

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	<i>United States Department of State</i>
Contact name	<i>Ambassador E. Michael Southwick</i>
Telephone number	<i>(202) 647-9604</i>
Street address	<i>Department of State (IO)</i>
City	<i>Washington, D. C. 20520-6319</i>
Postal code	<i>Date: March 24, 2000</i>
Country	<i>U.S.A.</i>
Fax number	<i>(202) 647-8902</i>
E-mail address	<i>n.boyer@state.gov</i>

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"/>	X	<input 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 type="checkbox"/>	X	<input type="checkbox"/>
2.1.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X
2.1.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?			Governmental Operational Both			X
2.1.6 Is this activity targeted to benefit or meet the needs of:			Developing countries Industrialized countries Both			X
2.1.7 Comments:	<i>UPU standards are generally very useful. Greater effort should go into making specific recommendations to member countries for implementation.</i>					

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"/>	X	<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 type="checkbox"/>	<input type="checkbox"/>	X	<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"/>	X
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"/>	X
2.2.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?			Governmental Operational Both			X
2.2.6 Is this activity targeted to benefit or meet the needs of:			Developing countries Industrialized countries Both			X

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)

- 2.2.7 Comments: *We believe it is very important for the UPU to assist developing countries in the improvement of their postal operations and, through both government and private efforts, to offer service and service choices to the consumers. We trust that the new Quality of Service Fund can be used for this purpose.*

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

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"/>	X	<input 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 type="checkbox"/>	X	<input type="checkbox"/>
2.3.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X	<input type="checkbox"/>
2.3.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.3.6 Is this activity targeted to benefit or meet the needs of:						
						X
2.3.7 Comments: <i>This is an important service of the UPU that should be continued under any future structure.</i>						

- 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 type="checkbox"/>	X	<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 type="checkbox"/>	X	<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"/>	X
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"/>	X
2.4.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.4.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.4.7 Comments: <i>This is a very important role.</i>						

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

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.5.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X	<input type="checkbox"/>
2.5.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
2.5.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
2.5.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental				<input type="checkbox"/>
		Operational				<input type="checkbox"/>
		Both				X
2.5.6 Is this activity targeted to benefit or meet the needs of:		Developing countries				<input type="checkbox"/>
		Industrialized countries				<input type="checkbox"/>
		Both				X
2.5.7 Comments:	<i>Improvements in postal security are essential for all countries, and we strongly urge UPU to strengthen its services in this regard. We believe there should be similar customs treatment for similar articles, a situation that does not exist now. We also believe UPU and member governments should consider development of a system for electronic presentation of manifest information for mail shipments in order to facilitate customs procedures. We recognize that customs issues are not entirely in the hands of the UPU, but we believe UPU should work with the World Customs Organization (WCO) to promote greater attention to equity and fairness in customs operations with respect to private services and postal administrations.</i>					

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

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"/>	X	<input 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"/>	X	<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"/>	X
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"/>	X
2.6.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental				<input type="checkbox"/>
		Operational				<input type="checkbox"/>
		Both				X
2.6.6 Is this activity targeted to benefit or meet the needs of:		Developing countries				<input type="checkbox"/>
		Industrialized countries				<input type="checkbox"/>
		Both				X

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.

- 2.6.7 Comments: *It is vitally important that UPU encourage countries to move terminal dues to a cost basis and to eliminate inequitable treatment among providers. This is especially important, given the prospect that express mail or other delivery services are expected to be considered in upcoming trade negotiations. UPU should not be promoting agreements that have anti-competitive effect, favoring one category of provider over another or permitting below-cost terminal dues. Addressing this issue must be put on a faster track, and the International Bureau should provide its best assistance.*

- 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"/>	X	<input 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"/>	X	<input type="checkbox"/>
2.7.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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 type="checkbox"/>	X
2.7.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.7.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.7.7 Comments: <i>This is an outstanding basic service of the UPU. This activity can facilitate postal reform at the national level, and in the end provide greater benefit and better choices to the consumer.</i>						

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

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.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.8.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<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 type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
2.8.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<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"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
2.8.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.8.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
						<input type="checkbox"/>
						X

- 2.8.7 Comments: *Before the UPU branches out into too many diverse areas, it needs to address the basics of his mission and purpose -- to facilitate the delivery of the mail in the fastest and most economical manner. Bringing in too many other postal services and products risks diluting the main task. The customer must be served, but the service must focus on letter and parcel delivery systems. Action in this area also raises the question of the need to divide UPU's role in relation to governments from activities that are basically commercial.*
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- 2.9 Postal markets – the UPU analyses markets for existing and new postal products and services, and disseminates the results.

