

Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Deadline
2020	Audit of 2019 financial statements	4/20338	<p>Recommendation 4</p> <p>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.</p>	Not specified	DL	<p>Follow-up of July 2024 Digitization and promotion of the philatelic collection. Solution shared with the WNS 2.0 project.</p> <p>Work began in April 2024 as follows: Stage 1: Database Creation + Initial Identification Dev. - Completed Stage 2: Full Identification Development + preparation Web App - Ongoing Stage 3: Advanced Identification Dev. + Mobile App (Indication only) - Scheduled</p> <p>Follow-up of May 2025 The digitization operations are underway. They were able to begin thanks to the technical solutions implemented, namely a pooling of resources with the new developments of WNS 2.0 (in agreement with the Directorate General).</p> <p>Follow-up of October 2025 The digitization of the collection is currently underway and remains a work in progress. It is being carried out through synergies with the UPU Archives Service and the WNS 2.0 resources. The ongoing postal collaboration between the UPU and designated operators continues to enhance the efficiency and scope of these digitization efforts.</p> <p>Follow-up of April 2026 The digitization of the collection continues to progress, supported by ongoing synergies with the UPU Archives Service and WNS 2.0 resources. During this period, increased engagement from designated operators has been observed, with a growing appropriation of the WNS online registration platform. This positive momentum is contributing to a more structured and sustainable advancement of the digitization process.</p>	31-Dec-2027
2022	Audit of 2021 financial statements	2/21481	<p>Recommendation 2</p> <p>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.</p>	High	DIRCAB	<p>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.</p> <p>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.</p> <p>Follow-up of July 2024 The template of risk matrices in use is the same as developed since the introduction of the ICS within the UPU, although they have been regularly improved with the implementation of auditors recommendations and suggestions throughout the years. We understand that the matrices being directorate-focused do not allow a better visibility of cross-cutting processes. Although a complete redesign of matrices may require some time, we are going to develop new risk matrices so as to have one matrix per cross-cutting process instead of having one matrix per directorate, and thus offering a clear overview of cross cutting processes, the risks associated thereto and controls measures being implemented.</p> <p>Follow-up of May 2025 We are working on updating the risk and control matrices to focus on key processes and risks. A matrix will be drawn up per key process identified. 10 key processes relating to financial reporting have been identified. The revamping of the risk matrices will be completed together with the establishment of relating documentation (i.e., key process description, control measures documentation, etc.).</p> <p>Follow-up of October 2025 The work is still in progress</p> <p>Follow-up of April 2026 The work is still in progress</p>	31-Dec-2023
2022	Audit of 2021 financial statements	3/21481	<p>Recommendation 3</p> <p>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.</p>	high	DCTP	<p>Follow-up of July 2024 [ITSC meeting minutes - 04/07/2024] Status of the project: ERP upgrade:</p> <ul style="list-style-type: none"> - Plan <ul style="list-style-type: none"> 1) List of requirements End of August 2024 2) Selection of technology provider End of Sept. 2024 3) Upgrade of Navision (Finance functions) TBD with the provider 4) Implementation of HR priority functions TBD with the provider - Detail The work on the collection of the requirements has started. The plan to select the technology provider by the end of September is on-track - List of changes to the plan [March 2024] Project completion will be estimated after the selection of the provider (planned for September 2024) <p>Follow-up of May 2025 [PMO - 02/05/2025]: Selection of the technology provider step: the TPC submitted its recommendation to the DG, who is asked to approve it. The implementation of the upgrade is estimated between 6 and 12 months and is expected to start in June 2025.</p> <p>Follow-up of October 2025 [PMO - 08/10/2025] The DG approved the decision of the TPC. DG approved the recommendation of the TPC. Contract with Swisscom has been prepared, validated by the DAJ and signed by Swisscom. Now the contract is on the DG desk awaiting for his signature. The implementation project will start once the contract is signed. The implementation planning will be reviewed with the supplier once the contract has been signed.</p> <p>Follow-up of April 2026 [PMO - 20/02/2026] Implementation project has started: the completion is planned for September 2026.</p>	31-Dec-2024

Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Deadline
2022	Audit of 2021 financial statements	4/21481	<p>Recommendation 4</p> <p>The SFAO recommends that the UPU increase password security by limiting the period of validity of passwords for the Active Directory to 90 days.</p>	medium	DCTP	<p>Follow-up of July 2024 Explanation why this recommendation has not been implemented: The NIST Special Publication 800-63B (Digital Identity Guidelines: Authentication and Lifecycle Management) from June 2017, updated in 2020, Section 5.1.1.2 clarifies that periodic password changes are no longer a recommended requirement unless there is evidence of compromise, aligning password security practices with current best practices for more effective and secure authentication management. UN recommendations follow the NIST recommendations. The ICT Security Policy, Chapter 4.1 (Password Management) stipulates: "Passwords should not be required to be changed arbitrarily on a regular basis (e.g., every 60 or 90 days). Password changes should be mandated only when there is evidence or reasonable suspicion of compromise or unauthorized access." Also, Microsoft follows the same recommendations and promote password-less authentication and MFA. Generally speaking, the accent is now given on the robustness of the passwords (size, complexity) and MFA. If a recommendation should be, it should go towards this direction and not request us to regularly change our passwords.</p> <p>Follow-up of May 2025 [06/05/2025] The password policy for internal users has been strengthened with an increase in the minimum password length from 8 to 14 characters. Multi-factor authentication will be phased in based on a risk analysis, starting with the highest risk accounts.</p> <p>Follow-up of October 2025 No new comment as DCTP considers this recommendation as already implemented on the basis of their previous comment (i.e., comment provided at the follow-up of May 2025)</p> <p>Follow-up of April 2026 In progress</p>	31-Dec-2024
2023	Audit of 2022 financial statements	5/22365	<p>Recommendation 5</p> <p>The SFAO recommends that the UPU establish and formalize unambiguous rules for approval of expenses.</p>	medium	DFI/DIRCAB	<p>Follow-up of April 2026</p> <p><u>DFI Comment:</u> In progress with the Procurement working group.</p> <p><u>DIRCAB Comment:</u> Further internal discussions were held in relation to Action Point No. 2. It was considered necessary to clarify the wording of the action to better reflect its intended scope.</p> <p>Specifically, the action relates to exploring and defining appropriate protocols and technical solutions to formalize the digital approval of expenses and ensure their structured integration within Navision. This exploration is not limited to the use of electronic signatures, which may form part of the solution but do not, in themselves, constitute the full requirement.</p> <p>An approval workflow functionality already exists within Navision. In this context, DOP, DPRM, and DCDEV are currently in the process of being onboarded to the relevant approval workflows within the system to ensure consistent and harmonized application across Directorates.</p> <p>Coordination and follow-up are ongoing between DFI and PTC in order to assess the available options and define the most appropriate approach. The outcome of this assessment will be reported to the Procurement Working Group (PWG) accordingly.</p>	May, 2024
2023	Audit of 2022 financial statements	8/22365	<p>Recommendation 8</p> <p>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.</p>	medium	DRH	<p>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.</p> <p>Follow-up of July 2024 The simplification of the travel process is ongoing, pending approval.</p> <p>Follow-up of May 2025 Streamlining of the travel process was done resulting in decentralization (from DRH to Directorates) of some roles. Presentation of the updated process was given to Directorates.</p> <p>Automated travel management system will be implemented in connection with obtention of ERP/HRMS for DRH in 2026.</p> <p>Follow-up of October 2025 Work in Progress.</p> <p>Follow-up of April 2026 On track</p>	December, 2024
