

Survey on the UPU mission

1. The member countries recognize that organizations like the UPU must continually meet the challenge of remaining relevant in the face of changes in society, technology and markets. There is a healthy debate among members about the future role and coverage of the UPU, which includes issues such as the scope of activities to be covered, involvement with the membership of non-governmental organizations (including private sector operators, consumers' associations and trade unions, among others), structure, decision-making and finances. Consistent with this the 22nd Universal Postal Congress, Beijing 1999, decided to establish a High Level Group (HLG) on the future development of the UPU, with the following mandate:

Consider the future mission, structure, constituency, financing and decision-making of the UPU, with particular reference to the development needs of developing countries and the need to more clearly define and distinguish between the governmental and operational roles and responsibilities of the bodies of the Union with respect to the provision of international postal services.

2. The purpose of this survey is to gain a better understanding from stakeholders of the relevance of the current mission of the UPU, in order to provide a basis for its future development.

3. Today, the UPU mission is expressed as follows:

To develop social, cultural and commercial communications between all peoples throughout the single postal territory by the efficient operation of the postal services described in the Acts.

4. In order to fulfil this mission, the member countries of the Union undertake to:

- ◆ *Ensure that all postal users/customers enjoy the right to a universal postal service;*
- ◆ *Guarantee freedom of transit and the free circulation of postal items*
- ◆ *Secure the organization, development and modernization of the postal services*
- ◆ *Promote and participate in postal technical assistance between member countries*
- ◆ *Ensure the interoperability of postal networks by implementing a suitable policy of standardization*
- ◆ *Meet changing needs of customers*
- ◆ *Improve quality of service.*

5. The questionnaire outlines in Part 2 the activities in which the UPU is engaged. By UPU, we mean the governments/postal administrations of its member countries as well as its permanent bodies (Council of Administration, Postal Operations Council and International Bureau). The 13 activities are taken from the portion of the Beijing Postal Strategy dealing with the bodies of the Union. The full text of the Beijing Postal Strategy, with a foreword by the Director General and the strategies for governments, postal administrations and the Union's bodies can be found on the UPU web page (<http://www.upu.int>).

6. For each of the listed activities, the HLG has set out a series of questions. Part 4 of the questionnaire contains a few general questions. Your assistance in completing this questionnaire will assist the HLG in considering whether the UPU's mission should be refocused to better reflect the needs of its customers and stakeholders. The questionnaire will also be used to help to improve the effectiveness and relevance of the UPU to all its stakeholders. Kindly feel free to add your comments to any of the questions 2.1 to 2.13 on separate sheet, if necessary.

7. Please return this questionnaire as indicated in the covering letter.

Part 1 Identification

Name of your organization	United States Postal Service
Contact name	Michael J. Regan
Telephone number	(+1 202) 314-7145
Street address	475 L'Enfant Plaza SW
City	Washington, DC
Postal code	20260-6500
Country	USA
Fax number	(+1 202) 314-7160
E-mail address	mregan@email.usps.gov

Would you describe your organization as:

- Government
- Regulator
- International organization
- National/public postal service operator
- Other service private operator
- Association of private operators
- Customer association
- Consumer association
- Supplier
- Major employee organization, Trade Union association or committee

Part 2 Specific activities carried out by the UPU as identified by the Beijing Postal Strategy

Objective 1 – Universal Postal Service network

Ensure the provision of a universal postal service, allowing customers to send and receive goods and messages, from any point in the world to any other point.

2.1 Universal postal service¹ – the UPU formulates suggested standards for universal service and reports on the application of universal postal service in member countries.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.1.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.1.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.1.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.1.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/> Governmental <input type="checkbox"/> Operational <input checked="" type="checkbox"/> Both
2.1.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/> Developing countries <input type="checkbox"/> Industrialized countries <input checked="" type="checkbox"/> Both
2.1.7 Comments:						

2.1.1: This is more of a potential, rather than actual, UPU activity. We believe that the UPU should do more to develop benchmarking and standards related to universal service offered by the postal operators of member countries as well as share information on successes, failures, and best practices related to the implementation of universal service obligations.

