

**Bucharest World Postal Strategy (BWPS)**

(Agenda item 8)

**Report by the International Bureau**

<b>1 Subject</b>	<b>References/Paragraphs</b>
Presentation of the draft Congrès-Doc on the Bucharest World Postal Strategy for 2005-2008.	Annexes 1 and 2
<b>2 Decisions expected</b>  – Put forward any comments and suggestions regarding the draft Congrès-Doc.  – Approve the draft Bucharest World Postal Strategy (BWPS).	Annexes 1 and 2

**I. Introduction**

1 Under the general title of the Bucharest World Postal Strategy (BWPS), a single document devoted to the Union's strategic planning for 2005-2008 is to be submitted to Congress for approval; this document is composed of the following two complementary and interdependent parts:

- i An introductory part.
- ii The programmes to be put in place by governments, public postal operators, Restricted Unions and permanent bodies of the UPU.

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

**II. Finalizing the BWPS**

3 The document leading to the formulation of common objectives for all parties was accepted by the POC and then approved by the CA in October 2003. These objectives will also be submitted

to Congress for approval at the same time as the draft programmes. Of course, the content of the Bucharest World Postal Strategy will, in its final form, incorporate the results of the work of Congress and its Committees.

4 The General Debate, which provided a framework for informal discussions on subjects of importance to the postal sector at the 1994 Seoul Congress and 1999 Beijing Congress, served to define the actions of governments, postal administrations and Restricted Unions. However, experience has shown that the resulting documents had no clear link to the strategic plan eventually adopted by Congress. It was this need for coherence between the conclusions of the General Debate and the strategy to be adopted by the Bucharest Congress which led to the idea of organizing a Bucharest World Postal Strategy Forum. The World Strategy which comes out of the 2004 Bucharest Congress will thus reflect the concerns of member countries expressed during discussions on the basis of a document that will already have been the subject of a broad-based consultation and have received provisional approval from the POC and CA.

5 To sum up, in practical terms these various parts of the BWPS are presented to Congress in the following manner:

- / - introductory part (Annex 1);
- / - the draft programmes for the various players, accepted by the POC and approved by the CA (Annex 2).

Berne, 22 January 2004

## **Introduction**

### **I. Analysis of the evolving postal environment**

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

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

3 The following analysis of the evolving postal environment takes account of these constant factors in terms of realization of the objectives, strategies and tactics of the Beijing Postal Strategy. For this reason, the areas selected match the BPS objectives.

#### *Universal postal service*

4 Universal service is reaffirmed as a definition of quality standards and the associated measures, with elements that vary from country to country. The universal postal service has actually been defined in 67% of Union member countries. There are, however, disparities between countries and regions when it comes to postal service coverage. In certain developing countries, up to 97% of the population can be without a postal service. In contrast, provision of the universal postal service in certain regions has reached a high level, for example in Europe, where no more than 3% of any country's population is without postal services. The trend that is gradually emerging in the area of postal services, geared in particular towards ensuring that the universal service is provided under good conditions of accessibility and price, is that of providing a service based on technological resources, which at the same time gives the population access to the information society, via the Post, at an affordable price.

#### *Postal service quality*

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

6 Generally speaking, the need for quality will grow as competition intensifies, and quality of service therefore constitutes a driving force in postal development. The need to ensure network interoperability and interconnection is being confirmed at national and international level. It is certain that the quality of service and lower rates demanded more than ever by customers represent major constraints-cum-objectives that postal players will have to accept. Moreover, the combined effects of free competition and the necessary professional complementarities could

prompt private postal entrepreneurs and public Posts to "work together to define reference rules" in the quality of service field and to form partnerships for "more efficient production".

#### *Economic viability of public postal operators*

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

8 The UPU bodies have, moreover, joined forces to research into data and cost calculation methodologies linked to the services provided by postal administrations and the setting of prices for these same services. Other work has been covered, with the aim of enabling regulators and postal operators to ascertain the cost of the universal postal service and to take appropriate decisions about the desirable service delivery approach. Meanwhile, efforts have been made to adjust the UPU's compensation and remuneration systems to changes in the regulatory environment and to commercial and operational needs (terminal dues).

#### *The postal market*

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

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

11 The regional scenarios for 2010 (developed by the SPG) have pointed to great variation in potential growth, depending on various combinations of global/regional and growth/development factors. A number of analysis and research documents on the trends observed in the postal sector have also been published. Certain specialists feel that the next nine years will be marked, for the postal sector, by much competition in the rich countries, with the end of government monopolies and the advance of privatization. In other countries, the challenge of maintaining economic viability and the efforts needed to retain market share will cause the sector to focus on essential reforms.

#### *Postal reform*

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

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

14 Most postal reform programmes share the same goals:

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

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

#### *Cooperation and interaction among postal sector stakeholders*

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

17 The UPU's stakeholders, i.e. all those who have a stake or an interest in the postal services, have become a broad and diverse mix of groups. The challenge for governments, postal administrations and the Union's bodies, therefore, is to provide a forum where all stakeholders can meet to engage in constructive dialogue on the most important issues.

18 In many member countries, a dialogue is gradually being established between public postal operators and the various stakeholders. Consumer organizations have an increasing say in matters concerning rates, access to postal services, etc. A number of postal administrations have made themselves more accessible to the public through websites (126 of the 189 member countries have a link between their website and the UPU's own site). There are now a number of private websites and specialized magazines which deal with postal issues (PostCom, Postexpress, Postinsight, etc.). Numerous conferences and exhibitions organized around the world have provided postal sector stakeholders with a discussion forum (Triangle, IEA, POST EXPO, etc.).

