary data from a programming or sectoral support mission or from the Regional Adviser's reports.

20 To back a subsequent request to the national authorities responsible for programming, it is in administrations' interest to have a thorough study of the position of the postal services done at the appropriate time. To this end, they can call on the UPU Regional Adviser for assistance.

21 After collecting the views of the parties concerned on the background paper, the Resident Representative draws the government's attention to all the comments made by the agencies and UNDP headquarters.

22 The government then prepares the draft programme. A further round of consultations takes place, both in the country at sectoral and intersectoral level, and with the UNDP services and the agencies, culminating in the submission to the UNDP Administrator of the final programme document for the UNDP Governing Council.

b Intercountry programming

23 For each region the UNDP prepares a draft programme on the basis of priorities jointly defined by the relevant government officials of the countries concerned and in close consultation with the bodies of the region involved (particularly the Regional Economic Commissions) as well as with the international organizations providing not only sectoral analyses but also project outlines. Before being submitted to the UNDP Governing Council for approval, the draft programme is sent to the governments concerned for their views.

24 In order to have activities concerning them included in the draft programme, the postal administrations must therefore urge the national programming authorities to support such activities during the UNDP consultation.

ii Formulation and approval of projects

25 The same rules apply to country and intercountry projects. Formulation and approval of a project document are, in principle, the responsibility of the local authorities in close cooperation with the Resident Representative.

26 Particularly as regards country projects, postal administrations have an important part to play, especially in specifying the type and timetable of activities under projects. At the request of the Resident Representatives, the International Bureau provides technical help. Preparation of intercountry projects is, in principle, the responsibility of the International Bureau in close cooperation with the Restricted Unions and the groups of countries concerned.

27 The project document must be approved before the activities relating to the actual project are undertaken by the government or governments, the UNDP and the Executing Agency. If need be, preparatory assistance may be granted to make it easier to prepare and finalize that document.

iii Execution of projects

28 Responsibility for execution of a country project can be assigned either to a government service of the country (national execution), or to an organization or a specialized agency of the United Nations. In the case of national execution, execution of all or part of the project activities can be assigned to other organizations or specialized agencies, including the UPU.

29 Whether execution is by or in association with the UPU, it is always under the direct supervision of the beneficiary country, which is also responsible for selecting experts from the applicants submitted by the International Bureau. It is up to the postal administrations to ensure that the work done under the project really corresponds to their needs and they can, in periodic reviews, terminate or reorientate projects.

30 The UPU is responsible for supervision of postal projects, while the Resident Representatives supervise certain administrative and financial aspects of the projects and keep a general eye on their progress.

iv Evaluation of activities

31 Evaluation is a very important phase in the cooperation cycle since it provides an opportunity to reorientate the project during execution, if need be, in line with the beneficiary country's needs and, after the project, to assess to what extent the objectives have been achieved. Moreover, the lessons learnt from the evaluation operations greatly contribute to the gradual improvement of the system of formulating and executing projects.

32 Whether it is performed during the periodic reviews of the ongoing projects or in the operations prescribed for that purpose, evaluation is carried out with the active participation of the beneficiary government, the Resident Representative and, as applicable, with the help of the Executing Agency.

33 Evaluation covers programming, execution and assessment of the results of experts' and consultants' missions, courses, study cycles and individual training courses.

B. The role of the postal administrations in the technical cooperation cycle

i Preparation of programmes

34 Each government has exclusive responsibility for formulating its national development plan. It also decides for which objectives UNDP assistance is necessary.

35 Wherever they can, the International Bureau and the UPU Regional Advisers are of course prepared, on request, to assist any country needing aid in identifying the various postal factors involved. The consultants are also able to take an active part in preparing postal development plans for inclusion in country programming and to carry out studies and investigations into priority objectives. In some cases, UPU experts on the spot may also be of considerable use.

36 The information contained in the preceding chapters is designed to enable postal administrations to contribute effectively to the preparation of the documents which their governments have to submit to the UNDP. It is also desirable that they should be able to provide the Regional Advisers and the International Bureau, on request, with all information that will allow them to support postal technical assistance projects under the UNDP.

37 The contribution of the postal administrations can be summed up as follows:

a they should provide the competent bodies with all essential information on the situation of the postal services in their country;

b they should indicate the order of magnitude of the development envisaged for the postal services and the extent of the technical cooperation that will be needed to achieve it;

c they should specify, if possible, the forms and elements of postal technical assistance to be provided in one or two priority areas; the experts, fellowships and equipment requested

should be concentrated within these clearly defined areas and special reference should be made to the interrelationship of postal projects and other development projects provided for in the economic plans;

d they should give all necessary assistance to the competent national and UNDP organs in the evaluation of projects undertaken prior to the programming cycle and of current projects.

38 Some postal administrations already have one or more officials who are responsible for the planning of postal services and also for the preparation of texts concerning the Post in national economic plans. This practice is to be recommended as it leads to greater awareness of postal needs on the part of governmental authorities and to the granting of rational and effective technical assistance designed to meet those needs, in particular by the UNDP.

39 After the identification and inclusion of postal needs in the national plan, the postal assistance to be requested from the UNDP has to be determined, including staff training, since postal projects are included in the country programme.

40 The success of the process described above depends primarily on the approaches made by the postal administrations to the organs responsible for the coordination of technical cooperation requests (Ministry of the plan, international organizations division, economic planning commission, etc).

41 If, within the framework of the priorities which it has set for the various sectors, the Government does not find it possible to include the postal projects in the country programme, it will nevertheless have the possibility of keeping them in reserve so as to be able, if need be, to include them in that programme during the mid-term review which it conducts in cooperation with the UNDP Resident Representative.

42 If a group of countries plans to make a request for a regional or subregional project of common interest, International Bureau assistance may be obtained for coordinating views and formulating the request.

ii Preparation of projects

43 In principle, the preparation of country projects is the responsibility of the administrations and the Resident Representatives. The assistance of the Regional Adviser and of the International Bureau can be sought. The project documents are based on the draft projects included in the country programmes and constitute the official request by the Governments.

44 The preparation of intercountry projects gives rise to consultations with the groups of beneficiary countries or the Restricted Unions concerned.

iii Execution and evaluation of projects

45 The beneficiary Government, the UNDP and the Executing Agency are jointly responsible for the execution of the projects in relation to the targets set. It is therefore in the interest of postal administrations to participate actively in the execution and evaluation of projects in close consultation with the Resident Representatives and the International Bureau.

46 The execution of projects depends to a large extent on the provision by beneficiary administrations of counterpart staff and facilities (particularly premises) mentioned in the project documents. This is an obligation on the Governments of the countries concerned.

47 Administrations are responsible for selecting, through the relevant national authorities and the Resident Representatives, the experts to be recruited under the country projects. In

addition, they would be well-advised to follow closely the progress of the work to ensure that it corresponds to their needs at all times; if need be, they could initiate a revision of the projects.

48 It is important that administrations should also pay the desired attention to the evaluation operations conducted by the Resident Representatives and the International Bureau; this is an essential condition for the effectiveness of the assistance provided under the UNDP. It would therefore be advisable for them to provide regularly the information requested on this subject by the International Bureau.

III. UPU's own resources and multi-year integrated projects

49 At present, the UPU's own resources are:

- the UPU's regular budget; and
- the UPU Special Fund (UPU/SF).

50 Since 1992, postal development assistance under the UPU's own resources has been subject to the conclusion of a development contract by the recipient postal administration and it is provided in the form of multi-year integrated projects (MIP).

51 Moreover, the assistance objectives must correspond to the priorities set by Congress and the Executive Council.

A. Preparation of multi-year integrated projects

a Country projects

52 Armed with the data given in the list of principal technical assistance activities scheduled for the countries in their region, the Regional Advisers travel to each country having requested assistance from the UPU to determine the exact requirements of the administration concerned and to finalize the appropriate project document.

53 The duties that the Regional Advisers are required to perform in the countries are related to:

- the comprehensive analysis of the postal service operations; this analysis should make it possible to work out a complete diagnosis of the "health" of the Post (management structure, various products and services available to customers, revenue and expenditure, human resources, economic impact of the postal service, development plan for the short, medium and long term, etc);
- recommendations of an organizational and institutional nature;
- preparation of an aid programme in the form of a multi-year integrated project and the relevant development contract.

54 The project in question is a document binding on the contracting parties, particularly as regards the objectives, inputs, execution control methods and evaluation of the results expected.

55 Multi-year integrated projects which are programmed in close cooperation with the beneficiary administrations are also subject to systematic mid-term reviews as a means of measuring their relevance or their impact on improvement of the services concerned by means of the aid granted.

b Intercountry projects

56 Other activities of a regional or sub-regional nature (intercountry projects) are conducted by the UPU, particularly in the field of training.

57 The main activities identified for each region or sub-region and which are of interest to all countries are carried out as intercountry projects, whether they relate to operational activities (multiple consultants' missions) or group training activities.

58 Intercountry projects are formulated and implemented in close cooperation with the Restricted Unions.

B. Execution, follow-up and evaluation of projects

59 Multi-year integrated projects are executed by the postal administrations themselves with the technical support of the UPU through the Regional Advisers. Financial and administrative management is the responsibility of the International Bureau.

60 The Regional Advisers are responsible for monitoring the projects and must ensure that the project activities are progressing as planned, in compliance with the national development plan and the Washington General Action Plan.

61 The results of activities conducted in behalf of each country are measured in terms of the progress achieved in the operation of the services in question.

C. Evaluation of results

62 At country level, major multi-year integrated projects are the subject of periodic evaluations conducted by external consultants to ensure a completely neutral assessment of the degree of relevance of the strategies and objectives established and the level of their realization. Shortcomings in the observance of commitments can lead the UPU to suspend its assistance until such time as the partner fulfils its previously accepted obligations.

63 The number of evaluations will depend on the duration of the activities but one must be held at least at mid-term and after completion of the project.

D. Annual activity report

64 On the basis of data collected about the progress of the activities of multi-year country projects and intercountry projects, the International Bureau each year submits a general report on technical assistance activities implemented by the Universal Postal Union under its own resources (UPU budget and UPU Special Fund), the resources of the UNDP, including projects executed under joint financing with its partners (Restricted Unions, bilateral assistance, etc).

65 The presentation of this report provides an opportunity for proposing periodic revisions or adaptations of programmes and projects according to the regions, as a means of taking account of country and regional priorities, particularly those established within the framework of the UNDP or other multi-lateral institutions.

IV. Other forms of technical assistance

66 In addition to assistance provided direct by one country to another (bilateral aid), there are other forms of technical assistance that operate through the UPU. These are:

- technical assistance under funds deposited with the UPU (Funds-in-Trust):
  - by beneficiary countries (technical assistance against payment (TAP));
  - by countries providing associate experts;
  - by other international organizations;
- assistance provided by certain countries through the UPU, for the purpose of financing urgent projects not adopted by the UNDP or by the UPU's own resources (multi-bilateral technical assistance);
- assistance offered by certain countries, for which the UPU merely acts as an intermediary between donor and beneficiary countries (technical assistance in kind (TAK)).

67 The standards and procedures for the execution of technical assistance projects against payment are similar to those of the UNDP.

68 The assistance provided in this form of technical cooperation usually consists of experts' technical services in any postal field chosen by the requesting country. It may also be the supply of equipment or, possibly, the granting and administering of fellowships.

69 Requests for projects financed out of Funds-in-Trust are drawn up by the Governments concerned in consultation with the UNDP Resident Representative on the spot.

V. Postal development projects

70 In order to extend the means of financing postal development beyond those available through technical assistance, the Postal Development Action Group (PDAG) prepared a procedural model setting out the action to be taken to obtain funding for postal restructuring and investment programmes from bilateral and multi-lateral financial institutions. More information on this subject is given in document Congress – Doc 56 which reports on the activities of the Postal Development Action Group (PDAG).

VI. Conclusion

71 Attention should be drawn to the essential role played by the beneficiary countries of technical assistance projects in making this form of cooperation as effective as possible. They are asked not only to estimate needs and set priorities, but also to provide national personnel who will work together with the international staff, to use their trained officials to the best possible advantage and to draw maximum benefit from the assistance received for the purpose of achieving technical self-reliance at national level. Technical cooperation among developing countries (TCDC) has opened new perspectives for the various groups of developing countries by helping them to achieve collective self-reliance through mutual aid.

Congress – Doc 50

Analysis of the operation of the postal services in the developing countries

Executive Council report

I. Introduction

1 Each of the six Regional Advisers providing a UPU presence in the field since 1 January 1991 was called upon in 1992 to prepare a report on the operation of the postal services in the developing countries in his area. These reports were submitted to the Executive Council at its 1992 annual session (CE 1992/C 9 – Doc 4).

2 In order to inform the Seoul Congress of the most recent situation of the postal sector in the regions concerned, the Regional Advisers have once again been asked to prepare reports according to a set outline. As these reports are of obvious interest, they are reproduced in full in annexes 1 to 6 hereto.

II. Main points of the reports

3 The International Bureau confines itself to mentioning here the main points of these reports, as follows:

Socio-economic context

4 The level of operation and quality of the postal services are related to the socio-economic context of a country. In general, most of the regions are facing difficult situations as a result of various internal and external factors affecting the countries concerned. Political instability, natural disasters, falling prices for raw materials and international political events have directly or indirectly affected the countries and their development programmes. Of course, several countries in Asia have managed to maintain an accelerating pace of development despite the fact that this region contains 75 percent of the world's poor.

Legal status and management independence

5 The application of deregulation policies by governments and the impact of the Washington General Action Plan (WGAP) are two major factors in the changes observed in this area since 1990. Although a large majority of the countries still manage their postal services as public administrations, trends towards transforming them into independent enterprises are apparent in all regions.

6 Another trend that has become evident in all regions these last few years involves the desire to acquire greater management independence, to separate the postal service from telecommunications and to achieve positive financial results. This trend will have to be sustained by the UPU through systematic assistance aimed at restructuring the postal sector.

7 However, it has been noted that, in most of the countries, the postal service is showing a deficit, sometimes even in countries where it operates as a corporation. Some postal administrations, on the other hand, are managing to post positive figures.

Development plan

8 A large number of countries do not yet have a postal development plan. In certain countries, moreover, a development plan is no more than a list of desirable activities, lacking any specific implementation programme or corresponding financial inputs. For the development plan to become a veritable management tool, there will have to be considerable efforts made by the Regional Advisers in this area.

Human resources

9 The situation in this area continues to be less than satisfactory, especially at the political level. In Africa, for example, there are very few countries that can claim to have a general human resources policy containing all the necessary elements.

10 In countries where the Post operates as a corporation, the situation is beginning to improve. The criteria for optimum performance are being defined, and because staff expenditure represents a large percentage of the corporation's total expenditure (80 percent in some cases), management finds itself obligated to prepare and implement a sound human resources policy.

11 What staff in a corporation are paid is sometimes decided by the government and sometimes by the corporation itself, depending on the job market.

12 Training policy has to be centred on the strengthening of national training infrastructures. Training programmes adapted to national and international postal market requirements could thus be introduced systematically. The ultimate goal is to help administrations to become self-sufficient in staff training up to middle-grade levels.

13 Despite the substantial efforts made the last few years in training instructors, there are still countries that do not yet have instructor-training programmes.

Quality of services

14 EMS has been introduced in most of the countries and in all regions. Nevertheless, quality control systems will have to be strengthened in certain countries if this service is to have a better image with customers.

15 As regards traditional mail, postal administrations are more attentive than ever to applying quality standards. Even though the tools used are sometimes rudimentary, the degree of awareness can be considered encouraging.

16 However, limitations as far as premises and transportation are concerned are quite apparent in some LDCs. To remedy these deficiencies, considerable international aid will have to be mobilized.

Knowledge of the market and marketing

17 In certain regions, particularly Asia/Pacific, there have been substantial efforts in this area by APPU, APPTC and the countries concerned. In other regions as well, the element of marketing is now making its appearance, particularly because of changes in status, greater attention to customers' interests and the pressure of competition.

EDI

18 Interest in applying EDI techniques continues to grow in order to serve customers better and confront the competition, which already has quality monitoring tools. The UPU and the countries themselves will have to make the necessary efforts aimed at mobilizing the needed domestic and international resources and implementing these systems as quickly as possible.

WGAP

19 The activities of the Regional Advisers over the last three years have been aimed primarily at implementing the WGAP. When they involved programming and the preparation of technical assistance projects, the WGAP has always served as the basic frame of reference for programmed operational activities.

20 The Regional Advisers have also been called upon to prepare an evaluation report for each country visited.

III. Conclusion

21 The recommendations made by the Regional Advisers and the other information provided in their reports will serve as basic elements for future technical assistance programmes to be prepared and carried out for the developing countries.

Berne, 15 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 50/Annex 1

Operation of the postal services in the developing countries

AFRICA (I)

Countries under the Regional Adviser's jurisdiction: Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Rep, Chad, Comoros, Congo (Rep), Côte d'Ivoire (Rep), Equatorial Guinea, Gabon, Guinea, Guinea-Bissau, Madagascar, Mali, Niger, Rwanda, Sao Tome and Principe, Senegal, Togo, Zaire

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1 Socio-economic context

Generally speaking, the countries in the area are going through difficult economic times, the result of both internal and external factors. In some of them where economic growth seemed to have resumed in the late 1980s, it proved impossible, despite the restructuring efforts that were made, to sustain and consolidate that trend. The effects of the drought and political instability together with the socio-economic consequences of the Gulf crisis for certain non-petroleum-producing countries ended up by destroying the optimism that had first appeared in the late 1980s. Too many negative factors resulting from the drop in the price of basic agricultural and mineral materials on the one hand, and the bleakness of the international economic environment on the other, combined to aggravate the terms of exchange in sub-Saharan Africa, the direct consequence of which was an imbalance in public finance, foreign trade and the balance of payments, among other things.

In fact, the worldwide economic recession dealt a severe blow to African foreign trade by lowering demand and export prices. The degradation of the balance of payments made for generally more fragile African currencies while increasing the nominal amount of the public debt; national budgets started showing a deficit to the point of no longer being able to cope with reimbursement of the foreign or even the domestic debt. In sub-Saharan Africa, servicing the foreign debt in 1992 accounted for more than 113 percent of the gross domestic product (GDB) and 29 percent of goods and services exported.

It became necessary once again to restructure the economy of many African countries with the assistance and support of the IMF and the World Bank.

Application of this new structural adjustment policy has affected and will affect the postal sector which seems not to have been selected as a priority area for receiving the aid expected from the above-mentioned institutions.

As a result, the postal situation in sub-Saharan Africa could well run into problems for lack of financing for the activities called for in the postal development programmes.

2 Profile of the postal services

2.1 Legal status

2.1.1 Historical development

In sub-Saharan Africa, postal structures have evolved alongside and at the same time as the regional economic environment, itself strongly influenced by the international economic environment.

The following are the main stages in the development of the postal structures:

- from colonial times to African independence;
- from independence to the end of the 1960s and 1970s;
- from the 1970s to the end of the 1990s;
- from the 1990s on.

2.1.1.1 Postal structures in colonial times

In colonial times, the Post in all sub-Saharan countries was a simple State-managed administrative service with no legal status of its own.

The postal administration was set up together with telecommunications as a central directorate of Posts and telecommunications, under the direct authority of the Governor of the territory, head of the local executive. These structures, purely administrative in nature, would begin to evolve when the African countries achieved independence, under the impulse of economic factors.

2.1.1.2 From independence to the late 1960s and 1970s

From the time of their independence until the late 1960s and 1970s, the economies of the sub-Saharan African countries were marked by rapid and steady growth, fostered by a worldwide economic environment itself responding to an economic thrust that ended only in 1975 after the 1974 oil crisis, during which the price of that raw commodity increased fivefold.

During those two decades, the development plans of all these countries had stressed the social aspects. Consequently, in many of them, the Post was considered no more than a social service and its status did not change since postal structures had been set up as a central directorate with no legal status of its own and placed under the authority of a Ministry.

In other countries, however, although the social nature of the Post was not forgotten, postal and telecommunications activities were already being looked upon as having a business and industrial side. And in those countries, Posts and telecommunications had been established together as publicly-owned commercial and industrial institutions (public utility companies) with a legal status of their own and financial independence. This marked the birth of the Offices of Posts and Telecommunications (OPT).

In both of these cases, financial management of the Post was always linked to the Treasury, either directly through the general budget (that of the State) or indirectly through a liaison account.

In both cases also, the legal status of the Post was of little consequence since the financially comfortable situation of the African public coffers allowed them to subsidize the Post without regard for the balance of its financial accounts.

However, this benevolent attitude of the Treasury was to be put to a very rude test with the onset of the economic crisis due to the 1974 increase in the price of petroleum. That new economic environment, which saw the comfortable public financial position of the sub-Saharan countries gradually eroded, led the African leaders to rethink their benevolence towards the postal administrations and that new attitude was to result in statutory changes for the Post.

2.1.1.3 Postal structures from the 1980s

The persistence of the consequences of the new OPEC petroleum policy aggravated the economic crisis of the sub-Saharan countries. Budget surpluses began to shrink and deficits were appearing here and there. At the same time, the public debt was increasing exponentially and capital budgets disappearing.

Moreover, the negative effect of the petroleum crisis on the international economic environment brought about a marked degradation in the rates of exchange, accompanied by a drop in prices of the raw materials, particularly agricultural ones, produced by the countries under consideration and an increase in import prices. Afterwards, there were repeated and to some extent constant calls for outside assistance to balance the operating budgets and the payments situation of those countries.

All of this resulted in the increasingly pronounced intervention by the Bretton Woods institutions, mainly the IMF and the IBRD. This marked the beginning of the policy of structural adjustment programmes, which would increase in scope as the financial crisis of these countries worsened and persisted.

As a result of that policy, a new structural reform of the Posts and telecommunications sector came about when the Post was separated from telecommunications. The Post was thus granted legal independence in some countries while in others, postal and telecommunications administrations were established as a single independent legal entity under various names (office, corporation, company, etc).

Impelled by the winds of liberalism blowing across the world in the late 1980s, a new policy for restructuring the postal sector made its appearance, still within the framework of the structural adjustment programmes whose new version called for the systematic expansion of competition in these countries to all activities of a commercial and/or industrial nature. This is why, since the early 1990s, reforms in the postal and telecommunications sector have continued to gather speed with attempts to privatize telecommunications or to convert them from public utilities into entirely public or semi-public corporations or companies, operating and managed along private lines. Occasionally, for various reasons, a postal administration (whether a public utility or corporation) had to give up its traditional financial services such as the savings bank and giro either to allow other banking or financial institutions to exercise those activities, or to create a new financial institution in partnership with foreign banks.

2.2 Present legal status

Since the 1988 meeting of the African Ministers of Transport and Communications at Nairobi on the one hand, and the implementation of the structural adjustment programmes in several countries on the other, the legal status of postal administrations began to change, providing a measure of independence that varied with the country. Some postal administrations still remained simple administrative services established as a central directorate attached to ministerial departments.

To sum up, then, the following types of legal status can be found in French-speaking and Portuguese-speaking Africa:

- completely independent postal administrations with their own legal personality and financial independence, some operating as public utility companies, and some as State-owned companies with even greater management independence (12);
- postal administrations that together with telecommunications constitute an independent entity known as an Office of Posts and Telecommunications, with a legal personality distinct from that of the State, and more or less broad management independence depending on the countries. Most of these Offices were created a long time ago and immediately after the African countries gained their independence. Some date back to 1959 but their independence status has changed (10);
- postal administrations that are simply a central administrative service attached to a ministerial department, known either as the Directorate-General of Posts and Telecommunications, or the Directorate or Directorate-General of Posts where telecommunications constitute a Central Directorate or Directorate-General of their own or an independent company (3).

2.3 Structural macro-organization

The structural organization is first and foremost dependent on the nature of the legal status conferred upon the postal administration in each country.

Wherever the Post does not have an independent status, whether on its own or jointly with telecommunications, it is a simple directorate or Directorate-General attached to a Ministry. Its internal organization and structures then quite simply depend on the legal arrangements made in this regard by the central government of the countries concerned.

In the case in point then, administrations have a centralized State-owned structure and their directors are subject to a line authority and not a supervisory one. Postal employees themselves

are highly critical of the drawbacks encountered in some countries with this kind of structure since it denies them full control over the management of their services, whether in terms of human resources or, even more pointedly, in terms of budgeting and accounts.

In those countries where it has become a legal entity and achieved financial independence, the Post is making an undeniable effort to modernize its structures. What is often seen, however, is that their internal organization charts are not consistent with the rules and principles of modern organization and methods and do not include planned and actual staff tables drawn up after a job analysis and description of tasks.

As can be seen, much progress has been made with regard to the legal independence of the Post in sub-Saharan Africa. At the end of 1993, out of 25 postal administrations, 12 (or 48 percent) had achieved complete legal autonomy, 10 (or 40 percent) had legal independence jointly with telecommunications in an OPT arrangement, and only three (12 percent) were still administrative services with no legal status of their own. In two years at most, the situation will improve further still as a result of the statutory reforms under way here and there in the countries of the sub-region, the purpose of which is either to separate the Post from telecommunications by breaking up the existing OPTs (5), or by making the existing State-owned postal services into independent legal entities (2).

2.4 Management independence

Management is, to some extent, a corollary of the legal status.

Management independence involves independence in matters related to budgeting, decision-making, and personnel management and administration, and calls for operating methods as used in private enterprise.

These perquisites of management independence exist in a handful of sub-Saharan postal administrations.

The degree of management independence is a function of the nature of the legal status granted to the Post by the public powers.

But management independence depends especially on the Post achieving financial balance, because if the Post cannot balance its budget without outside subsidies from the State or some other agency, its top management will never have total freedom of action.

In the legal arrangements governing the postal sector of sub-Saharan Africa, there are as many forms of management independence as there are legal regimes.

Postal administrations operating as a central administration have no management independence whatsoever and will never achieve it under their present legal status. Nevertheless, even under this legal status, some have acquired greater flexibility by having been given a supplementary budget, but still attached to the general budget of the State.

Postal administrations established as public utilities have formal management independence with regard to the budget, but because they are attached to the public purse by means of a liaison account in that they are correspondents of the Treasury, that independence is limited. All their revenue and all their expenditure are paid into and out of that account, unless they operate under a fixed-ceiling system.

Most staff members of these postal administrations are civil servants, a fact that piaces severe restrictions on strategic management of human resources.

Postal administrations and corporations set up as companies have greater management autonomy because of their independence from the public treasury due to the elimination of the liaison

account pursuant to an agreement making them an independent institution along the lines of private enterprise.

An analysis of this situation reveals the existence of various types of management independence and the persistence of natural and textual limitations to that independence.

The textual limitations often consist of formal provisions contained in the statutory instruments governing the postal administrations and regulating their financial and accounting management.

Natural limitations stem from the form of the supervisory authority exercised over independent postal administrations since because of the confusion between line authority and supervisory authority, the senior executives of a postal administration simply become subordinates responsible for implementing the decisions made by the supervisory authority.

Finally, it should be pointed out that the quality of management independence and its power to take action depend to a large extent on the degree of observance of the principle of budgetary unity and its corollary, the rule of universality or gross proceeds. In other words, the organic unity of all the traditional services of the Post must absolutely be maintained and protected. The removal of any one of these services from the Post raises questions about the budget rules recalled above and thus decreases the budgetary and cash-flow resources of the postal enterprises. In reality and in practical terms, this means that the Post absolutely must retain the savings bank and giro services otherwise it will lose important resources: budget revenue and cash-flow resources.

2.5 Development plan

Several postal administrations (60 percent) have or are acquiring a medium or long-term development programme, known under various names.

It must be pointed out, however, that postal development planning is not easy in countries where the Post does not have the means to finance its own growth, where the postal network is overly large in relation to domestic traffic and staff strength excessive, and where, because of a ponderous national socio-political organization, postal authorities cannot freely make the structural adjustments needed to achieve the necessary macro-equilibrium with regard to the administration and management of their enterprises. Because of this situation, even those postal administrations that have prepared a formal document which they have named "development plan" have been unable to implement it properly. Obviously, then, this raises the problem of funding for postal development which is encountering considerable difficulty in all the countries under consideration.

Those administrations that have an independent legal status very often operate at a deficit and those that are part of an OPT receive financial support from the telecommunications branch.

Generally speaking, then, postal administrations do not have a significant capital budget with which to finance their own development. To maintain those budgets, they resort either to annual write-offs or to the internal subsidies they receive from the telecommunications branch of the OPTs.

Multilateral aid agencies are reluctant to finance a postal sector saddled with a deficit, so that the UPU and a few developed countries involved in bilateral aid become the sources of funding for postal administrations.

Postal authorities in these countries are thus faced with a major dilemma or problem, one that is difficult to solve, since if the Post is to finance itself, it must make a profit, and to make a profit, it must reduce its expenditure or its operating costs, and this means reducing the domestic network and cutting down on staff, all things that the political authorities are opposed to for reasons of local contingency and the labour unions for even more radical ones.

3 Postal services

3.1 Products offered

As regards services, the postal administrations of the sub-Saharan countries can be divided into two groups. In the first group (70 percent), administrations, even after their statutory reform and restructuring, continue to provide the traditional correspondence and parcel delivery postal services (LC/AO, registered letters, packets, postal parcels) and financial services (money orders, giro and savings bank). New products, such as EMS, telefax and business mail, have of course been added to these services. In the second group of countries (30 percent), postal administrations offer only the traditional letter-post, parcel-post and money orders services: giro and savings bank services are not offered because they were discontinued either after the countries achieved independence (20 percent), or as the result of statutory reforms (10 percent). All postal administrations in the second group nevertheless operate an EMS service and some offer telefax as well.

New products are brought onto the market after research and pursuant to decisions by the postal authorities (corporation) in agreement with the supervisory authority (ministry).

EMS is now available in all countries of the region and has made enormous progress in terms of volume of traffic and quality of service. In some countries (2), customers prefer EMS to the services of private couriers.

It should be noted finally that in most of the countries in the second group, studies are under way with a view to introducing the savings bank service and for some the giro service as well.

3.2 Postal indicators and postal service structure

Postal density in almost all countries remains very low, with a ratio of more than 20 000 inhabitants per post office.

The number of square kilometres served by one post office is still very high. That ratio, in fact, could become even worse in the event of a redimensioning of national postal networks.

The population/number of postal employees ratio is still low compared to that in the developed countries. It too could worsen with any further downsizing resulting from structural adjustment programmes.

Postal consumption in most of the countries is less than one item per inhabitant per year. Also, generally speaking, it has shown a downward trend over the past three years because of the slowdown in economic activity in the countries in question, particularly in rural areas.

The volume of inward mail everywhere is higher than outward mail (10 times higher in some countries).

Postal parcels and packets are declining in all countries in the region, apparently because of the competition by private couriers and airline cargo services.

Registered letters in several countries in the region are increasing from year to year (30 percent of domestic mail traffic in one country). This change is apparently due in part to problems of inadequate security in mail transmission and handling, especially at domestic level.

4 Quality of service in terms of production

Generally speaking, the postal administrations of the region, under the influence of the Regional Adviser and missions by experts dispatched by the International Bureau, are beginning to formally define postal service quality standards. Since the beginning of the systematic field

missions for monitoring quality of service organized by the International Bureau, a definite improvement of the situation has been noted, as regards both the internal organization of national sorting centres and the general handling of the mail (time and methods).

In most of the countries under consideration, new functional work areas have been developed or old ones have been redesigned or are being redesigned, in order to further improve operational and mail-handling conditions. Nevertheless, in some countries (3), sorting centres are in mediocre shape in terms of both plant and equipment.

In all countries of the region, there are now correctly drawn up circulation plans which by and large call for the use of all mail conveyance and circulation possibilities when making up dispatches both for within the countries and for points abroad.

Some effort has undeniably been made in respect of training for sorting centre staff (on-the-spot or on-the-job training, training abroad for supervisors), but there is a regrettably high mobility of staff serving in those centres and a lack of supervisors specializing in organization and methods.

It should also be noted that cooperation with customs authorities is becoming increasingly sustained in most countries, although the postal side does not seem sufficiently aggressive in this area.

One of the weak points of postal administrations and corporations today is the inadequate management of the business function. Structures specializing in this area are increasingly being included on organization charts but the function itself is seldom correctly discharged, probably for lack of specialized staff.

It is therefore recommended that units specializing in commercial activities (market research and marketing) be established and organized within the postal structures.

As for postal security, this subject has not been addressed dynamically. In fact, we have so far been unable to find a single postal administration in any country of the region that has created an operational unit or organized meaningful awareness activities in this area, despite the seminars conducted on the subject and the number of contentious cases on record.

The postal financial services sector (money orders, savings bank and giro) experienced serious problems during the past decade, of both a management and an economic nature. Money orders transactions had become rare and had even been suspended in some countries because of the difficulties associated with the automatic payment of the balance of funds transferred on the one hand, and the slowdown of national economic activity on the other; the same applied to giro and savings bank operations, whose assets had been used for current budget expenditure and were no longer available to meet requests for reimbursement and to honour cheques presented by the holders of bank-book savings and giro accounts.

Since the beginning of the present decade, however, several countries (30 percent) where giro and the savings bank already existed have been showing substantial improvement in terms of both traffic and quality of service. Little by little, the giro and savings bank assets are being converted into cash and the management of the financial centres is being computerized. Reimbursement operations have therefore resumed, automatically attracting inpayment transactions as a result of renewed customer confidence in the Post.

In 1993, however, an important decision was made by the authorities of the central banks of the States in the region calling for the non-redemption of bank notes exported outside the respective monetary zones, a policy that is beginning to benefit the postal service of those countries. That decision encourages economic operators to use the Post for transferring funds, either by ordinary or by telegraph money order, for their business transactions.

This new situation provides the Posts of these countries with a substantial cash flow and budget revenue. Since the above-mentioned decision came into effect, some postal administrations that used to find it difficult to pay international money orders now have a regular supply of funds.

5 Human resources

In none of the postal administrations of the region is there a properly designed human resources policy with all its traditional components (jobs, careers, social development, etc) based on objective elements derived from a social audit or even a social assessment.

In some administrations, of course, there are odd elements of a human resources policy, but they are seldom sufficiently formalized and justified because they are usually attempts to deal with unexpected occurrences or to solve isolated problems.

Nevertheless, the need to work out a comprehensive human resources policy seems increasingly obvious to the postal authorities in the region, especially because of the new structural balances and adjustments expected to affect their corporations and the switch to an operating method more in keeping with that of a private enterprise.

The situation of the staff of independent administrations is on the whole more remunerative or advantageous than that of the national civil service, although remuneration is still not equal to that paid in the industrial and commercial sectors.

Postal administration staff members have on the whole benefited from many training activities, particularly through the UPU and from bilateral assistance.

In most of the countries (75 percent), initial training has been available for a long time, and as a result the vocational training level is good; this is not the case in the other countries (25 percent) which are at grips with serious training problems.

Specialized or modular training which has been available only for the past few years is having an effect, although not a decisive one, on quality of service and modern management methods.

Country schools everywhere are making the change and taking action to reform their programmes, in application of the relevant recommendation of the Washington General Action Plan (WGAP).

Very few administrations have a targeted training plan, but most are trying to prepare one.

In State-owned postal administrations (administrative services with no legal status of their own) and in independent ones where staff does not have its own regulations, independent and different from those of the civil service, the "personnel" function is exercised in exactly the same manner as in the civil service.

Personnel management and administration are of the administrative, hence bureaucratic and static, variety.

There is nevertheless a shift in the personnel function in those administrations where the staff has its own independent regulations, in the form of a collective agreement. In principle, the staff should be administered and managed on the basis of modern management development practices and methods, but in most cases, there is still a long way to go.

In the course of his analytical field missions, the Regional Adviser made a social assessment of the postal administrations and corporations. The main results are summarized below.

Staff strength everywhere is excessive in relation to the actual volume of postal activities; the excess is almost always in the junior category of employee.

A breakdown of staff by category is as follows:

- senior executives: from 0 to 10 percent;
- supervisory staff: from 10 percent to 20 percent;
- junior employees: from 70 percent to 90 percent.

The age pyramid follows three main trends in these countries:

- staff ageing;
- staff rejuvenation;
- staff concentration in the 30 to 50 years of age category.

The level of general knowledge is good in all administrations offering initial job training (75 percent).

Postal vocational training is also good in all these countries. Modular or specialized training is nevertheless lacking in postal management control, financial management control, financial and accounting management, auditing, balance-sheet analysis and forecast studies and analyses.

Lessons were drawn from these few elements of the social assessment and made available to the postal administrations for use in preparing a comprehensive human resources policy.

6 Budget

The budgetary organization and financial management of postal administrations depend on their legal status. Financial organization and management are of the public accounting type when the postal administration has no legal status of its own and is simply a State-owned administrative service fully incorporated in the central government of the country.

Its budget is then included in the general budget of the State (revenue and expenditure) where it is allocated chapters and articles in accordance with the budget classification system used by the State. This kind of postal administration therefore has no financial independence, with regard to preparation of the budget or its execution and even less with regard to keeping its financial accounts. All its operations take place as dictated by the machinery and procedures established at the appropriate national level, from the commitment of the expenditure through cash conversion and scheduling to the actual payment.

When a postal administration has its own legal status such as that of an Office or a Corporation, it also has management independence, but this varies with the country concerned. In countries where the postal administration is a public or semi-public corporation, it operates according to the management rules of private enterprise and is subject only to the supervision of its board of directors in general and its responsible Minister at government policy level in particular.

If the postal administration is an Office, it too has more or less extensive management independence depending on whether it is assimilated, according to its statutes, to a public utility company or to a commercial firm. As a public utility company, the Post is always in principle a correspondent of the Treasury and must have an account with the country's chief accountant (the treasurer-general) in which it must deposit all its cash or funds, unless expressly authorized by the Minister of Finance, in which case it can open one or several accounts in the primary banks or the central bank for the deposit of funds. On the other hand, in the case of a company, the Post is no longer a correspondent of the Treasury and retains its funds in primary or commercial

banks, a situation that gives it considerable management independence and almost total control over the use of its own resources and cash assets.

In practice, we have observed that postal administrations set up as public utility companies are increasingly exempted from the principle making them correspondents of the Treasury. In some countries where the Post is still a central administration, hence not decentralized, we have witnessed the same trend, in that with a supplementary budget (which confers more flexibility and is a step towards budget autonomy), it is beginning to open accounts in commercial banks for the deposit of funds, funds which thus are no longer in the public Treasury.

It can therefore be seen that a great change is under way in the budget and accounting management situation, in that even public-utility and State-owned postal administrations are beginning to escape public management by the State. This trend will continue to grow as the postal administrations of the countries in the region become increasingly independent.

In addition to the management shortcomings and deficiencies mentioned above, it also seems that postal administrations are inadequate in the field of pure management. It has often been noted that the basic principles of programmed, modern management are disregarded and that financial responsibilities are discharged with no formal means of reference. Thus, almost everywhere, with the exception of a very few countries, there are no manuals of budgetary and accounting procedures. In some of the older administrations, which have been independent for some time, and in others recently reformed under externally financed structural adjustment programmes, there are management tools and standardized manuals of financial and accounting procedures.

While budget classification systems and accounting plans are now standardized in the French-speaking countries thanks to the OCAM accounting plan, there are very few specific financial analysis reports other than those presenting the annual balance-sheets.

7 Financial results

Generally speaking, in the near majority of the countries of the region, the Post is unable to balance its operating and capital budgets. There is almost always an overall budget deficit either in respect of current operations, or more broadly in respect of current operations and equipment (capital).

Consequently, in almost all the countries of the region, the Post shows a budget deficit varying in size, whether on its own if it is an independent postal administration, or within an OPT consortium. Most of the time, when the postal administration is independent within an OPT, it is very difficult for it to work out its financial accounts because the three sectors (Posts, telecommunications and joint services) are not managed separately.

Deficits are made up, either from the profits of the telecommunications sector of an Office of Posts and Telecommunications, or through a subsidy from the national budget, or from the public Treasury in application of the single cash-flow rule.

Only a few countries manage as best they can to balance their operating budget (12 percent). Any profit made, however, is barely enough to finance a few capital activities.

Postal administrations that succeed in balancing their operating budget are usually those of small countries where the Post recently underwent a statutory reform. The measures and options chosen during the restructuring process and before the new independent bodies began operations are undoubtedly the reason for these performances. This indicates that the structural adjustment must be made at postal administration level in order to achieve a budget surplus.

8 Implementation of the Washington General Action Plan (WGAP)

Generally speaking, monitoring the application by the countries in the area of the recommendations contained in the Washington General Action Plan yielded mixed results. While on the whole, most of the postal administrations wanted to implement the recommendations, the supervisory authorities or ministers did not follow suit. But the WGAP became a real electric shock that made postal officials more aware of the shortcomings and weak points of their administrations and of the need to make the necessary changes and innovations.

8.1 Knowledge of the market and commercial strategy

A few independent postal administrations have begun taking positive action, but their lack of technical ability tended to limit the effectiveness of the measures taken. Also managers require specialized training in marketing and commercialization. In other administrations, plans for the time being call for only central units for managing these activities.

8.2 Quality of service and operational strategies

On the whole, some progress has been made in respect of mail and financial services. International mail in particular has shown genuine progress as regards transmission and delivery times.

The financial services, whose quality had declined due to the effects of the general economic situation and the failure to automatically compensate credits, money orders and postal transfers, are beginning to recover (giro – savings bank – money orders).

The administrations as a whole have not formally defined their quality of service standards, except a few that have taken some action along these lines and that systematically conduct periodic tests of mail transmission and delivery times.

In most administrations, measures to modernize operations by using computers are being initiated or have already been taken.

Some administrations are linked to the minitel network and others are preparing to join the SITA network for monitoring EMS items.

8.3 Management independence

The Rubicon of total management independence has not yet been decisively crossed, although genuine progress has been made since 1989, given that 12 administrations out of 25 are already completely independent.

A near majority of the administrations analyzed do not have a long-term development plan although some (25 percent) have a medium-term one. All are beginning to take action on preparing multi-year development programmes.

8.4 Human resources

It was found that employees of independent administrations on the whole enjoyed more remunerative or advantageous conditions than those under the national civil service. Nevertheless, salaries are still not equal to those paid in the industrial and commercial sectors.

Employees of postal administrations with no legal status of their own are still governed by the civil service regulations and paid accordingly.

Postal administration staff members have on the whole benefited from many training activities through the UPU and bilateral assistance in particular.

All French-speaking countries of the region have been providing initial training for some time, and as a result the vocational training level is good; this is not the case in the Portuguese and Spanish-speaking countries which are short of senior managers.

Specialized or modular training which has been available only for the past few years has had an effect, although still not a decisive one, on quality of service and modern management methods.

Country schools everywhere are making the change and initiating activities to reform their programmes, in application of the appropriate WGAP recommendation.

Very few administrations have a targeted training plan, but most are trying to prepare one.

In most administrations, there is still no formal internal system of communication. Some publish newsletters and hold periodic meetings for line managers and ad hoc meetings with labour organizations.

9 Technical assistance requirements

Postal administrations in the area are almost all proficient in operational methods since they have a sufficient number of middle and senior managers trained in postal matters.

Their main deficiencies at this time are in the following areas:

- organization and methods;
- administrative and financial management techniques;
- management in general;
- marketing.

Needs in these areas should be met as a matter of priority so that the postal administrations can improve the quality of their general operations and of the services they provide.

10 Conclusions and recommendations

It was found, generally speaking, that since the Washington Congress, the postal administrations of the region have made meaningful progress in the fields of structural and statutory organization, postal operations and mail circulation and delivery.

EMS has been established everywhere and is running very efficiently; its market share and operating income are increasing every year.

The quality of international mail circulation has considerably improved, particularly for exchanges with European countries.

Also, the implementation of the multi-year integrated projects (MIPs) accompanied by development contracts concluded by the International Bureau and the postal administrations of the countries in question generally speaking produced good results in terms of achieving their objectives and the methods and procedures of carrying out the activities.

The MIPs made it possible to increase the personal responsibility of postal managers in the process of developing their administrations by improving their managerial skills and adding to their experience in the field of international cooperation. To improve the existing MIP system, however, the Regional Advisers should be associated in the process of executing the activities programmed, with a view to relieving the International Bureau and expediting the decisions required of the national MIP Directors.

Finally, execution of the MIPs made it possible to initiate and develop South-South cooperation, since managers often acquired their specialization training from postal administrations in the zone that had been selected as centres of excellence in certain fields (postal operations, postal management, administrative management, financial management, management control, internal auditing, etc). Also, managers from postal administrations of countries in the region were sometimes asked to carry out experts' missions as part of the execution of MIPs. Nevertheless, the potential for TCDC in the area is still low.

In view of PDAG's eligibility criteria, few postal administrations in the area are likely to benefit from capital projects through bank loans.

Most of them cannot take on any further debt because of their financial deficit situation. It is only through the OPTs or the structural adjustment policies that some postal administrations have been able to take advantage of loans to the OPTs or to the States themselves.

In sum, the following are a few major recommendations that could serve for the preparation of a postal development programme for the countries in this area.

10.1 Continuation of the statutory conversion of postal administrations

- Management independence is a corollary of an administration's legal status, and it is strongly recommended that the present public utility companies be converted into national companies or corporations, either entirely public or semi-public, and that statutes be worked out to allow them to apply the rules and principles of private management.
- In connection with the OPTs, provide separate accounts for postal, telecommunications and joint services in the classification of existing budgets and accounting plans, to give a clearer picture of the financial situation of all three sectors of activity, in connection with the OPTs.
- Resolutely resist any attempt to separate the Post from its financial services (giro and savings bank); such a separation could only aggravate the postal deficit and result in social movements.
- Within the postal companies and enterprises, organize giro and savings services as an affiliated semi-independent entity with the status of a financial establishment to foster investment of public funds and available reserves in the financial market.

10.2 Internal restructuring

- Postal administrations that have not yet done so must as a matter of urgency proceed with their internal restructuring so that they will be able to apply the modern rules and principles of management. The organizational change must be a continuous process in order to respond to the requirements of development and policy objectives. This involves making use of all the variables that can affect the behaviour patterns of the workers, the nature of their duties and the formal procedures of the postal enterprises.
- The new structures must be based on the results of an analysis of tasks and of the objectives pursued by the postal administrations. Those results should make it possible to classify tasks according to their nature, to allocate them to the proper functional and operational structure and to organize them by introducing formal inter-structure or inter-unit relations.
- Moreover, organization charts should be accompanied by planned and actual staff tables, charts showing existing jobs and planned jobs. Organization charts should show all the cells responsible for managing the various functions of the postal administration and in particular those responsible for management control, forecasting and programming, commercialization and marketing, internal audit and financial analysis.

10.3 Standardization of postal, financial and accounting management

- Arrangements should be made to improve the quality of management in these fields. It is especially recommended that procedural manuals be prepared for the efficient performance of activities carried out in the day-to-day operation of the services and in implementing annual and multi-year programmes.
- Management techniques must be covered by formal procedures to ensure that they do not operate below their potential owing to insufficient information about the reasons for their use and an underestimate of the need for their use.
- Moreover, it is necessary to rationally organize internal controls taking care to individualize the related activities within functional and homogeneous units. The control function in postal corporations should be clarified by making a distinction between operational control, performance control, documentary and physical control, internal auditing.
- It is highly recommended that a specialized micro-unit specializing in financial analysis be established within the macro-units to review annual balance-sheets, current and forecast financial studies. The changing national, sub-regional, regional and international economic environment must constantly be monitored and watched to detect any element that will impact on the operation of postal administrations and corporations (postal market, budget revenue and expenditure, marketing, etc) so that the necessary measures can be taken to ensure the sound operation of the postal administration.
- Similarly, financial research will allow all managers to determine and monitor the economic and financial health of their postal administration or corporation, by selecting one of three existing methods, or a combination of them:
  - changing values method;
  - indicial method;
  - ratios method.

10.4 Organization of the marketing function

- One of the present weaknesses of postal administrations and corporations is their inadequate management of the marketing function. Specialized structures in this field are increasingly showing up in organization charts but the function itself is often incorrectly exercised, undoubtedly because of a lack of specialized managers.

  It is therefore recommended that units be set up in the postal structures specializing in commercialization (market research and marketing).

  Postal managers must become more familiar with marketing techniques and make a point of using them, especially in connection with new services such as EMS and telefax, knowing that marketing is primarily a state of mind, and only then a series of techniques that will allow an enterprise to win markets or win them back or create them, keep them and develop them.

10.5 Dynamization of the personnel function

- There is undoubtedly a change in the personnel function in administrations whose staff has been given its own independent regulations in the form of a collective agreement. In principle, such a staff must be administered and managed according to modern management development methods and practices, but in most cases there is still a long way to go.
- Under the effect of the trend towards privatization of the management system of postal enterprises, the time has perhaps come to change direction for obvious reasons. It is strongly recommended to postal enterprises that have not already done so that they begin to apply modern human resource management techniques. They should start by converting their existing structures into a human resources directorate and prepare the formal instruments and procedures that will allow these new management methods to be put into

practice. They should also, as recommended in the WGAP, give their staff their own regulations, separate from the present ones derived from the general regulations of the civil service.

- The officials in charge of the human resources directorates must above all insist on management and administration methods in the following areas or fields:
  - Jobs
    - job description and classification of posts;
    - short-term and medium-term employment policy;
    - employment strategy.
  - Careers
    - preparation of new criteria for appraisal of employees, supervisors and executives;
    - career management and guidance.
  - Social development
    - training;
    - time management;
    - working conditions;
    - communication and information;
    - social relations;
    - incentive measures (special bonuses and awards).
  - Social auditing.

10.6 Development and practice of a corporate culture

- Postal enterprises require a civil status made up of several referential elements so that they can be identified and with which the entire staff can identify. These elements, considered as a whole, reveal what the enterprise does and what it wants.
- A corporate culture should make it possible to effectively:
  - face problems;
  - mobilize the staff of the enterprise around production, marketing and management objectives;
  - serve as a reference by creating a common language and a common attitude inside the enterprise and outside it.

10.7 Rationalization of management independence

- Give the postal administrations that are already independent greater freedom for managing their budget.
- Separate financial management of postal administrations that still form a single legal public utility company or corporation with telecommunications.
- Review the national postal network, evaluate the budgetary balance of each postal facility and ask the State to support deficits by paying a subsidy, otherwise restructure the national network accordingly, by applying a structural adjustment plan.
- Convert the existing public utility companies into public companies or corporations but with a private method of operating.

- Abolish the existing liaison accounts with the Treasury, or make the system more flexible so that the Post can reap a profit from its cash resources.
- Keep the savings bank and giro with the Post and liquidate the assets of these establishments so that they can be deposited in the banking system and be properly remunerated.

10.8 Organization and development of the communication and information function

- Nowadays, communication and information are considered a corporate management function and as such they must be correctly taken in charge like any other function. An integral part of the enterprise, they contribute to production in various ways and means.
- Management of this function in the postal enterprises could be structured around the following activities:
  - preparation of a "Welcome aboard" booklet;
  - an administration newsletter;
  - staff meetings;
  - opinion surveys and inquiries;
  - consultation groups;
  - direct expression for employees;
  - compendium of needs by means of a social audit.

10.9 Implementation by managers of management development techniques

- A manager is someone who plans, selects the people, directs, evaluates and leads a group, and controls and takes corrective measures. All these manager functions comprise many activities studied and formalized by organizational development, of which management development is a practical application.
- Executives and managers in a postal administration must apply these new management techniques which deal with important topics such as methods of command, innovation, change, labour, decision-making.
- Given the importance of management development in promoting the postal activities of the countries of the region, it is recommended that training in this area be arranged for senior executives and postal managers.

10.10 Definition of a long-term management policy

Postal administrations of the countries in question must work out a medium- and long-term management policy, the main elements of which will be drawn from an operational audit carried out according to the book. The audit should reveal the structure of operational costs and of operational return, as well as the physical segmentation of subjects or fields, sources of revenue or operational return (mail, packets, and postal parcels, EMS, facsimile, philately, etc), and that of the operating expenses. An analysis of these different elements will lead to meaningful interstuctural or segmentary ratios between traffic indicators and financial indicators which the management policy that will be worked out can alter in order to achieve the quantitative and qualitative objectives assigned by it.

Cotonou, 3 December 1993

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Operation of the postal services in the developing countries

AFRICA (II)

Countries under the Regional Adviser's jurisdiction: Botswana, Eritrea, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria. Seychelles, Sierra Leone, Swaziland, Tanzania (United Rep), Uganda, Zambia, Zimbabwe

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I. Introduction

The purpose of this report is to account for the development of the postal service situation in the developing English-speaking African countries and Mozambique. The region consisted of 19 countries in 1991. Eritrea, which became independent from Ethiopia early in 1993, becomes the twentieth country of the region. Thirteen of the countries are classified as LDCs, five as priority countries and two as other developing countries. Table 1 below illustrates the situation.

Table 1: Classification of the countries in the region

Least developed countries	Priority countries	Other developing countries
Botswana	Kenya	Seychelles
Eritrea	Mauritius	Swaziland
Ethiopia	Namibia	
Gambia	Nigeria	
Ghana	Zimbabwe	
Lesotho		
Liberia		
Malawi		
Mozambique		
Sierra Leone		
Tanzania (United Rep)		
Uganda		
Zambia		

II. Socio-economic context

Major development problems at regional level (macro-economic aspect)

Twelve of the countries in this region are poverty-stricken and have per capita income of less than 600 USD per annum according to United Nations records for 1989. Two of these have only a GNP of 120 USD. This means that these countries can hardly undertake development activities unless they borrow from external sources or receive aid and grants from rich nations. The aid and grants have stringent conditions attached to them which are difficult to meet. Five of the countries that belong to the "priority countries" category can ill afford any development activities without external borrowing. Two of them have political instability and internal strife, which does not create an atmosphere conducive to foreign investment and capital development. One was plagued by drought. Only two have relatively more suitable conditions for development. Two countries which belong to the "other developing countries" category have their own problems. One has the natural problem of a fragile environment, with land being a scarce commodity; the other has the problem of instability.

A climate for investments and development in these countries has to be created. However, most of the countries carry heavy external debt burdens, the highest being 32 832 million USD and the least 281 million USD in 1989.

National development priorities and the place of the Post

As a result of the above situation, the countries focus their development priority efforts on poverty alleviation, income generation, health, agriculture, job creation and the development of small-scale industries. Consequently, the Post hardly ever receives sufficient attention.

Development prospects

Prospects for growth are adversely affected by political instability, national and regional conflicts provoking the flight of capital and the lack of foreign investments, which seriously hampers industrialization and private sector development. In a few of these countries where there is relative stability, government and entrepreneurs jointly and severally invest in industries, mining and fisheries. The prospects of meaningful development therefore lie in an atmosphere of peace, good governance and accountability.

III. Postal service profile

A. *Legal status*

Table 2 below shows that administrations of seven of the countries in this region are still government departments, six others operate as joint Posts and telecommunications corporations, five as independent postal corporations and one as a limited liability company.

Table 2: Legal status of the postal administrations in the region

Government departments	Posts and telecommunications corporations	Independent corporations	Limited liability company
Ethiopia	Ghana*	Botswana	Sierra Leone
Gambia	Kenya	Mozambique	
Lesotho*	Swaziland	Namibia*	
Liberia	Uganda	Nigeria*	
Malawi	Zambia*	Tanzania (United Rep)*	
Mauritius	Zimbabwe		
Seychelles			

* Note: Lesotho is in transition from a department to a corporation. Ghana Posts has set January 1994 the date for separation from telecommunications to function as an independent postal corporation. Namibia became a separate corporation in August 1992 but remains under one Board of Directors with telecommunications for a period of five years for the purpose of easy cross-subsidization, should the need arise. Nigeria's administration became a corporation in July 1992. The transformation of Tanzania Posts and Telecommunications Corporation into two separate entities gave birth to Tanzania Posts Corporation on 1 January 1994. The corporation is managed by a board of directors. The PMG assumes the responsibilities of CEO. Zambia Posts is an independent entity, though it is part of the PTC grouping under the Zambia Industrial and Mining Corporation, a limited liability company. It therefore shares the characteristics of the three categories mentioned in the table.

Economic consequences of the separation of Posts and telecommunications

The economic consequences of the separation of Posts and telecommunications are both positive and negative for the Post, depending on the general environment of the country but to some extent on the management ability and capacity of those who operate the Post. One of the countries that separated in 1989 has had a record of successes since then thanks to the accountability and management skills of the operators. It has consistently made profits all these years, which have been reinvested and used in capital development. It lends money at interest to other departments like telecommunications and the building societies. For it, the future is very bright. Another country that became independent about a year ago has not found the going easy at all. It has had problems paying staff salaries and paying for services rendered to it by other parties and agencies. It has therefore invited the government to review its situation and accept it back as a government department.

Impact of government policy on development of the postal sector

Government policy on the postal sector is a reflection of how the corporate body or Ministry presents the Post to the government. The Post is seen by the government as the corporate body or Ministry presents it to the government. Since the Post hardly has the opportunity to speak for itself directly to the government, its development problems are rarely known and as a result little or no attention is paid to its development needs. These issues came to light during awareness missions by the Regional Adviser. In one country where the Post presented its case directly to the government, the sector had its projects recognized as core projects for development of the country's infrastructure. It was granted autonomous limited liability status. The government supported and approved heavy investments in the postal projects which have been in progress during the last three years.

Future outlook

The Post's outlook for the future would be bright if only operators asserted themselves, strove to achieve management independence so as to speak with the government face to face and were able to highlight their needs and problems. They should also secure financial autonomy and show that they could be relied upon to account for what is entrusted to them and prove the viability of their sector. They should be able to rationalize staff management and improve services in order to retain customers. It has to be pointed out that management independence and financial autonomy of the Post cannot be imposed on any government. UPU consultants can only help prepare a convincing case which the postal authorities could fight for. In the final instance, it is the government which decides. The first task therefore must be to prepare sound and convincing justification for the need to separate the Post from telecommunications so that the government could take an informed decision in the matter. The UPU could subsequently assist in working out the legal status as it has done in two administrations in this region.

B. Development plans: progress since 1990

The preparation of postal development plans and their inclusion in the national development plans are of fundamental importance.

The development plans that exist in most of the postal administrations are merely a catalogue of a number of projects which these administrations would want to execute within a certain period. They are generally not quantified in terms of real costs, targeted to time frames, or negotiated with the government systematically for acceptance and inclusion in the national development plan. Evidently, no provisions could be made for the execution of such plans. It is only in one country that a ten-year postal development plan has been drawn up and accepted by the government, followed by the signing of a performance contract between the government and the postal

administration as a result of which execution of the projects has started with assured funding. Revisions are carried out from time to time in consultation with the government and with its approval. One other administration has drawn up, with the help of a UPU-sponsored mission, a ten-year postal development plan similar to the one above. This administration is in the process of working out the details with the government.

