Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Comment from the auditor during last follow-up	Deadline
2020	Audit of 2019 financial statements	4/20338	Recommendation 4 The SFAO recommends inventorizing the UPU stamp collection. In addition, to improve the physical protection of the collection, plans should be made to relocate collection B.	Not specified	DL	**Follow-up of January 2023** Implementation of a 3-phase plan : - 1st phase: physical reorganisation of the UPU stamp collection and separation of collections A and B (2019-2021) - 2nd phase: electronic archiving and digitisation (2021-2024) - 3rd phase: inventory and valorisation of the universal stamp collection (2024-2027) For the physical conservation of Collection B, the International Bureau has contacted companies and institutions specializing in archiving to determine the cost of storing this collection (space, procedure and period). An analysis will then be conducted which would cover access control, storage infrastructure and natural risks in order to guarantee the security and durability of the physical collection. Proposed action plan [follow-up of August 2022]: Separation of collection A and B is actually still in progress. The target is to fully archive collection B by June 2023. Reason of the delay: Philately programme is facing an under-staff situation. However, the hiring of temporary 40% staff dedicated to the Collection follow-up will help to resume the work and complete phase 1. Still no financial means in the medium term to implement phase 2 and 3. **Follow-up July 2023** Specific budget has been requested for 2024 to initiate some tasks of phase 2 and 3 as the 2023 situation of staff and budget do not allow to allocate any ressources (internal or external) to it. **Follow-up February 2024** The inventory, digitization and promotion of the UPU's philatelic collection will be shared with the WNS development project. This will generate significant economies of scale for the Union.	**Status according to the follow-up conducted in May 2023:** For implementation of the recommendation, three phases were planned: - Phase 1: physical reorganization of the UPU stamp collection and separation of collections A and B (2019–2021). This phase was completed in the first quarter of 2022 by moving collection B into a separate room in the building. During a tour of the organization's premises, the SFAO was able to observe that the stamps are kept in a secure room. The UPU is replacing the stamp protection equipment in 2023. The stamps are in the process of being sorted and classified. - Phase 2: electronic archiving and digitization (2021–2024). Electronic archiving represents a cost for the organization. The UPU is studying the possible options. - Phase 3: inventory and valuation of the universal stamp collection (2024–2027).	12/31/2027
2020	UPU IT Governance	2/20091	Recommendation 2 The SFAO recommends that the UPU launch a project to organize and coordinate the management and finalization of outstanding issues relating to the integration of the PIM into the DCTP. As part of this, the UPU should ensure that the issues regarding the organizational chart (i.e. multiple roles fulfilled by the Director of the DCTP, the position of the officer responsible for the information security management system) are resolved. The UPU should finalize the harmonization and redesign of processes, and update the documentation (in particular with regard to the strategy, providers and suppliers, IT services and budgetary management vectors), and take stock of the lessons learned from this integration process.	Not specified	DCTP	[Process Manager - 08.22] The process will be managed in the already existing DCTP Document Management System (DMS). Process Management policy has been approved by DCTP Management on 17/08. All processes related documentation will be stored in the DMS and managed according to this policy. Proposed action plan: [Process Manager - 08.22] The centralization of all processes will be completed end of september as planned. The full review of all processes will not be completed before end of 2023. **Follow-up of January 2023** [DCTP Director - 2023-02] Process related document consolidated in the DMS **Follow-up of July 2023** [DPTC Director - 2023-10] Process Management Policy is approved and communicated. The update of processes is a continuous process. The status of the update of proecesses is maintained in the process dashboard. The integration of the PIM has been completed with the DCTP reorganization of October 2023. The following documents provided as evidences: - Process Management Policy provided as evidences - Process dashboard **Follow-up of February 2024** Evidence provided: 1. Process Management policy 2. Process dashboard and annual review plan 3. The integration project results into the 1st October 2022 re-organization completed the integration of PIM into PTC. Organigram of the IB. See DPTC (pg. 10) IB InfoSec Unit. 4. Job description of IB Information Security Manager	**Status according to the follow-up conducted in May 2023:** A process management policy has been published. On this basis, the updating of process documentation can commence. A review is planned for the end of 2023. The SFAO obtained no evidence of the launch of a project to complete the integration of the PIM into the DCTP.	End of september 2022 (ok for the centralization of process documentation)