## **II. Bucharest World Postal Strategy objectives**

19 One of the Strategic Planning Group's recommendations on the future postal strategy is to express the strategy's objectives in such a way that the results can be evaluated. The following objectives have therefore been defined on this basis. It is also important to note that certain important themes, such as technical cooperation or the use of new technologies, are not presented as objectives in themselves, but rather as tools to be used in attaining objectives. Evaluation of implementation of the Beijing Postal Strategy has also been taken into account in the proposals regarding the programmes to be implemented by the various players. Account has been taken of the degree of implementation of the strategies and tactics in order to move further forward or highlight areas still needing to be addressed.

20 The objectives of the Bucharest World Postal Strategy take the following form:

**Objective 1: Universal postal service**

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

Overall results expected:

- Larger number of countries with UPS defined in their legislation.
- Larger number of countries that have applied the criteria and rules concerning UPS access, content and quality.
- Reduced level of postal exclusion.
- Extension of access to the collection and delivery of letter-post items and other products and services defined as elements of universal postal service.

**Objective 2: Quality of service and efficiency of the postal network**

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

Overall results expected:

- Greater number of countries applying the quality of service standards defined and published.
- Enhanced efficiency of the world postal network and reduced costs.
- Improved security for items entrusted to postal services.

**Objective 3: Markets and responding to customer needs**

Wording: *Satisfy customer needs and requirements by broadening knowledge of markets and facilitating their development.*

Overall results expected:

- Better knowledge of communications markets amongst stakeholders.
- Increased customer knowledge and satisfaction.
- Measurable growth of markets (at national, regional and worldwide levels).

**Objective 4: Postal reform and sustainable development**

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

Overall results expected:

- Greater number of countries that have transformed and modernized their postal structures.
- Improved human resources capability.
- Closing of the digital gap in the postal field.
- Increased responsiveness to environmental protection requirements.

**Objective 5: Cooperation and interaction among stakeholders**

Wording: *Strengthen and broaden cooperation and interaction among the stakeholders of the postal sector.*

**Overall results expected:**

- Greater number of countries putting in place appropriate frameworks for exchanges among postal sector stakeholders.
- Increased role for the UPU as a framework for exchanges with stakeholders at international level.
- Increased role for the UPU in dealings with United Nations agencies on behalf of member countries.
- Increased amount of useful information disseminated in response to the expectations of stakeholders and the public.
- Increased effectiveness of the UPU in a changing environment.

<p><b>Objective: Universal postal service (Objective 1)</b></p> <p>Wording: <i>Ensure the provision of a good quality, affordable universal postal service, allowing effective communication between people around the world.</i></p>
<p><u>Overall results expected:</u></p> <ul style="list-style-type: none"><li>– Larger number of countries with UPS defined in their legislation.</li><li>– Larger number of countries applying the criteria and rules concerning UPS access, content and quality.</li><li>– Reduced level of postal exclusion.</li><li>– Extension of access to the collection and delivery of letter-post items and other products and services defined as elements of universal postal service.</li></ul>
<p><b>Programme 1: Universal postal service regulation and criteria Authorizations/licences</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"><li>– enable member countries to define and develop a regulatory framework setting out the conditions and standards for UPS provision;</li><li>– facilitate the implementation of measures and activities required for their implementation by each country;</li><li>– orientate the definition of UPS standards towards high quality, affordability, accessibility and customer satisfaction.</li></ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Define and delimit the content and scope of the UPS (products and services offered, level of coverage). Ensure that these rules are incorporated into the appropriate legislative and regulatory texts. Designate the operator(s) responsible for fulfilling the universal service obligation.</p>
<p><u>Postal operator</u></p> <p>Develop products and services responding to UPS standards in terms of quality, affordability and customer satisfaction.</p> <p>Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices.</p> <p>Expand UPS coverage by extending access to the collection and delivery of letter-post items to geographical regions in which the postal service is non-existent or limited.</p> <p>Participate in UPU activities and projects on definition of the universal postal service.</p>

Restricted Unions

Develop initiatives aimed at harmonizing and improving UPS provision and coverage at regional level.

Disseminate information and best practices at regional level.

Participate in UPU activities and projects relating to definition of the universal postal service and to technical cooperation geared towards its development.

Permanent UPU bodies

Continuously update, and provide member countries with, guidelines on the definition of standards and criteria for the universal postal service in terms of quality, accessibility and customer satisfaction.

Develop activities and projects, in the area of technical cooperation and elsewhere, to improve and extend universal postal service provision.

Disseminate information on standards relating to UPS products and services.

**Programme 2: Financing of the universal postal service***Goals pursued by the programme*

The aim of the programme is to:

- encourage member countries to define and develop a regulatory framework laying down the conditions for funding the universal postal service so as to enable the operators responsible for providing the UPS to do so under optimum conditions;
- facilitate the definition of these conditions by furnishing countries, at regional and international levels, through technical cooperation activities, with tools and methodologies for the pricing of UPS services.

*Strategies to be implemented by the various parties*Government

Define the regulatory framework laying down the conditions for UPS funding.

Define UPS pricing rules.

Designate the entity responsible for universal service pricing.

Participate in Restricted Union and UPU activities aimed at developing UPS costing and pricing methodologies.

Postal operator

Apply and improve UPS costing systems and implement cost reduction measures.

Provide products and services responding to the pricing conditions defined so as to ensure the affordability of the UPS.

Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices.

Participate in UPU and Restricted Union activities and projects on universal postal service costing and pricing.

