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| **Council Working Group onFinancial and Human ResourcesNinth meeting - Geneva, 29-30 January 2019** |  |
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**Contribution by the Secretariat**

FOLLOW-UP ON THE RECOMMENDATIONS OF THE EXTERNAL AUDITOR

The follow-up on the recommendations of the External Auditor includes:

- the recommendations made in the External Auditor’s Report on the audit of the financial statements for 2017;

- the recommendations made in the External Auditor’s Report on the Audit of the Union’s accounts on ITU Telecom World 2017;

- the recommendations made in the Special Report of the External Auditor on Regional Offices.

## Follow-up on the External Auditor’s recommendations relating to the ITU Financial Operating Report at 31.12.2017

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|  | **Recommendation madeby the External Auditor****(Corte dei conti)** | **Comments received fromthe Secretary-General at the time of issuance of the External Auditor’s Report** | **Status asreported by ITU Management** |
| **Rec 1/2017** | We recommend that Management, in the evaluation process of the projects and studies for the fulfilment of the new HQ premises, consider the needs of the Union in a long-term period, also taking into account the ITU Human Resources Strategic Plan. | The Management Board of the Building project has taken note of this recommendation. The on-going discussions and studies aimed at supporting the decision making process on a certain number of options related to the design, dimensioning, etc. of the new building and which are based on projections of the number of staff (regular and non-staff) which could be in service on the date of delivery of that new building. | **Update as of December 2018:** The options related to the design, dimensioning, etc. of the new building are indeed based on projections of the number of staff (regular and non-staff) which could be in service on the date of delivery of that new building. |
| **Rec 2/2017** | We recommend that, in order to mitigate the risk of inaccuracies, Management should:1. implement extraordinary measures (such as an ad hoc task force) to clear the backlog in personal files within as short a time as possible;
2. rationalize the flows for data storage and management, thereby correcting the current fragmentation;
3. invest in IT resources, to eliminate any manual inputs related to the new compensation package, following a list of pre-established urgencies, and
4. enhance the salary payment function by introducing further checks on the payroll.
 | The recommendations are fully supported. The HRM Department has been working on a series of actions (short, mid and long term) aimed at addressing the various questions raised by the External Auditors, including:- a reorganization of the HRM Department, completed in 2017;- a business-processes review for evaluating the existing processes and procedures, with the view to streamline the existing ones and establishing the new ones required, e.g., for supporting the implementation of the new compensation package (more particularly the new education grant scheme);- the completion of a comprehensive list of IT requirements, for discussion with the IS Department, for establishment of an action plan, covering the shortfalls existing into the systems, the development of new functionalities, the automation of existing manual processes, the development of additional ESS (employee self-services) functionalities, etc.;- the review and, if necessary, redesign, of the e-filling project launched in 2010 for dematerializing the information managed by the HRM Department, with an integration of that information into a stronger and more comprehensive information management system. | **Update as of December 2018:** The complete list of HR related IT requirements has been submitted to the IS Department and a project called HRMD Enhancements 2019-2020 has been launched.The principal objective of the Project is to add new functionalities, enhance existing process and “fix bugs” in the current SAP HRMD modules which include Personnel Management (HR Admin, Benefits & Entitlements, etc.), Payroll, Employee/Manager Self services and interfaces with external systems such as UNJSPF and Cigna.The project covers the following key activities:1. Review the requirements list (see spreadsheet xyz) provided by HRMD.
2. Develop an implementation plan.
3. Procure external services, if needed.
4. Configure and develop solutions for the requirements specified in the requirements list.
5. Support HRMD during the project and post go-live.

In parallel to this project, an “e-filling” project is also being designed for launching in the course of 2019. |
| **Rec 3/2017** | We recommend that an intense preparatory activity be carried out in advance of the Strategic Plan for human resources, so as not to delay its implementation once it has been adopted in spring 2019. This should include: (i) a thorough skill gap analysis, with respect to internal potential of available resources, including technical skills, based on the outcome of the new assessment tool and the Competency Framework; (ii) the identification of sensitive posts and the preparation of a succession plan for the short and medium terms; (iii) a streamlining of the services and processes prior to determining the minimum size of the staff requested to fulfill the institutional functions, and (iv) the criteria for internal vs external recruitment and for the use of non-staff and short-term personnel. | The recommendation is supported. The elements listed under (i) to (iv) are integral part of the development of the HR Strategic plan to be submitted to the 2019 Council session for approval, based on the ITU Strategic plan and the Financial plan to be approved by the 2018 Plenipotentiary Conference in Dubai. | **Update as of December 2018:**The development of an HRSP has been endorsed by the PP-18 through its inclusion into Resolution 48 on HR management and development. IT is now being developed by HR, in consultation with all internal partners (Bureaux and Departments, Coordination Committee, Staff Council, Joint Advisory Committee…) for its submission to the 2019 Council session for approval. It will include all the items mentioned in the recommendation. |
| **Rec 4/2017** | We recommend introducing a Policy/Guideline that 1) will avoid automatic extension of contracts in force; 2) will consider it necessary to perform a supplier/market evaluation, before the decision to extend a contract is taken by management.  | ITU agrees that a policy should be put in place that contracts should not be automatically extended. ITU also agrees that a vendor performance evaluation should be done before a contract is extended. If the contract has extension options, it should not be necessary to carry out a market evaluation. However, if a contract is extended beyond its extension options, a market evaluation may be carried out as part of the justification for such an extension. | **Update as of December 2018:** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec 5/2017** | We recommend that Management improve controls on Purchase Orders/Contracts repeatedly awarded to the same supplier in order reduce the risk that ITU procurement rules and procedures being bypassed or not correctly applied. | ITU agrees that controls be introduced to reduce the risk of ITU procurement rules and procedures being bypassed. | **Update as of December 2018:** The implementation is planned in January 2019. |
| **Rec 6/2017** | We recommend Management to update the ITU SRM software to allow the monitoring of Purchase Orders/contracts executed in case of waiver of competition. | ITU agrees that if technically possible, the basis of award (waiver or competition), should be recorded in the SRM system. | **Update as of December 2018:** This is part of the contract management project which is foreseen to be concluded in 2019. |
