



OPCW

**Advisory Body on Administrative and
Financial Matters**

Forty-Seventh Session
30 July – 2 August 2019

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**REPORT OF THE FORTY-SEVENTH SESSION
OF THE ADVISORY BODY ON ADMINISTRATIVE AND FINANCIAL MATTERS**

1. Opening of the session

- 1.1 The Forty-Seventh Session of the Advisory Body on Administrative and Financial Matters (ABAF) was held from 30 July to 2 August 2019. The following members participated: Mr Seyed Mehdi Hosseini Esfidvajani, Mr John Foggo (Chairperson), Ms Leslie Hyland, Mr Milan Kerber (Vice-Chairperson), Mr Aizaz Khan, Mr Vladimir Kuznetsov, Mr Hans-Christian Mangelsdorf, Mr Arata Mizukami, and Ms Qian Wang. Mr Giridhar Armane did not attend.
- 1.2 The list of documents presented to the ABAF for this session is included as the Annex to this report.
- 1.3 The Deputy Director-General of the Technical Secretariat (hereinafter “the Secretariat”) of the Organisation for the Prohibition of Chemical Weapons (OPCW) addressed the ABAF members. Referring to the agenda for the session, the Deputy Director-General noted that a number of important issues were to be addressed, in particular the Draft Programme and Budget of the OPCW for 2020 (EC-92/CRP.1, dated 5 July 2019), and a continuation of key strategic financing ideas brought forward previously, including the introduction of a major capital investment fund and biennial budgeting.
- 1.4 The Deputy Director-General informed the ABAF members that they would also be briefed on the status of the upgrading of the OPCW chemical laboratory to a Centre for Chemistry and Technology (ChemTech Centre) and of the enterprise resource planning (ERP) system projects.
- 1.5 The ABAF was informed by the Deputy Director-General that, as in past years, preparation of the draft Programme and Budget for 2020 had been guided by the Organisation’s seven core objectives, and following the principles of results-based management (RBM).
- 1.6 The Deputy Director-General informed the ABAF that the 2020 draft Programme and Budget, amounted to EUR 70.96 million, including special provisions. It represented a 1.8%, or EUR 1.27 million, increase over the 2019 Programme and Budget and, without the special provisions, a 1.4% increase from 2019.
- 1.7 The ABAF was informed that approximately 1.4% of the total increase related to costs in the Inspectorate and Administration programmes, taking into account reductions in some other programmes, most notably Verification and Executive



Management. For the Inspectorate, the increase was due primarily to the increase in the number of inspector days related to verification activities for anticipated chemical weapons destruction operations in the United States of America. For the Administration Programme, the increase was primarily linked to costs related to information technology (IT).

- 1.8 The remaining 0.4% increase in the overall draft Programme and Budget was due to extraordinary provisions in the amount of EUR 1.75 million, proposed to be funded from the 2017 cash surplus. These provisions included the introduction of a Major Capital Investment Fund in the amount of EUR 0.6 million to help ease pressures from the ageing asset base of the Organisation, a provision in the amount of EUR 0.77 million for the recapitalisation of the ERP Fund to allow for project completion, and funding in the amount of EUR 0.38 million for capacity-building for laboratories in developing countries or countries with economies in transition. Such priorities areas could not otherwise be accommodated within a zero nominal growth framework.
- 1.9 The Deputy Director-General recalled that the Programme and Budget for 2019 had included special provisions totalling EUR 1.45 million for cybersecurity, business continuity, and physical infrastructure security, and IT for the Investigation and Identification Team, and that these one-time provisions in 2019 had been removed from the 2020 draft Programme and Budget.
- 1.10 With regard to assessed contributions to States Parties, the Deputy Director-General highlighted that the 2020 draft Programme and Budget remained at zero nominal growth, the same level as in 2019, at EUR 67.12 million.
- 1.11 In addition, and although not reflected in the draft 2020 Programme and Budget, the Deputy Director-General informed the ABAF that there was a proposal that would be brought forward to States Parties to strengthen the Working Capital Fund (WCF) by EUR 0.796 million from a portion of the 2017 cash surplus, to bring the Fund to a level slightly exceeding EUR 8 million.
- 1.12 The Deputy Director-General indicated that the draft 2020 Programme and Budget had been formulated to ensure adequate resources were allocated to the operational programmes. In doing so, the resource split between operational and support programmes remained similar to 2019, with a slight increase of 0.1% for the operational programmes, to 55.4% overall.
- 1.13 The overall number of fixed-term positions for the Organisation remained the same as in 2019, with 462 fixed-term positions and the same distribution of positions between the operational and support programmes as in 2019.
- 1.14 The Deputy Director-General informed the ABAF that the budget facilitation process to consider the draft 2020 Programme and Budget had commenced in July with it being introduced to States Parties. Work would continue during the budget facilitation sessions in September. During these sessions, the Secretariat would make thematic presentations on issues requested by States Parties.
- 1.15 The Deputy Director-General expressed hope that an agreement would be reached on the outcome of this process so that the Executive Council (hereinafter “the Council”)

at its upcoming session in October would be able to recommend to the Conference of the States Parties (hereinafter “the Conference”) that it adopt the draft 2020 Programme and Budget at its Twenty-Fourth Session in November.

- 1.16 Moving to the topic of strategic financing, the Deputy Director-General reminded the ABAF that the Secretariat had introduced a number of key strategic financing ideas for consideration by States Parties. These ideas had been introduced and reviewed through a number of mechanisms, including open-ended working groups, the ABAF itself, the External Auditor, and the Fourth Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention (hereinafter “the Fourth Review Conference”).
- 1.17 These strategic financing ideas for the programmatic and financial strength of the Organisation included formulating future programme and budgets at zero real growth. Such an approach would appropriately reflect the challenges placed on the Organisation because of year-over-year price increases.
- 1.18 The Deputy Director-General indicated that the introduction of the aforementioned major capital investment fund would help plan and fund long-term capital replacements that required attention. Work was under way to provide States Parties with more information on this concept for the September budget facilitation process.
- 1.19 With regard to the possible introduction of biennial budgeting for the 2022–2023 programme and budget cycle as a means to achieve longer-term programmatic planning and Organisational efficiency, the Deputy Director-General informed the ABAF that a proposal for a decision would be made during the September budget consultations, with a view to obtaining Conference approval in November. This would allow the Secretariat time to move forward with preparations for the introduction of biennial budgeting in 2021. With this in mind, draft changes to the OPCW Financial Regulations and Rules to accommodate biennial budgeting were being presented at this meeting for the early consideration of the ABAF.
- 1.20 Turning to the project to upgrade the OPCW Laboratory, the Deputy Director-General indicated that it was a large-scale and high-priority initiative that would allow the Organisation to keep pace with current threats as well as scientific and technological developments. Furthermore, the Centre would enhance the delivery of training and support to capacity-building for States Parties.
- 1.21 The Deputy Director-General informed the ABAF members that they would be briefed on the current status of the project, including the momentum that was building towards financing it through extrabudgetary funding.
- 1.22 Furthermore, the Deputy Director-General noted that at this meeting the ABAF would also be updated on the status of the phased implementation of the ERP system, which remained a priority initiative of the Organisation that would realise tangible benefits once implemented and stabilised. The briefing would include a demonstration on components and features of the new system.
- 1.23 The Deputy Director-General concluded her remarks with appreciation for the ABAF’s contributions to the work of the OPCW and with wishes for a productive session on a range of important topics for the Organisation.

2. Adoption of the agenda

The ABAF adopted the following agenda:

1. Opening of the session
2. Adoption of the agenda
3. Review of the report of the previous session
4. Introductory matters:
 - (a) Introduction of new ABAF members as per EC-91 decisions
 - (b) Financial updates: cash position, status of collection of assessed contributions and reimbursements, recommendations for write-offs (if any)
 - (c) Status of 2019 financial performance (first half of 2019)
5. Draft Programme and Budget for 2020
6. Combined Fourth Review Conference and Twenty-Third Conference of the States Parties meeting costing and efficiencies
7. Strategic financing and biennial budgeting financial regulations and rules
8. OPCW banking arrangements
9. Tenure policy update
10. Status of the ERP Project
11. Update on the OPCW ChemTech Centre Project
12. Election of the Chairperson of the ABAF
13. Any other business
 - (a) OPCW Financial Statements for 2019 and exceptional closure extension (if required, contingent on ERP go-live)
 - (b) Status of the Implementation of the Recommendations of the External Auditor
 - (c) Timing of issuance of future OPCW Financial Statements
 - (d) OPCW Budget Transfers Report and the OPCW Performance Report
14. Next session and agenda
15. Adoption of the report

3. Review of the report of the previous session

The ABAF reviewed the report of its previous session (ABAF 46/1, dated 7 June 2019) and did not have any specific comments of note. The ABAF agreed that all follow-on actions from its previous meeting had been reflected in the current meeting agenda.