<p><u>Restricted Unions</u></p> <p>Develop initiatives aimed at developing costing and pricing methodologies for the universal postal service at regional level.</p> <p>Disseminate information and best practices at regional level.</p> <p>Participate in UPU activities and projects in this area, along with technical cooperation activities aimed at disseminating the methodologies developed.</p>
<p><u>Permanent UPU bodies</u></p> <p>Assist in the development of methodologies for defining UPU cost structures.</p> <p>Provide information on UPS pricing.</p> <p>Develop these activities and projects, in particular through technical cooperation, with a view to disseminating these methodologies to Union member countries.</p> <p>Monitor the degree of development of these methodologies and disseminate the results.</p>
<p><b>Programme 3:      Status of the universal postal service</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>– Put in place an evaluation framework to provide information on the status of UPS around the world.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Monitor the degree to which the universal postal service operator has fulfilled its obligation.</p> <p>Disseminate the results obtained.</p>
<p><u>Postal operator</u></p> <p>Publish and disseminate the list of products and services provided as part of the universal postal service, including their prices.</p> <p>Participate in UPU activities and projects aimed at disseminating information on the status of the universal postal service around the world.</p>
<p><u>Restricted Unions</u></p> <p>Disseminate information and best practices at regional level.</p> <p>Participate in UPU activities and projects on the status of the universal postal service around the world, and in technical cooperation geared towards its development.</p>
<p><u>Permanent UPU bodies</u></p> <p>Monitor the degree of development of the universal postal service around the world, including technical cooperation activities geared towards its development, and disseminate the results.</p> <p>Disseminate information on best practices.</p>

<p><b>Objective: Quality of service and efficiency of the postal network (Objective 2)</b></p> <p>Wording: <i>Improve quality and raise the level of efficiency of the international postal network so as to provide customers with a secure, affordable, reliable service.</i></p>
<p><u>Overall results expected:</u></p> <ul style="list-style-type: none"> <li>– Greater number of countries applying the quality of service standards defined and published.</li> <li>– Enhanced efficiency of the world postal network and lower costs.</li> <li>– Improved security for items entrusted to the postal service.</li> </ul>
<p><b>Programme 1: Interoperability and interconnection of national postal networks</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>– improve the interoperability and interconnection of national postal networks through the definition of standards geared towards high quality, affordability, accessibility and customer satisfaction;</li> <li>– develop/improve standards and procedures for item and mail traceability;</li> <li>– facilitate the management and dissemination of technical standards applicable to different postal products and services;</li> <li>– rationalize procedures between postal operators and airlines.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Facilitate and participate in the definition of standards applicable to postal products and services in order to satisfy the needs of citizens.</p> <p>Ensure that the standards are published in appropriate texts at national level.</p> <p>Designate the operator(s) charged with implementing the standards.</p> <p>Monitor application of the standards defined and disseminate the results.</p>
<p><u>Postal operator</u></p> <p>Apply the rules and standards defined by UPU bodies in operational processes.</p> <p>Publish and disseminate a list of the standards applied.</p> <p>Participate in UPU activities and projects on definition of rules and standards.</p>
<p><u>Restricted Unions</u></p> <p>Develop initiatives aimed at harmonizing and improving standards so as to ensure the interconnection of networks at regional level</p> <p>Promote the use of UPU standards at regional level.</p> <p>Disseminate information and best practices at regional level.</p> <p>Participate in UPU activities and projects on definition of standards and development of operational processes.</p>

<p><u>Permanent UPU bodies</u></p> <p>Establish the Letter Post, Parcel Post and Postal Payment Services Regulations and keep them up-to-date.</p> <p>Manage the development and approval process for UPU standards.</p> <p>Through the publication of the Letter Post and Parcel Post Manuals, and that of standards and other operational tools, facilitate the interoperability of networks and improvement of quality of service.</p> <p>Increase the credibility of UPU standards by developing close cooperation with other standardization bodies.</p> <p>Develop/improve and extend the use of traceability systems, and that of an international transmission network for postal data.</p> <p>Through information campaigns, including technical cooperation activities in favour of developing countries, promote increased use of UPU standards.</p>
<p><b>Programme 2:      Quality of service measurements</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>– enable a measurable improvement in the quality of the international postal service;</li> <li>– bring about compliance by as many member countries as possible with the worldwide quality standard defined for ordinary mail and with the UPU quality standards relating to other postal products and services;</li> <li>– facilitate quality management by providing member countries with information on the methods to be used in this area;</li> <li>– provide urgent operational assistance, in particular to countries that have found themselves in particularly difficult situations such as natural disasters or armed conflicts;</li> <li>– disseminate the results of quality tests relating to the international postal service.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Define objectives for compliance with quality standards (national, international).</p> <p>Ensure compliance with these standards by the public postal operator.</p> <p>Support Restricted Union and UPU activities in the field of quality of service.</p>
<p><u>Postal operator</u></p> <p>Define and specify international service quality standards (delivery and end-to-end).</p> <p>Continuously measure compliance with the international standards adopted; analyze and disseminate the test results.</p> <p>Take steps to achieve/improve compliance with the standards defined.</p> <p>Participate in UPU activities and projects in the quality of service field.</p>

