

| Year of issuance | Report title | Recommendation reference | Recommendation | Priority | Directorate | Deliverables and implementation details | Deadline |
|------------------|--------------------------|--------------------------|---|----------|-------------|--|-------------|
| 2022 | Separation from services | 04.2022/1 | <p>Recommendation 1</p> <p>In trainings, employees should gain better awareness of the importance of individual process steps, i.e. about the process responsibilities. Furthermore, it is important that they are aware of the independence in interviews. Employees as well as supervisors, the HR and the director should know about the rules and regulations. Additionally, they should be trained on process responsibilities due to the importance of ensuring that the process leader legally obtains and receives the information.</p> | medium | DRH | <p>Follow-up of January 2023 DRH will include this in 2023's training plan (available by April 2023) Continuous exchange with Directorates/DRH and DAJ on applicable rules and regulations.</p> <p>Follow-up of July 2023 DAJ will train DRH on legal implications of actions by the end of the year. Continuous exchange with Directorates/DRH and DAJ on applicable rules and regulations. DAJ is also involved in all new cases since the first exchange with staff members.</p> <p>Follow-up of February 2024 Every people involved are informed of the stage and consequences (Supervisors, HR, legal and the staff). Legal is involve at the very beginning of the process: Once a risk of separation occurs, DRH consults DAJ who advises on preparation of the first letter until the end of the process. (Re: several confidential cases that we can share with the auditors if need be). Besides a legal training of DRH staff will take place in March/April (I put this as in progress because of the legal training)</p> <p>Follow-up of July 2024 On 13 June 2024, DRH staff received a one-day legal training from DAJ on the possible risks related to recruitments, contracts and files management</p> <p>Follow-up of October 2025 Same comment of the previous one.</p> | 31-Dec-2023 |
| 2022 | Separation from services | 04.2022/2 | <p>Recommendation 2</p> <p>We advise to keep the employee files up to date. We also recommend to keep record of interviews, hearings or other discussions and document decisions and processteps to avoid a lack of information that could be used against the UPU. It is also important to build and cultivate relationships between employees and supervisors, directors, and HR. As well should the DAJ be involved at the moment where a risk of a legal dispute connected to a separation of service is identified.</p> | medium | DRH | <p>Follow-up of January 2023 TO DO: Action Plan (by HR Director & DRH/APAS on record keeping) DEADLINE 15/6/23. To establish a flowchart on record keeping (archive or active file).</p> <p>Follow-up of July 2023 Flowchart on record keeping exists</p> <p>Follow-up of February 2024 This is about the record court decisions of the legal cases. HR files are maintained in HR in two forms: paper and electronically Interviews minutes are maintained electronically both in words and pdf files. Those files are confidential but we will share them with auditors if need be. DAJ is involved in this process. DRH-DAJ are to agree on record keeping system.</p> <p>Follow-up of July 2024 The legal training to DRH staff was already taken place. The centralized record keeping between DRH-DAJ is still pending the IB's record-keeping strategy being produced by DL.</p> <p>Follow-up of May 2025 HRMS/ERP will be launched in second semester of 2026 and therefore, the record management will follow afterwards. record keeping of confidential documents will be addressed during the development of HRMS/ERP that will be launched in early 2026.</p> <p>Follow-up of October 2025 With the Launch of Inspira, the IB's record keeping has been improved as records, including any discussions and exchanges are now electronically saved in the Inspira.</p> | 30-Jun-2023 |
| 2022 | Recruitment Process | 03.2022/6 | <p>Recommendation 6</p> <p>We recommend to implement an appropriate system/tool or feature in the e-recruitment system which automatically checks the submitted applications for the screening, the long- and shortlisting and as a result supports and accelerates the process and does reduce manual working steps and resources. When evaluating the system/tool, it should also be ensured that no changes can be made to the application documents by the candidates after the application has been submitted, so that screening, the long- and shortlisting can already begin during the publication of the vancany. This is not the case today.</p> | medium | DRH | <p>Follow-up of July 2023 This recommendation is underway. Inspira, the learning platform is already implemented.</p> <p>Follow-up of February 2024 This will be implemented with Inspira. Inspira/e-recruitment for launching in April 2024 is a tool that can address automatically 1) checking the submitted applications for the screening 2) long- and shortlisting matrix 3) acceleration of recruitment process by reducing manual work and human errors 4) candidates' accountability.</p> <p>Follow-up of July 2024 Same comment as previously (Follow-up of February 2024).</p> <p>Follow-up of May 2025 The Inspira/e-recruitment was launched end 2024 and continues being improved in 1st semester 2025.</p> <p>Follow-up of October 2025 The IB's recruitment has been fully implemented through the UN/Inspira that was launched end 2024. The Inspira/e-recruitment has been up and running as from early 2025.</p> | 31-Dec-2023 |