2023	Audit of procurement processes	2/23372	<p>Recommendation 2</p> <p>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.</p>	High	DIRCAB	<p>Follow-up of April 2026 Work over the past months has primarily focused on the development of the Procurement Policy. The first draft was circulated to all Directorates, and respective feedback was received.</p> <p>DAJ has been closely following up with the concerned Directorates to clarify comments and specific requirements, in order to incorporate them into a consolidated version of the Policy. This process remains ongoing, as further alignment is required on certain points.</p> <p>The final draft from DAJ is currently expected to be finalized in March 2026. Upon circulation to the Procurement Working Group (PWG) members, a dedicated meeting will be convened (currently envisaged for April 2026) to review the document and proceed with its approval or further amendment, as required.</p>	31-May-2024

Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Deadline
2023	Audit of procurement processes	3/23372	<p>Recommendation 3</p> <p>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.</p>	medium	DAJ	<p>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).</p> <p>Follow-up of July 2024 The proposed amendments to the UPU Financial Regulations have been adopted by the Council of Administration at its 2024.1 session. Work is now being conducted in what pertains to the amendments to the Rules on Financial Administration and Procurement Policy, which are subject to adoption by the Director General.</p> <p>Follow-up of May 2025 In the recent Procurement Working Group meeting, it was decided that the following actions are going to be implemented: <ul style="list-style-type: none"> • PWG Secretariat: Organize a meeting for DAJ to present the amended RFA to the DG. • DAJ: Obtain written approval from the DG on the amended RFA. • DAJ: Add the approval date to the RFA and circulate to the IB via an internal memorandum. • DAJ: Finalize and update the Procurement Policy by 16 June 2025. • PWG Members: Submit feedback on the updated Procurement Policy by 30 June 2025. </p> <p>Follow-up of October 2025 Previously noted actions updated as follows: <ul style="list-style-type: none"> - RFA already presented and adopted by the DG; - Draft Procurement Policy presented to the PWG on 08.10.2025 where the June 2025 feedback was discussed - updated version shared for final comments and validation. </p> <p>Follow-up of April 2026 Still ongoing.</p>	31-May-2024
2024	Audit of 2023 financial statements	2/23369	<p>Recommendation 2</p> <p>The SFAO recommends that the UPU automate the consolidation process, including the elimination of inter-segment transactions.</p>	medium	DFI	<p>Follow-up of May 2025 Not yet started, as mentioned in December 2024.</p> <p>Follow-up of October 2025 No progress to be reported. pending Navision upgrade.</p> <p>Follow-up of April 2026 In progress for 2025 closing .</p>	30-Jun-2026
2024	Audit of 2023 financial statements	3/23369	<p>Recommendation 3</p> <p>The SFAO recommends that the UPU keep individual accounts as presented in the consolidated financial statements. In other words, this means adapting the "mapping" of accounts and headings from the financial statements to completely align the individual balance sheets, the consolidated file and the consolidated financial statements.</p>	medium	DFI	<p>Follow-up of May 2025 Not yet begun- pending Navision update.</p> <p>Follow-up of October 2025 Mapping in progress, file to be consulted with DFI.</p> <p>Follow-up of April 2026 mapping in progress, file to be consulted with DFI.</p>	30-Jun-2026