4. Introductory matters

Subitem 4(a): Introduction of new ABAF members as per EC-91decisions

- 4.1 The Chairman noted that no new nominations to the ABAF membership had come from the Council at its Ninety-First Session.

Subitem 4(b): Financial updates

Cash position

- 4.2 The ABAF was provided with the report by the Director-General entitled “OPCW Income and Expenditure for the Period 1 January to 30 June 2019 (Second Quarter of the Financial Year Ending 31 December 2019)” (S/1773/2019, dated 15 July 2019) and the Note by the Director-General containing the monthly financial situation report as at 30 June 2019 (S/1770/2019, dated 10 July 2019). The Secretariat noted, however, that in the intervening month since the circulation of those reports the financial figures had changed (with the month of July still to be completed and reported), and therefore provided updated financial figures as of 29 July 2019.
- 4.3 The Secretariat informed the ABAF that the cash balance of the OPCW General Fund as at 29 July 2019 was EUR 11.5 million, higher than at the end of July the year prior. After the July month close and before the closing of the Forty-Seventh Session of the ABAF, the Secretariat updated the ABAF on the 31 July 2019 cash position of the General Fund, which stood at EUR 10.4 million, higher than at the same time in 2018 when the balance was EUR 9.3 million.
- 4.4 In addition, the Secretariat informed the ABAF that the WCF as at 29 July 2019 stood at a level of approximately EUR 7.3 million.
- 4.5 The ABAF expressed concern that the Secretariat was forecasting only a slightly positive cash position of EUR 0.7 million at the end of the year, this taking into account forecasted early contributions for 2020 anticipated to be received in 2019. The ABAF noted that the WCF could still need to be utilised as early as the autumn of this year and could also need to be utilised to maintain liquidity in late 2019 and early 2020.

Status of collection of assessed contributions

- 4.6 The ABAF noted that as at 29 July 2019, the Secretariat had collected 65.06% of assessed contributions for the year, which was lower than the same period last year when 71.16% of assessed contributions for 2018 had been received.

- 4.7 The ABAF also noted that 97.85% of 2018 assessed contributions had been received by 29 July 2019. The ABAF expressed concern that the payment of assessed contributions continued to lag and encouraged the Secretariat to continue to remind States Parties of the importance of the timely payment of assessed contributions.

Status of Article IV and Article V reimbursements

- 4.8 The ABAF noted with concern the status of Article IV and V reimbursements as at 29 July 2019, the cumulative outstanding amount of which stood at EUR 5.7 million.

Recommendations for write-offs

- 4.9 The ABAF was informed that the write-off cases, including irrecoverable accounts receivable, irrecoverable foreign value-added tax (VAT), and losses of assets for this year had been reviewed and that the Budget and Finance Branch had determined that there would be write-off amounts totalling approximately EUR 14,000, requiring the approval of the Council and Conference in 2019. Of this, approximately EUR 2,400 related to an irrecoverable amount for a travel advance to a Conference participant and approximately EUR 11,250 related to irrecoverable foreign VAT amounts.¹ The Secretariat informed the ABAF that the Note by the Director-General on recommendations for write-offs and irrecoverable accounts receivable and losses of assets would be issued soon to States Parties.
- 4.10 The ABAF suggested that the Secretariat explore whether national tax authorities could intervene on behalf of the Secretariat to recover VAT amounts due. The ABAF also suggested that vendors that had not returned VAT amounts be placed on a list of entities that the Secretariat would consider not engaging for future activities.

Subitem 4(c): Status of 2019 financial performance (first half of 2019)

- 4.11 The ABAF was briefed on the status of the 2019 budget and was informed that the 2019 Programme and Budget amounted to EUR 68.2 million (not including the extraordinary provisions), of which EUR 65 million had been allotted to programmes to incur expenditure. As at the end of June, the mid-point of the year, 55.27% of the budget had been utilised against allotment (53.92% against budget). As in past years, this was higher than a linear rate of implementation, but not unusual in international organisations at the mid-year point of a financial year, given the advance obligation of contracts.
- 4.12 The Secretariat informed the ABAF that the contingency margin within the budget was being managed within the context of many variables. These variables included the cash forecast, the volatility and lag in the receipt of assessed contributions, unplanned costs such as retroactive salary payments for General Service staff, the effects of foreign exchange, a projected high rate of programme implementation, and budget transfer rules.
- 4.13 The ABAF was informed that the forecast to the end of the year indicated that the Organisation would be under budget by year end; however, the free balance margin was expected to be low. The ABAF was informed that there were definite budgetary

¹ VAT for purchases from vendors from European Union countries other than the Netherlands.

pressures, especially within Chapter 1, and primarily within the Inspectorate Programme. Mitigating approaches were to include the possible use of other forecasted available funds within the Chapter and, where possible, the use of trust funds for certain eligible expenditures.

- 4.14 The ABAF was advised that, thus far, foreign exchange rates were having an immaterial impact on the budget. The Budget and Finance Branch would continue to monitor the trend in exchange rates and apply mitigating measures if needed.
- 4.15 The ABAF welcomed the update and encouraged the Secretariat to maintain close management of the contingency margin and budget forecast and to take early measures to ensure sufficient budgetary margin was maintained to year end.
- 4.16 Furthermore, the ABAF noted that the Secretariat was projecting a slightly positive cash flow position by year end, but that this forecast was volatile and the cash flow margin was expected to be tight. The ABAF noted that the non-payment or lag in payment of assessed contributions and Article IV and V reimbursements was not sustainable for the Organisation and created serious risks to programme implementation.

5. Draft Programme and Budget for 2020

- 5.1 The ABAF was briefed on the draft 2020 Programme and Budget (EC-92/CRP.1), which was presented for its consideration. It was recalled that the Programme and Budget had been developed over a period of a number of months beginning early in the year, starting with the issuance of budget instructions to Secretariat programme managers, meetings and discussions with programme managers, and taking into account priority areas. The draft Programme and Budget was announced by the Director-General on 5 July, and programmatic presentations on the proposal were provided by programme managers to States Parties on 15 July. The ABAF was informed that there would be a series of consultations on the Programme and Budget with States Parties in September.
- 5.2 The ABAF was informed that the draft Programme and Budget was based on the operational core activities, including destruction of chemical weapons (with 69.7 planned Article IV and V inspections), industry inspections (with 241 planned Article VI Inspections), and international cooperation and assistance activities. New and continuing priorities in the 2020 draft Programme and Budget included national capacity development and education and outreach activities, investment in technology (strengthening of the Secure Information Exchange System and the phased implementation of the enterprise content management (ECM) system within the Security Critical Network), and further consolidation of a comprehensive knowledge management capacity. Also included were extraordinary provisions for a major capital investment fund, a fund to support further capacity-building for laboratories, and recapitalisation of the special fund for implementation of the ERP system.
- 5.3 The ABAF was presented with an overview of the draft Programme and Budget totalling EUR 69.21 million, excluding extraordinary provisions proposed to be funded from the 2017 cash surplus to allow for high priority investment in a major capital investment fund, capacity-building for laboratories, and recapitalisation of the special fund for the ERP Project implementation. The ABAF noted that the budget,

excluding the extraordinary provisions, had increased by 1.4% (EUR 0.974 million) compared to 2019, largely due to increases in the Inspectorate and Administration Programmes.

