

| Year of issuance | Report title                       | Recommendation reference as noted by the auditor | Recommendation   | Priority      | Directorate/organ | Deliverables and implementation details  | Comment from the auditor during last follow-up   | Deadline   |
|------------------|------------------------------------|--|--|---------------|-------------------|--|--|--|
| 2020             | Audit of 2019 financial statements | 4/20338  | <b>RECOMMENDATION 4</b><br>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                | Implementation of a 3-phase plan :<br>- 1st phase: physical reorganisation of the UPU stamp collection and separation of collections A and B (2019-2021)<br>- 2nd phase: electronic archiving and digitisation (2021-2024)<br>- 3rd phase: inventory and valorisation of the universal stamp collection (2024-2027)<br>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).<br>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.<br><br>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.<br><br>Still no financial means in the medium term to implement phase 2 and 3. | Status according to the follow-up conducted in May 2022: For implementation of the recommendation, three phases are planned:<br>- 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.<br>- Phase 2: electronic archiving and digitalization (2021–2024).<br>- Phase 3: inventory and valuation of the universal stamp collection (2024–2027). | 12/31/2027   |
| 2020             | UPU IT Governance                  | 2/20091  | <b>RECOMMENDATION 2</b><br>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.<br><br>Proposed action plan:<br>[Process Manager - 08.22] The centralization of all processes will be completed end of september as planned.<br>The full review of all processes will not be completed before end of 2023.   | Status according to the follow-up conducted in May 2022: Implementation is under way and is scheduled for completion in late September 2022.   | End of september 2022 (ok for the centralization of process documentation) |
| 2020             | UPU IT Governance                  | 3/20091  | <b>RECOMMENDATION 3</b><br>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 responsibilities.<br><br>Proposed action plan: [DCTP Director - 05.22] Management tool available (improve.upu.int) and already used by DPTC for ISMS risk management (DIRCAB decision to proceed)<br><br>[DCTP Director - 08.22] Same status - Management tool available (improve.upu.int) and already used by DPTC for ISMS risk management (DIRCAB decision to proceed)   | Status according to the follow-up conducted in May 2022: The UPU has begun implementing this recommendation.   | end of 2022  |

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| 2020             | UPU IT Governance  | 4/20091  | <b>RECOMMENDATION 4</b><br>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.<br><br>Proposed action plan: [DCTP Director - 05.22]<br>Request for additional resources submitted to DG (05/20/22)<br><br>[DCTP.Director - 08.22] Waiting on decision submitted to DG.  | Status according to the follow-up conducted in May 2022: The UPU plans to present to the IT Advisory Committee on the theme of cybersecurity. The UPU also needs to discuss the allocation of internal resources.  | end of 2022 |
| 2020             | UPU IT Governance  | 5/20091  | <b>RECOMMENDATION 5</b><br>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 responsibilities.<br><br>Proposed action plan: [DCTP Director - 05.22]<br>IB IT Strategy 2022-2025 document approved by DG (02/05/2022)<br><br>[DCTP Director - 08.22] Action considered complete. No further action is planned   | Status according to the follow-up conducted in May 2022: The IT Advisory Committee has begun implementing the recommendation.  | end of 2022 |
| 2021             | Audit of 2020 financial statements   | 1/20339  | <b>RECOMMENDATION 1</b><br>The SFAO recommends that the UPU put into place an annual risk assessment at the organization level.   | medium        | DACAB/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. | Status according to the follow-up conducted in May 2022: UPU Management met in December 2021 to re-evaluate the risks. The minutes from this meeting do not include a conclusion on the current risk assessment. The process must be further improved and pursued by the new Management.             | end of 2022 |
| 2021             | Audit of 2020 financial statements   | 2/20339  | <b>RECOMMENDATION 2</b><br>The SFAO recommends that the UPU organize annual ICS monitoring, taking into account risks and resources so as to remain efficient.  | medium        | DIRCAB            | Since 2019, the International Bureau has been organizing annual ICS monitoring by assessing a particular risk category each year: assessment of the risks associated with processes with a financial impact in 2019, and assessment of risks related to non-specific processes (described in the ICS manual) in 2020. The UPU will adapt its annual ICS monitoring in an efficient manner according to the Auditor's expectations and the stages agreed.   | Status according to the follow-up conducted in May 2022: The UPU has introduced a self-assessment questionnaire on the ICS for each directorate. The SFAO believes that the areas identified for improvement can still be taken into consideration in implementing the recommendations of the audit. | end of 2022 |
| 2021             | Electronic advance data project performance audit Universal Postal Union (UPU) and Quality of Service Fund (QSF) | 1/21202  | <b>RECOMMENDATION 1</b><br>For all future projects financed under the QSF Common Fund, the SFAO recom-mends that the UPU strengthen the challenge identification phase by analyzing the specific needs of DOs. An impact model required by the QSF Board prior to the vali-dation of all project requests would facilitate this initial phase.        | Not specified | DOP               | Modifications to the rules and procedures of the QSF are in progress and the same will be presented to the S2 session of the POC/ CA for approval.   | Status according to the follow-up conducted in May 2022: The amendments to the QSF rules and procedures are in progress.   | end of 2022 |

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| 2021             | Electronic advance data project performance audit Universal Postal Union (UPU) and Quality of Service Fund (QSF) | 2/21202  | <b>RECOMMENDATION 2</b><br>To ensure the project's progress at the domestic level, the SFAO recommends that the UPU support each country in line with its specific needs through to conclusion of the project. | Not specified | DOP               | The survey has been approved by the S1 session of the POC and the same was launched in June. UPU members have until 1st September 2022 to provide a response. The feedback and results of this survey will be presented to the S2 session of the POC and used as a basis for improving the project implementation plan for phase 2 and subsequent phases in order to ensure more efficient and effective support for all participating countries. | Status according to the follow-up conducted in May 2022: The QSF has prepared a survey to send out to the 192 member countries.   | Q2 2022   |
| 2021             | Electronic advance data project performance audit Universal Postal Union (UPU) and Quality of Service Fund (QSF) | 3/21202  | <b>RECOMMENDATION 3</b><br>For phase 2 of the project, the SFAO recommends that the UPU adjust the KPIs in line with the increase in scope and countries' differing departure points.                          | Not specified | DOP               | In line with the increased scope of the project and the participating DOs' differing departure points, revised KPIs for the Phase 2 of the project have been submitted by the project team to the QSF Board. The formal approval from the QSF Board is awaited.   | Status according to the follow-up conducted in May 2022: The International Bureau has prepared a proposal for adjusted performance indicators. The proposal will be presented to the QSF Board in July 2022 for approval. | Q2 2022   |
| 2021             | Electronic advance data project performance audit Universal Postal Union (UPU) and Quality of Service Fund (QSF) | 5/21202  | <b>RECOMMENDATION 5</b><br>The SFAO recommends that the UPU define a transfer plan by the first quarter of 2022.   | Not specified | DOP               | The implementation of the recommendation is in progress.  | Status according to the follow-up conducted in May 2022: Implementation of the recommendation is under way.   | Q1 2023   |
| <b>Total</b>     |  |  |  |               |                   |   |   | <b>11</b> |