2024	Audit of 2023 financial statements	5/23369	<p>Recommendation 5</p> <p>The SFAO recommends that the DFI, in conjunction with the other IB directorates, keep complete, permanent records for each third-party fund and tied own fund. These records must include a description of the funds, the economic nature of the transactions, the accounting classification of the fund in line with IPSAS, the project number associated with each fund, and any supporting documentation concerning information and analyses carried out by the International Bureau. In the case of a transfer of funds, the donor's approval must be documented.</p>	High	DFI/DOP/DPRM/DCDEV /DIRCAB	<p>Follow-up of May 2025</p> <p><u>DFI comment:</u> In progress - project framework established</p> <p><u>DOP comment:</u> At DOP we have implemented this recommendation for many years already. All extra-budgetary incomes are monitored, we keep a follow-up of all expenditures and a report to the donors is done periodically (at least at the end of each year). The follow-up is also ensured working closely, but not exclusively, with DFI.</p> <p><u>DCDEV comment:</u> DCDEV ensures that all voluntary contributions from member countries are received through official letters. These letters are systematically stored in a designated folder and can be accessed at any time for reference purposes.</p> <p><u>DPRM comment:</u> Revenue / income recording is largely a function of DFI. DPRM duly informs of all partnerships to the DFI and keep an internal record at the team / programme level to keep track of annual expenditures.</p> <p>Follow-up of October 2025</p> <p><u>DPRM comment:</u> No change to previous comment.</p> <p><u>DFI comment:</u> Forms available with DFI and used for the creation of new projects. The overall database update will be part of the IPSAS 47 implementation.</p> <p>Follow-up of April 2026</p> <p><u>DFI comment:</u> Forms available with DFI and being used for the creation of new projects.</p>	31-Dec-2026

Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Deadline
2024	Audit of 2023 financial statements	6/23369	<p>Recommendation 6</p> <p>The SFAO recommends that the UPU regularly analyze the actual nature of the reserves for QSF evaluation and make the necessary adjustments.</p>	Medium	DFI/DOP	<p>Follow-up of April 2026</p> <p><u>DOP Comment:</u> a. QSF Secretariat presented the detailed statement of the evaluation reserve earmarked for Common Fund projects at the 2025.2 QSF Board meeting. A total amount of USD 134,060 had been reserved for the evaluation of these projects. After review, the Board decided to reduce the evaluation reserve to USD 10,000, noting that the nature of Common Fund projects allows for efficient remote evaluation. Consequently, USD 124,060 will be released and made available for the implementation of new Common Fund projects. - Complete</p> <p>b. During the 2025.2 QSF Board meeting, the Board was apprised of the result of the exercise undertaken for the settlement of evaluation funds earmarked for the closed and evaluated national projects. The Board took note that a total amount of 275,387.27 USD earmarked under these projects as evaluation reserve has been returned to the respective designated operators. – Complete (At the end of the year, the amount is USD 311'150.57 for national projects)</p> <p>c. The Board also took note of the evaluation fund earmarked for the multinational projects. The Board decided that the evaluation of the GMS Link projects may be conducted remotely. Accordingly, the funds earmarked for evaluation of GMS Link projects will be ploughed back to the national accounts of the operators. - Complete</p> <p>Next Steps</p> <p>- QSF project team continue to liaise with the QSF finance to rationalize the evaluation reserve to ensure the amount reserved for evaluation of QSF national projects is in accordance with QSF Rules of Procedure. - - It is ensured that the amount reserved for new projects approved by the Board is in line with the provisions contained in the QSF Rules and Procedures.</p> <p>- Further, in line with the decision of the Board during its 2025.2 Board meeting, the necessary funds earmarked for evaluation of GMS Link projects and common fund projects will be ploughed back to the national accounts of the operators and to the common fund respectively. – It is completed the amount shall reflect in the respective common fund account statement/ account statements of the beneficiaries once the financial reconciliation of 2025 accounts is complete.</p> <p>(Note: The "relevant extract from the report of the 2025.2 Board meeting which details the statement of the evaluation reserve for the common fund and the decision of the Board" is available as evidence for the review of the External Auditor)</p>	31-Dec-2025