- 5.4 The ABAF noted that, despite the increase in the total Programme and Budget, the level of assessed contributions for States Parties remained the same as in 2019, at EUR 67.12 million.
- 5.5 The ABAF noted that the extraordinary provisions represented a 0.4% increase for the draft budget compared to 2019, with the overall increase in this area largely offset by the removal of one-time extraordinary funding in 2019 for cybersecurity, business continuity, and physical infrastructure security and funding for IT for the Investigation and Identification Team. With the extraordinary provisions for 2020, the draft Programme and Budget totalled EUR 70.96 million.
- 5.6 The ABAF was provided with details of the 2020 draft Programme and Budget for operational programmes, support programmes, and Executive Management. The ABAF noted that the draft Programme and Budget (excluding the extraordinary provision) increased slightly for Chapter 1 to 44.4% for 2020 from 44.1% in 2019, and correspondingly for Chapter 2 reduced from 55.9% in 2019 to 55.6% for 2020. The ABAF noted that the budget allocated to the operational programmes in the draft 2020 Programme and Budget increased marginally from 55.3% in 2019 to 55.4%.
- 5.7 The ABAF reiterated the need for a clearer linkage in the budget formulation between resources required and the results to be achieved as part of implementing RBM. The ABAF noted the Secretariat's assurances that, with improvements to be brought about by the new ERP system (once operational), there would be an opportunity to make a clearer linkage in future programme and budgets. The Secretariat also indicated that the determination of results from a key performance indicator (KPI) level to an impact measurement level was a process and took time.
- 5.8 On the topic of fixed-term staffing, the ABAF noted that the 2020 draft Programme and Budget showed the same staffing level as in 2019 with 462 fixed-term positions, for which there were the same levels of operational and support staff. The ABAF reviewed the movements in staff positions presented in the 2020 draft Programme and Budget and noted the reduction of two Professional fixed-term positions and an increase of two General Service positions, all within Chapter 1.
- 5.9 The ABAF recalled its previous suggestion and further encouraged the Secretariat to show requirements that go unfunded in the Programme and Budget document.
- 5.10 The ABAF suggested, as in the past, that the Secretariat consider classifying temporary assistance costs as non-staff costs, where they would be best placed, instead of as salaries, and that it consider the feasibility and application of developing standard rates for temporary assistance in the future.
- 5.11 While understanding and respecting the strong insistence of most States Parties that there be zero nominal growth in the regular budget, the ABAF raised concern that it may not represent sound budgetary practice. When deciding on a budget level, there should be a considered agreement among States Parties on what priorities must be supported. If a full examination indicated that overriding needs could not be absorbed

within an existing budget ceiling, then good budgetary discipline required acceptance of an increased budget level. To ignore this reality would be a disservice to the Organisation. In addition, resorting to the use of extrabudgetary funding from donors that are able and willing to provide financing for what are recognised as central and essential needs, especially on a repeated basis, ultimately undermined both the integrity of the budget process and a necessary shared sense of corporate responsibility among the States Parties. The ABAF suggested that in programme and budget deliberations this continue to be considered by States Parties.

- 5.12 The ABAF commended the Secretariat for the preparation of the draft Programme and Budget, understanding the zero nominal growth pressures to maintain current levels for States Parties' assessed contributions.
- 5.13 The ABAF noted, similar to the External Auditor, that there had been growth in the establishment and use of special funds. Although the ABAF recognised that this was being done as a means to address the zero nominal growth pressures, it suggested that, in the longer term, many of the activities supported by these funds could be reflected in the core budget.
- 5.14 The ABAF recommended that in future programme and budgets the regular budget and extrabudgetary amounts be shown for each programme, in order to provide a comprehensive picture of the overall cost of programme delivery. Extrabudgetary funds could mask the full cost of an activity. Furthermore, the ABAF suggested that forecasted extrabudgetary needs also be shown.
- 5.15 On the issue of extrabudgetary funding, the ABAF suggested that the Secretariat revisit the level of programme support costs to ensure that the level charged covered costs incurred. Although this could be a detailed exercise, it was prudent to do so and to have such a costing methodology in place.
- 5.16 The ABAF suggested that the rental costs for the OPCW Laboratory, which was currently within the Administration Programme, would be best placed in the Verification Programme.
- 5.17 With regard to information and communications technology (ICT) service costs in the Administration Programme, the ABAF inquired as to the coordination between the programmes, as similar costs could be found in other programmes. The Secretariat indicated that there was a formal federated governance structure across the Organisation, of which the IT Steering Committee, which included cross-organisation representation, was an example.
- 5.18 For the Verification Programme (excluding the Investigation and Identification Team), the ABAF noted that the proposed budget had decreased by 2.9% (EUR 249,558), and that this reduction was primarily in the expenditure category areas of common staff costs and furniture and equipment.
- 5.19 The Secretariat drew attention to the Verification Programme's KPIs, highlighting three in particular:

- (a) KPI 1.1 “Number of Article IV and V inspections finalised”: the Secretariat noted that this non-integer KPI of the 69.6 represented 100% of planned inspections to complete the full plan for 2020;
 - (b) KPI 1.3 “Redesign of the VIS Industry Module”, where the target was 20% for 2020: this percentage was for the multi-annual project and (in spite of the low figure) was therefore an appropriately challenging KPI; and
 - (c) KPI 2.3 “Number of Article VI inspections planned and finalised”, where the KPI target of 241 inspections remain unchanged from that of 2019.
- 5.20 The ABAF inquired as to the 21.7% (EUR 35,000) overall programme and budget increase in inspections and laboratory supplies as well as the reduction of 100% (EUR 9,200) in official non-staff travel. The Secretariat replied that the increase in the laboratory inspections and laboratory supplies was due partly to the increasing number of mission-related samples to be processed, and partly to the effect of inflation on costs. In respect of the reduction of 100% (EUR 9,200) in official non-staff travel, the Secretariat explained that this represented the absence of any Council visit to the United States of America to chemical weapons destruction facilities. Such visits occur once every two years (most recently in 2019), with the cost of visit by the Council Chairperson, as delegation leader, being borne in the Verification Programme budget under “official non-staff travel”.
- 5.21 With regard to the 15.9% (EUR 65,137) increase in consultants/special service agreements in the Declarations Branch, the ABAF inquired as to the reason for this. The Secretariat indicated that the increase was related to IT-specific skills required for a number of specialised software projects to be developed in 2020. These included the creation of a module for the next-generation electronic reporting tool in order to allow for the electronic reporting of old chemical weapons; the creation of a new electronic tool for use by inspection teams when carrying out inspections (one of the workstreams making up the Article VI inspection optimisation project); a one-off contact with the American Chemical Society in order to acquire unique Chemical Abstracts Service (CAS) reference numbers for various scheduled chemicals; the hiring of two short-term attachment staff in order to support efforts to rehouse and manage scattered and historical databases within the Secretariat; and, finally, the next phase development of the ECM in order to develop a series of additional ECM modules, including that required for managing declarations data.
- 5.22 The ABAF inquired about the support provided by the Information Services Branch (ISB) to the Verification Programme. The Secretariat indicated that the main purpose of IT projects within the Verification Programme was specific to the challenges of managing data and systematising aspects of the verification process, and thus required specialised skills which were contracted in many cases, given the specific nature of the projects. In terms of future changes to operating costs, the Verification Division worked closely with ISB and also the Office of Confidentiality and Security in order to ensure the sustainability of any new electronic processes.
- 5.23 The ABAF asked the Secretariat to explain the support provided by the Verification Division to the Inspectorate by deploying staff from the Chemical Demilitarisation Branch (CDB) to conduct systematic inspection activities at the destruction facilities

in the United States of America. The Secretariat indicated that as part of the work in the first quarter of 2019 to optimise existing and future such inspections and to ensure the efficiency of resource use in view of the anticipated increase in destruction activity, the Verification Division and the Inspectorate had agreed that CDB desk officers would take part in inspection teams. This process had already started. It was anticipated that in 2020 the equivalent of one full-time CDB officer would be made available; in practice this would mean a number of CDB officers playing a part-time role in such teams.