| 2022 | Recruitment Process | 03.2022/9 | <p>Recommendation 9</p> <p>Without assessing or qualifying the existing personnel planning, we recommend to start filling vacancies and succession planning in good time and with foresight (also as part of regular performance reviews of the employees). This in particular with regard to internal, potential successors, where high potential is seen in the context of career opportunities, in the event of changes in the requirement profile for existing or new positions or in the event of upcoming termination of employment contracts.</p> <p>Within strategic personnel planning and development, and ultimately resulting in personnel recruitment, it can be effective to pay particular attention to and take into account the performance assessment of internal employees with high potential. Under certain circumstances, this can be achieved by introducing suitable training, management programs and tests. We recommend to review this and to be introduced where appropriate.</p> | medium | DRH | <p>Follow-up of July 2023 The implementation is underway.</p> <p>Follow-up of February 2024 Candidates (internal and external) are selected based on competences. A career development policy is under preparation to prepare qualified internal candidates.</p> <p>Follow-up of July 2024 The succession planning process is currently being established between DRH, directorates and management.</p> <p>Follow-up of May 2025 Succession Planning process was announced to the Internal Auditor, who already reported it to the CA in spring session of 2025.</p> <p>Follow-up of October 2025 Succession planning exercise is a regular HR activities of the IB. In other words, Six months to one year before a staff member's retirement age, DRH writes to the Directorate requesting them to initiate the succession planning mentioned in relevant Administrative Instructions 42 & 44 (knowledge transfer and succession planning).</p> | 31-Dec-2023 |

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| 2022 | Recruitment Process | 03.2022/10 | <p>Recommendation 10</p> <p>We recommend to consider to report or to implement additional appropriate key figures/KPI's in the reporting to the Council of Administration and/or to the DG and directorates to support the control and monitoring of business activities in this area. If there is a need and the appear useful, they should be implemented accordingly in the reporting.</p> <p>Conceivable would be key figures/KPI's for recruitment (e.g. besides time to hire and start position, also other relevant key figures/KPI's within the recruiting process like internal/external costs per hire, time to productivity of the new employee, training hours). Key figures/KPI's can also be useful for other areas of human resources. The following are examples for engagement & retention metrics (e.g., total turnover rate, talent turnover rate, voluntary turnover rate), employee value & performance metrics (e.g., performance & potential with regard to succession and leadership planning, employee performance, goal tracking) and time tracking metrics (e.g., absence rate per employee, per directorate, per manager, overtime).</p> | medium | DRH | <p>Follow-up of January 2023 DRH will prepare key measurable figures by June 2023</p> <p>Follow-up of July 2023 Complete DRH KPIs are shared by the Strategy Unit to the CA</p> <p>Follow-up of February 2024 Implementation in progress and is foreseen with the ERP/HR digitalization project of HR processes. Reports are made to the EM during the weekly meeting. Automated reports are underway and will be available when implementing the Recruitment module of Inspira in June 2024. In addition to KPIs on duration, reports on candidates (gender, geographical origin) per post is made to the CA</p> <p>Follow-up of July 2024 The status of the digitalization project is ongoing.</p> <p>Follow-up of May 2025 The UN/Inspira system has been launched to manage on-line and electronic the HR activities such as e-learning, e-recruitment, onboarding and contract management of staff. The system allows electronic update of HR processes and statistics enabling DRH to collect necessary data for presentation to the Director General and the Administrative Council.</p> <p>Follow-up of October 2025 Same comment of the previous one.</p> | 31-Dec-2023 |