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2020	UPU IT Governance	3/20091	Recommendation 3 The SFAO recommends that the UPU take stock of risk management practices, define work priorities, and launch a project dedicated to improvement. This project should aim to achieve a unified approach to risk management, as well as shared processes and tools, and a common understanding of risk management issues.	Not specified	DCTP	[Sept. 21] On track. The first ITAC meeting will establish the responsabilities. Proposed action plan: [DCTP Director - 05.22] Management tool available (improve.upu.int) and already used by DCTP for ISMS risk management (DACAB decision to proceed) [DCTP Director - 08.22] Same status as above. **Follow-up of January 2023** [DCTP Director - 2023-02] Same status as above. **Follow-up of July 2023** [DPTC Director - 2023-07] Audit recommendations, Executive Workplan Dashboard, POC\CA Deliverables Matrix, DPTC ISMS risks management implemented on the improve.upu.int platform **Follow-up of February 2024** The IB has implemented a commercial Governance, Risk and Compliance (GRC) platform (smartcockpit.ch) which provides a solution for integrated risk management. Implemented: - DPTC ISO27001 ISMS (including Risk management) for the current scope - Risk - POC/CA Deliverables Matrix - Director level work plan dashboard Future: - Audit Tracking System (Jan 2024) - Internal Control System - Risk - IB Information Security Framework (base ISO27001) -Risk - BCMS (ISO22301) - Congress Business Plan & Strategy KPI tracking	**Status according to the follow-up conducted in May 2023:** The UPU has begun implementing this recommendation.	End of 2022

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2020	UPU IT Governance	4/20091	Recommendation 4 The SFAO recommends that the UPU prioritize the definition and initiation of activities to optimize and extend the information security management system across the organization.	Not specified	DCTP	[ISMS Manager - 03.22] Followed by DCTP Director under ITAC. A presentation about Cybersecurity risks will be presented to ITAC in March. Proposed action plan: [DCTP Director - 05.22] Request for additional resources submitted to DG (05/20/22) [DCTP.Director - 08.22] Waiting on decision submitted to DG. **Follow-up of January 2023** [DCTP.Director - 2023-02] From 1 Oct 2022 DCTP reorganization establishes IB InfoSec pole and some resources are allocated in 2023 IB IT budget. **Follow-up of July 2023** [DPTC.Director - 2023-10] The IB InfoSec Policy is approved by the general management and is about to be published. All subjects related to IB-IT InfoSec is followed in the ITSC. The following document provided as evidences: - IB Information Security Policy (CA C1 2023.2–Doc 16 will be presented to CA in October.) **Follow-up of February 2024** Evidence provided: 1. An Information Security Policy & Framework has been developed and approved by IB Director General and presented to the CA C1 at S4 session in CA C 1 2023.2–Doc 16 2. Information Security Policy 3. Implementation shall be led by the established role of Information Security Manager under an annual InfoSec objectives. Note: The implementation of the InfoSec objectives shall be managed and monitored by the ITSC. 4. A platform for cybersecurity awareness trainings has been implemented for all Staff (knowb4.com), training videos and phishing results. 5. The policy on Use of information and communication technology resources and data and been reviewed and updated under administration instruction (PER) No. 23/Rev 5 of 23 January 2023	**Status according to the follow-up conducted in May 2023:** The UPU has allocated resources to IT in 2023 with a view to implementing this recommendation.	End of 2022
2020	UPU IT Governance	5/20091	Recommendation 5 The SFAO recommends that the UPU define and implement architectural governance, adopting an approach and principles that are in line with IT activities for the International Bureau and the Telematics Cooperative. The UPU should ensure that it defines in advance the level of maturity envisaged for this initiative.	