- 5.24 The ABAF inquired about the reason for the EUR 20,000 increase in security equipment in the Declarations Branch. The Secretariat reported that this was to replace the programme's classified shredder, which was nearing the end of its shelf life.
- 5.25 The ABAF encouraged the Secretariat to ensure that costs were being linked to planned results. The Secretariat acknowledged the importance of this exercise and stated that this would be enhanced once the new ERP system was functional, as its new chart of accounts structure would better link expenditures to activities and objectives.
- 5.26 The ABAF inquired as to the role the Verification Programme was taking with regard to the ChemTech Centre Project. The Secretariat informed the ABAF that the Director of Verification was a member of the ChemTech project board governance structure and Verification Programme staff were heavily involved in the determination of future requirements. In addition, the Head of the Laboratory was a member of both the Technical Requirements Team and the Project Coordination and Assurance Team.
- 5.27 Regarding the Investigation and Identification Team, the ABAF noted that the budget had reduced by 4.8% (EUR 54,400) from the 2019 level. The Secretariat informed the ABAF this was largely due to the adjustment of staff costing to remove one-time onboarding cost provisions required for the formation of the Team in 2019.
- 5.28 The ABAF noted that the 2020 draft Programme and Budget for the Investigation and Identification Team was to fund eight team members, the same as in 2019. The ABAF inquired about the unfunded requirement, which the Secretariat explained was for non-core Team costs and expenditures outlined in the budget narrative, such as field travel, consultancy and contractual support required for interpretation and translation, and IT and analytical services, totalling EUR 1,249,851 to be funded from voluntary contributions.
- 5.29 On the issue of the placement of the Investigation and Identification Team within the Verification Programme, the Secretariat informed the ABAF that it had been decided last year through the programme and budget consultations that the Investigation and Identification Team would be best placed in Chapter 1 under the Verification Programme. In terms of reporting structure, however, the Investigation and Identification Team reported directly to the Office of the Director-General.
- 5.30 The ABAF suggested that the Secretariat provide in future programme and budgets both regular budget and extrabudgetary budget requirements for each programme to clearly show the total requirement for programmatic activity.

- 5.31 The ABAF noted that the draft programme and budget for the Inspectorate Division showed a significant increase of 4.7%, or EUR 943,093. The Secretariat explained that the primary reason for this increase was attributable to verification activities related to the anticipated chemical weapons destruction operations in the United States of America.
- 5.32 The Secretariat informed the ABAF that the expenditure categories most affected in the overall increase for the programme were inspection travel (+ EUR 425,250), translation and interpretation (+ EUR 133,277), consultants/special service agreements (+ EUR 371,522), and inspection and laboratory equipment (+ EUR 54,000).
- 5.33 The Secretariat indicated that a portion of these costs were being offset in Chapter 1 by reductions and efficiencies in the Verification Programme. Furthermore, the Secretariat informed the ABAF that the increase did not impact States Parties' assessed contributions as the majority of the increase was reflected as reimbursable income.
- 5.34 The ABAF noted that the 69.7 Article IV and V inspections had been planned for 2020 with an increase in inspector days from 4,325.7 in 2019 to 4,609.3 in 2020. For Article VI inspections, the ABAF noted that 241 inspections had been planned with no change from 2019 in the number of inspector days, which would hold constant at 2,999.
- 5.35 The ABAF inquired whether the Secretariat had been comparing actual expenditure to its budget requirements. The Secretariat indicated that it was doing so with extensive analysis, but that there had been a variable element as costs would also depend on where inspections were carried out.
- 5.36 The ABAF inquired about the increase of EUR 341,928 for consultants/special service agreements in the Demilitarisation Inspection Cell. The Secretariat responded that this increase was largely for the chemical weapons destruction activities planned in the United States of America. The Secretariat had decided to increase the use of special service agreements as a means to maintain flexibility and reduce the need for fixed-term staff costs.
- 5.37 The ABAF observed that in Table 3 entitled "Estimated Article VI Inspection Costs by Type of Facility" (found on page 113 of the draft Programme and Budget), the financial requirements for equipment shipment were quite low. The Secretariat indicated that equipment shipment costs indicated in Table 3 related to excess baggage fees. Cargo costs appeared in the Operations and Administration Branch subprogramme.
- 5.38 Regarding interpretation costs, the ABAF inquired about how the Secretariat ensured that costs were not overcharged. The Secretariat informed the ABAF that the Secretariat worked closely with National Authorities to mitigate this possibility.
- 5.39 The ABAF suggested that the Secretariat look to provide, in future financial statements and programme and budgets, additional disclosure of future expected needs for maintenance and support costs to keep operations going.

- 5.40 The ABAF inquired what the projection for the Inspections Programme's budget would be for years beyond 2020. The Secretariat indicated that, under current assumptions, it could be expected that the budget would continue at a relatively similar level as for 2020 until least until 2023, after which it was reasonable to consider whether there might be a reduction. The Secretariat noted, however, that it was facing significant inflationary pressures in the budget, especially in large expenditure areas such as mission travel, and that these types of costs would have to be revisited with each Programme and Budget. The Secretariat also noted that there were equipment needs that were falling outside of the Programme and Budget.
- 5.41 The ABAF understood that the Inspectorate Division had significant requirements that remained unfunded within the Programme and Budget, especially in terms of equipment needs, largely owing to the zero nominal growth requirements. The ABAF noted that these requirements, when possible, had been accommodated through extrabudgetary resources, noting that these funds were neither certain nor sustainable. The ABAF again requested that unfunded requirements be brought to the attention of States Parties and included within Programme and Budget documents.
- 5.42 The ABAF noted that the proposed budget of the International Cooperation and Assistance Programme had been budget-neutral compared to the previous year, at the level of EUR 7,609,700 with minor adjustments between expenditure categories. The Programme's non-staff costs had decreased by the same amount as the staff cost increase. The ABAF noted that the Programme's budget reflected a decrease of 0.7% (- EUR 24,950) in travel costs, and a decrease of 4.1% (- EUR 15,000) in internships and grants, while consultancy and contractual services had increased by 4.2% (+ EUR 16,475), along with a small increase of 0.6% (+ EUR 2,175) in general operating expenses.
- 5.43 The ABAF inquired where the overall increase in other contractual services of EUR 101,800 had been placed within the Programme. The Secretariat informed the ABAF that EUR 20,500 of this amount was in the Assistance and Protection Branch and EUR 81,300 in the Implementation Support Branch. The Secretariat indicated that this increase had been offset by other areas in the draft Programme and Budget for the International Cooperation and Assistance Programme.
- 5.44 The ABAF inquired about the internship and grants expenditure category and whether these had been advertised to States Parties. The Secretariat responded that there was a standing advertised call to States Parties on this matter and that, in addition, States Parties were periodically reminded.
- 5.45 Regarding translation and interpretation costs, the ABAF questioned why the expenditure category had reduced by 26.8% (- EUR 33,000) when one might expect such costs to increase. The Secretariat indicated that activities, such as trainings for countries, were increasingly being grouped by common language which, in turn, reduced the needs for translation and interpretation.

- 5.46 To the ABAF's question of whether funds for the Africa Programme² had been reflected in the draft Programme and Budget, the Secretariat indicated that this was the case.
- 5.47 Looking at the expenditure category of official travel for non-staff members, the ABAF inquired why the budget in this area was over EUR 3 million. The Secretariat replied that this expenditure category was at the core of the activity of the International Cooperation and Assistance Division (ICA) and that it was used to bring together experts, delegates, and training participants, among others, for training and other events.
- 5.48 The ABAF inquired whether the ICA had significant unfunded requirements, to which the Secretariat responded that it did not. Programme requirements would be achieved within the proposed draft Programme and Budget. Extrabudgetary funds, when received, supported activities in addition to those programmed for in the regular Programme and Budget.
- 5.49 For the Programme for the Support to the Policy-Making Organs, the ABAF noted that the Programme's budget for 2020 remained at the same level as in 2019.
- 5.50 The ABAF questioned why translation and interpretation costs remained the same as in 2019. The Secretariat indicated that this was based on forecasted usage of such services and that there was not expected to be a sizeable increase or one that could not be absorbed within existing resources.
- 5.51 With regard to overtime costs, the ABAF inquired as to the methodology used to determine them. The Secretariat indicated that estimated workload was considered based on past practice and history of requirement. The Secretariat, however, also indicated that sometimes ad hoc or other unplanned events occurred which could also impact the overtime requirement.
- 5.52 Looking at KPI 1.1 (Percentage of documents circulated within statutory deadlines as established by the Rules of Procedure and decisions of the Council and the Conference equal to or better than proposed targets), the ABAF inquired why the target for 2020 was 88% and for 2022 it was expected to be 89%, but not higher. The Secretariat indicated that the number of documents processed and issued by the Secretariat for the Policy-Making Organs (PMO) had increased in the last years, but that there were many unpredictable factors to take into account. Accordingly, a conservative approach was being taken, noting that the PMO processed between 5,000 and 10,000 pages of documents a year.
- 5.53 Regarding KPI 1.2 (Percentage of feedback better than equal to "satisfactory" from delegations of States Parties and Secretariat managers (Directors and Branch Heads) with regard to services provided), the ABAF inquired whether the target of 98% was a combined indicator of the services provided by the PMO. The Secretariat indicated that it was a combined indicator taking into account the various services provided by the PMO.