Implementation of the plan

Implementation of the plan, once approved by the government, is tied to the financial fortunes of the government. The plan receives a prioritized share according to resources available to the government. At any rate, the plan, once approved, has a chance of being referred to donor countries by the government itself. The authorities concerned could also seek bilateral assistance from friendly countries and non-governmental organizations as well as from the UPU. What is important therefore is having in place a postal plan accepted and approved by the government.

C. Postal services offered

Table 3: Range of services

Services	Number of countries
Letters	All
Parcels	All
Sale of stamps	All
Philately	All
Giro (inland)	18
Money orders (inland)	19
Money orders (international)	5
British postal orders	2
Reply coupons	19
Savings bank	10
EMS	19

A corporate status concerning Posts and telecommunications handle various telecommunications services, telegram acceptance and delivery, bureaufax, telefax and phonogram on an agency/commission basis. Various other financial services include pensions, development and defence bonds/bonus payments, payments of school fees and saving certificates. The sale of newspapers and magazines are done by a number of countries where the administration has commission basis. Expedited mail service is common to all but one country.

Authority that decides the scope of the services

In countries where the administrations are government departments, the Ministries decide the scope of the services. Administrations that are Posts and telecommunications corporations or independent corporations have this decision taken by their boards and ratified by the

government. When the administration has a limited liability status, it has its own board take this decision.

New services

The range of new services in this area varies from country to country depending on the particular situation. Generally speaking, new services, like bureaufax, are slowly making inroads in the region.

Interest in EDI technology

The postal administrations have been made aware of the importance of EDI systems and have expressed their interest in acquiring the relevant technologies..

D. Quality of service

Definition and application of quality standards

In simple terms, quality standards have been defined as "the key to customer satisfaction". Before 1990, the UPU had sponsored missions on "Improving quality of service" in a number of countries in the region. That was in 1989. In 1990, the UPU organized a course on quality of service for all English-speaking African countries in Harare (Zimbabwe) from 15 to 26 July 1991. There were twenty participants from ten countries. This has resulted in the introduction of quality standards in almost all the countries of this region except one. These standards are monitored by senior management staff of the administrations who record instances of failure for the purpose of future remedial action. The Regional Adviser monitors these standards during his missions to these countries.

Operational strategies (premises, equipment, mail circulation tables, cooperation with customs authorities, appropriate training)

The issue of premises constitutes a serious problem for many postal administrations. In some countries, Posts and telecommunications share premises and the Post never has enough accommodation in such a joint ownership arrangement. It cannot afford to have separate premises even if it wishes to. In island countries, land is a scarce commodity and, as a result, some postal administrations share offices with other government departments in government buildings and civic centres.

Equipment is another area of great concern. Many administrations do not have the resources to replace their obsolete equipment, particularly where it involves foreign exchange. Some do not have the skills and expertise to maintain and service the equipment. The effects of worn-out equipment, or the lack of it, on service standards are often serious. Mail circulation tables exist in many administrations. The UPU in 1992 sponsored consultant missions in international mail circulation to Ethiopia, Kenya, Malawi, Mauritius, Mozambique, Swaziland and Tanzania (United Rep). A seminar on handling mails at seaports and airports was also organized for English-speaking African countries by the UPU and PAPU in Kenya from 2 to 14 September 1991. These are all efforts to improve mail circulation and delivery. Recently, a mission sponsored by UPU/ECA/PAPU was jointly undertaken by three experts on the establishment of regional and sub-regional transit centres in Africa. Two countries in the region will benefit from this exercise.

Post offices in all the countries in this region generally liaize and maintain regular contacts with customs officials and work side by side with them for mails and parcels examinations and customs duty assessment.

Noteworthy progress relating to postal operations

Two administrations in this region operate mail/passenger bus services. One of them has 18 luxurious buses in its fleet which serves the entire country in accordance with strict schedules. It bought the fleet with funds from its terminal dues receipts. It also operates a mail/passenger boat service. One other country has created a success story by putting up an eleven-floor postal headquarters building paid for from its own resources. Some of the floors are rented to other organizations. Another administration is innovating by using wood, a local raw material, for producing and installing private boxes for letter delivery. One administration uses its postal workshop to manufacture locally much of its equipment, such as pillar letter-boxes, date-stamps and their type. It is involved in the commercial manufacturing of various gift items, police batons and steel engravings.

Operational inadequacies

Inadequacies exist in the areas of knowledge of operational procedures and skills for postal duties owing to the absence of basic postal schools where postal knowledge can be imparted. A lack of working manuals for counter and mail office duties is another factor.

Postal security

Several administrations are concerned with postal security and have an "Investigation and Security" branch. In some cases, these branches operate under the guidance of State security services and appear too independent of the postal authority. The UPU recently set up the Postal Security Action Group (PSAG) in order to raise awareness of the importance of security in postal affairs. It also held in this region a course on postal security in collaboration with PAPU for postal administrations of English-speaking African countries from 21 September to 2 October 1992. PSAG activities should result in the adoption of a uniform and systematic approach to security problems.

E. Human resources

General policy

Policy on human resources varies with the status of the Post. Administrations with the status of a department in a Ministry follow the general civil service regulations of their countries. Where the Post has the status of a Posts and telecommunications corporation, the policy is laid down by the corporation's board and is usually ratified by the government. Countries with independent postal corporations also establish a human resource policy, which helps them to recruit, train, develop and retain the best staff and avoid the wastage. The board approves the policy, which is then ratified by the government.

Recruitment system

Administrations with the status of a department adopt the civil service system for the recruitment of staff.

Administrations that are part of a Posts and telecommunications corporation or that have independent status have an in-house recruitment system under which they advertise vacancies in the media, set up their own committees on recruitment, organize interviews for selecting candidates and short-listing suitable candidates. The files of candidates selected through oral or written interviews are submitted with their score sheets and CVs to the board for approval. When

approved, the results are released and successful candidates are sent for medical examinations before the offer of the appointment.

Remuneration in relation to labour market conditions

Countries that adopt civil service regulations follow the government salary structure and cannot deviate from it.

Administrations that are part of a Posts and telecommunications corporation establish their own salary structure, which is more attractive than the government's, but not as much as that found in the private sector (commercial houses, industries and banks). Administrations that are independent postal corporations introduce the element of incentives and motivation in the salary structure and this can be considered competitive with salaries in the private sector. Such is the case in the postal administration that has a limited liability status.

Training

Fifteen of the 17 countries visited have their own national postal training schools, which train their nationals in basic postal work. Two countries have no postal school of any kind.

One country has a multi-country training school that provides basic intermediate and middle manager training to nationals of the school's co-sponsoring countries. One other country has an inter-country training school that trains candidates from all over the region in the advanced levels of postal work and as senior managers. One country trains both its own staff and employees from other industries in the country. In doing so it commercializes the school training activities to source additional revenues. Where these schools exist, they have been found to be efficient in the areas of postal introduction and employees have benefited immensely from the knowledge gained. The two countries without basic postal schools face the problem of generally untrained staff and public dissatisfaction. Arrangements have been made for basic postal schools to be established in one of the countries within the framework of TCDC and, in the other, through that country's development programme. It is not possible to gather reliable statistical data on the number of trained and untrained employees in these countries.

Employment policy

In almost all these countries, the postal sector is one of the largest employers and therefore helps to alleviate unemployment problems there. As mentioned in the foregoing paragraphs, however, stringent conditions for loans from donor countries, the IMF and the World Bank have made it difficult, if not impossible, for the Post to play this role effectively, These conditions include the removal of subsidies, retrenchment and the rationalization of staff, all of which limit employment and promotion opportunities. In many countries, the Post is understaffed.

F. Budget

Budget preparation, approval and execution

Administrations with the status of a department prepare their budgets in accordance with the national government guidelines and defend them before the government's representative. If approved, they receive quarterly releases corresponding to the approved budgets to be executed. Notwithstanding approval, implementation depends largely on the liquidity of government funds. When the government is strapped for cash, certain budget items may be abandoned.

Posts and telecommunications corporations, independent corporations and limited liability companies have their budgets approved by their boards. Because they have programmed plans articulated in terms of costs and provisions made in advance, budget execution is much easier. The governments, in most cases, borrow so that they can achieve their targets, which are profit-oriented.

G. Analysis of financial results

Prior to becoming a separate corporation, one of the administrations (Mozambique) had all along managed to produce balanced budgets; under an agreement with the government, it turned over to the latter 40 percent of its revenue and retained 60 percent for its services. In 1992, it achieved the status of an independent enterprise, complete with its own board.

Number of countries making profits: use of those profits

In one country, the Post, functioning as an independent corporation since 1989, has steadily made profits which are ploughed back for service improvements, capital projects, loans to other government departments, bank investments, etc. In another country, the Post, which operates with the telecommunications but which has a separate budget, has recorded profits and has the freedom to use them as it sees fit. It has used the profits to provide incentives to staff, procure equipment and transportation services. Four other administrations, which have the status of a department, record surpluses that are paid into a government consolidated fund.

Number of countries showing a deficit: State subsidies, means of covering deficits

In nine countries, the Post, operating jointly with telecommunications, usually records a deficit and is subsidized from telecommunications revenues. One administration with department status records deficits which are absorbed by the government. Another administration, with independent corporation status, recorded a deficit in its first year of operation as an independent body and the deficit is such that the corporation has invited the government to rescue it and, for the time being, take it back as a government department so that its capital and recurrent expenditure will be borne by the government.

IV. Washington General Action Plan (WGAP)

Evaluation by the Regional Advisers

Postal operations

In the implementation of WGAP, satisfactory progress can be reported for the vast majority of countries in such operational fields as quality of service, traffic surveillance and establishment of EMS. Some headway in the development of tracking systems can be seen in at least two countries (Lesotho, Zambia).

Marketing – Customer satisfaction

Public opinion surveys and inquiries into the market shares held by the Posts are becoming more systematic in some countries of the region (for example, Ghana, Kenya, Lesotho, Liberia, Namibia, Nigeria, Seychelles, Tanzania (United Rep), Zimbabwe).

Management independence

Postal administrations are now more disposed than ever before to critically examine their management systems and ask for greater management independence from the authorities. Some administrations are now empowered with the authority to purchase/hire equipment and construct buildings.

Human resources

The ability to control and recruit staff is linked with the management systems. Although the progress is by no means spectacular at present, some positive steps are being taken or are contemplated in some countries (Botswana, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, Tanzania (United Rep), Uganda). Some considerable progress is reported in the development of internal information systems.

Implementation of the Washington General Action Plan by the postal administrations has been regularly monitored by the Regional Advisers during their visits. The administrations' replies to the International Bureau questionnaires are verified and comments are offered on the status of WGAP implementation.

V. Technical assistance fields: priority needs

Future technical assistance should focus on the following areas:

- assisting the postal administrations in the transformation of their legal status;
- articulating a long-term and meaningful development plan that should be accepted and approved by the governments to lay a base for systematic development;
- carrying out market research;
- conducting consultants' missions on statistics;
- training the trainers of various postal schools;
- supplying equipment and transportation and replacing worn-out and unserviceable tools;
- helping the countries to computerize their services;
- installing EDI to improve international postal operations;
- improving EMS so that it becomes an important source of revenue.

VI. Conclusions

Evaluation of progress made since the Washington Congress

About 99 percent of the countries in this region have EMS in place now.

Four administrations have been transformed from departments to independent corporations; there was only one in 1989.

Two administrations are in transition between their old status of government department and part of a PTC and their new status of independent postal corporation, expected to start up in less than a year.

One administration has acquired the status of an autonomous limited liability company.

Marketing is getting better known. Some postal administrations are keen to undertake profit-making ventures. Customer satisfaction has captured the attention of the Post, replacing the "I-don't-care" attitude of the past. Mail circulation has improved, reducing transmission times.

A wide range of products different from the traditional postal services is are now being offered by post offices.

Quality of service is improving by the establishment and application of quality standards.

Impact of the new technical assistance concept (MIP, development contract)

Except for three countries, MIP development contracts have been signed with the governments. Documents in respect of the remaining three have been sent to the International Bureau. MIP execution is underway more or less satisfactorily. The implementations have given the Post a new lease on life and has improved its image and efficiency in these countries. Staff enjoy a high level of job satisfaction, with improvement in their skills and knowledge the result of the numerous training courses, seminars and workshops offered.

Potential for TCDC

There is a great potential for TCDC activities in this region. Officials with professional skills and specialist knowledge are available to help other smaller developing countries with little or no skills and expertise and which can benefit from the TCDC activities undertaken by the more favoured countries in this region.

Since 1972, four postal administrations – Botswana, Lesotho, Malawi and Swaziland – have been cooperating in setting up and running a multi-country training centre (MCTC) in Blantyre, Malawi. The institution caters to the training of postal and telecommunications middle-level staff from these countries in the area of managerial and advanced operational duties. It is also open to other SADCC (Southern African Development Coordination Conference) Member States that would like to participate. The postal Directors of the SADCC Member States meet annually, at a different postal administration headquarters each time to discuss their common postal problems and find solutions to them, such as harmonizing mail distribution in the region, coordinating regional sorting office activities for the external mail network to avoid triangular mail circulation, and exchanging skills in specialized areas. Some donor countries treat SADCC postal administrations as a single group in the region with regard to technical cooperation and assistance.

Possibility of capital projects – Role of the PDAG

The likelihood of the PDAG attracting funds for capital projects in this region is rather slight. For one thing the postal administrations have yet to demonstrate enthusiasm for it and to undertake the preparatory studies necessary.

VII. Recommendations for the future

For the future well being of the Posts, the following recommendations are put forward:

i Assert the separate independence of the Post to enable it to speak for itself with the governments.

ii Let each postal administration have an articulated postal development plan in place, which its government recognizes as part of the country's development plan.

iii Improve the infrastructural facilities of the Post.

iv Improve human resources through adequate training.

v Establish an adequate level of remuneration and incentives in order to retain staff. New staff should see their way through to the top on entering the service.

vi Pay attention to the welfare of staff.

vii Facilitate the collection and storage of statistics for reliable forecasts and future planning.

viii Make improving quality standards an ongoing concern.

ix Give priority to customer concerns.

x Make the working environment more attractive to workers and customers alike.

xi As technical assistance through MIPs has proved to be reliable, increase funding to guarantee uninterrupted development of the Post.

Harare, 6 December 1993

THOMAS IKE

Regional Adviser

Congress – Doc 50/Annex 3

Operation of the postal services in the developing countries

Latin America and Caribbean

Countries and territories under the Regional Adviser's jurisdiction: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominican Rep, Ecuador, El Salvador, Guatemala, Haiti, Honduras (Rep), Mexico, Nicaragua, Panama (Rep), Paraguay, Peru, Suriname, United States of America, Uruguay, Venezuela.

Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Belize, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, Netherlands Antilles, Saint Christopher and Nevis, Saint Lucia, Saint Vincent and the Grenadines, St Helena, Trinidad and Tobago, Turks and Caicos Islands, Virgin Islands

Prepared by Mr Paulo Siciliano

Headquarters country: Costa Rica (San José)

I. Socio-economic context

1 It is clear that notwithstanding their cultural and other similarities, the countries in the region do not constitute a homogeneous group and that, for analytical purposes, they can be classified in various ways. Classification by means of concentric circles might be the best way of grasping the various relationships that exist between these countries.

2 The Organization of Eastern Caribbean States (OECS) constitutes the most central of these concentric circles. It comprises eight countries, all very small and English-speaking, bound by an agreement that covers their external relations, defence and security, and economic affairs. The member countries of this organization are Antigua and Barbuda, the British Virgin Islands, Dominica, Grenada, Montserrat, Saint Christopher and Nevis, Saint Lucia, Saint Vincent and the Grenadines.

3 The second concentric circle, the Caribbean Community (CARICOM), includes the OECS as well as the Bahamas, Barbados, Belize, Guyana, Jamaica and Trinidad and Tobago.

4 The Caribbean Development and Cooperation Committee (CDCC) makes up the third concentric circle. Its members include the CARICOM countries plus Aruba, Cuba, the Dominican Republic, Haiti, the Netherlands Antilles, Puerto Rico, Suriname and the United States of America Virgin Islands. It thus comprises 22 countries with a total population of 28 million. Here the degree of heterogeneity is even more noticeable since the group includes new cultural, linguistic and institutional elements, because whereas the members of CARICOM are all former British colonies, the CDCC includes among its members former colonies of the Spanish, French and Dutch empires, as well as two territories associated with the United States of America.

5 The fourth and last concentric circule includes all the countries of Latin America and those located in the Caribbean Sea.

6 In many cases, cooperation agreements between CARICOM and Latin America are no more than pacts on paper, since they have not been given the necessary concrete follow-up. They nonetheless indicate a positive trend towards greater cooperation and are an expression of the political desire of the governments to promote intraregional cooperation.

7 The different levels of economic and technical development and of natural resources and the differences in the size of the countries of the region make it difficult to establish balanced postal relations. Moreover, the characteristics of the Caribbean region are completely different from those of the Latin America sub-region and this fact must be borne in mind when discussing them. It can be said that generally speaking, we are in the presence of two major sub-regions: Latin America and the Caribbean.

8 The countries of the Caribbean region are understood to include the English-speaking countries, plus Belize, Guyana and Suriname. This sub-region in turn could be divided in two according to the level of postal development achieved by the administrations and the degree of implementation of the Washington General Action Plan.

9 The first division would include Jamaica, Barbados, the Netherlands Antilles and Aruba, with the remaining countries being in the second one.

10 Latin America could be broken down into three divisions:

- the first would include those countries that have already achieved a good level of postal development and that continue to make major changes in their administration: Mexico, Chile and Brazil;
- the second group would be made up of administrations that have implemented the WGAP almost in its entirety and that have carried out major reforms as regards relations between

the Post, its supervising agency and its customers: Argentina, Bolivia, Colombia, Venezuela and Nicaragua;

- the third division would comprise the other administrations, which, despite the efforts of their senior officials, have not been able to obtain the results hoped for with regard to reform during the post-Washington Congress period, but where one can nevertheless see a willingness by the authorities to carry out the reforms in the medium and long term that will allow those administrations to reach the desired level on the postal market.

11 All these countries (with the exception of Haiti) are deemed by international organizations to be "developing" countries.

12 All of these countries, with one exception, apply a national development plan covering periods varying from four to 10 or 15 years.

13 However, except in one country, the postal sector is not included in any of those plans, a fact that confirms a situation that our organization is already familiar with.

14 In addition to revealing a certain disregard for the importance of the Post in the infrastructure of the country, this situation has a negative effect on negotiations with other international organizations for financing postal projects, due to the fact that the governments do not allocate any priority to the Post. This problem was observed by the Regional Adviser himself when negotiating projects with international organizations represented in the region.

II. Profile of the postal services

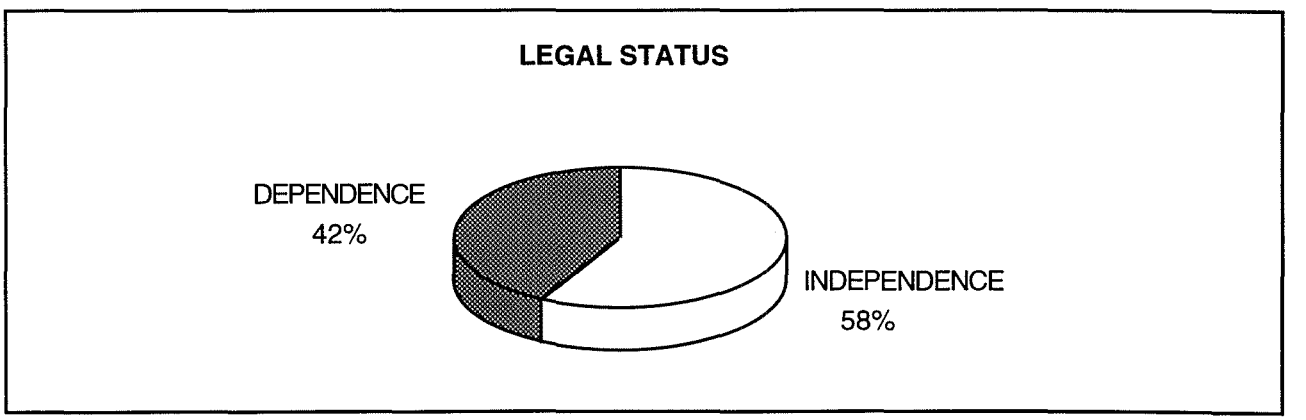
A. Legal status

Latin America sub-region

15 This area is a source of pleasant surprises. The legal status of 57.9 percent of administrations enshrines the independence of the Post, although some administrations that have obtained legal independence do not in practice exercise that freedom.

16 The remaining 42.1 percent are departments or services under a supervisory ministry, which is an obstacle to the sustained development of postal activity as advocated by the Washington General Action Plan.

Latin America

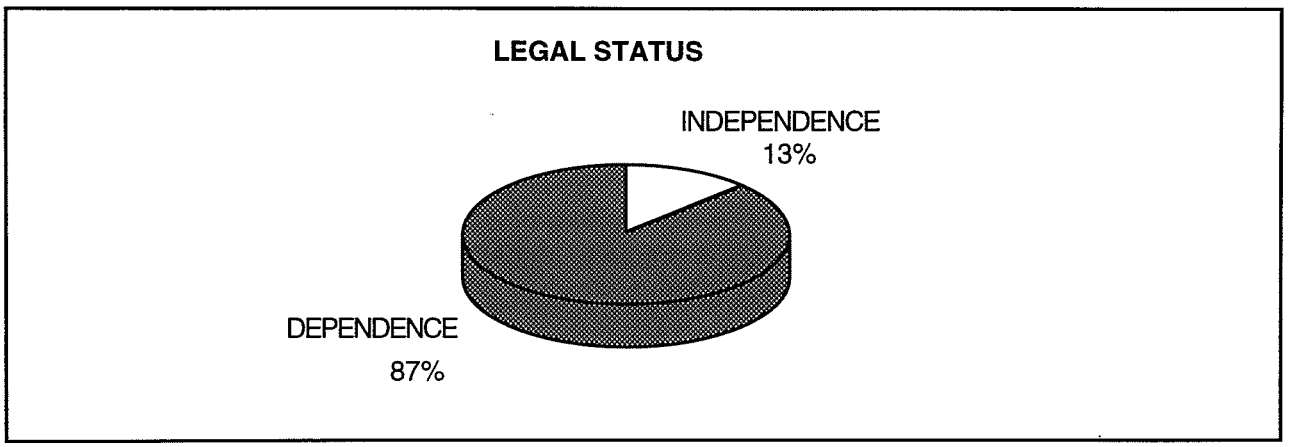


Caribbean sub-region

17 The situation in this regard is one of stagnation. The legal status of 87.5 percent of administrations does not provide for independence of the Post. Postal administrations are still departments or services under a supervisory ministry, a status that hinders the sustained development of postal activity as advocated by the Washington General Action Plan.

18 Of these administrations, 37.5 percent have drawn up a plan leading to independence. It should be added that there is no sign of any political inclination towards the change since the Post, as things now stand, makes a certain profit which is deposited in the coffers of the State and brings in foreign currency.

Caribbean



B. Postal services: operational and commercial strategies

19 Both Latin America and the Caribbean have postal administrations at various levels of development.

20 These levels present the following characteristics:

- different degrees of autonomy, from complete and unrestricted management independence to generalized dependence on the State supervisory organization;
- operational quality of the services: some countries offer quality standards considered second to none and some have standards that are rather inadequate owing to problems of all kinds;
- quality of human resources, their education and further training. The training and continuing development of staff at all levels of the enterprise is a crucial point, one that distinguishes the Posts of the region and that has given those administrations that have invested in staff training over the past few years the basis needed to convert their postal service into a genuine postal corporation;
- financial situation: there are administrations that bring in considerable revenue to the State and have a proportional capacity for investing in the sustained development of their postal enterprise, and other administrations that are up against a chronic deficit and are increasingly dependent on government subsidies to balance their accounts;
- basic infrastructure: a direct consequence of each postal service's capacity to invest, the state of the infrastructures varies from total or partial computerization of operational systems to the complete absence of any kind of mechanization, primitive as it may be. It is

important to be aware that this situation can sometimes go as far as a lack of bags or even of the forms used by the operational and administrative services in their everyday tasks.

21 Accordingly the postal services in the region establish their commercial strategies at fairly varied levels.

22 The range of products available to customers, together with the quality of services, plays a role of primary importance to the image of the Post.

23 Two very distinct situations can thus be observed, which have an impact on the implementation of commercial strategies by the postal services: one internal and the other external.

24 A country's level of economic development, its present economic situation and its social and cultural relations and customs are factors external to the postal milieu that have a direct bearing on implementation of marketing strategies.

25 But, for the postal administrations of the region, the size of the postal enterprise itself and its capacity to invest are internal factors that more often than not restrict its ability to establish and implement a marketing plan.

26 This is why, in the more developed postal services of the region, we find different strategies for different products or services or groups of products and services, together with optimum use of available information media through advertising agencies that sometimes belong to the administration itself.

27 Other administrations, in addition to using the techniques described above, are moving towards what we might call a "services bank". Diversification of products and services is so great that simply by calling in at a post office, any citizen can conduct all the transactions that once were the preserve of government or banking agencies, thus making the Post a major ally of the State.

28 Although the factors we have just mentioned play a decisive role when it comes to determining the commercial strategies of a postal administration, another important factor can also be observed: the existence of a "corporate culture".

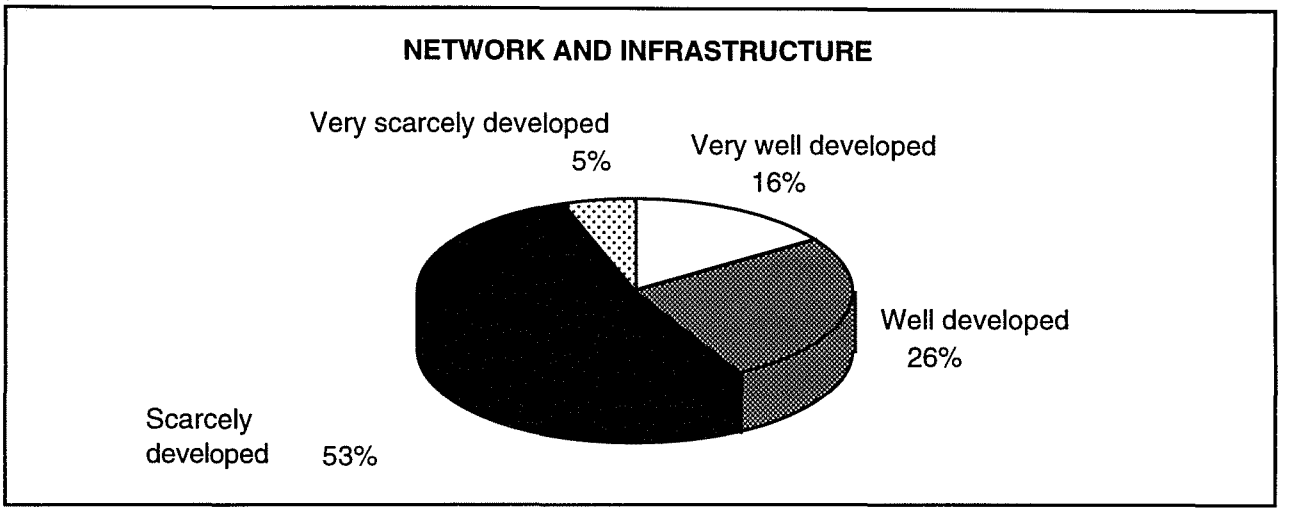
29 Application of the corporate culture concept is measured by the degree of staff awareness and approval of the objectives of the enterprise and of its participation in their achievement.

30 Obviously, the existence of highly divergent viewpoints in this area could well provoke considerable resistance to planning or marketing activities which could be misinterpreted by the staff of the enterprise itself.

31 It was with this in mind that several administrations took measures that could be considered as coming under what we might call "internal marketing", ie measures aimed not at the customers but at the employees, the ultimate purpose being to achieve greater customer satisfaction.

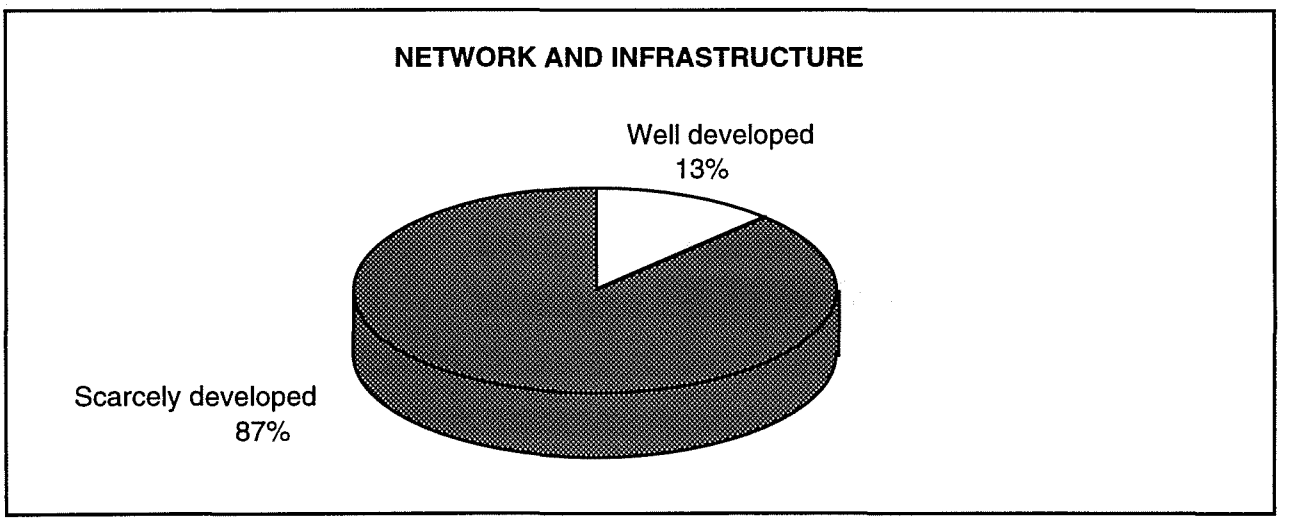
32 As concerns the postal infrastructure and network, results are not good since 58 percent of administrations are not in a position to have a developed postal network and their infrastructure is either inadequate or very inadequate.

Latin America



33 Results for the Caribbean sub-region are not any better since 87.5 percent of administrations are not capable of having a developed postal network and their infrastructure is inadequate.

Caribbean

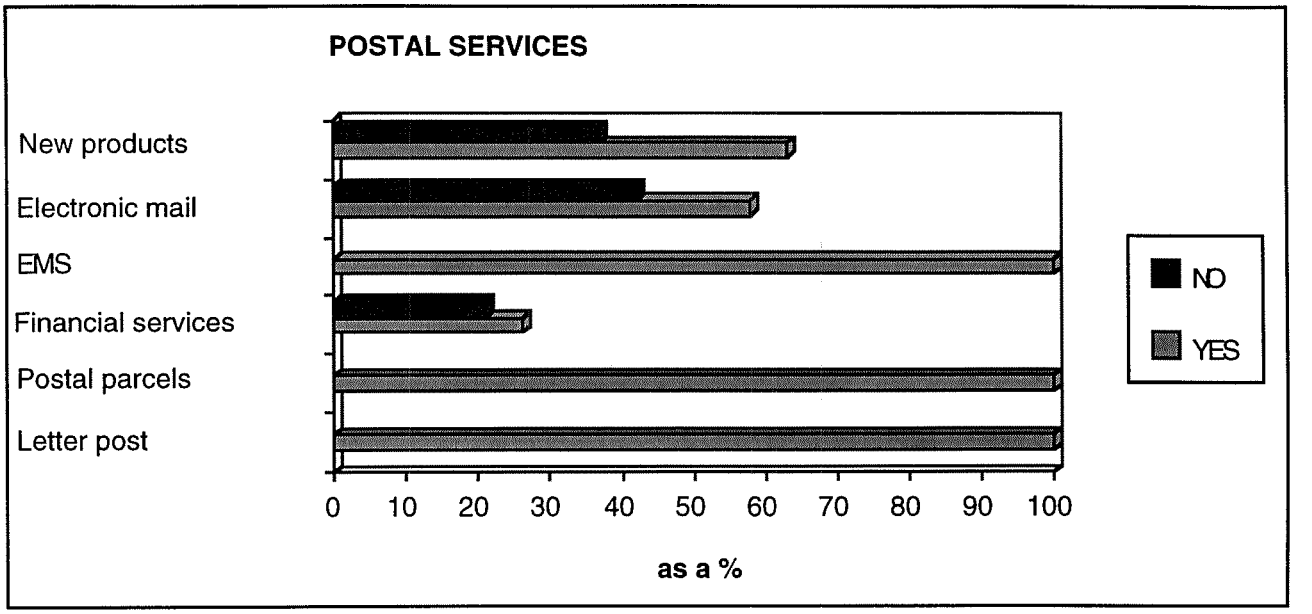


Postal parcels – Financial services

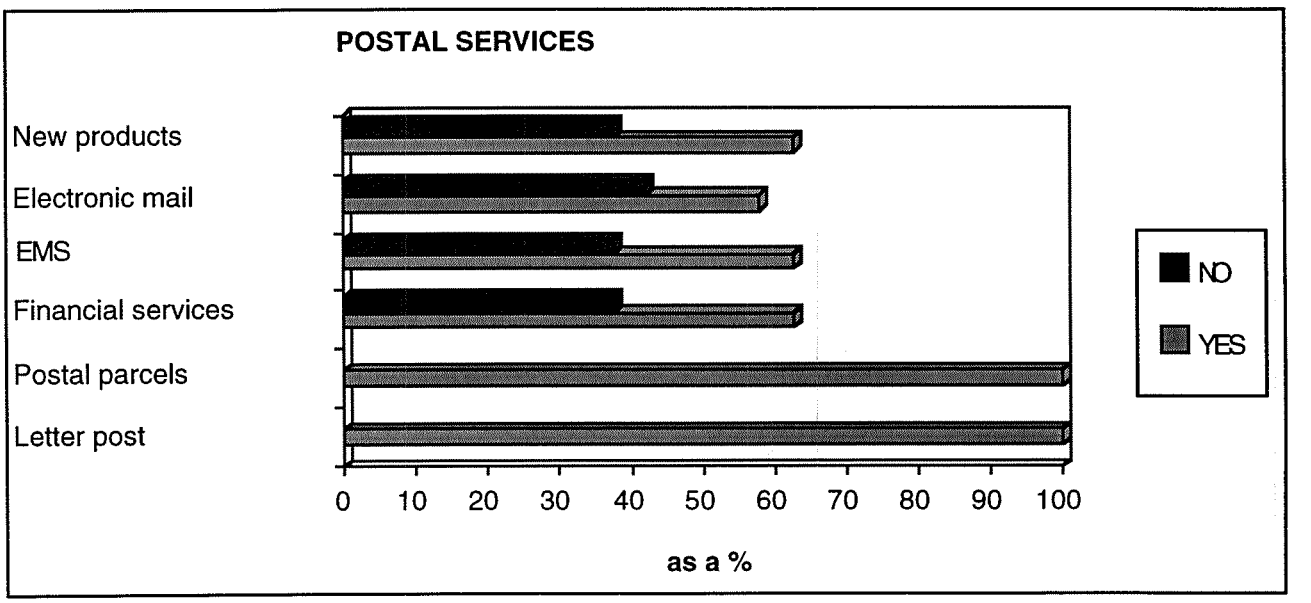
34 Letter-post and parcel-post services are without exception available to customers in these countries. In the Latin-America sub-region, only 26.3 percent of countries provide financial services for the public (some administrations do so partially, in one direction only, for example).

35 In the Caribbean region, 62.5 percent of administrations provide financial services for the public (some administrations partially).

Latin America



Caribbean



New services and philately

36 All the Latin-American administrations visited provide an EMS service but the UPU could organize special missions to help the other postal administrations that do not yet provide this state-of-the-art service (Belize, for example).

37 An electronic mail service has already been introduced to some degree by 58 percent of administrations, which also plan to introduce new products in a relatively short time, an indication that they are adapting to the demands of an increasingly selective market.

38 Philately is an important service but often suffers from insufficient attention from senior postal officials. Thus, 63 percent of administrations have a philatelic service of one kind or another, of which 21 percent have an efficient or very efficient service.

39 In the Caribbean sub-region, the situation is different.

40 The administrations visited do not all provide an EMS service and this is why the UPU should organize special missions to help with introduction of this service in administrations where it is not yet available.

41 The electronic mail service is not provided by any of these administrations, and they are not planning to introduce new products in the relatively near future, an indication that these administrations are not adapting or at any rate are adapting very slowly to the demands of an increasingly selective market.

42 Philately is an important service but often suffers from not receiving the attention it deserves. Fifty percent of administrations offer an efficient philatelic service.

C. Quality of service

43 It is said that quality of service has been achieved when customers are fully satisfied. The concept of quality is a subjective one and this is why the only valid yardstick for measuring the quality of our product or service would be a survey of consumers' opinions and if possible the opinions of those who do not use our services, preferring those of the competition.

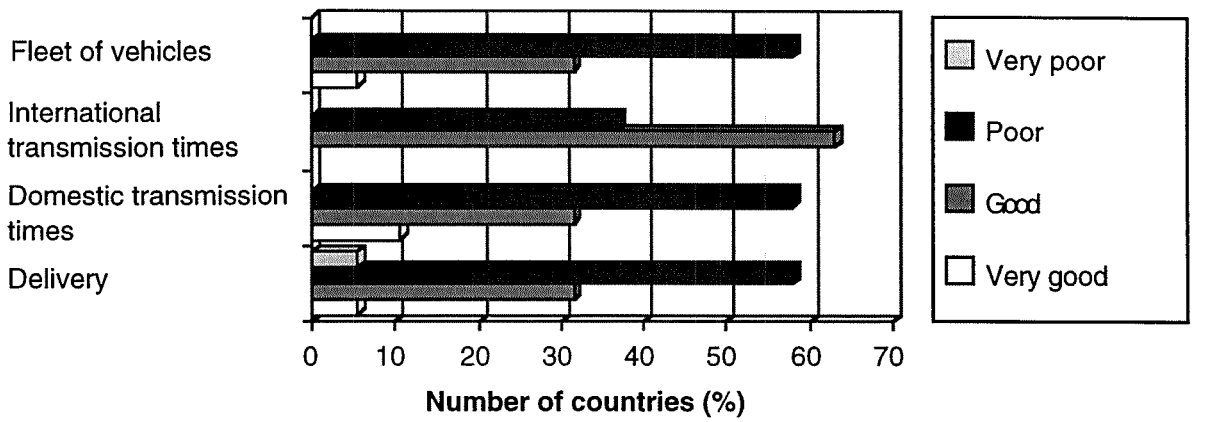
44 Quality is not something that can be achieved overnight. The effects of programmes intended to raise the standard of quality are not immediately discernible.

45 An analysis of the results of a survey by the Regional Adviser leads to the following disturbing conclusions:

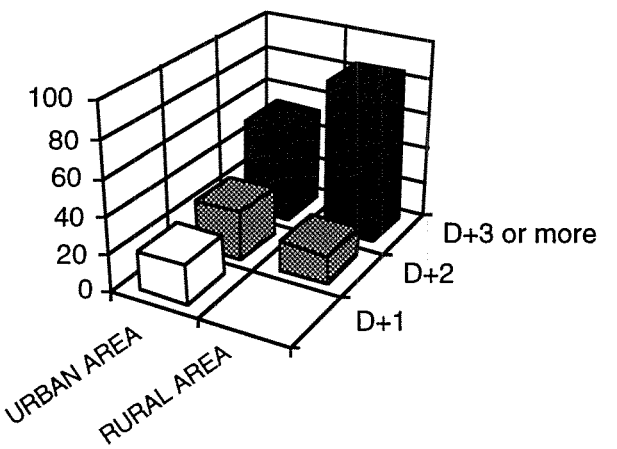
Latin America sub-region

- Only 36 percent of administrations consider the postal delivery situation good or very good; 64 percent consider it inadequate or very inadequate.
- It was found that the average D + 1 time for delivery of a letter in urban areas is achieved in only 21 percent of the countries surveyed. An overwhelming majority of administrations in this area deliver a letter in an urban area in an average of more than three days after posting. For delivery of items in rural areas, the results are even more depressing.
- The results are the same for both the domestic and the international post. Generally speaking, administrations achieve better international circulation times than domestic.
- The absence of quality control of the domestic service is widespread (60 percent) and it can be said that at international level, quality control is confined to participation by the countries in the tests conducted by the UPU.
- The upshot of this general situation is obvious: there is a drop in domestic traffic in 60 percent of administrations and in outward international traffic in 52 percent.

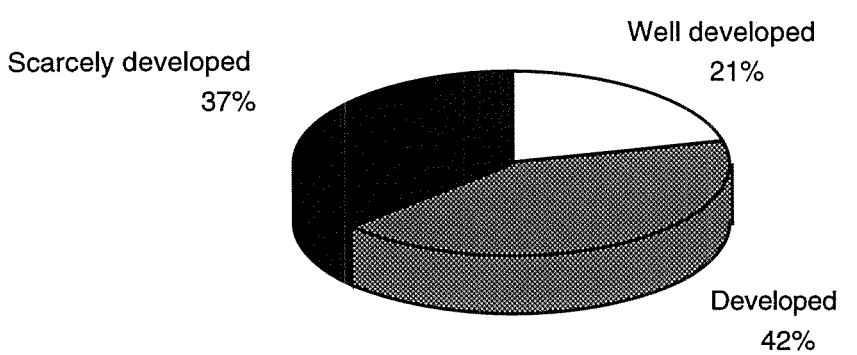
QUALITY OF SERVICE

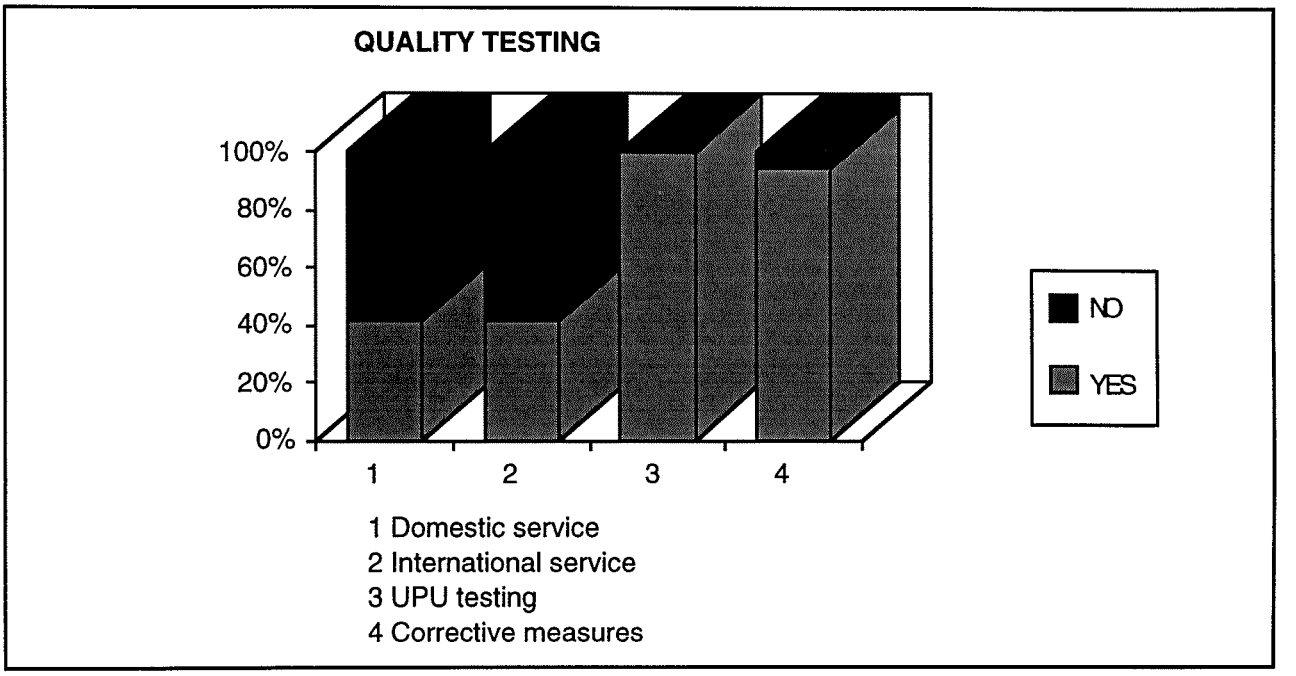


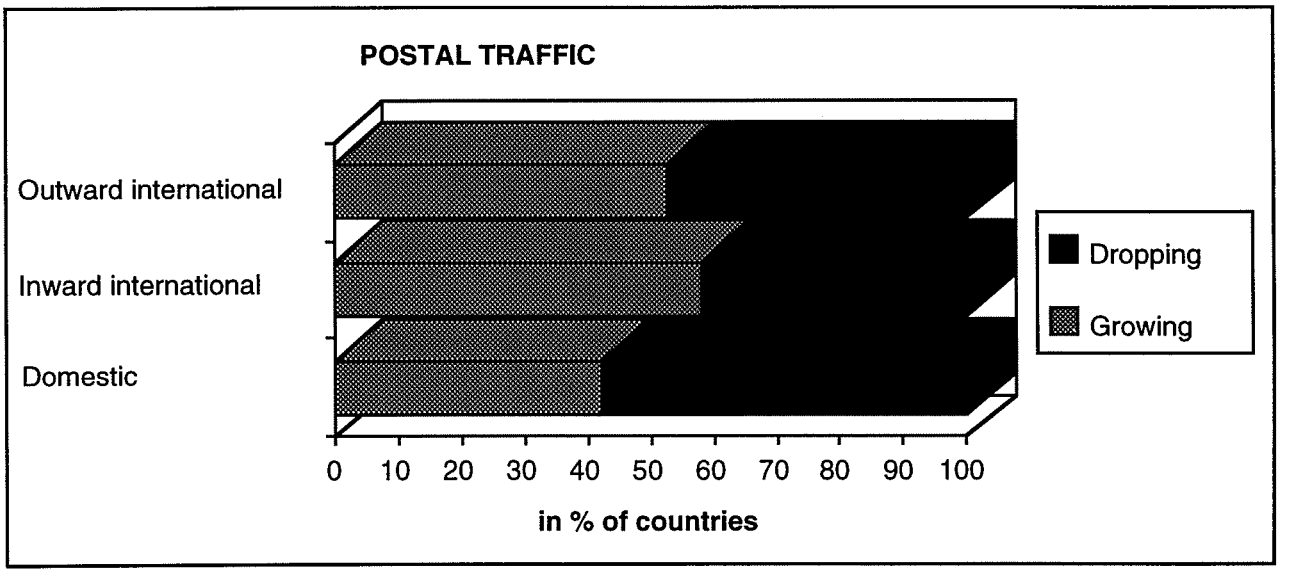
DELIVERY TIME FOR A LETTER



PHILATELY



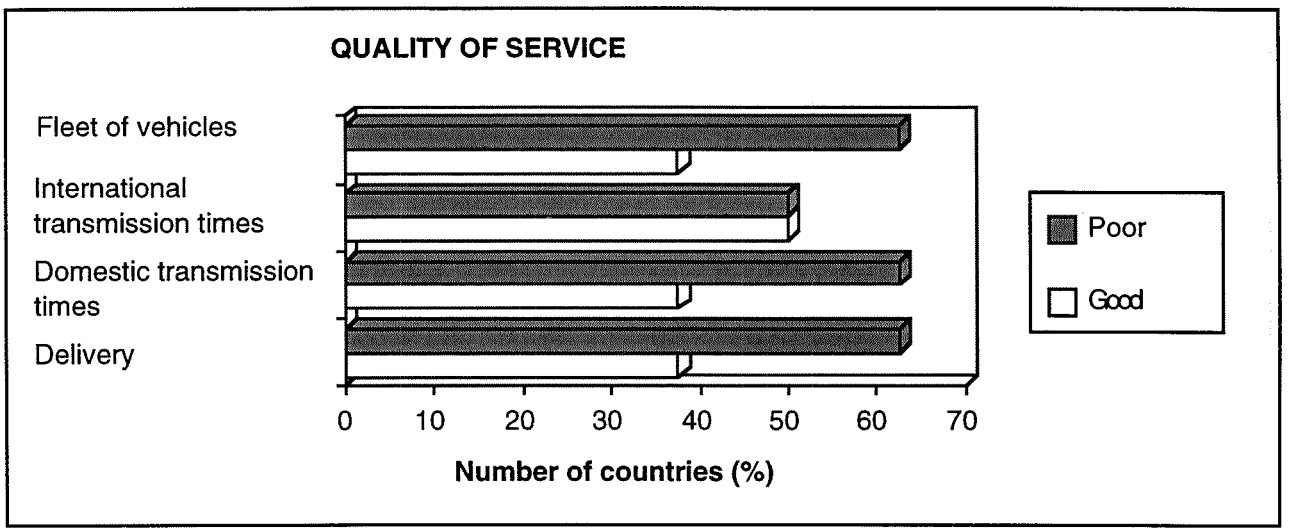


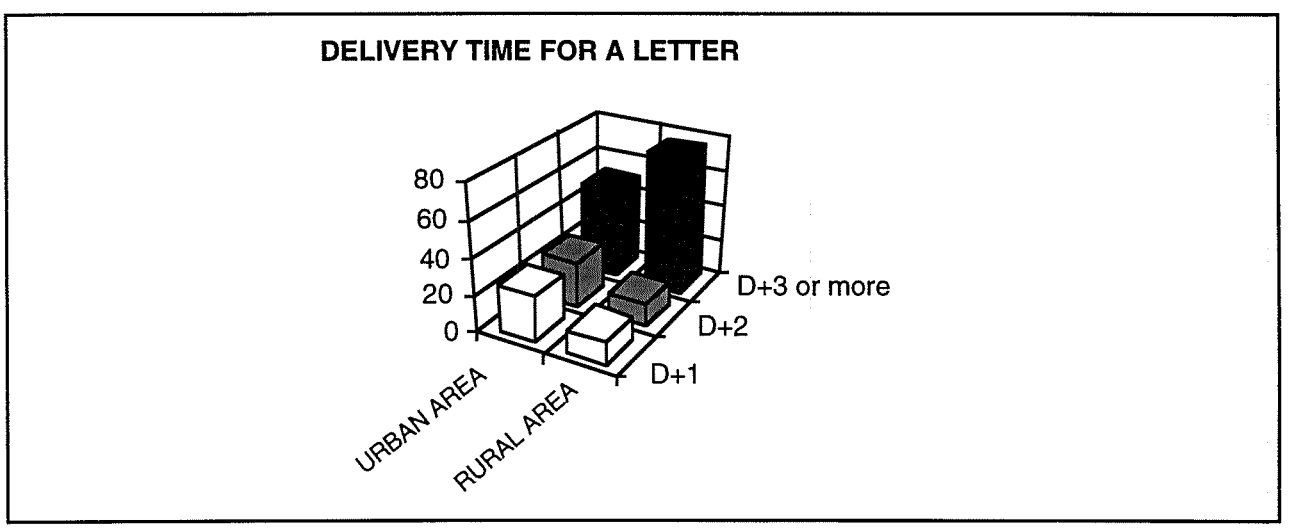


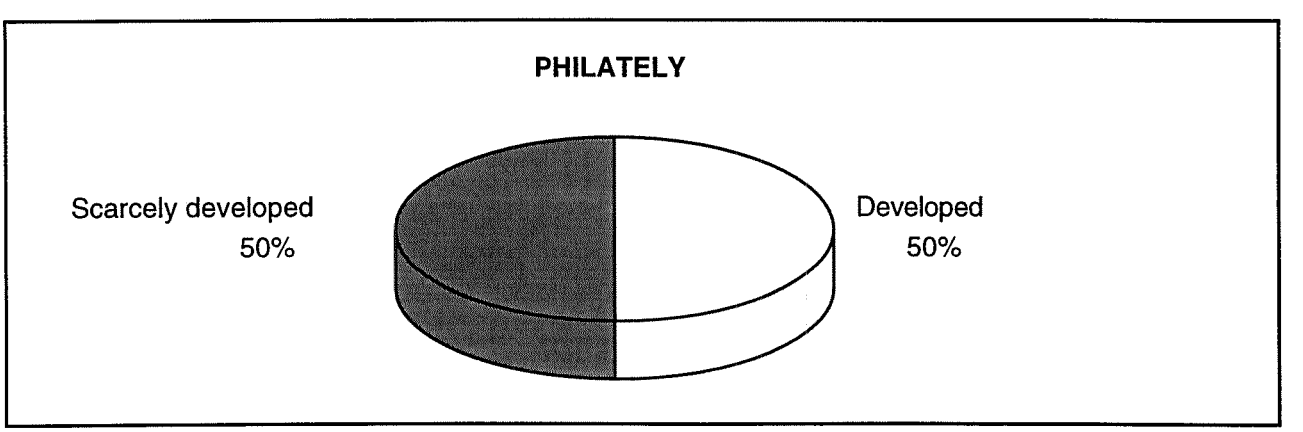
Caribbean sub-region

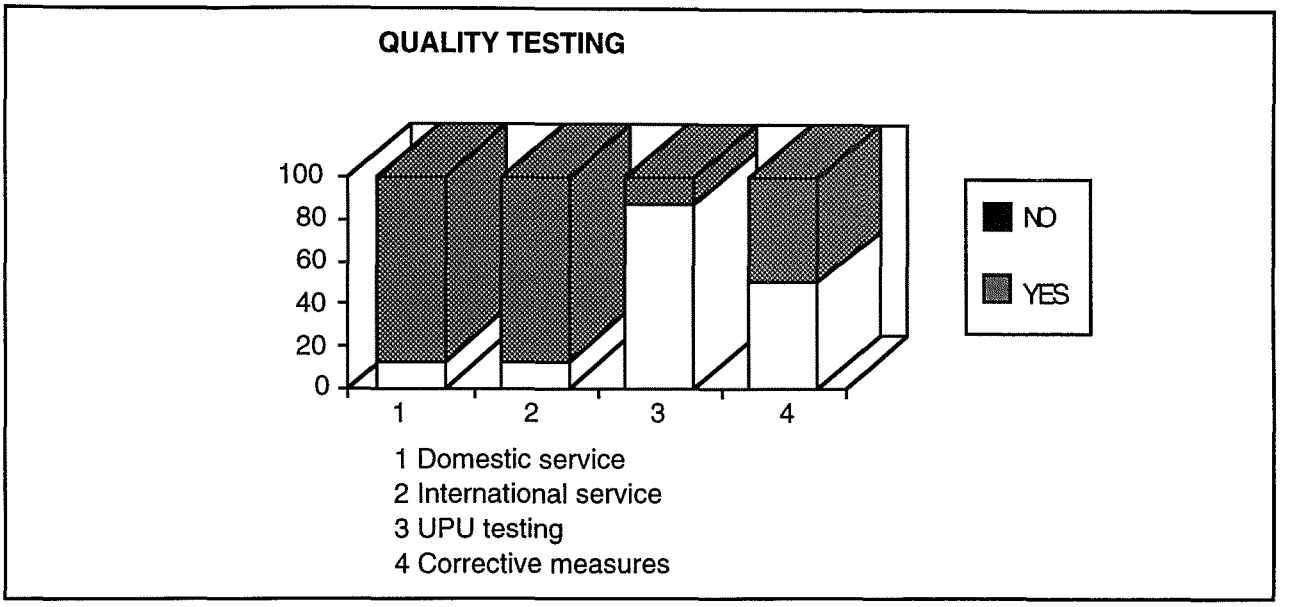
- Only 37.5 percent of administrations can consider postal delivery as being good, while 62.5 percent consider it inadequate or very inadequate.
- It was found that the average D + 1 time for delivery of a letter in urban areas is achieved in only 25 percent of the countries surveyed. In most countries, it takes an average of more than three days after posting for a letter to be delivered in an urban area. The results are worse for items delivered in rural areas.
- Results are the same for domestic and international traffic. It is sometimes easier for administrations to achieve good results with international traffic than with domestic traffic. It is hard to believe that on such small islands, domestic transmission should be a chronic problem but the state of a country's highway system, combined with a shortage of means of transport, results in the Post achieving such a poor score.

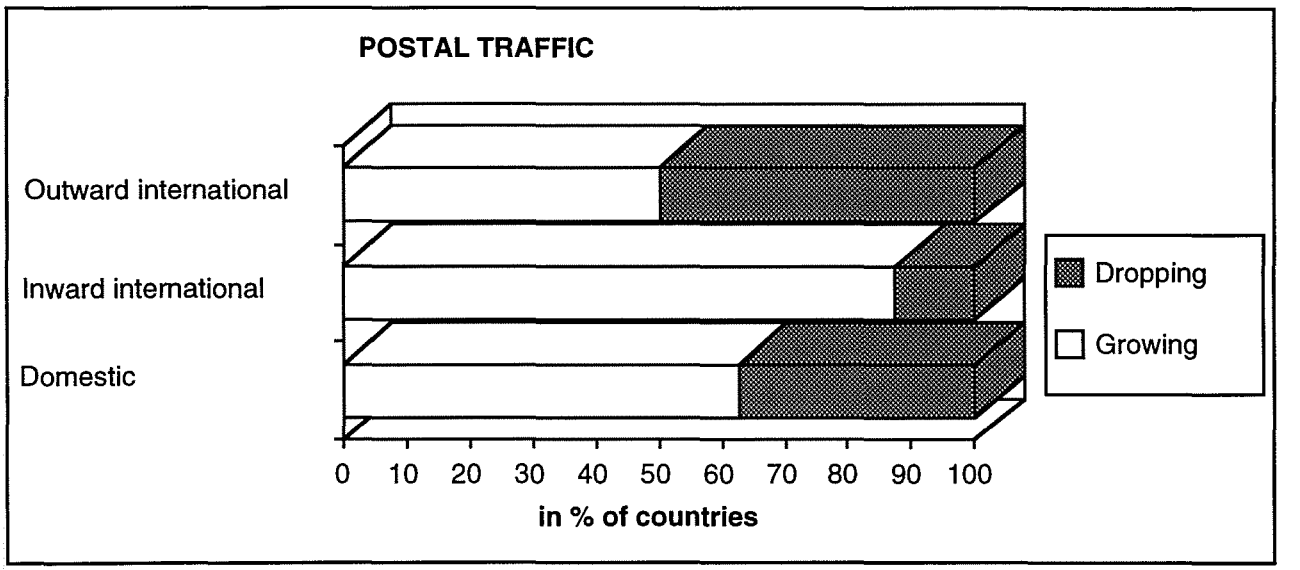
- The absence of quality control of the domestic service is widespread (87.5 percent) and it can be said that at international level, quality control is confined to participation by the countries in the tests conducted by the UPU.
- Domestic traffic is growing in 62.5 percent of administrations and outward international traffic in 50 percent. It should be added that the figures and statistics available in the administrations were not always reliable.