| **Rec 7/2017** | We recommend that PROC should prepare Guidelines covering all aspects of the procurement process below 20 KCHF to be communicated to the staff concerned. For instance, the Guidelines should consider the following: 1) which are the minimum elements of the requisitions; 2) how potential suppliers shall be identified; 3) that bidding is required and a minimum number of quotations is sought, unless properly justified by the client/requisitioner and previously approved by PROC; 4) how the evaluation of the quotations shall be performed; 5) how the Purchase Order/Contract shall be awarded. | ITU agrees that a policy be put in place which covers all aspects of procurement below CHF 20k. ITU agrees that bidding (unless duly justified) shall typically be carried out for cases above a certain minimum threshold which is yet to be established. | **Update as of December 2018:** The implementation is planned in January 2019. |
| **Rec 8/2017** | ITU agrees that a policy be put in place which covers all aspects of procurement below CHF 20k. ITU agrees that bidding (unless duly justified) shall typically be carried out for cases above a certain minimum threshold which is yet to be established. | ITU agrees that all procurement processes shall be properly documented. | **Update as of December 2018:**The implementation is planned in January 2019. |
| **Rec 9/2017** | We recommend that a Declaration of Absence of conflict of interest (DACI) should be signed by the staff involved in the procurement process stating that they do not have any conflict of interest that may affect the procurement process. | ITU agrees that some key staff involved in a procurement process shall sign a DACI. | **Update as of December 2018:**This recommendation has been Included in the new Procurement Manual, foreseen to be promulgated in early 2019. |
| **Rec 10/2017** | We recommend that for any procurement a written confirmation statement should be obtained from the supplier confirming that the company adheres to the UN Supplier Code of Conduct. | ITU agrees with this recommendation and intends to have all vendors registered in the United Nations Global Marketplace (UNGM). As part of this registration process a vendor confirms to having read and understood the UN Supplier Code of Conduct.  | **Update as of December 2018:** Ensuring that all vendors are registered in UNGM is an on-going project. ITU foresees that by 2019 all vendors being awarded contracts/POs are registered in UNGM as a pre-requisite. |
| **Rec. 1/2016** | Considering the retirement projection for the next ten years and the risk of discontinuity potentially involved, we recommend that Management should adopt a formal succession planning strategy, to be integrated in the HR Strategic Plan. This strategy should specify critical roles and positions against ITU objectives and needs, and set out plans for the immediate future (transfer of knowledge) and for the longer term (based, amongst other things, on the inventory of skills provided in the recent Competency framework to identify the internal potential to take over). | HRMD will consult the Bureau and GS Departments to develop a succession planning strategy aimed at preserving institutional knowledge and ensuring continuity in the delivery of the mandate of the Union. | **Update as of April 2018:**The HRMD service responsible for this action being deeply involved in the implementation of the new e-PMDS (performance management and development system), confirms that the recommendation will be implemented in the first quarter of 2018**Update as of December 2018:** The development and implementation of the HR Strategic plan (HRSP), to be approved by the 2019 Council session will focus, inter alia, on reinforcing the enhanced workforce diversity and agility (aligning ITU workforce to the ITU goals) through a series of action lines, including:  • Balanced and diversified workforce when it comes to staff in Professional and higher versus General Service categories; age, gender parity at all levels and geographical distribution. • A Fit-for-purpose workforce, including identification of duplication or overlap of work.• Alignment between the Union's strategic priorities and staff functions and posts.• A common basis for required competencies and skills based on analysis and gap assessments (designing skills and competency profiles), so as to ensure the right people in the right positions, also through mobility and functional rotations.• Succession Planning as a means to streamline planning and earlier identification of need. |
| **Rec. 2/2016** | ***Absence of “key guidelines” in the Financial Regulations and Financial Rules***We therefore recommend that Management should submit to the Council a proposal for amending the Financial Regulations and Financial Rules in order to be consistent with the procurement principles found in Service Order which shall be aligned. | ITU takes note of this recommendation and shall consider preparing a proposal for Council. | **Update as of April 2018:**An amendment to the Financial Regulations and Financial Rules is presented to this session of the CWG-FHR to reflect this recommendation.**Update as of December 2018:** Council 2018 agreed to this and the Financial Regulations and Financial Rules were amended accordingly. |
| **Rec. 3/2016** | ***The United Nations Global Marketplace***We acknowledge that ITU regularly publishes all the tenders above CHF 50’000 on UNGM, however, in order to enhance the level of transparency of the procurement process, and, overall, in order to achieve the objective envisaged by the mandate of the United Nations General Assembly, we recommend that it should also regularly publish all the tenders (for goods and services) below CHF 50’000. | ITU takes notes of this recommendation and affirms that the purpose of publishing on the UNGM is to allow for international competition, which is a requirement for tenders above CHF 100’000 as per the current Service Order. It is the current practice to also publish tenders above CHF 50’000 (and below CHF 100’000) on UNGM. At times when the circumstances so require, international competition may also be sought for lower value tenders.  | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018:** All tender notices for requirements above CHF 50,000 shall be advertised on UNGM and the ITU public web-site. For requirements below this amount, while it is not required, it is still good practice to advertise on UNGM and the ITU public web-site. These provisions will be included in the new Procurement Manual, foreseen to be promulgated in early 2019. |
| **Rec. 4/2016** | We share the Internal Auditor’s view and recommend the adoption of: **A***)* a Procurement manual covering all the steps of the procurement process according to the UN best practices on the subject and, also; **B**) implementation measures with policies and procedures that should serve as guidance to all staff members involved in the various stage of the procurement process. | ITU accepts this recommendation. A Procurement Manual is currently being prepared which will cover all steps of the procurement process and provide guidance on policies and procedures to all staff involved in the various steps of the procurement process. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018:** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 5/2016** | We therefore recommend that ITU introduce a written procedure to be followed by ITU’s staff for procurement cases below CHF 20.000.  | ITU accepts this recommendation. This will be included in the new Procurement Manual. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018:** These written procedures are planned to be implemented in January 2019. This is also covered in the new Procurement Manual that has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 6/2016** | ***Enhancing the transparency of the procurement process***We acknowledge that ITU Procurement Management publishes regularly all the contract award notices on UNGM, however, in order to enhance the level of transparency of the procurement process, we recommend that ITU should: **A**) inform individually all participating bidders as soon as the procurement process has been concluded or cancelled; **B**) arrange, if requested, a briefing with the unsuccessful/excluded bidders that participated in the procurement process, in order to give them the possibility to better compete for future solicitations; **C**) inform, during the briefing, vendors that were unsuccessful, on the reasons of why their bid was not successful.  | It is the current practice of ITU to send letters of regrets (e-mail for below CHF 50’000) to all unsuccessful vendors informing that their bid has not been retained. The bid document invites vendors to request information about the assessment of their bid. ITU accepts the recommendation to also inform vendors in the letter of regret that they may request for information about the assessment of their bid and that this shall be included in the new Procurement Manual.  | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018 :** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 7/2016** | We recommend that ITU should ensure that clear pass/fail (or compliant/non-compliant) criteria are applied consistently for all ITBs. | It is the current practice of ITU to apply clear pass/pass fail criteria for all ITBs, which are determined prior to the issuance of the ITB. This practice shall be included in the new Procurement Manual. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018:** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 8/2016** | ***Enhancing the role of the Appraisal Committee***We recommend that, in order to conduct the procurement process in a fair and transparent manner and taking into consideration best value for money: **A**) the Appraisal Committee should, during the evaluation process, apply the evaluation criteria and method as pre-defined in the solicitation document/tender dossier. In addition, we consider inappropriate the criteria set out in the RFP that “*bidders availability in mid November (2012) will be an important criteria of selection*” because it could restrict competition by limiting the participation of other vendors in the procurement process (in fact, in the procurement audited, the contract was only signed in February 2013); **B**) the Appraisal Committee should prepare clear Evaluation reports summarizing technical and commercial points in the bids, in order to have a clear ranking of the bid recommended for the contract according to the criteria set out in the tender file; **C**) in the event of exceptions from the principle of automatical rejection of late offers received, SO 14/06 should clearly state in which cases these exceptions apply. | It is the current practice of ITU to establish the evaluation criteria and evaluation methodology prior to the issuance of any tender and that the resulting evaluation reports clearly present the points awarded to each bidder and their individual ranking. This practice shall be included in the new Procurement Manual. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018 :** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 9/2016** | ***Enhancing the mandatory technical assessment*** We recommend, as envisaged in the UN best practices, that for RFPs, only proposals meeting the mandatory and minimum requirements (or points) should be considered for commercial evaluation and commercial bids from vendors considered not to be technically compliant with the tender specifications should not be evaluated. | It is the current practice of ITU to only evaluate the commercial proposals of vendors which are technically compliant. This practice shall be included in the new Procurement Manual. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018 :** This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 10/2016** | ***Monitoring the vendor performance*** We share the Internal Auditor’s view and we recommend setting up a vendor’s performance evaluation in order to monitor its performance and measures actual contract achievements with regards to quality, delivery, timeliness, cost control, compliance with terms of reference (TOR) or statement of work (SOW), as well as all other performance indicators established in the contract. | ITU accepts this recommendation. A policy on vendor performance management shall be included in the new Procurement Manual. | **Update as of April 2018:**In progress.The Procurement Manual is in progress of being drafted.**Update as of December 2018 :**This is included in the Procurement Manual which has been drafted and is foreseen to be promulgated in early 2019. |
| **Rec. 11/2016** | We recommend that Management should adopt a policy on Procurement Ethics, Fraud and Corrupt Practices and that it should provide a definition of “conflict of interest” at ITU. | ITU accepts this recommendation and will prepare such a policy for adoption. | **Update as of April 2018:**Drafting has progressed on a policy against Fraud, Corruption and other Proscribed Practices. This policy is expected to include a definition of conflict of interest. The draft policy is undergoing internal consultations.**Update as of December 2018:** Awaiting for the nomination of the new ethics officer. |
| **Rec. 12/2016** | ***Ethics Framework***Through the Ethics Office, a comprehensive review of the ethics-related provisions in the legal framework is underway. Further to this review, we recommend that Management update, enhance and fully comply the legal provisions for ethics-related matters, particularly in key areas such as procurement and HR Recruitment (see also Recommendation n. 11). This should be informed by reference to best practices in the UN system as appropriate to the specific needs and circumstances of ITU. | ITU accepts this recommendation, which is consistent with the overall ethics strategy that is being pursued by Management and the Ethics Office. | **Update as of April 2018:**The above-referenced draft policy against Fraud, Corruption and other Proscribed Practices is expected to address some of the elements identified in this recommendation. The final draft of this policy has been submitted for comments to the Independent Management Advisory Committee at its March 2018 meeting, and is being finalized for issuance. In addition, the Ethics Office has issued Guidance Notes to apply the existing legal framework to certain specific situations and has been working with other offices to finalize a mandatory ethics e-learning programme. Other aspects of the legal framework on ethics-related issues are also being considered for enhancement, particularly once the aforementioned policy has been finalized.**Update as of December 2018:**Awaiting for the nomination of the new ethics officer. |
| **Rec. 1/2015** | ***The accuracy of the Asset Register need to be improved***In this regard, we recommend that Management increase its efforts to recognize, label and capitalize the fixed assets located at ITU, in order to have a more accurate record of assets, through procedures and processes that will bolster coordination between different Departments. | The Secretariat will pursue the efforts already made to ensure that all assets are recorded in the respective databases. | **Update as of end April 2017** Improvements were made by a close collaboration between the different Departments in terms of consistency of data in the two SAP modules intended for asset accounting and equipment management at Headquarters and the regional offices. In addition, a Service Order on inventory and protection of ITU equipment has been issued.**Update as of April 2018:**The different data in the SAP equipment system and the SAP module for asset management are now synchronized. However, the matching of data is a permanent and regular exercise that will continue to be done by the concerned departments.**Update as of December 2018:**Current procedures and processes are being reviewed and the aligning of the revised processes with SAP is planned in 2019. |