<p><u>Restricted Unions</u></p> <p>Coordinate the setting of regional targets for compliance with the quality standards set.</p> <p>Through cooperation activities, help countries within the region to improve international service quality.</p> <p>Disseminate information and best practices at regional level.</p> <p>Participate in UPU activities and projects in the quality of service field.</p>
<p><u>Permanent UPU bodies</u></p> <p>Organize international postal service quality testing.</p> <p>Ensure permanent development of test methods for determining, evaluating and publishing the performance levels achieved.</p> <p>Develop activities and projects in the field, in particular through technical cooperation, with a view to helping Union member countries to improve their quality management system.</p> <p>Monitor the degree of international quality of service improvement and disseminate the results.</p>
<p><b>Programme 3: Postal network integrity and security</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>– guarantee the safety and security of the world postal network;</li> <li>– improve communications on security in order to strengthen quality of service;</li> <li>– contribute to enhanced aviation security.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Establish security guidelines for parties involved in the transport and handling of postal items.</p> <p>Cooperate with United Nations institutions and other international organizations involved in security issues affecting the international postal network.</p> <p>Devote the necessary resources to steady improvements in postal security.</p>
<p><u>Postal operator</u></p> <p>Participate in activities by the UPU and other bodies with a stake in airport security issues.</p> <p>Participate in the creation and development of security coordinator posts in airports.</p> <p>Implement training activities relating to postal security issues for postal employees.</p> <p>Make use of appropriate technologies to ensure revenue protection and security of fund transfers.</p> <p>Participate in information exchanges, worldwide and in real time, on postal security and operations.</p>
<p><u>Restricted Unions</u></p> <p>Disseminate information and best practices at regional level.</p> <p>Step up cooperation, sharing of resources and communications with stakeholders at regional level.</p> <p>Participate in UPU activities and projects on postal security.</p>

Permanent UPU bodies

Strengthen cooperation with stakeholders to develop strategies and guidelines concerning the safety and security of the conveyance of items entrusted to postal services.

Contribute to the development of guidelines for continuity of operations planning by Union member countries.

Design and supply regional training modules for postal employees.

Assist in the development of appropriate telematic tools in the postal security field.

Disseminate UPU security documentation to member countries by appropriate means.

Monitor development of safety and security levels in the postal service around the world and disseminate the results.

**Programme 4: Economic analyses, inter-administration remuneration systems and statistical and accounting procedures**

*Goals pursued by the programme*

The aim of the programme is to:

- help member countries, particularly developing countries, to know their costs and thereby improve their ability to set prices;
- provide Union bodies with the required economic analyses;
- bring about efficient management based on reducing the costs of providing products and services;
- develop fair remuneration/clearing systems (terminal dues, transit charges, territorial land rates, etc.) which also take account of the commercial imperatives of the public postal operators of Union member countries;
- rationalize statistical and accounting procedures, including settlement of accounts.

*Strategies to be implemented by the various parties*Government

Define a framework to enable postal operators to set their prices on the basis of economically viable principles.

Participate in the design of remuneration systems which take account of the need to offer effective products and services to postal customers.

Promote application of these systems in the countries.

Promote rapid clearing of debts by putting in place appropriate regulatory frameworks.

Postal operator

Participate in the design of remuneration systems which take account of the need to offer effective products and services to postal customers.

Introduce cost accounting systems to show the costs of the various services.

Improve statistical and accounting procedures relating to international services.

Implement specific training activities for postal employees.

Apply account liquidation methods geared towards speeding up the settlement of debts.

Restricted Unions

Participate in the design of remuneration systems which take account of the need to offer postal customers effective products and services.

Step up cooperation and communications amongst member countries in the regions/sub-regions with a view to improving the range of products and services and speeding up settlement of debts.

Disseminate information on best practices at regional level.

Where needed, organize regional projects in the areas of cost accounting and statistical and accounting procedures.

Monitor the situation at regional level and disseminate the results.

Permanent UPU bodies

Conduct studies and analyses geared towards the design and formulation of guidelines for the establishment of remuneration systems which take account of the need to offer effective products and services to postal customers.

Improve postal statistics in line with the changing needs of Union member countries.

Analyze and improve the statistical and accounting provisions relating to international services.

Assist member countries in improving data collection and accounting systems for international payments.

Design and supply regional training modules for postal employees.

Assist in the development of appropriate telematic tools in the field of remuneration/clearing of debts.

Disseminate by appropriate means UPU documentation on land rates and on remuneration systems relating to other postal products and services.

Monitor the situation worldwide and disseminate the results.

<b>Objective: Markets and responding to customer needs (Objective 3)</b>
Wording: <i>Satisfy customer needs and requirements by broadening knowledge of markets and facilitating their development.</i>
<p><u>Overall results expected:</u></p> <ul style="list-style-type: none"> <li>– Better knowledge of markets on the part of stakeholders.</li> <li>– Increased customer knowledge and satisfaction.</li> <li>– Measurable growth of markets (national, regional, worldwide).</li> </ul>
<b>Programme 1: Customer relationships</b>
<i>Goals pursued by the programme</i>
<p>The aim of this programme is to:</p> <ul style="list-style-type: none"> <li>– make the customer the key focus of all of the activities of Posts, and ensure that best customer service and relationships management practices are adopted and implemented worldwide;</li> <li>– strengthen customer/supplier relationships between Posts and their partners in the customer satisfaction value chain, taking particular note of best practices and proven commercial methods;</li> <li>– enable the postal operators of UPU member countries to become more customer-oriented, facilitating and sharing experience (best customer relations practices) and developing marketing expertise in all areas of customer issues that are key elements of the process and strategies.</li> </ul>
<i>Strategies to be implemented by the various parties</i>
<p><u>Governments</u></p> <p>Review legal and regulatory frameworks with a view to giving the postal service the flexibility essential for successful management of a modern business.</p> <p>Enable postal operators to proactively address customer needs and requirements and implement innovative practices.</p> <p>Put in place a legal framework that will give customers the opportunity to express their views, make complaints and get fair compensation.</p>
<p><u>Postal Operators</u></p> <p>Implement the UPU customer service charter.</p> <p>Undertake customer-centred reforms including structural reforms and reengineering of systems and processes.</p> <p>Develop marketing expertise and participate in the process of sharing experience in all areas concerning customer issues.</p> <p>Measure customer satisfaction on a regular basis.</p> <p>Apply common mechanisms and guidelines for customer service requirements to be fulfilled by all Posts in the customer value chain.</p> <p>Process assessment programmes to improve customer service relationships.</p> <p>Build up organizational capacity to deliver high standard customer service.</p>