D. Human resources

Latin America sub-region

46 Fifty percent of postal administrations have their own human resource policy and their own recruiting system, while in the other half, these functions are the responsibility of the Government.

47 Remuneration of postal employees in the great majority of cases (79 percent) is lower than for comparable work on the labour market. Also, administrations suffer from a lack of career planning. These two factors do nothing to attract the most qualified employees and result in the level of postal staff being generally either low or average in 89 percent of the countries.

48 Training has an important influence on the competence level of the staff. Almost all postal administrations have a school or a training department where employees receive initial training in their day-to-day tasks. The training, however, is conducted in a disorganized manner. It can be

said that it is really programmed and adapted to the actual needs of the Post in only a relatively small number of administrations.

Caribbean sub-region

49 Human resource management policy and staff recruiting are the responsibility of the government in all countries.

50 Remuneration of postal employees in all countries is lower than for comparable work on the labour market. Also, administrations suffer from a lack of career planning. These two factors do not help to attract the most qualified employees.

51 Training has an important influence on the competence level of the staff. Most of the administrations have no school or training department where employees could be given initial training in their day-to-day tasks. Where such establishments do exist, the training is conducted in a disorganized manner. Training is really programmed and adapted to the actual needs of the Post in only a relatively small number of administrations.

E. Analysis of financial results

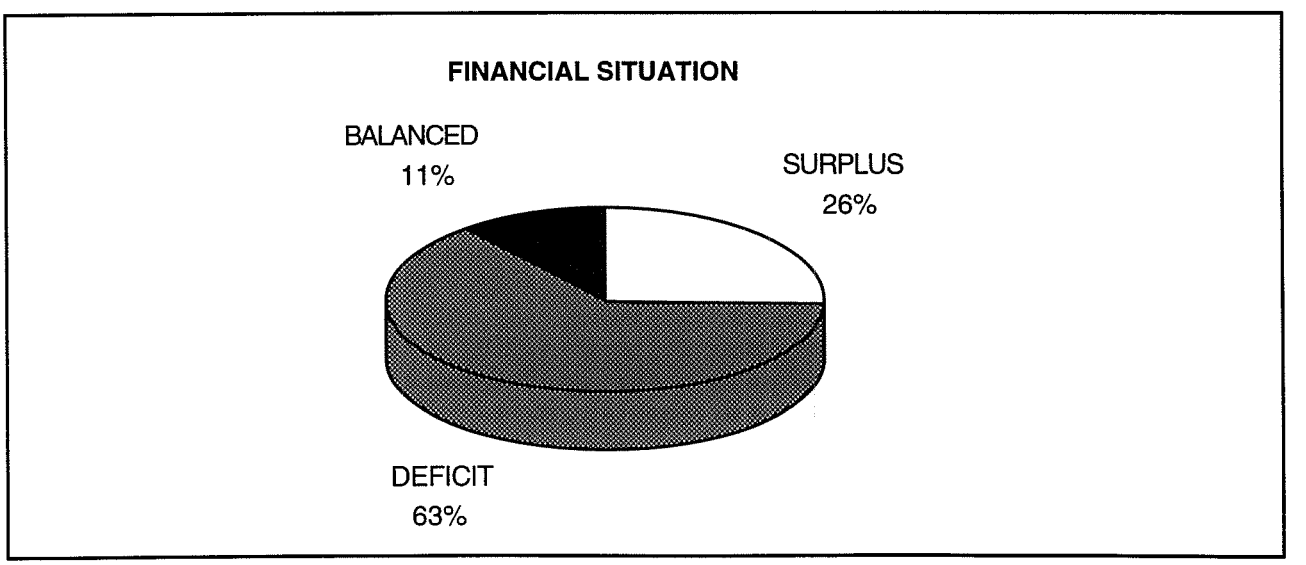
52 The financial situation of a postal administration is often linked to the quality of the service it offers. This is why administrations that offer quality services have satisfactory financial results.

53 The direct consequence of the foregoing is that 74 percent of Latin American administrations and 50 percent of those in the Caribbean operate at a deficit and are a burden to their government.

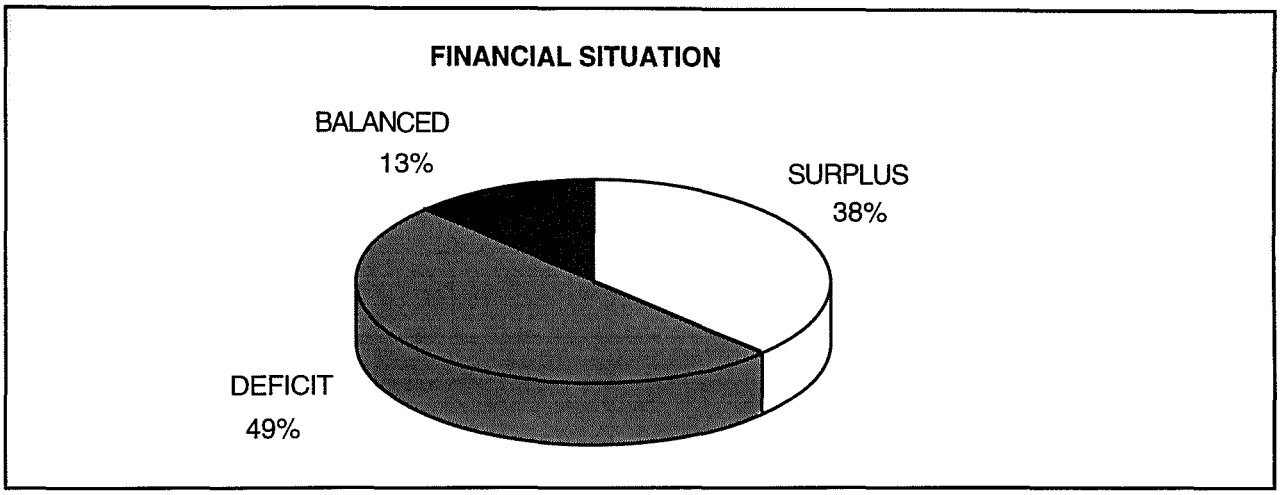
54 It is gratifying to note, however, that a great many Latin-American administrations (68 percent) have succeeded in obtaining authorization from their governments to retain the revenue from payment of terminal dues and other foreign currency revenue for use in their own services.

55 Similarly, it is disappointing to note that a great many administrations of the Caribbean have not obtained such authorization from their government (87.5 percent).

Latin America

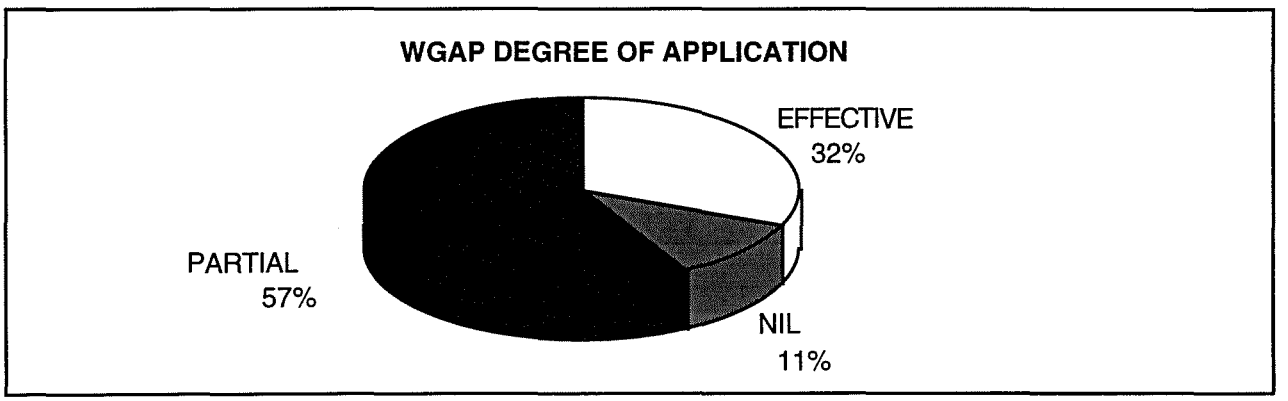


Caribbean

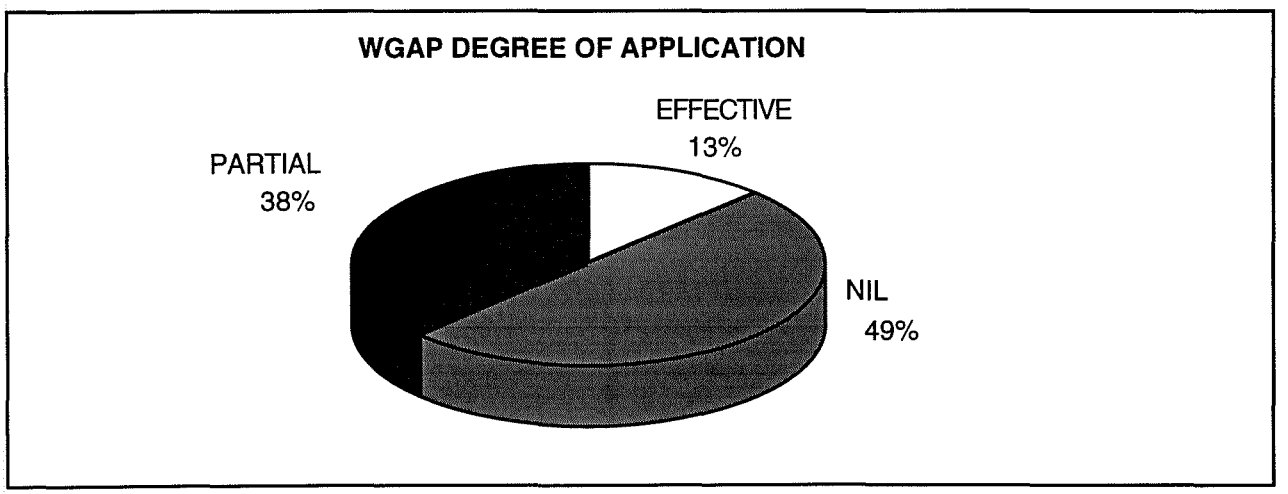


Washington General Action Plan

Latin America



Caribbean



56 The foregoing sketches show global results at sub-regional level. The factors that have prevented postal administrations from implementing the various actions called for in the WGAP are varied.

57 The attachment gives the results, by objective and by activity, for the two sub-regions under discussion in this report.

F. Technical assistance fields: priority needs

58 To assist administrations still facing internal problems with regard to changing their legal status and then acquiring the best structure, the UPU could facilitate the dispatch of specialist-consultants to countries wishing to receive them.

59 To reverse the worrisome situation observed in a large number of countries, postal administrations and governments should work out a timetable for action to reconstitute the postal network and to really establish a modern, cost-effective infrastructure.

60 Assistance to the postal administrations in establishing full-fledged, quality financial services would be welcomed in the region. This activity could be programmed for next year or could be included in the activities of the Union for the period following the Congress in Korea (Rep). In any case, the lack of such services is a weak point in the postal administrations of the region that the UPU could correct.

61 Some assistance in the field of philately is called for, to allow the countries to take advantage of all present and future possibilities offered by that activity.

62 It would be of the utmost interest to both sub-regions for the UPU to organize a course or workshop to initiate specialists from the region in the various methods of data collection and processing, a management tool of considerable importance for decision-making at senior level.

63 The UPU should choose QUALITY as the keynote for the next cycle. Workshops, missions, symposia, all should be designed to reverse the more than disturbing situation that exists in both the Latin American and the Caribbean countries. Of course, there are exceptions, and the successful experiences of those countries should provide a fine example.

64 The UPU could plan special missions to help administrations that do not yet provide an EMS service.

65 The UPU could consider what was said in the section on human resources and arrange activities in the next few years that would allow the administrations of the region to plan their human resources management policy on a practical basis and with clear objectives.

66 For the Caribbean sub-region, this could be done by urging the establishment of a sub-regional training and development centre, which could make use of the services of the high-level specialized staff available in various countries of the region (several staff members have been trained in recent years in various institutions in England, France, Germany, the Netherlands, etc), in order to optimize the results of the project.

67 The Government of Barbados supports this idea and the UPU could obtain a considerable contribution from it, particularly as regards the basic infrastructure.

III. Conclusions

68 One of the main tasks and responsibilities of a Regional Adviser is to provide effective support to the government authorities and the UNDP Resident Representatives in their territory as regards postal programming, which is an integral part of UNDP country programming.

69 Postal programming seeks to help postal administrations to identify and draw up programmes for postal technical assistance projects to be included in the country programmes funded by the UNDP or a few other multilateral or bilateral financing organizations. That programming can be supplemented by consciousness-raising activities and by appropriate approaches to the authorities responsible for coordinating external aid, and those of the UNDP, to ensure its funding.

70 In practice, however, realizing such an objective is relatively compromised by various factors as described hereunder:

- the postal sector is not considered a priority area by the executing agencies responsible for development. When the communications sector is mentioned, all attention is focussed on telecommunications with nothing or nearly nothing being provided for the Post;
- it is very difficult to obtain UNDP funding for a postal project when the government itself – which, when all is said and done, is the authority that defines priorities when seeking funds for the implementation of projects from the various financial agents – allocates no priority and pays no heed to the postal sector;
- it has been confirmed that in a great many countries, channels of communication between the Post, the supervisory ministry, the planning ministry and the ministry responsible for international cooperation are completely blocked and sometimes do not even exist;
- any usefulness of the programming is reduced to nothing because the postal administration does not follow up the activities carried out by the Regional Adviser;
- failure to act on the recommendations of the consultants and/or the Regional Adviser is also a factor that does not favour postal development;
- it has been observed that when the government has the political will, it is possible to do a great deal for the Post.

71 The search for additional sources of funding runs into various bureaucratic obstacles within the institutions, all linked to the countries' foreign policy.

72 The foreign debt of Latin American countries is very high. Governments are striving to improve their financial situation and are not at all willing to increase the burden. When consulted about the possibility of borrowing from the IDB or the World Bank, they always react in the same way: loans no, grants yes.

73 The situation as regards the European Community is somewhat different since, after the Lomé Convention, that organization made funds available to the Caribbean countries that could be used for postal projects.

74 During his missions to that sub-region, the Regional Adviser, as a first step, attempted to contact the representatives of the European Community and those of the Posts.

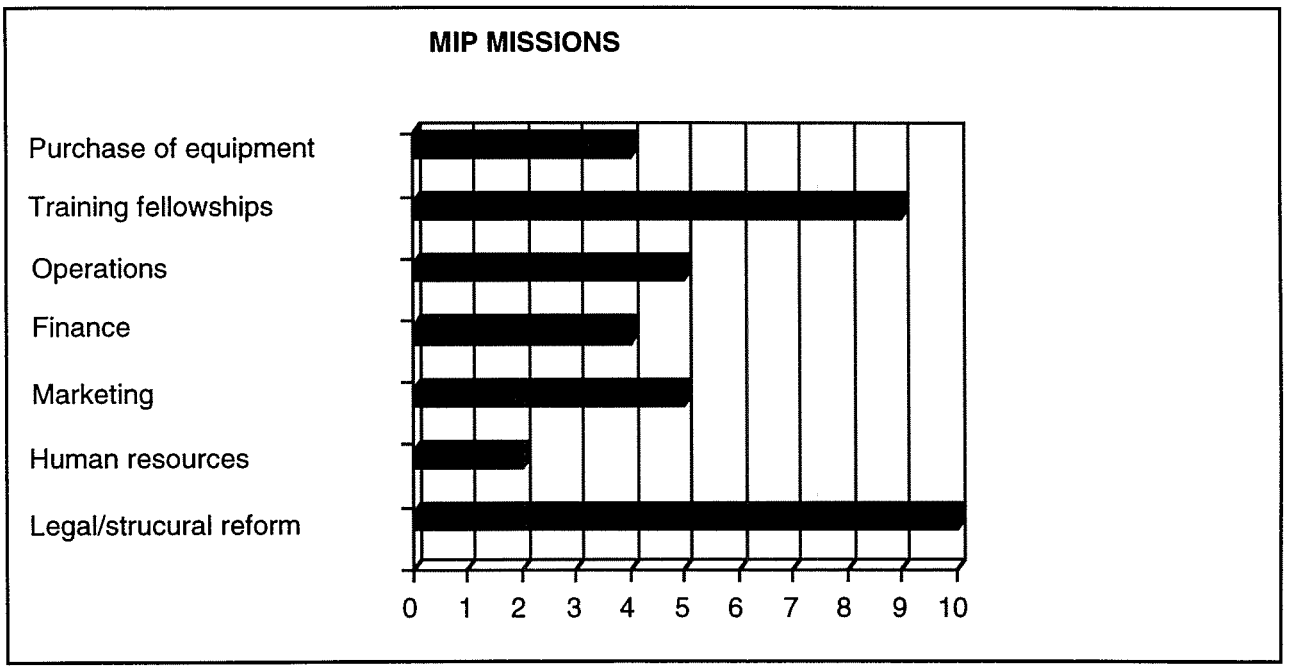
75 It is hoped to obtain aid from the European Community for postal projects in two countries. It is nevertheless important that the negotiations be carefully monitored.

76 It is also important to mention that whatever action is taken to obtain funding, the role of the administration is crucial. The Regional Adviser initiates the process, knocks on doors, gives advice, but it is up to the administration itself to continue the process.

77 Another important aspect of my activity is to promote TCDC. In my region, I was pleased to find that it was possible for experience and know-how in several areas of activity to be shared by the various administrations.

78 The new technical assistance concept, introduced after the Washington Congress and consisting among other things in supplying aid in the form of multi-year integrated projects, has

been applied with good results. Ten projects have been approved and are now in progress (some have even been completed).



79 Let us look to the future with confidence. The changes that are needed will be a transformation, a change in status, a metamorphosis.

San José, 24 November 1993

PAULO SICILIANO
Regional Adviser

Congress – Doc 50/Annex 3/Attachment 1

Washington General Action Plan (WGAP)

Degree of implementation

Latin America sub-region
(Partial results)

Commercial field

To create a marketing service capable of identifying the real needs of customers.

A. Knowledge of the market

Objective 1

A.1 To achieve a better knowledge of the various components of the communications market:

- characteristics of all key market segments
- services provided
- customer needs
- competition

44% yes 56% partially

Actions

A1.1 Prepare and implement a programme of contacts with customers and market research to obtain continuing data on:

- groups of customers, their degree of satisfaction and wishes
- competitors, their market shares, organization and methods
- market trends

33% yes 67% partially

A1.2 Increase the exchange of market research data between administrations and strengthen inter-administration cooperation in undertaking multilateral or regional market studies

22% yes 22% no 56% partially

A1.3 Develop manager training in the use of market research data and customer care practices

67% yes 11% no 22% partially

B. Commercial strategies

Objective 2

B.1 To respond to customer needs

67% yes 33 partially

Actions

B1.1 Expand the range of services and adapt it to the needs expressed by customers, particularly EMS, electronic mail, parcels, priority/non-priority systems and financial services, subject to the need for the services to be cost-effective

56% yes 44% partially

B1.2 Promote the services and products provided

56% yes 11% no 33% partially

B1.3 Establish commercial and marketing policies, with qualified specialist staff to implement them

33% yes 23% no 44% partially

B1.4 Recruit salespeople qualified to promote products and services with customers

11% yes 67% no 22% partially

Objective 3

B.2 To adopt a service and tariff policy geared to customer needs in line with the market situation

44% yes 56% partially

Actions

B2.1 Make national and international service conditions more flexible and adaptable to changing market conditions

44% yes 56% partially

B2.2 Develop services to meet specific customer needs, eg collection from customer's premises and delivery direct to addressee's address

56% yes 44% partially

B2.3 Develop flexible, cost-related tariff structures in line with market conditions, eg contract rates for major customers and discounts for presorting by the customer

33% yes 11% no 56% partially

B2.4 Apply fair and cost-related inter-administration payment/compensation arrangements

11% yes 67% no 22% partially

Objective 4

B.3 To lay down the principles for the attitude to be adopted towards the competition

44% yes 12% no 44% partially

Objective 5

B.4 To specify the constraints of a public service and the corresponding compensations within the framework of the Post's missions

67% yes 33% partially

Objective 6

B.5 To implement commercial customer relations programmes based on the best existing practice

33% yes 11% no 56% partially

Actions

B5.1 Introduce specially staffed Customer Care units designed to give quick and accurate responses to customer inquiries and complaints

56% yes 11% no 33% partially

B5.2 Make information about services and tariffs readily available to customers

78% yes 22% partially

B5.3 Establish staff with special responsibilities for contact with major customers (one-stop shopping)

22% yes 11% no 67% partially

B5.4 Reduce bureaucratic procedures in customer relations

56% yes 44% partially

C. Quality of service – Postal operations

Objective 1

C.1 To survey traffic and monitor quality in order to:

- expedite mail circulation
- strengthen the security of items
- promote delivery to the addressee's address

56% yes 11% no 33% partially

Actions

C1.1 Define, apply and update standards offering customers an impeccable quality of service

44% yes 56% partially

C1.2 In the domestic and the international service, provide and continuously improve high-quality postal services for all categories of items to meet customer demand for reliable, consistent and cost-effective services, in order to protect the basic postal activity

44% yes 56% partially

C1.3 Implement a traffic surveillance programme to detect and correct malfunctioning and introduce a tracking system for items and mails

44% yes 23% no 33% partially

C1.4 Provide international links for mail circulation networks and constantly review the reliability of the circuits

56% yes 22% no 22% partially

C1.5 Give equal priority to domestic and international mail so as to apply the concept of a single business

89% yes 11% partially

C1.6 Make optimum use of all rapid transport means, avoiding wherever possible regular use of inefficient carriers

56% yes 44% partially

C1.7 Reduce customs formalities and control and lengthy hold-ups in Customs by making best use of national and local "Posts-Customs" Contact Committees

56% yes 44% partially

Objective 2

C.2 To ensure rational use of available means

Actions

C2.1 Hold costs and tariffs at competitive levels by cutting overheads and simplifying procedures

44% yes 56% partially

C2.2 Make optimum use of human resources and automation

44% yes 56% partially

C2.3 Assign dedicated financial and human resources to EMS

56% yes 11% no 33% partially

Objective 3

C.3 To modernize operational systems

Actions

C3.1 Modernize operational methods and tools

44% yes 12% no 44% partially

C3.2 Develop telematics applications

22% yes 34% no 44% partially

Objective 4

C.4 To promote the strengthening of the worldwide network

Actions

C4.1 Improve the organization of sorting and delivery centres

67% yes 33% partially

C4.2 Introduce better conditions for reliability and regularity in the handling of mail

67% yes 11% no 22% partially

C4.3 Set quality standards and implement a traffic surveillance programme

44% yes 23% no 33% partially

C4.4 Conclude contracts on quality with postal administrations for large traffic exchanges and guarantee the application of established standards

33% yes 34% no 33% partially

C4.5 Sign management contracts with partner administrations for operating several specific services such as EMS

67% yes 11% no 22% partially

D. Management independence

Objective 1

D.1 To provide the administrative and financial management independence necessary to run the business

Actions

D1.1 Have a status ensuring sufficient independence to allocate responsibility for management of human and financial resources and the possibilities of obtaining them

33% yes 23% no 44% partially

D1.2 Have sufficient resources to run the business, whether raised internally or externally

56% yes 11% no 33% partially

D1.3 Review the Post's legal status

67% yes 11% no 22% partially

D1.4 Choose adapted structures and conclude a performance contract with the government

44% yes 12% no 44% partially

D1.5 Introduce management methods that are more modern

67% yes 22% no 11% partially

Objective 2

D.2 To make more flexible and adapt the monopoly and national regulations and define a rates policy

Actions

D2.1 Have a status providing protection for certain categories of products under a defined monopoly tailored to circumstances, and introduce a system for monitoring its application

44% yes 23% no 33% partially

Objective 3

D.3 To have long-range corporate plans and policies that serve as guides for ongoing activities

Actions

D3.1 Define the basic objectives for the postal services

78% yes 11% no 11% partially

D3.2 Prepare and implement plans with clearly identified actions, accompanied by quantified and measurable targets, costs, benefits and deadlines

56% yes 11% no 33% partially

D3.3 Prepare and execute a long-term plan (master plan) containing an investment plan

44% yes 23% no 33% partially

D3.4 Prepare, execute and monitor the execution of short- and medium-term development plans within the framework of the master plan

67% yes 11% no 22% partially

E. Human resources

To create in the business a service responsible for managing human resources

Objective 1

E.1 To modernize staff recruitment, employment and management systems

Actions

E1.1 Recruit and employ staff on terms similar to those in industry generally

22% yes 56% no 22% partially

E1.2 Pay staff on a level comparable to that in similar sectors of the country's or region's economic activity

33% yes 23% no 44% partially

E1.3 Introduce incentive and motivational machinery, eg promotion, productivity bonuses

44% yes 34% no 22% partially

E1.4 Make a point of establishing good relations with the trade unions

56% yes 22% 22% partially

E1.5 Give preference to recruiting managers trained in modern management techniques (accounting, marketing, etc)

56% yes 22% no 22% partially

Objective 2

E.2 To adapt training to the needs of users bearing in mind, in particular, the commercial function of the Post

Actions

E2.1 Provide permanent training

56% yes 11% no 33% partially

E2.2 Introduce a targeted training plan, particularly for operations, administrative and financial management, market research and marketing

56% yes 22% no 22% partially

Objective 3

E.3 To strengthen the internal communications system in the business

Actions

E3.1 Introduce information machinery which is constantly monitored so as to change behaviour, create team spirit and strengthen staff support for the action taken

44% yes 34% no 22% partially

Objective 4

E.4 Provide dynamic human resource management

Actions

E4.1 Apply a job management system

44% yes 34% no 22% partially

E4.2 Improve the system for the administrative management of staff

56% yes 11% no 33% partially

E4.3 Enable the business to have powers in the recruiting and dismissing of employees

44% yes 34% no 22% partially

E4.4 Create a management system that motivates staff and strengthen both the spirit of belonging to the business and professional relations

44% yes 23% no 33% partially

E4.5 Evaluate human resources on a regular basis

56% yes 11% no 33% partially

E4.6 Design and apply a postal career plan

56% yes 44% no

F. Finance

F.1 To seek a financial balance and increase internal resources

Actions

F1.1 Control costs and revenue by employing accounting methods and ensuring reliable financial management

44% yes 12% no 44% partially

F1.2 Adapt tariffs to costs and cost prices

44% yes 56% partially

F1.3 Ensure a higher return on investments

56% yes 12% no 22% partially

F1.4 Improve productivity by reducing unit costs

56% yes 22% no 22% partially

F1.5 Establish an operating fund

67% yes 11% no 22% partially

Washington General Action Plan (WGAP)

Degree of implementation

Caribbean sub-region

1 Knowledge of the market

Reference: WGAP. Objective A.1

1.1 List the measures taken to acquire a better knowledge of the various components of the market:

1.2 Are the Post's market shares, at least those for EMS, letter post and postal parcels, known and periodically noted and analyzed?

13% yes 63% no 24% partially

1.3 Has your administration trained senior managers in the use of market research data and in customer service techniques?

75% no 25% partially

1.4 Has it exchanged market research data with other administrations?

100% no

1.5 Has your administration taken advantage of the offer made in International Bureau circular letter No 3502(N)2485 of 9 August 1991 listing the market research studies made available by 10 administrations?

13% yes 87% no

2 Commercial strategies

Reference: WGAP objectives B.1, B.2, B.3, B.4 and B.5

2.1 Has your administration conducted, by its own means or through an independent agency, public opinion surveys about the image of the Post and the public's knowledge of certain products?

13% yes 74% no 13% partially

2.2 List the measures taken to expand the range of services and adapt it to the wishes expressed by customers, provided that these services offer good value.

3 Quality of service and operational strategies

Reference: WGAP objectives C.1, C.2 and C.3

3.1 Has your administration taken the following measures:

3.1.1 Definition, application and updating of quality of service objectives and standards?

13% yes 50% no 37% partially

3.1.2 Introduction of a traffic surveillance system to detect and correct malfunctions?

13% yes 50% no 37% partially

3.1.3 Introduction of a tracking system for items (EMS in particular) and mails?

13% yes 87% no

3.2 Does your administration regularly participate in the quality of service tests organized by the International Bureau?

75% yes 25% no

3.2.1 Does it analyze the results of these tests in depth?

12% yes 38% no 50% partially

3.2.2 Does it take corrective measures?

38% yes 38% no 24% partially

3.3 Does your administration provide EMS?

63% yes 25% no 12% partially

3.3.1 Does it allocate financial and human resources to this service?

100% no

4 Management independence

Reference: WGAP objectives D.1, D.2 and D.3

4.1 Does your administration have an adequate legal status and management system?

88% no 12% partially

4.2 Are appropriate measures taken, when necessary, to inform the government of the Post's needs in this regard?

38% yes 12% no 50% partially

4.3 Is the Post able to balance its revenue and expenditure or even show a profit?

50% yes 38% no 12% partially

4.3.1 How are these profits used?

4.4 Is the postal administration able:

4.4.1 to determine the scope of its postal services?

25% yes 63% no 12% partially

4.4.2 to establish postal rates as a whole?

88% no 12% partially

4.4.3 to purchase or rent needed equipment?

25% yes 75% partially

4.4.4 to rent, purchase or build all needed premises?

12% yes 76% no 12% partially

4.5 If the answer to any of the above questions is no, does the postal administration at least have the possibility of actively participating in making decisions in these areas?

25% yes 38% no 37% partially

4.6 Does the administration have its own system for controlling management and auditing services?

12% yes 50% no 38% partially

5 Human resources

Reference: WGAP objectives E.1, E.2 and E.3

5.1 Does the postal administration have fully independent authority:

5.1.1 to create new posts?

88% no 12% partially

5.1.2 to abolish certain posts?

100% no

5.1.3 to redeploy staff?

63% yes 37% no

5.1.4 to recruit operational staff?

63% no 37% partially

5.2 If the answer to any of the above questions is no, does the postal administration at least have the possibility of actively participating in making decisions in these areas?

25% yes 38% no 37% partially

5.3 Has your administration introduced a system of incentives and motivational measures such as the granting of performance bonuses and promotions?

88% no 12% partially

5.4 Are the conditions of employment of postal staff comparable to those offered in the private sector in terms of remuneration for similar jobs?

100% no

5.5 Does your administration have a permanent training system and a targeted training plan, particularly for operations, administrative and financial management, market research and marketing?

12% yes 76% no 12% partially

5.6 Does your administration have an internal information system making it possible to change behaviour and create team spirit?

12% yes 76% no 12% partially

Congress – Doc 50/Annex 4

Operation of the postal services in the developing countries

ARAB COUNTRIES

Countries under the Regional Adviser's jurisdiction: Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libyan Jamahiriya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Somalia, Sudan, Syrian Arab Rep, Tunisia, United Arab Emirates, Yemen

Prepared by Mr Mohamed Balma

Headquarters country: Egypt (Cairo)

1 Socio-economic context

1.1 Development problems (macro-economic) at regional level

The Arab countries occupy a territory extending from the Arabian Peninsula to the north African Atlantic coast. Seventy percent of the inhabitants live in Africa and 30 percent in Asia.

A look at the development of the Arab economy since the early 1970s shows four phases:

- the first is marked by the oil boom that helped it to achieve very high growth averages and continued until 1980;
- during the second phase, the Arab economy underwent a longer period of stagnation than the world economy, lasting until 1985; it experienced difficult times following the drop in the gross domestic product, which led the economic decision-makers of some countries, beginning in 1985, to look at reducing government expenditure, diversifying sources of revenue and applying an economic adjustment and reform policy;
- the third phase was marked by economic growth of almost 5 percent in 1989 as the result of the decisions made during the previous phase;
- during the fourth phase, economic growth was nil because of the Gulf War.

Nevertheless, a modest economic recovery, with a growth rate in the order of 1.7 percent, began in 1992.

With the experience acquired during the four phases mentioned above, a new economic upsurge is expected starting in 1992.

Despite the effort put forth in support of human resource development, the role of the human factor in the economic expansion of the region remains inadequate. On the other hand, it weighs heavily on the economies of some countries because of high unemployment, widespread illiteracy, a training system ill-suited to the requirements of the economy and lack of a human resource planning policy.

Also, the rate of economic growth, compared with that of population growth, will undoubtedly give rise to more social problems.

1.2 National development priorities and the place of the Post

There are three categories of country:

a The oil-producing countries

The drop in the price of petroleum and especially the Gulf crisis radically altered the economic situation and development prospects in these countries. The implementation of several industrial and construction projects was postponed as a result of the crisis.

The increase in the price of imports, the reluctance of banks to open lines of credit, the departure of expatriates, all brought about a slow-down in commercial activity. The most obvious effect of the crisis was the drain of capital from the region to points abroad.

To cope with this situation, the authorities of the countries concerned, while relying on a substantial infrastructure, are striving to diversify their economy, encourage the private sector and decrease public spending. This is why the postal sector is given no priority of any kind.

b The diversified-economy countries

Most of these countries adopted adjustment and reform policies in cooperation with the IMF and the World Bank, in order to decrease their trade deficit, their external debt, their budget deficit and their monetary instability.

Austerity measures were taken, particularly by reducing subsidies and public spending. Financial reforms are aimed at altering the role of the public sector, which includes the Post.

The difficulties and problems generated by the adjustment policies were aggravated by the effects of the Gulf crisis. New problems arose and unemployment grew. These problems will increase the social cost of implementing adjustment policies and programmes.

c The least developed countries

Two countries in this category have adopted structural adjustment programmes.

The Gulf crisis aggravated the persistent imbalance in the Yemeni balance of payments and economy, which in turn seriously hampered the development and economic growth of the country. The return of 880 000 workers had a disastrous effect on national economic life since it meant a sudden increase of 9 percent in population and of about 15 percent in the work force.

For Yemen, the funds sent home by expatriate workers made it possible to offset the trade deficit. It is estimated that such funds accounted for more than 40 percent of the country's total foreign currency revenue.

The priority in this country is to curb the negative effects of rapidly changing social conditions: poverty, unemployment, considerable differences in living standards, social unrest, etc.

1.3 Socio-economic indicators of the Arab region

Area

Total area:	14 million km^2
As a percentage of world area:	10.2 percent

Population

Number of inhabitants:	234 million
As a percentage of world population:	5 percent
Labour force:	66 million
Growth rate (1990/1991/1992):	2.33 percent
Illiteracy rate:	40 percent

Gross domestic product

Value at current prices:	467.2 thousand million USD
Average per capita income (market prices):	1996.4 USD

Petroleum

Trade

Goods exported:	134.5 thousand million USD
As a percentage of world exports:	3.6 percent
Goods imported:	131 thousand million USD
As a percentage of world imports:	3.4 percent

Reserves

Amount:	461 thousand million USD
As a percentage of goods and services imported:	40.3 percent

Foreign debt

Amount (1991):	155.8 thousand million USD
Interest (1991):	16.7 thousand million USD

Interest as a percentage of export revenue:	33.8 percent
Debt as a percentage of production:	82.2 percent

1.4 Development prospects

Despite the lowering of the price of petroleum in the 1980s and the very high expenses of the Gulf War which swallowed up all the profits from the 1970s, the Arab economy is still capable of providing a decent standard of living for the inhabitants of the region. The establishment of a high-level infrastructure in the oil-producing countries and the various structural adjustment programmes allow the future to be contemplated with optimism. It is expected that the economy will grow in 1993 and 1994 and that erosion of the per capita share of the real product will be stemmed providing the objectives of the various SAPs (structural adjustment programmes) are achieved, natural resources are managed as efficiently as possible and the private sector is given encouragement.

2 Profile of the postal services

Finances, logistics and staff are managed either jointly with or exclusively by telecommunications. Postal managers deal only with current matters and some positions are not filled for lack of sufficient – but primarily for lack of properly qualified – staff. Most of them being State-owned, postal administrations do not enjoy administrative and financial independence and do not have a budget of their own. Postal and telecommunications corporations, companies and offices do not have separate post and telecommunication budgets.

A fact observed in at least half the administrations is the lack of a development plan essential to sound management. Another common problem is a lack of quality of service control and analysis.

Training is not always suited to user needs and does not deal with the new branches of the Post.

2.1 Legal status

In most of the countries, as a result of the Washington General Action Plan (WGAP) and the presence of the UPU in the field, government authorities are beginning to become aware of the economic role of the Post and would like to make it into a dynamic enterprise that will contribute to the sound progress of economic activity, and to give it the structural and financial means it needs for its conversion.

Nevertheless, the status of the Post in the region is evolving slowly. Thus we find that:

- 44.4 percent of administrations operate on the basis of administrative regulations;
- 16.6 percent of postal administrations are corporations and say they are satisfied with their present status and management system;
- 16.6 percent of administrations are Posts and Telecommunications Offices;
- 11.1 percent of administrations are Posts and Telecommunications Companies;
- 5.6 percent, ie one only, is a corporation but operates like an administration;
- 5.6 percent, ie one only, is a corporation.

Of the seven administrations that make up the 44.4 percent:

- one has begun restructuring the sector with a view to becoming either a Post and Telecommunications EPIC* or two separate EPICs, one for the Post and one for Telecommunications;

* Public establishment with an industrial and commercial vocation.

- one would very much like to begin restructuring but is currently confronted with major political changes;
- two have no intention so far of being restructured and would like to operate as State-owned administrations;
- one, that had been a corporation, has just opted for administration status as a result of the deficit incurred;
- two responded to urging by the UPU and were granted missions by consultants in this area.

It should be pointed out, moreover, that senior officials of posts and telecommunications offices and companies are not always satisfied with the legal status and the management system in effect. The postal side is trying to separate the two branches and thus to put an end to the ambiguous financial situation of the Post. Nevertheless, these efforts are hampered by government concerns for not being required to bear the cost of the Post, especially if it operates at a deficit, since any deficit is currently borne by telecommunications. One administration has already begun such a separation at accounting level and has set up a contingency operating account and a financing plan. Despite all the efforts made with a view to restructuring, results are still unsatisfactory. Admittedly, this is a matter of political will, but it is nonetheless true that senior officials of the administrations should insist on the economic and commercial role of the Post.

Most of the governments of the countries of the region are addressing themselves to the recovery and restructuring effort while supporting investments, growth, employment and social advancement as well as improved public sector management, which sector includes the Post as one of its essential elements. Conversion of the Post into a dynamic enterprise, capable of adapting to new market requirements and to respond to investors' requirements, should be the primary goal.

2.2 Development plan

A development plan is an essential management tool, one that highlights the important role that the Post can play in the overall development effort planned by the country.

Consequent upon the Washington Congress, 50 percent of administrations of the region now have a plan setting out clearly defined actions complete with quantified and measurable objectives, costs and timeframes. These plans are executed using national resources.

The other 50 percent of administrations have no postal development plan, but rely on policy memoranda or annual action plans instead. The absence of a development plan within these administrations is due to a lack of resources, but primarily to a shortage of managers.

The UPU presence in the field endeavoured to make up that shortcoming, given that a development plan is a WGAP objective. Thus, five administrations received consultants' missions under multi-year integrated projects (MIP) to help them to draw up a plan; another mission was carried out to this same end under a UNDP project. Moreover, in 1992, the UPU conducted a collective training activity in the planning field.

It is expected that by the time of the Seoul Congress, 88.8 percent of these administrations will have prepared their development plan. Nevertheless, implementation of these plans runs into problems, especially financial ones.

2.3 Statistics

Statistics allow resources to be managed more soundly and adequate decisions to be made. This modern management tool is used to varying degrees. It can be considered non-operative in 10 countries. The latter are nevertheless expected to develop their postal statistics system and data collection methods.

As part of the implementation of technical assistance projects (MIP and UNDP), six administrations will benefit from short-term specialists' missions and/or training fellowships in the statistical field.

3 Postal services

3.1 Traditional services offered

3.1.1 Traditional postal services

All traditional services are provided by the various postal administrations in the region. The importance attached to the postal parcels service, however, varies from country to country. Most administrations offer it as a traditional service.

One group of five countries exhibits a balance in the letter post and an imbalance in favour of inward flows for postal parcels. All other countries are marked by imbalance in favour of inward LC, AO and postal parcels flows.

3.1.2 Postal financial services

3.1.2.1 Money order service

The service is available in 12 countries, but varies in its coverage:

- nine administrations (50 percent) offer a domestic and international service;
- one administration offers only a domestic service;
- two administrations provide only an international service, one of which is outward only;
- two administrations intend to introduce the service this year;
- four administrations do not provide a money order service.

It can be concluded that the money order service exists at varying degrees in 78 percent of the Arab countries.

3.1.2.2 Giro

Only four administrations have a giro service, and one administration offers a limited service. Five administrations use computers to manage the service, but three provide only an on-line real-time service. One administration plans to introduce the service in 1994.

3.1.2.3 Savings

Ten countries offer a savings service and are making a sustained effort to promote it; one administration has no savings bank, another is considering introducing one. Management of the service is either completely or partially computerized (accounting only). It was found that profit from savings decreases deficits.

3.2 Authority deciding the scope of services

Those administrations that have the status of a corporation decide themselves which services to offer their customers and their scope.

As for postal administrations under the supervision of a ministerial department, their traditional products are covered by the monopoly and their scope is decided by the supervisory authority after receiving a proposal by the postal administration; with regard to new services, their

creation and extent are decided by the State following a proposal by the Ministry responsible for the Post.

3.3 New products

3.3.1 EMS

All but one of the countries in the region offer an international EMS service although one administration provides an inward service only. At domestic level, the product is offered by only 10 administrations.

An analysis of traffic reveals an imbalance in favour of inward flows, with the exception of one administration where the outward flow is slightly higher than the inward. The relation of outward mail to inward varies from 0.6 to 0.9.

In 1990, EMS items dispatched by the countries of the Arab region accounted for only 6.38 percent of world volume. In 1991 and after the Gulf War, the rate dropped to 6.22 percent. In 1992, a clear increase in volume was observed and EMS items dispatched accounted for 10.24 percent of world volume, ranking fourth after Asia, the United States of America and Europe.

Table 1: EMS items dispatched and received in 1991 and 1992 (in thousands of items)

Administration	Items sent in 1991	Items sent in 1992	91–92 (%)	Forecast 92–93 (%)	Items received in 1991	Items received in 1992	91–92 (%)
Algeria	10	14	+40	65	–	33	–
Saudi Arabia	503	1 436	+186	20	261	1 247	+378
Bahrain	36	48	+33	16	37	48	+30
Djibouti	2	–	–	–	4	–	–
Egypt	272	365	+34	34	343	470	+37
United Arab Emirates	97	107	+10	10	171	229	+34
Iraq	6	27	+350	–	Less than 1000	2	+281
Jordan	22	29	+32	1.5	–	62	–
Libyan Jamahiriya	4	–	–	–	5	–	–
Morocco	42	51	+21	20	20	57	+185
Mauritania	4	–	–	–	7	–	–
Oman	9	–	–	–	27	–	–
Qatar	27	33	+22	8	31	43	+39
Sudan	30	–	–	–	73	–	–
Syrian Arab Rep	Less than 1000	2	–	–	2	5	+150
Tunisia	36	37	+3	33	48	53	+10

Table 2: Number of domestic EMS items (in thousands of items)

Administration	1991	1992	Variation (%)
Algeria	–	8	–
Saudi Arabia	553	1 507	+ 173
Egypt	302	410	+ 36
United Arab Emirates	–	2	–
Iraq	2	13	+ 550
Jordan	–	Less than 1000	–
Morocco	23	30	+ 30
Sudan	23	4	- 83
Syrian Arab Rep	1	5	+ 400
Tunisia	6	56	+ 833

Table 3: Number of domestic and international EMS items in 1992 (per 1000 inhabitants)

Administration	Population (in thousands)	International EMS items	International EMS items per 1000 inhabitants	Domestic EMS items	Domestic EMS items per 1000 inhabitants
Algeria	25 660	14	0.5	8	0.3
Saudi Arabia	14 691	1 438	97.9	1 507	103
Egypt	54 688	365	6.7	410	7.5
United Arab Emirates	1 629	107	65.7	2	1.2
Iraq	19 581	27	1.4	13	0.7
Jordan	4 145	29	7	–	–
Morocco	25 698	51	2	30	1.2
Qatar	381	33	86.6	–	–
Sudan	25 941	–	–	4	0.2
Syrian Arab Rep	12 993	2	0.15	5	0.4
Tunisia	8 362	37	4.4	56	7

Table 4: Change in international EMS traffic and revenue in 1992

Administration	Change in revenue (in %)	Change in EMS items dispatched (in %)
Saudi Arabia	36	186
Egypt	25	34
United Arab Emirates	12	10
Iraq	409	350
Jordan	4	32
Morocco	15	21
Qatar	0	22
Syrian Arab Rep	617	260
Tunisia	28	3

The relationship of revenue from international EMS to total international revenue is known in three countries and ranges from 6.6 to 11.7 percent. Door-to-door service is offered by eight administrations and on-demand service by 12 administrations (60 percent); 14 administrations accept the dispatch of goods by EMS (70 percent), and programmed service is offered by 37.5 percent of administrations. Fifty-seven percent of administrations have only one exchange centre while the remaining 43 percent have several.

All but two countries must cope with competition from private couriers, particularly DHL, Aramax, Skypak, TNT. Eight administrations (44.4 percent) have issued authorizations to private couriers, 37.5 percent are considering doing so shortly, and 18 percent abide by the monopoly.

Only three administrations are aware of their market share in terms of the competition; it ranges from 25 to 49 percent.

An international EMS tracking and tracing system is available in one country only and is in the process of being introduced in another. Nevertheless, six administrations are considering its introduction before the end of 1994 and three have programmed it for the post-1994 period.

3.3.2 Electronic mail (POSTFAX)

Nine administrations offer electronic mail services at national and international level and one other offers it locally from a limited number of post offices.

Introduction of this service is under consideration in two administrations. Government institutions and national and private firms use their own service, which represents a sizeable market share lost to the Post.

The remaining one third of the administrations do not seem interested in the service, either for lack of means or because most firms, institutions, businesses and physical persons have their own telefax equipment. Finally, no administration is able to determine its market share in this area.

3.3.3 Electronic mail-box

Only one administration has introduced this service and another is considering its introduction in late 1995.

3.3.4 Post cassette

This service is provided by one administration only and is undergoing remarkable expansion.

3.3.5 Payment of pensions, bills (water, electricity and telephone), sale of lottery tickets, boxes for parcels and packets, university registration, driving permits, vehicle ownership permits and vehicle vignettes

These new services are provided in total or in part by half the administrations, and are appreciated by postal customers. Profit continues to rise.

3.3.6 Other services such as:

- pick-up and delivery service,
- private mail service,
- business reply service,
- postage paid service,

- private bag service,
- private box delivery service,

are provided by one administration. Similarly, twice-daily delivery to businesses, conveyance of government mail twice daily and delivery of advertising by mail carriers are services offered by only one administration. All the above services are remunerated.

3.4 EDI technology

Twelve countries in the region have informed the International Bureau of their interest in joining the PostNet network. The countries can be classified in two groups in terms of their needs:

- The first group comprises eight countries that have computer equipment, of which two have introduced the track and trace system and three are looking into the possibility of introducing it. These countries' needs are limited to the supply of the software and a very small amount of technical assistance.
- The second group comprises 11 countries whose administrations have only one EMS office of exchange. Their needs are limited to technical assistance and a microcomputer for installation in the office of exchange, since the software will be supplied by the UPU.

4 Quality of service

4.1 Quality of mail circulation

Transmission times vary from country to country. They are considered satisfactory in eight administrations; for the remaining 10, delays have been noted for the following reasons:

- shortage of transport and operational equipment in nine administrations;
- poor sorting centre organization in three administrations;
- insufficient number of sorting centres in five administrations.

It should be pointed out that six administrations out of 18, or one third, have modern mechanized sorting centres.

Most of the administrations are trying to take measures to ensure that the same priority is given to both domestic and international mail. Generally speaking, national companies carry between 70 and 80 percent of the mail. Surface airlifted mail (S.A.L.) is provided by most administrations, with a percentage ranging from 35 to 100 percent.

Missions have been carried out by consultants in quality of international service in most of the countries and recommendations have been made. Similarly, most of the administrations took part in a number of transmission time tests organized by the International Bureau. Fewer than half of these administrations, however, implemented the recommendations or have analyzed the results and taken corrective measures. In this connection, the International Bureau should ensure broad distribution of the Guide to Quality Management, Quality Testing and Quality Checking.

The UPU intends to provide assistance in this field, either by dispatching consultants or by granting fellowships for training. It is also planned to establish three sorting centres and to reorganize a number of sorting centres and post offices.

4.2 Operational strategies

4.2.1 Facilities

There are three groups of countries:

Group 1: In this group (1/3 of the countries in the region), facilities are spacious, modern, luxurious and sometimes have a cafeteria in the lobby. There are no queues at the counters.

Group 2: This group has spacious premises but there are queues, particularly in those countries that offer postal financial services. To improve public reception facilities, either the counters should be mechanized and computerized, or small district units should be set up, as is being done in two administrations.

Group 3: This group concerns the LDCs whose facilities are old and too small.

4.2.2 Equipment

The equipment situation is as follows:

Group 1: All counter operations are computerized. One country manages its counter operations and its registered and EMS items by means of a microcomputer. Six administrations are in the process of modernizing and mechanizing their sorting centres.

Group 2: Counters are mechanized and offices are equipped with cancelling and franking machines (nine countries).

Group 3: Other than modern sorting cases and cancelling machines in four countries, counter operations are carried out manually (eight countries) and there is a shortage of basic equipment (bags, racks).

4.2.3 Routeing plan

All countries in the region prepare routeing plans that can be classified in three categories:

- updated and computerized plan (eight countries);
- manually updated plan (seven countries);
- plan available but not kept up to date (three countries).

4.2.4 Cooperation with customs authorities

Six administrations have established Post–Customs Contact Committees and are trying to reduce customs formalities, inspections and the length of time mail is held by Customs.

4.3 Security of items

Only one third of the countries of the region attach importance to security as defined by the UPU.

4.4 Mail delivery systems

Among the objectives that contribute directly to improving the quality of service is the promotion of delivery to the addressee. The habits and customs of the Arab world have resulted in some countries (almost one quarter of them) not providing that service. Delivery is solely by means of post office boxes managed either electronically or by microcomputer. The other administrations arrange delivery both to the addressee and through post office boxes. Because mail is becoming increasingly commercial in nature, some administrations have set up special delivery services such as a pick-up delivery service, delivery of government mail, delivery of business mail, express delivery service, etc. All of these services are usually remunerated on an all-inclusive basis.

4.5 New operational strategies: setting and monitoring quality standards

Up to 1990, no quality standard system offering customers an impeccable quality of service had been set up within the Arab postal administrations. The only standards in existence – and which were not always respected – were those for EMS, and this applied to only half the countries of the region.

Since then, and thanks to the assistance of the UPU, five MIPs consisting of consultants' missions and training activities have been carried out in this field. A UNDP project is now in progress for the establishment of market-oriented service strandards responsive to customers' needs.

The countries with mechanized sorting centres are currently endeavouring to ensure a degree of technological integration in the handling of both upstream and downstream operations, either by computerizing their counter operations or by making electronic mail-boxes available to their customers.

5 Human resources

All administrations in the region are addressing the human resource problems which, in most of the countries, are one of the priorities of the national development plan. Nevertheless, the degree of importance attached to this area varies from country to country. The countries can be divided into four groups:

Group 1: Countries in this group number eight; they have targeted training plans and commercial training programmes, and have training institutions or schools. Their officials are trained in postal training establishments and in the country's national institutions.

Group 2: The training policy followed in these eight countries is confined to initial and conversion training. Training in the new branches of the Post does not exist.

Group 3: These three countries have no training plan and are content, depending on the circumstances, with providing initial training.

Group 4: This group concerns one country only; it provides no training whatsoever and is content with fellowships for training abroad.

5.1 Recruitment systems and employment conditions

Staff is recruited either by competition or on the basis of qualifications. Recruitment focusses mainly on operational employees, of which there is an abundance on the labour market. Only a rather limited number of university-trained managers is recruited, which results in an inadequate management staff.

Also, recruitment is seldom carried out on the basis of profiles focussing essentially on modern business management techniques. In 72 percent of postal administrations, staff still have the status of civil servants. Six administrations are free to create new jobs and to recruit operational staff.

5.2 Staff motivation

Two thirds of administrations have introduced incentive or motivation mechanisms for their staff. Some offer productivity bonuses, others promotions, and still others offer both. For most administrations, salary ranges for operational and middle and senior management staff are based on scales established by the government for public sector administrations and corporations. Remuneration in a small number of administrations is comparable to that offered in the industrial sector. Moreover, one third of administrations have internal information and

communication systems aimed at modifying staff behaviour by creating team spirit and strengthening commitment to the objectives of the enterprise.

5.3 Training and existing structures

As regards adapting training to customers' needs, taking particular account of the commercial function of the Post, the situation is not very satisfactory in at least 50 percent of the countries although most administrations have a permanent training system. Training takes several forms: initial training, vocational training and permanent training (conversion). All of these exist in the postal administrations of the region. Notwithstanding the efforts made in that area, instructor training is still inadequate. Most of the instructors called upon are professional civil servants with no instructor training. Training structures are highly varied. There are institutes, schools, professional centres, and rudimentary units. There is no longer a regional school now that the Arab Postal Faculty in Damascus has been closed. There is no shortage of instructional equipment except in only three countries.

5.4 Content of instruction and new branches of the Post

In most of the countries, instruction focusses mainly on vocational matters. A few countries offer courses in general matters, private, public and business law, management and computer science. These are the countries that are increasingly basing their programmes on new products and commercial techniques. Thus, the new branches of the Post are not covered in the training programmes of the postal schools in the region. This makes for a difficult application of WGAP, especially as regards market research, marketing, quality of service and new products. In this particular field, South-South cooperation should be envisaged in order to draw on the experience acquired by the more advanced postal administrations.

5.5 Employment policy

More than half the administrations are overstaffed, the result of a policy aimed at reducing unemployment. Studies of staff strength are not available in at least 50 percent of administrations, a fact that tends to lower the quality of service. In one administration, it was found that 40 percent of employees were illiterate. Most administrations suffer from a lack of managers and of specialists in the new branches of the Post.

5.6 Additional assistance provided by the international community (UNDP, UPU, etc)

As part of its technical cooperation programmes, the UPU is continuing to provide assistance in the human resource field. In this connection, the International Bureau organized an instructor training course in Damascus in September 1992 for postal instructors from the Arab countries. The UPU has submitted seven projects, with objectives that include development of training, for funding by the UNDP. Six projects call for activities to improve training systems and one project is for the creation of a postal training centre.

6 Budget

Under this heading, the countries of the region can be divided into four groups:

- Group 1 includes the countries in which the postal sector is administered by postal corporations (15 percent); the corporation prepares the budget and executes it after approval by the Board of Directors.
- Group 2 comprises the countries where the postal and telecommunications sectors work together. In this case, the costs of postal activities are not separate from those of telecommunications, except in certain countries and with regard to staff only.

- Group 3 is made up of countries where the sector is administered by a ministerial department but with its own budget (one country); the Post draws up the budget and submits it for approval by the Ministry to which it belongs and to the Ministry of Finance, then executes it under the control of both Ministries.
- Group 4 comprises the countries where the sector is a State administration whose budget is part and parcel of the budget of the supervisory Ministry. The budget is prepared by the ministerial services in cooperation with the Post. Revenue is individualized, and expenditure is part of the expenditure of the Ministry. The budget, after discussion with the Department of Finance and sometimes after arbitration, is submitted to the legislative authority. Its execution is strictly controlled by the State services.

7 Analysis of financial results

There are three groups of country in this regard: administrations where expenditure and revenue are balanced, those that show a profit, and those that operate at a deficit.

7.1 Situation where revenue and expenditure are balanced

One country was able to balance its expenditure and revenue for two consecutive years (1990 and 1991). A deficit reappeared in 1992, however, as the result of the rural development policy adopted by the government.

7.2 Profit situation

Four administrations are making a profit.

Two are part of a Ministry and have their own budget. The profit comes from cuts in spending, particularly on staff. The profits first appeared in 1990 and continued in 1991 and 1992, and are in the order of 9 to 10 percent. Profit is paid into the general account of the State.

The other two are independently managed corporations. One uses all its profit, mostly derived from revenue from postal savings, to finance projects shown in the investment plan. The second adds to its reserve fund up to 15 percent, the remainder being paid to the State. The corporation acts as an investment company. Its managers believe that it will not have a deficit for the next ten years. This situation is a result of the management independence of the sector, the pricing policy applied and the appropriate quality of training given to its managers.

8 Washington General Action Plan (WGAP)

8.1 Evaluation of WGAP

Three years after the introduction of WGAP, it appears that the postal services in the region are not adequately prepared for the changes that have taken place, due to their magnitude and the complexity of the tasks to be carried out. A progress report on the various fields is given in the attachment to this report.

9 Technical assistance fields: priority needs

The symposium of Directors-General of the Arab countries, after evaluating implementation of WGAP, established national and regional priority requirements. They relate to the following regional objectives:

9.1 Restructuring the management systems by improving or introducing suitable financial structures endowed with the freedom of management needed to foster deconcentration and decentralization, the introduction of staff motivational mechanisms and an improved information system.

9.2 Making the monopoly less rigid and defining a rates policy in consideration of the social and public role of the Post on the one hand and the competition on the other.

9.3 Adopting a development plan taking account of both WGAP and national objectives, thereby underscoring the important role of the Post in economic growth.

9.4 Expanding the ranges of services, introducing electronic mail, establishing postal financial services, promoting EMS by introducing national and regional tracking of items, and affiliating the countries with PostNet managed by the UPU.

9.5 Preparing a model Arab agreement on quality of service.

9.6 Creating and establishing market research, quality standards and postal security cells, and staffing them with managers that meet well-defined profiles.

9.7 Adopting a commercial and technological culture attuned to the new branches of the Post by developing suitable training programmes and organizing instructor training.

9.8 Intensifying inter-administration exchanges in respect of studies and experience.

9.9 Enhancing cooperation among Arab countries with a view to conducting regional studies, particularly for tracking and tracing and market research.

9.10 Depending on the possibilities of the countries, promoting activities under technical cooperation among developing countries (TCDC).

10 Conclusions

10.1 Impact of WGAP on Arab postal service operations

Regarding the effects of WGAP on the postal service operations of the Arab countries, it might seem premature to try to grasp all their ins and outs and to make a judgement at the present stage of implementation of the objectives set. Nevertheless, it should be noted that all the Arab leaders have been mobilized towards the realization of the WGAP objectives and made aware of their importance.

The development plan of half of the countries includes a programme calling for specific objectives and concrete actions.

10.1.1 Traffic development

An improved quality of service and the introduction of new products have an effect on traffic development. As regards the Arab countries, however, the impact of WGAP on traffic development is very difficult to assess, especially in respect of international traffic, due to the Gulf War. Traffic is marked by the following characteristics:

Domestic traffic shows a slight increase in letter post and EMS and a very noticeable drop in postal parcels.