| 2022 | Project Management Website | 05.2022/1 | <p>Recommendation 1</p> <p>We do recommend to assign project executives with adequate knowhow and experience in relation to the complexity and challenges realizing the specific challenges.</p> <p>If there are no internal resources available, we do recommend engaging with external specialist. In any case, we do recommend not to solely rely on project management resources from the involved vendors or service partners.</p> | medium | DACAB/DCTP | <p>Follow-up of July 2023 Discussions are currently being held between DACAB and DPTC on the next project and the possibility of hiring an external consultant for project management has been discussed, but planning has yet to commence.</p> <p>Follow-up of February 2024</p> <p><u>DACAB Comment:</u> A pre-project analysis is being conducted in partnership with DPTC and with transversal participation to determine whether a new project is necessary.</p> <p><u>DCTP comment:</u> An intern Project manager has been recruited to oversee all ITSC approved project. draft Project Management Framework has been prepared (and uploaded in smarcockpit as evidence)</p> <p>Follow-up of July 2024</p> <p><u>DACAB Comment:</u> Pre-project analysis is still ongoing. It has been recommended to management, including in the IT Steering Committee, that if the project moves forward, an external project manager should be engaged.</p> <p>Follow-up of May 2025</p> <p><u>Comment from DCTP:</u> [PMO - 06/05/2025] The mandate of the intern finished in April 2024. Now, the IT Steering Committee follows the project's progress, led by DIRCAB.EXT.COMM, in each meeting. The implementation of the DCTP is completed.</p> <p><u>Comment from DACAB:</u> Project analysis has been done, with recommendations on the way forward. A consultant will be recruited in the second semester to implement the new website project. We can consider this recommendation as closed.</p> <p>Follow-up of October 2025 Same comment of the previous one.</p> | 31-Dec-2023 |
| 2022 | Project Management Website | 05.2022/2 | <p>Recommendation 2</p> <p>We do recommend implementing a project management framework with adequate guidelines and procedures. Project management staff should be trained and adherence to the respective rules and regulations should be enforced.</p> | medium | DCTP | <p>Management Comment The IB agrees with the proposed recommendation. Project management should be reinforced through both an IB wide common framework and capacity building. As far as the IT department (DCTP) is concerned, it is not only using a tool (a Project Management Portfolio-PPM), it has also deployed a methodology, managed and controlled by a Project Management Office (PMO) function. We propose to accelerate the generalization of the PMO and PPM across the International Bureau.</p> <p>Implementation: DCTP, deadline: December 2024</p> <p>Follow-up of February 2024 ITSC has reviewed the draft Project Management Manual for the IB. The implementation of a PMO is an Executive Management decision, in the short-term an intern dedicated to Project Management has been recruited. The draft Project Management Manual for the IB has been uploaded into smartcockpit.</p> <p>Follow-up of July 2024 [ITSC meeting Minutes on 04/07/2024] Status update on the Project Management Framework project: During last meeting, ITSC members requested Mr. Matata to instead prepare a short document highlighting the action plan for the implementation of this framework within the UPU for submission to the Director General.</p> <p>Follow-up of May 2025 [PMO - 02/05/2025] In December 2024, the DG approved the Project Management Framework. The implementation is ongoing. There will be two phases: - in 2025, each department chooses two projects to apply the framework; - in 2026, the framework will be applied to all projects. Attached as evidence: the email containing DG's approval of the framework.</p> <p>Follow-up of October 2025 [PMO - 08/10/2025] The PMF pilot phase for 2025 is ongoing. Awaiting the results of the pilot phase (end of 2025) to confirm the plan for extending the usage of the PMF to all UPU projects in 2026.</p> | 31-Dec-2024 |

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| 2022 | Project Management Website | 05.2022/3 | <p>Recommendation 3</p> <p>We do recommend amending the project management framework with the guidelines for project governance structures and bodies as well as controlling functions. Respective functions should be installed both on a project-by-project basis as well as managing the execution of the strategic plan (e.g. project portfolio management and controlling).</p> | medium | DCTP | <p>Management Comment The IB agrees with the recommendation, which as the previous recommendation, underline the need for a common approach to project management and controlling. An internal process will be put in place to study how this could be implemented from a resources and structure point of view. As far as IT project are concerned, a governance structure is in place, with the IT Steering Committee (ITSC). This structure can be revised and adapted for the governance of all projects across the International Bureau.