| **Rec. 2/2015** | ***A revision of the depreciation’s coefficients is needed***In this regard, we recommend that Management should review the different categories’ lifetimes and their related depreciations according to UN practices. Where categories are updated, an adjustment of net book value will be needed. | The secretariat will further analyse this recommendation and its potential consequences. | **Update as of end April 2017**A study on the useful life was carried out in relation to other international organizations based in Geneva. The possible change in some categories’ lifetime is under consideration and the decision to implement this recommendation is related to the construction of the new ITU building.**Update as of April 2018:**None**Update as of December 2018:** Current depreciation parameters are being reviewed and are planned to be implemented. |
| **Rec. 3/2015** | ***A “Fixed assets management” merits further implementation***We consider that the asset management framework needs further improvement, therefore we recommend that Management should: i) consider the feasibility of assessing the status and the level of utilization of assets; ii) monitor regularly the obsolescence of items, also with a view to assessing the accuracy of the Asset Register; iii) extend these processes and procedures to all ITU Departments and Regional offices. | The secretariat will further analyse this recommendation and make report on the findings and conclusions to the external auditors. | **Update as of end April 2017**A detailed study was undertaken in 2016 concerning the level of utilization of assets under the responsibility of the ITU staff, which made it possible to identify the obsolete equipment in a significant way in order to update the accounting records. New procedures are being prepared for the management of equipment and its protection at Headquarters and Regional Offices.**Update as of April 2018:**A detailed study was finalized in 2017 concerning the asset under the responsibility of the ITU staff. A new Service Order No. 17/10 has been published in September 2017 in order to define conditions of purchase, replacement and reassignment of IT equipment as well as the delivery and recovery process.**Update as of December 2018:** Current procedures and processes are being reviewed including assessment, utilization, monitor, sale and write off in HQ, Regional and Area Offices. |
| **Rec. 4/2015** | Given the purpose of the valuation required by IPSAS 25 and the directions provided in paragraph 92 to 94 thereof, we recommend that, in the years to come, Management should ask the actuary to use a discount rate equal to the yield on long-term Swiss government bonds. | Management notes this recommendation and will discuss the matter with the appointed actuary to determine the most appropriate approach, taking into consideration the best practices of the UN organisations | **Update as of end April 2017**A new actuary has been chosen further to a Call for bids. This topic was discussed with them taking into consideration the recommendation made by the UN ASHI working group and submitted to the General Assembly in December. This recommendation is based on the work of the UN IPSAS Task Force, which agreed, in principle, that a thirty-year yield curve for high-quality corporate bonds would be identified each year for each of the three currencies in which health insurance benefits are most commonly paid: US Dollar; Euro; and Swiss Francs.**Update as of April 2018:**In line with the recommendation of harmonization discussed among the UN IPSAS Task Force, the use of a thirty-year yield curve for high-quality corporate bonds in Swiss Francs has been used for the 2017 valuation.**Update as of December 2018:** As put in place last year in accordance with the decision taken by the UN IPSAS task force and as it will be reported by the UN ASHI Working group to the UN Assembly, we will use a thirty-year yield curve for high-quality corporate bonds in Swiss Francs which will be provided by the UN in a view of harmonization of the assumptions among the UN organizations. |
| **Rec. 3/2014** | We recommend Management to perform a full actuarial review study, to evaluate when the ITU financial health, in the long-term scenario, might be compromised by the provisions of the Health Insurance Scheme. However, considering that the transition to the new scheme is still in progress, this study has to be performed after the separation from the SHIF and after sufficient data is available under the CMIP, not before the end of 2016. This recommendation replaces the previous n. 6/2012 and n. 3/2013, which are to be considered closed. | It is taken note of this recommendation. A full actuarial study will be performed according to the recommendation. | As recommended, a full actuarial study will be performed at the end of 2016 based on the data and results provided by the Collective Medical Insurance Plan (CMIP).**Update as of end-January 2016:** The requirement of this study will be included in the main actuary study related to IPSAS 25 (Rec 2/2014)**Update as of end April 2017:** New actuaries have been chosen to perform a full actuarial study of the Health Insurance Scheme.The result of the full study will be known mid-2017.**Update as of December 2017:**Discussions with the actuary have already started, and the final result of the full actuarial study should be sent to ITU beginning of next year to be presented to the next Council through the After-Service Health Insurance (ASHI) liability document.**Update as of April 2018:**A final discussion to present the results of different scenario will take place during May 2018.**Update as of December 2018:** The result of the study has been received and shared with the CMIP Committee for its consideration. |
| **Rec. 4/2014** | As remedial measures are needed, these drivers might be considered by the Council: we recommend Management, to monitor these drivers to ensure adequate pay-as-you-go and long-term funding | The funding of the health Insurance on a pay-as-you-go basis as well as of the ASHI actuarial liability is of upmost concern for the Union and is carefully monitored. The drivers mentioned here above have been, among others, taken into account while planning the transition to the CMIP and producing the 2014-2015 budget, the 2016-2019 financial plan as well as the 2016-2017 budget, which will be presented during Council 2015. The continuous monitoring of the CMIP results with regular pro-active communication with all the stakeholders and timely proposed adjustments and decisions will enable the funding on a pay-as-you-go-basis.  | The Management follows this recommendation and monitors carefully the different drivers to ensure ITU’s good financial health.**Update as of end April 2017:** The management still monitors carefully the drivers and will review and adjust it based on the results of the global actuarial study performed at the end of 2016. Each year ITU Management presents the situation of the After-Service Health Insurance (ASHI) liability. ITU will continue to focus on cost containment with the service provider and has proposed an increase in the percentage of contributions for the CMIP members and for ITU in the 2016-2017 budget in order to ensure the financing of health insurance on a pay-as-you-go basis. Furthermore, ITU will continue to fund the ASHI reserve as far as possible according to the budgetary surpluses.**Update as of December 2017:**As part of the full actuarial study, all the drivers are carefully studied and monitored. Their long term impact will be calculated through the different assumptions. In addition, ITU will continue to fund the ASHI reserve depending on the budgetary results.**Update as of April 2018:**ITU will continue to fund the ASHI reserve depending on the budgetary results and also through the decided budget allocation.Based on the result of the full actuarial study the ITU will review the main drivers to ensure the sustainability of the plan.**Update as of December 2018:** The result of the full actuarial study has been provided to the CMIP Committee for its review and consideration. The management still monitors carefully all the drivers in a view of reducing the ASHI liabilities and insuring the long term sustainability of the plan. |