In terms of *international traffic*, the outward traffic flow is marked by a decrease ranging from 10 to 40 percent; on the other hand, the inward flow is showing a slight increase. As regards EMS, outward traffic is growing as the result of an increase in the number of links. The impact of WGAP on inward EMS traffic is noteworthy. Indeed, traffic is showing an unmistakeable increase and the essential characteristic in the countries is the imbalance in favour of inward flows, the result of the quality of the delivery service provided by the administrations.

10.1.2 Operating accounts: impact of the implementation of WGAP on deficit reduction or elimination

All but a few administrations operate at a deficit. Administrations that have favourable or balanced operating accounts are precisely those where the WGAP objectives have been or are being achieved.

10.2 Impact of the new technical assistance concept (MIP)

In the Arab region, nine multi-year integrated projects (MIPs) have been established, signed and initiated. Some are operationally complete, others will be before the end of 1994.

The objectives of the MIPs were drawn up to comply with the objectives of WGAP.

Three MIPs were prepared for the benefit of the LDCs in the region. They more specifically call for activities relating to:

- preparation of a postal development plan;
- knowledge of the market;
- human resources;
- quality of service;
- rate-setting.

Six other Arab countries were granted MIPs, the activities of which primarily concern the following areas:

- development plan;
- EMS and marketing;
- cost pricing;
- quality standards;
- computerization of registered items.

10.3 Technical cooperation among developing countries (TCDC)

The potential TCDC countries in the region are few. There are five of them and the UPU Regional Adviser has briefed them on this matter. A practical operational activity has been planned through the implementation of a UNDP project for computerization of the counters. Consideration is being given to bilateral cooperation in this same area between two countries in the region.

10.4 Possibility of capital projects – Role of PDAG

The role of PDAG is very important in countries with a structural adjustment programme. It is part of the reform seeking a revision of the role of the public sector. One of the countries in the region has been short-listed for a pre-appraisal study designed to secure funding for capital and postal service modernization projects.

10.5 Recommendations for the future

An analysis of the postal service situation reveals some shortcomings and that an additional effort will have to be made; it would seem that these services are not sufficiently prepared for the changes under way because of the magnitude and the complexity of the tasks to be carried out. It appears that the management systems, the organization, the work methods and the shortage of

qualified staff available in administrations of the region will not allow them to cross the present very difficult but necessary stage on the road to progress.

It is nonetheless gratifying to note the awareness of senior postal officials and government authorities as regards the need to have a modern, responsible Post, one that can play its role as a driving force in the economy of the country. This new awareness is largely the result of the increased UPU presence in the field. It has had an effect not only in raising the consciousness of senior officials but also through genuine assistance, thanks to the MIP projects (nine currently under way) and UNDP projects (seven under way), or else to the recommendations made on the spot to solve problems and shortcomings observed in the various operational and management services.

Cairo, 30 November 1993

M BALMA

UPU Regional Adviser

Congress – Doc 50/Annex 4/Attachment 1

Washington General Action Plan (WGAP)

I. Evaluation

1 Knowledge of the market

If we consider the four actions deemed essential to a better knowledge of the market, we find that the rates of implementation fall short of what had been hoped:

• Implementation of a programme of contacts with major customers:	• only six administrations have taken measures in this area
• Market research to obtain data on groups of customers, their degree of satisfaction and their wishes:	• four administrations are conducting studies in this area
• Public opinion polls on the image of the Post:	• six administrations have carried out this kind of survey (one employed an independent agency)
• Information on competitors:	• only three of the administrations have any knowledge of the competition; on the other hand, the prices they apply are usually known. The establishment of the MAIS system by one administration should be noted.

It follows that:

- 11 percent of administrations have recent documents or use the MAIS system;
- 23 percent have taken various measures to achieve a better knowledge of the market;
- 44 percent are receiving UPU technical assistance in the market research field under an MIP (3) or a UNDP project (6);
- 22 percent do not at this time have plans for taking any measure in this field.

It should be pointed out that there is a new awareness everywhere but various parties mention the problems inherent either in the legal status and shortage of financial means, or the lack of staff qualified in this area.

2 Commercial strategies: customer needs

Findings in this area are fairly positive since many administrations have expanded the range of their services. Nevertheless, their adaptation to the needs expressed by customers remains inadequate because of poor knowledge of the market. Six administrations have defined commercial and marketing policies and have appointed officials to implement them.

As regards EMS, all administrations are increasing the number of links and are striving to promote the service. One administration has introduced the electronic mail-box service as well as post cassette. Another has set up the priority/non-priority system. About 40 percent of administrations are considering the possibility of introducing the international business reply service. One plans to introduce the financial services and another the giro service.

Forty percent of administrations have worked out contractual rates for major users and offer a discount for preliminary sorting by the user.

3 Operational strategies: quality control and standard setting

A look at the circulation of mail from the time it enters the system up to its delivery leads to the following conclusions valid for all but two of the administrations in the region:

- lack of service standards;
- operations are not known for offering a coherent service;
- managers differ in their understanding of internal service objectives;
- mail is held up in the system and delivery times vary;
- the transport network is satisfactory in only 60 percent of administrations.

In view of these findings, the attention of senior officials of the administrations was drawn to this very important activity. They were reminded, among other things, to:

- establish and publish standards for local, regional and national mail and for EMS items;
- work out a quality of service control procedure;
- set up a quality control system;
- create an operational control centre with reports prepared daily for submission to management.

4 Management structure

The results obtained, despite all the efforts made, are not satisfactory. Three administrations operate as corporations and claim to be satisfied with their status and their management system. The others, whether posts and telecommunications offices or corporations or part of a Ministry, do not have appropriate independence or a modern management system.

5 Human resources

Generally speaking, the human resources situation is not satisfactory in most of the postal administrations (see paragraph 5 of the report).

II. WGAP implementation in the LDCs

In the four least developed countries of the region, one postal service is administered as a postal administration, two as posts and telecommunications administrations and one as a corporation. The WGAP objectives are far from being achieved, especially for lack of human and financial resources:

1	Knowledge of the market and commercial strategies	Nothing has yet been achieved, although the UPU is currently providing technical assistance in this area by means of MIPs to three of these countries.
2	Quality of service and operational strategies	Two countries are receiving assistance from the UPU as part of an MIP. Two administrations will be the beneficiaries of a UNDP project for the creation of a sorting centre and organization of post offices.
3	Management independence	One country will probably receive a UNDP project for restructuring the postal services.
4	Human resources	In the LDCs, management staff is inadequate and employee training is not always satisfactory, particularly in the new branches. The UPU is sparing no effort in this connection. Thus, two courses were held in one full year in one country and fellowships for instructor training were granted to another country.

It should be added that it is as a result of the UPU presence in the field that senior postal officials in the LDCs and their government authorities were made aware of the importance of the content of the WGAP and of its objectives. Once they had been made aware, efforts were made. Thus, in one country, an outline for a market study was worked out. Another country requested assistance in restructuring the sector, and two others are attaching greater importance to human resources.

Congress – Doc 50/Annex 5

Operation of the postal services in the developing countries

ASIA/PACIFIC (I)

Countries and territories under the Regional Adviser's jurisdiction: Afghanistan, Bangladesh, Bhutan, Cambodia, China (People's Rep), Dem People's Rep of Korea, Hong Kong, India, Iran (Islamic Rep), Japan, Korea (Rep), Lao People's Dem Rep, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Sri Lanka, Thailand, Viet Nam

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Analysis of the operation of the postal service in the developing countries of Asia and the Pacific

I. Socio-economic context

1.1 Current socio-economic situation

The Asia-Pacific region, with a population of 3020 million in 1990, accounts for 57 percent of the world's population. The total gross domestic product (GDP) of the developing Asia-Pacific region is approximately 1500 billion dollars, divided unequally among the major subregions: the estimated GDP of the six-country Association of South-East Asian Nations (ASEAN) is 264 thousand million dollars; that of South Asia 363 thousand million dollars; and that of the Pacific Island countries 2.1 thousand million dollars. China and India are the largest economies with estimated GDPs of approximately 400 thousand million dollars and 300 thousand million dollars respectively.

The growth performance of many developing Asia-Pacific countries has been consistently high over the last 25 to 30 years. For the developing region as a whole, the growth rate in the 1980s has been estimated nearly at 7 percent, which is almost double the average growth rate of all developing countries.

Rapid growth in Asia is attributable in part to high rates of savings. Savings and investment rates were both above 30 percent in 1990 for the region as a whole, but there are wide variations. In the two largest economies, China and India, gross domestic savings were over 35 percent and 20 percent respectively. Most South-East Asian economies recorded rates around 30 percent, but South Asian countries, with the exception of India, had savings rates closer to 10 percent, and in the Pacific, apart from Fiji, it was between 10 and 15 percent.

Exports account for over 20 percent of the GDP of developing economies in the region. Although most countries shared in the region's export growth, some failed to do so primarily because of economic policy distortions and a lack of commitment to trade promotion. In virtually all countries, however, this commitment is emerging.

Intraregional trade (including that of both developed and developing countries) in 1989 amounted to 272 thousand million dollars or nearly 41 percent of all trade. Nearly half of the exports of developing economies in the region are absorbed within the region, in which the dominant market is Japan. The significance of intraregional trade varies between countries and subregions. Some 52 percent of ASEAN exports, for example, are traded within the region, while for South Asia the figure is only 25 percent. Subregional trade is much less significant, however. Less than 20 percent of ASEAN exports remain in the subregion and for South Asia the proportion is less than 5 percent.

At the end of the 1980s, developing Asia-Pacific countries were receiving net flows of financial resources of over 20 thousand million dollars per year, of which the share of official development assistance (ODA) was about half.

The region as a whole has contained the external debt problem within manageable levels, but there are some exceptions among the less dynamic trading countries. At the end of 1991, developing economies of the region were bearing outstanding external debts (long and short-term) of around 370 thousand million dollars.

Widespread poverty is still an important characteristic of the region. It has been estimated that in the mid-1980s, some 800 million people (280 million in East and South-East Asia and 520 million in South Asia) were living in absolute poverty in the region – a number equivalent to 75 percent of the world's poor. The heterogeneity of the region is underlined by the performance of individual countries in terms of poverty which persists because of the failure of the poor to gain access to adequate education, health, nutrition, water and sanitation facilities, and productive employment. Poverty is also compounded by inequalities in the distribution of incomes and assets and closely related to these inequalities is environmental degradation.

It is said that four countries in the region have reached high levels of human development, 11 are in the medium category, while the others are in the low human development category. Even with low incomes, however, several countries have performed better than other in human development. Economic, social and public expenditure policies of governments have a critical bearing on standards of human development but only a relatively low share of public expenditure is allocated to social investment in many countries.

Key indicators of human development reveal important disparities within the region. In most parts of East and South-East Asia, there have been steady reductions in infant mortality and a rise in life expectancy at birth. Literacy rates are close to or above 80 percent in several countries. Despite all this progress, great inequalities persist. In a number of countries, only about half the population has access to both safe water and sanitation and male–female disparities in such areas as literacy are still marked.

(Reference sources: "Programme Planning" (UNDP) of 31.03.1992, etc)

1.1.1 Social and economic indicators

The following indicators may help to bring out the diversity of the region.

(General)

Items	Biggest/ highest	Smallest/ lowest	Average	
			General	Except Japan
Area ('000 km^2)	9 600	0.298	1 078	1 115
Population				
– Total (million – 1990)	1 119.9	0.2	133.8	134.3
– Projected total in 2000	1 280	0.3	163.8	165.8
– Urban population (%)	93	5	32.2	29.7
– Death rate (per 1000)	22	5	10.8	11.1
– Birth rate (per 1000)	48	10	31.6	32.8
– Infant mortality (per 1000)	182	4.8	75.4	79.3
– Life expectancy	79	41	60.5	59.4
Students (million)				
– Primary	129.9	0.03	17.5	18.0
– Secondary	50.5	0.04	5.49	5.5
– University	3.1	0.00	0.65	0.6
Work force (million)	553	0.09	56.9	56.5
Social				
– Literacy rate	99.7	28	56.9	53.8
GDP (1989) (USD)				
– Per capita	23 033	156	2 860	1 096 (Hong-Kong also excluded)

(Reference sources: "Asia 1991 Yearbook", UPU Statistics, "1992 ESCAP Statistical Yearbook")

1.2 Regional development strategies and objectives

The regional strategies for the UNDP's fifth intercountry programme (ICP 5) have emerged through a long process of distillation.

UNDP's assistance to the postal services of the region is furnished within the framework of phase II (1992–1996) of the transport and communications decade. The UPU joined other UN organizations and specialized agencies in formulating a regional action programme. The said action programme was endorsed by the Meeting of Ministers responsible for Transport and Communications held in Bangkok in June 1992. A sub-project of this programme deals with the postal services and will help to assist the postal administrations of the Asia/Pacific countries in their efforts to modernize their administrative and operational structures, mainly though legislative reforms, consultative services and training. As part of the same programme, the UPU had proposed a sub-project concerning a track and trace system for EMS items for the benefit of the Asia/Pacific countries but it was not approved by the UNDP. A suitably adapted version of this same sub-project to assist the ASEAN countries in this field is in an advanced state of negotiation with that organization's Secretariat.

1.3 Development prospects

In this region there appears to exist a good understanding of the patterns of growth and of the factors which energize the newly industrialized economies. The latter achieved their current status over a period of about two decades, primarily as the result of an effective concentration of policy measures which allowed the private sector to play a dominant role in economic development.

This tendency is also affecting the postal services favourably by promoting market-driven postal business. Consequently, the management of postal services is being entrusted to public corporations, even in some LDCs.

II. Postal service profile

2.1 Legal status

2.1.1 General

The legal status of the 20 postal administrations in Asia being covered by the Regional Adviser in Bangkok may be summarized as follows:

- two corporatized postal administrations (Iran and Pakistan);
- three corporatized postal administrations but with telecommunications (Mongolia, Thailand and Viet Nam);
- two government postal administrations with sufficient managerial and financial autonomy required to adjust to market demands (Japan and Republic of Korea);
- thirteen government postal administrations, out of which one (Sri Lanka's) intends to restructure itself into a public corporation in the near future and another one (Maldives) is also planning to make the Postal Services Department a public corporation in 1994.

It is believed that the postal administrations in the process of restructurization would need assurance of government support during the transition period.

Some governments under the influence of international financial institutions are promoting privatization.

2.1.2 *Separation of Posts and telecommunications*

No such separation has taken place in this region since 1991. However, there is a strong move to privatize telecommunications in one country where postal services are combined with telecommunications. A study is being conducted by a consulting firm. It is still not known whether the financially losing postal service is included in such a privatization plan.

2.1.3 *Impact on the postal sector of government development policy*

Postal development is much influenced by government policy everywhere in the region, regardless of the legal status of the Post.

All governments, in particular, those of the LDCs, recognize the importance of the Post but, at the same time, indicate that other sectors such as agriculture, medi-care, education, roads, telecommunications, must be taken care of first.

The following are some examples of the impact of government policies on postal development:

a Positive cases

- Within its national development plan, one country has allocated an additional budget to the introduction of airmail and EMS services and training for philatelic development (Bhutan).
- Within the scope of pre-privatization adjustments, the postal service of one country has been reorganized to provide for "regulator" and "operator" authorities. The latter has been vested with broad financial and managerial autonomy (Viet Nam).
- Under a government policy aiming at rationalizing government enterprises, the Ministry concerned has initiated a corporatization plan (Sri Lanka).
- As a result of the government's restructuring policy, the postal service has been corporatized and some of its operations have been entrusted to the private sector (Pakistan).
- The Ministry is initiating reorganization of the nation-wide postal system and abolishment of independent provincial postal services (Cambodia).

b Negative cases

- Because of higher priority accorded to telecommunications, postal development is generally at a disadvantage.
- UNDP country IPF is not easily available to the postal service; the latter is often expected to be subsidized by telecommunications.
- Most government postal services suffer from a chronic shortage of budget allocation and have small possibility of seeking foreign assistance (eg grants).
- Postal services are still considered by some government leaders (including some senior postal managers) and politicians as a social service. Frequent changes in the top management and inflow of outsiders (from totally irrelevant fields) as senior managers hinder the smooth and efficient running of postal business.
- Prevailing conservative bureaucracy delays the renovation and even rationalization of the postal system.
- The government's irrational pricing policy discourages management.

2.1.4 *Outlook*

Postal demand is changing but not necessarily diminishing. Postal managers are becoming aware of the potential yet to be exploited. With the legislative reforms catching up in the region, the outlook for modernization seems encouraging.

2.2 Development plan

2.2.1 Preparation of the postal plan and its inclusion in the national development plan

One finds two different approaches to the preparation of development plans. In postal administrations under complete government control, the postal plan itself is part of the national development plan for budgeting purposes (eg Bangladesh, India, Maldives, Nepal). In countries where the postal sector enjoys a certain autonomy, the postal plan is part of the postal budget (eg Thailand). Even so, such a plan must be prepared in line with the government development policy.

In some cases, the plan signifies little more than a desirable development target, without financial implications.

2.2.2 Implementation of the plan

Inclusion of the postal development plan in the national plan does not always mean that funding is guaranteed, particularly when the plan itself requires a certain amount of external assistance (grants or loans). The allocation of funds depends on the priority accorded to the sector and the availability of resources. In the case of corporatized services, their revenue earnings and borrowing capability from financial institutions largely determine the magnitude of implementation.

2.3 Postal services

2.3.1 Services offered

a Conventional postal services

All postal administrations in the region offer conventional services with the exception of one country where parcel post does not exist. In four countries, daily newspapers and periodical magazines are very significant in terms of traffic and revenue while, in another country, because of its tourism, airmail postcards account for more than 90 percent of the total letter mail. Four countries offer postal savings services, out of which three also provide postal life insurance services.

b New services

- EMS

The situation in the region is as follows:

–	Introduced:	16 administrations
–	About to be introduced:	1 administration (Nepal)
–	Being planned:	1 administration (Cambodia)
–	Not yet planned:	2 administrations

- Direct airmail dispatches

In this region all postal administrations now have direct dispatches from their respective countries.

- Electronic mail service

In most of the countries, the electronic mail service means a telefax message service with acceptance and delivery by post. One of the landlocked countries (Bhutan) plans a nation-wide service with the development of telephone services.

- Other services

One country plans to introduce a COD service. Another country gave up its plan to establish a postal savings bank to avoid duplication with the existing banking service. Three countries (China, India and Iran) offer savings bank services as an agency service.

c Authority that decides the scope of the services

In the case of government postal services, postal administrations are obliged to seek approval from their governments and put up with constraints regarding pricing. The postal corporations enjoy some autonomy in this regard.

d Interest in EDI technology

There is much interest in the development of track and trace systems for EMS and for other applications of the EDI technology. Certain countries, however, have some misgivings about the costs of installation and maintenance of EDI networks.

2.4 Quality of service

2.4.1 Definition of quality standards – Application of quality control principles

Except for a few postal administrations, all have defined domestic service standards, but mainly for their internal use, to see how long a letter-mail item takes from origin to destination. There has so far been no clear and confident publication of service standards (except for EMS) for customers. It is a serious shortcoming.

In many postal administrations, monitoring of service standards is still rudimentary.

However, it is gratifying to know that a competitive, market-oriented culture is growing. The UPU's permanent project on quality control and the various training programmes carried out by the International Bureau in this field are beginning to have the desired effects.

2.4.2 Operational strategies

Generally speaking, there has been visible improvement in postal operations in many countries in the region. An example may be found in the introduction and expansion of EMS services (domestic and international), which has influenced not only the operation of EMS itself but also other related fields of activity such as mail-handling facilities, equipment, mail connection/dispatch schedules, cooperation from Customs, staff training.

According to the observations made by the undersigned during various missions, postal management in the region gives top priority to the handling of EMS items, being the most competitive products in the physical distribution industry.

However, some postal administrations face difficulties in setting up pick-up service for EMS items due to a lack of material facilities.

2.4.3 Noteworthy progress relating to postal operations

Nearly every postal administration in the region has achieved some progress in some fields. Following are some random examples:

- continued effort towards raising awareness of the staff about the importance of quality of service (Bangladesh);
- introduction of direct airmail dispatches, including EMS items (Bhutan);
- improvement of direct airmail dispatches (Cambodia);
- construction of mechanized sorting centres (China);
- use of modem technologies in sorting (eg Bombay area) (India);
- improved penetration of the postcode system in the country (Iran);
- introduction of EMS and money order services (Maldives);
- adoption of "Closed Postal Service Staff" system (Nepal);
- with the corporatization in August 1992, collection and delivery services in big cities such as Karachi in particular were rationalized (Pakistan);
- improvement of operational management by decentralization of management to provinces (Sri Lanka);
- setting up of various regional sorting centres (ongoing) (Thailand);
- creation of market-oriented culture for improving postal operations (Viet Nam).

2.4.4 Operational inadequacies

a Fundamental material facilities such as motor vehicles, bicycles, mailbags, weighing scales, date-stamps and sorting fittings are generally insufficient or need replacement.

b Working space in many countries is not enough for smooth and efficient operations or for providing operational staff with reasonable working conditions.

c Poor layouts in operational areas.

d Management, particularly middle-grade, has low productivity. One of the reasons resides in non-delegation of authority.

e Improper utilization of trained staff.

f Discussion does not necessarily lead to concrete actions.

g Inadequate marketing and sales promotion activities.

2.4.5 Postal security

The necessity of increasing postal security has been emphasized to all postal administrations but if no tangible progress has been made, it must be because the consciousness of postal staff toward postal security must still be quite low.

Some of the measures taken are outlined as follows:

- Informing customers of the articles prohibited from transmission by post and educating postal staff to observe the laws/regulations concerned.
- Provision of detection machines to the mail-handling staff. One country may be taken as an example in the region. Following a parcel bomb explosion, that killed a postal employee and injured several others, the postal administration took immediate action to purchase and install the following equipment in major post offices for detecting bombs and other explosive articles:

- one bomb detector (X-ray type);
- 45 other bomb detectors;
- 153 metal-sensing detectors.

- On the contrary, another postal administration has repeatedly acknowledged the necessity of installing such machines but claimed that it cannot afford to do so. Instead, that administration started strengthening inquiry and manual checking at the counter.
- Strengthening inquiry and disciplinary procedures to act as a deterrent against breaches of postal regulations and procedures by the staff and public.

2.5 Human resources

2.5.1 General Policy – Human resources development and the WGAP

Traditionally, the postal service has relied heavily on manpower, simply because of the labour-intensive nature of its business. This concept seemingly gave rise to more emphasis being laid on mail handling as a field activity of the staff rather than on its organizational function, mainly because of the limited use of mechanization. This comment remains valid today although the concept of manpower is now shifting from "simple manpower" to "creative human power". This new approach has been triggered by the imperative need to renovate and reactivate the postal business as a whole, regardless of the operational system in force, manual or mechanized, or both, in the face of cutthroat competition.

When postal service was a State monopoly, human resource development was mainly concerned with familiarizing the staff with mail-handling procedures and postal regulations since the post office was considered a public department and not a commercial concern.

This policy is changing in the face of fierce competition from private couriers and of the new needs of customers. Postal administrations in the region now favour activities in the field of human resource development or training that will enable the Post to function as a fundamental communications system.

It should be said that budgetary provision for human resource development is not always adequate for turning out qualified staff and modernizing training facilities. In some administrations, the trainers or teaching staff are recruited from among second-grade officers. It does not seem, therefore, that sound training policies are yet implemented in these administrations. Major guidelines for human resource development are set out in the 1989 Washing General Action Plan (WGAP) and fall under the heading "Human Resources". Other concerns include: "Knowledge of the market", "Commercial strategies", "Quality of service", "Operational strategies" and "Management independence". It is obvious that WGAP will not be properly implemented if the development of human resources is ignored.

2.5.2 Recruitment system

Many administrations recruit, employ and manage their postal staff in accordance with the regulations laid down by the "Public Service Commission" of their countries, with the result that the right candidate may not always be available among those listed by the Commission. Public corporations or State enterprises face a similar situation. When a recruitment system is unified through the public service commission, transfers of the staff are also governed by the national regulations. Trained, qualified and competent postal staff are often transferred to other departments. Such postal administrations have perennial staff problems. Resultantly, new training needs arise frequently, causing unwarranted expenditure. This state of affairs considerably hinders postal development.

The postal administration of Nepal has found a solution to this problem. Until the end of 1989, it had to put up with frequent transfers of its staff to other departments. In order to put an end to this unsatisfactory situation, the Government of Nepal transformed the postal services into a closed department in January 1990. Postal staff are no longer eligible for transfer to other departments. At the same time, some additional posts were created so as to provide more career opportunities within the department.

2.5.3 Remuneration in relation to the labour market: motivation

Pay scales for the public service are generally fixed by government. Japan is one exception where the salaries of staff are negotiable between the postal management and the trade unions. On the other hand, in postal services functioning as corporations, the government has only nominal control in this regard. In the case of the Communications Authority of Thailand, a State enterprise, the government fixes pay scales for the staff but it is reported that the scales are 30 percent higher than those of the government.

Incentive/motivation machinery has been more or less established but is conditioned by a budgeting system. Some administrations have introduced incentive allowances for the staff for higher productivity (eg in China for collection of postal savings deposits).

However, realization of attractive or competitive pay scales and incentive allowances largely depends on the structure and financial autonomy of the postal services.

2.5.4 Role of trade unions

Postal services cannot be improved and developed without the full cooperation of trade unions and staff as a whole. All postal administrations consider that trade unions or staff associations should be good partners. For this purpose, the management fosters good relations and keeps the dialogue running with representatives of unions/associations in order to get their cooperation and understanding, particularly on projects of modernization of postal operations involving changes in working practices.

It is unfortunate that the restructuring plan in one country has recently met with obstacles because of its trade union's attitude.

2.5.5 Initial training, country schools and degree of effectiveness, statistical data on employee training

2.5.5.1 National training programmes

a Training courses

Each postal administration has its own introductory training in the form of on-the-job training or institutional training or both. In cases where there are no training facilities, on-the-job training is the only answer. However, it is quite evident that the training methods employed are not uniform. Generally speaking, introductory training is important not only to teach newcomers the basic elements of the postal service, but also to familiarize them with the qualities required when dealing with the public.

In regard to operational staff training, many small-sized postal administrations suffer from lack of training schools/centres and are still resorting to on-the-job training. Compounding this unsatisfactory situation is the lack of qualified trainers in field post offices.

Most national training schools/centres have training programmes ranging from operations to supervisory or middle-grade management but lack higher management training programmes.

b Other training facilities

In the region, postal training facilities are generally inadequate in terms of both hardware and software. Some postal administrations cannot even afford to have their own school/centre buildings and have to rent them. Lack of adequate transportation impedes the effective and smooth observation of activities and practical work at various post offices.

Despite the fact that training materials and equipment are considered part of the essential training software, training schools/centres still lack a number of items such as audio-visual equipment, an important tool for effective and economical training. Some centres/schools are already equipped with microcomputers which are needed for modernizing training programmes in terms of course design, training needs analysis and more importantly preparation and updating of lecture notes and course handouts.

Some training centres, for example Shijiazhuang College in China (People's Rep), have started computer training for postal services where microcomputers are used at some post office counters and for administrative work.

c Statistical data on employees trained and untrained

Updated data are generally not available instantly. This situation needs to be remedied to improve planning. The information can be computerized and easily updated.

2.5.5.2 Regional training programmes

The Asian-Pacific Postal Training Centre (APPTC) set up in 1970 at Bangkok is largely utilized by postal administrations, not only by those in the region but also sometimes by those in other regions for middle-grade management training. The APPTC, as a permanent organ of the Asian-Pacific Postal Union (APPU), plays an important role in making up for the lack of middle-grade management training faced by postal administrations. It also offers advanced and new management training to beneficiary postal administrations. This centre also hosts a number of UPU advanced training courses/seminars in new areas such as marketing and corporate planning.

2.5.6 Utilization of trained staff

It is unfortunate to observe that, in some countries, staff trained in specialized fields are not fully utilized in the corresponding branches. Demand for training is also sometimes unrealistic and is more or less like a reward for a person. This trend needs to be curbed.

2.6 Budget

The financial system adopted for postal services in the region falls into three categories:

i part of the central government account (revenue and expenditure); for administrative management a cash flow accounting system is adopted;

ii independent from the central government account but consolidated with telecommunications in the same organization;

iii completely independent from the central government or other accounts (corporatized management).

In the case of i, most government postal services have no free hand for budgeting their action plans. They have to draft and submit their budget to the Parliament through the designated financial authorities and the Cabinet, for approval. Where a cash flow accounting system is adopted, there is no direct relation between the revenue and expenditure, which discourages the postal management from developing business-oriented postal services and results in low cost-consciousness in the organization and among the postal staff.

However, it is true that, if the postal revenue is high, postal administrations can try to claim a bigger amount of the expense budget from the central government. Therefore, the management endeavours to increase the revenue even under the present unfavourable budgeting system.

As for case ii, the financial losses of postal services are covered by telecommunications but this cross-subsidy in the same organization may not continue indefinitely as telecommunications prepare themselves for privatization. To cope with this, separation of Posts and telecommunications budgets should be seriously considered even at this stage.

Case iii should be an immediate target of postal administrations still in categories i and ii. Apart from the advanced countries in the region, the recently corporatized Pakistan Post must be cited as a good example of case iii.

2.7 Analysis of financial results

2.7.1 Summary

There are twenty postal administrations, including Japan, in this region whose financial situation may be summarized as follows:

	Number of administrations/%	
Profit	6	2 LDCs (Lao People's Dem Rep and Maldives)
	(65 %)	2 other administrations (China and Hong Kong)
		1 NIC (Republic of Korea)
		1 advanced (Japan)
Break even	1 (5 %)	1 developing country (Iran) (estimated)
Deficit	13 (30 %)	7 LDCs (4 subsidized by government and 3 by telecom)
		6 developing countries (one subsidized by government and 5 by telecom)

Seventy-eight percent of LDCs suffer a deficit for which there may be two reasons: postal rates are kept very low and fixed socio-politically, and relatively low traffic even though the Post is priced low because it is considered a basic means of communications. Notwithstanding the economic and political constraints, some improvement in the situation can be expected through quality control and expansion of services.

2.7.2 Treatment of profits or deficits

One profit-making postal administration claims that its profit (including terminal dues) is being utilized for a telecommunications project with no substantial investment being made in the postal service. Out of 13 losing administrations eight (62 percent) are subsidized with the telecommunications surplus and five (38 percent) by their governments. It is obvious that the former will, sooner or later, have to stand on their own feet when telecommunications is privatized.

2.8 Washington General Action Plan (WGAP)

The WGAP is generally kept in view by most postal administrations in the region. It is seen as a basis for their immediate and future planning.

2.8.1 Evaluation by the Regional Adviser

Implementation of the WGAP differs from one postal administration to another. According to the assessment made on the spot (Afghanistan and Hong Kong not yet visited), the result may be presented as below:

Targets still to be achieved:

A.	Knowledge of the market:	Most government services of some small-sized countries and war-torn countries.
B.	Commercial strategies:	All postal services.
C.	Quality of service and operational strategies:	All postal services.
D.	Management independence:	Favourable trends in Pakistan, Sri Lanka and Maldives. However in other countries the move towards increased management independence has yet to be initiated.
E.	Human resources:	All postal services.

However, there have been some notable achievements, some of which were mentioned in paragraphs 2.1, 2.2, 2.3.1, 2.4 and 2.5.

The efforts being made at regional level to promote implementation of the WGAP are also worth mentioning.

i APPU

The Asian-Pacific Postal Union (APPU) in its Congress held in Rotorua, New Zealand, adopted a resolution on WGAP implementation. As a result, a Steering Committee (New Zealand as Chairman with ten countries as members) for the implementation of WGAP was set up. The Committee prepared a regional action plan whose priority is to guide member countries. The activities are ongoing.

ii UNDP projects

Implementation of WGAP at regional level has been assisted directly and indirectly by four UNDP regional projects: RAS/86/172, RAS/86/173, RAS/86/174 and RAS/89/062. The region has also benefited from inter-regional project INT/90/X41 for sectoral support studies.

iii Transport and Communications Decade (Phase II)

The thrust is on legislative reforms and modernization (please see 1.2 above).

iv LDCs

A conference of Directors-General and Ministers responsible for the postal services in the LDCs and South Pacific countries was held in Port Moresby in 1991, where the Ministers emphasized two development targets: administrative and financial autonomy for the Post and development of human resources. Both these areas draw strength from the WGAP.

2.9 Technical assistance fields: priority needs

Postal administrations in the region need technical assistance to help them to face the competition from the private couriers and to improve their public image.

The war-torn countries (Afghanistan and Cambodia) need massive assistance for their rehabilitation.

Asia's priority needs were originally reported to the 1991 meeting of the Executive Council of the Universal Postal Union (CE 1991/C 9 – Doc 4/Add 3) and were updated for the 1992 meeting in the form of an analytical report by the Regional Adviser (cf CE 1992/C 9 – Doc 4/Annex 5).

In the light of personal observations and discussions held with postal and government authorities, the major Asian needs may be summarized as follows:

2.9.1 Knowledge of the market and commercial strategies

- Studies to evaluate market share.
- Change of attitude at all levels, so that the Post is considered a commercial enterprise. Sadly, it took one country one full year to convince its authorities to start EMS.

2.9.2 Management restructuring

There is growing awareness about the need to rationalize postal management on business lines. However, in concrete terms, only a few countries have changed their management structure. There is therefore room for more effort in this field. The newly approved regional project (RAS/93/037) mentioned in paragraph 1.2 should provide the much needed support to this effort. In one country, the government has asked for the postal development plan before it considers financing postal projects. The UPU has assisted the postal administration concerned by preparing the development plan in the framework of an MIP in 1993.

2.9.3 Quality of service and operational strategies

All the administrations in the region require international cooperation or assistance in this field.

Improving the quality of service is one of the priority targets of the WGAP and no stone should be left unturned to achieve it. All administrations are attempting modernization of their operating systems but progress made since 1991 is by no means remarkable (with the exception of some countries such as China (People's Rep), India, Maldives, Pakistan and Thailand).

Development of an EMS tracking and tracing system under a UPU project (cf paragraph 2.8.1, iii) is awaited by all administrations in the region, some of which have already developed their own limited domestic systems.

2.9.4 Postal financial services

It seems that once they are introduced and/or strengthened, the postal financial services will become one of the most important revenue sources. Most postal administrations in the region are interested in improving their services. One must not, however, forget that the postal network must be strengthened as a whole before it can offer good quality financial services.

2.9.5 Human resources

As mentioned in paragraph 2.5.1, human resources are the most important infrastructure for the development of postal services, considering that they account for more than 80 percent of the total expense budget. Marshalling human resources is needed by most administrations, particularly, postal services of war-torn Afghanistan and Cambodia.

2.10 Conclusion

Here is an attempt to quantify the progress made since 1991.

2.10.1 Impact of the new technical assistance concept

In application of Washington Congress resolution C 6 concerning the priority countries and bearing in mind the resources available between 1992 and 1995, the International Bureau distributed the resources for allocation to the countries through the multi-year integrated projects (MIPs). As a guide, the financial resources allocated to MIPs were fixed at 72 500 Swiss francs each for LDCs and 48 000 Swiss francs each for other priority countries (cf CE 1992/C 9 – Doc 5).

In this region, 10 MIPs have been programmed and are being implemented and another MIP is being prepared. As far as UPU inputs are concerned, they may be categorized as follows:

UPU inputs (%)	Consultants (No of adms)	Training (No of adms)	Equipment (No of adms)
100 – 80	1	0	2
80 – 60	0	2	1
60 – 40	0	2	4
40 – 20	2	3	1
20 – 10	1	2	0
10 – 1	0	1	0
0	7	1	3
Average (%)	18	33	49
Highest (%)	81	71	94

It is noted that:

- 49 percent of the total UPU funds were allocated to the purchase of equipment; 33 percent to training or fellowships; and only 18 percent to recruiting consultants;
- out of 11 beneficiary administrations, eight are categorized as LDCs but their urgent needs are different.

Note. – Viet Nam is receiving material assistance from non-governmental organizations (NGOs). NGO involvement in the postal sector should be encouraged.

2.10.2 Potential for technical cooperation among developing countries (TCDC)

There are in reality many postal activities in this region not necessarily coming under TCDC. For example, the ASEAN postal meeting and postal business meeting, the SAARC postal technical cooperation meeting, the Indochina Posts and Telecoms Technical Cooperation Conference, the APPU personnel exchange programme, etc are conducted on a government-to-government or administration-to-administration basis at their own cost to share experience and know-how. Another type can be found in the recent government-to-government TCDC programmes which cover postal services also (Pakistan – independent Asian Republics and Thailand – Lao People's Dem Rep).

ESCAP also organized in June 1992 a five-day TCDC regional seminar in Japan for the Asian LDCs on promoting mobilization of domestic resources through postal savings.

From the above experiences and observations, one finds that there is high potential for TCDC in the future. The following TCDC activities could be considered in the near future:

i High-level seminars/meetings (promotional TCDC)

- Restructuring postal management on commercial lines;
- Introduction of financial services such as postal savings in particular;
- Strengthening agency services;
- Capital investment;
- Marshalling human resources.

ii Expert workshops (operational TCDC).

Workshops could cover all fields of postal activity with the emphasis on improving the quality of service.

2.10.3 Possibility of capital projects. Role of the PDAG

The PDAG, established in May 1991, is playing a guiding role in promoting studies on capital-intensive projects which cannot be covered by normal technical assistance projects.

All the postal administrations which are generating profits are potentially qualified and can afford to borrow money from the outside particularly if they also enjoy financial autonomy. It is hoped that two administrations (one already corporatized and another intending to become a corporation) in this region may benefit from PDAG's activities. If so, other administrations will be encouraged to follow them because capital projects are needed to make them viable.

2.10.4 Recommendations for the future

From the preceding analysis of the region, the following suggestions can be made for the future:

i Legal status (cf 2.1)

- Publicizing the role of the Post among national political authorities;
- Promoting growth of postal service on commercial lines;
- Securing managerial independence.

ii Development plan and implementation (cf 2.2)

- Linking a postal development plan with the national plan;
- Securing the necessary development funds within the government, particularly the UNDP country IPF and grants under ODA (resources mobilization);
- Utilizing PDAG guidance and cooperation for capital projects;
- Obtaining the cooperation from NGOs (cf 2.10).

iii Services offered/planned (cf 2.3.1)

- Introducing new services and agency services to meet customers' demands and regain or expand postal market share;
- Enhancing management independence, particularly in regard to determining the scope of services (postal products) and rates;
- Utilizing a bar-code system and EDI technology (eg tracking and tracing system).

iv Quality of service (cf 2.4.1 – 2.4.4)

- Preparing and publicizing statistically-based service standards (eg delivery speed);
- Making postal staff (particularly operational staff) conscious of the importance of effective mail connections and constant vigilance;
- Changing the organizational and individual behaviours toward the Post (from service to business).

v Postal security and safety

- Raising awareness through activities of the postal security unit.

vi Human resources (cf 2.5)

- Rationalizing the recruitment system to secure well-qualified staff;
- Modernizing the training system (hard and software);
- Improving staff motivation through award of incentives;
- Treating trade unions as partners of postal management;
- Promoting TCDC in training and utilizing the regional training centre and some high-level national training colleges in the region;
- Maximizing the use of trained staff.

vii Budget and financial results (cf 2.6 and 2.7)

- Establishing an account (revenue/expenditure) separate from the State accounts or from the consolidated account of the telecommunications as the case may be;
- Promoting the spirit of financial independence among postal staff and aiming at greater financial autonomy.

viii WGAP (cf 2.8)

- Treating WGAP as a source of practical guidelines, not just a dream.

ix Regional Advisers system

- Strengthening the system with increased duties and authority.

Bangkok, 28 December 1993

F KITAHARA
Regional Adviser

Congress – Doc 50/Annex 6/Rev 1

Operation of the postal services in the developing countries

ASIA AND PACIFIC (II)

Countries and territories under the Regional Adviser's jurisdiction: Australia, Azerbaijan, Brunei Darussalam, Cook Islands, Fiji, Indonesia, Kazakhstan, Kiribati, Kyrgyzstan, Malaysia, Marshall Islands, Micronesia (Federated States of), Nauru, New Zealand, Niue, Papua New Guinea, Trust Territory of the Pacific Islands, Philippines, Singapore, Solomon Islands, Tajikistan, Tokelau, Tonga, Turkmenistan, Tuvalu, Uzbekistan, Vanuatu, Western Samoa.

Prepared by Mr Parvez A Qureshi

Headquarters country: Indonesia (Jakarta)

1 Introduction

1.1 This region comprises 19 Pacific Rim and Pacific Island developing countries and six Central Asian Republics of the former Soviet Union.

Table 1: Principal physical and demographic features

Country	Land area (km^2)	Estimated population		
		Total	Density (Persons/km^2)	Annual growth rate (%)
Pacific Island/countries				
Cook Islands	240	18 525	77	1.0
Fed States of Micronesia (1987)	701	97 700	139	3.5
Fiji	18 272	750 000	41	2.0
Kiribati	810	72 298	89	2.4
Marshall Islands (1987)	181	37 800	209	2.9
Nauru	21	8 500	405	0.1
Niue (1987)	259	2 500	10	–4.7
Papua New Guinea	462 243	3 500 000	8	2.1
Solomon Islands	27 556	295 800	11	3.0
Tokelau (1987)	10	1 600	160	1.3
Tonga	669	94 535	135	0.2
Tuvalu	24.4	9 045	371	2.3
Vanuatu	12 190	142 944	12	2.9
Western Samoa (1987)	2 935	162 000	55	0.6
Southeast Asia				
Brunei Darussalam	5 765	256 000	45	2.4
Indonesia	1 919 317	179 379 000	93	2.0
Malaysia	330 434	17 800 000	54	2.5
Philippines	299 404	60 000 000	200	2.7
Central Asian Republics				
Azerbaijan	7 200 000	86 800	83	2.0
Kazakhstan	16 900 000	2 717 300	6	1.8
Kyrgyzstan	4 500 000	198 500	23	2.4
Tajikistan	5 500 000	143 100	38	3.1
Turkmenistan	3 800 000	488 100	8	2.8
Uzbekistan	21 207 000	447 400	47	2.9

2 An overview of the regional economic situation

2.1 Despite the adverse effects of the prolonged world recession, economic growth in a number of Southeast Asian countries remained strong. In Indonesia, GDP growth of 6.6 percent in 1991 declined to 5.9 percent in 1992 while Malaysia recorded 8 percent growth in GDP against 8.7 percent in 1991. Philippines registered a zero growth rate as compared with negative growth in 1991. The inflationary tendencies eased during the year and in some Southeast Asian countries, like Malaysia and Indonesia, exports remained robust.

2.2 Economic growth in the Pacific Island countries varied considerably from 9 percent in Papua New Guinea to –1.5 percent in Western Samoa. With the exception of Western Samoa, inflation showed a marked downward trend in these countries.

Table 2: Estimated real GDP growth rate and per capita GNP

Country	GDP growth rate (%)					Per capita GNP*
	Annual average (1982–1988)	1989	1990	1991	1992**	(USD) 1991
Southeast Asia						
Indonesia	4.6	7.5	7.1	6.6	5.9	610
Malaysia	4.9	9.2	9.7	8.7	8.0	2 490
Philippines	0.8	6.1	2.7	–0.7	–0.0	740
Pacific Islands						
Cook Islands	6.0***	6.7	1.7	–	–	–
Fiji	0.1	11.8	4.9	–0.1	3.0	1 830
Kiribati	–	–	–	–	–	750
Papua New Guinea	2.3	–1.4	–3.0	9.5	9.0	820
Solomon Islands	3.0	6.2	4.2	1.8	5.0	560
Tonga	3.9	1.6	–2.0	5.3	1.9	1 100
Vanuatu	1.4 ***	4.5	5.2	3.4	0.0	1 120
Western Samoa	1.7 ***	1.3	–4.5	–1.5	–5.0	930

2.3 In the Central Asian Republics of the former Soviet Union the process of developing market economies caused a decline in GDP of up to 25 percent. As a result of the break-up of the former Soviet Union, inter-Republic trade declined by 15 percent in 1991. In their trade with other countries, there was a drop of 35–40 percent in exports and 39–48 percent in imports.

Table 3: Asian Republics of the former USSR: Macro-economic indicators

	Percentage change								
	Real GDP			Consumer price		Employment		Current account (in percentage of GDP)	
	1990	1991	1992[1]	1990	1991	1990	1991	1990	1991
Azerbaijan	–11.7	–0.7[2]	–23.8	7.8	87.3	–	–	4.6	5.3
Kazakhstan	–1.5	–9.6	–25.5	4.0	84.0	–	–	–4.2	–3.5
Kyrgyzstan	4.0	–2.0	–25.0	3.0	181.0	–0.4	–2.0	–6.2	12.2
Tajikistan	–0.6	–8.7	–	4.0	103.0	3.0	0.4	13.5	3.9
Turkmenistan	1.5	–0.6	–11.2	4.6	90.0	3.4	2.6	–8.4	13.8
Uzbekistan	4.3	–0.9	–	3.1	82.2	2.8	0.4	–15.0	–1.1

* World Bank Atlas Methodology, 1989–1991 base period.

** Preliminary estimates.

*** Relates to 1983–1988 for Cook Islands and Western Samoa, 1984–1988 for Vanuatu.

Source: Asian Development Bank Annual Report 1992.

[1] First half of 1992.

[2] Preliminary.

Source: Economic and Social Survey of Asia and the Pacific, 1992, United Nations.

3 Major development problems

3.1 The basic economic issue in the developing countries is how to achieve high and sustained economic growth and ensure equitable distribution of products of the economic system among the population to alleviate poverty.

3.2 The problems hindering the achievement of this objective include old and unsuitable economic structures resulting in low productivity in agriculture and services, slow progress in industrial development, poor infrastructure and poor health, educational and other basic facilities. These countries are also experiencing low levels of investment, a lack of human skills and a shortage of physical and financial resources. Increased external support and development of management capacities are needed to speed up the process of development.

4 National development priorities

4.1 The countries in this region can be broadly categorized into three groups: countries in Southeast Asia which are at a higher stage of development, newly independent Central Asian Republics of the former Soviet Union and the Pacific Island countries. The national priorities for development are basically the same in all these countries – poverty alleviation, human resource development, protection of the environment, development of the depressed regions – though these vary in emphasis according to the level of development, geographical situation and socio-political needs.

4.2 In the case of countries in Southeast Asia, like Malaysia and Indonesia, the emphasis is on transfer of modern technology, human resource development, infrastructure development, deregulation of the economy and private-sector development, as well as on trade. The Pacific Island countries are more concerned with agriculture, fisheries, employment, exploitation of mineral resources, tourism, transport and communications, and development of their fragile ecosystems. The newly independent Republics of Central Asia are giving priority to economic reforms for an efficient transition to a market economy and privatization, management training, agriculture, energy, mining, development of infrastructure and communications.

4.3 In spite of its role as an agent of economic development, the Post has generally fairly low priority in national development planning. Initially, this was to a great extent due to the failure to present postal development needs at the appropriate levels of the government. Now the needs of the postal sector tend to be overlooked as a result of a change in the policies and priorities of the donors, who are focussing on a few selected areas of the economy; other reasons for this are a general reduction in aid funds and the national authorities' greater concern for more basic issues connected with national survival and high-profile projects. The Pacific Island countries, however, are more receptive to suggestions for postal development because of their geographical isolation.

5 Development prospects

5.1 Southeast Asia is the fastest growing region in the world and is expected to continue its strong economic growth in spite of China's less than 10 percent growth for the first time in three years.

5.2 The developing world's current average annual growth of 3 percent is still weak and is mainly due to the expanding economies of Asia. In 1994 the combined growth of the southern and eastern regions of Asia is expected to exceed 6 percent.

5.3 The economic growth in the developing Island countries in the South Pacific is greatly influenced by commodity prices and trade. A restrained growth in economic output is expected in this region.

5.4 The high rate of economic growth and trade, especially in Southeast Asia, will result in increased demands and pressures on the postal services in the region. Fierce competition from private couriers would make it imperative for the postal services to improve their reliability and efficiency. General trends towards privatization are likely to move governments to reorganize their postal services on commercial lines.

6 Postal service profile

6.1 General observations

6.1.1 This profile of the postal services in the region is based on the study of the postal situation in the following 16 developing countries that have so far been visited during the last three years: Brunei Darussalam, Cook Islands, Fiji, Indonesia, Kiribati, Kyrgyzstan (data taken from the report prepared by the PDAG mission carried out in June 1993), Malaysia, Nauru, Papua New Guinea, Philippines, Solomon Islands, Tonga, Tuvalu, Uzbekistan, Vanuatu and Western Samoa.

6.1.2 The development of the postal sector depends on the political will translated into government policies in the countries concerned. The smaller developing countries and the newly independent Central Asian Republics are facing a tight economic situation and a lack of financial resources. The governments in these countries therefore tend to give low priority to postal development needs. The donors also are concentrating on a few selected areas which do not affect the Post directly. The development of postal services is therefore slow or, in the case of the Central Asian Republics, non-existent. The situation is a bit different in the larger countries where the Post has received more government attention.

6.1.3 As a result of the general awareness and acceptance of the idea of commercialization, two positive tendencies are emerging with regard to postal development in the region. One is the inclination towards corporatization of postal services. A number of postal administrations and even governments themselves have expressed interest in this concept and have asked the UPU for assistance in preparing for a change.

6.1.4 The other is the desire of those postal administrations which form part of a combined Posts and telecommunications structure to have a separate identity of their own. The basic reason seems to be that, in a combined organization, the Post plays a secondary role and its development needs are overshadowed by the Capital-intensive telecommunications development programmes.

6.1.5 Concerted efforts will be needed in the near future to support the development of these tendencies and to sensitize the governments and the donor agencies to the urgent development needs of the postal sector in this region.

6.2 Legal status

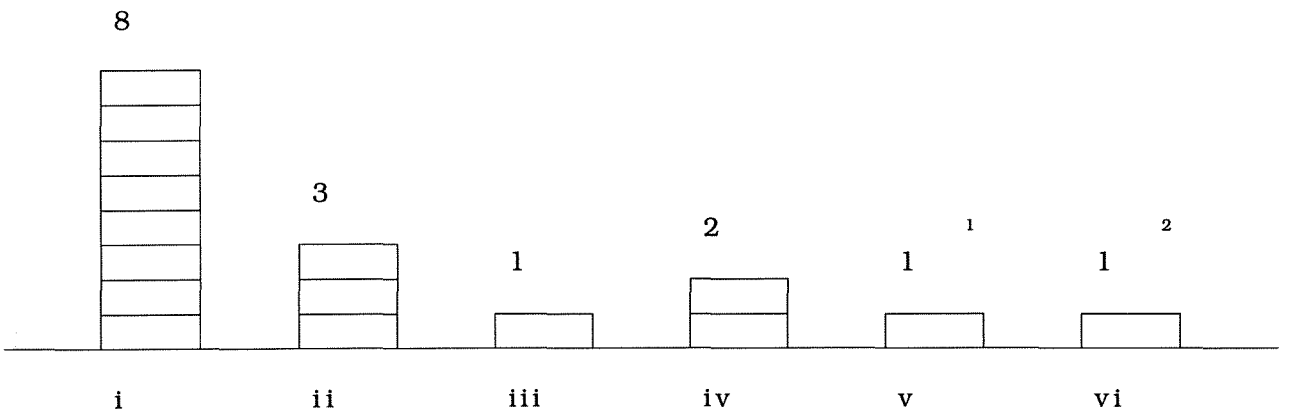
6.2.1 When UPU presence in the field was established in January 1991. the position of the legal status of the postal services in the region was as follows:

- there was one postal public corporation;
- one administration was a component of a P & T corporation;
- one postal administration was part of a P & T company;

- in the Central Asian Republics of the former Soviet Union, postal services in Kyrgyzstan and Uzbekistan were known as "regional Posts and telecommunications economic production complexes" with considerable autonomy under government supervision;
- the rest of the postal administrations functioned as government departments.

6.2.2 Since then, there has been an appreciable change in the situation as an outcome of implementation of the WGAP and intensified promotional and consciousness-raising activities resulting from increased UPU presence in the field. Postal services in two more countries have since been corporatized and another postal administration is being helped in its process of corporatization. In Uzbekistan, postal services separated from telecoms in 1991 to form a "Post Concern" consisting of 18 regional enterprises.

6.2.3 The current position of the legal status of postal services in the developing countries in the region is as follows:



i Government department.

ii Public corporation.

iii Component of a P & T corporation.

iv Component of a P & T public company.

v "Economic production complex" comprising regional postal enterprises.

vi "P & T regional production associations".

6.3 Development plan

6.3.1 Development planning is generally a weak point with the postal administrations in the region. At the end of 1990, only three postal corporations and two of the larger administrations had detailed postal development plans.

6.3.2 In the case of countries where postal services are administered through government departments, the broad postal development goals and objectives are included in the national development plans. But except for the extension of the postal network to rural areas and the execution of capital projects, deadlines or modalities for achieving development objectives are not mentioned.

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[1] Uzbekistan.

[2] Kyrgyzstan.

6.3.3 The formulation of a development plan was therefore included as an essential element in most of the project proposals prepared during the last three years. As a result, good progress has been made in this regard since 1990:

- Two larger postal administrations which already had their own postal development plans have been corporatized and now have more elaborate corporate plans.
- Two Pacific Island administrations have received expert assistance in the preparation of postal development plans under UPU multi-year integrated projects. The postal development plans prepared as a result have received the approval of these administrations' respective governments. The actual implementation of these plans will be monitored to see if the governments are in fact able to provide the necessary financial and other support to achieve the development objectives set down in these plans.
- Expert assistance for the preparation of a development plan is included in the proposal for a project in a Pacific Island country, which the UNDP has agreed to co-finance with UPU.
- Four project proposals which include preparation of development plans are being negotiated.

6.4 Postal services

6.4.1 There is a lot of variation in the services offered by the different postal services in this region.

Pacific Island countries

6.4.2 The four more developed administrations in the region have a much wider range of services and products:

- EMS: Domestic and international express mail services are available for a large number of destinations.
- Financial services: Money order services are operated by all four administrations. One administration provides COD parcel service for ASEAN countries. Another administration provides clearing account, postal cheque and tourist postal cheque services.
- New services: Two administrations allow a discount on bulk mail service. One administration established a business reply service with a neighbouring administration in 1992. Another administration has introduced 12-hour and 24-hour delivery domestic express mail service, city express mail services, electronic letter service, electronic money order service and special express money order service.

Central Asian Republics

6.4.3 In two Central Asian Republics, only the basic postal services are available, though the Post also provides a variety of agency and financial services, including the distribution of press and publications, payment of pensions and other family allowances (which accounts for about 70 percent of their revenues), and collection of telephone and electricity charges and other government taxes.

- EMS: One administration provides EMS service restricted to its capital city.
- New services: One of the administrations provides a bureaufax service. Under present circumstances, expanding the range of services is not possible without external assistance.

Countries of Southeast Asia

6.4.4 In those Pacific Island countries where the postal service functions as a government department, only the basic traditional services are available:

- EMS: Out of the ten postal administrations four do not operate Express Mail Service (EMS) while one administration exchanges EMS items with only one other administration. EMS service is now being established by one administration with expert assistance under a UPU multi-year integrated project. In another country, establishment of EMS is included in the project proposal which the UNDP has agreed to support.
- Financial services: Financial services are restricted to domestic and limited international money order services.
- New services: Two administrations have introduced a bureaufax service. One administration introduced a domestic courier service in 1992. Another administration has established a domestic insured parcel service in response to a nagging local security problem, sells airport tax stamps and has introduced Frama stamps for the convenience of its customers. Both these administrations have established post shops offering a range of postal and related products.
- Two postal administrations in the Pacific region which have been corporatized have long been offering a wide range of services in addition to EMS and money order services,

Management independence

6.4.5 The five postal administrations in the region that have sufficient operational autonomy, either as a corporation or otherwise, have a wider range of services and products. In the case of small Pacific Island countries any proposed new service or product needs the prior approval of the government which tends to slow down the development process. In the case of the Central Asian Republics, it is not clear if the postal administrations themselves are in a position to take a decision on new services and products.

EDI technology

6.4.6 In this region, five postal administrations are at a development stage where they need and can make use of EDI technology to upgrade their services. All these countries have expressed great interest in the EDI applications and network services that are being developed by the International Bureau of the UPU. After being approached, ASEAN POSTEL, at its 17th meeting in Brunei Darussalam from 26 to 28 July 1993, recommended to the ASEAN Secretariat that 700 000 USD from its own allocations be given to the UPU to develop and support EDI activities in the ASEAN countries. The matter is now under examination in the ASEAN Secretariat.

6.5 Quality of service

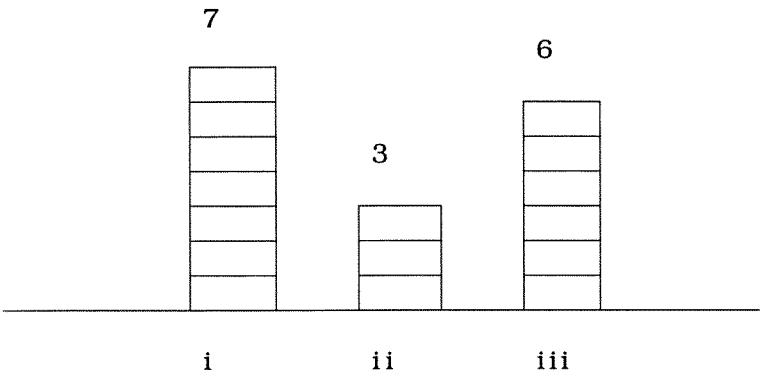
6.5.1 Considerable progress has been made since 1990 by the five more developed postal administrations in the region in improving the quality of their services. In these administrations, quality standards have been established and monitoring systems have been put in place.

6.5.2 The postal administrations of the two Central Asian Republics find it difficult to provide quality service because of the current difficult economic situation in their countries.

6.5.3 In the small Pacific Island countries, one administration has made fairly good progress in this direction while three other administrations have been provided expert assistance under UPU multi-year integrated projects and a UNDP-financed project aimed at upgrading their services and establishing monitoring systems. Quality of service in five Pacific Island countries

needs to be improved. This element has been included in the proposals regarding projects for four countries currently being negotiated and is the basic objective of the project prepared for one country that the UNDP has agreed to support.

6.5.4 The overall position of the quality of service provided in the region is as follows:



i Quality of service is reasonably good;

ii Services are being upgraded with expert assistance;

iii Quality of service needs to be improved.

Modernization of postal operations

6.5.5 Three developing administrations in the region are in the process of mechanizing their sorting operations and four administrations are computerizing their postal counter services. These projects, when completed, are expected to contribute greatly to the improvement in service to postal customers. These administrations also have an ongoing training programme for their officials to ensure that the modern operating systems can be fully and effectively utilized.