</p> <p>Implementation: DPTC, deadline: December 2024</p> <p>Follow-up of February 2024 DCTP has provided no comment</p> <p>Follow-up of July 2024 [ITSC meeting Minutes on 04/07/2024] Status update on the Project Management Framework project: During last meeting, ITSC members requested Mr. Matata to instead prepare a short document highlighting the action plan for the implementation of this framework within the UPU for submission to the Director General.</p> <p>Follow-up of May 2025 [PMO - 02/05/2025] In December 2024, the DG approved the Project Management Framework. The implementation is ongoing. There will be two phases: - in 2025, each department chooses two projects to apply the framework; - in 2026, the framework will be applied to all projects.</p> <p>Follow-up of October 2025 [PMO - 08/10/2025] The PMF pilot phase for 2025 is ongoing. Awaiting the results of the pilot phase (end of 2025) to confirm the plan for extending the usage of the PMF to all UPU projects in 2026.</p> | 31-Dec-2024 |
| 2022 | Project Management Website | 05.2022/4 | <p>Recommendation 4</p> <p>We recommend halting the project and to perform an assessment identifying the future technical and organizational setup to meet the originally defined objectives. Additionally, the current setup should be challenged whether the capabilities to publish web content and functionalities is addressing current and estimated future requirements. Once there is viable concept available going forward, a new project with all lessons should be initiated.</p> | high | DACAB/DCTP | <p>Follow-up of July 2023 Discussions are currently being held between DACAB and DPTC on the next project and the possibility of hiring an external consultant for project management has been discussed, but planning has yet to commence.</p> <p>Follow-up of February 2024 <u>DACAB Comment:</u> A pre-project analysis is being conducted in partnership with DPTC and with transversal participation to determine whether a new project is necessary. <u>DCTP comment:</u> Comment is too long to fit. See comment in smartcockpit</p> <p>Follow-up of July 2024 <u>DACAB Comment</u> The former project is now considered closed, and a maintenance agreement has been signed with the service provider. Pre-project analysis is still ongoing to determine next steps. <u>DCTP comment:</u> [ITSC Meeting Minutes - 04/07/2024] Status of the UPU Website Project presented by DACAB.COMM: DACAB.EXT explained that a questionnaire has been sent to UPU colleagues working closely with the UPU website to understand the current issues and their level of satisfaction with the UPU website. ITSC members requested to receive the questionnaire and proposed to prepare a questionnaire to be shared with member countries to understand how they would like to see the information in the UPU website. ITSC members suggested also to look at the usage statistics to understand which are the web pages most consulted. This information should be used, along with a deeper analysis of the responses to the questionnaire already received, to compile comprehensive feedback that will be taken into account on the proposed options to move forward. During the next ITSC, DACAB.EXT will be invited again to go through all the project documents exchanged with the ITSC and with the EM over the years.</p> <p>Follow-up of May 2025 <u>DCTP comment:</u> No action at the DCTP at the moment. The DCTP follows up on the progress of the UPU Website project through the IT Steering Committee. <u>DACAB comment:</u> An assessment of the situation has been submitted to the Executive management and a new project will be launched accordingly. We can consider this recommendation closed.</p> <p>Follow-up of October 2025 Same comment of the previous one.</p> | 31-Dec-2024 |
| 2023 | Long-term impact of the home office implementation | 02.2023/1 | <p>Recommendation 1</p> <p>We recommend you consider regulating the break and working hours in the IA No 48/ Rev 1</p> | medium | DRH | <p>Follow-up of February 2024 Modification will be mentioned in AI 48/rev 2 «Flexible working arrangements» (to be published soon)</p> <p>Follow-up of July 2024 The Teleworking Policy is being updated, integrating the results of the pilot project being implemented in DL and DCTP in 2023/2024.</p> <p>Follow-up of May 2025 The teleworking policy has been updated, see Administrative instruction (DRH) No. 48/Rev 2 of 1 October 2024.</p> <p>Follow-up of October 2025 Same comment of the previous one.</p> | End of 2025 |