²

The Programme to Strengthen Cooperation with Africa on the Chemical Weapons Convention.

- 5.54 Regarding the budget proposed for the External Relations Programme, the ABAF noted that the programme budget had not changed compared to the 2019 budget.
- 5.55 To the ABAF's question on increases in the consultants/special service agreements and the general operating expenses, the Secretariat indicated that work was planned related to new public diplomacy resources, maintenance of the OPCW website, and ongoing enhancements, and to increasing the OPCW's social media presence by ensuring appropriate talent, skills, and experience to manage new technology infrastructure and technologies. With regard to the fluctuations in this expenditure category and the high amount in 2018 compared to 2019 and 2020, the Secretariat explained that in 2018 the development of OPCW.org had been a major initiative requiring the assistance of external expertise and support throughout the project phases.
- 5.56 The ABAF inquired about the item "salaries-temporary assistance" of EUR 7,248, which was in the draft 2020 Programme and Budget but not in the 2019 budget. The Secretariat indicated that this amount was for a temporary staff requirement for conference support, most notably for the Conference.
- 5.57 The ABAF inquired about KPI 2.1 (Stakeholder outreach and social media) and in particular subitem (ii) of that KPI (Growth in social media, as measured by standard tools), for which the indicator stood at 15%. The ABAF asked the Secretariat why the KPI was so conservative, to which the Secretariat explained that the KPI for social media growth in 2020 was the result of past experiences and sound analysis. Growth in past years was due to developments in the Syrian Arab Republic, being awarded the Noble Peace Prize, the marking of the Twentieth Anniversary of the Chemical Weapons Convention and the OPCW in 2017, the election of the Director-General, and the Fourth Review Conference in 2018. In 2020 there would be no such major events that would lead to a large gain in public interest. However, under a tight budget environment, the External Relations Division had identified social media as the most effective and efficient outreach tool and continued strengthening its capacities.
- 5.58 With regard to KPI 3.1 (Number of instances in which the States Parties or Secretariat staff demonstrate shortcomings in the delivery of protocol services) the ABAF suggested that the KPI be measured in a positive rather than negative sense. Instead, perhaps the KPI could be 100% of good experiences rather than shortcomings. The ABAF suggested that if any shortcomings were a management or performance issue they should be dealt with as such.
- 5.59 The ABAF encouraged the Secretariat to ensure that it had a digital outreach strategy including the desired future state and the financial requirements to do so.
- 5.60 The ABAF suggested that the Secretariat utilise the OPCW website to provide more live stream information from Council and Conference sessions and video footage of interviews of Senior Management, the Director-General, Deputy Director-General, Chief of Cabinet, and the Council Chairperson. The Secretariat indicated that live feed was provided via YouTube during the general debate sessions of the Conference.
- 5.61 Regarding the budget requested for the Office of Strategy and Policy (OSP), the ABAF noted that the Office had no significant change from the prior year, with a small reduction of 0.3% (EUR 4,600).

- 5.62 The ABAF inquired about the significant reduction of 8.1% (- EUR 25,000) in travel-related costs for the OSP, to which the Secretariat explained that this was largely due to a reduction in open-ended working group meetings in 2020.
- 5.63 With regard other contractual services for the OSP, the ABAF inquired as to the reason for a EUR 12,500 increase in other contractual services. The Secretariat explained that this was due to co-financing requirements that the Secretariat had to cover as part of extrabudgetary financed projects.
- 5.64 The ABAF also noted that the budget for the Office of Internal Oversight (OIO) had a slight reduction of 0.5%, owing primarily to an 87.5% (EUR 35,000) decrease in the furniture and equipment expenditure category, which pertained mainly to a one-time audit software requirement funded in 2019 being removed from the draft 2020 Programme and Budget.
- 5.65 The ABAF took particular note that strengthening the IT audit capability in compliance with international professional norms and standards was identified as a key priority for the OIO in 2020.
- 5.66 The ABAF encouraged the Secretariat to ensure that the training budget for the OIO was sufficient as it was important for OIO staff to stay abreast of current developments and best practices and modern approaches in audit and evaluation.
- 5.67 The ABAF noted that the OIO was carrying a similar amount for consultants/special service agreements from year to year and inquired if that was a fixed recurring service. The Secretariat indicated that the need was not related to a fixed service but changed from year to year where, for example, in 2020 use may include consultancy services to assist with IT audit work related to the new ERP system.
- 5.68 The ABAF inquired as to the item in the OIO budget for internships and grants, to which the Secretariat responded that the OIO found the use of high calibre interns to be of significant value and that it was segregating the cost clearly in its draft Programme and Budget.
- 5.69 With regard to KPI 1.3 (Rate of implementation of total recommendations of OIO issued in the past five years, which are due for implementation), the ABAF questioned why the target for 2020 was expected to be 70% and why a five-year time horizon had been used in establishing the KPI. The Secretariat indicated that the target was based on a historical analysis of recommendations. The ABAF suggested that the Secretariat may need to refine the determination of this KPI and to monitor it closely.
- 5.70 The ABAF noted that the proposed budget of the Office of the Legal Adviser (LAO) decreased by 2% (- EUR 24,400) primarily due to a decrease in the number of cases expected in 2020 before the International Labour Organization Administrative Tribunal (ILOAT). The LAO explained to the ABAF the various measures that had been taken to reduce the number of cases that could reach the ILOAT stage and to reduce settlements should they arise.
- 5.71 The ABAF reiterated its observation that since 2017 the LAO continued to have a consistent provision in the programme and budgets for each year for consultancy/special service agreements. The ABAF reiterated its previous suggestion

that the Secretariat consider an additional legal staff member instead of consultancy should this need be constant from year to year.

- 5.72 The ABAF questioned which procedure was used to measure for the legal office KPI 1.1 (Number of instances in which the States Parties, the policy-making organs, or other units within the Secretariat demonstrate shortcomings in the effectiveness, timeliness, or accuracy of the legal advice provided by the LAO). The Secretariat responded that all legal advice provided by the LAO was tracked through the e-legal online system and that, from this system, performance criteria such as effectiveness and timeliness, among others, could be determined.
- 5.73 The ABAF questioned whether a process existed to determine contingent liabilities with regard to LAO cases. The Secretariat confirmed that such a process did exist and that it was a requirement for compliance with the International Public Sector Accounting Standards (IPSAS) followed by the OPCW, and that this was considered by the External Auditor when forming its opinion on the Organisation's annual financial statements.
- 5.74 Regarding the budget requested for the Office of Confidentiality and Security (OCS), the ABAF noted that the budget had increased by 0.5% (EUR 15,201).
- 5.75 The ABAF inquired as to the significant reduction in hardware and software. The Secretariat indicated that the cost was an expenditure reclassification and could now, for the most part, be found instead under ICT services in the consultancy and contractual services category.
- 5.76 The ABAF inquired as to the unfunded requirements of the OCS. The Secretariat indicated that should additional funding be available, more could be done with regard to dynamic cyberthreats. In addition, with investments in IT there were annual running costs with year over year annual price increases that needed to be accommodated into future programme and budgets.
- 5.77 With regard to the Special Fund for Cybersecurity, Business Continuity, and Physical Infrastructure Security established in the 2019 Programme and Budget, the ABAF inquired if there had been synergy between the OCS and other parts of the Organisation such as the ISB, etc. The Secretariat indicated that indeed there was such synergy as the elements of this requirement were cross-cutting.
- 5.78 The ABAF recalled that the ChemTech Centre would have facilities for business continuity, and inquired about the involvement of the OCS in determining these requirements for this. The Secretariat informed the ABAF that the OCS was represented on the project board and was directly involved in the determination of requirements and the design of the Centre.
- 5.79 For the Health and Safety Branch (HSB), the ABAF noted that there had been a reduction of 11.3% (- EUR 103,240) in the proposed draft budget and, as explained by the Secretariat, noted that this was due to the transfer of the Staff Welfare Officer from HSB to the Human Resources Branch (HRB) in the Administration Programme, where that staff cost could now be found.