<p><u>Restricted Unions</u></p> <p>Support the efforts of their members to become customer-driven.</p> <p>Facilitate the development of marketing expertise and the sharing of experience in all areas concerning customer issues.</p> <p>Put in place regional initiatives, set up regional resource networking, information and experience sharing frameworks with respect to customer relationships.</p>
<p><u>Permanent UPU bodies</u></p> <p>Define the key customer service activities and the generally accepted standards for inter-administration dealings in relation to such activities.</p> <p>Ensure that material on the standards for key customer service activities is easily accessible by all public postal operators and that customer service standards are reinforced through appropriate publication/circulation.</p> <p>Review general industry standards relating to service to customers; adapt and adopt where applicable and circulate updated information as appropriate.</p> <p>Identify problem areas with inter-administration customer service and take reasonable remedial action to reduce such problem areas.</p> <p>Provide guidance and tailored assistance to the public postal operators that need it and develop and implement a motivational programme to encourage change and reinforce emulation among public postal operators.</p>
<p><b>Programme 2:      Direct mail markets development</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to foster the growth of direct mail as a factor of economic and market expansion, by developing the expertise of stakeholders at all levels. The programme focuses on:</p> <ul style="list-style-type: none"> <li>– increasing direct mail volumes domestically and internationally;</li> <li>– increasing the expertise of public postal operators in direct mail marketing as used by businesses to acquire and retain customers;</li> <li>– assisting with the development of appropriate postal infrastructure for traditional and value-added direct mail products and services;</li> <li>– assisting public postal operators in educating other stakeholders about direct mail and direct marketing;</li> <li>– facilitating the international and cross-border flow of direct mail items;</li> <li>– establishing measurement schemes to assess direct mail volume growth;</li> <li>– facilitating the definition of UPU standards in areas impacting upon direct mail.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Governments</u></p> <p>Define the legal framework for the functioning of the direct mail market in the country by ensuring that consumer protection and privacy rules and practices are in place but do not hinder the development of the market.</p> <p>Facilitate the international and cross-border flow of direct mail items.</p>

Postal operators

Develop the necessary postal infrastructure for traditional and value-added direct mail products and services.

Educate other stakeholders about direct mail and direct marketing.

Share information and best practices concerning the direct mail market.

Establish measurement schemes to assess direct mail volume growth.

Facilitate the international and cross-border flow of direct mail.

Restricted Unions

Foster regional flow of direct mail items.

Increase the expertise of public postal operators in direct mail marketing by disseminating information and best practices.

Encourage regional cooperation.

Permanent UPU bodies

Foster the international flow of direct mail items.

Disseminate information and best practices in order to increase the expertise of public postal operators in direct mail marketing as used by businesses to acquire and retain customers.

Facilitate the development of appropriate postal infrastructure for traditional and value-added direct mail products and services.

Assist public postal operators in educating other stakeholders about direct mail and direct marketing.

Facilitate the international and cross-border flow of direct mail items.

Improve knowledge of the direct mail market, inter alia by developing tools to monitor volume growth.

Encourage international cooperation between public postal operators and direct mail industry stakeholders.

Facilitate the definition of UPU standards in areas impacting direct mail.

**Programme 3: Development of philately***Goals pursued by the programme*

The aim of the programme is to:

- facilitate and ensure the development of philately and stamp collecting through the implementation of best business practices throughout the philatelic business;
- protect the integrity of the postage stamp and the country's intellectual property;
- provide a forum for participation in the UPU by the key players in the philatelic industry which includes contributions to developing recommendations for UPU policy, regulations and operations.

<p><i>Strategies to be implemented by the various parties</i></p>
<p><b><u>Government</u></b></p> <p>Increase the viability of philately by overseeing stamp issue programmes that meet national postal and philatelic needs.</p> <p>Put in place legal mechanisms to ensure the protection and integrity of stamps, including intellectual property laws and copyright issues.</p> <p>Put in place legal mechanisms to ensure the right of Posts to issue postage stamps in accordance with the UPU Convention.</p>
<p><b><u>Postal operators</u></b></p> <p>Develop philately through the adoption of sound philatelic policies for the design, production, issue and sale of postage stamps.</p> <p>Monitor the philatelic market to ensure compliance with prevailing national laws on the issuing of stamps in order to prevent or eliminate abuses.</p> <p>Provide information to the UPU on the development of the market and illicit practices.</p> <p>Participate in the WADP Numbering System (WNS).</p> <p>Facilitate the growth of philately by developing and implementing practices designed to ensure the participation of industry stakeholders.</p> <p>Support and participate in the activities of the World Association for the Development of Philately.</p> <p>Participate in UPU activities and projects aimed at developing philately and ensuring maximum protection and promotion for the postage stamp.</p>
<p><b><u>Restricted Unions</u></b></p> <p>Support public postal operators in developing philately and protecting the integrity of their stamps through training and conferences and by encouraging the exchange of information, including the dissemination of best practices on a regional basis.</p> <p>Put in place regional initiatives to strengthen relations between public postal operators and postal sector stakeholders.</p> <p>Participate in and support UPU activities aimed at developing and protecting philately.</p>
<p><b><u>Permanent UPU bodies</u></b></p> <p>Facilitate the efforts of public postal operators to develop their philatelic business through the provision of information on best practices and necessary tools.</p> <p>Help public postal operators to increase their philatelic expertise through targeted technical cooperation activities, including targeted training, industry conferences and dissemination of information.</p> <p>Advise on the most effective methods to protect the integrity of the stamp; review and revise UPU regulations where necessary.</p> <p>Undertake research and studies, monitoring trends and collecting data on the current state of the philatelic market.</p>