| 2024 | Succession planning | 01-2024/01 | <p>Recommendation 1</p> <ul style="list-style-type: none"> Further detail the administrative instruction related to Succession planning on how to implement an effective succession planning, e.g., detailing critical roles, key activities to be performed and documentation to be retained, including timeframe of completion (DRH). Implement and monitor adherence to the above requirements (DRH). | medium | DRH | <p>Management comment: The Executive Management agrees with the above recommendation and will implement the following action plan.</p> <p>Action: Request directors to identify critical roles in their Directorate and keep record. Responsible directorate and due dates: DRH in collaboration with all IB Directorates, March 2025</p> <p>Action: Amend AI #44 to include details on how to implement effective succession planning e.g., detailing critical roles, key activities to be performed and documentation to be retained, including timeframe of completion Responsible directorate and due dates: DRH, October 2025</p> <p>Action: Implement and monitor adherence to the AI #44 Responsible directorate and due dates: DRH, December 2025</p> <p>Follow-up of May 2025 Succession planning is in progress.</p> <p>Follow-up of October 2025 All actions have been taking place between DRH and Directorates, except for amending Administrative Instruction no. 44, which will be done early 2026.</p> | 31-Dec-2025 |

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| 2024 | Succession planning | 01-2024/02 | <p>Recommendation 2</p> <ul style="list-style-type: none"> Update job descriptions (JD) to explicitly incorporate UPU competency framework (staff members) and align performance appraisal forms accordingly (employees). Further communicate on the importance of performance appraisal process and related Administrative Instruction(s), and especially implement a robust control regarding execution and documentation of the respective process (e.g., by reconciling employees and respective appraisal forms during the first quarter of the following year) (DRH). Review performance appraisal template to track the execution of previously agreed development plan or actions. Study the opportunity for DRH to monitor adherence to development plan, e.g., by reconciling training plan with actual training performed (leveraging Inspira E-learning platform) (DRH). Once performance appraisals are prepared, implement a formal process to calibrate employees before any formal feedback on performance appraisal. Calibration should be performed based on commonly agreed measures (e.g., evaluation of UPU values and competencies), across directorates, may follow a specific distribution curve (to be defined) and should enable the identification of high-potential employees for future (leadership) roles and proper succession planning (DG/VDG & DRH). | high | DRH | <p>Management comment: The Executive Management agrees with the above recommendation and will implement the following action plan. We would like to highlight that IB has already implemented the recommendation about aligning performance appraisal forms with UPU competency framework. The Administrative instruction (DRH) No. 28/Rev2 came into force on January 1, 2023. The new competencies are used in the recent JD and in Inspira. We updated the template and published all our vacancies in Inspira with the UPU core values and competencies.</p> <p>Action: Update job descriptions to explicitly incorporate UPU competency framework (staff members). Responsible directorate and due dates: DRH, June 2025</p> <p>Action: Further communicate on the importance of performance appraisal process and related Administrative Instruction(s), and especially Implement a robust control regarding execution and documentation of the respective process (e.g., by reconciling employees and respective appraisal forms during the first quarter of the following year). Responsible directorate and due dates: DRH, December 2024</p> <p>Action: Review performance appraisal template to track the execution of previously agreed development plan or actions. Responsible directorate and due dates: DRH, June 2025 (Mid-term appraisal)</p> <p>Action: Implement a formal process to calibrate employees before any formal feedback on performance appraisal (Review of AI 28/Rev 2 "Performance management") Responsible directorate and due dates: DRH/Management Committee, March 2025.</p> <p>Follow-up of May 2025 Update of JDs to include UPU competency is in progress.</p> <p>Follow-up of October 2025 Most of the JDs have been updated through the reclassification processes since 2022 until today.</p> | 30-Jun-2025 |
