

Speech of Pascal CLIVAZ

Candidate for the position of
Deputy Director General UPU International Bureau
Berne, on February 22nd, 2012

Many thanks for giving me /
us this opportunity to exchange our views with you.

Being one of the founders of the “Francophonie postale” initiative at the UPU level before the Bucharest Congress, I really appreciate to be here tonight and to share in the spirit of continued dialogue between different cultures and linguistic components of our UPU family. Even if French remains the official language of our organisation, the UPU must keep a balanced approach.

As the son of Swiss politicians - both my parents were elected members of the State of Valais parliament - it is always a real pleasure for me to engage in a dialogue with the ones who will decide as I consider that it is the only open, accountable and democratic way to ensure that the best possible candidate is chosen for any position.

I was given ten minutes to give you some further thoughts on my ability to be Assistant Director General of the International Bureau. As a Swiss citizen known for our precision when it comes to time, I will try my best to proof that I am a perfect time keeper !

WHY I AM CANDIDATE ? Simple question with a very clear answer :

Like in a famous song of the group Supertramp : *it's logical, responsible, practical, but here of course not cynical !*

Almost 20 years of postal career : Trainee at Swiss Post, specialist, Senior advisor, then Deputy and later Director of international Affairs at the Swiss Post, I came to the UPU as a delegate, then Head of the Swiss delegation, Committee chair, and during the last seven years, Director of Strategy and Finance... so what next ?

After close to twelve years at director level, it's time for me to make my concrete experience available at a higher level. I had opportunities in the past to make career steps in the Banking Business as I was Chairman of the Board of director of a Swiss regional Bank but the postal world and today the UPU - were and still are - my favourite option.

Maybe you are not aware but during the Beijing cycle, back in 2004 I already showed my interest, in joining the International Bureau as candidate to the position of Director of DCEDV. Although I was not appointed at that time, it all ended well. Encouraged by Thomas Leavey, Director General at that time, I continued to be determined and motivated to become part of your staff, because you are our employer.

Maybe I was too young at that time ! But today, in this year of celebration of the 60th anniversary of the accession of Her Majesty Queen Elizabeth The Second (II) to the throne, let us remember that she was only 26 when she became Queen and she is, among other duties, head of the Commonwealth, meaning your boss ! So when some are still having doubt about my age the only answer I can give is ; be sure I won't be here in 60 years from now !

But back to today's debate...

Unfortunately as candidates for the number two position, we were not given the possibility to speak about the UPU Strategy. It's a pity given the fact that I am the Director of Strategy since 2006 and having given a lot of myself in developing both the Nairobi and Doha Strategies, this would have given me a natural advantage in today's debate. In this regard I'm proud of having introduced the regional strategy round tables which gave a real voice to all member countries in the strategy debate.

But enough about the strategy. If elected my very first priority would be to help the Director General manage the International bureau, not only in implementing the strategy, but also in the day-to-day running of the business of the International bureau. And here I know what I'm talking about ! As director of finance I am paying the bills ! Here the challenges are different because you cannot stop the machine and ask or send questionnaires, you have to decide ! Here you need solutions not questions !

I see one of my strong qualities as being a solutions provider. I'm doing this every day, helping Mr Huang and Mr Dayan to take decisions and the right decisions ! We all know that the most difficult challenge is to make final decisions. It reminds me what was written on the door of the CEO of a small African post, this was in 2004 when I was helping him to manage a transportation company: « *Are you bringing a solution or are you part of the problem ?* ». Of course I'm not the owner of this sentence but I use it often as a management tool.

In my capacity of Director for Finance, I can underline 5 main achievements that I am particularly proud of :

First : The UPU has successfully implemented internationally required, modern accounting standards and management tools. And above all, we will be the ONLY organisation in the UN system to be full IPSAS compatible. No other one is in the position today to provide its members with the full picture. In terms of transparency and accountability, the UPU has reached the highest standards !

Second : managing resources in order to face increasing social responsibility. I never understood the rationale behind the idea of a zero nominal growth budget while increasing salaries, pensions and all social costs. This would bring any business to bankruptcy ! That's the reason why I fought and obtained during the Geneva Congress an increase on the expenditure. Since I am in charge of Finances, seven UPU budgets have been approved by the CA and always unanimously.

Third : to value your assets ! This Building belongs to you, and after forty years, we were able to modernize and add value to it. Except me as Director of Finance, nobody else received a bill for that ! Nor you as member countries or Switzerland as host country of the organisation.

Fourth achievement : It was essential to change the Audit approach, because our risks are becoming more and more diverse. We proposed a new way, somehow revolutionary in the world of international organisations. Today, after having done a pilot last year at the Union level, after having 4 years' experience at the Provident scheme level, we are close to giving an external mandate to a company, with professional and independent skills. The UPU is the only international organisation in doing so. And I can tell you that many of them and many of the main contributors of the UN system are now considering applying the UPU model. We are now quoted as a model ! I can only be proud of this !

Last but not least : to make debtors paying their dues. This makes our treasury manager happy, maybe you too ! Since I'm in charge of finances, the level of debts at the UPU has never been so low.

The UPU International Bureau has to provide solutions not problems. I do remember my head at Swiss post saying « *Was bringt uns Weltpostverein ?* » WHAT does the UPU bring us ? I see some of you smiling... Maybe you have been asked the same question ? This is my objective : Nobody should ask this question anymore !

It's up to us, managers, IB staff, to identify the right answer. It's up to you to complete it. Everybody should make his contribution in finding solutions.

As I said, I'm running for the position to help the Director general, this is why I use the word assistant director general rather than deputy. Of course I am still in charge of Finance and Strategy and I will concentrate my efforts on reaching by 30 June the certification target for our accounting system and over all, develop my new baby : the business plan.

I still have time because according to the UPU pension scheme I will retire on 31. August 2030. Can you imagine the UPU with me as Director of finance and strategy for the 18 remaining years ? Please ask my wife if it's feasible, she is supporting me for the past 22 years.

I hope that I was able to convince you that I have the skills to be the next UPU Deputy Director General. My objective is to bring expertise in international organisation management, passion for the UPU, support to the coming DG and value for money !

Ladies and gentlemen,
Dear colleagues and friends,
The road will be difficult in the years to come.
Many challenges are ahead of us :

How to finance the organisation ?
How to deal with countries which are no longer in the position to contribute to this organisation ?
How to deal with the necessary reform of the UPU pension fund ?
These are a few of the challenges of today and I believe there will be even more tomorrow !
How to attract new partners ?
How to ensure the necessary solidarity between rich and poor countries ?
How to contribute to the need for open dialogue in an international organisation ?
How to cope with the development of new technology ?
How to target the priorities, not only in terms of our own budget, but the sector as a whole ?

Many questions are on the table which is the reality of the UPU's daily business. I will be proud to continue to serve the UPU at the best of my ability and to work towards finding the right answers and solutions to those questions.
I trust that my time keeping was not too far out... perhaps 2 or 3 minutes ? It is probably because I am not wearing a Swiss watch tonight !

Thank you for your attention.
I would be pleased to answer your questions.