| **Rec. 3/2012** | ***“Droit de superficie”***Considering that it is important and in ITU’s interest to extend the “droit de superficie” granted to ITU by the State of Geneva since 1967, we recommend Management to start, as soon as possible, the negotiations in this respect with the competent Host Country Authorities. | In January 2013, the Legal Adviser has already successfully contacted the Host Country competent Authorities in order to initiate a negotiation process. | The competent Host Country Authorities welcomed the request from ITU in principle and confirmed their interest as well as the fact that further developments will be triggered by decisions related to the replacement of the Varembé building, which are currently still under discussion.PP-14 decided the creation of a Council Working Group. The CWG will, with the support of the Secretariat, examine the status of HQ premises of the Union and continue to analyse the options so far submitted and any other proposal by Member States, for prudent treatment of the premises into the long-term future, in order to prepare a recommendation for Council. The first meeting of the CWG took place on 28 January 2015.**Update as of end-January 2016:** The work of the CWG on options for the Union's HQ premises over the long term is still on-going. A second meeting was held on 28 September 2015.**Update as of end April 2017:** The Council, by its Decision 588, decided to replace ITU’s Varembé building by a new construction that would also include the offices and facilities of the Tower building and complement the Montbrillant Building. In this context, the “droit de superficie” currently enjoyed by the ITU until 2079 for all of its buildings will have to be renegotiated with the Swiss authorities. However, the ITU has already obtained the insurances from the Swiss authorities that the conditions presently granted to the ITU cannot be revised downwards and that the 2079 deadline will not, in any event, be questioned. A working group composed of representatives from the ITU, the Canton of Geneva (landowner), the Swiss Confederation and FIPOI will be set up in early 2017 to discuss specifically the issue of the “droit de superficie”.**Update as of April 2018:**The ITU/Host country Working Group on “Droit de superficie” held its first meeting on 15 November 2017. Discussions focused on the following elements:1) The parcel distribution, which upon agreement, should not be impacted by the construction of the new building;2) A presentation by the representatives of the host Country of the “Droit de superficie” applicable under the recent new Swiss legislation. The ITU has already obtained the confirmation that the current duration of the “Droit de superficie” would not be called into question (due in 2079) despite the new regulation which limits the duration of the right to a maximum of 50 years.The ITU has also received confirmation that essential elements of the right, such as, for example, its free of charge rent would not be called into question.3) A template for “Droit de superficie” contract has been drawn up by the Host Country. This template will be sent quickly to the ITU for review and comments. The Host Country representatives confirmed that they were open to enter into discussions on the provisions of the template.4) The draft of “Droit de superficie” contract should ideally be finalized by October 2018.**Update as of December 2018:** Discussions in the Host Country Working Group have been postponed as ITU is waiting for written explanations from the Host Country about the legal basis and the reasons supporting the reduction of the duration of the “Droit de superficie” from 99 to 50 years. Consultations in this respect are currently taken place between the competent Authorities of the Host Country. A reply is expected by the beginning of 2019. |
| **Rec. 4/2012** | ***Assets’ recording in the register***[…] we have performed a physical stock checking of some fixed assets categories, such as a sample of items of furniture and IT equipment and we have traced them into the accounts. We observed that the ITU responsible in Facilities Management Division (HRMD Department) have not found some of the assets during the physical stock checking at year end (around 0.73% of the acquisition value of the assets concerned). We are aware that controls have detected part of these assets not found at year end, however we recommend Management to continue its research and to write-off the item that will not be found during 2013. | I will instruct FRMD to coordinate with the Facilities Management Division to ensure the continuation of efforts in 2013 and will clarify the existence and treatment of the items not captured in the stock checking. | The process of the identification and localisation and/or write-off of the assets not found during the stock checking has been initiated in past years and is progressing according to the plan.**At the end of 2014** the value of non-found assets has been significantly reduced by 83% of the 2012 value.**Update as of end-January 2016:** The level of the identification of the assets which have not been found will be known by the completion of the physical inventory on 31 December 2015.**Update as of end April 2017:** The situation of recovered assets had improved as at 31 December 2016 compared to 2014 and previous years. The same effort was made during 2016. By way of comparison, the value of the assets not found on 31 December 2012 was 392’744 CHF, compared to 22,024 CHF on 31 December 2016**Update as of April 2018:**The value of assets not found as on 31 December 2017 amounted to 29’792 CHF, of which CHF 3’901 is from the 2016 period.Research will continue in the 2018 fiscal year to recover as many misplaced assets as possible.**Update as of December 2018:** Current procedures and processes are being reviewed including the process for assets not found. |
| **Rec. 10/2012** | ***Digitalisation of personnel dossiers***Although our analysis of the correspondence of the data inserted in the IT System with personnel dossiers did not revealed any major issue, we recommend the Management to start to evaluate the cost-effectiveness to digitalise personnel dossiers, not only in order to prevent that an accidental event might bring to loose fundamental data, but also to allow a direct interface of personnel dossiers with SAP HR. | I take note of this recommendation and inform you that HRMD is exploring this possibility. | The Detailed Blueprint (DBBP) of the e-Staff Personal File (digital filing) System was established on 19 April 2013.This DBBP comprises the HRAD (E&B Service) business process and mapping of the structure of the staff member (hard) personal file. The system is linked to the SAP-ERP\_HCM.**Update as per end of January 2015:** The first phase of creating the tool is completed. The e-Staff Personal File (digital filing) System is now operational. The next phase of the exercise concerning HRAD (E&B Service) focuses mainly on two different tendencies which are :1) Reduction of previous storage places (cupboards and computerized directories) to reorient Archive document flows toward the new e-filling system.2) Reduction of numbers of paper documents by revised working methods (repetition, overlap, unnecessary printing, etc.) There will always be paper documents as the original signed documents must be kept for legal reasons and to certify the accuracy of information recorded in the SAP- ERP\_HCM.**Update as of end-January 2016:** The digitalization is ongoing. HRMD is undertaking a fundamental review of all its procedures and document flow in view of creating a centralized, structured and secure electronic information management infrastructure to support the delivery of HR services.**Update as of end April 2017:** The project is still underway. As forecasted, one staff of the HRM Dept. is working on this project.**Update as of April 2018:**Preparatory work for the migration of the data has been completed. However, further discussions are needed with the IS Department for the implementation of a robust information management architecture and system, including the possibility of a linkage with the SAP-HR ERP system.**Update as of December 2018:** The previous comments remain valid. In addition, the new HRSP will include, as an objective for establishing an Excellence driven HR Services, the following action lines: • Streamlined and holistic HR services (simplify workflows and processes, promote a paperless work environment and build business plans and programmes oriented to clients).• Innovative, rationalized and integrated ERPs which will progressively support all types of HR processes and provide a range of new functionalities that will enhance the efficiency of these operations.• An effective use of HR data and analytics, which can be turned into meaningful information, and linked to related HR actions and in the context of a global digitalization of HR functions. |