| 2024 | Succession planning | 01-2024/03 | <p>Recommendation 3</p> <ul style="list-style-type: none"> Incorporate knowledge sharing objectives into annual performance objectives and utilise them as a component for performance appraisals (employees). Further detail the guidelines on how to implement comprehensive knowledge transfer plans, e.g., detailing criteria, process and documentation required for internal replacement system, job shadowing programmes, and exit debriefing (DRH). Implement and monitor comprehensive knowledge transfer plan(s) and implement agreed measures in case of non-adherence to the requirements (i.e., hold final payment until completion of knowledge transfer report) (Heads of Directorates and DRH). | medium | DRH | <p>Management comment: The Executive Management agrees with the above recommendation and will implement the following action plan:</p> <p>Action: Incorporate knowledge sharing objectives into annual performance objectives and utilise them as a component for performance appraisals Responsible directorate and due dates: DRH with employees, January 2025</p> <p>Action: Further detail the guidelines on how to implement comprehensive knowledge transfer plans, e.g., detailing criteria, process and documentation required for internal replacement system, job shadowing programmes, and exit debriefing (Review of AI 42 "Policy on knowledge transfer") Responsible directorate and due dates: DRH, June 2025</p> <p>Action: Implement and monitor comprehensive knowledge transfer plan(s) Responsible directorate and due dates: DRH in collaboration with all IB Directorates, December 2025</p> <p>Action: Implement agreed measures in case of non-adherence to the requirements (i.e., hold final payment until completion of knowledge transfer report) Responsible directorate and due dates: DRH in collaboration with DFI, December 2025</p> <p>Follow-up of May 2025 Administrative instruction no. 42 on Knowledge transfer has been implemented.</p> <p>Follow-up of October 2025 All actions have been taking place between DRH and Directorates, except for amending AI no. 42, which will be done early 2026.</p> <p>As from 2025 onwards, DRH has been requesting the Directorates to ask their retiring staff to prepare, before their separation, a written document on the knowledge transfer so that the knowledge will remain at the UPU.</p> <p>Administrative instruction no. 42 has been implemented regularly where DRH writes to Directors for ensuring to capture the knowledge transfer of staff separating from the IB.</p> <p>DRH cannot make any changes in today's OPA in order not to confuse staff in general and so, it will not be modified to monitor the knowledge transfer due to forthcoming introduction of new OPA under DRH/ERP. The new OPA in DRH/ERP will be introduced in 2027, at which time the knowledge transfer can be featured in the new system for an automatic monitoring.</p> | 31-Dec-2025 |
| 2024 | Succession planning | 01-2024/04 | <p>Recommendation 4</p> <ul style="list-style-type: none"> Further detail the Administrative Instruction related to Succession planning on how to implement an effective succession planning, e.g., detailing critical roles, key activities to be performed and documentation to be retained, including timeframe of completion (DRH). Ensure that succession plans are reviewed and updated regularly, at least annually or whenever significant changes occur in the organisation (Heads of Directorates and DRH). For each critical role, formally identify at least one back-up who can step in if the incumbent leaves suddenly. Provide these back-ups with the necessary training and development opportunities to ensure they are ready to take on the role if needed (Heads of Directorates). Implement a systematic knowledge transfer process to ensure that critical institutional knowledge is not lost when an employee leaves. This could involve job shadowing, mentoring, or formal handover processes/ (Heads of Directorates and DRH). Ensure that the importance of timely succession planning and the identification of back-ups is understood and supported at the highest levels of the organisation, e.g., once revised Administrative Instruction is ready, communicate it with a message from DG/VDG (DRH). | high | DRH | <p>Management comment: The Executive Management agrees with the above recommendation and will implement the following action plan:</p> <p>Action: Ensure that succession plans are reviewed and updated regularly, at least annually or whenever significant changes occur in the organisation Responsible directorate and due dates: DRH in collaboration with IB directorates, December 2025</p> <p>Action: For each critical role, formally identify at least one back-up who can step in if the incumbent leaves suddenly. Provide these back-ups with the necessary training and development opportunities to ensure they are ready to take on the role if needed (Review of AI 42 "Policy on knowledge transfer") Responsible directorate and due dates: DRH in collaboration with IB directorates, June 2025</p> <p>Action: Implement a systematic knowledge transfer process to ensure that critical institutional knowledge is not lost when an employee leaves. Responsible directorate and due dates: DRH in collaboration with all IB directorates, December 2025</p> <p>Follow-up of May 2025 Administrative instruction no. 44 has been implemented and reported to the internal auditor.</p> <p>Follow-up of October 2025 The ERP is under construction for a launching in end 2026,</p> | 31-Dec-2025 |