6.5.6 Three other administrations are also upgrading their sorting and other equipment. Two of these have training facilities for their staff available locally.

6.5.7 Seven Pacific Island administrations have problems with their equipment, operational systems and processes, and staff training. Three of these administrations are receiving assistance under UPU multi-year integrated projects. The UNDP has agreed to provide assistance for a development project for another administration.

6.5.8 As indicated earlier, three administrations have achieved noteworthy progress, not only in improving quality of service but also in expanding the range of services. They now need assistance for the development of modern services based on EDI technology. They also need to strengthen their commercial orientation through the application of modern research and marketing techniques.

6.5.9 In two Central Asian Republics, quality of service is being eroded by transportation difficulties, problems in operating the outmoded Russian equipment, as well as old operational systems and practices.

6.5.10 Seven of the ten Pacific Island countries suffer from a shortage of trained manpower and financial resources. Postal operations, and consequently quality of service, are affected by cramped space, the lack of essential equipment and transportation, and the absence of local training facilities.

Postal Security

6.5.11 The question of security of mail, which is a matter of concern in some administrations, is not being dealt with in an organized manner. A standardized testing and monitoring programme is needed by most of the administrations.

6.6 Human resources

Management

6.6.1 The small Pacific Island administrations generally lack a well-defined human resource development policy. Also, in accordance with government regulations, there is frequent movement of officials trained in postal operations to other government departments, with grave consequences for postal efficiency. The postal administrations which have corporate status or greater autonomy manage their human resources in a more systematic manner, starting with recruitment, which they are able to carry out in accordance with their own requirements. Recruitment for government departments is carried out by designated authorities, usually the public service commission. In this case, because of the time required for completing necessary formalities, staff positions often remain vacant for long periods. While postal corporations are able to offer higher salaries and some incentives to their employees, the remuneration paid by the governments are usually much lower. In one Central Asian Republic, because of high inflation and low salaries, younger people are reluctant to join the postal organization, which has to increasingly rely on pensioners to perform basic postal operations.

Training

6.6.2 Most of the Pacific Island postal administrations do not have local training facilities. Written instructions on working procedures as well are generally not available. The new entrants train themselves while working on the job. This problem is being addressed by providing fellowships for training at the regional training centre in Bangkok and in developed administrations. In some cases, this has resulted in "over-trained" officials as some smaller administrations repeatedly select the same officials for a number of overseas training courses.

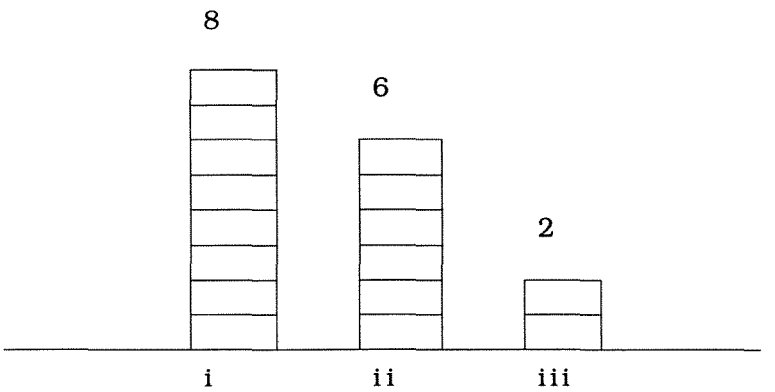
6.7 Budget

6.7.1 Four of the corporatized postal administrations have a commercial accounting system. Exact information on two administrations corporatized last year is not yet available.

6.7.2 In postal administrations that function as government departments, the postal budget forms part of the national budget and is subject to government procedures. Two postal administrations do not prepare their own budgets as these are prepared by the supervising ministries.

6.8 Analysis of financial results

6.8.1 The financial position of the postal services is as follows:



i Postal administration making a profit.

ii Postal administration operating at a loss.

iii Postal administrations just able to balance their budget.

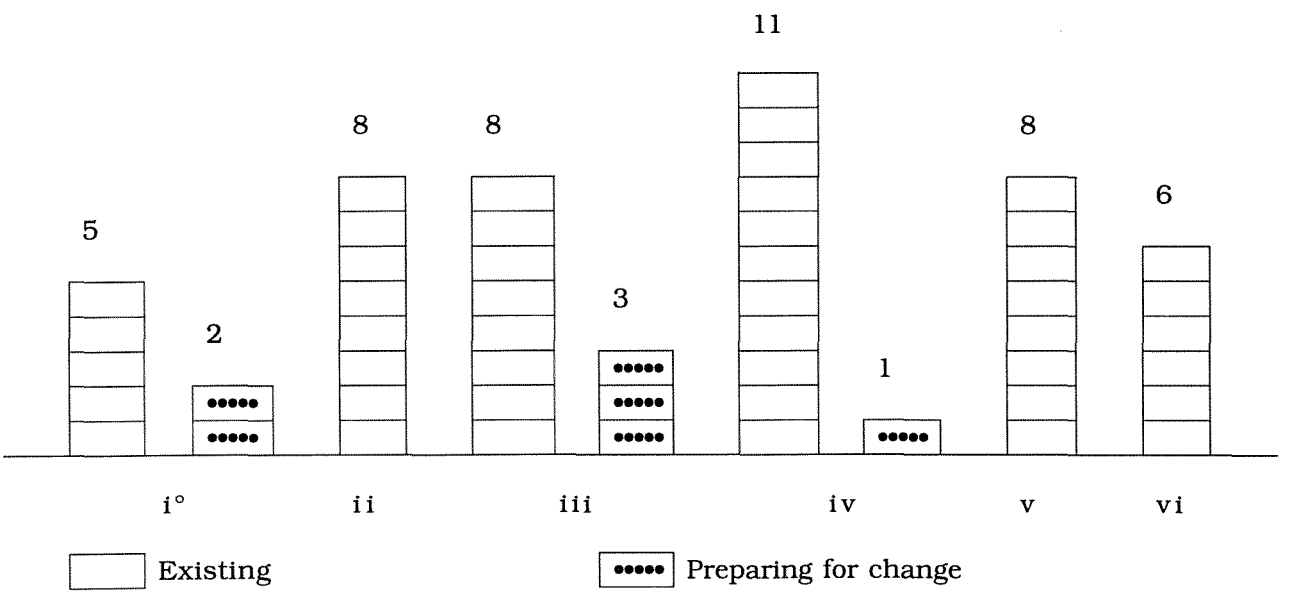
- All postal corporations except one, which achieved this status in 1992, are operating on profit. Their profit after payment of government taxes is mainly used for development projects and on staff welfare.

- In the case of administrations running at a loss, the deficit is made good by government subsidies. These include three administrations of small Pacific Island countries with difficult geographical conditions and one administration of a Central Asian Republic facing severe economic problems.

- Three of the postal administrations showing a profit are managed by the government. The profit in these three cases forms part of general government revenues and is not earmarked for postal development.

6.9 Washington General Action Plan (WGAP)

6.9.1 The developing administrations are now much more aware of the WGAP and look at it as a guide for their development programmes. Consequently, substantial progress has been achieved in implementation of the WGAP in the region over the last three years.



i Administrations with separate marketing sections.

ii Administrations which have expanded their range of services.

iii Administrations which have established quality of service standards.

iv Administrations which operate EMS.

v Administrations which have adequate management independence.

vi Administrations which offer higher salaries and incentives to their staff.

6.9.2 Special attention has been given to helping the LDCs in the region to implement the WGAP. Of the five LDC administrations, three operate EMS. Three LDC administrations are being assisted under MIPs to establish quality of service standards and two to develop postal marketing. Expert assistance has been provided to one LDC to help prepare for corporatization of its postal services. Project proposals for the development of postal services in two LDCs are being negotiated with the UNDP and bilateral donors.

7 Technical assistance – priority needs

7.1 Technical assistance needs for developing the postal sector in this region can be classified into two categories. Five of the relatively more developed administrations need equipment and training for high technology operations as well as assistance in corporate planning, human resource development and the introduction of modern commercial practices.

7.2 The other administrations need assistance to implement the various elements of the WGAP – structural reorganization, development planning, quality control, new services to meet customer requirements and human resource development – in addition to an overhaul of their operating procedures and practices, development of management information systems and local training facilities, as well as assistance to meet their postal equipment and transportation requirements.

8 Conclusion

8.1 There has been a lot of change in the postal scene since the Washington Congress in 1989. The need to improve is now well understood. Even small Pacific Island administrations and their governments have expressed an interest in reorganizing postal services along customer-oriented commercial lines. A great deal of improvement in quality of service has been achieved as a result of establishing and monitoring service standards and developing human resources. A number of administrations have expanded the range of their services and have increased their revenues. Many administrations have begun marketing postal services and products or are preparing to do so, while keeping an eye on the competition. With these development activities gaining momentum, the next five years are going to be a period of real transformation expected to boost the image of the Post in the world communications market.

8.2 Nevertheless, in the last three years, it has been difficult to secure financial assistance for postal development projects from the UNDP. In its current country programmes, the UNDP is discarding its traditional project approach and is focussing its assistance on a few priority areas which do not include the postal sector. In spite of this policy change, however, UNDP assistance has been obtained for postal development projects for two countries and four more project proposals are being negotiated.

8.3 In view of the UNDP's new position on financial assistance, other funding sources are being explored. Contacts have been established with bilateral donors, other multilateral agencies and financial institutions for possible assistance for postal projects. As with the UNDP, such

assistance will ultimately depend on whether or not the governments of the countries concerned want to allocate some of the external aid to be received for postal development.

8.4 The UPU's new concept of providing technical assistance in a systematic and planned way under multi-year integrated projects and development contracts has had a beneficial effect on postal development in the region. The three MIPs for the Pacific Island countries, which are nearing completion, have resulted in tangible improvement to their postal systems. This concept needs to be strengthened and improved in the light of the experience gained so far.

TCDC

8.5 Activities connected with technical cooperation among developing countries (TCDC) in the region have mostly been dormant. The ASEAN postal administrations have an official exchange programme. In 1992, Pakistan hosted two postal training courses for the six Central Asian Republics of the former Soviet Union. However, the potential of TCDC has yet to be fully exploited.

PDAG

8.6 Six postal administrations in the region, including two administrations of the Central Asian Republics, would need substantial funding for their postal development projects. Under suitable conditions, the governments of these countries may decide to approach international financial institutions for the required funding. The Postal Development Action Group (PDAG), which has already done a lot to help the developing administrations to obtain the required resources, will have an important role to play in such cases. The Regional Advisers will be there in the field to support and follow-up its activities.

Jakarta, 30 December 1993

P A QURESHI

Regional Adviser

Congress – Doc 51/Rev 1

Policy guidelines and action plan for 1996–2000

Executive Council report

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I. Introduction

1 The first part of Congress – Doc 49 entitled "Technical assistance in the UPU" covers major international cooperation policy lines over the five-year period ending in 1993. The second part deals with stocktaking and evaluation of UPU activities on behalf of developing countries from 1989 to 1993.

2 The present document, which is based on the policy guidelines proposed in the memorandum by the Secretary-General as approved by the Executive Council at its 1993 session, aims at preparing a five-year action plan for 1996–2000, basically in connection with the UPU Strategic Plan which will be submitted to the Seoul Congress.

3 The action plan takes into account the comments made at the 1993 Executive Council session and the results of the consultation of Union member countries designed to make choices in line with the concerns of all the participants in development cooperation.

4 To lay down technical assistance policy guidelines, the Seoul Congress could base itself on the results obtained over the past five years and on the operational levels of the postal services of the developing countries just before Congress. The fact is that, while UPU aid has given preference to implementation of the objectives of the Washington General Action Plan (WGAP), it has to be admitted that the needs of the administrations concerned change and are still substantial.

5 The Union must provide assistance to countries wishing to modernize their services, in the spirit of article 1, paragraph 3, of the Constitution, which has been repeatedly reaffirmed by all the organization's bodies. In this connection, it should be remembered that:

- while technical assistance is an important mission of the UPU, this form of cooperation should result in marked improvements in the quality of postal services throughout the Union's territory;
- UPU help for beneficiary countries in developing and modernizing their services should be supplementary, the main effort coming from the countries themselves.

6 Because of the rapid changes taking place in the communications sector and the restrictions that world postal authorities have to face, it is becoming imperative that the UPU's development aid role should be covered by a global strategy calling on traditional sources and new approaches from the point of view of prospects, action plan and resources.

II. Prospects and action plan for 1996–2000

7 Since the Washington Congress, some factors, which were already in the offing five years ago, have become clearer; they are liable to affect the UPU's development aid policy. Specifically, it should be mentioned that:

- the economic situation of the industrialized countries does not seem to be improving as fast as expected while the position in certain regions of developing countries remains of great concern; the measures taken by the leaders of these countries under the head of structural adjustment programmes have a particularly high social cost;
- the UNDP's financial capability has been whittled away to the extent that the 5th programming cycle for 1992–1996 has been cut by 25 percent compared with forecasts;
- the priority development objectives set by the managing bodies of the UNDP and governments under inter-country and country programmes bear little relation to those of the technical agencies like the UPU; moreover, because of the changes in administrations' legal status and structures, particularly their conversion into independent corporations, governments are less and less inclined to allocate financial resources obtained from international aid to the development of the Post, which is regarded as a self-sufficient sector.

8 In the light of all these facts, Congress must lay down a strategy for the selection of countries to benefit from the aid and the priority fields in which the Union should operate, bearing in mind the need to give preference to implementation of the objectives of the future UPU Strategic Plan adopted by the Seoul Congress.

A. Beneficiary countries

9 In resolution C 6/1989, the Washington Congress established the following groups of countries to be given priority in technical assistance activities:

- the least developed countries (LDCs): first priority;
- the other low-income countries and the lower middle-income countries according to the World Bank's classification: second priority.

10 The principle of the priority given to the above two categories of country must be retained and extended to the countries of the Community of Independent States (CIS) most of which come into the second category.

11 With regard to the choice of criteria for selecting beneficiary countries, one administration suggested that any granting of resources should be subject to the agreement of the government of the country concerned to allocate the revenue from terminal dues payment to the development of its postal services. Use of this coercive measure might raise problems about the nature of the relations between the member countries of an intergovernmental organization and the sovereignty of States.

12 On the other hand, the following criteria should be retained and clarified, if need be:

- requesting countries must show resolve and submit requests that correspond to the priority areas defined within the framework of the UPU Congress;
- any aid under the UPU's own resources must be subject to the conclusion of a development contract, in the form of a multi-year integrated project with a measurable impact and subject to evaluation;
- the beneficiary countries must, without exception, agree to pay at least part of the cost of the projects implemented by the UPU for their benefit.

B. Priority development objectives

13 While the overall development objectives, mainly based on the Washington General Action Plan (WGAP), remain valid, the aim should be to keep as close as possible to the collective choices which seem to be emerging within the framework of the UPU Strategic Plan.

14 In this context, the priority overall objectives should be the ones that lead to activities of direct benefit to the international service.

15 The following four objectives might therefore be adopted:

a Improve the international accounts system (See Objective 2 of the Strategic Plan)

16 The changes following the 21st Congress will necessitate action to enhance administrations' awareness and to train staff in the fields of settling terminal dues, transit charges and other payments and in cost analysis. It would also be a matter of providing support for using EDI technology as a logistical medium in postal activity, specifically by training specialized staff and providing equipment for the least developed countries.

b Improve operations and quality of service (See WGAP Objective C and Strategic Plan Objective 3)

17 Despite the progress made, remaining shortcomings in mail circulation quality and security in the developing countries are likely to break the chain of the international network and detract from the Post's overall image. The main aims would be to:

- take steps to identify and analyze the reasons for failure to comply with delivery standards;
- help countries to train specialists for implementing a mail delivery monitoring and evaluation system;
- organize workshops and help create quality circles for tracking and tracing items;
- create or strengthen postal security units and develop the information network among specialists through training activities and exchanges;
- organize training for EDI specialists and provide equipment for the most disadvantaged countries.

18 The initiatives to be taken must also involve the actions still valid under the WGAP.

c Identify markets and customer needs (Objectives A and B of the WGAP and 4 of the Strategic Plan)

19 The actions taken on behalf of the developing countries within the framework of the Washington General Action Plan have made administrations aware of the concepts of knowledge of the market and of the competition. They must be pursued, in particular, to promote the acquisition and development of professional techniques in the fields of market research, the organization of meetings at senior manager level and of training workshops for skills such as "advertising and sales management", marketing and public relations, management modernization and operation of financial services.

d Strengthen and modernize structures and operational methods (See Objectives D of the WGAP and 5 of the Strategic Plan)

20 Thanks to the appeal made to governments in resolution C 91 concerning the Washington General Action Plan, a large number of Union member countries have now accepted that the Post cannot continue to be run as a traditional-type public administration. The UPU should continue its efforts to give priority aid to modernizing and converting the national Posts of countries that so wish into efficient and profitable corporations as well as to training real managers for these self-financing corporate entities. The actions would specifically cover the preparation and provision of different independent management models or frameworks for countries so desiring, holding workshops on "statutes and structures", financial management, operational monitoring, staff management and the provision of advice and technical support in the implementation of research and development programmes, particularly the development, introduction and acquisition of technology. As far as possible, these actions will be undertaken in collaboration with the Restricted Unions concerned.

21 The projects relating to the above objectives are listed in annex 1 hereto.

22 At the same time, within the framework of the activities of the Postal Development Action Group (PDAG), the UPU should help promote postal administrations' access to the services of international backers.

23 Apart from the overall objectives, provision should also be made for development objectives adapted to the concerns and needs peculiar to each region.

e Priority regional objectives

24 Regional priorities are based on decisions taken at the end of ministerial conferences or symposia of Directors-General on the initiative of the UPU or the groups of countries themselves:

For Africa

25 The Treaty establishing the African Economic Community within the OAU framework laid down the development objectives for the postal services in the Protocol on the Transport and Communications Sector; these objectives, put in order of priority by the PAPU and the APTU, have been communicated to the UPU for bearing in mind in preparing its 1996–2000 programme of technical assistance activities.

For Latin America and the Caribbean

26 The meeting of Directors-General and the Conference of Ministers responsible for the postal services of Latin America, held in Mexico in 1991, adopted objectives and action plans as part of the follow-up to WGAP implementation, some of which still remain valid for the next five-year period.

27 A meeting of Postmasters-General, followed by a Conference of Ministers responsible for the postal services in the Caribbean, was held in the Bahamas in April 1994. At the close of these two meetings, the senior officials of the administrations concerned defined the objectives and programmes that should be implemented jointly in that region.

For Asia and the Pacific

28 The symposium of Directors-General and the Conference of Ministers of Posts of the Asian LDCs and the Pacific countries, held in Papua New Guinea in 1991, set a number of priority objectives for the region within the WGAP framework.

For the Arab countries

29 The meeting of Presidents and Directors-General of Posts of the region, held in Cairo in September 1993, advocated implementation of objectives and programmes in close cooperation between the UPU and the Arab Permanent Postal Commission (APPC) under the aegis of the League of Arab States.

For Eastern and Central Europe

30 Two meetings at Ministerial and Director-General level were held in Poland (Rep) and Hungary (Rep) in 1991 and 1993, respectively, at the end of which action plans were adopted.

31 At the same time, account was taken of the observations made in the field by the Regional Advisers. On the basis of the above data, the inter-country objectives, some of which are related to various aspects of the overall objectives, might be the following:

i Africa

a Reorganization and modernization of services (legal status, financial independence, etc)

b Introduction or extension of EMS and electronic mail

c Strengthening of mail protection and security

d Improvement of mail transport and delivery system

e Adapting training to the needs of an efficient, self-financed postal corporation

f Adopting a tariff policy geared to the needs of the user and compatible with the market situation

g Extending postal services to rural areas

h Improving the management of the financial services

i Setting up National "Posts–Customs" Contact Committees

j Harmonizing postal regulations

k Promoting inter-service cooperation in training and research

l Establishing regional and continental corporations for manufacturing postal equipment and printing postage stamps.

ii Latin America

a Improving knowledge of the market and commercial strategy

b Increased use of effective methods to operate and improve the quality of services

c Use of EDI technologies

d Improving human resource management.

iii Asia/Pacific

a Introduction of an efficient, self-financed corporate culture

b Increased use of effective methods to operate and improve the quality of services

c Use of EDI technologies

d Modernizing financial services

e Promoting technical cooperation among developing countries

f Improving services in the least developed countries (LDCs)

g Modernizing the training system at the APPTC and in national training centres.

iv Arab countries

a Introduction of a track and trace system and use of EDI technologies

b Introduction and modernization of financial services

c Modernizing the existing training system in national centres.

v Central and Eastern Europe

a Improving financial management

b Introduction of an efficient, self-financed corporate culture

c Increased use of modern methods to operate and improve the quality of services

d Improving human resource management

e Use of EDI technologies

f Modernizing the training system (initial and continuing)

g Modernizing and extending financial services.

C. Action principles

32 The action principles laid down in resolution C 6/1989 should continue to be applied, subject to certain adjustments. The UPU should, in particular, focus on applying the following principles, which are based on Programme 6.11 of the Strategic Plan:

a Relations between national plans or programmes and sectoral objectives

33 As has often been recalled, the development process depends on the national authorities and the role of the agencies in the United Nations system consists of providing support in creating national capabilities using a programme approach.

34 The programme approach is the way in which national authorities attempt to achieve a national objective by means of a carefully formulated programme containing all the components needed to achieve and maintain the objective. This new concept:

- places the national authorities in the centre of the development effort;
- takes account of the multisectoral development objectives.

35 This means that governments must have a coherent, realistic national programme that combines all the national objectives on a multisectoral basis.

36 Application of the programme approach concept affects the postal sector's ability to attract the resources needed for its development. To help administrations to arouse the awareness of their governments and development partners, the International Bureau relies on Regional Advisers whose duties include taking part in the programming exercise and ensuring that the postal sector is included in national multisectoral programmes. But in this area, the role of the heads of the postal administrations themselves remains vital, particularly in persuading their national authorities of the need for assistance in modernizing the postal sector.

b Decentralization of UPU technical assistance activities

37 Following the Congress decision to establish a system of increased UPU technical assistance in the field, six Regional Advisers provide liaison between the International Bureau and the administrations of developing countries. This presence keeps the International Bureau abreast of operations in the postal services and helps it to respond to the needs of the countries concerned. Moreover, because of the changes that have taken place in Central and Eastern Europe, creation of a seventh Regional Adviser post is being considered for the countries of that region.

38 Furthermore, on the basis of guidelines laid down by United Nations bodies, a policy of decentralization, particularly as regards the participation of nationals in the management of certain elements of projects they benefit from, is being applied more and more systematically. This policy, which has proved its worth with the main beneficiaries, must be continued. In addition, depending on the extent of decentralization of activities towards the Regional Advisers, the fields of activity and, subsequently, the structure of the Development Cooperation Division will be adapted somewhat.

c Multi-year Integrated Projects (MIPs)

39 Aid activities under UPU resources (Budget and Special Fund) are implemented in the form of multi-year integrated projects and made dependent on the conclusions of a "development contract" committing the governmental authorities of the beneficiary country, the Universal Postal Union and any other partners.

40 These new-type projects are designed to give nationals more responsibility as regards the type of cooperation and development priorities.

d Coordination and mobilization of resources

41 Because of the scarcity of financial resources and the urgent need for coordination among all the development partners, the International Bureau has endeavoured to coordinate its activities, in particular, with the countries providing bilateral technical assistance. The International Bureau has specifically approached the heads of technical cooperation in those countries to propose cooperation in implementing priority activities in the form of multi-year integrated projects. It arranges periodical coordination meetings with a number of them also to avoid duplication of effort.

42 However, if these contacts are to be more productive, the International Bureau should be able to meet the heads of the central services of the national agencies in the countries providing bilateral assistance to find out the real potential of joint action between those countries and the UPU.

e Strengthening the project evaluation and follow-up system

43 The efforts made since the Washington Congress to provide project follow-up and evaluation and to measure the impact on the operation of services must be continued. In this connection, conclusion of the development contract in the form of a multi-year integrated project (MIP) is one of the most reliable ways of monitoring the progress of technical assistance activities and assessing the use that countries make of the aid received. The MIPs are systematically evaluated. The Regional Advisers will be given an important part to play in technical assistance project evaluation.

f Relations between the UPU and the Restricted Unions

44 Cooperation between the UPU and the Restricted Unions features the joint preparation and implementation of technical assistance projects. This policy of systematic coordination and mobilization of resources has the advantage of avoiding duplication of effort.

45 Since 1991, the UPU has come even closer to the Restricted Unions in the field of development cooperation thanks to the presence of the Regional Advisers in almost all regions. The framework and nature of the relations between the UPU and the Restricted Unions appear in the documents on policy and on stocktaking of technical assistance activities (Congress – Doc 49) and the increased UPU presence in the field with regard to technical assistance (Congress – Doc 54).

g Development of relations with the UN Regional Economic Commissions

46 The United Nations Regional Economic Commissions are required to play an increasingly important part in the definition and, in some cases, execution of the development programmes and projects in their region. In addition, their support for regional sectoral programmes and projects is decisive in the final choices made by the financing bodies.

47 The UPU should continue to associate itself in the activities of the Regional Economic Commissions and endeavour to have postal projects included in the multisectoral programmes of those bodies.

h Special programmes

48 The special programmes which the UPU implements on the basis of the general guidelines of the United Nations concern technical cooperation among developing countries (TCDC) and the least developed countries (LDCs).

i Strengthening cooperation among developing countries (TCDC)

49 As is recalled in Congress – Doc 52b, the UPU has been taking part since 1978 in promoting TCDC which has become one of the main aspects of regional and interregional cooperation. Bearing in mind the lessons learnt from past experience and existing potential in all the regions, initiatives should be taken for the next five-year period; they are the subject of proposals to Congress (see Congress Doc – 52b).

j The least developed countries (LDCs)

50 The countries classified in this category benefit from special attention on the part of the international community because of their socio-economic situation. In the postal field, shortcomings are noted as regards structures and infrastructures. The actions contemplated under a special programme for these countries concern the improvement of the essential operations of the Post; they are listed in Congress – Doc 52a.

III. Necessary resources

51 Implementation in ideal, efficient conditions of the sectoral action programme proposed above will require financial and human resources.

A. Financial resources

a UNDP assistance

52 For several decades, it has been a principle of the UPU bodies to consider the UNDP as the main source of financing for the postal technical assistance programme.

53 Although, from 1989 to 1993, the overall amount of UNDP postal projects increased in comparison with 1984–1988, its share of total UNDP projects is in steady decline, accounting for only 0.2 percent in 1992 against 0.3 percent for 1984–1988.

54 The reduction of some 25 percent in UNDP financial capability during the current programming cycle does not seem calculated to change this trend in the postal sector's favour.

55 It should be added that the governments of the developing countries, which face special demands from sectors considered to have more priority and have to make choices in the light of the size of the needs, will be less and less inclined to allocate resources obtained from aid to a sector which is supposed to be efficient and self-financing.

56 It is therefore important that Congress should consider the possibility of releasing more of the UPU's own financial resources to assist the efforts that the developing countries themselves have to make to modernize their postal services.

b The UPU's own resources

57 These resources consist of the funds provided for under the Union's budget and voluntary contributions within the framework of the Special Fund. With regard to the budget, there are grounds for hoping that the Seoul Congress will allocate sufficient resources for putting into effect the technical assistance programmes and projects identified within the framework of the implementation of the objectives of the future UPU Strategic Plan. The resources estimated in this connection appear in the document on the financing of technical assistance (cf Congress – Doc 55).

58 As regards the resources of the Special Fund, there seems to be a trend towards levelling off or a slight reduction despite repeated International Bureau approaches to Union member countries.

59 The upshot is that the postal community has to seek other sources to meet the many urgent needs for aid for the developing countries. In any event, those countries must make efforts themselves by contributing a little more consistently, particularly in putting into effect multi-year integrated projects prepared under the head of aid for implementing activities identified by the UPU Strategic Plan.

c Beneficiary countries' contribution

60 Beneficiary countries are increasingly accepting that they have to make a financial contribution to implement the projects put into effect for them. Counterpart contributions have been required from beneficiary countries for all multi-year integrated projects financed by the UPU, sometimes with co-financing from another partner. Developing countries seeking UPU assistance for implementing technical assistance activities provided for within the framework of the Strategic Plan may be asked to pay up to 25 to 50 percent of the total cost of the activities concerned.

d Other sources of aid

61 Another possible type of aid worth exploring is partnership agreements between administrations on the transfer of technology on terms agreed beforehand by the two parties. In this context, the system of financing projects by the "Build – Lease – Transfer" method, proposed by one country and supported by the Executive Council, could be looked into on behalf of administrations meeting the criteria required for this form of cooperation.

62 Furthermore, it will be necessary to intensify the search for new funding sources to take account of the different possibilities offered by the international community, particularly the banking institutions. Contacts with the various financial backers should be pursued by the UPU and its Regional Advisers, by the Restricted Unions, by the PDAG and by the countries receiving assistance. The postal administrations of industrialized countries can also play a very important consciousness-raising role in this area. It is worth recalling in this regard that chapter IV of the Procedural Model prepared by the PDAG contains a list of funding agencies which the countries concerned could turn to following the procedure indicated.

B. Human resources

63 Apart from the experts and consultants under the UNDP, who have fallen off considerably in terms of numbers and length of missions, the human resources available under UPU resources consist of IB officials, the Regional Advisers and consultants recruited for specific missions, mainly within the framework of MIPs.

64 These resources are supplemented by consultants recruited thanks to other sources of finance such as the United Nations Drug Control Programme (UNDCP), PSAG experts, associate experts and officials that administrations make available to the UPU free of charge for certain activities (lecturers for courses, study cycles, symposia, etc).

65 The services of the Regional Advisers as part of increased UPU presence in the field have been obtained while confining the resultant financial burden to the resources already available in the Union budget for technical assistance activities. However, as is pointed out in the document on the increased presence in the field (cf Congress – Doc 54), a large proportion, ie 44.1 percent, of the resources earmarked for technical assistance under the budget is devoted to expenditure connected with the existence of the Regional Advisers' offices.

IV. Conclusion

66 The new guidelines and proposals for programmes are mainly based on the objectives of the Washington General Action Plan which still remain valid and the draft UPU Strategic Plan for 1995–1999. The regional development objectives and programmes are based on the collective choices of the authorities of the countries in the regions concerned.

67 It emerges from this document that the following factors should be considered in connection with technical assistance activities:

a the choice of priorities as regards the countries benefiting from the aid (two categories) and the four main objectives at global or world level, viz:

- improving the international accounts system;
- improving operations and quality of service;
- identifying markets and customer needs;
- strengthening and modernizing structures and operational methods;

b the action principles to be adopted to improve the effectiveness of technical assistance activities;

c measures aimed at improving the necessary financial and human resources.

68 All these factors have given rise to a draft resolution (proposal 029) which Congress is called upon to adopt, should it endorse the ideas contained in this draft.

Berne, 25 July 1994

For the Executive Council:

T E LEAVEY

Chairman

Technical assistance programmes and projects in connection with the UPU Strategic Plan[1]

Objectives	Programmes	Projects/Activities
2	Improve statistical systems for measuring mail flows (2.7)	– Organize terminal dues workshops and consultants' missions
2	Modernize accounting methods (2.8) and develop EDI activities (3.6)	– Organize specialized training and provide support in the use of EDI techniques
3	Develop and improve the traffic control programme (3.2)	– Adopt measures to identify and analyze the reasons for non-compliance with delivery standards – Train specialists to put into effect a system for monitoring and evaluating office of exchange operation and mail delivery – Help prepare and apply regional operation plans
3	Introduce a track and trace system (3.5/3.6)	– Organize "Track and trace" workshops – Acquisition of equipment for LDC administrations – Organize workshops and help set up track and trace quality circles
3	Improve the security of mail (3.8)	– Create/strengthen postal security units and strengthen the information network between specialists (training and exchanges) – Train postal staff in postal security, including the detection of items containing narcotics

[1] Congress – Doc 74.

Congress – Doc 51/Rev 1/Annex 1

Objectives	Programmes	Projects/Activities
4	Provide support to administrations in planning and undertaking market research and analysis and using information drawn from market research studies (4.1)	– Organize study cycles, symposia and workshops to promote the acquisition and development of techniques in market research – Help administrations so wishing to organize symposia with customers in order to have a better idea of their changing needs
4	Adapt/implement service policies and practices in response to customer needs (4.3)	– Organize "Advertising and sales management" workshops – Organize individual training and consultants' missions in advertising and sales management – Organize consultants' missions for computerizing money order, giro, savings bank and life insurance operations – Organize consultants' missions and training activities in postal schools in marketing and sales expertise – Organize consciousness-raising meetings at senior level in the field of marketing
4	Promote the adoption of customer relations programmes (4.4)	– Organize "Public relations" workshops and individual training – Organize consultants' missions in public relations
5	Promote increased management independence (5.1)	– Prepare alternative models or frameworks of management autonomy and organize workshops on the subject
5	Promote modern management techniques in the areas of finance, planning and operational control (5.2)	– Organize seminars, missions and supplementary training on the various aspects of "Modern management techniques"
5	Promote research and development activities (5.3)	– Help set up regional study and research centres

Objectives	Programmes	Projects/Activities
5	Promote and develop the most efficient technical assistance systems (5.4)	– Organize workshops on "Optimization of postal operations", consciousness-raising of operational services – TCDC on the topic of Management independence and mail circulation
5		– Finalize the modular training system with a view to decentralization towards country/regional training centres – Develop BLT (Build – Lease – Transfer) – Technical support in various fields for countries wishing to introduce BLT
5	Use postal development as a means of modernizing postal structures and increasing their competitiveness (5.5)	– Organize an interregional Ministerial Conference and possibly postal development symposia in conjunction with the Restricted Unions – Interest international financial backers in postal development projects – Approach governments in order to convince them to have the Post benefit from multilateral investment plans – Pursue the search for supplementary development resources in the framework of the Postal Development Action Group (PDAG)
6	Further develop technical cooperation activities (6.11)	See chapter C: "Action principles", paragraphs 32 to 50

Congress – Doc 52a

UPU action for the least developed countries (LDCs)

Executive Council report

Summary

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	b Fundamental principles of the Programme of Action and strategy of assistance to LDCs (paragraphs 19 to 27)	
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I. Introduction

1 The group of least developed countries (LDCs), which comprises 47 countries[1] with a combined population of over 500 million, is the weakest segment of the international community. Of the 47 LDCs, 29 are in Africa, 4 are Arab countries, 13 are in Asia and the Pacific and one is in Latin America.

2 These countries are greatly disadvantaged and ill-equipped to develop their economies and to provide an adequate standard of living for their people. Their economies are also acutely vulnerable to external shocks or natural disasters. The economic and social development of the LDCs is a major challenge for the countries themselves as well as for the international community.

3 With regard to the postal services, there are still many inadequacies in the postal administrations of the LDCs. Despite efforts, it has not been possible to achieve, as in other sectors, all the desired objectives in postal development.

4 The aim of this report is to take stock of the situation in the least developed countries and of the measures taken or envisaged worldwide and to propose initiatives to assist these countries to improve their postal services.

II. Development of the socio-economic situation in the LDCs

a Evaluation of the socio-economic situation in the 1980s[2]

5 In 1981, in Paris, the first United Nations Conference on the Least Developed Countries adopted the substantial new programme of action (SNPA) for the LDCs for the 1980s. The programme's aim was to transform the economies of the LDCs so as to promote independent development and enable them to provide the recognized minimum standards in nutrition, public health, housing and education as well as employment potential, for all their citizens, particularly the rural and urban poor. However, despite the efforts made on behalf of the least developed countries at national and international levels, their social and economic situation, on the whole, has deteriorated during the 1980s.

6 External debt servicing emerged as a major problem for most of the LDCs during the 1980s.

7 During the second half of the 1980s many of these countries undertook sweeping reforms to achieve structural changes in their economies. Measures were also taken by several donors in aid, debt and trade and some improvements have been noted in aid distribution and coordination machinery during the 1980s.

b Recent evolution of the socio-economic situation in the LDCs

8 World output and investment have risen only moderately since the beginning of the 1990s largely due in many countries to the implementation of deflationary policies through a general

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[1] The following countries have been categorized by the United Nations as least developed countries: Afghanistan, Bangladesh, Benin, Bhutan, Botswana, Burkina Faso, Burundi, Cambodia, Cape Verde, Central African Rep, Chad, Comoros, Djibouti, Equatorial Guinea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Dem Rep, Lesotho, Liberia, Madagascar, Malawi, Maldives, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sao Tome and Principe, Sierra Leone, Solomon Islands, Somalia, Sudan, Tanzania (United Rep), Togo, Tuvalu, Uganda, Vanuatu, Western Samoa, Yemen, Zaire, Zambia.

[2] Paris Declaration and Programme of Action for the 1990s for the LDCs.

fiscal tightening affecting in particular public expenditure. The current world economic situation is in sharp contrast to the expectation, when the Programme of Action was adopted, that the 1990s would usher in a period of stable expansion in world output and trade that would contribute to an increased flow of resources to LDCs and improved trading opportunities for them. Today, commitment to the LDCs is being called into question due to the economic and social problems with which the developed countries must cope.

9 The unsatisfactory overall performance of the LDCs cannot, however, be explained exclusively in terms of the world economic environment. In several LDCs, man-made and natural disasters and prospects of continuing political instability appear to have an increasing effect on economic activities.

10 In its 1992 report on the least developed countries[1], the United Nations Conference on Trade and Development (UNCTAD) notes two distinct – and sharply contradictory – trends in performance at the beginning of the 1990s.

11 A number of African and Asian countries have successfully undertaken structural adjustment measures and succeeded in raising domestic savings and investment. The conditions in which these countries were able to enjoy economic growth have varied very widely in recent years but all have had in common internal stability, strong governmental commitment and a political and regulatory framework for balanced development.

12 On the contrary, in many LDCs the development process has been virtually wiped out because of civil strife and natural disasters.

13 The effects of external factors on the LDCs have also been manifold. The world price of their chief exports has continued to drop, leading to stagnation or decrease in export earnings in 18 LDCs for 1991 alone. Reduced employment opportunities for migrant workers from the LDCs in both developed and developing countries has reduced private remittances (the chief source of foreign currency in a number of LDCs).

14 Furthermore, growing budgetary difficulties and the many demands for help to which they are subjected have caused the traditional donors to reduce their commitments in regard to development funding.

15 In these circumstances, many LDCs are already beginning to give high priority to improving internal resource mobilization. For these countries, the main aim is to formulate a system for resource mobilization which is:

a less dependent in the medium term on external financing;

b more capable of encouraging effective distribution of internal resources to respond to private sector needs; and

c better adapted to financing an increasing proportion of public expenditure for the establishment of essential material and socio-economic infrastructures.

III. International action for the LDCs

a The Paris Declaration and the Programme of Action for the LDCs for the 1990s

16 The United Nations General Assembly, upon the recommendation of the seventh session of the United Nations Conference on Trade and Development, decided at its forty-second session in 1987 to convene the Second United Nations Conference on the Least Developed Countries. The Conference was held in Paris from 3 to 14 September 1990. It reviewed the socio-economic

[1] UNCTAD – The least developed countries – 1992 Report (1993 edition).

progress in the least developed countries during the 1980s; it also formulated national and international policies and measures for accelerating the development process in the Least Developed Countries for the 1990s. Drawing on the experience and lessons of the 1980s, the Conference was able to agree on the strategies and development priorities for those countries for the coming decade.

17 The outcome of the Conference was embodied in the Paris Declaration and the Programme of Action for the Least Developed countries for the 1990s. In these documents, the international community committed itself to urgent and effective action, based on the principle of shared responsibility and strengthened partnership, to arrest and reverse the deterioration in the socio-economic situation in the LDCs and to revitalize their growth and development.

18 The prime objective of the Programme of Action for the LDCs during the current decade is to arrest the further deterioration in their socio-economic situation, to reactivate and accelerate their growth and development and, in the process, to set them on the path of sustained growth and development. The Programme of Action outlines a number of principles which should constitute the basis for action by the LDCs and their development partners, including international organizations, financial institutions and development funds.

b Basic principles of the Programme of Action and aid strategy for the LDCs

19 The Programme of Action outlines a number of principles which should constitute the basis for action for the LDCs and their development partners, including international organizations, financial institutions and development funds. Concerned non-governmental organizations, including particularly indigenous NGOs, are also requested to participate in the Programme of Action for the development of the LDCs. The basic principles emphasize the following points:

Principle No 1:

Success depends on a shared responsibility and a strengthened partnership for the growth and development of LDCs.

Principle No 2:

The least developed countries have the primary responsibility for the formulation and effective implementation of appropriate policies and priorities for their growth and development.

Principle No 3:

The strengthened partnership for development necessitates adequate external support from the LDCs' development partners.

Principle No 4:

Commitments undertaken should be measurable and sufficiently transparent to enable monitoring and assessment of the Programme of Action for the 1990s.

20 The Programme of Action also lays down objectives which define more clearly than before the commitments made by the donor countries in this respect. There are separate provisions for each group of donor countries, according to their aid policy and their attainments with the least developed countries, for them to increase their efforts and improve their input. Those providing more than 0.20 percent of their gross national product (GNP) as ODA[1] to the least developed countries should continue to do so and increase their efforts. Those which have met the 0.15 percent target laid down in the substantial new Programme of Action for the 1980s should undertake to

[1] ODA: Official development assistance.

reach 0.20 percent by the year 2000 and those which have committed themselves to the 0.15 percent target should undertake either to achieve the target within the next five years or make their best efforts to do so. During the period of the Programme of Action, the other donor countries should spare no effort to increase their official development assistance to the least developed countries with the effect that their assistance to LDCs will increase.

21 On this subject, three aspects of the assistance strategy for LDCs which are of special concern in the postal sector should be noted: support for macro-economic policies, assistance in mobilizing domestic resources and the mobilization and development of human capacities.

Support for macro-economic policies

22 Already during the second half of the 1980s, structural adjustment programmes were implemented in many LDCs. In analyzing adjustment loans, the World Bank concluded that most low-income countries would continue to need assistance for adjustment during the 1990s but that this would have real effect only if an attempt were made simultaneously to solve development problems in the long term.

23 To solve these problems the LDCs will remain dependent on vigorous support from their development partners through project financing and sectoral investment. Structures may have to be created as well as adjusted.

Assistance in mobilizing domestic resources

24 For this, it is necessary during project planning and execution to pay attention to several aspects: cost-effectiveness, support activities and the regular budget to be allocated for this.

25 At sectoral level and in preparing strategies, it will also be necessary to examine the possibility of instituting cost-sharing machinery and to strengthen financial management as well as expenditure control. Activities aimed at mobilizing and using domestic savings effectively in the LDCs must also be prioritized.

Mobilization and development of human capacities

26 The Programme of Action stresses that men and women are the essential resource and beneficiaries of development of the LDCs and that the mobilization and development of these human resources in the least developed countries are a crucial factor in promoting sustained and increasingly self-reliant socio-economic development.

27 As investment in human capital needs substantial resources, the countries themselves should seek to direct more resources to the social services, but the international community is also called upon to give adequate attention to financial and technical assistance needed in support of their efforts. The involvement of women in development is particularly emphasized.

IV. The Universal Postal Union and the LDCs

28. Pursuant to recommendation C 87 of the 1974 Lausanne Universal Postal Congress and resolutions C 37, C 66 and C 28 of the 1979 Rio de Janeiro, 1984 Hamburg and 1989 Washington Congresses respectively, the Universal Postal Union has paid special attention to the needs of the least developed countries.

29 Thus, assistance to the LDCs under UPU resources has risen from 27 percent in 1980 to 39.7 percent in 1987 and 55 percent in 1993 as a proportion of total assistance given to the developing countries.

a Situation of the postal services in the LDCs during the 1980s

30 The situation of the postal services can be summed up as follows:

- the postal infrastructure is still inadequate;
- the quality of service leaves much to be desired, particularly as regards mail circulation;
- there are grave problems in management;
- staff training is inadequate.

31 Essentially, action for the LDCs by the UPU during this period was as follows:

- setting up post offices, particularly in rural areas;
- seeking finance for organizing postal transport;
- training middle-grade and junior staff, particularly in postal organization in rural areas.

b Operation of the postal services in the LDCs in the early 1990s

32 According to field studies conducted by UPU Regional Advisers on the operation of the postal services in the developing countries, the following points, relevant particularly to the LDCs, have emerged:

Management tools

33 The situation in management is improving slowly. The number of countries having a development plan remains small (40–50 percent). In all regions, most LDCs need technical assistance in this area.

34 In almost all regions, the great majority of postal services show a deficit. In some cases, staff costs impose a heavy burden on the budget (80 percent of total expenditure). In some countries there is over-staffing, which prevents the government authorities from taking bold decisions on restructuring.

Human resources

35 The number of middle-grade and senior staff is inadequate, which inevitably affects management quality (Africa, Arab countries, Asia).

36 Initial training after recruitment exists in most countries. There is undoubted progress in the development of training structures in all regions.

37 In order to attract new talent, it seems wise to recruit externally at certain management levels, at least for a small number of specific jobs.

38 The substantial efforts in training made by the UPU are not fully reflected in the quality of service or output of trained staff. This situation, considered to be worrying, warrants thorough examination in the context of reform of instruction programmes in the light of the changing needs of the Post.

Quality of service

39 Supervision of operational services (sorting offices, post offices) is often far from satisfactory. This problem is linked with various other basic issues: motivation, procedure to apply in measuring staff output, adequacy of training, etc. Service quality control systems are either non-existent or empirical and are not applied systematically.

40 For mail circulation, the quality of service is better for the international service than the domestic service, especially in Africa, due to the good international service provided by the airlines. Domestic circulation suffers from lack of transport services.

41 Considerable efforts have been made to introduce EMS in all regions and results are satisfactory. The service must nevertheless be better marketed as it does not yet reach the desired threshold as compared with the competition's activities.

Knowledge of the market and marketing

42 Although action taken to date is rather limited, it appears that it will increase in the near future. The establishment at central level of specialist units responsible for marketing has already been noted, but this type of initiative is virtually unknown in the LDCs.

c Action taken by the UPU for the LDCs during the 1991–1993 period

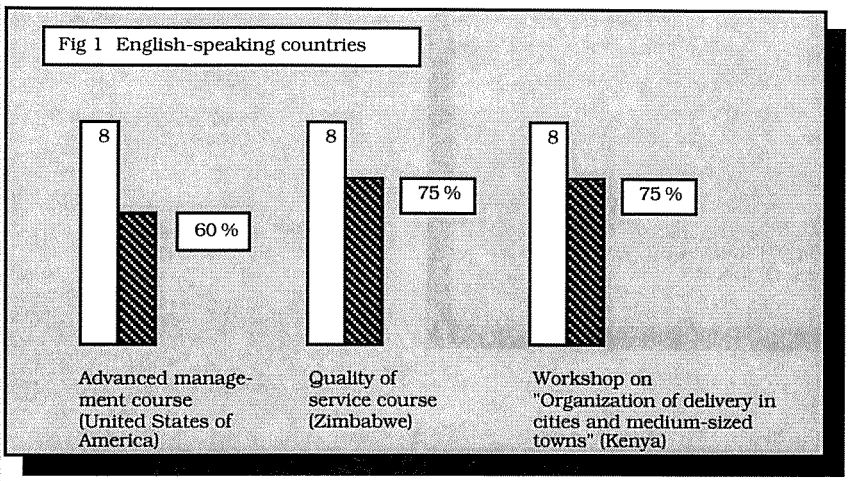
43 Although certain LDC needs were reflected already in the activities undertaken for the developing countries, these activities have been intensified for the LDCs.

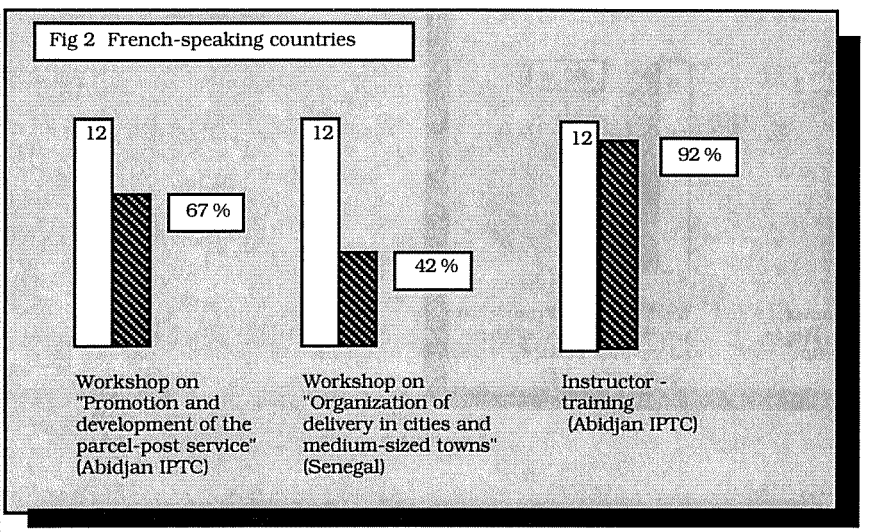
44 Thus, the LDCs were the first to benefit from programming missions by UPU Regional Advisers. Of the 71 multi-year integrated projects (MIPs) being implemented at 31 December 1993, 31 concerned LDCs. Furthermore, the ceiling for an MIP in an LDC amounts to 72 500 Swiss francs as against 48 000 Swiss francs for MIPs for second-priority developing countries. In regard to areas of activity under MIPs, several projects aim at helping countries to prepare their development plans and to improve their service quality and statistical systems as well as their international accounting.

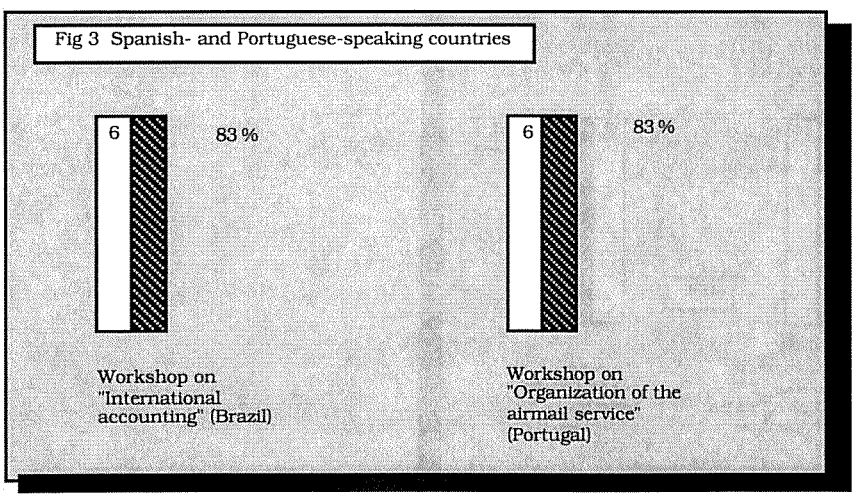
45 LDC participation in training activities organized under the UPU's own resources can also be highlighted: it was often 100 percent, as shown by tables 1 and 3 below which indicate the percentage, by region/sub-region, of LDCs which took part.

Table 1: Percentage of LDCs which took part in group training activities in 1991

1 AFRICA



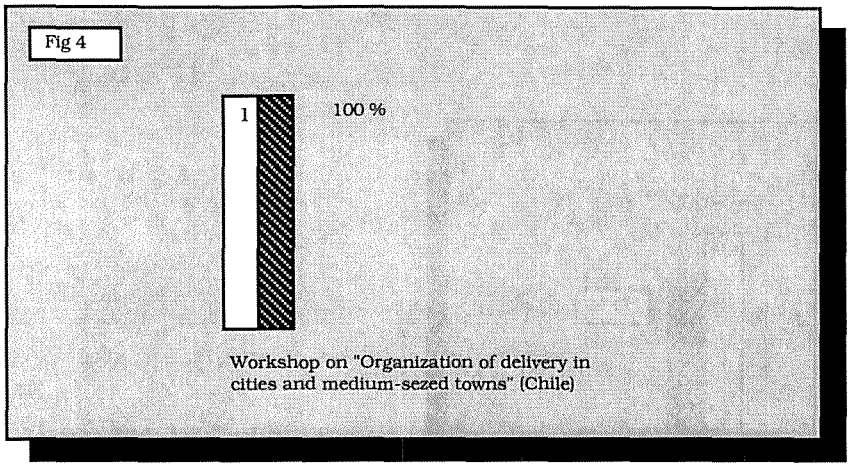




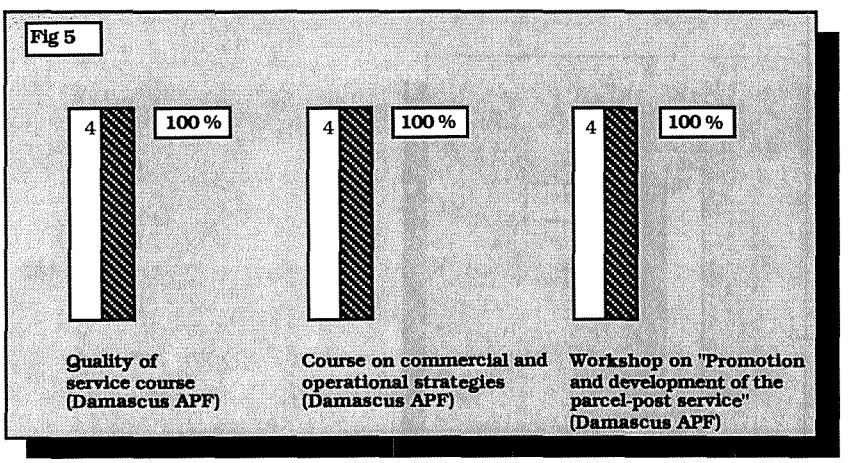
Total number of LDCs in the region/subregion concerned

Number of LDCs receiving fellowships

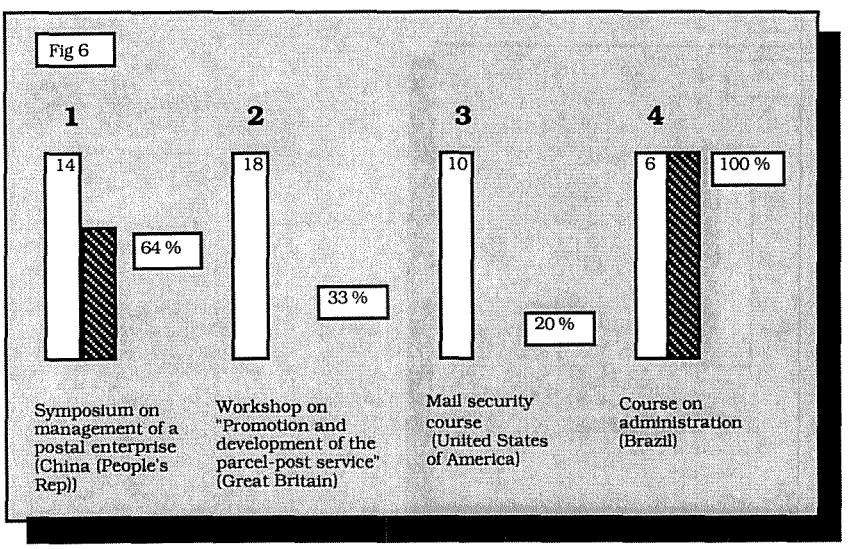
2 LATIN AMERICA AND THE CARIBBEAN



3 ARAB COUNTRIES



4 INTERREGIONAL



The interregional group training activities shown above were organized for the following countries:

1 French-speaking African countries, countries of Latin America/Caribbean and Asia.
2 English-speaking countries of Africa and Asia/Pacific.
3 English-speaking countries of Asia/Pacific and the Caribbean.
4 Six LDCs in Africa and Latin America/Caribbean.