2.2 Universal postal service – the UPU provides technical assistance to member countries to extend universal service.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.2.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.2.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.2.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/> Governmental <input type="checkbox"/> Operational <input checked="" type="checkbox"/> Both
2.2.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/> Developing countries <input type="checkbox"/> Industrialized countries <input checked="" type="checkbox"/> Both
2.2.7 Comments:						

The UPU is just beginning to carry out technical assistance programs to extend universal service.

Are there other activities in relation to this objective in which the UPU should be engaged?

The UPU should develop benchmarking exercises and undertake to disseminate information on best practices in carrying out universal service obligations.

¹ Postal users have the right to a «universal postal service» involving the provision at all times of quality basic postal services everywhere at affordable prices. Thus the basic right of all peoples to communication is guaranteed. (Article 1 of the Universal postal convention)

Reply from:

Objective 2 – Quality of service in the international postal network
Strengthen the quality of the international postal network, providing customers with reliable, secure and efficient postal services

2.3 Quality of service – the UPU develops common procedures and standards for interconnection of national postal networks.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.3.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.3.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.3.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.3.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental				<input type="checkbox"/>
		Operational				<input checked="" type="checkbox"/>
		Both				<input type="checkbox"/>
2.3.6 Is this activity targeted to benefit or meet the needs of:		Developing countries				<input type="checkbox"/>
		Industrialized countries				<input type="checkbox"/>
		Both				<input checked="" type="checkbox"/>
2.3.7 Comments:						

We understand this question to pertain mainly to the common procedures and standards as reflected in the provisions of the UPU Convention and in the various technical standards adopted by the Postal Operations Council. Although these procedures have served international postal networks adequately for most of the past 125 years, they are increasingly considered to be inefficient and overly reliant on the exchange of paper-based documentation between operators; procedures are often geared towards postal operators that do not have access to computer technology. Further, UPU decision-making processes rely on consensus or on a one-country, one-vote voting system. There is now an urgent need to develop standards and procedures that are consistent with the worldwide use of computer applications and networks. We also need to continue to explore possibilities for giving greater weight to commercial requirements and service improvements while maintaining an adequate voice for economically disadvantaged countries.

2.4 Quality of service – the UPU encourages and assists member postal administrations to improve, monitor and evaluate their service quality.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.4.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.4.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.4.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental				<input type="checkbox"/>
		Operational				<input type="checkbox"/>
		Both				<input checked="" type="checkbox"/>
2.4.6 Is this activity targeted to benefit or meet the needs of:		Developing countries				<input type="checkbox"/>
		Industrialized countries				<input type="checkbox"/>
		Both				<input checked="" type="checkbox"/>
2.4.7 Comments:						

The UPU's current systems and methodology for monitoring the quality of service of letter mail and parcels are not considered valid by some participants. The UPU has, however, begun to develop new, more reliable technology-based systems to measure the service performance of member postal operators. The potential exists to make the UPU's quality of service monitoring exercises more reliable and useful, particularly if the UPU were to adopt to pay-for-performance systems.

2.5 Quality of service – the UPU seeks improvements in postal security, customs treatment for postal items and in mail transport and logistics systems.

		<i>Unknown</i>	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
		<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.5.1	Is your organization affected by this activity?	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
2.5.2	Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.5.3	Do you consider this activity necessary?	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
2.5.4	Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
2.5.5	Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
							<input type="checkbox"/>
							<input checked="" type="checkbox"/>
2.5.6	Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
							<input type="checkbox"/>
							<input checked="" type="checkbox"/>
2.5.7	Comments:						

2.5.2: The USPS has generally been highly satisfied with the UPU's work to promote postal security and provide for standardized customs clearance processes appropriate to postal traffic. We also support UPU efforts to cooperate with the World Customs Organization (WCO) on comparable customs treatment of postal and private courier traffic for like items (similar shipments).

Are there other activities in relation to this objective in which the UPU should be engaged?