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| 2024 | Succession planning | 01-2024/05 | <p>Recommendation 5</p> <ul style="list-style-type: none"> In Administrative Instruction (Human Resources Directorate (DRH)) n°44 dated December 1st, 2017, integrate retirement communication into the organisation's succession planning process, emphasising the link between timely notifications and smooth transitions (DRH). If required, highlight any specificities in dealing with early and standard retirement. Recommunicate respective policies and procedures outlining the responsibilities of HR and employees in promptly communicating retirement dates, including specific timelines and notification methods (DRH). Implement effective communication channels, such as automated reminders or notification systems, to ensure retirement dates are promptly communicated to the respective directorate(s) and employee(s) (DRH). | medium | DRH | <p>Management comment: The Executive Management agrees with the above recommendation and will implement the following action plan. The first recommended action is already implemented (re. Staff rule 109.6.2 as below): For workforce planning and logistical purposes, and without prejudice to staff rule 109.2, staff members who wish to exercise their right to retire before reaching the age of 65, in accordance with staff regulation 9.5 §§ 2 and 3, are encouraged to inform the Director General in writing as early as possible, and up to one year prior to their desired date of separation.</p> <p>Action: Recommunicate policies and procedures outlining the responsibilities of HR and employees in promptly communicating retirement dates. Responsible directorate and due dates: DRH, December 2024</p> <p>Action: Implement effective communication channels, such as automated reminders or notification systems, to ensure retirement dates are promptly communicated to the respective directorate(s) and employee(s). Responsible directorate and due dates: DRH, December 2024</p> <p>Follow-up of May 2025 DRH is in the process of constructing its ERP for HRMS. The future ERP of DRH is scheduled to be ready by end 2026, which will be programmed with features for succession planning covering inventory of skills/competencies for each position. In conjunction with the feature, an automatic succession planning monitoring can provide information and action on (i) yearly monitoring of age of separation. (ii) automatic message and reminder will be triggered to reach relevant addressee (directorates concerned/executive management, drh focal points, the staff concerned).</p> <p>Follow-up of October 2025 ERP/HRMS for DRH will start end 2025 and will be completed by end 2026, as approved by the ITSC.</p> | 31-Dec-2024 |
| 2025 | Recharge mechanisms | 02-2024/01 | <p>Recommendation 1</p> <ul style="list-style-type: none"> Regularly (e.g., every 3 years or cycle) review the costs of Unit of Work to ensure the relevance of the indirect costs allocation and document respective assumptions and calculation method in a dedicated document (e.g., in the Excel file used for annual budgeting of respective costs). Once fully approved, ensure the policy to explain recharge mechanisms is communicated and adhered to across UPU (e.g., use audits, reviews, and performance metrics to track compliance). Periodically review the policy to reflect changes in organisational structure, activities, or cost drivers. | medium | DFI/DL/DCTP | <p>Management comment: The Executive Management (EM) agrees with the above observation. However, we would like to highlight that the Procedure for determining the recurring fees was approved by the IT Steering Committee on 5th February 2025. It will be subsequently submitted to the EM for review and approval.</p> <p>Action plan: The Executive Management accepts the recommendation and will implement the following action plan:</p> <p>Action: Review every cycle of the costs of the Unit of work. Responsible directorate and due dates: DFI, DL, January 2026</p> <p>Action: Communicate to IB directorates the approved Procedure on recharge mechanisms (determining the recurring fees for DPTC products and services). Responsible directorate and due dates: DPTC, December 2025</p> <p>Action: Periodically review the policy and ensure compliance. Responsible directorate and due dates: DPTC, ITSC, December 2026</p> <p>Follow-up of May 2025 No comment provided yet</p> <p>Follow-up of October 2025 <u>DCTP comment:</u> The implementation of this recommendation will be discussed at the next ITSC meeting. It will be updated once the implementation plan is established.</p> <p><u>DFI comment:</u> No progress to be reported.</p> | 31-Dec-2026 |