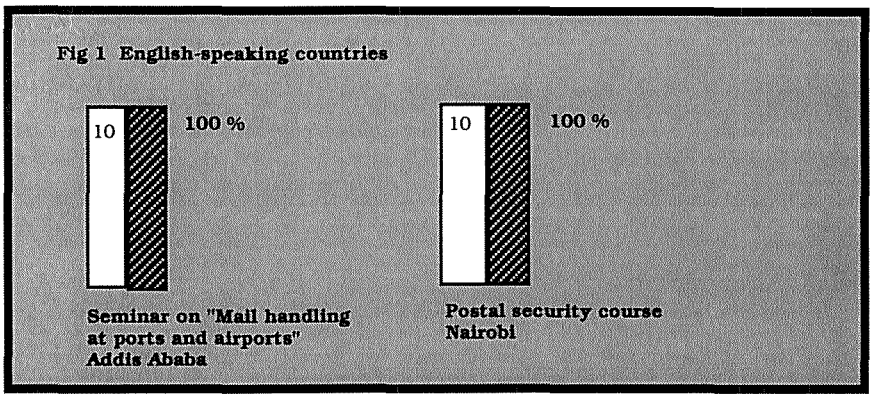

Total number of LDCs in the region/subregion concerned

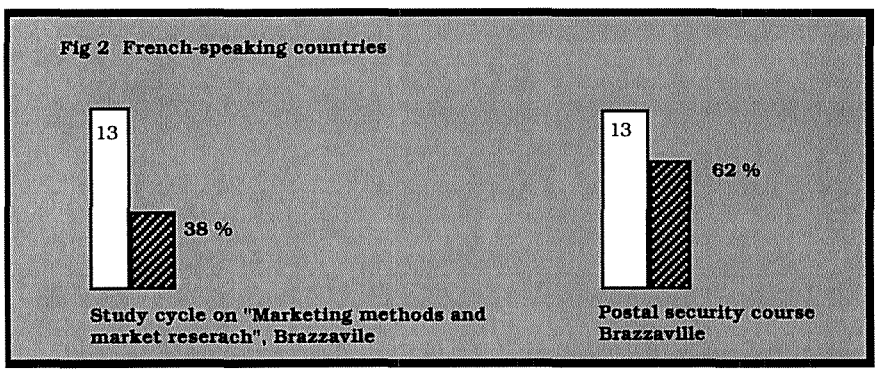

Number of LDCs receiving fellowships

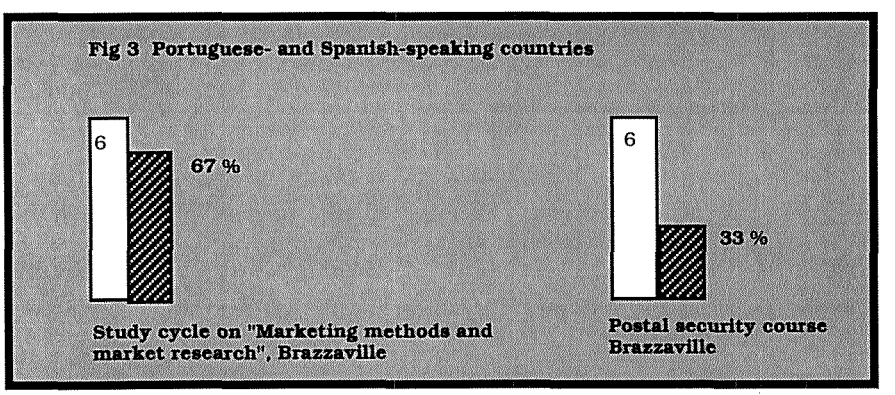
Table 2: 1992 UPU group training activities

Percentage of LDCs which took part in group training activities in 1992

1 AFRICA



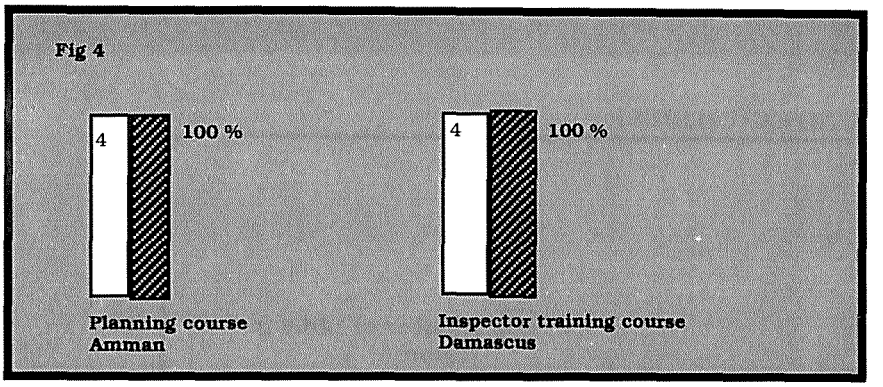




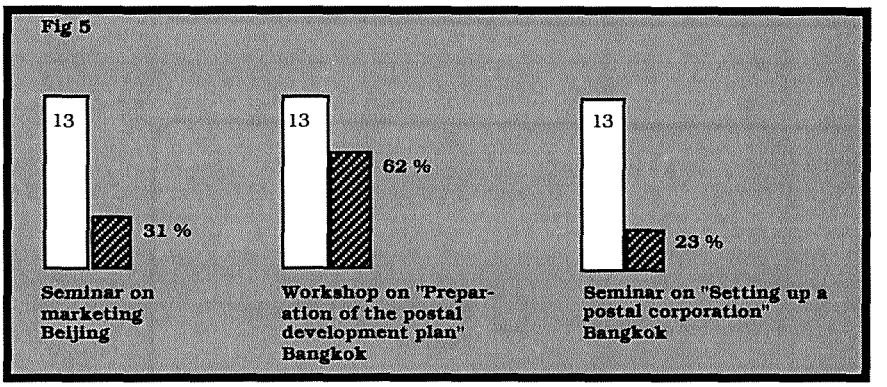
Total number of LDCs in the region/subregion concerned

Number of LDCs receiving fellowships

2 ARAB COUNTRIES



3 ASIA/PACIFIC



Total number of LDCs in the region/subregion concerned

Number of LDCs receiving fellowships

4 INTERREGIONAL

(Africa and Arab countries)

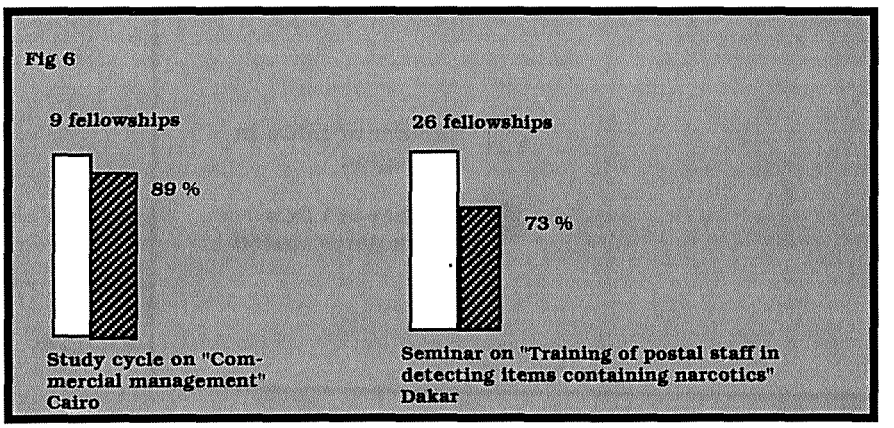
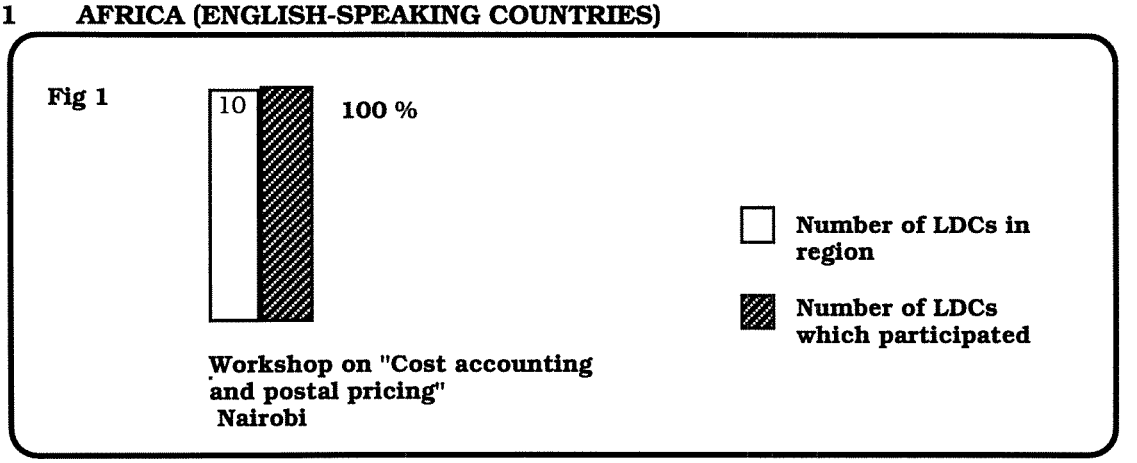


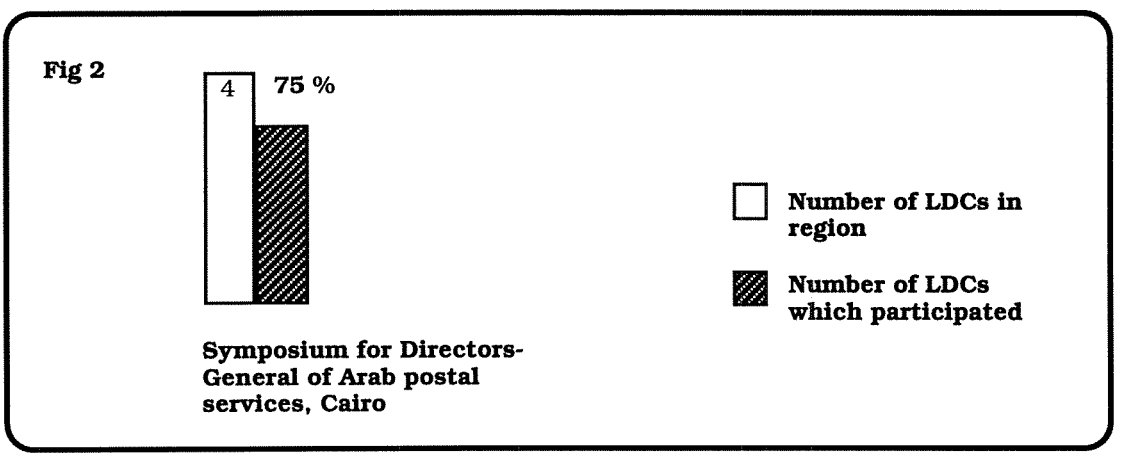
Table 3: 1993 UPU group training activities

Percentage of LDCs which took part in group training activities in 1993

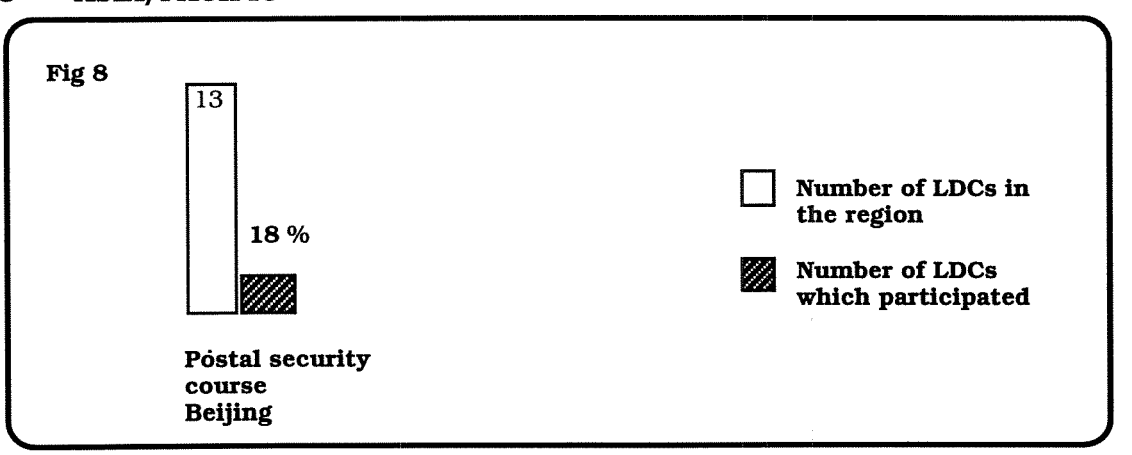
1 AFRICA (ENGLISH-SPEAKING COUNTRIES)



2 ARAB COUNTRIES



3 ASIA/PACIFIC



d Initiatives planned for the period 1996–2000

46 The UPU should concentrate its efforts on this category of countries and devote as large as possible a share of resources to it.

47 On the basis of the particular needs of each region or country, the priority areas in which assistance could be provided for the LDC administrations are as follows:

- setting up of a mail delivery quality control system (essentially by training of specialists);
- development and establishment of a track and trace system (supplying of equipment);
- improvement of management (in particular, development plan and establishment of a planning unit);
- modernization of accounting methods: training of specialists and supplying of data-processing equipment.

48 For their part, the LDCs must marshall all the human, financial and material resources available on the spot and obtain the greatest possible benefit from the assistance provided to them.

V. Conclusion

49 Congress is invited to take note of this document and to approve the draft resolution (proposal 030) relating to UPU action for the least developed countries for the period 1996–2000.

Berne, 8 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 52b

Technical cooperation among developing countries (TCDC)

Executive Council report

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I. Background

1 To give a new dimension to international development activities, the United Nations Conference held at Buenos Aires in 1978 drew up a Plan of Action to promote and implement technical cooperation among developing countries (TCDC).

2 The validity of the Buenos Aires Plan of Action was reaffirmed with the adoption of resolutions 44/222 and 44/223 by the United Nations General Assembly in 1989.

3 In its resolution 1992/41 adopted at its July 1992 session, ECOSOC recognized the key role played by TCDC and called upon all parties concerned to give first consideration to TCDC when selecting the modality of execution of their programmes.

II. TCDC objectives

4 The main objectives of TCDC that could have a bearing on the activities of the UPU in the field of international development can be summarized as follows:

- to promote self-reliance in the developing countries by allowing them to find novel solutions rooted in the national context;
- to increase the collective self-reliance of developing countries through systematic exchanges of experience, sharing of technical resources and improvement of complementary capacities;
- to increase the collective capacity of the developing countries to identify and analyze the problems facing them and work out suitable strategies;
- to help the countries to play a greater part in international economic activities and thus to expand international cooperation networks.

III. High-level Committee

5 As recommended in the Buenos Aires Plan of Action, it is the responsibility of a High-level Committee to monitor the progress achieved within the United Nations system in the field of TCDC. The Committee meets every two years and prepares a report for submission to the General Assembly through the Governing Council of the UNDP and the Economic and Social Council (ECOSOC).

6 The UNDP plays the role of leader for TCDC promotion and support. The UNDP TCDC Special Unit is responsible for preparing and implementing various consciousness-raising and promotional programmes.

IV. Precise definition of TCDC

7 At its 1991 session, the High-level Committee redefined more precisely the concept of TCDC to avoid any misunderstanding regarding the nature of the activities.

i TCDC constitutes technical cooperation between two or more developing countries on a government-to-government or institution-to-institution basis in the public or private sectors.

ii It involves the sharing of experience or know-how.

iii Activities are managed and implemented by the government(s) or institution(s) concerned.

iv Responsibility for financing the activity is primarily assumed by the government(s) or institution(s) concerned.

V. Categories of TCDC activities

8 The two categories of activities are:

a *Promotional activities*

Promotional TCDC activities are those intended to foster greater awareness of the potential and advantages of TCDC and to strengthen the capacity of developing countries to engage in TCDC more effectively.

b *Operational activities*

Operational TCDC activities consist in applying the concept of TCDC to real situations. They involve the sharing of technologies and know-how between two or more developing countries or their institutions.

VI. Initiatives taken by the UPU

9 All the managing bodies of the UPU gave their full support to the TCDC concept. Three successive Congresses (Rio de Janeiro 1979, Hamburg 1984, Washington 1989) adopted resolutions calling for the intensification of promotional and operational activities in this field.

10 During the 1980s in particular, the UPU carried out various promotional activities to create conditions suitable for implementation of TCDC.

11 The aim of most of these activities was to train a significant number of consultant-specialists in various postal management and operational fields. The training was subject to an undertaking by the countries that the specialists thus trained would be available to carry out missions on the basis of the TCDC formula.

12 Since the introduction of the system of increased presence in the field, the International Bureau has reactivated initiatives in this area. The various measures taken can be summarized as follows:

- distribution of information about TCDC to the Regional Advisers;
- dispatch of instructions about consciousness-raising and the implementation of specific activities;
- submission of a six-monthly report by the Regional Advisers about the measures taken by them and the practical results obtained.

13 The International Bureau is in the process of negotiating with the UNDP for the organization of a TCDC workshop in the Asia/Pacific region on the subject of postal legislation and conversion of postal services into independent corporations. This topic seems to be a timely one since there is a new attitude urgently taking shape in the postal services of that region as regards converting the structure of the administrations into that of corporations. The potential for the exchange of experience and know-how in this field on the basis of TCDC seems considerable and should be used to advantage.

VII. Problems observed

14 The resolutions adopted by various United Nations bodies and the discussions of the High-level Committee lead to believe that on the whole, the TCDC concept is very slowly taking shape.

15 As regards the postal sector, it can be said that isolated action is being taken in all regions of the world without necessarily being formally reported. This lack of information in the management of TCDC is a shortcoming that should be corrected.

16 In 1984, after a number of consultant-specialists had been trained under TCDC, the International Bureau prepared and distributed a directory of consultants with a view to facilitating TCDC exchanges between the countries concerned. For lack of a sustained awareness campaign, use of the directory in connection with horizontal cooperation has remained limited.

17 The complete assimilation of the definition of TCDC is an area in which efforts to inform and persuade are necessary in order to avoid confusion, particularly with regard to financing operational activities.

VIII. Initiatives to be taken – Strategic Plan

18 TCDC will never replace North–South cooperation. It is nonetheless necessary to take account of the noticeable decrease in the resources allocated to purely developmental activities as a result of the sizeable shift of funding towards emergency humanitarian measures. Because of its unquestionable potential, TCDC should be promoted as much as possible over the next five years.

19 TCDC activities have been included in the UPU Strategic Plan for 1995–1999. Under the programme entitled "Promotion of technical cooperation among developing countries", it is planned to organize consciousness-raising workshops in the various regions. The topics proposed are:

- management independence;
- mail routeing;
- postal training (exchanges between intercountry and country schools).

20 The considerable potential with regard to TCDC in the area of training should be noted. Inter-country and country centres could be appreciably strengthened by the numerous exchanges of experience, know-how and documentation.

21 Also, thanks to the presence of the Regional Advisers in the field, it is proposed to update the directory of TCDC consultants and to urge postal administrations to use it to maximum advantage.

22 It is also planned to possibly set up operational teams of TCDC consultants to help other developing countries to solve their management and operational problems.

IX. Conclusion

23 UPU action will focus more specifically on:

- raising the consciousness of the various partners;
- distributing useful information;

- promoting closer consultation between the Regional Advisers on the one hand and the Restricted Unions on the other, in connection with the implementation of concrete activities;
- following up the TCDC activities carried out.

24 It is proposed that Congress adopt the draft resolution (proposal 031) as a means of confirming the UPU's determination to continue to encourage and to promote TCDC.

Berne, 15 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 53

Human resources and training

Executive Council report

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I. Introduction

1 Human resources have always been fundamental to production activities, and, particularly in the case of the Post, because of its special mission, one of the priority factors in its development. Thus, for years, the principle has been assumed that the future of the Post largely depends on the development of human resources.

2 However, the evolution of postal activities in an environment which has become competitive and where government backing is being withdrawn requires reconsideration of the profiles of postal staff as a whole. Postal administrations' operating environment is characterized by:

- stronger competition and the need for postal administrations to do business on a proper commercial basis, trying to dedicate themselves totally to customer satisfaction and gearing their operations to sound management principles;
- technological developments which are likely to affect both the number of staff needed and their qualifications; and
- structural modifications stemming from competitive and technological developments but also, in some cases, from changes in relations with the State.

3 All these changes affect the type of qualifications required of postal administration staff and possibly the number of employees.

4 Thus, it is vital for postal administrations to take careful stock of the expertise they will need in the immediate future and in the medium and long term. Otherwise, they run the risk of realizing that they have a big staff without the appropriate expertise, thus increasing costs, or worse still, that they do not have enough staff with good qualifications to operate a modern postal service. In either case, the postal administration's competitiveness is at stake.

5 Furthermore, bearing in mind that to retain their vigour, modern administrations constantly have to renew and update the know-how, skills and expertise of all their staff, training is undoubted one of the main factors in human resource management.

II. General policy and results

Measures advocated by the Washington Congress

6 Following analysis of the measures taken in respect of human resources over the five-year period from 1984 to 1989 and the activities which could be undertaken in future in this field and in that of training, the Washington Congress reached important conclusions which can be summarized as follows:

- the need to take vigorous action to ensure that administrations can rely on well-qualified, capable staff who meet current requirements;
- analysis of the possibilities of modular training as a solution for postal training;
- organization of postal management training.

7 To this end, Congress resolution C 6 setting out UPU technical assistance priorities and principles gave priority to actions designed to ensure the training and specialization of middle-grade and senior staff and instructed the Executive Council to intensify measures to see these actions through to a successful conclusion.

8 For its part, the Washington General Action Plan established the need to adapt training to the needs of users, bearing in mind the Post's commercial function. It also advocated that postal

administrations introduce training programmes in vital fields to modernize and develop their services.

9 In its turn, the Executive Council at its 1990 session emphasized that priority technical cooperation measures should include strengthening national education structures to make them self-sufficient, so that training abroad could be limited, in principle, to highly specialized fields.

10 Practical actions were taken in application of the above guidelines.

Action taken

11 Through activities in the field, training within the framework of multi-year integrated projects and the development of other programmes and projects at national and regional level, substantial efforts were accomplished over the five-year period to help postal administrations as regards training, particularly in areas where there were still obstacles to the organization of their own training activities.

12 Consultants' missions and specialized courses were held, individual and group fellowships were granted and training centres were equipped with teaching aids; other activities conducted within the framework of technical assistance projects and programmes provided a basis for strengthening human resource development.

13 The results of the activities conducted over the five-year period highlight the diversity of the actions taken in this field (cf annex 1 hereto). However, despite the progress made, there are still certain inadequacies.

III. Inadequacies in human resource management and training

14 The postal administrations of the developing countries come up against three types of obstacles, namely:

Managerial obstacles

15 These obstacles are mainly linked to the place given to training in the Post's overall strategy. Failure to acknowledge training as a strategic axis in development plans results in poor coordination of training planning, with concomitant dilution of responsibility and failure to incorporate modern environmental media. This also results in bad management of training establishments and poor programme definition.

Human obstacles and problems

16 The administrations of developing countries still have great difficulty in recruiting staff with the required profile. These problems derive from the salary systems applied but above all from the fact that some administrations recruit their staff not so much, or not at all, in terms of the appropriate job requirements as in terms of general norms such as those applicable to civil servants as a whole.

17 Other obstacles are mainly linked to the choice of candidates for permanent training, a choice which sometimes comes up against reluctance on the part of immediate superiors, the candidates' own lack of motivation and often a general lack of interest. These problems are compounded by the weakness of management and training staff.

Budgetary problems and obstacles

18 The budget earmarked for training in the developing countries is negligible compared with that allocated to this activity by the developed countries (0.05 percent of the wage bill compared with 5.7 percent).

19 Some administrations have made big efforts as regards infrastructures, but because of management problems, it has not always been possible to make these training establishments cost-effective through targeted permanent or refresher training activities; this makes for higher non-productive expenditure and hence additional costs for each official trained. Without a human resource development plan, it will not be possible to overcome these obstacles.

IV. Policy to be followed and measures to be taken

20 For the Post to be able to face future challenges, administrations must therefore focus on customer needs, targeting commercial objectives and values and stressing staff training as an investment.

21 Changes in postal administrations' commercial operations will have to be flanked by an appropriate management style which would promote communication through training.

22 The main lines which should provide inspiration for technical assistance activities to develop human resources should concern aid to:

- define a human resource and training strategy;
- seek maximum coordination of training activities;
- seek better methods for assessing requirements, programming activities, defining objectives and resource mobilization sectors;
- incorporate modern media into the planning of human resources and training;
- implement actions consistent with other postal development programmes;
- promote exchanges of experience between developing countries and industrialized countries in the field of human resources and training.

23 The specific activities listed below relate to human resource management and training.

Management of human resources

24 UPU assistance should help administrations define a personnel recruitment and management policy based on rigorous planning which makes it possible to:

- create a commercial culture inside the Post by adopting a definition of the Post's mission geared to its customers;
- disseminate information among staff as widely as possible for better understanding of corporate objectives and to facilitate communication between the various hierarchy levels;
- introduce more rigorous staff selection procedures, with a view to obtaining personnel with the greatest development potential;
- set up fairer remuneration systems as a motivation factor;
- introduce technology in cooperation with the staff who are to operate it so as to ensure that it is used properly;
- establish personnel recruitment plans based on forecasts of need fluctuations.

Training actions

25 Generally speaking, training should be provided in such a way that it is both:

- a quality factor designed to constantly improve staff skills;
- a development factor for coping with the necessary structural, methodological and behavioural adjustments.

26 Training must carry out its mission as a system for guiding human resource management, trying to update programmes (length, content, etc) which should be more compact, in line with modern management.

27 UPU assistance should help with the preparation of training plans designed for and adapted to each organization's priorities so as to deal with the requirements identified by:

- activity sectors (delivery, financial services, new products, etc);
- professional categories (operational, supervisory, management staff);
- different types of knowledge (know-how, skills, behaviour).

28 Bearing in mind the need to give countries a training system adapted to the needs of each, it seemed expedient to set up a modular training system.

V. Modular training development project

System objectives

29 The system aims at developing and strengthening the beneficiary countries' local training and human resource development capabilities to enable them to cope efficiently with requirements in this area.

30 It also permits the transfer of training knowledge and skills, cutting technical assistance costs and needs in the long term as well as promoting the concept of technical cooperation among developing countries.

31 This system has considerable advantages over other traditional systems and fits in with a major transformation process which is taking place within the United Nations agencies. Moreover, it has proved its effectiveness in practical terms, particularly as regards its adaptability to each country's individual needs.

Basic characteristics of the system

32 Among other things, the system makes it possible to:

- coordinate the development of teaching materials between schools and headquarters;
- apply a systematic (standard) approach to the development of courses;
- cooperate and participate in exchanges of training materials and instructors;
- develop new training techniques;
- train instructors, course designers and human resource managers;
- ensure continued network membership.

Activities to implement the project

33 The International Bureau would undertake activities related to developing the TRAINPOST model.

34 During the first phase of the project, this would involve:

- develop TRAINPOST system methodology;
- survey training requirements at the level of country and regional schools.

35 During the second phase of the project, decentralization of the system would be implemented in selected schools.

VI. Conclusion

36 One of the UPU's permanent objectives is to harmonize postal operational methods and techniques in order to provide better services. This action must also be designed at staff training level, by harmonizing course programmes in the country and intercountry schools. Congress is asked to give a ruling on the expediency of implementing the modular training system by adopting the following measures:

- implementing a technical assistance programme in the shape of expertise and of group and individual training activities aimed at developing human resource management on behalf of the developing countries;
- providing for the funding of the projects included in the Strategic Plan with a view to decentralizing the system for the benefit of the developing countries.

It is proposed that Congress should adopt the draft resolution (proposal No 032) on promoting and aiding the development of human resources and training activities.

Berne, 28 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 53/Annex 1

Summary table of human resources and training

1 Consultants' missions

Region	Field of mission	Country of mission
Africa	Lecturer-consultant's mission for the training of trainers course	Angola
	Lecturer-consultant's mission for the training of trainers course	Côte d'Ivoire (Rép)
	Lecturer-consultant's mission for the instructors' refresher course	Kenya
	Postal training mission	Malawi
	Training expert's mission	Zaire
	Teaching adviser expert's mission	Zaire
	Expert's mission in human resource management	Zaire
	Training of trainers mission	Zaire
Latin America/ Caribbean	Lecturer-consultant's mission for the training of trainers course	Argentina
	Training development mission	Argentina
	Lecturer-consultants' mission for the instructors' refresher course	Ecuador
Asia/Pacific	Postal training expert's mission	Bangladesh
	Training expert's mission	Iran (Islamic Rep)
	Human resources mission	Sri Lanka
Europe	Human resources mission	Romania
Arab countries	Postal training mission	Djibouti
	Training consultant's mission	Oman

Region	Field of mission	Country of mission
	Expert's mission to organize training and implement on-the-job training	Qatar
	Mission of expert responsible for project coordination and training organization	Qatar
	Training consultant's mission	Somalia
	Lecturer-consultant's mission for the instructor-training course	Syrian Arab Rep
	Training expert's mission	Yemen

2 Individual fellowships

Region	No	Beneficiary countries	Field
Africa	2	Chad	Training of trainers
	9	Benin, Burundi, Central African Rep, Comoros, Guinea, Madagascar, Mali, Niger and Togo	Instructors' refresher course
	8	Botswana, Ethiopia, Ghana, Lesotho, Mauritius, Uganda, Zambia and Zimbabwe	Instructors' refresher course
	10	Burkina Faso, Burundi, Chad, Guinea, Madagascar, Mali, Niger, Rwanda, Senegal and Togo	Instructors' training course
	2	Djibouti, Mauritania and Togo	Teacher training
	1	Botswana	Training of trainers
	1	Burkina Faso	Teacher training
Latin America/Caribbean	13	Bolivia, Chile (2), Colombia (2), Cuba (2), Dominican Republic, Ecuador, El Salvador, Panama (Rep), Paraguay and Peru	Instructors' course
	12	Belize, Chile, Columbia, Cuba, El Salvador, Guatemala, Honduras (Rep), Nicaragua, Panama (Rep), Paraguay, Uruguay and Venezuela	Instructors' refresher course
	1	Chile	Human resources
Asia/Pacific	2	Kiribati	Instructor training
	1	Indonesia	Teacher training
	2	Iran (Islamic Rep)	Instructor training
	12	Sri Lanka	Instructor training
	4	Sri Lanka	Advanced instructor training
Arab countries	2	Djibouti and Mauritania	Teacher training
	8	Iraq, Jordan, Lebanon, Morocco, Oman, Sudan, United Arab Emirates and Yemen	Instructor-training course
	1	Sudan	Training of trainers

3 Group training

Region/Field	Field of mission	Country of mission
Africa		
Instructors' refresher course	Benin. Burundi, Central African Rep, Comoros, Guinea, Madagascar, Mali, Niger, Togo and Zaire	Kinshasa, Zaire, 1990
Instructors' refresher course	Botswana, Ethiopia, Ghana, Kenya, Lesotho, Mauritius, Uganda, Zambia and Zimbabwe	(Nairobi CTS) Kenya 1990
Instructor-training course	Burkina Faso, Burundi, Chad, Côte d'Ivoire (Rep), Guinea, Madagascar, Mali, Niger, Rwanda, Senegal and Togo	Abidjan, Côte d'Ivoire (Rep) 1991
Latin America/ Caribbean		
Instructors' course	Argentina, Bolivia, Chile, Colombia, Cuba, Dominican Republic, Ecuador, El Salvador, Panama (Rep), Paraguay and Peru	Buenos Aires, Argentina, 1990
Instructors' refresher course	Belize, Chile, Colombia, Cuba, Ecuador, El Salvador, Guatemala, Honduras (Rep), Nicaragua, Panama (Rep), Paraguay, Uruguay and Venezuela	Quito, Ecuador, 1991
Arab countries		
Instructor-training course	Iraq, Jordan, Lebanon, Morocco, Oman, Sudan, Syrian Arab Rep, United Arab Emirates and Yemen	Damascus, Syrian Arab Rep, 1992

4 Postal administrations which received teaching material

Region	Country
Africa	Mali Senegal Zaire
Latin America/Caribbean	Chile Ecuador
Asia/Pacific	Bangladesh China (People's Rep) Iran (Islamic Rep) Maldives Sri Lanka
Europe	Cyprus
Arab countries	Oman Sudan

Congress – Doc 54

Increased UPU presence in the field with regard to technical assistance

Executive Council report

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I. Brief historical background

1 Four successive Congresses, Lausanne (1974), Rio de Janeiro (1979), Hamburg (1984) and Washington (1989), considered increased UPU presence in the field as the most appropriate way of increasing the impact of technical assistance activities undertaken by the Union for its member countries.

2 In resolution C 21, the Washington Congress instructed the Director-General of the International Bureau to assign six Regional Advisers to the regions as follows: two in Africa, one in Latin America, two in Asia/Pacific and the Caribbean and one in the Arab countries. Taking account of geographical division in particular, the Executive Council decided, at its 1990 session, to attach the Caribbean to Latin America and not Asia as initially provided for in the above resolution.

II. Implementation of increased UPU presence in the field

A. Choice of headquarters countries

3 Following negotiations conducted on the spot between representatives of the UPU International Bureau and the countries approached about being the headquarters of Regional Advisers' activities, agreements were concluded with Benin, Zimbabwe, Costa Rica, Thailand, Indonesia and Egypt. Under these agreements, the host countries agreed to grant the UPU Regional Advisers the privileges and immunities provided for and to offer them conditions and facilities no less favourable than those normally given to other intergovernmental agencies and their staff established in the countries.

B. Facilities offered by the host countries

4 The contributions of the Governments of the host countries consist primarily of the following facilities:

- Secretariat staff support:
  - secondment, on an optional basis, of an official to serve as associate expert to assist the Regional Adviser in the performance of his duties;
  - full-time services of a secretary and a messenger made available to the Regional Adviser.
- Installation facilities:
  - provision of furnished offices for the needs of the Regional Adviser and his secretariat and a room for the storage of documentation and material belonging to the Regional Adviser's office.
- Office equipment
- Communication facilities:
  - exemption from postal charges and possible exemption from charges for national and international official communications by telephone, telex and telefax.

C. Selection of Regional Advisers

5 In March 1990, a call for applications for the six Regional Advisers' posts was sent out. A selection committee was instructed to consider the applications received with a view to submitting its recommendations to the Director-General. The candidates appointed by the Director-General to the posts in the various regions were as follows:

Name and nationality	*Assigned region*
1 Mr Mahady Diallo – Senegal	Africa (French-, Spanish- and Portuguese-speaking countries)
2 Mr Thomas Ike – Nigeria	Africa (English-speaking countries and Mozambique)
3 Mr Paulo V Siciliano – Brazil	Latin America/Caribbean
4 Mr Fukushi Kitahara – Japan	Asia/Pacific
5 Mr Parvez A Qureshi – Pakistan	Asia/Pacific
6 Mr Mohamed Balma – Tunisia	Arab countries

The countries and territories covered by the Regional Advisers appear in annex 1 to this document.

D. Conditions of service

6 The Regional Advisers were engaged at grade P 4/8 for an initial period of two years, renewable up to five years. Because of the limited resources available to the International Bureau, however, they were recruited under special conditions less favourable than those of the UN common system. In particular, they are not entitled to the following allowances:

- installation grant;
- allowance for dependents;
- allowances for difficult conditions of service and mobility;
- education grant;
- reimbursement of expenses for transporting personal effects;
- rental subsidy.

7 In lieu of these allowances, they receive a lump-sum personal allowance of 2000 to 5500 USD, depending on circumstances, paid once at the beginning of each year. With effect from 1 January 1993, the post of Regional Adviser has been classified at grade P 5, in accordance with the practice of most specialized agencies with representatives in the field. This adjustment, which has a definite psychological value, has not had any significant financial consequences.

E. Installation of the Regional Advisers

8 Before the Regional Advisers took up their duties, a briefing visit to the International Bureau was organized for them. Lasting about two weeks, the visit was the occasion for several working meetings held primarily at Development Cooperation Division level to provide the Regional Advisers with complete and detailed information, as well as documentation on UPU policy and procedures regarding technical assistance.

9 A "Manual of Guidelines for UPU Regional Technical Assistance Advisers" was also prepared. It defines the work methods, procedures and instructions to be followed by the Regional Advisers in accomplishing their tasks as well as in their relations with UPU headquarters, the Restricted Unions, postal administrations, the UNDP and other partners.

10 In the field, and despite the good intentions of the host countries, the installation of the Regional Advisers encountered some difficulties at the outset, particularly with regard to the appointment of support staff with adequate professional skills and linguistic knowledge. The premises offered to the Regional Advisers were generally considered quite suitable.

F. Work programmes

11 The Regional Advisers' work programmes, based on the general list of duties adopted by the Washington Congress, were designed to give priority to the various activities involved in programming, analyzing the operation of the postal services, preparing UNDP projects, mobilizing resources and representing the UPU at certain regional technical meetings (cf annex 2).

12 Because the work under the 5th UNDP programming cycle (1992–1996) was to have already started in 1991, the Regional Advisers' work programmes were aimed primarily at an analysis of the operation of the postal services and the negotiation of UNDP technical assistance projects identified on the basis of that analysis. They also dealt with follow-up in countries where technical assistance projects were already being considered by governments or by the UNDP office.

13 The Regional Advisers were also responsible for implementing the new UPU technical assistance concept, which consists in providing aid in the form of multi-year integrated projects (MIPs), accompanied by a development contract between the UPU and the beneficiary countries.

14 In addition to these activities relating primarily to programming, the Regional Advisers were called upon to assist in the smooth conduct of the operational activities planned as part of ongoing projects, and regularly took part in the tripartite meetings organized by the UNDP.

15 Since 1993, the Regional Advisers' work programmes have dealt primarily with the consciousness raising of funding agencies other than the UNDP in order to mobilize the resources intended for projects aimed at modernizing postal services.

16 Other noteworthy activities undertaken by the Regional Advisers include:

i preparation by each Regional Adviser of a report on the analysis of the operation of the postal services in the countries in his area; this work led to a document submitted to the Executive Council in 1992 (CE 1992/C 9 – Doc 4);

ii participation in the seminars/symposia organized as part of the work of the CCPS in 1991, 1992 and 1993; working meetings were held at that time with the International Bureau officials concerned, in particular those of the Development Cooperation Division;

iii follow-up and promotion of the important decisions taken by UN bodies regarding TCDC and LDCs;

iv participation in the work of the Restricted Postal Unions and the United Nations Regional Economic Commissions.

III. Evaluation of the results

17 In adopting resolution C 21 of the Washington Congress, the supreme body of the Union instructed the Director-General of the International Bureau to submit to the 1993 Executive Council session an evaluation of the effectiveness of UPU presence in the field. In accordance with this resolution, the International Bureau distributed a questionnaire to developing countries to gather their views on the various aspects of increased UPU presence in the field. On the basis of an initial inquiry, the results of which were made known to the Executive Council in May 1993, and an additional inquiry conducted recently, replies were received from 89 of the 105 countries visited (85 percent) by the Regional Advisers during the period in question. The 89

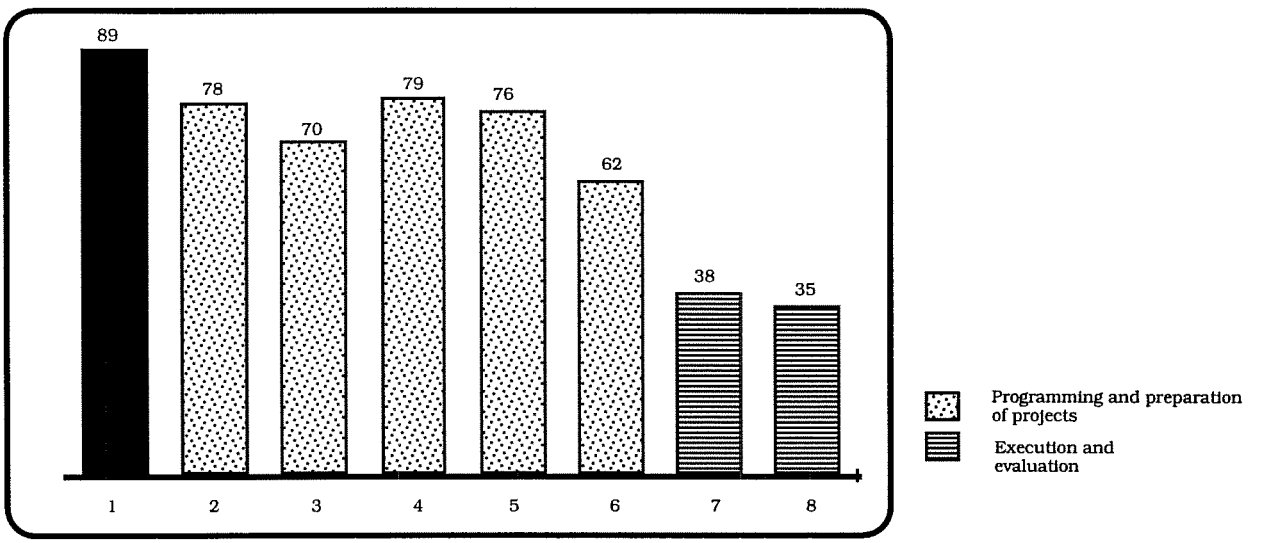
replies broke down as follows: Africa: 31; Latin America/Caribbean: 20; Asia/Pacific: 24; Arab countries: 14. The analysis of the replies is summarized in paragraphs 18 to 29.

A. Main quantitative inputs

18 The Regional Advisers' activities dealt with 12 main fields, depending on the needs identified in the mission countries. Analysis of the replies brings out the following quantitative inputs:

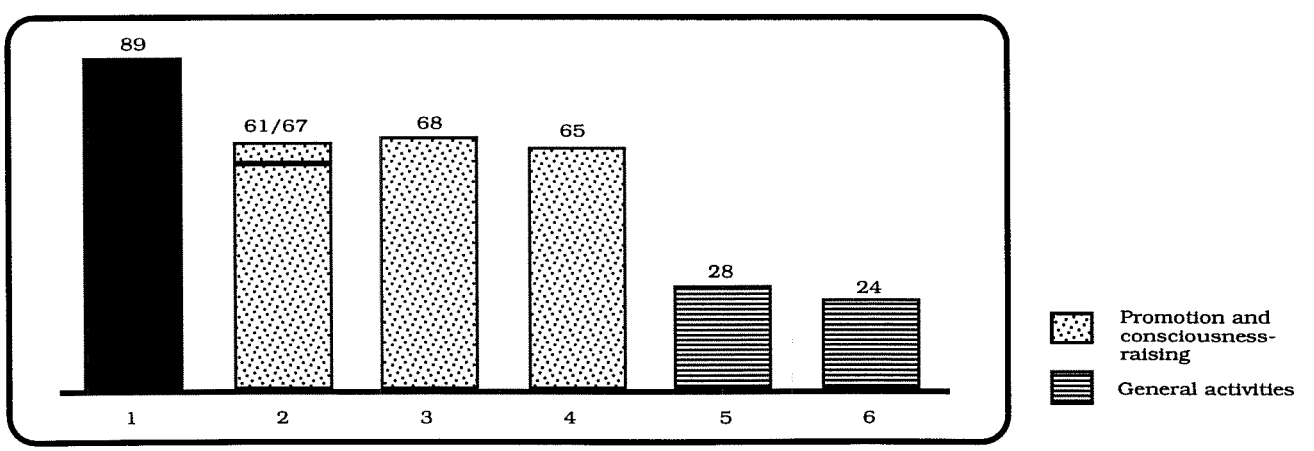
Assessment of the results of the work

Graph A: Programming, preparation, execution and evaluation of projects



1 Total number of replies
2 Analysis of functioning of services
3 Identification of objectives and of the postal development programme
4 Identification of technical assistance requirements
5 Preparation of assistance projects
6 Approaches to aid coordination authorities and the UNDP
7 Support for projects in progress
8 Evaluation

Graph B: Promotion, consciousness raising and other activities



1 Total number of replies
2 General information about technical cooperation activities
3 Monitoring and promotion of application of the WGAP
4 Opinions about questions relating to postal services and their development
5 Representation of the Union at technical meetings
6 Intensification of contacts with the Restricted Unions

19 The fields in which the Regional Advisers' activities were thought by the countries to have borne fruit, ranked in order of importance, are:

i	programming and preparation of projects	70 countries;
ii	promotion and consciousness raising	53 countries;
iii	execution and evaluation of projects	25 countries;
iv	general activities	25 countries.

20 As regards the fields in which the most significant results have been obtained or are expected thanks to the Regional Advisers' work, 38 countries gave replies which can be summarized as follows:

- heightened awareness of the national authorities about the Post's needs: advice provided by the Regional Advisers on the various aspects of management, eg development of financial services, preparation of organic texts creating the corporation, planning and seeking of funding for postal projects;
- sectoral analysis giving access to new national, and possibly international, funding for implementing postal development strategy;
- identification of technical assistance requirements and preparation of multi-year integrated projects (MIPs);
- aid relating to postal operations.

21 Countries were asked to indicate whether, if additional assistance were needed in the same fields, they would like it to come from a UPU Regional Adviser. Sixty-three countries (71 percent) answered in the affirmative, 12 countries (13 percent) in the negative.

22 As regards the possible fields of this additional assistance, 29 countries mentioned various areas of activity dealing with either specialized fields such as cost accounting and restructuring or routine activities such as revision and implementation of the MIP. A number of countries relied on the Regional Adviser's support vis-à-vis aid donors.

B. Assessment of the system of presence in the field

a General assessment

23 Seventy-nine countries (89 percent) think that the presence of a Regional Adviser in the field offers them the opportunity to discuss their problems with a sufficiently competent, easily accessible partner. Seven countries (8 percent) replied in the negative.

24 Seventy-eight countries (88 percent) regard the continuity of increased UPU presence in the field as important for their services.

25 At qualitative level, the view expressed about several activities implemented by the Regional Advisers is summarized in annex 3 to this document.

26 Forty-seven countries (53 percent) replied in the negative to the question whether methods other than the present system could be a better way of ensuring increased Union presence. On the

other hand, 19 countries (21 percent) answered in the affirmative and made suggestions in which the presence of Regional Advisers was paradoxically implied.

b Suggestions for improving the system

27 A large number of countries (69, or 78 percent) think that the results obtained to date could be improved. The actions mentioned most frequently are given in the table in annex 4.

28 Seventy countries (79 percent) replied positively to the question whether certain other tasks should be assigned to the Regional Advisers on the basis of their availability. The main fields mentioned are:

–	quality of service	58 countries	65 percent
–	national and international mail circulation	49 countries	55 percent
–	on-the-job training	39 countries	44 percent
–	postal statistics	53 countries	60 percent
–	drawing up a postal development plan	50 countries	56 percent

c Opinion about maintaining increased presence in the field

29 Sixty-two countries (81 percent) think that increased presence in the field through the Regional Advisers should be maintained. Eight countries (9 percent) think not (see also paragraph 26 above) and seven others did not answer the question.

IV. Evaluation of the system – International Bureau's comments

A. Programming under the UNDP

30 As shown in graph A (cf paragraph 18 above), during the first two years, the Regional Advisers' activities focussed mainly on programming. In 1993, the Regional Advisers had to conduct follow-up missions with the UNDP and government authorities; they also prepared multi-year integrated projects for countries that had not yet benefited from such projects.

31 Despite the sustained efforts to seek financing for the projects submitted to the UNDP for its 5th programming cycle (1992–1996), the results fall short of expectations. In this connection, it should be specified that:

- the programming process is an ongoing exercise and it is possible for projects in reserve to be made part of the country's national programme during the cycle, provided that they satisfy one of the priorities for development, with the result that follow-up missions become necessary;
- in accordance with the policy guidelines laid down by the United Nations General Assembly and specified in greater detail in a decision of the UNDP Governing Council, the UNDP has for some time been applying the "programme approach" concept, which means that the broad national development objectives, which determine the implementation strategy to be used, must be defined first. Because resources are limited, countries tend to reduce the number of national development objectives to a strict minimum (for example, elimination of poverty, privatization, development of local technology, etc). To a more limited extent, countries provide for objectives such as strengthening management capacity and restructuring of the public sector, in which postal projects can find a place;
- the Regional Advisers have the difficult role of convincing both the country and the UNDP that the Post comes within the scope of the priorities approved for the programming cycle;

- the increasingly rigorous application of the "national execution" concept, which aims at giving national bodies (public and private) increased responsibility and strengthening the project execution capabilities of beneficiary countries, significantly changes the role of specialized agencies in the UN system. As indicated by the UNDP, the representatives of specialized agencies must continue to aid the countries concerned on both the strategic and technical levels.

B. Projects proposed

32 With specific regard to the results of the programming and follow-up work under the UNDP, it can be said that, in three years, the Regional Advisers have prepared or finalized 73 country project documents for a total value of 32 970 109 USD. Of the 60 projects proposed to donor agencies, 11 are being executed and some 40 have reached an advanced stage of negotiation. Moreover, some elements of the projects considered are being submitted to the UPU's technical cooperation partners, in particular among the postal administrations of industrialized countries. Everything suggests that substantial assistance will be obtained from some of these countries under MIP co-financing.

C. Multi-year integrated projects (MIPs)

33 The Regional Advisers have contributed effectively to the implementation of the UPU's new technical assistance policy, approved by the Washington Congress, which consists in supplying aid in the form of multi-year integrated projects with specific priority objectives. They have prepared and helped to carry out 67 projects (Africa: 32; Latin America/Caribbean: 11; Asia/Pacific: 15; Arab countries: 15), while 13 other MIPs have reached an advanced stage of negotiation.

D. Mobilization of financial resources

34 The mobilization of financial resources for postal development projects is one of the most important tasks assigned to the Regional Advisers. In view of the UNDP's new programming and execution policy, described in paragraph 31 above, it has become essential for the Regional Advisers to broaden their contacts significantly with other aid donors and financial backers. Bearing in mind, in particular, the views expressed by the Executive Council member countries at the 1993 session, the Regional Advisers have intensified their efforts in this area, considered to have high priority. The mobilization of resources is prompting efforts to approach various institutions such as regional banks, the EEC/ACP, bilateral assistance and non-governmental organizations.

a Regional banks

35 The Regional Advisers have conducted fact-finding visits to the headquarters of regional banks. According to the information gathered, postal projects are receivable in principle provided that they are submitted by the governments concerned and meet the criteria required by the bank. The minimum amount set for loans (one to five million USD) is often considered too high for postal development. Nevertheless, in countries where Posts and telecommunications form a single enterprise, joint projects are entirely conceivable. It must be remembered, however, that the success of any action taken in this area depends on the political will of the beneficiary country; the Regional Advisers can only play a catalytic role in submitting loan requests.

b EEC/ACP cooperation

36 Within the framework of cooperation between countries of the European Community (EEC) and those of Africa, the Caribbean and the Pacific (ACP), the IV Lomé Convention, signed in December 1989, includes an objective providing for postal development. The Regional Advisers

have been instructed to approach the local representatives of the EEC and the governments of the countries concerned to increase their awareness of the needs of postal services.

c Promoting projects vis-à-vis bilateral donor countries and non-governmental organizations (NGOs)

37 Although the embassies of industrialized countries operating in certain capitals indicate a keen interest in development issues, they must be made aware of the needs of the Post. Accompanied by postal officials, the Regional Advisers have submitted files, some of which have a good chance of receiving aid.

38 In 1993, the Regional Advisers visited a number of industrialized countries to negotiate the financing of projects for which UNDP assistance had not been obtained and which could be included in ongoing multi-year integrated projects under UPU resources (co-financed projects).

39 The initiatives vis-à-vis non-governmental organizations are more noteworthy in the Asia/Pacific region, and already the results of these efforts can be considered encouraging. Two LDCs in Asia are currently receiving contributions from NGOs and other proposals are under negotiation.

E. Cooperation in the work of the Postal Development Action Group (PDAG)

40 Within the framework of PDAG activities, the Regional Advisers are called upon to assist postal administrations seeking funding for capital projects and to make government authorities aware of the need to support these projects. They are also responsible for:

- following up PDAG consultants' missions and, in particular, for helping to prepare project evaluation studies;
- monitoring implementation of the Action Plan adopted by the Executive Council at the close of the Postal Development Symposium (resolution CE 34/1991).

F. Cooperation with the Restricted Unions

41 The Regional Advisers cooperate actively with the Restricted Unions in defining regional programmes, and regularly participate in the annual sessions of the latter, as well as in regional technical meetings.

42 In order to further strengthen relations between the Restricted Unions and the Regional Advisers, the following instructions were drawn up:

- the Regional Advisers are to submit a progress report to Restricted Unions meetings on postal operations in their region as a means of raising the awareness of senior officials of the postal administrations about the necessary rehabilitation and modernization measures;
- the analytical reports prepared by the Regional Advisers are also to be sent to the Restricted Unions;
- more sharing of information on a systematic basis between the Regional Advisers and the Restricted Unions is highly recommended in order to avoid duplication of technical assistance activities;
- information received at the International Bureau from Restricted Unions will be passed on to the Regional Advisers;
- the policy of joint implementation of activities (joint UPU/Restricted Unions projects) is to be intensified as much as possible.

G. Washington General Action Plan (WGAP)

43 The EC had expressly requested that application of the WGAP be reinforced by increased UPU presence in the field. During their visits to the countries, the Regional Advisers monitored implementation of the WGAP. The evaluations carried out helped to introduce an element of objectivity into the replies provided by the countries themselves to the International Bureau questionnaires. Moreover, the Regional Advisers took every opportunity to motivate and raise the consciousness of senior managers about the need to implement the WGAP's objectives.

H. Other activities

a Postal Parcels Agreement

44 At the Executive Council's request, the Regional Advisers approached many postal administrations, sometimes successfully, to urge them to accede to the Postal Parcels Agreement.

b General action – Consciousness raising

45 The most important general task assigned to the Regional Advisers is to represent the UPU vis-à-vis governments, postal administrations and international organizations. Thanks to increased presence in the field, the UPU enjoys a more positive image: it can now be recognized within the international community as an organization with a social, economic and cultural mission. The activities of the Regional Advisers have been able to highlight the needs of the postal services in the countries of their area.

V. Findings

46 Taking account of the results of the survey conducted by the International Bureau, it can be noted that:

- eighty-one percent of the countries think that increased presence in the field through the Regional Advisers should be maintained (paragraph 29);
- the contributions made by the Regional Advisers in the areas of programming, promotion and consciousness raising are appreciated by the great majority of countries (paragraph 19);
- a large percentage of countries also feel that the results obtained to date could be improved (paragraph 27 and annex 4);
- a large number of countries feel that other tasks, in the areas of management and operations, should be assigned to the Regional Advisers (paragraph 28).

47 The Executive Council has endorsed these findings and has decided to maintain the system of increased UPU presence in the field with regard to technical assistance; this system must be improved and strengthened. However, it must be recognized that, although the Regional Advisers' activities deal first and foremost with technical assistance, they are likely to cover a much broader spectrum, particularly in view of the need for the UPU to support more systematically the activities of member countries in implementing the future strategic plan.

VI. Future prospects

A. Future role of the Regional Advisers

48 In addition to their assigned tasks, particularly in the areas of programming and project preparation, the Regional Advisers will have to play an active role in:

- promoting the postal sector as a global enterprise, requiring tight cohesion and worldwide cooperation;
- improving the quality of the services provided by the Post;
- helping to implement development programmes and mobilize the financial resources needed to carry out these programmes;
- helping to modernize the management of human resources with a view to increasing productivity;
- facilitating the exchange of information and experience between administrations of the region;
- suggesting initiatives to be taken at regional level;
- contributing to initiatives leading to regional or sub-regional integration.

49 In a broader sense, the Regional Advisers will have to be associated with the actions to be taken aimed at assisting developing countries to implement the future strategic plan that the Seoul Congress will adopt.

B. Strengthening and enlarging the Regional Advisers' offices

50 Over the last three years, the Regional Advisers have had to travel continually. When they return to headquarters, they are required to draft a great many documents relating to their missions, answer correspondence received during their absence and undertake various types of follow-up action with the UNDP offices and other authorities concerned. This extremely busy work programme has at times compromised quality. Similarly, experience has shown that the tasks assigned to the Regional Advisers have increased. Moreover, in view of the changes that will result from the Union's restructuring and of the initiatives expected from this staff category for taking part in implementing the operational activities of the future strategic plan, it appears essential to strengthen the offices of the Regional Advisers with the services of associate experts or volunteers and of task forces.

a Associate experts or volunteers

51 Associate experts are young managers from postal administrations of industrialized countries who need to broaden their experience in the international postal field. They would be seconded free of charge by their country. Another possibility would be to solicit the services of young, qualified retirees with extensive experience; the costs of recruiting this category of specialists are much lower than those for standard-type experts.

b Task forces

52 Because a large number of countries wish to have the Regional Advisers assigned other operational tasks, it is proposed that the regional offices serve as focal points for ad hoc task forces. High-level specialists would be assigned to these task forces for a specified period to implement, as required and jointly with the Regional Advisers, clearly defined projects to be carried out end-to-end for the countries of the region.

53 Among the fields indicated by the countries in the above-mentioned survey, those dealing with quality of service and the preparation of development plans seem particularly compatible

with activities to be assigned to task forces. Other fields, such as the introduction of new services, could also be part of the activities of such groups.

c Expanding increased presence in the field: Central and Eastern Europe

54 Significant political changes have taken place in the region since 1990; the number of developing countries in the region has gone from nine to 23 as a result.

55 In view of the important and urgent needs of the postal administrations of these countries in the midst of economic transition, and in response to the wish expressed, it is planned to create a Regional Adviser post specially for this region.

d Financing increased UPU presence in the field

56 For some time, resources from the UNDP have been getting less certain. The UPU's technical assistance programmes are financed for the most part from the UPU budget (article 17) and the Special Fund. A large share (an average of 801 470 CHF per annum, or 44.1 percent of the total amount allocated for technical assistance under the UPU budget) goes toward expenses relating to the regional offices. While it is true that these are, in reality, support activities for developing countries, it is no less true that the resources allocated to purely operational activities suffer from such use of funds. To remedy this situation, the idea of providing for a new article in the Union budget to cover the emoluments of Regional Advisers had been envisaged.

C. Conditions of recruitment and service

57 As regards required qualifications, emphasis will be placed on the professional experience of the candidates, who should have broad experience in organizing and managing the postal services and a very good knowledge of UPU policy, objectives and activities as well as of multilateral technical cooperation mechanisms.

58 Knowledge of languages and adaptability will also be carefully considered.

59 After a one-year trial period, the candidates selected will receive a contract of three to five years. They will be recruited at grade P 5, to continue the practice followed in most specialized agencies and applied by the UPU from 1 January 1993. It would be desirable if the Regional Advisers could receive the benefit of general conditions of recruitment; however, owing to the limited resources at the International Bureau's disposal, they will continue to be recruited on special conditions as indicated in paragraphs 6 and 7 of this document.

VII. Consequences of UPU presence in the field for technical assistance activities at Union headquarters

60 As stated during consideration of the proposal to create the system of increased presence in the field, the transfer of certain activities is bound to affect the organization of the Development Cooperation Division's work. However, experience has shown that the presence of Regional Advisers in the field has temporarily increased the workload of the Division's Sections. One reason has been the need for headquarters to supervise closely the implementation of the various activities during this trial period.

61 Nevertheless, there are plans:

- to have the Regional Advisers themselves take complete charge of the programming, preparation and distribution of all documents intended for administrations, UNDP Resident Representatives and any other partner;

- to decentralize to the Regional Advisers certain administrative tasks (credits needed for the purchase of tickets, carrying out of other formalities) on condition that they provide the competent services at headquarters with a monthly financial report.

62 One of the changes introduced within the Development Cooperation Division is the creation, as early as 1994, of a team responsible for:

- defining and implementing training programmes for senior and middle-grade managers based on the modular system;
- studying and assisting with the application of standards for the planning of staff and training requirements;
- helping administrations that wish to improve their training system;
- preparing and implementing mechanisms for evaluating and measuring the impact of the activities carried out;
- developing, in conjunction with the Regional Advisers and a specialist in the field, an outline development plan and a master plan which can be adapted to the requirements of the developing countries;
- cooperating closely with the United Nations agencies (ITU, ICAO, UNCTAD, etc) which have introduced the modular system in order to implement modern training programmes and techniques.

63 The team will also be responsible for conducting partnership negotiations with regional and country training schools that act as intercountry centres, as well as with postal training institutions in certain industrialized countries, with a view to strengthening existing management training structures.

64 The Development Cooperation Division will also have to devote more of its efforts to the following activities (list not exhaustive):

- general coordination of technical cooperation policies;
- study of strategies and long-term postal development plans;
- helping to define and implement technical assistance policies adopted by United Nations bodies (General Assembly, ECOSOC, UNDP in particular);
- helping to develop and implement programmes and projects aimed at assisting developing countries to implement the future UPU strategic plan;
- helping to seek funding for technical assistance and capital projects;
- operational, administrative and financial management of projects (UNDP, MIP/UPU, etc);
- preparation of reports for the UPU bodies on the situation of the postal services in developing countries and on the remedial measures needed.

VIII. Benefits and results of increased presence in the field

65 Increased UPU presence in the field has made it possible:

- to take direct and prompt action to provide the necessary sectoral support for the purpose of increasing the number of UNDP-funded projects; in this regard, it must be admitted that, at the present time and because of the financial crisis affecting the UNDP, relatively few postal projects are receiving assistance from it;
- to increase the opportunities for improving the image of the Post and of postal administrations, although, after three years of Regional Advisers' activities, it is still too early to assess the impact of increased presence in the field in this area;

- to gain a better knowledge of local realities and actual needs in order to increase the effectiveness of the aid provided;
- to strengthen cooperation with the Restricted Unions and with regional and subregional economic organizations, as well as with international and regional funding agencies;
- to implement a more systematic policy for the gradual decentralization of technical cooperation activities toward the regions, in accordance with the directives of the competent United Nations bodies;
- to increase the ability of the International Bureau's Development Cooperation Division to carry out the necessary recentering, to focus on the broad issues relating to implementation of the strategic plan and to assist in seeking funding for projects.