- 5.80 The ABAF noted that the Administration Programme's draft budget showed an increase of 3.2% (+ EUR 449,153) from the previous year. The Secretariat commented that this was primarily due to increased IT costs.
- 5.81 The Secretariat informed the ABAF that, based on Gartner statistics, 10% of a budget is a usual expenditure on IT for an organisation of the size of the OPCW. However, for the OPCW the amount was below this level. The Secretariat indicated that the OPCW was carrying increasing risk in this area as year over year capital and operating costs were increasing.
- 5.82 The ABAF commented that within the Administration programme, KPI 1.6 (Time to hire (in days)) had a target of 60 days, which did not reflect a full life cycle from vacancy advertisement to onboarding. The ABAF indicated that for other international organisations the metric was approximately 120 days and suggested that the Secretariat revisit this metric in the future.
- 5.83 With regard to the move of the Staff Welfare Officer from the HSB within the Executive Management Programme to the HRB within the Administration Programme, the ABAF asked the Secretariat to indicate which KPIs would apply to this function. The Secretariat indicated that both KPI 1.1 (Satisfaction of Secretariat staff with the administrative support) and KPI 1.4 (Employee engagement index) would apply.
- 5.84 On the issue of knowledge management, which had been placed within the Administration Programme, the ABAF inquired as to its relationship to the other parts of the Organisation. The Secretariat indicated that the knowledge management function was cross-cutting in the Organisation with growing synergies now that the Senior Knowledge Management Officer was in place. The ABAF encouraged the Secretariat to ensure that the knowledge management function across the Organisation was complementary and avoided undue overlap of functions.
- 5.85 The ABAF noted that salaries for Staff Council personnel were within the Administration Programme and questioned whether they would be better placed elsewhere. The Secretariat indicated that the staff costs were related to a single fixed-term post providing administrative support to the Staff Council. The Secretariat further indicated that it would examine this placement going forward, but observed that it was unclear where else in the Organisation these costs could be properly carried.
- 5.86 The ABAF requested the Secretariat to further develop its RBM efforts and to embed them within future programme and budgets.
- 5.87 Returning to the issue of extraordinary provisions in the 2020 draft Programme and Budget, the ABAF was informed that the proposal to States Parties was to utilise EUR 1.75 million of the 2017 cash surplus to fund a major capital investment fund (EUR 0.6 million), a fund for capacity-building for laboratories (EUR 0.38 million), and to recapitalise the fund for the ERP implementation project (EUR 0.77 million). The ABAF noted that this amount represented 0.4% of the 1.8% increase in the draft Programme and Budget compared to 2019.

- 5.88 The ABAF was informed that during the September programme and budget consultations the remaining EUR 0.796 million of the 2017 cash surplus would be proposed to be applied to the WCF in line with previous States Parties' programme and budget decisions, to bring the WCF to a level of between EUR 7 and EUR 9 million. If approved by the Conference, the level of the WCF would rise to a level slightly above EUR 8 million with this cash infusion.
- 5.89 The ABAF indicated that it did not have concerns from a technical perspective on any of the proposed extraordinary provisions and the use of the 2017 cash surplus. The ABAF encouraged the Secretariat to keep in context where its cost pressures were when utilising available resources. The ABAF supported the use of the 2017 cash surplus for needs identified, also understanding that the use of the extraordinary provisions were a means for the Secretariat to operate within a zero growth environment to ensure the same level of assessment for States Parties. The ABAF emphasised, however, that in the absence of cash surpluses States Parties would need to decide if the costs in the future would find their way into the core Programme and Budget of the Organisation.
- 5.90 With regard to the major capital investment fund, the ABAF stated that it saw merits in the concept for the Organisation and that it was at the discretion of States Parties to determine how the fund would be maintained and topped up, as asset capital needs were of a continuing nature over time.
- 5.91 On the issue of refinancing the fund for the ERP implementation project, it should be clear that the additional financial requirement was due to the delay in the project implementation, which had caused additional costs related to backfill resources, a quality assurance resource to the project, software licence costs, etc.
- 5.92 The ABAF recalled the requirement of Financial Regulation 6.4 which stated that the WCF should not exceed two-twelfths of the budget provision for that financial period. At a level of EUR 8 million for 2020, the WCF would be below this level and the level of cash coverage to the Organisation would be under two months of average expenditure. The ABAF recommended that this be highlighted to States Parties during the programme and budget consultations in September.

6. Combined Fourth Review Conference and Twenty-Third Conference of the States Parties meeting costing and efficiencies

- 6.1 The Secretariat briefed the ABAF on the financial aspects of the combined Fourth Review Conference and Twenty-Third Session of the Conference. The ABAF was informed that the total cost of the combined event was approximately EUR 0.9 million, resulting in approximate savings of EUR 0.42 million (including the Host Country support towards rental costs for the World Forum) compared to the cost of holding separate events as was the case in 2013. The Secretariat indicated that this efficiency was slightly higher than the anticipated savings (EUR 0.32 million) as deliberated during the 2018 programme and budget consultations. The ABAF welcome the efficiency realised by holding the combined meetings.
- 6.2 The Secretariat informed the ABAF that the special fund established for the Fourth Review Conference in 2018 would be brought forward to the Council at its

Ninety-Second Session and to the Conference for closure as the fund had been fully utilised and liquidated.

7. Strategic financing and biennial budgeting financial regulations and rules

- 7.1 The Secretariat recalled to the ABAF that the strategic financing concept of biennial budgeting had been brought forward through a number of mechanisms, including the Open-Ended Working Group for the Future Priorities of the OPCW, the Open-Ended Working Group for the Preparation of the Fourth Review Conference, the Fourth Review Conference itself, the External Auditor's Office, and at previous sessions of the ABAF.
- 7.2 With a proposal being brought forward by the Secretariat to States Parties this year for the introduction of biennial budgeting for the 2022–2023 Programme and Budget, the ABAF agreed at its previous session to review required changes to the Organisation's Financial Regulations and Rules (FRRs).
- 7.3 In this regard, the Budget and Finance Branch prepared draft changes to the FRRs that would be required to support biennial budgeting. These draft changes had also been reviewed extensively by the LAO. The ABAF was informed that the Financial Regulations and Rules of the International Atomic Energy Agency (IAEA), an organisation that employs biennial budgeting, had been used as a benchmark for the draft changes for the OPCW.
- 7.4 The Secretariat informed the ABAF that the main categories of the draft changes to the FRRs pertained to four main areas: definitions (use of year instead of financial period; introduction of the concept of programme biennium; and the concept of the updated programme and budget for the second year of the biennium); unobligated balances and their carry forward from the first year of the biennium to the second year; timeline for Programme and Budget preparation, notably the update process for the second year; and the approval process for the Council and the Conference.
- 7.5 The Secretariat informed the ABAF that for a two-year Programme and Budget (i.e. biennial budget), assessed contributions for States Parties would continue to be invoiced on an annual basis as was currently done with payments, and not for the two years of the biennium up front.
- 7.6 The Secretariat informed the ABAF that in first year of the biennium included a programme and budget update process with States Parties to adjust, if necessary, the Programme and Budget for the second year of the biennium. The ABAF suggested that the name given to this process in the proposed draft changes to the FRRs be called "Revised Programme and Budget" instead of "Update Programme and Budget".
- 7.7 In terms of the level of information and reporting to States Parties, the Secretariat confirmed to the ABAF that there would be the same level of information provided and that the financial reporting currently provided would continue.
- 7.8 The ABAF commented that the Secretariat would have to look at the presentation of its programme and budget document and also financial statements to determine where changes would be required. The Secretariat indicated that the interim year of 2020

would be used to update the internal structures, administrative directives, and presentation formats to accommodate biennial budgeting.