| 2025 | Recharge mechanisms | 02-2024/02 | <p>Recommendation 2</p> <ul style="list-style-type: none"> Develop and implement formalised, standardised budgeting procedures between IB and PTC for IT-costs (using zero-based budgeting rather than historical information) and assign clear responsibilities for budget management and monitoring (for example, in IB-IT Financial Management procedure) to ensure consistency and accuracy. Once agreed, share the final budget with respective directorates for their information. (DFI). Develop robust monitoring and control mechanisms (e.g., quarterly compare budgeted vs. committed vs. invoiced/booked per entity / body / directorate) to track budget adherence and identify variances promptly (PTC). Use these insights to take corrective actions as needed (DFI). In parallel, once the requester has approved the project specification documentation, implement a preventive review of the available budget (i.e. existence and sufficiency) by DFI, before initiating the project (refer to Unauthorized recharge transactions). Encourage a culture of accountability by linking budget performance to individual and departmental evaluations (DRH). | medium | DCTP/DFI | <p>Management comment: The Executive Management agrees with the above observation. We would like to highlight that the recent approval of a IB Project Management Framework, which defines common set of project milestones (initiation, execution, review, final acceptance, closure and review) will ensure all IB projects are adequately controlled and monitored.</p> <p>Action plan: The Executive Management accepts the recommendation and will implement the following action plan:</p> <p>Action: For mechanism 2, develop and implement formalized, standardized budgeting procedures between IB and PTC for IT costs. Responsible directorate and due dates: DPTC, ITSC, DFI, December 2026</p> <p>Action: Monitoring and control process developed and implemented accordingly. Responsible directorate and due dates: DPTC, project owner, DFI, December 2026</p> <p>Follow-up of May 2025 No comment provided yet</p> <p>Follow-up of October 2025 <u>DCTP comment:</u> The implementation of this recommendation will be discussed at the next ITSC meeting. It will be updated once the implementation plan is established.</p> <p><u>DFI comment:</u> No progress to be reported.</p> | 31-Dec-2026 |

| Year of issuance | Report title | Recommendation reference | Recommendation | Priority | Directorate | Deliverables and implementation details | Deadline |
|------------------|---------------------|--------------------------|---|----------|-------------|--|-------------|
| 2025 | Recharge mechanisms | 02-2024/03 | <p>Recommendation 3</p> <p>Improve the respective recharge process as follows and document the respective requirements and role & responsibilities within in IB-IT Financial Management procedure:</p> <ul style="list-style-type: none"> • Provide detailed supporting documentation at the request stage to support the pro-forma invoice (e.g., for Maintenance costs, detail the related software / tools impacted and related costs) to ensure informed decision making / approval by requester (DPTC). • Once the requester has approved the project documentation and before initiating the project, implement a preventive review of the available budget (i.e., existence and sufficiency) by DFI. Evidence can be formalized on pro-forma (created by DPTCDFI). • Establish a mandatory formal approval process for pro-forma invoices by the respective requester, for communication to PTC to initiate the project. Study the opportunity to introduce an automated workflow for example in MS SharePoint to enforce this approval step (and maintain respective documentation) before any further action is taken. (DFI / PTC) • Require documentation to support the receipt of services, such as User Acceptance Testing (UAT) reports, validation of timesheets (person-days) (approved by requester), or mission reports. Note, alternatively, provide access to Sciforma to designated control owner(s) in DFI. (DFI / PTC) • Implement controls to ensure that booking of transactions is only performed after formal approval by the requester and actualize booking date as per effective date of validation of the invoice in Navision (DFI) | high | DCTP/DFI | <p>Management comment: The Executive Management agrees with the above observation. We would like to highlight that the recent approval of a IB Project Management Framework, which defines common set of project milestones (initiation, execution, review, final acceptance, closure and review) will ensure all IB projects are adequately controlled and monitored.</p> <p>Action plan: The Executive Management accepts the recommendation and will implement the following action plan:</p> <p>Action: Improve the respective recharge process as mentioned in the recommendation and document the respective requirements and role & responsibilities within IB-IT Financial Management procedure. Responsible directorate and due dates: DPTC, project owner, DFI, December 2026</p> <p>Follow-up of May 2025 No comment provided yet</p> <p>Follow-up of October 2025</p> <p>DCTP comment: The implementation of this recommendation will be discussed at the next ITSC meeting. It will be updated once the implementation plan is established.</p> <p>DFI comment: No progress to be reported.</p> | 31-Dec-2026 |
| Total | | | 18 | | | | |