Not specified	DCTP	[Sept. 21] On track. ITAC will establish the responsabilities. Proposed action plan: [DCTP Director - 05.22] IB IT Strategy 2022-2025 document approved by DG (02/05/2022) [DCTP Director - 08.22] Action considered complete. No further action is planned **Follow-up January 2023** [DCTP Director - 2023-02] Monthly ITSC meetings in place to track the implementation of the IB-IT Strategy and related projects. **Follow-up July 2023** [DPT Director 2023-07] Meeting with External Auditor to established the expecific gaps in the IB IT Strategy 2022-2025 conducted **Follow-up of February 2024** Review of the IB IT maturity level ongoing - Based on CMMI	**Status according to the follow-up conducted in May 2023:** The UPU has defined the IT strategy for 2022–2025 and established monthly meetings to measure implementation of this strategy. The UPU laid down a first set of principles, relating in particular to architecture, in its IT strategy for 2022–2025. The strategy also sets the objective of creating a service management group, with the aim of exploiting infrastructure synergies. This group could form the blueprint for an architecture body, but it has not yet been established. The SFAO found no significant progress with regard to the methodology, results and target maturity of IT architecture governance. The recommendation has been partially implemented.	End of 2022

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2021	Audit of 2020 financial statements	1/20339	Recommendation 1 The SFAO recommends that the UPU put into place an annual risk assessment at the organization level.	medium	DPRM	In December 2021, the UPU IB carried out a revision of the report of the strategic risk assessment which was conducted in June 2021. All UPU IB directors took part in this exercise. In 2022, following an internal discussion, it is suggested that the strategic risk assessment/review be carried out every two years (and not on a yearly basis) in order to be in line with the strategy cycle (Congress cycle and mid-term review of the strategy implementation). The next assessment will be conducted in June 2023 prior to the UPU Strategy Conference to be held during the Extraordinary Congress. The DG's comments to SFAO's recommendation is revised accordingly. This recommendation was re-assigned to DPRM **Follow-up of January 2023** Starting February 2023, the KCTT.IS team will conduct a series of internal consultation and focus group discussions with IB staff, including line Directors, to set the direction of travel for the Dubai Strategy. Part of this process will be dedicated to a refresh of the organization risk assessment. **Follow-up of July 2023** Starting February 2023, the KCTT.IS has been conducting internal consultations and focus group discussions with IB staff, including line Directors, to set the direction of travel for the Dubai Strategy. The organization risk assessment is planned with all D1 and D2s in the last week of November 2023. **Follow-up of February 2024** The Risk Assessment is complete and has been approved by Executive Management. Implemented (subject to SFAO confirmation)	**Status according to the follow-up conducted in May 2023:** The UPU Management met in December 2021 to re-evaluate the risks. The minutes from this meeting do not include any conclusion on the current risk assessment. The UPU's new Management has decided to carry out a risk assessment every two years in line with the organization's cycle. The next assessment will take place in 2023 for the Riyadh Extraordinary Congress.	end of 2023
2022	Audit of 2021 financial statements	2/21481	Recommendation 2 The SFAO recommends that, initially, the UPU review the processes and responsibilities assigned to the directorates. Subsequently, the UPU must update the risk and control matrices so as to focus on the key risks and controls, reflect operational processes, and avoid redundancy.	High	DACAB	**Follow-up of January 2023** Through a serious of meetings, processes and responsibilities have been reviewed and risk and control matrices were updated accordingly. **Follow-up of July 2023** In addition to the actions undertaken in 2022 to implement the recommendation, we are going to continue working on ways to refine the risk and control matrices. Actions are being taken to review and update the description and documentation of the International Bureau key processes. This will help update the risks associated to key processes as well as appropriate control measures and ensure that risk and control matrices reflect operational processes and are focused on those key risks and control measures. **Follow-up of February 2024** An intern has been appointed to assist directorates in reviewing and updating key processes description/documentation. The risk and control matrices will be updated accordingly.	**Status according to the follow-up conducted in May 2023:** The DACAB has launched a review of its risk and control matrices. The DRH matrix was only adapted in May 2023. That department is responsible for processes that have a financial impact on the annual accounts, which is of key importance for the annual closing. Retroactive application of a risk and control matrix is not possible as it is a day-to-day operational tool. The SFAO will analyze this new matrix during its next audit. During its interim audit, the SFAO noted that there were still areas for improvement in the revised matrices, particularly for the DFI: • The frequency of controls is not completed or defined for every control. • The description of the proof of the control is not completed or defined for every control. • Certain control descriptions assume that it has not yet been put in place. • External audits are sometimes indicated as controls. The third line (internal audit) and fourth line (external audit) should not form part of the organization's ICS. • Certain controls are still activities.	11/30/2022