2024	Audit of 2023 financial statements	8/23369	<p>Recommendation 8</p> <p>The SFAO recommends that the UPU design and formalize controls on the recognition and classification of revenue within the risk and control matrices.</p>	High	DFI	<p>Follow-up of May 2025 in progress - project framework defined</p> <p>Follow-up of October 2025 In progress, part of IPSAS 47 implementation.</p> <p>Follow-up of April 2026 In progress, part of IPSAS 47 implementation.</p>	31-Dec-2026
2025	Audit of the governance of projects funded by voluntary contributions	1/24805	<p>Recommendation 1</p> <p>The SFAO recommends that the Executive Management put in place an appropriate organization-wide governance framework to manage programmes and projects funded by voluntary contributions and that it complete and update the existing rules on this matter.</p>	high	DAJ/DIRCAB/DFI/DOP/ DPRM/DCDEV	<p>Follow-up of April 2026</p> <p><u>DIRCAB comment:</u> 1. Rapport/information à la direction Générale : Deux propositions sont en discussion interne : - section projets stratégiques financés par fonds volontaires ajoutés au dashboard mensuel des directeurs - rapport par le Super PMO à la Direction générale 2. Des critères d'acceptation ont été rédigés pour être intégrés dans la Project Management Framework (PMF) : pour décision de l'ITSC (International Bureau IT Steering Committee) (02.2026) Le PMF concerne tous les projets et n'inclue pas d'éléments spécifiques aux projets financés par les fonds volontaires. Le texte proposé (2) vise à ajouter cette dimension dans les critères d'acceptation. Egalement, une définition élargie des projets ainsi qu'un cadre (template) de reporting intégrant les spécificités des projets financés par les fonds volontaires ont été proposés par DIRCAB pour être intégrés dans le PMF. Pour discussion et décision de l'ITSC (02.2026)</p> <p><u>DAJ Comment:</u> Still ongoing. Further work yet to be done in coordination with the DIRCAB and the DFI - deadline to be confirmed.</p> <p><u>DOP Comment:</u> For the year 2026, the following two additional projects from DOP have been shortlisted for monitoring by the ITSC under the UPU Project Management Framework: - Regional Transport Hub for the Pacific Region; - Transition to paperfree accounting. Regular updates are being provided to the ITSC on the status of each of the project. The latest updated was provided on 11 February 2026 for the ITSC meeting scheduled on 12 February 2026.</p> <p><u>DFI Comment:</u> Forms available with DFI and used for the creation of new projects. The overall database update will be part of the IPSAS 47 implementation.</p>	31-Dec-2025
2025	Audit of the governance of projects funded by voluntary contributions	2/24805	<p>Recommendation 2</p> <p>The SFAO recommends that the Executive Management take concrete steps to establish and validate a clearly defined and binding working framework with the operational directorates and with voluntary contributors. The aim is to promote effectiveness, efficiency and cost-effectiveness in the management of voluntary contributions and related projects.</p>	high	DCDEV/DIRCAB/DAJ	<p>Follow-up of May 2025</p> <p><u>DCDEV comment:</u> DCDEV uses the SIGA software as its project management tool. DCDEV is ready to contribute to the IB-wide standardization process based on its operational experience with SIGA.</p> <p>Follow-up of October 2025</p> <p><u>DAJ comment:</u> Further work yet to be done in coordination with the DIRCAB and the DFI - deadline to be confirmed.</p> <p>Follow-up of April 2026</p> <p><u>DIRCAB Comment:</u> Le PMF a été approuvé pour déploiement au sein du Bureau International. Son déploiement est organisé au sein de l'ITSC (International Bureau IT Steering Committee) avec le réseau des points focaux « gestion de projets » dans les directions. Le CTP est en charge (Directeur de la Direction du CTP) Concernant le déploiement de SIGA, un atelier de démarrage doit être lancé à la demande de DIRCAB. L'objectif est de faire un état des lieux de l'outil par la DCDEV et le CTP sur les fonctionnalités de l'outil et de recueillir le feedback (besoins, attentes, retour d'expérience etc...) des utilisateurs pour assurer un déploiement efficace. A la suite de cet atelier, un plan de déploiement devra être présenté la DG.</p> <p><u>DAJ Comment:</u> Regarding the support costs, the suggested drafts concerning the proposed new support cost policy, as well as a number of proposed edits to Annex 2 to the Financial Regulations have been shared with the DIRCAB.</p>	31-Dec-2025
Total				15			