- 7.9 The ABAF suggested that the Secretariat ensure that there was a flow back from the Organisation's financial statements into programme planning, and that this would become increasingly important with biennial budgeting. Furthermore, the ABAF suggested that note disclosures in the financial statements should be examined to see where they could provide additional information to inform planning requirements.
- 7.10 The Secretariat highlighted the External Auditor's recommendation that, should biennial budgeting be introduced, clear accountabilities would need to be incorporated into the process for review of year one financial performance.
- 7.11 On the issue of budget transfer rules of 10% between programmes and 15% between subprogrammes as currently codified in the FRRs, the ABAF indicated that these limits should remain and that, similar to the External Auditor's comment on the first year of the biennium, there would need to be sound monitoring to ensure programmatic KPIs were being met and that budget implementation was being closely monitored.
- 7.12 The ABAF requested that the Secretariat revisit the draft changes to Financial Regulation 3.7³ concerning the submission of the draft biennial Programme and Budget to the Council and to the Conference with a view to improving ease of understanding and terminology.
- 7.13 The ABAF noted that, with the draft changes to the FRRs for biennial budgeting, Financial Regulation 6.3 regarding cash surplus/deficit could be revisited by concerned States Parties.
- 7.14 On the issue of carryover of unobligated balances from the first to the second year of the biennium, the ABAF suggested that the Secretariat closely monitor this aspect to provide sufficient assurance to States Parties that programme performance in year one of the biennium would not be adversely affected.
- 7.15 The Secretariat informed the ABAF that should the decision be taken by the Conference to move forward with biennial budgeting, preparation of the first biennial budget for the Organisation would occur in 2021 for the 2022–2023 Programme and Budget.
- 7.16 With the ABAF's review of the draft changes to the FRRs, and should the go-ahead to move to biennial budgeting be given by the Council at its Ninety-Second Session and the Conference at its Twenty-Fourth Session, the Secretariat would plan to hold an informal consultation with States Parties in quarter one of 2020 to introduce and explain the proposed draft changes to the FRRs. This would follow a similar process to that undertaken in 2017 when the last changes to the FRRs were made. Then the draft changes would be brought forward to the Council for approval at either its Ninety-Third Session in March 2020 or its Ninety-Fourth Session in July 2020,

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The numbering of regulations and rules is in accordance with the draft changes to the FRRs provided to the ABAF. Numbering for some regulations and rules may have changed from the FRRs currently in force.

followed by the Twenty-Fifth Session of the Conference in November of the same year.

- 7.17 The ABAF expressed its support for putting forward to States Parties the concept of biennial budgeting for the Organisation and the draft changes to the FRRs required to support this. The ABAF suggested that this be put forward in a clear manner explaining the concept and also the proposed changes to the FRRs, as well as the rationale for each change.

8. OPCW banking arrangements

- 8.1 Following the ABAF's request from its last session, the Secretariat provided the ABAF with a comprehensive presentation on the OPCW's banking arrangements. The presentation covered the OPCW Financial Regulations and Rules and administrative directives covering selection of financial institutions, and principles governing the investment of funds, the financial institutions currently employed by the Organisation, types of accounts held, and operational cash requirements.
- 8.2 The Secretariat highlighted that the financial institutions it engages must be financially sound and hold no less than a P-1 rating according to Moody's Investors Service, among other selection criteria.
- 8.3 The ABAF was informed that challenges exist for the Secretariat in establishing new banking relationships. The impact of the global financial crisis had resulted in a significant reduction in the number of eligible financial institutions that would satisfy the Moody's Investors Service P-1 rating, with a number of financial institutions being downgraded as a result.
- 8.4 The global financial crises also resulted in reduced interest rates, and in the Eurozone the phenomenon of negative interest rates charged by the European Central Bank (ECB) on bank deposits exceeding certain threshold levels had been in effect since 2014. The result for the OPCW was that cash was managed daily by the Treasury Section of the Budget and Finance Branch between the Organisation's financial institutions to avoid being charged negative interest. To date, the Secretariat informed the ABAF that the Organisation had avoided negative interest charges, for which the ABAF commended the Treasury Section management.
- 8.5 Furthermore, the ABAF was informed that many financial institutions did not want new clients for current accounts owing to the negative interest rate environment.
- 8.6 The Secretariat was also restricted to establishing banking relationships located in those States Parties for which privileges and immunities agreements had been concluded and entered into force. These included Austria, Finland, Switzerland, the United Kingdom of Great Britain and Northern Ireland, and the Host Country.
- 8.7 The ABAF noted that the charging of negative interest, which had to date not been incurred by the OPCW, could be viewed as taxation on assessed contributions and become an unnecessary burden for the Organisation. The ABAF suggested that the Finance and Budget Network's Working Group on Common Treasury⁴ should discuss

⁴ Of the United Nations System Chief Executives Board for Coordination.

the matter and collectively approach the banking industry and the ECB on behalf of all European-based international organisations.

- 8.8 The ABAF thanked the Secretariat for the well-received presentation. The ABAF suggested that the Secretariat continue to canvas other Hague-based organisations to understand how they were managing the negative interest environment, the investment options they were employing, and the financial institutions they were using and financial returns achieved.
- 8.9 The ABAF suggested that a survey of the financial institutions across the countries in which the Organisation has privileges and immunities be undertaken to determine the best available financial institutions and financial instruments and returns. Furthermore, the ABAF recommended that the Secretariat explore with permanent missions how the privileges could be expanded to include those countries where good financial options exist.
- 8.10 The ABAF encouraged the Secretariat to keep the financial institutions under regular review with constant monitoring. The Secretariat indicated that the Organisation's Investment Committee met throughout the year, also with this mandate.
- 8.11 The ABAF requested that an update on the issue of negative interest be provided by the Secretariat at its next meeting.

9. Tenure policy update

- 9.1 An agenda item regarding the tenure policy was requested by the ABAF at its last session. The Secretariat noted that it had circulated a non-paper addressing the issue of the OPCW professional rotation policy in the broader context of workforce management, intended to address required skills, operational efficiencies, and geographic and gender balance. The non-paper was intended to support State Party discussions of this and related issues, and had been the subject of an informal consultation in July. The Secretariat indicated that some of the ideas in the non-paper had been informed by the conclusions of a study conducted by external consultants and published in a report by the Director-General on the impact of the OPCW policy on tenure (EC-89/DG.28, dated 2 October 2018).
- 9.2 The Secretariat also reminded the ABAF that the decision regarding the re-hiring of inspectors (C-22/DEC.14, dated 30 November 2017) required that the implementation of the decision be reviewed at the Twenty-Fourth Session of the Conference in 2019, subject to any recommendations or decisions from the Fourth Review Conference.
- 9.3 The ABAF suggested that the financial impact of tenure policy options should be further examined and conveyed to States Parties, and encouraged the Secretariat to consider staff perspectives in its proposals.
- 9.4 The ABAF requested the Secretariat to provide an update on the tenure policy at its Forty-Eighth Session.

10. ERP Project update

- 10.1 The ABAF was briefed by the ERP Project Manager on the ERP Project, including on the status of implementation of the system of record (SoR) and systems of differentiation (SoD), next steps in project implementation, and the financial status of the Project.
- 10.2 The Secretariat informed the ABAF that the implementation of the SoR remained ongoing, with the vendor finalising the software configuration, defect resolution, and user acceptance testing prior to full system regression testing, data migration, and end-user training.
- 10.3 Furthermore, the ABAF was informed that the go-live planning target of September, which had tentatively been projected, was being reviewed in light of current progress and taking into account advice from the External Auditor and the ABAF regarding the operational and technical risks of cutover to the new system versus an end-of-year/quarter one 2020 cutover date. The ABAF acknowledged the Secretariat's view that a September 2019 go-live date would most likely not be feasible, and instead a January 2020 date was more realistic, given that user acceptance testing was ongoing and an end-of-year transition to the new system would pose the least risk to the Organisation. The ABAF urged the Secretariat to make its best possible efforts to achieve a January 2020 go-live date given the cost attached to each deferment of a go-live date.
- 10.4 With regard to the Talent Management (TM) solution, the ABAF was informed that its implementation had continued, with the TM recruitment module already in service.
- 10.5 The ABAF was also informed that the business analytics and reporting toolset using the Qlik Sense reporting tool had been deployed and that integration with the TM recruitment module was currently in progress.
- 10.6 In accordance with the ABAF's request at its Forty-Sixth Session, the Secretariat provided the ABAF with a demonstration of some of the functions and capabilities of the ERP system, including recruitment functionality and data analytics using the Qlik Sense reporting tool.
- 10.7 Following up also on the ABAF's request made at its previous session, the Secretariat provided the ABAF with information on security considerations for the selection and implementation of the ERP system.
- 10.8 With regard to the finances of the project, the ABAF was informed that, because of delays in implementation of the necessary ERP system configuration required to fulfil the OPCW's defined requirements, additional funding was required to complete the project. This funding, on the order of EUR 0.77 million, had been proposed in the draft 2020 Programme and Budget to come from the 2017 cash surplus to bolster the ERP implementation fund. The ABAF questioned the Secretariat on its confidence that this amount of recapitalisation would be sufficient to complete the project, to which the Secretariat indicated that the majority of the amount requested was to complete the second phase (the SoD) of the project, and that as things stood the amount would appear to be sufficient barring any further delays in the project implementation.