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2022	Audit of 2021 financial statements	3/21481	Recommendation 3 The SFAO recommends that the UPU ensure that each item identifier is sufficiently linked to the new version to allow for good traceability and to further formalize the development, test and implementation stages, as well as the phases to approve changes and the tests.	high	DCTP	Director General's comments The UPU IB agrees with this recommendation. Technical governance will be transferred to the Postal Technology Centre management, which will be in charge of formalizing change management at the ERP level. (Scheduled date for implementation: December 2022, DCTP) **Follow-up of January 2023** [DPTC Director - 2023-02] - Technical review of the Navision system - December 2022 - DPTC recommendations on the transfer of technical governance to ITSC - January 2023 **Follow-up of July 2023** [DPTC Director- 2023-07] Evaluating plan to upgrade to the Business Central. Subject to resource and budget availability **Follow-up of February 2024** Project Charter for the upgrade of Navision (to Business Central) under preparation by DFI/DPTC to be submitted to ITSC for approval	**Status according to the follow-up conducted in November 2022:** This recommendation has not yet been implemented. The SFAO was unable to link each modification (new version) made to the Navision production environment to the corresponding business requirement or need.	12/31/2022
2022	Audit of 2021 financial statements	4/21481	Recommendation 4 The SFAO recommends that the UPU increase password security by limiting the period of validity of passwords for the Active Directory to 90 days.	medium	DCTP	Director General's comments The UPU IB partially agrees with this recommendation. According to recommendations from the US National Institute of Standards and Technology, and UN security standards, enforcing regular password resets is no longer recommended. We will implement the best practices of password and user access management as applied to the other UPU IB IT systems. (Scheduled date for implementation: December 2022, DCTP) **Follow-up of January 2023** [DPTC Director - 2023-02] Following the External Auditor technical audit (Nov 2022) - access is restricted to Windows (Active Director) users which are line with the IB IT policy **Follow-up of July 2023** [DPTC Director - 2023-10] As already explained, the UPU will not implement this practice. The AI 23 depicted the rules for mangement of their secret authentications that all staff shall follow. The following document are provided as evidences: - IA 23 (availablle on the intranet: http://www.upu.ch/instructions_administratives/index.shtml#zone_reserve) **Follow-up of February 2024** Same status as previous follow-up.	**Status according to the follow-up conducted in November 2022:** This recommendation has not yet been implemented. The UPU should either modify the corresponding administrative instruction, or implement the recommendation.	12/31/2022
2022	Audit of 2021 financial statements	10/21481	Recommendation 10 The SFAO recommends that the UPU formally document its key controls in procedures related to staff expenses.	medium	DRH	Director General's comments The UPU IB agrees with this recommendation. The Human Resources Directorate will ensure that the flowchart and the matrix of risks and control are aligned with the operational procedures established, and formally document the organization's key controls in procedures related to staff expenses. (Scheduled period for gradual implementation: December 2022 to June 2023, DRH) **Follow-up of January 2023** Preparation of matrix: April 2023 EM approval: May 2023 Implementation: June 2023 **Follow-up of July 2023** The matrix of risks was reviewed in May 2023 to reflect key HR processes. **Follow-up of February 2024** DRH has adapted its flowcharts to match the matrix of risks of DRH processes (several flowcharts have been uploaded into smartcokpit).	**Status according to the follow-up conducted in May 2023:** The DRH risk and control matrix was only adapted in May 2023. The SFAO will analyze this new matrix and the key control documentation during its next audit.	6/30/2023

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2023	Audit of 2022 financial statements	3/22365	Recommendation No 3 The SFAO recommends that the UPU redefine user access rights so as to reduce the number of super-users and reduce rights to sensitive data, and to monitor and oversee all these users' activities. External staff and any other person making changes to the program should either not have super-user rights, or should be independently monitored and overseen by the UPU.	High	DCTP	**Director General's comments** The UPU IB agrees with this recommendation. Limited IB staff are granted access and external users are periodically granted access for maintenance procedures. This recommendation has been implemented. **Follow-up of February 2024** This is considered implemented as emphasized above in Director General's comment.	Implemented (subject to SFAO confirmation)	