<b>Programme 4: Markets growth</b>
<i>Goals pursued by the programme</i>
<p>The aim of this programme is to:</p> <ul style="list-style-type: none"> <li>– facilitate the growth of postal markets with particular emphasis on letter post (including publishing mail), parcels and postal financial services but also including courier, express, logistics and e-business;</li> <li>– benefit from the worldwide postal network and from cooperation between public postal operators and also between public postal operators and non-postal institutions.</li> </ul>
<i>Strategies to be implemented by the various parties</i>
<p><u>Governments</u></p> <p>Create a regulatory framework that permits the growth of postal markets to enhance economic prosperity.</p> <p>Create an environment that will enable postal services to improve the performance of the Post, especially in developing countries.</p> <p>Monitor postal markets on a regular basis.</p>
<p><u>Postal operators</u></p> <p>Improve their knowledge and understanding of postal markets.</p> <p>Enhance the competitiveness of core postal products and services by adding value through the addition of new products, innovative service features, customization and use of technology.</p> <p>Use market knowledge to develop and introduce high quality products and services.</p> <p>Increase capabilities in marketing and sales activities.</p> <p>Implement best practices.</p> <p>Establish and strengthen business relationships with external partners in the various market segments.</p>
<p><u>Restricted Unions</u></p> <p>Broaden and deepen market knowledge at the regional level.</p> <p>Gather and share information of national and regional importance; measure regional growth.</p> <p>Emphasize market growth in regional activities.</p> <p>Reinforce regional cooperation.</p>
<p><u>Permanent UPU bodies</u></p> <p>Improve knowledge of markets in the core business segments of letter post, publishing mail, parcels and postal financial services.</p> <p>Monitor trends and issues that will impact upon the postal business; analyze and disseminate the information.</p> <p>Encourage and assist with the adoption of best practices; disseminate relevant information.</p> <p>Develop tools to help public postal operators increase their capabilities in marketing and sales functions as well as the creation of new products and services.</p> <p>Maintain and disseminate statistics on market growth at national, regional and worldwide levels.</p>

<p><b>Objective: Postal reform and sustainable development (Objective 4)</b></p> <p>Wording: <i>Undertake reform of the postal sector to ensure sustainable development of postal services and anticipate technological, socio-economic, ecological and regulatory changes.</i></p>
<p><u>Overall results expected:</u></p> <ul style="list-style-type: none"> <li>– Postal structures transformed and modernized in a greater number of countries.</li> <li>– Human resources potential strengthened.</li> <li>– The "digital gap" in the postal field reduced.</li> <li>– Increased responsiveness to the challenges of environmental protection.</li> </ul>
<p><b>Programme 1: Transformation and modernization of postal structures</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>Taking account of the institutional, economic and social specificities of each country, the programme aims to:</p> <ul style="list-style-type: none"> <li>– continue the reform process aimed at transforming public postal bodies into businesses on a sound commercial and legal footing;</li> <li>– as far as possible, reconcile the need for efficiency and profitability with compliance with customer-oriented universal service obligations capable of guaranteeing quality services;</li> <li>– promote the necessary investments in information and communication technology so as to close the digital gap between the administrations of Union member countries.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Within the framework of appropriate national policies, put in place measures to promote a legal and commercial framework favouring the transformation of postal structures.</p> <p>Set political objectives for the reform process at national level.</p> <p>Within the framework of national cyberstrategies, facilitate the connection of postal infrastructures to information and communication technology infrastructures.</p> <p>Promote access by public postal operators to the financial resources needed for funding of reform.</p> <p>Monitor implementation of the reform process initiated in their country.</p>
<p><u>Postal operator</u></p> <p>Initiate/develop structural modernization plans in order to provide all citizens with better quality of service in all postal products and services (letters, parcels, financial services, etc.).</p> <p>Provide services at a level which responds to customer needs (service requirements tested on the market and underpinned by external monitoring).</p> <p>In the context of national cyberstrategies, integrate information and communication technology with a view to improving performance and accessibility to postal products and services.</p> <p>Promote a culture of service organization to ensure that qualified officials provide types of products and services which respond to customer needs.</p> <p>With government support, seek the financial resources needed to see through structural reform projects.</p>

Restricted Unions

Provide the support needed in order to formulate and implement postal reform projects.

Establish and maintain contacts with the various funding agencies present in the particular region in order to increase these institutions' support for postal reform projects.

Promote access by the region's operators to information and knowledge on new technologies (dissemination of best practices, workshops, forums, publications, etc.).

Participate in UPU activities and projects in the area of technology transfer within the framework of technical cooperation.

Permanent UPU bodies

Provide methodological support for finalizing development or restructuring plans.

Strengthen communication activities concerning the postal reform process and its benefits.

Raise awareness of governments and encourage them to seek funding sources for postal reform projects.

Assist postal administrations in preparing strong cases capable of securing the government support required in order to seek funding for their postal reform projects.

Collect and make available full information on examples of successful reform projects already carried out and the conclusions drawn from their evaluation.

Promote technology transfers within the framework of technical cooperation.