		Unknown	Not at all	Somewhat			Very much
		0	1	2	3	4	5
2.9.1	Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9.3	Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
2.6.5	Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?		Governmental				<input type="checkbox"/>
			Operational				<input type="checkbox"/>
			Both				X
2.9.6	Is this activity targeted to benefit or meet the needs of:		Developing countries				<input type="checkbox"/>
			Industrialized countries				<input type="checkbox"/>
			Both				X
2.9.7	Comments: <i>As in section 2.8, we believe this activity suggests possible dilution of the UPU main focus and it presents issues that appear more commercial than governmental. On the other hand, it is clear that the UPU should analyze and provide information on the changing postal and communications market -- the impact of the private couriers operating independently, the merger of operations between traditional government providers and private sector operators, the branching out of traditional government providers into other countries, and the impact of the internet, e-mail and e-commerce. It appears that little of this is being done, although this seems more essential than a search for peripheral commercial postal products to promote.</i>						

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

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.

		<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>
2.10.1	Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
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"/>	X	<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"/>	X	<input 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"/>	X	<input type="checkbox"/>
2.10.5	Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
							<input type="checkbox"/>
							X
2.10.6	Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
							<input type="checkbox"/>
							X
2.10.7	Comments: <i>Reform is essential in all UPU member governments, but it would be easier for UPU to promote if it began at home, i.e., if the UPU itself underwent major reforms to make it relevant to modern situations.</i>						

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

		<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>
2.11.1	Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<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 type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
2.11.3	Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	X	<input 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"/>	X	<input type="checkbox"/>
2.11.5	Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
							<input type="checkbox"/>
							X
2.11.6	Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
							<input type="checkbox"/>
							X
2.11.7	Comments: <i>Human resource management is primarily a need in developing countries and should be pursued there. Overall, it seems to merit a lower priority than other UPU activities.</i>						

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

Reply from: **United States Department of State**

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.

	Unknown	Not at all	Somewhat			Very much
	0	1	2	3	4	5
2.12.1 Is your organization affected by this activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
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"/>	X	<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"/>	X
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"/>	X
2.12.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.12.6 Is this activity targeted to benefit or meet the needs of:						<input type="checkbox"/>
						<input type="checkbox"/>
						X
2.12.7 Comments:	<i>UPU does an excellent job on this task in relation to some parts of the private sector, in particular the mailers and the customers. However, its relationship to the private couriers, whose work strongly overlaps that of the traditional postal providers, is almost non-existent. It was outrageous that the Congress in Beijing barred the couriers from its meetings after the CA specifically invited them. A key task of the HLG is to establish a legitimate place for the couriers and other private-sector stakeholders in relation to the governing bodies and regular operations of the UPU. In addressing these structural issue, the HLG should give serious attention to separating commercial and governmental functions.</i>					

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

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

- 2.13.7 Comments: *This function should not be limited to providing information on the traditional providers. The meetings of the HLG to this point have suggested there is a significant lack of information about the vast changes in the postal market, about the many new actors, the new alliances between public and private providers, and the many new ways of doing business being utilized by customers. UPU could help governments and the traditional providers gain a better understanding of the environment in which they operate, and the private-sector stakeholders could benefit from more outreach in this area themselves.*

Making recommendations for changes in this area should be a key objective of the HLG.

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

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:

There are numerous working groups, project teams and other subsidiary bodies of the UPU that are providing important work. These include those addressing security, postal development, quality of service, direct mail, and express mail. Interestingly, these activities seem not covered by this questionnaire. UPU's role in expanding opportunities for delivery service to remote areas, especially in developing countries, needs to be better known and understood.

All of these areas need to be addressed in the revised mission statement of the UPU, and the HLG should ensure that they receive appropriate attention. Further, room needs to be made for these activities within a restructured International Bureau and in the official meetings of UPU governing bodies.