2023	Audit of 2022 financial statements	4/22365	Recommendation No 4 The SFAO recommends that the UPU reduce the risks of non-personal users with system administrator rights in the live Navision database. The following users' access rights should be evaluated: sa; UPU\Svc_NAV2016_Finance; UPU\system_application; UPU\company_pragmantic. In addition, the Navision database owner, who is a user from the finance section, should be deactivated or deleted. Lastly, the SFAO recommends reviewing the number of Windows users on the database server, and reducing this if possible.	High	DCTP	**Director General's comments** The UPU IB agrees with this recommendation. All noted accounts are downgraded public (UPU\Svc_NAV2016_Finance, UPU\company_pragmantic), disabled (sa), or are necessary for backups (UPU\system_application). A total of 44 users have been removed from the operating system; only administrator and service accounts remain. This recommendation has been implemented. **Follow-up of February 2024** The UPU IB agrees with this recommendation. All noted accounts have been downgraded to public accounts (UPU\Svc_NAV2016_Finance, UPU\company_pragmantic), disabled (sa), or are necessary for backups (UPU\system_application). A total of 44 users have been removed from the operating system; only administrator and service accounts remain. This recommendation has been implemented	Implemented (subject to SFAO confirmation)	
2023	Audit of 2022 financial statements	5/22365	Recommendation No 5 The SFAO recommends that the UPU establish and formalize unambiguous rules for approval of expenses.	medium	DFI-DACAB	**Director General's comments** The UPU IB agrees with this recommendation. A review of the applicable internal rules will be conducted to address this issue. (Scheduled date for implementation: May 2024, DFI) **Follow-up of February 2024** In progress. DFI has asked for this recommendation to be included in the Procurement Working Group. DACAB is also responsible for this recommendation.		May, 2024
2023	Audit of 2022 financial statements	6/22365	Recommendation No 6 The SFAO recommends that the UPU introduce a check to compare the balance and quantity of bonds confirmed by the custodian against those recorded in the accounts.	High	DFI	**Director General's comments** The UPU IB agrees with this recommendation. As soon as this error occurred, it put in place an additional control consisting of comparing the balance and quantity of bonds confirmed by the custodian with the bonds booked. (Scheduled date for implementation: Mars 2024, DFI) **Follow-up of February 2024** implemented. to be audited in April-May 2024		March, 2024
2023	Audit of 2022 financial statements	7/22365	Recommendation No 7 The SFAO recommends that the UPU clarify the date from which automatic sanctions are to be applied to member countries, and reduce the time lag between this date and the formal notification of the member country being placed under sanctions. On this basis, and with a view to the introduction of IPSAS 41, the SFAO recommends that the UPU include a step in the closure process to identify countries that meet the criteria for sanctions at this or a later date, and take them into account in the valuation of receivables, even if the sanctions have not yet been formally notified to the member country.	High	DFI	**Director General's comments** When closing the 2022 accounts, the UPU set the accounts receivable provision using the same method as in the past, in a consistent manner. Already in 2023 the UPU has reduced the time lag between the date of application of automatic sanctions and formal notification of the imposition of sanctions. This lag will be further reduced in the 2023 financial period. The entry into force of IPSAS 41 will also lead to changes in accounting methods, and in particular the estimation of the provision for accounts receivable. (Scheduled date for implementation: Mars 2024, DFI) **Follow-up of February 2024** implemented. This will be reflected in the 2023 financial statements to be audited in April-June 2024.		March, 2024

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2023	Audit of 2022 financial statements	8/22365	Recommendation No 8 The SFAO recommends that the UPU review and simplify the process for authorizing travel and reimbursement of expenses, and automate it, taking into account the cost-risk ratio.	medium	DRH	**Director General's comments** Efforts will be made to simplify the process. Automation of travel management will be implemented, if budget permits. (Scheduled date for implementation: December 2024, DRH) **Follow-up of February 2024** DRH have simplified the process. Formal approval is underway. The recommendation status will be completed, upon receipt the Director General's approval.		December, 2024