**Programme 2: Increase human resources capabilities***Goals pursued by the programme*

The aim of the programme is to:

- develop staff expertise and the local capabilities of postal institutions in order to modernize postal structures;
- improve postal managers' qualifications in their particular fields by stepping up further training activities, particularly in the areas of regulation, management, operations and marketing;
- develop human resource management systems;
- develop exchange and cooperation networks by increasing the number of standard courses made available at minimum cost to users in developing countries (adapting to local conditions);
- reduce technical assistance costs in the area of human resources by promoting the use of new technologies and the development of distance learning.

*Strategies to be implemented by the various parties*Government

Within the framework of national cyberstrategies, promote the establishment of a technological culture in order to motivate postal players to embrace new technologies.

Through appropriate legislation, promote a partnership between the postal operator and national specialist training structures, with a view to enhancing and continuously adapting the expertise and professionalism of postal managers.

Postal operator

Provide training institutions with the necessary resources, especially in terms of access to new technologies.

Identify and develop targeted priority training programmes for postal managers and employees.

Ensure a regular budget for staff development and further training.

Adapt human resources management to major developments in the postal sector.

Develop policies which emphasize the value of work and mobilize human potential through motivation and effective communications.

Restricted Unions

Help to better define training needs and participate in the implementation and monitoring of UPU projects.

Raise postal authorities' awareness of the importance of human resources development.

Participate in the implementation of UPU projects and activities with a view to strengthening member country capabilities.

Permanent UPU bodies

Develop and implement projects and activities which strengthen the skills of the beneficiaries of UPU assistance.

Provide managers with access to further training on postal regulation, development and operations.

Help to improve countries' capabilities by developing/consolidating the TRAINPOST system.

Promote new training technologies and e-learning as a means of disseminating courses.

Help regional schools to adapt the content of their programmes to major developments in the postal sector.

Monitor progress with skilling and disseminate the results.

**Programme 3: Environmental protection and sustainable development***Goals pursued by the programme*

The aim of the programme is to:

- make postal operators more aware of the need to introduce/speed up changes in their production process, taking account of environmental protection issues;
- ensure that as many member countries as possible follow the concept of sustainable development;
- increase cooperation with governmental and non-governmental organizations responsible for environmental protection issues.

*Strategies to be implemented by the various parties*

Government

At national level, integrate the issue of modes of production and consumption into sustainable development policies, programmes and strategies.

Provide incentives to invest in less polluting production methods and eco-efficiency.

Increase eco-efficiency by supporting access to financial support from all sources, particularly within the framework of technology exchanges.

Promote policies for the awarding of contracts which promote the creation and dissemination of environmentally friendly goods and services.

Support Restricted Union and UPU activities in the field of sustainable development.

Postal operator

Develop programmes and strategies for sustainable development.

Increase investment in less polluting production and eco-efficiency.

Develop and adopt modes of customer information aimed at disseminating information on the use of environmentally friendly production methods.

Take new steps to mobilize financial resources, technology transfer, skilling and dissemination of environmentally friendly technologies.

Apply environmental impact study procedures.

Participate in Restricted Union and UPU activities and projects in the field of sustainable development.

Restricted Unions

Develop programmes to raise awareness of the importance of sustainable production and consumption methods. Through cooperation activities, help countries within the region to strengthen their capabilities and disseminate environmentally friendly technologies.

Disseminate information and best practices at regional level.

Participate in UPU activities and projects in the field of sustainable development.

Permanent UPU bodies

Provide assistance and mobilize resources to increase productivity and competitiveness and development in developing countries, inter alia through the transfer of environmentally friendly technologies.

Help developing countries to perfect inexpensive, environmentally friendly technology.

Encourage financial institutions to include sustainable development considerations in their decision-making process.

Encourage the relevant authorities at all levels to take sustainable development into account in taking decisions, including those relating to development planning at national level, investment in infrastructures, development of trade and public procurement.

Support the development of sustainable development strategies and programmes, inter alia in decision-making relating to infrastructure investments.

Monitor the degree of skilling and the dissemination of environmentally friendly technologies. Disseminate the results.

<p><b>Objective: Cooperation and interaction among stakeholders (Objective 5)</b></p> <p>Wording: <i>Strengthen and broaden cooperation and interaction among the stakeholders of the postal sector.</i></p>
<p><u>Overall results expected:</u></p> <ul style="list-style-type: none"> <li>- Greater number of countries with appropriate frameworks for exchanges among postal sector stakeholders.</li> <li>- Enhanced role for UPU as a framework for exchanges with stakeholders at international level.</li> <li>- Enhanced role for the UPU in dealings with United Nations agencies on behalf of member countries.</li> <li>- Increased dissemination of useful information in response to the expectations of stakeholders and the public.</li> <li>- Increased effectiveness of the UPU in a changing environment.</li> </ul>
<p><b>Programme 1: Dialogue and communication among stakeholders</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>- Establish a link and strengthen communications between postal sector stakeholders.</li> <li>- Increase dialogue among stakeholders within countries and regions and internationally.</li> <li>- Organize efficient dialogue with the appropriate structures: UPU bodies, consumer groups, mail user groups.</li> <li>- Encourage and promote the joint use of new technologies.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Facilitate the establishment of a stakeholder dialogue framework in accordance with their capabilities and needs.</p> <p>Facilitate the strengthening of the institutional capabilities of non-governmental organizations and other associations with a role in the postal sector.</p> <p>Participate in UPU activities geared towards greater openness in the postal sector.</p>
<p><u>Postal operator</u></p> <p>At national level, initiate/develop a process of dialogue with stakeholders.</p> <p>Integrate stakeholder information and communication strategies into operational policies.</p> <p>Have at its disposal sufficient qualified human resources in the area of communication and media relations.</p> <p>Develop partnerships with stakeholders for the joint use of new technologies with a view to improving performance and accessibility to postal products and services</p>

**Restricted Unions**

Provide the support needed in order to formulate and implement information and communication strategies with stakeholders at regional level.