## Follow-up on the External Auditor’s recommendations relating to ITU Telecom World Events

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|  | **Recommendation madeby External Auditor****(Corte dei conti)** | **Comments received fromthe Secretary-General at the time of issuance of the External Auditor’s Report** | **Status asreported by ITU Management** |
| **Rec 1/2017** | We recommend considering in the bidding process that the extended deadline of the bid be communicated to all Member States.  | All Member States will be duly informed of any deadline extensions agreed in general or with any specific country, during the bidding process to host an ITU Telecom event. | **Update as of December 2018:**The bidding process to host an ITU Telecom event in 2020, 2021 or 2022 has been launched. Details have been sent to all Member States. All Member States will subsequently be informed of any deadline extensions agreed in general or with any specific country. |
| **Rec 2/2017** | We therefore recommend adopting a standard template in Telecom’s request for thethe Secretary-General’s decision as referred to in Article 2.8 of the “ITU Telecom Policy and procedures”. | A standard form of Memorandum will be established by the Telecom Secretariat for this purpose, including all relevant information to be communicated to the Secretary-General for his decision. | **Update as of December 2018:** A standard form of Memorandum has been established by the Telecom Secretariat for this purpose, including all relevant information to be communicated to the Secretary-General for his decision. |
| **Rec 3/2017** | We recommend performing regular monitoring during the event and ensure that the exact dimension of spaces allocated by ITU to exhibitors is adhered to, for commercial as well as security and safety reasons. | As of the 2018 event, a routine monitoring procedure will be established to ensure that exhibitors only occupy their allocated space, and measures taken to address any discrepancies. | **Update as of December 2018:** At the 2018 event, a routine monitoring procedure has been performed to ensure that exhibitors only occupy their allocated space, and measures were taken to address any discrepancies. |
| **Rec 4/2017** | Therefore, we recommend limiting the recourse to these Promotion Partners to a minimum, and to carefully consider the need for them in each case. | Promotion Partners play an important role to market the event and increase the client base in various countries/regions that would not be possible to reach given the size of the internal sales team. The list of entities that they cannot approach is updated annually and for 2018 the “finder fee” has been reduced to 15% for returning clients, and will be further reduced to 10% for 2019. | **Update as of December 2018:** The list of entities that Promotion Partners cannot approach is updated annually and the “finder fee” has been reduced in 2018 to 15% for returning clients, and will be further reduced to 10% for 2019. |
| **Rec 5/2017** | Despite some efforts made, unsatisfactory result was achieved in balancing the gender distribution of participants, both in forum and in exhibition. We therefore recommend enhancing the efforts to tackle this issue | Further analysis will be undertaken to understand the difference in the gender distribution comparing the 2016 and 2017 events. Notwithstanding, measures that aim to improve the balance will be explored and implemented. | **Update as of December 2018:** For the 2018 event significant efforts were made to ensure female representation in all Forum sessions and all invitation letters encouraged the participation of female delegates. The overall gender balance of participants in 2018 saw a marked improvement with an increase of 7% compared to 2017. Notwithstanding, additional measures that aim to further improve the balance are being explored and implemented. |

## Follow-up on the External Auditor’s recommendations relating to Regional Offices

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| **Rec 1/2017** | In line with our Suggestion n.1, in the absence of a specific reference framework for field offices in PP Res. 25, we recommend that Management prepare a specific internal document, where the objective of "strengthening the regional presence" set by PP Res. 25 is clearly translated into measurable objectives for field offices, associated with accurate and consistent KPIs. | ITU will further study Recommendation n. 1. ITU would like to highlight that regional activities are implemented through combined efforts of the HQ and regions. Activities of HQ and regions are highly interlinked and inseparable. In addition, Objectives and KPI’s covering both the HQ and regional activities already exist in the WTDC Action Plan and the rolling four-year Operational Plan. These are already covered by the annual reports of the SG to Council on “Strengthening the Regional Presence” and the annual performance reports, and quarterly performance reports published by BDT to inform the membership regularly.Furthermore, PP Resolution 25 presents the high-level membership requirements for ITU regional activities. Adding another set of KPIs to Res 25 will duplicate with the existing set of KPIs. |  |
| **Rec 2/2017** | As a next step, we recommend explicitly linking, in cascade connection, the objectives of the Action Plans and Operational Plans with the concrete objectives resulting from PP Res. 25, with a view to reporting to Council accordingly | Consequently, ITU will also further study Recommendation n. 2. ITU would like to highlight that this link is always taken into consideration in the planning of Operational Plans, which is made by ROs’ Management |  |
| **Rec 3/2017** | In order to foster the “one ITU” approach, the objectives and related KPIs identified for field offices should also reflect the objectives and KPIs of the other ITU Sectors; we therefore recommend exploring opportunities to enhance the coordination regarding regional presence among Sectors.  | ITU agrees with Recommendation n. 3. ITU would like to highlight that various internal and membership-led coordination mechanisms, involving regional activities, among Sectors already exist and will continue to enhance coordination on regional presence among Sectors. Existing KPIs already accommodate the needs of all ITU Sectors. |  |
| **Rec 4/2017** | We recommend that Management should prepare a comprehensive flow chart, so as to make the functions, roles and activities of ROs understandable to all staff. At the same time, the regional staff should have a view of the objectives, sub-objectives and related KPIs associated with this flow chart, with a view to monitoring the implementation of the regional presence and mitigating the associated risks in a consistent way.  | ITU has taken note of Recommendation n. 4. ITU would like to highlight that flow charts explaining positions and reporting lines of ROs already exist. Performance of regional activities are regularly monitored on the basis of Objectives and KPIs. |  |