Reply from:

Objective 3 – Economic viability of the international postal network
Increase the cost-effectiveness of the international postal network, providing customers with affordable postal prices

- 2.6 Economics of postal networks – the UPU analyses postal payment and compensation systems, and develops proposals on inter-administration payments (terminal dues, transit charges¹) and air conveyance rates.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.6.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.6.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.6.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.6.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.6.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental Operational Both				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
2.6.6 Is this activity targeted to benefit or meet the needs of:		Developing countries Industrialized countries Both				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

2.6.7 Comments: _____

2.6.4: We believe that this activity is necessary to assure fair and efficient compensation arrangements to support universal service. The role of governments is to establish a policy framework in consultation with affected operators. The role of operators is to develop structures and procedures in accordance with the government policy framework.

- 2.7 Economics of postal networks – the UPU assists postal administrations to improve data collection and accounting systems.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.7.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.7.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.7.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.7.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental Operational Both				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
2.7.6 Is this activity targeted to benefit or meet the needs of:		Developing countries Industrialized countries Both				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

2.7.7 Comments: _____

Are there other activities in relation to this objective in which the UPU should be engaged?

¹ Terminal dues: remuneration to the postal services for the delivery of inward foreign letter post.
Transit charges: remuneration for the services rendered in respect of land transit and sea transit.

Objective 4 – Postal markets and products

Respond effectively, through improved market knowledge and product development, to the needs and expectations of postal service customers

2.8 Postal markets – the UPU assists member postal administrations to expand the range of postal services and products available to their customers.

	<i>Unknown</i>	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.8.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		<i>Governmental</i>				<input type="checkbox"/>
		<i>Operational</i>				<input checked="" type="checkbox"/>
		<i>Both</i>				<input type="checkbox"/>
2.8.6 Is this activity targeted to benefit or meet the needs of:		<i>Developing countries</i>				<input checked="" type="checkbox"/>
		<i>Industrialized countries</i>				<input type="checkbox"/>
		<i>Both</i>				<input type="checkbox"/>

2.8.7 Comments:

UPU involvement in this activity is based on its function of providing a platform for universal service providers to agree on product adaptations.

2.9 Postal markets – the UPU analyses markets for existing and new postal products and services, and disseminates the results.

	<i>Unknown</i>	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.9.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		<i>Governmental</i>				<input type="checkbox"/>
		<i>Operational</i>				<input checked="" type="checkbox"/>
		<i>Both</i>				<input type="checkbox"/>
2.9.6 Is this activity targeted to benefit or meet the needs of:		<i>Developing countries</i>				<input checked="" type="checkbox"/>
		<i>Industrialized countries</i>				<input type="checkbox"/>
		<i>Both</i>				<input type="checkbox"/>

2.9.7 Comments:

USPS activities are not directly affected; however, the USPS and its customers indirectly benefit if more developing countries are better informed about marketing postal products. These postal marketing activities are more relevant to postal operators than to governments. However, commercial sensitivities among operators limit sharing of information to some degree.

Are there other activities in relation to this objective in which the UPU should be engaged?

In a UPU in which regulator functions are more clearly separated from operator functions, and the regulator is both a neutral referee in global competition and concerned about the viability of universal service, greater knowledge of market developments would help in policy formulation.

Reply from:

Objective 5 – Postal reform and development

Enable, through the process of postal reform and development, postal customers to draw maximum benefit from technological, economic and regulatory changes in the postal environment.

2.10 Postal reform – the UPU assists and guides member countries in planning and undertaking postal reform projects.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.10.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.10.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.10.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental Operational Both				<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
2.10.6 Is this activity targeted to benefit or meet the needs of:		Developing countries Industrialized countries Both				<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.10.7 Comments:						

The UPU needs to develop evaluative studies of those reform projects that have already been undertaken. This will help develop a “best practice” approach to the area of postal reform. The UPU should also be open to a wide range of reform strategies (e.g., increased private-sector participation) to ensure that countries (particularly developing countries) have a knowledge base of what reform models and options are available.

2.11 Postal reform – the UPU seeks to improve human resource management in member postal administrations, namely by carrying out technical cooperation programmes.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.11.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.11.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.11.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental Operational Both				<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.11.6 Is this activity targeted to benefit or meet the needs of:		Developing countries Industrialized countries Both				<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.11.7 Comments:						

The UPU needs to strengthen accountability and project evaluation procedures, and make better use of limited resources. The current approach of developing “one-size-fits-all” solutions to postal modernization and technical cooperation activities should be changed. Technical cooperation needs to be targeted at those countries which have demonstrated willingness and capacity to institute sustained improvements.