Establish and maintain contacts with the various postal sector players at regional level.

Participate in UPU technology transfer activities and projects within the framework of technical cooperation.

**Permanent UPU bodies**

Establish a structured dialogue involving all stakeholders, including public/private partnerships.

Provide methodological assistance with the development of mechanisms for the implementation and promotion of information and communication programmes among postal sector partners.

Publish in appropriate forms, including on the website, reliable information on the various forms of operation of postal products and services.

Encourage and promote the joint use of traditional media and new technologies.

**Programme 2: Transformation and modernization of the UPU*****Goals pursued by the programme***

The aim of the programme is to:

- continue reform of the UPU so as to ensure constant adaptation of its structures to the main environmental needs of the postal sector;
- develop the skills of Union staff and the capabilities of the permanent bodies of the Union;
- continue the development of activity management and planning systems, and optimization of the Union's funding and decision-making methods;
- develop/optimize networks for exchanges and cooperation among Union member countries.

***Strategies to be implemented by the various parties*****Government**

Promote the transformation and modernization of the UPU by taking an active part in discussions on the Union's missions.

Set clear objectives for the Union.

Guarantee sufficient funding for the Union to be able to meet its objectives.

Promote the development and optimization of networks for exchanges and cooperation among Union member countries.

**Postal operator**

Participate in restructuring of the Union, particularly in the operational arena.

Make qualified experts available to the Union for identification and codification of rules for harmonized operating procedures.

Promote the development and optimization of networks for exchanges and cooperation among the operators of Union member countries.

<p><u>Restricted Unions</u></p> <p>Help governments and postal operators to better define their expectations with regard to the UPU.</p> <p>Raise postal authorities' awareness of the importance of transforming and modernizing the UPU.</p> <p>Participate in the implementation of UPU projects and activities aimed at improving and strengthening its institutional capabilities.</p>
<p><u>Permanent UPU bodies</u></p> <p>Identify and analyze the expectations of member countries with regard to the Union.</p> <p>Continue the transformation and modernization of the Union which began with the work of the HLG.</p> <p>Improve the capabilities of Union bodies by developing human resource skilling and continuing the implementation of modern management and planning tools for its activities.</p> <p>Promote transparency in decision-making processes within the Union.</p> <p>Monitor the progress made and disseminate the results.</p>
<p><b>Programme 3: Framework for discussion and troubleshooting postal issues</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>- Establish the UPU as the forum for discussion and cooperation among the various postal sector stakeholders.</li> <li>- Organize meetings of the permanent bodies to study and formulate recommendations on questions relating to postal services.</li> <li>- Make recommendations and information on postal policy and operations issues available to member countries of the Union.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Recognize the UPU as the forum for discussion and cooperation on postal issues.</p> <p>Be represented, within the framework of the operating rules of the Union, at the various meetings of the permanent bodies and forums where important issues affecting the postal sector are discussed.</p> <p>Support the UPU's activities.</p>
<p><u>Postal operator</u></p> <p>Be represented, within the framework of the operating rules of the Union, at the various meetings of the permanent bodies and forums where important issues affecting the postal sector are discussed.</p> <p>Recognize the UPU as the forum for discussion and cooperation on postal issues.</p> <p>Support UPU activities and apply recommendations resulting from meetings of the permanent bodies of the Union.</p>
<p><u>Restricted Unions</u></p> <p>Recognize the UPU as the forum for discussion and cooperation on postal issues.</p> <p>Support UPU activities and help to see that recommendations resulting from meetings of the permanent bodies of the UPU are applied.</p>

<p><u>Permanent UPU bodies</u></p> <p>Organize the UPU as the forum for discussion and cooperation among the various postal sector stakeholders.</p> <p>Organize meetings of the permanent bodies to study and formulate recommendations on questions relating to postal services.</p> <p>Make recommendations and information on postal policy and operations issues available to member countries of the Union.</p>
<p><b>Programme 4: Relations with other organizations in the United Nations common system and other governmental and non-governmental organizations</b></p>
<p><i>Goals pursued by the programme</i></p>
<p>The aim of the programme is to:</p> <ul style="list-style-type: none"> <li>- Establish the UPU as the partner of organizations in the United Nations common system and governmental organizations on behalf of Union member countries.</li> <li>- Develop synergies with these organizations on issues/activities affecting the postal sector.</li> <li>- Develop contacts with non-governmental organizations with a stake in the postal sector.</li> <li>- Establish a framework for exchanges of information on policy issues affecting the postal sector.</li> </ul>
<p><i>Strategies to be implemented by the various parties</i></p>
<p><u>Government</u></p> <p>Recognize the UPU as a partner of organizations in the United Nations common system and governmental organizations.</p> <p>Promote contacts between the UPU and non-governmental organizations.</p> <p>Support the UPU's activities.</p>
<p><u>Postal operator</u></p> <p>Recognize the UPU as a partner of organizations in the United Nations system and governmental organizations and as an organization representing the interests of public postal operators.</p> <p>Promote contacts between the UPU and non-governmental organizations.</p> <p>Support the UPU's activities.</p>
<p><u>Restricted Unions</u></p> <p>Promote contacts between the UPU and regional governmental and non-governmental organizations.</p> <p>Support the UPU's activities.</p>
<p><u>Permanent UPU bodies</u></p> <p>Develop cooperation with organizations in the United Nations common system and governmental organizations.</p> <p>Develop joint activities/programmes in areas affecting the postal sector.</p> <p>Disseminate among Union member countries recommendations and information on policy issues affecting the postal sector.</p>