2023	Audit of procurement processes	1/23372	Recommendation No 1 The SFAO recommends that the UPU implement the planned centralized contract management tool and draw up a reliable and centralized inventory of contracts in force so as to establish its initial database.	High	DAJ	**Director General's comments** The UPU IB agrees with this recommendation and supports the implementation of a centralized contract management system (and associated database), particularly as a means to consolidate, record and monitor the outcome of procurement processes, their associated contractual instruments, and any potential follow-up actions. In that regard, the Director General may further confirm that the development of such a system is virtually complete; a number of related training activities are still being prepared prior to its launch and use by the relevant International Bureau focal points. (Scheduled date for implementation: May 2024, DAJ) **Follow-up of February 2024** Centralized contract management system (officially entitled "Contract Life Cycle Management System") launched on 1 January 2024 - recommendation duly implemented (further communication actions ongoing).		May, 2024
2023	Audit of procurement processes	2/23372	Recommendation No. 2 The SFAO recommends that the UPU establish an overview of its needs to avoid procurement redundancies, and put in place a procurement strategy, plan and priorities so as to achieve its strategic objectives and ensure efficiency.	High	DACAB	**Director General's comments** The UPU IB agrees with this recommendation and supports the development of a higher-level procurement strategy, plan and priorities, in order to establish (on a regular basis) a more centralized overview of its procurement needs, increase efficiency and optimize costs, while at the same time fully supporting the organization's strategy and business plan. The Director General has decided to set up a Procurement Internal Working Group led by the Deputy Director General. The implementation of this recommendation is part of the mandate of this Group. (Scheduled date for implementation: May 2024) **Follow-up of February 2024** An Internal Procurement Working Group has been formalized and 3 meetings took place since October 2023. The working group includes members from DAJ, DFI, DL, DCDEV and DACAB, and is chaired by the Deputy Director General. The main functions of the group are derived from the SFAO recommendations and include, though are not limited to: Updating specific procurement related articles of the Financial Regulations Updating specific procurement related articles in the Rules of the Financial Administration. Consolidating purchases from directorates in one yearly Purchase Plan. Implementing the centralized contract management tool Creating a dedicated procurement function/unit within IB Amending the Procurement Policy to reflect the new procurement practices desired. Eventually, the Internal Procurement Working Group aims to develop a higher-level procurement strategy with priorities and implementation plans that enables a more centralized overview of its procurement needs and requirements. To this extent, a number of milestones has been set and respective progress will be updated on the "UPU Audit Tracking System".		May, 2024

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2023	Audit of procurement processes	3/23372	Recommendation No. 3 Based on the fundamentals of procurement processes (recommendations 1 and 2), the SFAO recommends that the UPU review and reformulate its procurement rules, including a policy and procedures that are flexible and robust enough to adapt to market changes and evolving needs.	medium	DAJ	Director General's comments The UPU IB agrees with this recommendation and supports the view that UPU needs to regularly review and update its procurement-related rules and regulations with a view of bringing them in close connection with fast-changing economic realities, while at the same time improving the efficiency and integrity of procurement processes. In that context, the Council of Administration and the Director General, in their respective areas of competence, will be invited to re-examine and, as appropriate, redefine/update aspects such as financial thresholds, permissible exemption scenarios, facilitated use of contracts negotiated through centralized UN/UNDP/UNOPS procurement processes, potential use of "umbrella" agreements, and contractual duration limits. The Procurement Internal Working Group led by the Deputy Director General will review and reformulate the procurement rules. (Scheduled date for implementation: May 2024) **Follow-up of February 2024** As of this date, the proposed amendments to the UPU Financial Regulations, Rules on Financial Administration and Procurement Policy are still on track for presentation to the International Bureau's Procurement Working Group and, subsequently, formal submission and potential adoption by the Council of Administration (for the Financial Regulations) and the Director General (for the Rules on Financial Administration and Procurement Policy).		May, 2024
Total			19					