| **Rec 5/2017** | Whilst monitoring of the individual actions is carried out systematically both at RO and HQs levels, and the results are regularly reported to the Council, our audit found no comprehensive ad hoc documents on the evaluation of the effectiveness of the RIs themselves. Considering that every Action Plan may introduce new objectives and indicators for the reference period, we recommend that an external and independent mid-term and/or ex-post assessment of the effective and efficient achievement of the objectives decided at the WTDC level be conducted, in order to bring added value to the process. Similarly, a comprehensive mid-term and/or ex-post evaluation might be envisaged on whether the objective of “strengthening the regional presence” has been achieved in accordance with PP Res. 25. | ITU has taken note of Recommendation n. 5. However, ITU would like to highlight that the functions of the evaluation of the effectiveness of the RIs and the mid-term assessment is entrusted to and done by TDAG and Council. Since all results are presented to TDAG and Council, in our view they are the final evaluators of the effectiveness of the implementation carried out. |  |
| **Rec 6/2017** | We understood from Management that more actions are proposed than they are approved in the regional part of the Operational Plan; however, there is no specific methodology, framed in a system, for weighting them and for defining the respective priorities in an objective way. Therefore, we recommend that guidance should be provided as to how to set priorities on the basis of objective criteria. These criteria should also be consistent in all the ROs across the world, while taking into account the intrinsic differences between regions.  | ITU will further study Recommendation n. 6. ITU would like to highlight that when funding is not sufficient, the priority is determined in line with criteria in the Action Plan, taking into account regional initiatives approved by Member States. A regional Action Plan referred to in this report is understood to be the regional part of the Operational Plan. The regional part of the Operational Plan is planned by ROs’ management in consultation with regional team based on the needs of Member States and preferably linked to the regional initiatives. |  |
| **Rec 7/ 2017** | We recommend that ITU should strengthen its role in the evaluation of projects with a view to: 1) preventing reputational risks regarding non-functioning projects; 2) having a comprehensive picture of the impact of its work and, 3) identifying any possible corrective action relating to the implementation of projects. This involves urging its counterparts to allocate specific funds in every project to cover its evaluation. For minor projects, if performing an evaluation is considered not to be cost-effective, Management should nevertheless carry out a limited analysis of the project’s performance.  | ITU has taken note of Recommendation n. 7. ITU will continue to explore possibilities with counterparts to allocate specific funds in every project to cover the evaluation of such projects. |  |
| **Rec 8/2017** | During our audit we found that, apart from the "specific-to-project" risk analysis, there is no comprehensive risk analysis for all the risks that might occur in the Region and the risks that might impair the objectives of "strengthening the regional presence". We therefore recommend that there should be a comprehensive risk analysis and that this tool should be linked to the Objectives laid down in PP Res. 25. This should be shared among HQ and ROs. | ITU has taken note of Recommendation n. 8. ITU would like to highlight that there is an overall risk analysis that is carried out and reported yearly in the Operational Plan. ITU will endeavour to strengthen this analysis in the Operational Plan. |  |
| **Rec 9/2017** | In the course of our audit, we found some cases where recommendations had been considered as “closed” by the IAU, whereas our audit showed that they were still “in progress”. We therefore recommend that the IAU should follow up on their recommendations and only consider them as “closed” where there is adequate evidence. | Recommendation n. 9 is duly noted and IAU recommendations will not be closed unless the respective managers have provided adequate evidence, also taking into account the cost efficiency and priorities when the residual risk of partial non-implementation of IAU recommendations is very low. |  |
| **Rec10/2017** | Following the IAU’s recommendations, we recommend increasing efforts to obtain an HCA to protect the ITU's role and interests. | ITU has a HCA for all the regional offices and area offices, except for the area office of Santiago de Chile for which negotiations with the host country are ongoing. ITU has done all the paper work and a proposal is being analysed by the Chilean Administration. |  |
| **Rec 11/2017** | For accountability purposes, we recommend preparing a document summarizing all the delegations of authority, be they internal (who must sign what) or external (authorization for signature, such us bank movements and internet banking with the respective lines of responsibility). | ITU has taken note of Recommendation n. 11. As far as the bank movements are concerned this document already exists and is updated each time there is a staff movement. The coordination with the banks is also done to make sure they follow the instructions given by the HQ. Internal coordination will take place for creating a summary document for the delegation of authority. |  |
| **Rec 12/2017**  | In relation to A): we recommend adopting a standardised report form to record any exceptions, with the signature of the senior official who has approved the exception. An exception register might also be created for effective monitoring by HQ (this might also be extended to areas other than petty cash management).In relation to B) we share the IAU’s view. However, due to the fact that AOs are geographically dispersed, effective unannounced on-the-spot checks are only feasible in the Regional Office where the RD is resident. For instance, an AO receiving the RD for any operational mission might reveal a potential unannounced check in advance to the Area Office Management, thus making the check lose part of its effectiveness. In order to increase the level of effectiveness of unannounced checks on petty cash, we therefore recommend that the Regional Director should receive monthly reports on petty cash expenditure from all the AOs (at the moment, AOs only send their reports directly to HQ), so as to have an opportunity to perform recurrent desk reviews, sign them off and then forward these reports to HQ. Following the same logic, unannounced checks through desk reviews might also be performed by HQ on the RO where the Director is resident (please see our recommendation on Banking operations). Furthermore, we recommend that a specific procedure and template should be adopted at HQ and be followed by all the RO Directors.In relation to C), although we refer to petty cash expenditures and the purchase of stationery or other items for the normal running of the office, we recommend that there should be a template for every purchase request indicating the “initiating Agent”, as well as the person who authorizes the specific purchase, such as the RD and/or the AO Manager. | ITU has taken note of Recommendation n. 12. ITU would like to highlight the following: In relation to A), petty cash is used for small purchases which do not normally require 3 offers.In relation to B), summary petty cash reports from area offices can be shared with Regional Directors. In addition, the recommendation on “unannounced checks” will be further explored.In relation to C), monthly petty cash reports are all signed by regional directors and heads of area offices. In addition, purchases are done through electronic shopping cart procedures which provide all the necessary approvals and background information. |  |