	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 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 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 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 type="checkbox"/>
3.1.1.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
3.1.1.6 Is this activity targeted to benefit or meet the needs of:					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
3.1.1.7 Comments:	<hr/>				

3.1.2 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>
3.1.2.1 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?	<i>Governmental</i> <i>Operational</i> <i>Both</i>				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.1.2.6 Is this activity targeted to benefit or meet the needs of:	<i>Developing countries</i> <i>Industrialized countries</i> <i>Both</i>				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.1.2.7 Comments:	<hr/>				

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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3.2 Are you satisfied with how this activity is carried out by the UPU?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3.3 Do you consider this activity necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3.4 Is this an appropriate activity for an intergovernmental organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3.5 Is this activity mainly a governmental/regulatory or operational (service-related) responsibility?	<i>Governmental</i> <i>Operational</i> <i>Both</i>				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.1.3.6 Is this activity targeted to benefit or meet the needs of:	<i>Developing countries</i> <i>Industrialized countries</i> <i>Both</i>				<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3.1.3.7 Comments:	<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

Overall, the UPU needs to be opening itself up to what is happening in the vastly changing postal market. At the very least, its member governments and postal administrations need to be kept informed regularly on new developments, and in particular how these developments will have implications for action by individual countries.

This task is best performed by governing bodies and working groups that consist of the major players in all of the sectors. Opportunities need to be developed in which the private-sector actors can contribute to the deliberations in relevant areas of UPU's work, and in which they in turn can benefit. Particularly in relation to the private couriers, opportunities need to be created in which mutual suspicions and fears can be addressed, in which one-to-one dialogue can lead to improved understanding between the players, and in which the postal customer in the long run will be the major beneficiary.

In the developing countries, where the UPU could perform a significant service in facilitating increases in communication opportunities, information and advice about new opportunities to serve the postal customers should be regularly provided. In particular, developing countries need to recognize how they and their citizens and customers can benefit from the creation of greater opportunities for different forms of postal and delivery service.

Increasing the available choices for the postal customer-- in terms of service, delivery, cost, speed and many other factors -- should be the chief goal of the UPU.

Part 5 About your organization and the UPU

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

The United States Congress has assigned the Department of State primary responsibility for United States relations with the UPU. Officials of the Department of State head U.S. delegations to UPU Congresses, the CA and the HLG meetings, and the Department of State is responsible for payment of U.S. assessments under the regular budget.

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

The Department of State will continue its role as coordinator of U.S. policy relating to the UPU.

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

It now provides the U.S. assessed contribution to the UPU regular budget.

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?

Reply from: United States Department of State

If the UPU remains at the service of only the traditional postal providers, and ignores the significant new developments in the postal and communications markets, it will become irrelevant. UPU -- in its staff operations and in its governing body meetings -- needs to develop and share expertise on the entirety of postal operations. It needs to focus not on perpetuation of the traditional postal system but on service to the postal customer. It needs to facilitate and encourage access to better choices for the consumer, both from the government and private-sector providers.

At the same time, UPU needs to clarify the distinction between governmental and commercial activities, in both the International Bureau and the structure of the governing bodies. Detailed and technical postal issues will of course need to be addressed through a Postal Operations Council or a successor body. However, UPU's structure also needs to include another governing body that will bring in the private operators and other parts of the private sector to consider issues of mutual interest with the representatives of governments. We believe such a body can facilitate exchanges of views that will benefit all parties and ultimately work to the benefit of the consumer. UPU needs to reach out to the larger world rather than build barriers to protect itself against outside opinion.

Developing openness and transparency is in the best interests of the UPU just as it is being pursued by the other agencies of the UN system. The Secretary General of the UN has urged all its affiliated agencies to involve non-governmental organizations and other parts of the private sector in extending the reach of the international agencies. UPU must be part of this process, just as the others have opened their doors to private-sector participants. Those who pay for UPU operations are the taxpayers of the countries that provide annual assessments, and those taxpayers deserve the best return for their money.

Finding the best formula to accomplish these goals will not be easy, but it was for this reason that the HLG was created. The HLG should explore all possible options -- including models of other international organizations that have been more open to the private sector.

Thank you for your time and assistance.