IX. Conclusion

66 The great majority of countries taking part in evaluating implementation of increased UPU presence in the field through the Regional Advisers are in favour of the system being maintained.

67 The countries feel, however, that the results obtained to date could be improved, particularly through better planning of visits and through the more active participation of counterparts.

68 A large number of countries are in favour of assigning the Regional Advisers additional operational tasks, particularly in the operations and management fields. It can be concluded that the countries foresee a wider role in the field for this staff category.

69 The strengthening and enlargement of the Regional Advisers' offices required as a result of the new responsibilities assigned to them would involve, in the interests of efficiency, the deployment of associate experts or volunteers and ad hoc task forces.

70 In view of the significant political changes in the Europe region over the last three years, creation of a Regional Adviser post for that region appears necessary.

71 Plans call for the almost complete transfer of certain activities to the Regional Advisers' offices, which would affect the organization of the Development Cooperation Division's work at Union headquarters.

72 As a result of these changes, the Development Cooperation Division would devote itself more effectively to matters involving international policy and general coordination, strategic studies on the postal sector and the development of modular training, to mention only a few of the areas already referred to in paragraph 64.

73 It can be concluded that increased UPU presence in the field has undeniable benefits both for the Union and for all the developing countries. The experience of the last three years makes it possible to recommend its continuation.

74 Congress is invited to consider this report and to support the recommendations for maintaining and extending the system of increased Union presence in the field, the subject of the resolution entitled "Strengthening increased UPU presence in the field" (proposal 034).

Berne, 15 March 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 54/Annex 1

LIST OF COUNTRIES AND TERRITORIES IN EACH REGIONAL ADVISER'S JURISDICTION

1 Regional Adviser responsible for the French-speaking and Portuguese-speaking countries of Africa
(Headquarters country: Benin, Cotonou)

Angola
Benin
Burkina Faso
Burundi
Cameroon
Cape Verde
Central African Rep
Chad
Comoros
Congo (Rep)
Côte d'Ivoire (Rep)
Equatorial Guinea
Gabon
Guinea
Guinea-Bissau
Madagascar
Mali
Niger
Rwanda
Sao Tome and Principe
Senegal
Togo
Zaire

2 Regional Adviser responsible for the English-speaking countries of Africa
(Headquarters country: Zimbabwe, Harare)

Botswana
Eritrea
Ethiopia
Gambia
Ghana
Kenya
Lesotho
Liberia
Malawi
Mauritius
Mozambique
Namibia
Nigeria
Seychelles
Sierra Leone
Swaziland
Tanzania (United Rep)
Uganda
Zambia
Zimbabwe

3 Regional Adviser responsible for the countries and territories of the Americas and Caribbean
(Headquarters country: Costa Rica, San José)

Americas

Argentina
Bolivia
Brazil
Canada
Chile
Colombia
Costa Rica
Cuba
Dominican Rep
Ecuador
El Salvador
Guatemala
Haiti
Honduras (Rep)
Mexico
Nicaragua
Panama (Rep)
Paraguay
Peru
Suriname
United States of America
Uruguay
Venezuela

Caribbean

Anguilla
Antigua and Barbuda
Aruba
Bahamas
Barbados
Belize
Cayman Islands
Dominica
Grenada
Guyana
Jamaica
Montserrat
Netherlands Antilles
Saint Christopher and Nevis
Saint Helena
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
Turks and Caicos Islands
Virgin Islands

4 Regional Adviser responsible for the countries and territories of Asia
(Headquarters country: Thailand, Bangkok)

Afghanistan
Bangladesh
Bhutan
Cambodia
China (People's Rep)
Dem People's Rep of Korea
Hong Kong
India
Iran (Islamic Rep)
Japan
Korea (Rep)
Lao People's Dem Rep
Maldives
Mongolia
Myanmar
Nepal
Pakistan
Sri Lanka
Thailand
Viet Nam

5 Regional Adviser responsible for the countries and territories of Asia and the Pacific
(Headquarters country: Indonesia, Jakarta)

Australia
Azerbaijan
Brunei Darussalam
Cook Islands
Fiji
Indonesia
Kazakhstan
Kiribati
Kyrgyzstan
Malaysia
Marshall Islands
Micronesia (Federated States of)
Nauru
New Zealand
Niue
Papua New Guinea
Philippines
Singapore
Solomon Islands
Tajikistan
Territory of the Pacific Islands
Tokelau
Tonga (including Niuafo'ou)
Turkmenistan
Tuvalu
Uzbekistan
Vanuatu
Western Samoa

6 Regional Adviser responsible for the Arab countries
(Headquarters country: Egypt, Cairo)

Algeria
Bahrain
Djibouti
Egypt
Iraq
Jordan
Kuwait
Lebanon
Libyan Jamahiriya
Mauritania
Morocco
Oman
Qatar
Saudi Arabia
Somalia
Sudan
Syrian Arab Rep
Tunisia
United Arab Emirates
Yemen

Congress – Doc 54/Annex 2

DESCRIPTION OF THE REGIONAL ADVISERS' TASKS

The Regional Advisers will be required to carry out missions essentially in their countries of jurisdiction. In case of necessity and at the request of the International Bureau, they could be assigned missions outside their countries of jurisdiction.

Under the direction of the International Bureau of the UPU (Development Cooperation Division), the Regional Advisers will be assigned the following tasks:

1 Programming and drawing up of projects

The Regional Advisers are responsible, as regards programming, for a number of important tasks which all contribute to the design and preparation of one or several projects, in particular:

- helping administrations to analyze the functioning of their services and to determine postal development strategy, policy and plans;
- identifying development objectives in consideration of the general and intersectoral objectives defined by the governments;
- identifying technical assistance requirements;
- contributing to the preparation of technical assistance programmes and projects for funding by the UNDP or by any other external source of financing;
- helping to make the necessary approaches to the authorities responsible for coordinating external aid and planning with a view to obtaining funding, in particular from the UNDP;
- cooperating with the Restricted Unions, especially on defining regional technical assistance programmes.

2 Execution and follow-up of projects

Above all, the Regional Advisers have to ensure that the projects are carried out in conformity with the defined objectives and that they are implemented with the participation of the beneficiary countries. This consists in particular in:

- monitoring implementation of the planned project activities;
- evaluating the progress made and, if need be, proposing and monitoring the application of corrective measures;
- contributing to the in-depth evaluation of the projects;
- helping and advising the national authorities on all the project operational activities;
- writing periodic reports for headquarters.

3 Promotional and consciousness-raising activities

The promotional and consciousness-raising activities to be conducted in the field consist in:

- providing general information about the UPU and about its organization, objectives, programmes and activities in order to promote its catalytic role in the development of the postal services;

- publicizing and explaining UPU technical cooperation activities and taking part in exchanges of information about technical cooperation matters;
- establishing, developing and maintaining contacts with the various regional and subregional organizations, in particular the Restricted Postal Unions, as well as with certain other bodies and banks interested in the work and development of the postal services;
- advising the national authorities on general questions relating to the postal services and their harmonious development;
- making economic protagonists aware of the efforts made or the measures planned by the Post to offer a high standard of service and create new products, naturally with the agreement of the administrations concerned;
- ensuring follow-up of the activities conducted by the bodies of the UPU and by the administrations within the framework of the Washington General Action Plan (WGAP).

4 Action of a general nature

The presence of Regional Advisers in the field could also be used for activities of a general nature which basically involve administrative, advisory and representational tasks. These include, among many others:

- representing the Union at the technical meetings of regional and subregional organizations;
- taking part in organizing training activities and other meetings (symposia, study cycles, courses, etc) planned by the Union;
- helping postal administrations and Restricted Unions, at their request, to solve certain isolated technical or administrative problems;
- advising postal administrations about implementing various decisions or recommendations made by Union bodies;
- contributing to the promotion of technical cooperation among developing countries (TCDC) at subregional and regional level;
- providing headquarters with useful comments or information which could improve and strengthen the efficacy of technical cooperation activities;
- informing headquarters about local peculiarities and making suggestions about the adaptability of technical cooperation principles;
- performing any other task within the framework of the increased UPU presence in the field.

5 Other activities

In addition to the above-mentioned activities, the Executive Council has assigned the following specific tasks to the Regional Advisers:

- assistance to administrations seeking funding sources for investment projects within the framework of the Postal Development Action Group (PDAG);
- making certain administrations aware of the need to accede to the Postal Parcels Agreement.

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Key activities carried out by the Regional Advisers: views expressed by the countries

Activities	Very useful/Useful		Not useful	
	Number of countries	Percentage	Number of countries	Percentage
– Analysis work dealing with operation of the postal services	71	80%	1	–
– Preparation of project documents (UNDP)	65	73%	1	–
– Negotiation of UNDP projects:				
a with national authorities	62	70%	5	6%
b with Resident Representative	57	64%	6	7%
c with other aid agencies	40	45%	6	7%
– Preparation and negotiation of development contract (multi-year integrated project)	63	71%	2	–
– Assistance in preparing an outline development plan/strategic programme	53	59%	5	6%

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Improvement of system – Definition of visit programmes and statistical data

Factor	Responsibility	Number of countries (%)
– Provision of reliable statistics and other essential data prior to start-up of mission	Postal administration	64 (72%)
– More extensive follow-up with authorities responsible for coordinating internal aid	Postal administration	57 (64%)
– Prior exchange of statistical data between Regional Adviser and administration concerned	Regional Adviser	56 (63%)
– Prior definition of visit programme (working meeting, meetings with national authorities)	Regional Adviser	56 (63%)
– More active participation of counterparts	Postal administration	55 (62%)

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Financing of technical assistance

Executive Council report

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Introduction

1 UPU technical assistance programmes are implemented from sources of various origins, namely the Union's own funds, the UNDP and bilateral or multibilateral aid. More and more, considerable efforts are being required of the beneficiary countries themselves.

2 This document deals with the financial aspects of the different programmes. Part I takes stock of the financial situation on the eve of Congress, while part II contains an estimate of action plan requirements for the period 1996–2000. Part III proposes ways of funding the programmes which will be adopted by the 21st Universal Postal Congress.

Part I

Financial situation on the eve of Congress

3 The Union's own funds for technical assistance are made up of an allocation in the Union budget, the amount of which is determined by Congress, and of the voluntary contributions by member countries to the UPU Special Fund.

4 The budgetary resources allocated to operational activities are used for meeting commitments in respect of the beneficiary countries under MIPs and for Regional Advisers' salaries and missions. Group training programmes continue to be financed out of the UPU Special Fund.

5 Table 1 (annex 1) shows the financial situation, on the eve of Congress, of the Union's own funds allocated to technical assistance activities bearing in mind the Union's commitments until 1995. The various headings in this table are commented on below.

A. *Budgetary resources*

6 The annual budget credit of 1 817 200 CHF is used to finance:

a the expenditure of multi-year integrated projects charged to the Union budget;

b the salaries and missions of the Regional Advisers ensuring increased UPU presence in the field under the terms of resolution C 21 of the 20th Universal Postal Congress;

c sundry expenses, such as the costs of printing certain documents, of telecommunications and of dispatching documents by EMS, and other petty expenses in connection with Regional Advisers' missions or multi-year integrated projects in preparation.

7 The above-mentioned table shows that expenditure on Regional Advisers, taking into account the amounts entered in the 1994 and 1995 budgets, represents roughly 48 percent[1] of the technical assistance budget credit. However, it is worth recalling that, because of budgetary constraints, the Regional Advisers in service were recruited on special conditions of employment which are less favourable than those of their colleagues in other United Nations organizations or at the UPU International Bureau. This situation is not tenable and in the long term could undermine the efficiency and quality of the service provided by this category of staff. To ensure that increased UPU presence in the field functions smoothly, other financial resources should be found in order to offer conditions of service comparable with those in force in the United Nations common system.

8 The budgetary resources allocated to operational activities and to measures in connection with increased presence in the field amount to 7 268 800 CHF for the period 1992 to 1995.

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[1] This percentage is slightly higher than that given in Congress – Doc 54, paragraph 56, which relates to the net expenditure for the first three years 1991–1993.

B. UPU Special Fund

9 According to the Regulations for the administrative and financial management of the Special Fund, the latter comprises two sections: section A with cash contributions and section B with contributions in kind. Table 1 refers to section A of the Fund only.

a Voluntary contributions in cash

10 Voluntary contributions to the Special Fund are pledged for several consecutive years and must not, in principle, be accompanied by any reservations as to their use. The number and volume of contributions are in decline. Annual contributions fall short of the 300 000 CHF counted on for allocation of the resources needed to fund multi-year integrated projects.

11 If this trend continues, the Special Fund could generate, for the five-year period 1996–2000 only, resources totalling roughly 1 million Swiss francs compared with 1.4 million for the previous five-year period (1991–1995), representing a 28.6 percent decrease.

b Special contribution from Switzerland

12 As already stated in Congress – Doc 49, the Special Fund received a once-only gift from the Government of the Swiss Confederation of 1 248 800 CHF. The investment of this gift, pending its use under multi-year integrated projects, produced some 100 000 CHF in extra receipts for the Special Fund, during the early years at least. As this gift is used up, these exceptional receipts in respect of the one-off contribution will also diminish.

c Tied contributions

13 Tied contributions earmarked by donors for specific actions or projects, in particular for comparatively costly multi-year integrated projects, totalled approximately 696 000 CHF. More and more donor countries seem to be interested in financing large, well-targeted projects. Moreover, thanks to the intervention of a Regional Adviser, one non-governmental organization provided support in this form for postal multi-year integrated projects. However, it would be risky to count on these tied contributions and estimate them for the coming five-year period because of their voluntary nature.

C. Commitments for 1994–1995

a Regional Advisers

14 The amounts given as commitments for 1994 and 1995 are those in the Union budgets for these years, as approved by the Executive Council. They correspond to foreseeable expenditure for the six Regional Advisers currently in service under the present conditions.

b Multi-year integrated projects (MIPs)

15 In 1991, on the basis of foreseeable resources for 1992–1995 and the programmes already approved by the Executive Council, it was decided to allocate 5 685 000 CHF for multi-year integrated projects in the years to come. Ceilings and conditions were fixed for each category of priority country.

16 For the 42 LDCs recognized by the United Nations (countries with top priority): 72 500 CHF. For the other 55 priority countries (second priority): 48 000 CHF. For the other developing countries, an MIP could only be negotiated and funded if the requesting administration paid a substantial share of its costs.

17 Since the allocation and fixing of ceilings for each category of priority country, the number of LDCs and Union member countries has increased. Several of these new member countries are also developing countries according to the UNDP's criteria. Thus, there are currently 47 LDCs and 67 (second) priority countries, ie 114 developing countries which are potential aid recipients under 1989 Washington Congress resolution C 6.

18 As the table in annex 1 shows, the funds available for multi-year integrated projects up to the end of the 1995 financial year total some 3 063 800 CHF under the UPU budget and roughly 1 561 400 CHF under the head of voluntary contributions to the UPU Special Fund, ie 4 625 200 CHF in all.

19 Consequently, unless the resources available are increased, it will be difficult to meet the new countries' requirements.

D. United Nations Development Programme (UNDP)

20 As Congress – Doc 49 points out, the Post's share in overall UNDP resources earmarked for development aid has declined over the period 1990–1994 compared with the previous period.

21 Despite the nominal progress recorded in the financial resources from one five-year period to the next, the requirements submitted to the UNDP in respect of postal projects are far from being met.

22 Of the 60 projects proposed as the result of the analysis and programming missions conducted by the Regional Advisers since 1991, only 11 are in the execution phase. The particularly lengthy negotiation process initiated for financing the other projects is delaying their start-up.

Part II

Action plan requirements for 1996–2000

A. Priority objectives

23 Congress – Doc 51 on the policy guidelines and action plan for 1996–2000 provides for four priority development objectives worldwide, namely:

a improve the international accounts system;

b improve operations and quality of service;

c identify markets and customer needs;

d strengthen and modernize structures and operational methods.

24 In order to achieve these objectives, which correspond to those of the UPU Strategic Plan, the developing countries should receive technical assistance from the international community and primarily from the Union.

25 Table 2 hereunder contains a recap of estimates for these requirements which total some 45.3 million Swiss francs for the period 1996–2000, should the Seoul Congress endorse the programmes and projects in the UPU Strategic Plan, which are re-stated in the above-mentioned Congress – Doc 51.

Table 2

UPU Strategic Plan – Priority objectives (1996–2000)

Estimated cost of projects relating to the four objectives	Amounts in thousands of CHF
a Improve the international accounts system	3 028
b Improve operations and quality of service	11 460
c Identify markets and customer needs	11 110
d Strengthen and modernize structures and operational methods	19 739
Total	45 337

B. Regional objectives

26 The action plan described in Congress – Doc 51 also provides for regional development objectives. The additional resources needed are estimated at 11 million Swiss francs.

C. Regional Advisers

27 Congress – Doc 54 dealing with increased UPU presence in the field with regard to technical assistance mentions the highly appreciated input of the Regional Advisers and the contributions expected from this category of staff in implementing UPU technical assistance objectives. Although that document proposes bringing their conditions of service into line with those of their colleagues in other United Nations organizations, present and future budgetary constraints do not appear to permit such an improvement in the Regional Advisers' conditions of employment, unless other financial resources are found.

28 Table 3 below summarizes the costs of the Regional Advisers on their present conditions of employment and the costs resulting from the creation of a new Regional Adviser post for Central and Eastern Europe (Congress – Doc 54, paragraphs 53 and 54) from 1996 on the same conditions.

Table 3

Expenditure on Regional Advisers' services (in thousands of CHF)

Item	1996	1997	1998	1999	2000	Total
a Existing posts						
Remuneration	725	762	800	840	882	4 009
Missions	475	522	549	576	605	2 727
Sundry	27	27	27	27	27	135
Total	1 227	1 311	1 376	1 443	1 514	6 871
b New post	210	209	228	240	252	1 139
Grand total	1 437	1 520	1 604	1 683	1 766	8 010

Part III

Funding

29 On the assumption that the Seoul Congress adopts the programmes and projects in the UPU Strategic Plan for 1996–2000, the following funding would have to be provided for:

	Amounts in CHF
Priority objectives (see table 2)	45 337 000
Regional Advisers (see table 3)	8 010 000
Total	53 347 000

30 Naturally, it seems difficult to implement all the projects identified in favour of the developing countries with just the UPU's own funds. Additional funding would have to be obtained, such as resources from the industrialized or wealthy countries, in order to co-finance some projects.

A. UNDP and other extra-budgetary sources

31 If it is acknowledged that the UPU's own resources should be used as a matter of priority for financing projects to be implemented under the UPU Strategic Plan, assistance from the UNDP and other partners would have to be sought for the national or regional programmes and projects.

32 As regards national projects, approaches by the Regional Advisers and by senior postal officials themselves to the appropriate authorities should make it possible to obtain the resources needed to implement these projects.

33 The projects identified under the regional objectives adopted at the level of each group of countries could be financed in the form of tripartite projects involving the UNDP, the UPU and the Restricted Unions concerned.

B. Union budget

34 To enable the postal administrations of the developing countries to implement the Strategic Plan objectives described in paragraph 25, the 21st Universal Postal Congress should release more financial resources.

35 In particular, the Union should be able:

i to focus the maximum amount of technical assistance financial resources on the operational activities provided for in the UPU Strategic Plan, for the benefit of the developing countries;

ii to adjust the annual allocation to maintain its 1989 purchasing power.

36 By resolution C 17, the Washington Congress offset the inflation recorded since the Hamburg Congress by increasing the budget credits allocated to technical assistance by 10 percent. Pursuant to that resolution, the annual credit was fixed at an invariable 1 817 200 CHF as from financial year1991. If the same percentage of increase had been followed as that provided for in the budget to maintain "zero growth", this amount should have been increased by 5 percent for 1991, by 5 percent over the preceding year for 1992, by 5 percent likewise for 1993 and by 4 percent for each of the years 1994 and 1995. The amount to be included in the 1995 budget would thus have had to be 2 289 672 CHF, ie 26 percent more than the present amount.

37 Moreover, since financial year 1991, expenses relating to increased UPU presence in the field have been charged to this credit, where they account on the average for 44.1 percent of total expenditure. Since 1991 they have increased by 17.34 percent, mainly due to increases in the United Nations scales for the daily subsistence allowance paid during the Regional Advisers' missions.

38 In order to restore the monetary value resulting from 1989 Washington Congress resolution C 7, the amount should be increased to 2 290 000 CHF in round figures, linked to the index taken into consideration in drawing up the 1996 draft budget. To maintain this purchasing power, it is proposed that the above amount be adjusted every year in accordance with the same rate of inflation as that taken into consideration for adjusting the Union's budget.

C. Contributions of the beneficiary countries

39 In addition to the UPU contribution to implementing the above-mentioned projects, the efforts of the developing countries themselves will also have to be counted on. In this connection, as suggested in CE 1994/C 9 – Doc 8/Annex 4 (Congress – Doc 51), these countries will be required to contribute between 25 and 50 percent of the cost of the priority projects initiated for their benefit by the UPU.

D. UPU Special Fund

40 To improve this Fund's resources, all administrations should contribute to it more. The practice of tied contributions should be encouraged to finance the projects stemming from the UPU Strategic Plan, for which additional assistance is sought.

Conclusion

41 Financial resources for promoting the integration of developing countries into an efficient universal postal network are important and require a special effort, both from the international community and from the requesting countries themselves.

42 Congress is asked to give a ruling on the level of the UPU contribution to financing the cost of the activities to be undertaken for the benefit of the postal administrations of the developing countries.

43 To this end, it is proposed that the amount reserved for technical assistance activities be adjusted to the movement of the cost-of-living index established by the International Civil Service Commission (ICSC) and be set at 2 290 000 CHF, linked to prices and cost of living in 1996.

44 Depending on their means, postal administrations receiving technical assistance will have to contribute 25 or 50 percent to the costs of projects initiated for their benefit.

45 All these components are the subject of the draft resolution (proposal 035) which Congress is called on to adopt, if it endorses the ideas in this draft.

Seoul, 23 August 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 55/Annex 1

Table 1

UPU's own funds allocated to technical assistance

Financial situation on the eve of Congress

Item	1992	1993	1994 (Estimates)	1995 (Estimates)	Total (Estimates)
I. Resources					
A. Available at 1 January 1992					
UPU Special Fund					
– Cash contributions	1 466 468				1 466 468
Total	1 466 468				1 466 468
B. Contributions					
1 Union budget	1 817 200	1 817 200	1 817 200	1 817 200	7 268 800
2 UPU Special Fund					
– Cash contributions	298 732	293 462	288 254	253 649	1 134 097
– Interest and sundry receipts	103 072	55 230			158 302
Total	2 219 004	2 165 892	2 105 454	2 070 849	8 561 199
I. Grand total, resources	3 685 472	2 165 892	2 105 454	2 070 849	10 027 667
II. Expenditure					
1 UPU budget					
A. Regional Advisers	853 512	816 883	900 000	945 000	3 515 395
B. 1992 programme	527 609				527 609
C. Multi-year integrated projects	391 570	974 853	871 200	826 200	3 063 823
D. Sundry (tel, printing, etc)	44 509	25 464	46 000	46 000	161 973
Total	1 817 200	1 817 200	1 817 200	1 817 200	7 268 800
2 UPU Special Fund (without tied contributions)					
A. Multi-year integrated projects	336 659	489 048	407 980	327 679	1 561 366
G. Group training	424 891	463 500	223 440	85 670	1 197 501
Total	761 550	952 548	631 420	413 349	2 758 867
II. Grand total, expenditure	2 578 750	2 769 748	2 448 620	2 230 549	10 027 667
Carried forward to the following financial period (I. – II.)	1 106 722	-603 856	-343 166	-159 700	0

Congress – Doc 56

Postal Development Action Group (PDAG)

Joint EC and CCPS report

I. Introduction

1 During the 1980s, the effects of new technologies, direct and indirect competition, privatization of public services, liberalization, separation of postal and telecommunications sectors in many countries, customer demands for better and more reliable service, and the migration of mail volumes from traditional products and services to new, "value added" products and services all combined to cause postal administrations to rethink their role in the communications market. These administrations recognized that in order to remain competitive, they had to modify their operational and financial strategies and begin acting along business-oriented lines.

2 This determination was manifested in the adoption of the Washington General Action Plan (WGAP) by the 1989 Universal Postal Congress. The WGAP defined the strategies by which postal administrations would address the issues listed above by ensuring customer satisfaction and better service. These strategies include better knowledge of the market, a more commercial approach to providing postal services, better quality of service, management independence, and optimal use of human resources.

A. Growth of the postal development concept

3 The WGAP emphasized that postal corporate goals had evolved from simply providing a service to the public while keeping costs fairly low, to providing this service in competition with other vendors. Customers would henceforward determine the success of postal products and services. Clearly, this level of corporate transformation also required a corresponding change in the methods used to evaluate and improve postal services. The existing method of improving individual functions within a postal administration needed to be supplemented with a strategy that focussed on upgrading the total management and operation of that administration. This concept, with its strong emphasis on corporate restructuring and financial management, came to be known as "postal development".

4 The scope of the change envisioned in the postal development strategy also called for resources and implementation procedures beyond those of existing technical assistance. One possible source identified for such funding was the international development banks including the World Bank, the Asian Development Bank, the African Development Bank, etc. Indeed, from as early as 1982, the International Bureau endeavoured to increase multilateral investor awareness of and interest in postal administrations. In addition, the postal administration of France sent two of its senior officials, at its own expense, for extended stays with the World Bank to increase interest in postal projects.

B. Postal Development Symposium

5 The need to achieve the goals of the WGAP and the growing interest in finding ways of marshalling outside resources to improve postal services led to the call for a postal development

symposium in 1991. During the 1989 Universal Postal Congress, the delegation of Cuba had suggested that special attention be paid to the situation of postal administrations of developing countries. Congress first proposed a study on the subject as part of the work programme for the Consultative Council for Postal Studies (CCPS). Subsequently, the Executive Council (EC) determined that this study, the drive to find resources to achieve the goals of the WGAP, and the increasing need to learn the methodology of multilateral investors should be considered at a joint symposium on postal development.

6 This symposium was held in Berne on 23 and 24 April 1991 and was attended by 64 postal delegations and seven Restricted Unions. The United Nations Development Programme (UNDP) was also represented.

7 The symposium was chaired by the head of the Cuban delegation. Ten other countries served as panellists for the symposium and the following issues were addressed in the discussions and in the papers submitted by various administrations:

a Problems raised by re-establishment and modernization of postal services.

b Marshalling human resources.

c Financial balance in postal corporations.

d Internal and international financial resources for postal development.

e Consideration of proposals for practical measures to be recommended to the bodies of the UPU and to postal administrations to foster postal development.

C. Results of the symposium

8 The discussion held during the symposium focussed the attention of the delegates on the steps necessary to stimulate postal development and to encourage participation in this effort by the multilateral investor community. These discussions also highlighted the measures to be taken to receive multilateral investor loans for postal projects, namely:

a approval of the project by the relevant government authorities;

b inclusion of the project in the national development plan;

c acceptance by the postal administration of any "preconditions" on the investment loan;

d demonstration by the postal administration of its capability to improve its financial situation and repay the investment loan within a specified time.

9 The results of the symposium were embodied in resolution CE 34/1991 (annex 1) and in a detailed Action Plan (annex 2). Complete documentation of the symposium was published in brochure No 191 of the Collection of Postal Studies distributed by the International Bureau to all Union member countries.

II. Implementation of the Postal Development Action Plan

A. PDAG activities – 1991

10 Resolution CE 34/1991 called for the establishment of an Action Group composed of postal administrations from developed and developing countries with responsibility for ensuring completion of the Postal Development Action Plan.

11 The first meeting of the Postal Development Action Group (PDAG) was held on 7 May 1991 and was attended by 10 postal administrations (Brazil, Cuba, Finland, France, Great Britain,

Sweden, Tanzania (United Rep), Thailand, United Arab Emirates, and United States of America) and the International Bureau of the UPU.

12 The PDAG chose the United States of America as its coordinating and reporting administration and approved a document setting out the role of the PDAG (annex 3). Areas identified for priority activities were:

- development of guidelines for conducting missions under the PDAG;
- identification and selection of consultants;
- selection of beneficiary countries;
- establishment of working methods for the PDAG.

13 It was determined that the PDAG would meet annually with the Chairman of the Executive Council serving as PDAG Chairman; the PDAG reports to the EC and CCPS on its progress.

14 A Planning Team made up of representatives of PDAG developed member countries was established, with responsibility for the planning and implementation of PDAG activities between meetings of the Action Group.

B. PDAG activities – 1992

15 During 1992, work was started on a "Procedural Model" for preparing pre-appraisal studies which could serve as the first step in applying for multilateral investor funding. The Procedural Model is primarily addressed to postal administrations and is designed to serve as a pre-appraisal guide for the complete restructuring of a postal administration. It contains information on the objectives of postal development, how to develop and promote postal development projects to government ministries and funding agencies, and a set of data forms to assist in gathering the information necessary to initiate such projects.

16 Contact was also made with numerous multilateral aid and investment organizations in order to encourage support for postal development projects. As in previous visits to such organizations, while officials were encouraging about the prospects for postal projects, they also pointed out that these could only be funded after approval by the relevant government ministry and subsequent inclusion in the country development plan. The meetings with the World Bank also revealed that one of that organization's primary directions for implementing country projects was the restructuring of the public service sector to ensure more efficient and effective service to customers. This direction was very much in harmony with the objectives of the WGAP.

17 Three important conclusions concerning PDAG activities were also established during the early part of 1992. First, that the choice of countries to participate in PDAG projects would be based on the expressed willingness of postal administrations in these countries to support and implement such projects. Next, it was determined that a joint approach should be made by the International Bureau and the PDAG Chairman to the UNDP to determine whether that agency would be willing to fund a certain number of PDAG missions. Finally, the role of the Regional Advisers in fostering postal development and their mode of interaction with the PDAG were defined.

18 The approach to the UNDP proved successful and funding was provided for PDAG pre-appraisal missions to 15 countries for 1992 and 1993.

19 During the 1992 EC it was reported that the PDAG activities in Tanzania (United Rep) had greatly assisted in making government authorities aware of the important role played by the postal sector and of the need for increased postal autonomy. This need was recognized by the government in a contract, to take effect in 1994, granting the Post management independence on the

basis of commercial principles. The initial postal restructuring would be financed through a World Bank investment.

C. *PDAG activities – 1993*

20 During the early part of 1993, the Procedural Model was finalized by postal officials from Finland and France and was adopted by the PDAG at its May meeting. Subsequently, the Model was sent by the International Bureau to all UPU member administrations with a view to ascertaining their interest in participating in a PDAG project. The document was also sent to the Restricted Unions.

21 In order to facilitate the completion of PDAG missions, a roster of PDAG consultants was established. The selection criteria for these consultants were that they be able to analyze the operation and postal services of the existing administration in a subject country, develop a restructuring plan that would optimize the financial and operational performance of that administration, and design a project proposal complete with projected costs for submission to government officials and potential investors. The consultants will use the Procedural Model as a guide in performing these activities.

22 On the basis of a proposal submitted to the EC, the PDAG was expanded to include the following countries: Benin, China (People's Rep), Germany and Japan.

23 At the two meetings of the PDAG, attention was paid to the various methods that could be undertaken to improve PDAG working methods and a proposal by Sweden for locating alternative funding sources. In addition, decisions were taken concerning means for enhancing the Regional Advisers' participation in PDAG activities. Specifically, it was agreed that the Regional Advisers should be involved in PDAG project initiation and follow-up, and that joint PDAG/ Regional Adviser missions should be considered. The Regional Advisers have already had the opportunity to approach regional development banks and other investor institutions.

24 During 1993, PDAG missions were carried out to Bolivia, Kenya, Kazakhstan, Kyrgyzstan, the Philippines, Ukraine and Zimbabwe. In the cases of the missions to Bolivia and Kyrgyzstan, the consultants joined the World Bank country project teams, which resulted in significant involvement by the Bank in postal development projects. It was observed that this greatly assisted the consultants not only in gaining access to the appropriate level of government officials, but also in ensuring that postal development goals were fully consistent with the national development goals being supported by investors. Thus it was determined that wherever practicable, PDAG missions would be coordinated with the country projects missions of World Bank and other investors.

25 At the end of 1993, of the eight PDAG missions funded for 1992, only one had not been completed (Belarus). Of the seven missions funded for 1993, only that for the Philippines was carried out. This was a result of the decision taken at the May meeting of the PDAG that, with the exception of missions to which the International Bureau was firmly committed, beneficiary countries would be selected on the basis of their responses to International Bureau circular letter No 4470(F)1480 of 5 July 1993 offering the services of the PDAG for postal development projects.

D. *Projected PDAG activities – 1994*

26 Toward the end of 1993, it was decided that the first task in 1994 would be to prepare a series of documents to supplement further implementation of the Action Plan. The first of these would be a promotional brochure designed to make governments and potential lenders aware of the role of the Post in the macroeconomic development of countries. The content of this brochure will be based on the results of consultants' missions relating to the Postal Sector Reform Study (see section III below). The second document will be a Congress Document summarizing the activities of

the PDAG up to the Seoul Congress. The third document is a proposal to Congress calling for the adoption of a PDAG Work Plan for 1995–1999 (see proposal 036).

III. World Bank Postal Sector Reform Study

27 The World Bank has determined that it needs more familiarity with the role of the postal sector in promoting national economic growth, the contribution which the sector can make to the development of other sectors such as basic transportation infrastructure and rural development, and the strategies and policies that have led to successful reform of postal structures and strategies in various countries.

28 Representatives of the World Bank approached the Chairman of the PDAG to determine the best way to proceed with this project, which they titled the Postal Sector Reform Study. It was subsequently decided that the World Bank and the Universal Postal Union should jointly conduct the study, and that it should commence with a World Bank review of the data available in the UPU annual postal statistics. It was also decided to merge certain portions of these data with the World Bank's macroeconomic data bases.

29 The next phase of the study would be to describe the major economic and structural issues confronting today's postal administrations and to identify some of the strategies used by various administrations to successfully address these challenges. This activity would be supplemented by in-depth case studies to analyze successful postal restructuring and reform policies and strategies. In the final phase of the study, these individual studies will be synthesized into a series of successful postal development models and reform strategies based on the World Bank's development guidelines.

30 The World Bank is interested in creating a basic platform to initiate dialogue between the Bank and postal administrations for financing reform and restructuring programmes. To accomplish this, the final version of the study will be published as a World Bank discussion paper and will be used as the basis for presentations at World Bank regional conferences and at the proposed 1995 Postal Development Symposium. By disseminating this information in this manner, the World Bank will increase interest in postal projects both within the multilateral investor community and among the appropriate level of governmental authorities.

31 It is anticipated that the Postal Sector Reform Study itself will be completed by mid–1994.

IV. Conclusion

32 Congress is invited to take note of this document, to make such comments as it sees fit, and to adopt the draft resolution (proposal 036) concerning the PDAG work plan for 1995–1999.

Berne, 24 March 1994

For the Executive Council:

T E LEAVEY

Chairman

For the Consultative Council for Postal Studies:

B P BOUTENKO

Chairman

Congress – Doc 56/Annex 1

Resolution CE 34/1991

Enhancing the effectiveness of aid and increasing resources for modernizing the postal services of developing countries

The Executive Council,

Considering
the results of the Symposium on Postal Development held at Berne on 23 and 24 April 1991,

Having noted
that efforts have been made by the UPU and the international community, in particular the UNDP and bilateral assistance, with a view to improving the postal services of the developing countries,

Noting
that in view of the nature and magnitude of existing needs, the available resources are still inadequate and that wider-ranging action must be undertaken to obtain greater resources,

Considering
that the postal administrations of the developing countries must first of all use their own means, on the one hand, to step up the means available and, on the other, to seek out all other potential internal and external resources with a view to the comprehensive and harmonious development of postal activities,

Adopts

the attached Action Plan which, as a supplement to the Washington General Action Plan (WGAP), proposes a set of initiatives for implementing the objectives of that Plan for the benefit of the postal administrations of the developing countries,

Exhorts

the postal administrations concerned to take as soon as possible the specific measures suggested in the Action Plan and to seek to finance their development:

- first of all by using their own resources, including:
  - i self-financing by internal resources;
  - ii obtaining compensation and loans from the Government;
- and by using other available sources of funding, particularly loans from national, regional and international financial institutions, including the development banks,

Decides

to set up an Action Group composed of developed and developing member countries of the Union with responsibility for ensuring the implementation of the Action Plan and for taking appropriate measures to assist postal administrations in implementing the resultant activities,

Instructs

the International Bureau to provide active support to the Action Group and to postal administrations in implementing the Action Plan, and to report regularly to the Executive Council on the results obtained, within the framework of technical cooperation.

(1991 EC Documents: CE 1991 – Doc 15/Rev 1; PV 2)

Congress – Doc 56/Annex 2

Action plan for implementing the resolution on enhancing the effectiveness of aid and increasing resources for modernizing the postal services of developing countries

I. Introduction

1 Despite the efforts made by the developing countries and by the international community, the postal services of the countries concerned are not making progress. In some cases there is even a decline in the quality of services, leading to a decline in traffic. The postal administrations and corporations of the member countries of the Universal Postal Union that took part in the Postal Development Symposium held at Berne on 23 and 24 April 1991 considered this problem in depth and adopted the Action Plan described below, whose implementation they recommend to all the developing countries. This Action Plan, which supplements the Washington General Action Plan (WGAP), proposes a series of measures and appropriate solutions with a view to the recovery of the postal services of the countries concerned.

2 In so far as the needs and problems of postal administrations or corporations vary from country to country, they can use the Action Plan for drawing up their own recovery and modernization programmes in accordance with their respective needs, capabilities and spheres of competence.

3 It should however be recalled that the need to strengthen all the links of the worldwide chain represented by the postal network dictates that countries should endeavour to establish structures and infrastructures that will ensure a fast and reliable flow of traffic.

4 Apart from the technical aspects connected with the conveyance and delivery of mail, the Posts of the developing countries must deal with a series of organizational problems as well as problems connected with the search for financial balance, the solution of which involves a reorganization of management.

5 In order to achieve the desired rehabilitation, the developing countries must implement specific actions. However, although responsibility for their development falls to these countries themselves, adequate aid is still essential, as well as the application of international policies that foster the expansion of postal exchanges through the "feedback" effects of more efficacious aid.

II. Objectives

6 This Action Plan is designed to help the postal administrations and corporations of UPU member countries formulate their own action plans with a view to increasing the resources required for modernizing their services. It therefore aims to enable them to:

- take concrete administrative, financial and operational measures designed to rehabilitate and develop their postal services on a lasting basis;
- seek and obtain internal resources for financing the modernization of their services;
- negotiate with all financing agencies, including the development banks, to obtain from them the funds required for implementing postal projects, subject to guaranteeing the necessary credibility;

– adopt measures permitting optimum utilization of bilateral and multilateral technical assistance.

III. Proposal for specific actions

7 The recovery and modernization of the services dictates that specific measures be taken in each of the following areas.

III.1 Restructuring and management independence of the services

8 It is now accepted by postal professionals that the Post's current status of government department is no longer in tune with the realities of the present competitive market. Changes in status, structures and management methods are therefore essential to enable the Post to adapt to the present competitive situation. The postal administrations of the developing countries should approach the relevant government authorities in order to obtain a general policy declaration that takes account of all the Post's fundamental problems in their structural, organizational, functional and financial aspects. In view of 1989 Washington Congress resolution C 91 in which an appeal was made to Governments to give the Post a legal status, the International Bureau will have to undertake the necessary persuasion measures in support of postal administrations' approaches. The following specific actions must be taken:

– Adoption of a status giving the Post greater autonomy of management;

– Selection of appropriate structures and conclusion of a programme contract with the Government;

– Introduction and development of up-to-date management methods and techniques.

III.2 Strengthening of the world network

9 While the Posts form a single network and chain of operation at world level, the quality of services is not the exclusive purview of any one of them because of the division of responsibilities. Consequently, in their exchanges the most efficient Posts depend on the service quality level of the weakest link in the chain.

10 Because of the competitive environment that prevails in international exchanges, the postal services have the obligation to assign responsibility to all the links of the chain, taking pains to reduce considerably, if not to eliminate, the malfunctioning that translates into poor-quality services and tarnishes the image of the system as a whole.

11 The administrations of developing countries whose services are still defective must take the following measures as a matter of priority:

– improve the organization of sorting, transmission and delivery activities;

– ensure greater security and regularity in the handling of mail;

– set quality standards and implement a traffic monitoring system;

– conclude quality contracts with partner administrations so as to guarantee application of the standards set;

– conclude management contracts with partner administrations for the joint operation of certain specific services such as EMS.

III.3 Postal development plans

12 The reason why the postal administrations or corporations of some developing countries suffer from gaps in many of their activity sectors is mainly a lack of planning. The mission is often poorly defined, the objectives of various activity sectors are never fixed or are unclear and there is no control over the running or the operation of the services. Moreover, specific financial targets are often lacking. To remedy this situation, the postal administrations or corporations should have plans that will guide them in implementing the activities and that are based on clearly defined policies and objectives. Moreover, the postal plan should reflect the objectives of the national plan. In this connection the following measures must be taken:

- Preparation, execution and monitoring of a long-term plan (master plan) including an investment plan;
- Preparation, execution and monitoring of short-term and medium-term development plans within the framework of the master plan.

III.4 Marshalling human resources in the service of development

13 For many postal administrations and corporations of developing countries, human resource management is still an obstacle to development because it is unsuited to quantitative and qualitative requirements. Recruitment, employment conditions, training, etc, still obey rules that are not in keeping with the current role of the Post. Staff, whose numbers are often excessive, are not offered sufficiently attractive incentives or career prospects. To remedy this irrational situation, it is important that the following measures be taken:

- in the strategic sphere:
  - give preference to the recruitment of staff trained in modern management methods, (accounting, marketing, etc);
  - tailor training to actual needs;
- in the organizational sphere:
  - create a unit specializing in human resource management;
- in the management sphere:
  - introduce a job management system;
  - improve the administrative personnel management system;
  - empower the corporation to recruit and dismiss staff;
  - create a human resource management system that provides motivation as well as strengthening the corporate spirit and professional relations;
  - initiate regular human resource evaluation activities.

III.5 Seeking financial balance and increasing internal resources

14 In most of the developing countries the Post does not often have the freedom to design and implement a balance-oriented financial policy owing to governmental constraints. Moreover, the absence of cost control, a "social" tariffs policy, and deficient accounting and financial management aggravate an already precarious situation. As a result, the Post remains in a situation of structural deficits. It is important that the administrations of the developing countries adopt the following techniques:

- control costs and revenues by means of reliable accounting techniques and reliable financial management;
- adapt tariffs to costs and cost prices;

- ensure a better return on investments;
- set up a marketing department that is capable of determining what the customers really want;
- recruit sales staff who are able to promote products and services vis-à-vis the customers;
- promote traditional products;
- create new products, in particular value-added products (urgent items, EMS, parcels, electronic mail, etc);
- improve productivity by reducing unit costs;
- set up a working capital fund;
- redeploy and, if necessary, reduce staff strength.

III.6 Financing postal development

III.6.1 Internal resources and technical assistance

15 If the ideal postal corporation must ensure its own development through internal resources, the improvement and modernization of the services cannot be achieved without recourse to investments. Internal postal resources may be derived from revenues, including those received from other postal administrations, subsidies, concessions or franchise offices, local borrowing or the issuing of bonds.

16 In the majority of developing countries, postal investment projects are rarely implemented owing, firstly, to the non-existence or inadequacy of resources available for self-financing, and secondly to the lack of interest on the part of lenders of funds. The developing countries must, as a matter of priority, seek funding for their development through:

- implementation of the recovery measures advocated in this Action Plan;
- recourse, as a supplementary measure, to multilateral and bilateral assistance, with better coordination of the two forms of assistance.

III.6.2 Increasing external funding

17 For the often indispensable recourse to international and regional institutions that provide investment funding in the form of loans, a number of preconditions must be put in place by the postal corporation requiring it. Specifically, the latter must:

- demonstrate the return on the postal investment;
- ensure Government guarantees for the investment in question;
- satisfy the conditions for the granting of the desired loan;
- arrange for the project in question to be implemented within the required time frame.

18 Satisfaction of all these conditions presupposes the carrying out of pre-appraisal and appraisal studies and the conducting of negotiations covering, among other things, the basic agreement, implementation of the project and drawing up of the project timetable, the funding of the project and the loan repayment terms.

IV. Implementation of the Action Plan

19 This Action Plan should be implemented by postal administrations and corporations as quickly as possible and in any case no later than 31 December 1992 in so far as the actions mentioned under points III.2 and III.3 are concerned and no later than 31 December 1993 for points III.4 and III.5. The time limits for conducting the studies and developing other proposals for submission with a view to obtaining funding for investment projects in the form of loans (cf point III.6) are left to the choice of the contracting parties.

20 To assist administrations with implementation of the Plan, the action group established will advise the countries concerned and will provide technical support in addition to that provided by the International Bureau in connection with technical assistance.

V. Role of the International Bureau

21 The International Bureau, through the intermediary of the Regional Advisers, is responsible for advising and assisting the postal administrations and corporations concerned in developing proposals for submission and in seeking funding for postal investment projects.

Congress – Doc 56/Annex 3

Symposium on postal development

Role of the "Development Action Group" whose creation was recommended by the Symposium on Postal Development

1 The draft resolutions and Action Plan approved by the Symposium on Postal Development provide that the International Bureau and an Action Group composed of Union member countries will ensure the implementation of the Action Plan adopted by the Symposium.

2 It should be pointed out that *the essential role of the Action Group will be to provide advice and guidance to the postal administrations concerned by the Action Plan.* Basically, therefore, the task will involve information and training with regard to the management and development of postal administrations or corporations and to making them profitable.

3 Postal administrations or corporations that so wish will be able to approach the members of the Action Group for their views and comments, in particular about their statutory reform or investment projects, funding sources, and possibilities and conditions for obtaining loans from certain money lenders. Requests for advice should be made through the International Bureau of the UPU.

4 The member countries of the Action Group could also take, individually or collectively and in so far as they are able, specific action in the following areas:

- providing the services of experts and consultants to help countries restructure their services with a view to the conversion of administrations into corporations;
- providing the services of experts and consultants to draw up model projects in accordance with the criteria of the funding organizations;
- arranging meetings with senior officials of banking organizations, in particular bank governors, and/or of other financial institutions;
- advising and assisting countries in their negotiations with banking organizations and other financial institutions, in particular when projects are being submitted;
- advising countries, if need be, on the implementation of projects financed by banking organizations with a view to return on investment and repayment of the capital borrowed;
- coordinating all the Action Plan implementation activities with the International Bureau, which would be responsible for reporting thereon to the Executive Council within the framework of technical cooperation activities;
- supplying administrations at their request with documentation on the conversion of management structures and the legal status of the Post.

All the actions listed above are supplementary to the technical assistance activities in the area concerned (action by the Regional Advisers and the consultants).

Berne, 13 May 1991

Congress – Doc 56/Add 1

Follow-up of implementation of the Action Plan adopted on conclusion of the Postal Development Symposium

Secretary-General's report

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I. Introduction

1 On the basis of a suggestion by the delegation of Cuba at the 20th Universal Postal Congress held in Washington in 1989, the bodies of the Union – Executive Council and Consultative Council for Postal Studies – conceived the idea of holding a symposium on the situation of the postal services in the developing countries and on the steps that could be taken with a view to improving those services.

2 The postal development symposium, held at Berne in April 1991, gave rise to an action plan that was adopted by the Executive Council and supplements the Washington General Action Plan (WGAP) (cf resolution CE 34/1991).

3 The Action Plan is aimed at helping the postal administrations of developing countries to rehabilitate their services, and covers in particular the assistance the UPU should provide to enable its member countries to formulate their own plans with a view to increasing the resources needed for modernizing the postal sector.

II. Implementation of the Action Plan

4 Pursuant to the above-mentioned resolution, the Action Plan was to be implemented as quickly as possible by the postal administrations concerned, but in two stages: no later than the end of December 1992 as regards strengthening the world network and drawing up the postal development plans, and no later than the end of 1993 as regards marshalling human resources in the service of development, seeking financial balance and increasing internal resources.

5 The Action Plan was distributed to the postal administrations and Restricted Unions with a view to the countries concerned implementing it in accordance with the timetable drawn up. The International Bureau's action was followed up by a survey in the form of a questionnaire aimed at taking stock of the position with regard to the two deadlines set for implementing the Action Plan objectives.

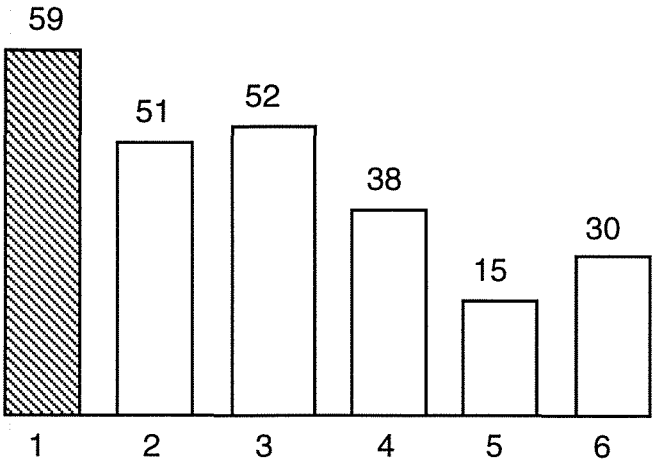
6 At the time of writing, 59 administrations have responded to the questionnaire. They account for only 36 percent of the 166 developing countries and territories.

7 Analysis of the replies provides information about the degree of implementation of the Action Plan, certain difficulties encountered by the countries and the aid requested to enable them to overcome these difficulties.

III. Analysis of replies to the questionnaire on implementation of the Action Plan objectives

A. Strengthening of the world network

8 Sixty-three percent of the administrations that answered the questionnaire reported that they had taken steps to strengthen the various components of the world network. The following chart shows the measures taken:



1 Total number of replies.
2 Improve the organization of sorting, transmission and delivery activities.
3 Ensure greater security and regularity in the handling of mail.
4 Set quality standards and implement a traffic monitoring system.
5 Conclude quality contracts with partner administrations so as to guarantee application of the standards set.
6 Conclude management contracts with partner administrations for the joint operation of certain specific services such as EMS.

9 The above chart shows that a large number of administrations have taken steps to improve the organization of sorting, transmission and delivery activities (86 percent) and to ensure greater security and regularity in the handling of mail (88 percent), whereas in so far as the conclusion of quality contracts is concerned, few of them have chosen partners with a view to guaranteeing application of the standards set (only 25 percent).

10 The other actions connected with strengthening the world network which were covered by the survey and which, to judge by the replies, aroused administrations' keen interest were:

- set quality standards and implement a traffic monitoring system (38 administrations, or 64 percent); and
- conclude management contracts (30 administrations, or 51 percent).

11 Twenty-five of the administrations that said they had not yet taken such measures indicated that they planned to do so in 1994–1995.

12 Eleven of these administrations wish to receive technical assistance to help them carry out one or more of the activities called for by the Action Plan.

B. Postal development plans

13 Sixty-eight percent of the administrations that answered the questionnaire stated that they had development plans, viz:

a long-term plan (master plan including an investment plan): 37 administrations;

b short-term and medium-term development plans within the framework of the master plan: 43 administrations.

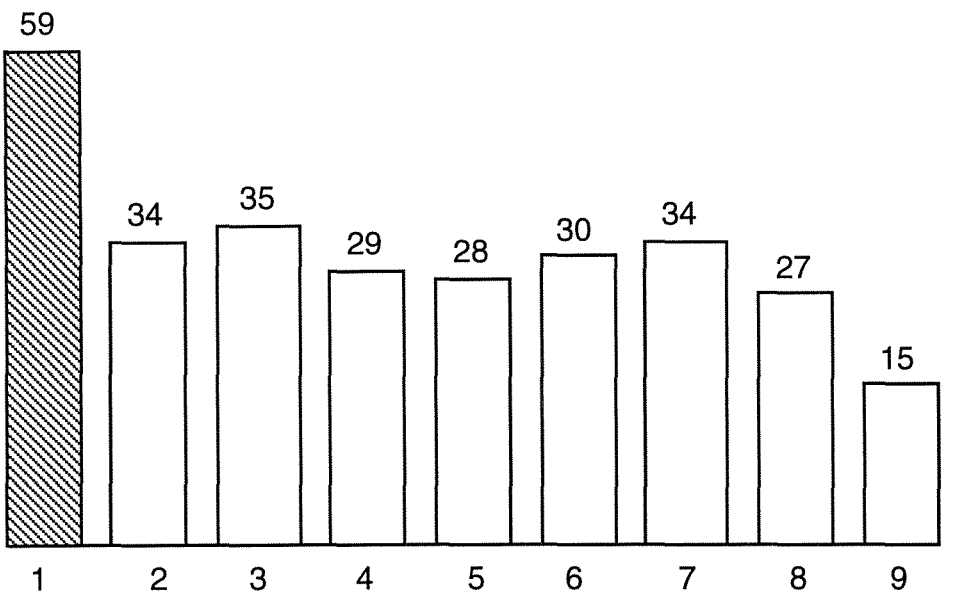
14 In the case of 40 administrations, these plans reflect the objectives of the national development plan.

15 For 27 administrations, execution and monitoring of the postal development plans are proceeding normally, but this is not the case for 17 administrations which cite the economic and political situation and lack of qualified staff as causes of the difficulties encountered.

16 Twenty-three administrations said they needed assistance in preparing the postal development plans (master plan and/or short-term and medium-term plans).

C. Marshalling human resources in the service of development

17 The following chart shows the measures taken by administrations to achieve good management and better marshalling of human resources:



1 Total number of replies.
2 Recruit staff trained in modern management methods (accounting, marketing, etc).
3 Tailor training to actual needs.
4 Create a unit specializing in human resource management.
5 Introduce a job management system.
6 Improve the administrative personnel management system.
7 Empower the corporation to recruit and dismiss staff.
8 Introduce a human resource management system that provides motivation, and strengthen the corporate spirit.
9 Initiate human resource evaluation activities.

18 As regards marshalling human resources in the service of development, seven of the eight measures suggested have been implemented by between 46 and 59 percent of the administrations that answered the questionnaire. The lowest percentage relates to the initiation of human resource evaluation activities (15 administrations, or 25 percent).

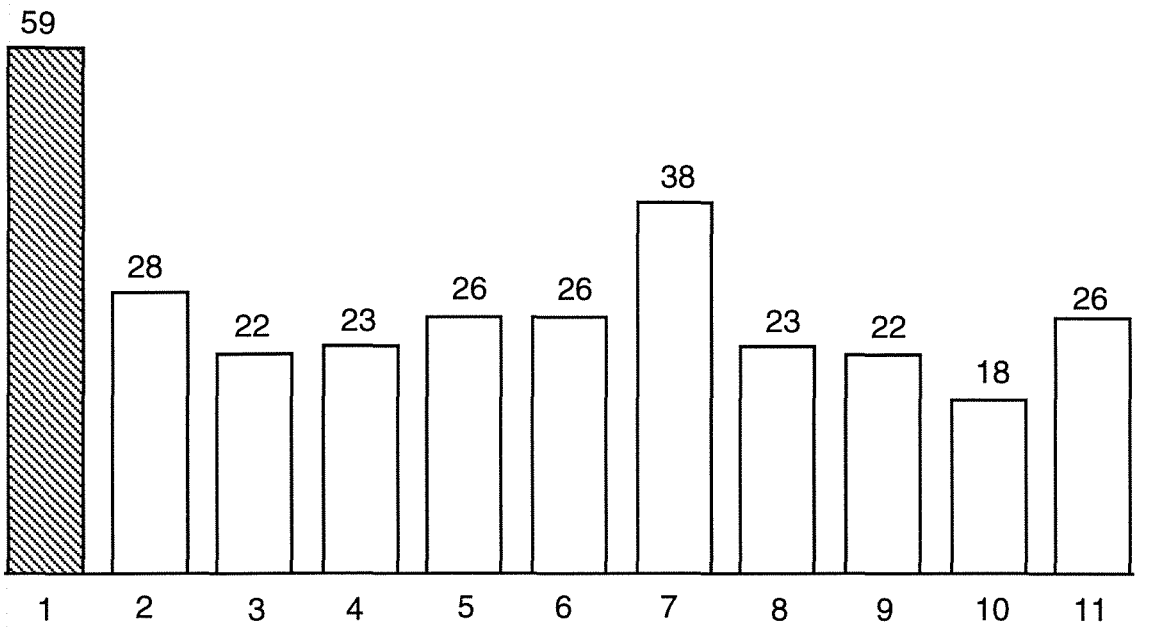
19 Although 51 percent of the administrations overall have not yet taken such measures, 26 of them plan to do so in 1994–1995.

20 Nineteen administrations wish to receive technical assistance in carrying out one or more of the activities.

D. Seeking financial balance and increasing internal resources

21 Achieving a financial balance and increasing internal resources are among the most important objectives for ensuring the financial health of postal administrations.

22 The following chart gives an overview of the countries' situation in this regard:



1 Total number of replies.
2 Control costs and revenues by means of reliable accounting techniques and reliable financial management.
3 Adapt tariffs to costs and cost prices.
4 Ensure a better return on investments.
5 Set up a marketing department capable of determining what customers really want.
6 Recruit sales staff able to promote products and services vis-à-vis the customers.
7 Promote traditional products.
8 Create new products, in particular value-added products (urgent items, EMS, parcels, electronic mail, etc).
9 Improve productivity by reducing unit costs.
10 Set up a working capital fund.
11 Redeploy and, if necessary, reduce staff strength.

23 Forty-three percent of the administrations are adopting the techniques suggested with a view to designing and implementing a balance-oriented financial policy.

24 Eight of the ten recommended techniques have been adopted by between 37 and 47 percent of the administrations. The promotion of traditional products elicited a high degree of interest (64 percent of the replies), while the lowest degree of interest was for setting up a working capital fund (18 administrations, or 30 percent).

25 Thirty of the administrations that replied in the negative said they would be able to adopt the recommended techniques by a date between 1994 and 1998.

26 Eighteen of these administrations wish to receive assistance in carrying out one or more of the activities.

IV. Conclusion

27 It must be pointed out that only a very small number of administrations responded to the follow-up questionnaire on implementing the Action Plan.

28 Analysis of the replies to the questionnaire shows, however, that more than half of the administrations that participated in the survey have taken appropriate measures to achieve two of the Action Plan's objectives, viz:

- strengthening of the world network (63 percent);
- preparation and implementation of postal development plans (68 percent).