Are there other activities in relation to this objective in which the UPU should be engaged?

Objective 6 – Cooperation and interaction among stakeholders*Strengthen and broaden cooperation and interaction among the stakeholders of the postal industry*

2.12 Stakeholder interaction – the UPU provides a forum for stakeholders' discussions and negotiations.

	<i>Unknown</i>	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.12.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.12.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.12.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.12.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2.12.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
2.12.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

2.12.7 Comments:

The UPU has not yet established an effective forum to address the concerns of private operators. This is probably the most challenging task confronting the High Level Group.

2.13 Stakeholder interaction – the UPU promotes, through publications and other activities, the role of the postal services and the UPU.

	<i>Unknown</i>	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
	<i>0</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2.13.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.13.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
2.13.6 Is this activity targeted to benefit or meet the needs of:						<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

2.13.7 Comments:

Are there other activities in relation to this objective in which the UPU should be engaged?

Reply from:

Part 3 Other activities

3.1 Are there other activities of the UPU of which you are aware? If so, please describe them and answer the following questions:

3.1.1 Activity:

The UPU communicates current information on postal services – both domestic and international

	Not at all		Somewhat		Very much
	1	2	3	4	5
3.1.1.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.1.1.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.1.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.1.1.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.1.1.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?	Governmental <input type="checkbox"/> Operational <input type="checkbox"/> Both <input checked="" type="checkbox"/>				
3.1.1.6 Is this activity targeted to benefit or meet the needs of:	Developing countries <input type="checkbox"/> Industrialized countries <input type="checkbox"/> Both <input checked="" type="checkbox"/>				

3.1.1.7 Comments:

One of the UPU's more important functions is to communicate information to its members that is necessary for the day-to-day operation of postal services worldwide. The information collected and distributed concerns addresses of postal officials and organizations, service features and service disruptions and resumptions.

3.1.2 Activity:

	Not at all		Somewhat		Very much
	1	2	3	4	5
3.1.2.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?	Governmental <input type="checkbox"/> Operational <input type="checkbox"/> Both <input type="checkbox"/>				
3.1.2.6 Is this activity targeted to benefit or meet the needs of:	Developing countries <input type="checkbox"/> Industrialized countries <input type="checkbox"/> Both <input type="checkbox"/>				

3.1.2.7 Comments:

3.1.3 Activity:

	<i>Not at all</i>	<i>Somewhat</i>			<i>Very much</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
3.1.3.1 Is your organization affected by this activity?	<input type="checkbox"/>				
3.1.3.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>				
3.1.3.3 Do you consider this activity necessary?	<input type="checkbox"/>				
3.1.3.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>				
3.1.3.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
3.1.3.6 Is this activity targeted to benefit or meet the needs of:					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
3.1.3.7 Comments:	<hr/>				
	<hr/>				
	<hr/>				

Part 4 Other objectives

4.1 Are there additional objectives that the UPU should be engaged in? If so, what are they?

4.1.1

The UPU should consider how the mechanisms of the market place and of competition can be utilized to improve the quality, efficiency, and adaptability of the international service commitments in the UPU Acts. It should more directly consider the possibilities of a model that includes competition as well as cooperation.

4.1.2

4.1.3

Reply from:

Part 5 About your organization and the UPU

1. Is your organization already involved in the work of the UPU? If so, how?

YES, as a postal administration

2. How would you like to be involved in the future?

3. Would your organization be prepared to contribute to the costs of its involvement?

4. Does your organization have any activity in which you would welcome UPU involvement?

Part 6 How would you like to see the UPU develop in the future?

- 1) Develop greater clarity in separating regulatory and operational functions;
- 2) Develop a distinct forum for universal service providers (whether public or private) to agree on operational issues and implementation of obligations to fulfill the UPU Acts;
- 3) Develop a more effective forum for ALL operators to interact and consider issues of common interest, including matters of competition policy and regulatory oversight policy;
- 4) Develop a stronger regulatory forum in which governments could receive input from all operators and could develop policies assuring fair competition for international services as well as continuing to assure a viable universal service at a global level.

Thank you for your time and assistance.