| **Rec 13/2017** | In relation to bank operations, we recommend that a strict procedure should be implemented for all the ROs, whereby the third signature for bank operations should be provided by the RD, even where the operation is carried out at Area Office level. The RD can thus be held responsible for all the transactions. with banks. In our view, a revision of the procedure with UNDP is also necessary in order to avoid the personal accounts of staff members being involved in any ITU operations.  | ITU has taken note of Recommendation n. 13. However, ITU wishes to outline the difficulties for implementing this recommendation due to staff constraints and availability of RD. Requesting a third signature for all the bank transactions will certainly slow down the process and have a negative impact on efficiency of field offices. |  |
| **Rec 14/2017** | With regard to the inventory, we recommend that Management should enhance the level of accuracy of the Asset register, in particular in relation to asset management and items that are disposed of after being written off. | ITU will further study Suggestion n. 3. Stationaries are bought as need arises to replenish the stock on many occasions during the year. The balances left at the year-end are not significant value and considered as immaterial.ITU has taken note of Recommendation n. 14. ITU would like to highlight that since the end of 2013 IT assets are assigned to each individual. In addition, online platform on Inventory Records keep track of IT equipment assigned to each individual including Regional Offices. An update of software is planned in the end of 2018 that will be integrated directly with SAP that should resolve the issue with non-assigned IT equipment. When assets are written off, they are removed from asset register and disposed accordingly. Several service orders are issued on Asset Management. Trainings will be organized to Regional Offices to properly record and follow the service orders as well as the delivery of new inventory scanners is planned in 2019. |  |
| **Rec 15/2017** | We recommend that, since the Basic Rules are obsolete, ITU should adopt a new Procurement Manual covering both the regular budget and the extra-budgetary funds. | ITU agrees with Recommendation n. 15 and confirms that the forthcoming Procurement Manual will, in principle, also be applicable to procurement of goods and services from extra-budgetary funds. |  |
| **Rec 16/2017** | In order to avoid any reputational risk for ITU, we recommend that: 1) in the case of Funds-in-Trust, clear and objective criteria to select the proposals should be established and the results should be communicated to bidders in a transparent way.  | ITU agrees that clear and objective criteria shall be established for all procurement exercises regardless of funding source and that all procurement cases shall follow the procedures of the forthcoming Procurement Manual. The Manual outlines that the recommendation to award a contract shall be based on the clear and objective evaluation criteria as well as evaluation methodology, which shall be established prior to the issuance of the bid. This will mean that the recipient Government will not be able to recommend which vendor should be awarded. All awards above a CHF 50,000 threshold, shall be made public, and vendors are invited to request for a debriefing in regards to the assessment of their proposal. However, ITU does not agree to communicate its reasons for awarding a contract to a particular vendor, nor to allow vendors to have a right of recourse against the final decision of ITU. |  |
| **Rec 17/2017** | We recommend that the Evaluation Group should be set up by the Procurement Division, in accordance with the Project Management Guidelines, chapter 4.2.2, point c), which states that the whole process for the procurement of goods and services is the responsibility of the Procurement Division. | The response to this recommendation is covered by the response to Recommendation n. 18 below. |  |
| **Rec 18/2017** | In order to minimize risks for ITU, we also recommend that the Project Manager should not be appointed as a member of the Evaluation Group and that the Procurement Division should be the Coordinator of the Evaluation Group rather than the Project Manager.  | ITU will further study partly Recommendations n. 17 and n. 18 since all offers need to be technically evaluated. The project manager is responsible for all technical aspects of the project and so he/she is the best person to technically evaluate the offers, along with other professionals that he/she proposes to participate. Because most projects are implemented in the field under a project manager who knows the reality on the ground, the latter should be present with the evaluation team in HQ when decisions are made about the items to be procured. The establishment of evaluation panels will follow the procedures set out in the forthcoming Procurement Manual. The technical evaluation will be carried out by the Technical Evaluation Panel (TEP). The Requesting Unit is responsible for appointing the members of the panel and this shall be established prior to the issuance of the tender. At least one member shall be a staff member from inside the Requesting Department, and at least one member shall be from outside the Requesting Department. The following shall guide the establishment of the panel. The panel shall consist of a group of minimum of three ITU staff members with interdivisional representation: i) Consultants or external experts designated by the Requesting Unit, or representatives of the beneficiary may sit on the panel, but will not have decision making power, ii) non-ITU staff members may not outnumber ITU staff members on the Panel, iii) a representative from the Procurement Division may guide and advice the Panel on its work, iv) TEP members shall sign a form declaring the absence of conflict of interest. The commercial evaluation shall be carried out by a staff member of the Procurement Division. A technically competent expert may be requested to support the commercial evaluation, if technical expertise is required. The expert may be external to the Union when in-house expertise is not available. |  |
| **Rec 19/2017**  | In line with recommendation n. 11 of our Long-Form report on the audit of ITU’s financial statements for 2016, we recommend that a specific and detailed Declaration of absence of conflict of interest (DACI) should be provided duly signed by all the people involved in the procurement process.  | ITU agrees that some key staff involved in the procurement process shall sign a DACI. |  |
| **Rec 20/2017** | Since we do not consider that the Project Management Guidelines, which should be directly and clearly linked to Procurement Rules, are sufficiently detailed, we recommend amending the Project Management Guidelines in order to better explain the role of the Procurement Division and make reference to the rules and procedures applicable to procurement. | ITU agrees with Recommendation n. 20. ITU has already started initial discussion on linking the Project Management Guidelines with the procurement rules and procedures. |  |
| **Rec 21/2017** | We recommend organizing regular training for all staff involved in the procurement process in the Regional Offices and Area Offices. | ITU agrees with Recommendation n. 21. Following the promulgation of the forthcoming Procurement Manual, training shall be offered to staff involved in the procurement process in the Regional Offices and Area Offices. |  |
| **Rec 22/2017**  | In order to protect the staff, as well as the ITU’s interests and premises, we recommend that HQ’s Management should draft a standardised procedure and templates to monitor the various ROs’ activities in relation to office management, taking into account the different needs of each geographical area. | ITU agrees with Recommendation n. 22. ITU will develop a standardized procedure and templates aimed to monitor the various RO’s activities related to office management. |  |

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