For the other two objectives, the results are as follows:

- marshalling human resources in the service of development (49 percent);
- seeking financial balance and increasing internal resources (43 percent).

29 While, overall, the degree of implementation of the "Postal development plans" objective is the highest (68 percent), it is noted that 22 administrations wish to receive technical assistance in preparing such development plans. As regards the other three Action Plan objectives, the number of requests for aid for each of the activities is between 2 and 13.

30 The International Bureau will take account of the needs expressed within the framework of its technical assistance programme.

31 In the immediate future, the UPU Regional Advisers will follow up implementation of the Action Plan objectives in conjunction with their monitoring of implementation of the WGAP and of the actions taken or envisaged by the International Bureau, the EC and the CCPS in the areas under consideration. Such monitoring in the field will provide a clearer picture of the action taken by administrations towards achieving the Plan's objectives.

32 Congress is requested to take note of this document and to comment as it sees fit.

Berne, 13 April 1994

A C BOTTO DE BARROS

Secretary-General

Congress – Doc 57

Calculation of transit charge scales

Executive Council report

I. Introduction

1 By its resolution C 56, the 1989 Washington Congress instructed the EC:

- to recalculate for each Congress, at a date as close as possible to the latter and according to the method approved by the previous Congress, the transit charge scales fixed at article 72 of the Convention;
- to continue the study for improving the methodology used, with a view to ensuring equitable remuneration for administrations which conduct transit operations;
- to submit, if necessary, on the occasion of each Congress scales that take account of the adjustments to be made to the calculation system resulting from the aforementioned study and, where applicable, the corresponding proposals for amendment of the Acts.

2 The 1990 EC assigned this study to the International Bureau.

II. Work done by the International Bureau

3 To carry out the work requested, the International Bureau decided to proceed as follows:

- updating the survey of transit countries carried out during the preceding five-year period;
- continuing the research already undertaken to improve the methodology in effect;
- finalizing the questionnaire for collecting the data needed to calculate the new scales;
- preparing new computer procedures, the previous work having been accomplished in part on the Philips mini-computer, the use of which was to end in the first quarter of 1993;
- calculating the scales to be submitted to the Seoul Congress according to the methodology in effect for the Washington Congress or a new method resulting from the permanent "transit charge" study if it ensured even fairer remuneration for administrations.

4 The results obtained from the various programmed activities were the following:

a Updating the survey of transit countries

5 This preliminary operation, essential for following up the work, was difficult to carry out and took a fairly long time. Nevertheless, the procedure adopted did have a number of advantages, namely:

- the designation by each postal administration conducting transit operations of an official, a specialist in the field, intended to act as liaison with the International Bureau for providing information on request and promptly resolving possible technical problems;

- consultation of the administrations about whether or not they had taken part in calculating the scales submitted at Washington;
- the dispatch of successive and increasingly detailed questionnaires in order to facilitate responses from the countries not concerned and to have the desired information promptly returned;
- personal reminders sent direct to the transit correspondent where he was known.

6 All these measures, which led to a voluminous exchange of correspondence for the International Bureau[1], made it possible to know only by February 1992 and not with complete certainty which were the administrations of transit.[2] On the basis of the information received when data were collected for calculating the scales intended for the Seoul Congress, 74 administrations are currently regarded by the International Bureau as administrations of transit (see list in annex 1).

b Continuing the methodological research in order to improve the representativeness of the scales

i Problem of bias from the non-systematic participation of all transit countries in calculating the scales

7 Confronted for the past several Congresses with a decrease in the number of replies taken into account for calculating the scales, the International Bureau was anxious to determine whether the absence of replies from some administrations could cause a significant bias in the scales calculated.

8 To confirm or refute this hypothesis, the International Bureau simulated calculation of the Washington scales and added to the data from the countries that had allowed their preparation those from countries which the survey revealed did conduct transit operations.

- Of course, the information taken into account was not always that which should have been, owing to the lack of replies to some International Bureau questionnaires. Although the number of routes and their length were known with certainty, the weights carried were often estimates made by the countries. If information about the carriage price was not available, the International Bureau replaced it with the median price of the geographical zone to which the transit country concerned belonged or the median price provided by a country considered comparable.
- The scales calculated from this new data base showed that the Washington scales were overestimated by 14 percent (median value for all steps) in the case of land transit and by 17 percent (median value for all steps) in the case of sea transit. Of course, these two rates of 14 and 17 percent depend on the data used. New estimates and new criteria, such as choosing the average rather than the median would certainly give a different result.

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[1] The following exchanges of correspondence took place: Nos 3390(B)1695 of 13 August 1990 (survey of 36 administrations); 3390(B)1696 of 13 August 1990 (survey of 133 administrations); 3390(B)1888 of 9 October 1990 (survey of 101 administrations – Reminder); 3390(B)1889 of 9 October 1990 (survey of 12 administrations – Reminder); 3390(B)2015 of 27 November 1990 (survey of 50 administrations – Request for additional information from transit correspondents); 3390(B)2047 of 14 December 1990 (survey of 65 administrations – Reminder); 3390(B)2417 of 16 July 1991 (survey of 36 administrations); 3390(B)2821 of 25 November 1991 (survey of 25 administrations); after the 1991 EC, individual requests sent to 22 administrations.

[2] In CE 1992/C 5 – Doc 3a, the International Bureau named the 13 administrations that it had, after consulting mail circulation experts, automatically classified as countries which did not conduct transit operations, since no reply had been made to its various requests.

9 Be that as it may, this would tend to show that the participation of all transit countries in calculating the scales would result in a lowering of these scales in relation to those adopted at Washington.

10 Also recently, in early January 1994, the importance of the countries' participation was illustrated in exemplary fashion. At that time, the late replies of two administrations containing the data of more than 100 routes reached the International Bureau. As a result, the latter saw no alternative but to go back over all its calculations, since the scales had already been published in CE 1994/C 5 – Doc 3a. A revision of that document was therefore prepared for the 1994 EC. Comparison of the scales obtained after integration of the new data with those calculated without the latter is represented graphically in annex 2. It is noted that the absence of these two countries, which transit large quantities of mail over short distances for relatively high prices, lowers the scales substantially, particularly over long distances (see annex 2, attachments 1 and 2, example 2).

11 The International Bureau thus concluded from the elements already cited that the mathematical method used for the calculations carried out was satisfactory and resulted in scales that were representative of the diverse situations encountered. However, it was all the more dependent on the replies provided since the countries that did not participate were those that transited large quantities of mail. In October 1993 the International Bureau's work was evaluated by two statistics and data analysis specialists from the French administration. The methodology adopted and the conclusions reached by the International Bureau were found to be valid.

ii Problem of correcting faulty data

12 During the work to calculate the scales, the International Bureau had to correct, to the best of its ability, the errors contained in numerous replies. In this regard, it is worth noting that:

- errors relating to conveyance costs can be detected through comparisons and data sorts which enable the files used to be audited fairly easily;
- the same is not true of the postal cost values depending essentially on labour costs, which show, between countries or for one and the same country and from one Congress to the next, differences that are hard to explain.

13 To facilitate checking of the data (most of the consultations resulted in reply times ranging from two days to one month, or even in no replies at all within the time period), it would be desirable to have more time available for calculating the scales. Up to now, calculation of the scales has been done in year t–1 preceding Congress in order that the carriage prices taken into account should reflect the actual situation as faithfully as possible. Now that the International Bureau uses prices expressed in SDR, this consideration becomes secondary.

iii New step system for scales

14 For the scales to take into account as far as possible the diversity of the world's existing transit routes, the International Bureau conducted an analysis of the route lengths given in the Survey of Transit Countries (land transit: 176 routes from 3 to 11 895 km; sea transit: 422 routes from 10 to 14 022 nautical miles). The route length structure led the International Bureau to modify the distance steps. Each scale is now calculated in accordance with a distance-step system that is specific to it.

c Finalizing the questionnaire for collecting the data

15 The International Bureau, in this field, kept the work procedure it had adopted for the first time during work preceding the Washington Congress. Based on the principle that transit charges were a matter for specialists, administrations were consulted on a preliminary draft questionnaire prior to submission of the draft to the EC. This preliminary draft was distributed to all

member countries, and not just to administrations of transit, under cover of circular letter No 3390(B)1092 of 10 February 1993. It was requested that the questionnaire be considered by the services that would be responsible for replying to it during the data collection so that, in addition to checking the questionnaire, they could prepare to supply the data that would be requested the following year.

16 As of 23 April 1993, the following 32 administrations had replied: Australia, Belgium, Brazil, Chile, Czech Rep, Denmark, Ecuador, Ethiopia, Hong Kong, Hungary (Rep), Indonesia, Israel, Italy, Jordan, Luxembourg, Malaysia, Monaco, Oman, Paraguay, Peru, Portugal, Sao Tome and Principe, Saudi Arabia, Singapore, Slovakia, Swaziland, Sweden, Switzerland, Syrian Arab Rep, Turkey, Ukraine, United States of America.

17 The International Bureau took account of the relevant comments that were made and of the apparent difficulty in understanding some points of the questionnaire. Changes were made to take account of what had been learned in this way. Moreover, out of concern for making the administrations' work as easy as possible in this delicate field, it was decided that an important change would be made to the layout. The draft questionnaire submitted to Committee 5 of the Executive Council in 1993 took account of this. It also allowed updating of the data from the "Survey of Transit Countries" prepared by the International Bureau since it mentioned the countries involved in the data collection. In the event of error, each country therefore had a chance to state its views. The 1993 EC approved this new procedure and did not introduce any changes to the draft prepared by the International Bureau. The final questionnaire was distributed under cover of circular letter No 3390(B)1506 of 21 July 1993.

d Preparing new computer procedures

18 The development of computer hardware since the Rio de Janeiro Congress (1979) led to calculation of the scales being processed entirely on microcomputer. The Washington data were used for test purposes to check the reliability of the new calculation procedures.

e Calculation of the scales

19 The calculation method used remains the one developed by the Technical Committee on Transit; a not too technical description of this method appears in annex 3.

20 The data[1] used for the various calculations are as follows:

Conveyance costs

21 The International Bureau received replies from 33 administrations (236 routes – 19 731 845 kg) that conduct land transit operations, and from 23 administrations (506 routes – 11 292 373 kg) that conduct sea transit operations.

22 The data furnished by the above administrations made it possible to calculate the coefficients of the weighted world average carriage price curve.

23 The values obtained are the following:

- Land transit: a = 0.371 568 556 b = – 0.291 428 125
- Sea transit: a = 1.656 462 652 b = – 0.787 734 965

[1] To maintain the confidentiality of the data sent, details of the replies received by the International Bureau have not been reproduced in this Congress – Doc.

Postal costs

24 For the land transit calculation, the International Bureau used data from 30 administrations that transited 21 986 115 kg of mails in 1993. The postal costs for 1000 kg of mail ranged from 46 to 830 SDR. The median was 200 SDR and the simple average 239 SDR. The weighted world arithmetic average used in the series of calculations was 215 SDR. It represented an increase of 96 percent compared with that used in the Washington calculations. Out of the 19 administrations for which comparison with the Washington figures was possible, 14 had given higher values (from three to ten times higher for six of them).

III. Study results submitted to the 1994 EC

26 The International Bureau submitted to the 1994 EC drafts of the new scales for land and sea transit which appear in annexes 4 and 5, after providing additional information at a presentation[1] on the representativeness of the scales as a function of administrations' participation, and on the reasons for the increases observed in relation to the scales adopted at Washington.

27 Again with regard to the observed increase in the scale rates, and in view of the importance of comparing projected and actual scales, it is worth pointing out that such a comparison must be considered only from a purely mathematical point of view. Indeed, the data structure used for Washington and that used for Seoul explain the differences largely of themselves. To understand this, it will suffice to refer to annex 6, which shows the movement of data taken into account for calculating land transit.[2] The main points can be summarized thus:

- for the conveyance costs, 33 percent of the administrations whose values were taken into account for the Seoul Congress did not provide data for the Washington Congress;
- for the postal costs, barely 57 percent of the administrations whose values were used in the Seoul Congress calculation had participated in the Washington calculations;
- the drop in the number of routes processed (–12 percent) and the big drop in the weights processed (–54 percent) in fact conceal a data structure that is very different from the one Congress to the other.

28 The International Bureau then indicated that it was essential to reduce the difficulties linked to the insufficient number of replies.[3] Indeed, in many areas postal administrations are trying to achieve reality in costing and "truth" in pricing. Why not in the area of transit scales as well? Otherwise, as long as administrations' participation in calculating the scales remains low, the value of the scales will be skewed. To illustrate the current situation for establishing transit scales, one might say that for the last several Congresses the International Bureau has been in the same situation as a company that sets the prices of its products on the basis of accounting information provided by only half of its units.

29 The International Bureau finally said that action allowing a more thorough check of the data transmitted would improve the representativeness of the scales.

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[1] Taking up to a large extent the considerations given in paragraphs 7 to 13 of this Congress – Doc.

[2] The situation noted for sea transit is fairly similar to that of land transit.

[3] It is worth recalling that, at the time of the survey, 74 administrations said that they conducted transit operations, while only 34 supplied data for calculating the scales submitted to the Seoul Congress (see annex 1).

30 The simplest way to achieve the goals set would be to make it possible to calculate the scales, not at a point in time as near as possible to Congress (currently year t–1), but during the last part of year t–2 before Congress.

IV. Decisions of the 1994 EC

31 After noting the work accomplished and the explanations provided, the EC decided to submit to the Seoul Congress the land and sea transit charge scales that had been presented to it.

32 The EC also adopted a draft recommendation relating to revision of the scales and the permanent study of transit charges, which gives greater flexibility for setting the date for collecting the data for calculating future scales in order to allow consideration of the greatest possible number of replies and better processing of the data.

V. Conclusions

33 In view of the foregoing, the EC recommends to Congress:

- adoption of the scales calculated according to the traditional method with the new distance-step system appearing in annexes 4 and 5 and which are the subject of proposal 20. 46.1;
- approval of the draft recommendation that is the subject of proposal 25. RE 0.2 instructing the EC:
  - to recalculate for each Congress, according to the method approved by the previous Congress, the transit charge scales fixed at article 46 of the Convention;
  - to continue the study for improving the methodology used, with a view to ensuring equitable remuneration for administrations which conduct transit operations;
  - to submit, if necessary, on the occasion of each Congress scales that take account of the adjustments to be made to the calculation system resulting from the aforementioned study and, where applicable, the corresponding proposals for amendment of the Acts.

Berne, 13 May 1994

For the Executive Council:

T LEAVEY

Chairman

Congress – Doc 57/Annex 1

List of countries that conduct transit operations

List of administrations of transit[1]

(Updated in January 1994)

1	**Argentina**
2	**Australia**
3	Austria
4	**Belgium**
5	Benin
6	Botswana
7	**Bulgaria (Rep)**
8	Cameroon
9	**Chile**
10	China (People's Rep)
11	Congo (Rep)
12	Costa Rica
13	**Côte d'Ivoire (Rep)**
14	Czech Rep
15	**Denmark**
16	Egypt
17	Fiji
18	**Finland**
19	**France**
20	**Germany**
21	**Great Britain**
22	**– Hong Kong**
23	Greece
24	Guyana
25	Hungary (Rep)
26	**India**
27	**Iran (Islamic Rep)**
28	**Italy**
29	**Japan**
30	Kenya
31	**Latvia**
32	**Madagascar**
33	Mauritania
34	Mauritius
35	Mexico
36	Morocco
37	Mozambique
38	Nauru
39	Netherlands
40	New Zealand
41	Nigeria
42	**Pakistan**
43	**Panama (Rep)**
44	Peru
45	**Poland (Rep)**
46	**Portugal**
47	**– Macao**
48	**Romania**
49	**Russian Federation**
50	Saint Christopher and Nevis
51	Senegal
52	**Sierra Leone**
53	**Singapore**
54	**Slovakia**
55	**Spain**
56	Suriname
57	**Sweden**
58	**Switzerland**
59	**Syrian Arab Rep**
60	**Tanzania (United Rep)**
61	Thailand
62	Trinidad and Tobago
63	Turkey
64	Tuvalu
65	Uganda
66	**Ukraine**
67	**United States of America**
68	Venezuela
69	Viet Nam
70	Western Samoa
71	Yugoslavia
72	Zaire
73	Zambia
74	Zimbabwe

[1] The data that were used for calculating the scales submitted to Congress are from only the 35 countries highlighted **in bold**.

Congress – Doc 57/Annex 2

Graphic illustration of the influence that the absence of replies from administrations has on the value of the scales (including a comparison with those adopted at the Washington Congress):

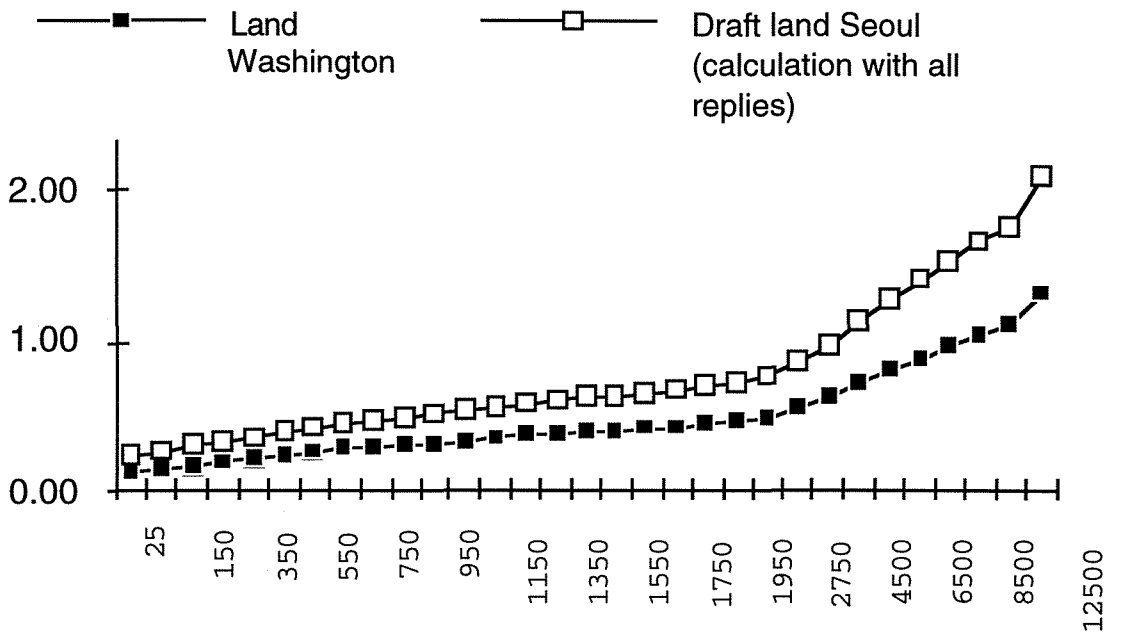
- *Scale submitted to the Seoul Congress calculated with all the replies received (example 1)*
- *Scale that would have been submitted to the Seoul Congress had the International Bureau not received additional replies in early January (example 2)*
  - Land transit (see attachment 1)
  - Sea transit (see attachment 2).

Congress – Doc 57/Annex 2/Attachment 1

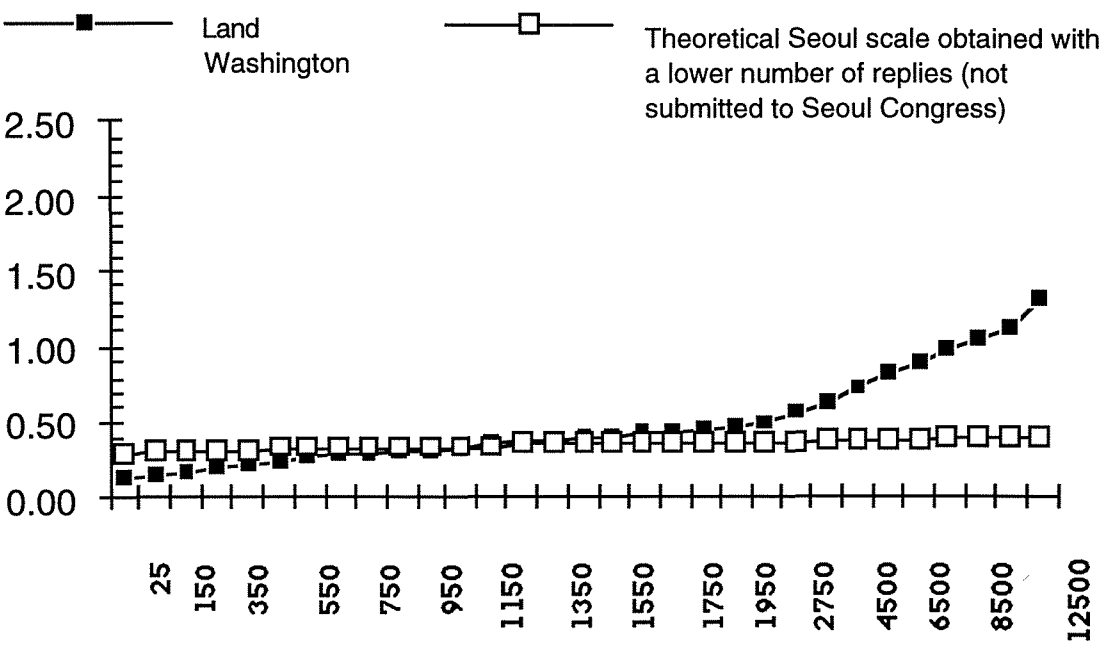
LAND TRANSIT

(Reference: Congress – Doc 57, paragraph 10)

Example 1



Example 2

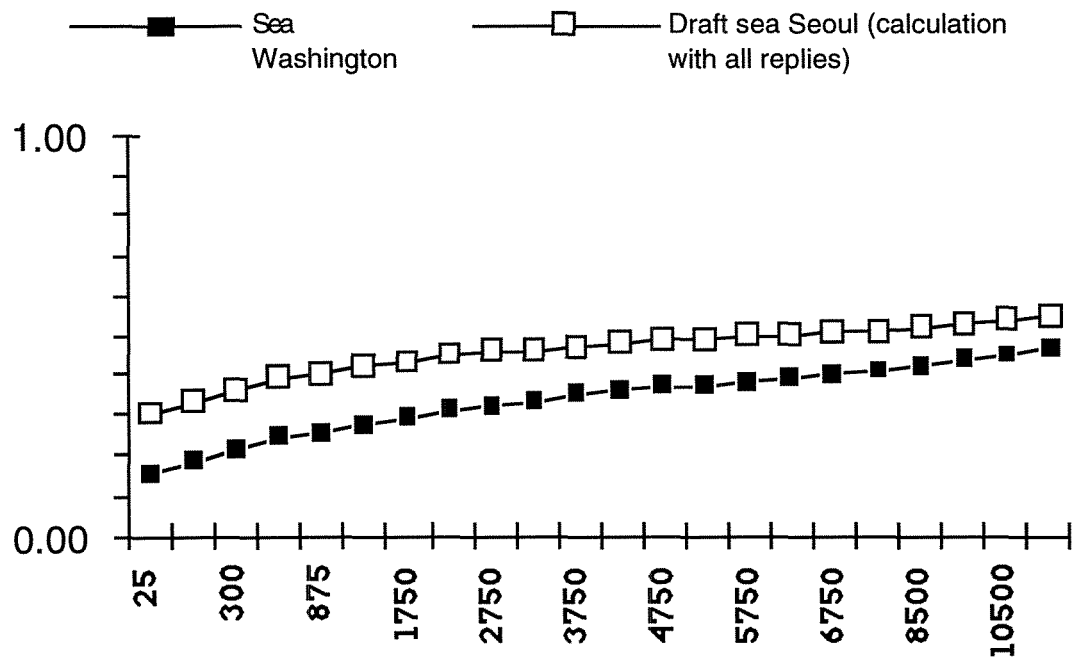


Congress – Doc 57/Annex 2/Attachment 2

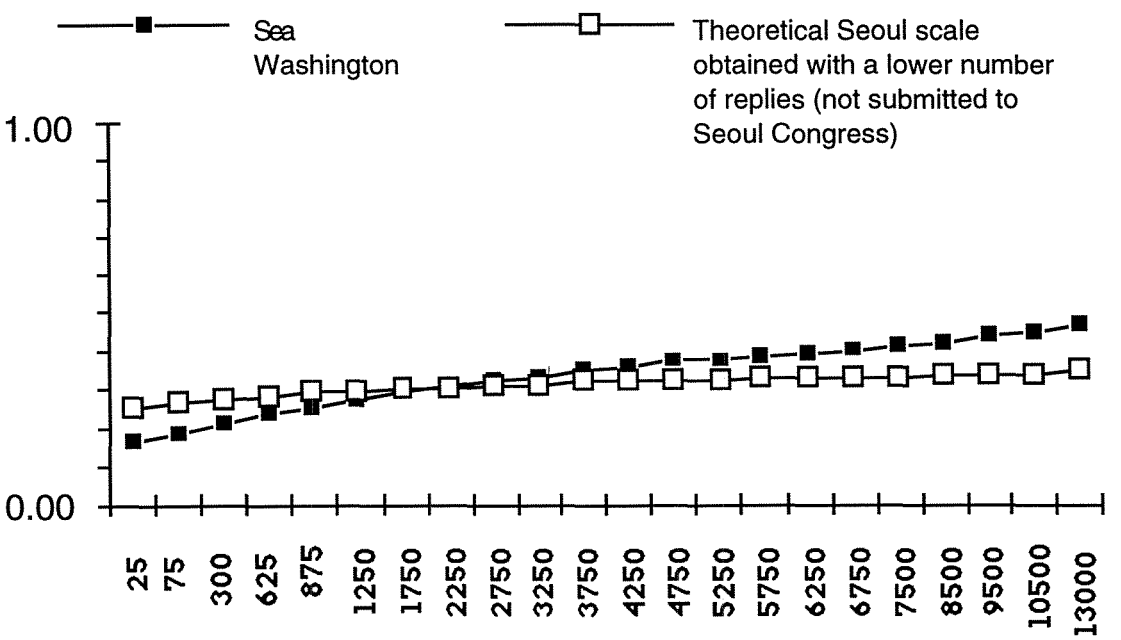
SEA TRANSIT

(Reference: Congress – Doc 57, paragraph 10)

Example 1



Example 2



Congress – Doc 57/Annex 3

Reminder of the calculation method developed by the Technical Committee on Transit

The rate of each step of the transit charge scales consists of two components: "conveyance costs" and "postal costs".

The "conveyance costs" component is determined on the basis of the weighted world average – calculated mathematically – of the transport prices actually paid, by applying to the median length of each step of the scales the weighted world average price per tonne-kilometre or per tonne-nautical mile, as the case may be, corresponding to that median length (for more details on the calculation system, see the example given in annex 1 of Congress – Doc 9 of the 1984 Hamburg Congress).

The data furnished by the 36 administrations whose replies were selected for calculating the draft land transit and sea transit scales are given in attachments 1 and 2 to this annex.

The "postal costs" component is calculated on the basis of the weighted world arithmetic average of the postal costs incurred by administrations in effecting purely postal operations for transit mail.

Congress – Doc 57/Annex 4

Draft transit charge scales (land routes) to be submitted to the next Congress

Route Median distance	Washington Cost per kg gross in SDR	Seoul Cost per kg gross in SDR	Variation %
25 km	0.13	0.24	85
75 km	0.15	0.27	80
150 km	0.17	0.30	76
250 km	0.20	0.33	65
350 km	0.22	0.36	64
450 km	0.24	0.39	63
550 km	0.26	0.42	62
650 km	0.28	0.45	61
750 km	0.29	0.47	62
850 km	0.31	0.50	61
950 km	0.32	0.52	63
1 050 km	0.34	0.54	59
1 150 km	0.35	0.56	60
1 250 km	0.37	0.58	57
1 350 km	0.38	0.60	58
1 450 km	0.39	0.62	59
1 550 km	0.41	0.64	56
1 650 km	0.42	0.66	57
1 750 km	0.43	0.68	58
1 850 km	0.44	0.70	59
1 950 km	0.46	0.72	57
2 250 km	0.49	0.77	57
2 750 km	0.55	0.86	56
3 500 km	0.62	0.98	58
4 500 km	0.72	1.13	57
5 500 km	0.81	1.27	57
6 500 km	0.89	1.40	57
7 500 km	0.97	1.53	58
8 500 km	1.05	1.65	57
9 500 km	1.12	1.76	57
12 500 km	1.32	2.10	59

Congress – Doc 57/Annex 5

Draft transit charge scales (sea routes) to be submitted to the next Congress

Route Median distance	Washington Cost per kg gross in SDR	Seoul Cost per kg gross in SDR	Variation %
25 n.m.	0.16	0.30	88
75 n.m.	0.18	0.33	83
300 n.m.	0.21	0.36	71
625 n.m.	0.24	0.39	63
875 n.m.	0.25	0.40	60
1 250 n.m.	0.27	0.42	56
1 750 n.m.	0.29	0.43	48
2 250 n.m.	0.31	0.45	45
2 750 n.m.	0.32	0.46	44
3 250 n.m.	0.33	0.46	39
3 750 n.m.	0.35	0.47	34
4 250 n.m.	0.36	0.48	33
4 750 n.m.	0.37	0.49	32
5 250 n.m.	0.37	0.49	32
5 750 n.m.	0.38	0.50	32
6 250 n.m.	0.39	0.50	28
6 750 n.m.	0.40	0.51	27
7 500 n.m.	0.41	0.51	24
8 500 n.m.	0.42	0.52	24
9 500 n.m.	0.44	0.53	20
10 500 n.m.	0.45	0.54	20
13 000 n.m.	0.47	0.55	17

n.m. = nautical mile

Congress – Doc 57/Annex 6

I. Information on participation in calculations of the scales since the Washington Congress

a For calculating the conveyance costs

Whereas 66 administrations stated that they provide land transit, only 33 administrations supplied data for the Washington scale and for that of Seoul. Moreover, only 22 participated in the two scale calculations. The table below gives details of the replies recorded by the International Bureau.

Administrations that answered the data collection for Washington in 1988	**Land transit administrations according to IB/UPU survey 1991–1993**	**Administrations that answered the data collection for Seoul in 1993**
Argentina	Argentina	Argentina
	Austria	
Belgium	Belgium	Belgium
	Benin	
Botswana	Botswana	
Bulgaria (Rep)	Bulgaria (Rep)	Bulgaria (Rep)
	Cameroon	
Chile	Chile	Chile
China (People's Rep)	China (People's Rep)	
	Congo (People's Rep)	
	Costa Rica	
	Côte d'Ivoire (Rep)	Côte d'Ivoire (Rep)
	Cuba	
Czechoslovakia	Czech and Slovak Fed Rep	
Denmark	Denmark	Denmark
Egypt	Egypt	Egypt
	Fiji	
	Finland	Finland
France	France	France
Germany, Fed Rep of	Germany	Germany
Great Britain	Great Britain	Great Britain
Hong Kong	Great Britain: Hong Kong	Hong Kong
	Greece	
	Hungary (Rep)	
	India	India
	Iran (Islamic Rep)	Iran (Islamic Rep)
Italy	Italy	Italy
Japan	Japan	Japan
	Kenya	
		Latvia
Luxembourg		
	Mauritania	
	Mexico	
	Morocco	
	Mozambique	
	Nauru	
Netherlands	Netherlands	
	New Zealand	
	Nigeria	
	Pakistan	
Panama (Rep)	Panama (Rep)	Panama (Rep)

Administrations that answered the data collection for Washington in 1988	**Land transit administrations according to IB/UPU survey 1991–1993**	**Administrations that answered the data collection for Seoul in 1993**
	Peru	
Poland (Rep)	Poland (Rep)	Poland (Rep)
	Portugal	Portugal
Portugal: Macao	Portugal: Macao	Macao
	Romania	Romania
	Russian Federation	Russian Federation
Senegal	Senegal	
	Sierra Leone	Sierra Leone
Singapore	Singapore	Singapore
		Slovakia
Spain	Spain	Spain
	Suriname	
Sweden	Sweden	Sweden
Switzerland	Switzerland	Switzerland
Syrian Arab Rep	Syrian Arab Rep	Syrian Arab Rep
Tanzania (United Rep)	Tanzania (United Rep)	Tanzania (United Rep)
Thailand	Thailand	
	Turkey	
	Tuvalu	
	Ukraine	Ukraine
Uganda	Uganda	
USSR		
United States of America	United States of America	United States of America
Venezuela	Venezuela	
	Viet Nam	
	Western Samoa	
	Yugoslavia	
	Zaire	
	Zambia	
Zimbabwe	Zimbabwe	
33 administrations	66 administrations	33 administrations

In fact, only the following 22 administrations provided information for calculating the scales for both Washington and Seoul:

Argentina, Belgium, Bulgaria (Rep), Chile, Denmark, Egypt, France, Germany, Great Britain: Hong Kong, Italy, Japan, Panama (Rep), Poland (Rep), Portugal: Macao, Singapore, Spain, Sweden, Switzerland, Syrian Arab Rep, Tanzania (United Rep), United States of America.

b For calculating the postal costs

Owing to the lack of data from some administrations, the postal costs were calculated with still fewer participating administrations than for the conveyance costs. It may be noted that for the Washington Congress 28 administrations were taken into account instead of 33, and for the Seoul Congress 30 administrations instead of 31. It will be noted in this connection that only 18 administrations participated in calculating the postal costs for both of these Congresses.

II. Statistical information on the evolution of land transit

Currency unit: SDR	Data Washington in 1988	Survey IB/UPU 1991–1993	Data Seoul in 1993	Variation Seoul/ Washington (%)
Data used for the routes				
No of administrations	33	66	33	
No of routes	202	351	236	+ 17%
Total weight	35 922 531	61 121 250[1]	19 731 845	– 45%
Average distance	1197	1783	1299	9%
Median distance	682	744	820	20%
Average weight	178 719	174 135	83 610	– 53%
Median weight	35 051	20 723	10 280	– 71%
Average price t-km SDR	0.40	0.29[1]	0.54	+ 35%
Median price t-km SDR	0.39	0.21[1]	0.42	+ 8%
Data used for the postal costs				
No of administrations	28		30	+ 7%
Total weight	32 835 604		21 986 115	– 33%
Postal costs per 1000 kg in SDR:				
average value:	116		239	106%
median value:	101		200	100%
Weighted average in SDR	110		215	95%

[1] IB/UPU estimate based on Washington data.

Congress – Doc 58

Mailing letter-post items abroad

Report of the Executive Council

I. Introduction

1 In decision C 88, the Washington Congress instructed the Executive Council to continue its study on the question of remailing.

2 In decision CE 13/1990, the Executive Council assigned conduct of this study to the postal administration of Italy.

3 After consultations with member countries conducted by the reporting country, the Executive Council, at its 1992 session, adopted the following principles:

- remailing is a problem to which a solution must be sought essentially at the economic level;
- consequently, measures to deal with the issue of remailing in its various forms must aim at protecting postal administrations against unfair losses and all types of abuse;
- article 26 of the Universal Postal Convention is considered to be the most appropriate regulatory framework for dealing with remailing issues;
- it is necessary to specify more precisely the cases in which it is admissible and legitimate to resort to the measures provided in article 26.

4 At its 1994 session, the Executive Council approved the draft proposal prepared by Committee 5 and submitted to the 21st Congress as number 20. 26.2.

II. The Executive Council's proposal

5 The text of paragraph 1 relates to ABA[1] remailing and authorizes an administration to refuse to handle the resulting correspondence. The changes proposed in this paragraph are indicated below:

- the word "accept" is added to "forward or deliver". The new wording is in line with that of paragraph 4 of the article;
- the word "résident" replaces "domiciliés" (French text only). As the concept of residence relates to a territorial criterion, it seems preferable since it allows much wider application of the article, particularly in the case of the various branches of a multinational company;
- the term "lower charges" is replaced by "more favourable rate conditions", which refers to a broader concept than simply the level of charges;
- the second part of the last sentence is deleted since it is clearly contradictory to the principle of the revision of article 26 according to a fundamentally economic approach.

[1] Mail originating in country A, posted in country B for delivery in country A.

6 Paragraph 2 establishes that the option mentioned in paragraph 1 applies not only to correspondence conveyed physically over frontiers but also to correspondence produced (according to a prototype or an electronic message) in a foreign country. Two amendments are proposed in this paragraph:

- the term "habité" is replaced by "de résidence" (French text only). The reasons for this are explained in paragraph 5 of this document;
- the term "letter-post items" is used to align this text on that of paragraphs 1 and 4 of the article.

7 Paragraph 3 sets out the measures which administrations may apply for ABA remailing. The proposed amendments introduce some important new elements:

- clarification that the administration of delivery is the one concerned;
- use of the word "tarifs" (rates) instead of "taxes" (in the French text) to be more in keeping with an economic-style approach;
- the establishment of a sort of hierarchy among the various measures, giving priority to the one designed to re-establish economic balance through application of internal rates;
- the possibility of claiming payment of the internal rates not only from the sender but also from the administration of posting, since the latter collected the postage which ought to have been received by the postal administration of the country of origin;
- the right of a postal administration of delivery to return the mail to the administration of posting if the payment of the internal rates is not made within the established time limit, while having the right to be reimbursed for its return costs. In fact, the increasing tendency to relinquish traditional means of transport for surface conveyance (ship, rail) for more efficient but more expensive systems (aircraft, road transport) may entail considerable expenditure, especially if traffic volume is high.

8 Paragraph 4 deals with ABC[1] remailing. The proposed amendments to this paragraph are indicated below:

- replacement of "sont domiciliés" by "résidents" (French text only). The reasons are explained in paragraph 5 of this document;
- it is specified (as it is in paragraph 3 of the article) that the administrations concerned are the administrations of delivery. This is not purely a drafting amendment as it means that the administration of posting does not have the right to apply the measures provided in paragraph 4;
- addition of the phrase "without receiving appropriate remuneration". This is intended to make clear the reason justifying recourse to the measures set out in this paragraph, while eliminating the seemingly arbitrary nature of the present wording;
- introduction of the principle that postal administrations have the right to receive payment commensurate with the expense incurred in handling this mail;
- introduction of the possibility for the administrations concerned to claim payment of the amount involved from the administration of posting, with which, in all cases, the main legal relationship lies. This facility increases the probability of the items being delivered, by avoiding recourse to more restrictive measures which might be prejudicial to users' interests;
- right of the administration of delivery (as in paragraph 3 of the article) to return the mail to the administration of posting if the payment of the sum requested is not made within the established time limit, while retaining the right to be reimbursed for the return costs;

[1] Mail originating in country A, posted in country B for delivery in country C.

– abolition of the possibility of returning mail to senders without reimbursement of charges in the interests of consistency with the rest of the text.

III. Article 26 and the terminal dues system

9 The abuse of some of the provisions of the terminal dues system approved at the Washington Congress has been one of the factors which have permitted the development of remailing, with enormous losses for the postal administrations.

10 In order to prevent such abuses from recurring after the Seoul Congress, the Executive Council has taken care to bring the proposal concerning article 26 into line with the principles of the terminal dues system submitted to the 21st Congress. Hence, the provisions of article 26 do not duplicate the rules on terminal dues, particularly those relating to bulk mail. They are motivated by the same desire to guarantee the administration of delivery fair remuneration for the work done and the costs incurred.

IV. Conclusion

11 Congress is invited to:

– take note of this document;

– approve proposal 20.26.2.

Berne, 22 June 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 59

Rationalizing UPU forms

Executive Council report

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I. Introduction

A. Purpose of the presentation

1 Although the study on "Rationalizing UPU forms" carried out by the Executive Council from 1989 to 1994 does not raise any general problems absolutely requiring the attention of Congress but deals only with the technical aspects of the revision of the forms which came under EC responsibility, in the end, the work done in this connection culminated in proposals for amending the Acts (General Regulations and Convention) and must therefore be considered by Congress on those specific aspects.

2 In addition, the study touched on several aspects connected not only with changing the lay-out of the forms themselves but also the revision of general principles, their application and their recasting to adapt them to new technologies. The study, which culminated in producing UPU forms and based itself on the results of other EC and CCPS work, also wound up defining certain guidelines which might have to be developed further in other work of future Union bodies. It was

therefore considered useful for Congress to take cognizance of the results of the study which may contribute to rationalizing and harmonizing future Union work in this field.

B. Origin of the study

3 In decision C 84, supplemented by decision C 83, the 1989 Washington Congress assigned to the Executive Council:

i study of proposals 4903.1 (AV 3), 4903.2 (AV 3bis), 4907.1/Rev 1, 4617.1, 4624.1, and 4625.1 (AV 7);

ii study of proposal 2564.2 relating to the transfer of mails, arising from proposal 4907.1/Rev 1;

iii a general study on rationalizing UPU forms aimed at:

- reducing their number;
- simplifying them;
- adapting them to new technologies.

4 The 1990 EC noted that the mission assigned to it by the above decisions should be extended to cover general rationalization of UPU forms.

5 The 1991 EC assigned this study to Working Party WP 4/1 consisting of the following countries: Brazil, China (People's Rep), Great Britain, Hungary (Rep), Indonesia, Korea (Rep), Morocco, Sweden (reporting country), Tunisia as well as France and the Netherlands (observers, members of the CCPS but not of the EC) and the PUASP. Canada, Japan and Pakistan joined the work of the Working Party later and a number of EC member countries attended some of the WP 4/1 meetings.

II. Progress of the study

6 During the initial phase of the study, in order to gather various points of view and to benefit from the experience acquired by Union postal administrations, the International Bureau, by means of circular letter No 3370(B)1997 of 20 November 1990, conducted an inquiry among EC and CCPS member countries, the results of which led to the conclusion that:

- the printing of existing forms was not a problem and more than half of the responding administrations said that they could have more complex forms printed in their country (such as forms containing bar codes or self-adhesive forms in manifold sets);
- forms could already be processed by computer, not only in most of the industrialized countries, but also in a fair number of developing countries;
- more than half of the administrations would be capable in the near future of reading the bar codes of other administrations providing they complied with recommendation CCEP 1/1988/Rev 1990;
- forms should be easy for customers to use and should facilitate postal operations;
- forms C 2/CP 3, C 8, C 9 and CP 2 were those most frequently considered too complicated either for customers or for postal staff.

7 The 1991 Executive Council defined the principles of the study:

- conduct of the work in accordance with the objectives set out in decision C 84 and in the following order of priority:

  a simplification of the layout and use of the forms;

b reduction of the number of forms;

c adapting the forms to new office technology;

- study in two main stages, first, laying down a list of general principles governing the preparation of forms for postal use and customers' use and, second, examining each form drawn up on the basis of those principles;
- need to coordinate the study with other EC and CCPS work (ETSG, CCPS WP 714, 731 and 751, ISO–UPU CC and Joint ISO–UPU WP on Addressing, CCC–UPU CC, IATA–UPU CC, studies on "Structure of the Acts" and "Terminal Dues");
- EMS forms and forms relating to the Financial Agreements would be excluded from the field covered by the study;
- as general rationalization of the forms could result in amendments to the Acts, the work was to be conducted in such a way that the models of the forms and the proposals stemming from the work could be submitted to the 1994 EC.

8 From 1991 to 1994, the Working Party met seven times. Thus, the main stages of the study can be summarized as follows:

i Preparation in the WP and adoption by the Executive Council of:

- the list of ISO standards applicable to the new forms;
- the general principles governing the design of forms for postal use and the relevant specifications, prepared by Sweden (decision CE 13/1992), designed to serve as the normative base for preparing models of the new forms;
- specifications for forms for customers' use.

ii Preparation of the draft new models of UPU forms;

iii Consultation of Union member countries on the new layout of the forms;

iv Finalization of new models;

v Requesting opinions from the ETSG, PSAG, IATA–UPU Contact Committee, CCC–UPU Contact Committee, EC Committee 7, in their area of responsibility;

vi Submission of the final versions of the new forms to the EC for approval.

9 Two consultations (circular letter No 3370(B)1056 of 21 January 1993, to which 74 countries replied, and circular letter No 3370(B)1520 of 3 August 1993, to which 110 countries replied) enabled postal administrations to examine the new models of the forms and revealed that most Union member countries favoured the acceptance of the new models of forms designed by WP 4/1. Pertinent remarks and suggestions made by administrations were adopted in the final versions of the forms approved by the Executive Council in 1993 and 1994.

10 It should be noted that, throughout its work, the Working Party coordinated closely with EC and CCPS WPs. As a result, evaluation of the results of the work of the ETSG, the studies on the "Structure of the Acts", of CCPS study 751 "International accounting – Modernization of billing systems and settlement of accounts", and of CCPS study 731.2 "Labelling of mails" culminated in substantive amendments to the layout of forms C 12, C 28, C 28bis, VD 3, AV 8, and AV 8bis, to the abolition of form C 29 and to the merging of forms C 12bis and AV 3bis, C 12ter and AV 5bis, C 18 S and AV 7 S, C 26 and CP 19, and C 31 and CP 22.

III. Special aspects covered by the study

A. Renumbering of UPU forms

11 The effect of the abolition of certain provisions of the Convention (1989 Washington), of proposals on merging or abolishing certain forms and EC work on recasting the Acts led the EC to approve renumbering the forms in principle. It was decided that the renumbering would be done in the final stage of the project when the new text of the recast Acts had been adopted by Congress (proposal 20. 0.13).

B. Model of the combined form CP 2–C 2/CP 3

12 The Working Party carried out the work on merging forms CP 2 and C 2/CP 3 bearing in mind, amongst other things, the origin of the question stemming from the ongoing CCC–UPU Contact Committee study on simplifying the posting of parcels for abroad. On the basis of an initial analysis made by Canada, Sweden prepared the model combined form CP 2–C 2/CP 3 which was accepted by the EC and then submitted to the CCC–UPU Contact Committee for comment. This combined form, adopted by the CCC–UPU Contact Committee at its October 1993 meeting after finalization in line with that Committee's observations, was approved in its final form by the EC (proposal 39. 0.1). It should be mentioned that a number of postal administrations had tested models of the combined form thereby facilitating the Working Party's task.

13 As the new combined form CP 2–C 2/CP 3 was designed exclusively for the parcel-post service, it was decided to continue use of the old C 2/CP 3 "Customs declaration" form in the letter-post service, with a layout adapted to the specifications for new forms approved by the 1992 EC (see proposal 29. 0.1).

C. Forms designed for entering bar codes

14 To adapt the forms to new technologies and in line with ETSG wishes on the application of bar codes for computerized treatment of the forms, the EC adopted the layout of forms designed for entering bar codes (forms C 4, C 28, C 28bis, VD 2, AV 8, AV 8bis, CP 2–C 2/CP 3, CP 7, CP 8, CP 23, CP 24 and CP 24bis which are covered in proposals 29. 0.1 and 39. 0.1). In the absence of exactly defined standards on the position and type of bar code to be used on forms, the WP, by default, prepared guidelines prescribing the position, layout and dimensions of the boxes to be reserved on forms for entering bar codes, in accordance with recommendations CCEP 1/1988/Rev 1990 and CCEP 2/1992. In order to have a reference in the Acts to the printing of bar codes and other related characteristics on the forms, the EC approved the amendment of article 5406 of the Detailed Regulations of the Convention (proposal 25. RE 5406.1).

D. Study of proposal 2564.2 stemming from proposal 4907.1/Rev 1

15 Under the terms of 1989 Washington Congress decision C 83 and in view of the suggestion on merging forms AV 7, C 18 and C 18bis arising from CCPS study 751 "International accounting – Modernization of billing systems and settlement of accounts", the WP prepared a draft combined form AV 7/C 18/C 18bis. However, the possible drawbacks of this merger which was rejected by some administrations and the opinion expressed by IATA in the consultation that the merged form could give rise to errors or confusion in processing were taken into account. The WP therefore decided to revert to three separate forms as at the start. Their improved layout was adopted by the 1994 EC (proposal 29. 0.1).

E. Abolition of form C 25 "Postal identity card" coming under the responsibility of Congress

16 The consultation of member countries about abolishing certain forms that are prohibitively expensive in relation to results achieved or customer satisfaction (questionnaire distributed under cover of circular letter No 3370(B)1520 of 3 August 1993) showed that 101 administrations out of 107 favoured abolishing form C 25 and the relevant service.

17 The EC approved the WP 4/1 proposal on abolishing this form and on amending the Acts accordingly (see proposals 15. 115.1, 20. 6.2, 20. 56.1, 25. RE 601.2) which affect, in particular, article 115 of the UPU General Regulations, articles 6 and 56 of the Convention[1] and article 601 of the Detailed Regulations of the Convention).[1]

IV. Continuation of the work after Congress

18 The 1994 EC adopted a proposal seeking continuation of the work on revising forms since the final decisions stemming from the terminal dues study, which could result in a large number of amendments to the forms or even the creation of new ones, would not be known until Congress (proposal 20. 0.12).

19 Therefore, subject to Congress approving proposal 20. 0.12, the work on the study will be continued by the reporting country, assisted by the International Bureau, in the period between the Seoul Congress and the first session of the body responsible for approving the Detailed Regulations and hence the new UPU forms (September 1994–January/February 1995).

V. Summary of findings

20 The work of the WP culminated in the adoption by the 1993 and 1994 EC of a series of revised UPU forms as well as in amendments to be made to the relevant provisions of the Acts and the proposals to Congress listed in annex 1.

21 The main results of the revision of UPU forms cover:

- the proposed substantive amendment of forms C 1, C 5, C 7, C 12, VD 3, CP 13;
- the proposed merger of forms C 8 and C 9, C 12bis and AV 3bis, C 12ter and AV 5bis, C 18 S and AV 7 S, C 26 and CP 19, C 31 and CP 22, VD 4 and CP 14, AV 11 and CP 18, CP 2 and C 2/CP 3;
- the proposed abolition of forms C 10, C 11, C 19, C 25, C 29, CP 2bis and CP 6.

22 From the point of view of achieving the objectives of the study, the work of the WP resulted in:

- clarifying and simplifying the layout of the forms; recasting most of the forms in whole or in part (some of them were merged and others abolished because they were rarely used), bringing a reduction of some 17 percent in the number of forms;
- designing the layout of some forms for entry of the bar code as well as preparing the forms on the basis of the "Forms Designer" computer program; this means they can be completed by computer (if the appropriate equipment is available);
- amending the forms in line with the results of other EC and CCPS studies (at least for the studies completed before the 1994 EC);

[1] The numbering of the articles refers to the texts of the recast Convention and its Detailed Regulations, presented as Adds 1 and 2 to Congress – Doc 60.

– making it easier to understand and use the forms, adapting them to the requirements of ISO standards and new technologies and standardizing their structure and presentation in the Acts.

VI. Conclusions

23 In the light of the above, Congress is requested to:

a note the results of the study;

b approve the proposals submitted by the 1994 Executive Council as listed in annex 1 or, if appropriate, refer some of them to the relevant body for approval;

c assign to the reporting country, assisted by the International Bureau, the work remaining to be done up to the session of the relevant body following Congress in order to amend or prepare the models of UPU forms both in line with the final decisions of the work on terminal dues and as a consequence of any other proposals adopted by Congress (recommendation 20. 0.12).

Berne, 23 June 1994

For the Executive Council:

T E LEAVEY

Chairman

Congress – Doc 59/Annex 1

List of proposals stemming from the study on rationalizing UPU forms the drafts of which were accepted by the 1994 EC as proposals for submission to the Seoul Congress

Recommendation concerning completion of the work on rationalizing UPU forms	20. 0.12
Resolution on applying the new principle for renumbering forms	20. 0.13

Other proposals

Article	*Type of proposal*	*Published as proposal No*
General Regulations		
115	Amendment of article	15. 115.1
Convention		
6	Deletion of article	20. 6.2
56	Amendment of article	20. 56.1
Detailed Regulations of the Convention		
601	Deletion of article	25. RE 601.2
1403	Amendment of article	25. RE 1403.1
2102	Amendment of article	25. RE 2102.1
2303	Amendment of article	25. RE 2303.1
3001	Amendment of article	25. RE 3001.2
3101	Amendment of article	25. RE 3101.8
3102	Amendment of article	25. RE 3102.2
3601	Amendment of article	25. RE 3601.2
3802	Amendment of article	25. RE 3802.2
4106	Amendment of article	25. RE 4106.2
4107	Amendment of article	25. RE 4107.1
4109	Amendment of article	25. RE 4109.2
4111	Amendment of article	25. RE 4111.1
4117	Amendment of article	25. RE 4117.3
4119	Amendment of article	25. RE 4119.3
4121	Amendment of article	25. RE 4121.1
4127	Amendment of article	25. RE 4127.5
4405	Amendment of article	25. RE 4405.3
4602	Deletion of article	25. RE 4602.1
4701	Amendment of article	25. RE 4701.1
5001	Amendment of article	25. RE 5001.2
5002	Amendment of article	25. RE 5002.1
5003	Amendment of article	25. RE 5003.1
5006	Amendment of article	25. RE 5006.2
5008	Amendment of article	25. RE 5008.1

Article	*Type of proposal*	*Published as proposal No*
5202	Amendment of article	25. RE 5202.1
5204	Amendment of article	25. RE 5204.2
5205	Amendment of article	25. RE 5205.2
5206	Amendment of article	25. RE 5206.2
5301	Amendment of article	25. RE 5301.2
5406	Amendment of article	25. RE 5406.1
5407	Amendment of article	25. RE 5407.1
5408	Deletion of article	25. RE 5408.1
Detailed Regulations of the Postal Parcels Agreement		
306	Amendment of article	35. RE 306.1
307	Amendment of article	35. RE 307.3
1503	Amendment of article	35. RE 1503.2
1601	Deletion of article	35. RE 1601.1
1902	Amendment of article	35. RE 1902.1
2101	Amendment of article	35. RE 2101.1
2601	Amendment of article	35. RE 2601.1
2602	Amendment of article	35. RE 2602.1
2802	Amendment of article	35. RE 2802.1
3107	Deletion of article	35. RE 3107.1
3114	Amendment of article	35. RE 3114.1
3115	Amendment of article	35. RE 3115.1
3116	Amendment of article	35. RE 3116.1
3118	Amendment of article	35. RE 3118.2
3205	Amendment of article	35. RE 3205.1
3604	Amendment of article	35. RE 3604.2
3605	Amendment of article	35. RE 3605.2
3803	Amendment of article	35. RE 3803.1

Form	*Type of proposal*	*Published as proposal No*
Convention, Forms		
C 1	Amendment	29. 0.1
C 2/CP 3	Amendment	29. 0.1
C 3/CP 4	Amendment	29. 0.1 and 39. 0.1
C 4	Amendment	29. 0.1
C 4bis	Amendment	29. 0.1
C 5	Amendment	29. 0.1
C 6	Amendment	29. 0.1
C 7	Amendment	29. 0.1
C 8	Merger with C 9	29. 0.1
C 9	Merger with C 8	29. 0.1
C 9bis	Amendment	29. 0.1
C 10	Abolition	29. 0.1 (references)
C 11	Abolition	29. 0.1 (references)
C 12	Amendment	29. 0.1
C 12bis	Merger with AV 3bis	29. 0.1
C 12ter	Merger with AV 5bis	29. 0.1
C 13	Amendment	29. 0.1

Form	*Type of proposal*	*Published as proposal No*
C 14	Amendment	29. 0.1
C 15	Amendment	29. 0.1
C 15bis	Amendment	29. 0.1
C 15ter	Amendment	29. 0.1
C 16	Amendment	29. 0.1
C 17	Amendment	29. 0.1
C 17bis	Amendment	29. 0.1
C 17ter	Amendment	29. 0.1
C 18	Amendment	29. 0.1
C 18bis	Amendment	29. 0.1
C 18 S	Merger with AV 7 S	29. 0.1
C 19	Abolition	29. 0.1 (references)
C 20	Amendment	29. 0.1
C 20bis	Amendment	29. 0.1
C 21	Amendment	29. 0.1
C 21bis	Amendment	29. 0.1
C 23	Amendment	29. 0.1
C 24	Amendment	29. 0.1
C 25	Abolition	29. 0.1 (references)
C 26	Merger with CP 19	29. 0.1 and 39. 0.1
C 27	Amendment	29. 0.1
C 28	Amendment	29. 0.1
C 28bis	Amendment	29. 0.1
C 29	Abolition	29. 0.1 (references)
C 30	Amendment	29. 0.1
C 31	Merger with CP 22	29. 0.1 and 39. 0.1
C 32	Amendment	29. 0.1
C 33/CP 10	Amendment	29. 0.1 and 39. 0.1
C 33/CP 10bis	Amendment	29. 0.1 and 39. 0.1
VD 1	Amendment	29. 0.1
VD 2	Amendment	29. 0.1
VD 3	Amendment	29. 0.1
VD 4	Merger with CP 14	29. 0.1 and 39. 0.1
AV 2	Amendment	29. 0.1
AV 3	Amendment	29. 0.1
AV 3bis	Merger with C 12bis	29. 0.1
AV 4	Amendment	29. 0.1
AV 5	Amendment	29. 0.1
AV 5bis	Merger with C 12ter	29. 0.1
AV 7	Amendment	29. 0.1
AV 7/C 18bis	Amendment	29. 0.1
AV 7 S	Merger with C 18 S	29. 0.1
AV 8	Amendment	29. 0.1
AV 8bis	Amendment	29. 0.1
AV 8ter	Amendment	29. 0.1
AV 9	Amendment	29. 0.1
AV 10	Amendment	29. 0.1
AV 11	Merger with CP 18	29. 0.1 and 39. 0.1
Forms, Postal Parcels Agreement		
CP 1	Amendment	39. 0.1
CP 2	Merger with C 2/CP 3	39. 0.1
CP 2bis	Abolition	39. 0.1 (references)
C 2/CP 3	Merger with CP 2	39. 0.1

Form	*Type of proposal*	*Published as proposal No*
C 3/CP 4	Amendment	39. 0.1 and 29. 0.1
CP 6	Abolition	39. 0.1 (references)
CP 7	Amendment	39. 0.1
CP 8	Amendment	39. 0.1
CP 9	Amendment	39. 0.1
C 33/CP 10	Amendment	39. 0.1 and 29. 0.1
C 33/CP 10bis	Amendment	39. 0.1 and 29. 0.1
CP 11	Amendment	39. 0.1
CP 12	Amendment	39. 0.1
CP 13	Amendment	39. 0.1
CP 14	Merger with VD 4	39. 0.1 and 29. 0.1
CP 15	Amendment	39. 0.1
CP 15bis	Amendment	39. 0.1
CP 16	Amendment	39. 0.1
CP 17	Amendment	39. 0.1
CP 18	Merger with AV 11	39. 0.1 and 29. 0.1
CP 19	Merger with C 26	39. 0.1 and 29. 0.1
CP 20	Amendment	39. 0.1
CP 21	Amendment	39. 0.1
CP 22	Merger with C 31	39. 0.1 and 29. 0.1
CP 23	Amendment	39. 0.1
CP 24	Amendment	39. 0.1
CP 24bis	Amendment	39. 0.1
CP 25	Amendment	39. 0.1