- 10.9 The ABAF noted that there was still a significant amount of work to be done to complete the implementation, including completion of user acceptance testing, full regression testing, data migration, and end-user training. The ABAF expressed its support and encouraged the Secretariat to continue to focus on completing the project and ensuring that the project delivered the intended benefits.
- 10.10 The ABAF noted that, as a standing item on its agenda until a point after the project go-live, it would receive a project update at its Forty-Eighth Session. Furthermore, the ABAF encouraged the Secretariat to keep States Parties informed of the project status.

11. Update on OPCW ChemTech Centre Project

- 11.1 The ABAF was provided with a comprehensive presentation on the project to upgrade the OPCW Chemical Laboratory to a Centre for Chemistry and Technology (ChemTech Centre). The presentation provided the ABAF with information on project governance, including the terms of reference for the project board, the funding status for the project, and the key components of the Note by the Secretariat entitled “Progress in the Project to Upgrade the OPCW Laboratory and Equipment Store to a Centre for Chemistry and Technology” (S/1769/2019, dated 9 July 2019). The ABAF welcomed the briefing by the Secretariat as well as the detailed Note by the Secretariat.
- 11.2 On the issue of project governance, the ABAF was informed that a project board with its own terms of reference had been formed. The mandate of the project board was to provide strategic and managerial oversight to the project, and ensure its full delivery according to the defined parameters of cost, scope, time, risk, quality, and benefits. Furthermore, the board was responsible for authorising major decisions related to planning, resourcing, implementation, and communication.
- 11.3 The Secretariat explained that the board consisted of the following voting members: the Chairperson (Deputy Director-General), the Directors of Administration, the Inspectorate, Verification, and International Cooperation, and the Heads of Budget and Finance, the Office of Confidentiality and Security, and the Head of Procurement. Board meetings were held quarterly, with ad hoc meetings called when the decision or guidance of the board was required.
- 11.4 The composition and structure of the project management team, the project coordination and assurance team, and the technical requirements team were explained.
- 11.5 The ABAF was updated on recent activities and was informed that negotiations for the land purchase agreement were ongoing, including permit discussions with the municipality and other relevant authorities. In addition, the tender for design services was in progress. The ABAF was also informed that an initial environmental impact assessment had been finalised and that communication with the local community had been initiated.
- 11.6 The Secretariat indicated that lessons learned with other organisations that had implemented similar projects, including the IAEA, the International Criminal Court, the North Atlantic Treaty Organization, and the European Patent Office (EPO) had been or were being initiated.

- 11.7 In terms of outreach to States Parties, the Secretariat informed the ABAF that briefings to States Parties would continue, including with the Friends of the Laboratory Group.
- 11.8 The Secretariat informed the ABAF that the revised estimated cost for the ChemTech Centre now stood at EUR 33.5 million, up from the initial estimate in December 2017 of EUR 24.9 million.
- 11.9 The Secretariat indicated that there was a funding need of EUR 5.2 million required within the next 12 months.
- 11.10 The Secretariat outlined a number of expected general benefits of the project, including additional training space, space for offices, enhancement of physical and electronic security, reduced need for local hotels for meeting space, and increased availability of inspectors for deployment, among others. The Secretariat indicated that approximately EUR 540,000 to EUR 756,000 in annual savings was estimated in relation to travel costs of inspectors for training exercises.
- 11.11 Other benefits identified by the Secretariat included ownership of the new facility, allowing for freedom to modify the building and outside area and resulting in annual savings in rental costs of approximately EUR 120,000 per year. In terms of the impact on the regular budget, the Secretariat indicated that initial estimates of the expected running costs would be available in approximately one year, once the design of the centre had matured. Additional benefits included improved business continuity and contributions to the OPCW core objectives, among others.
- 11.12 The Secretariat indicated that the recruitment of the project management team was expected to be completed soon, along with the tender process for the start of design work. The signing of the land purchase agreement was expected in December. A workshop for State Party experts to present a preliminary design was anticipated within 2020. Furthermore, to improve information on the project for States Parties, a dedicated webpage on the OPCW website was planned.
- 11.13 The ABAF thanked the Secretariat for taking up its points on the environment assessment of the ChemTech Centre and engagement of the local population. The ABAF suggested that the Secretariat benchmark against what environmental tests had been undertaken to ensure they were comprehensive. The Secretariat indicated that it had received a report on the environmental soil survey from the municipality and that there were no issues identified for the site and purpose of the Business Park Heron, including with regard to any endangered species. This, however, would be an ongoing process and would be monitored for changes.
- 11.14 With regard to chemical waste management at the future ChemTech Centre, the ABAF encouraged the Secretariat to keep States Parties informed of progress made in this area in the context of the project as the plan took shape.
- 11.15 On the issue of the technical requirements team within the context of project board framework, it was suggested that perhaps the ISB should be included as a member, as opposed to additional resources.

- 11.16 The ABAF inquired as to who was responsible for the technical supervision of the project, and the Secretariat replied that the plan was to hire a supervisory consultant during the construction phase of the project.
- 11.17 On the question of the land price, the ABAF noted that the amount shown of EUR 2.6 million was higher than the purchase price from the Host Country. The Secretariat indicated that the purchase price was on the order of EUR 2.3 million, with the remainder associated to other costs related to the land, such as cost of studies to ensure the site's readiness for construction.
- 11.18 On the issue of construction permits, the ABAF cautioned that this process could take an extensive amount of time and this needed to be realistically reflected in the project plan. The Secretariat indicated in response that before the land reservation agreement was signed by the Organisation, a mass study was conducted to see if the ChemTech Centre could be realised in accordance with the spatial requirements of the plot. The Secretariat indicated that this aspect was a joint effort by both the municipality and the Secretariat and that the municipality, well versed in these matters, would work with the Secretariat to ensure that all necessary permits were obtained and in a timely manner.
- 11.19 With regard to in-kind contributions, the ABAF indicated that some States Parties could wish in the future to contribute to the project with such contributions. The Secretariat indicated that although the immediate need for contributions in the next 12 months was financial, the possibility of in-kind contributions would be looked at in more detail as the progress progressed.
- 11.20 The ABAF inquired as to how certain the revised cost estimate provided was to complete the project. The Secretariat indicated that the final cost estimate would be available once the building's design was complete.
- 11.21 The ABAF asked whether the Secretariat had a plan to reduce the scope of the ChemTech Centre should funding not fully materialise to complete the project. The Secretariat indicated that further efforts would be made to raise the required funding within the timeline.
- 11.22 The ABAF suggested that the Secretariat ensure that there were full disclosures in the financial statements with regard to any contingent liabilities for decommissioning of the existing facility. The Secretariat indicated that this was also an issue of interest to the External Auditor and that it would be addressed as appropriate.
- 11.23 On the issue of taxes, the ABAF encouraged the Secretariat to ensure that VAT, property tax, and other tax issues were dealt with early among the various levels of government and with contractors.
- 11.24 The ABAF noted that the initial planning for the project and information provided to States Parties appeared to be handled in a good way and that it looked forward to an update on the project at its next meeting.

12. Election of the Chairperson of the ABAF

According to Rule 4 of its Rules of Procedure (Annex 2 to ABAF-27/1, dated 3 September 2009 and Corr.1, dated 15 October 2009), the ABAF re-elected for a period of one year Mr John Foggo as Chairperson with immediate effect following the close of its Forty-Seventh Session.

13. Any other business

Subitem 13(a): OPCW Financial Statements for 2019 and exceptional closure extension

- 13.1 The Secretariat revisited with the ABAF Regulation 11.4 of the Financial Regulations and Rules, requiring the financial statements to be submitted to the External Auditor by 31 March following the end of the financial period to which they relate. In this regard, based on recommendations from the External Auditor and the ABAF and considering the possibility of an end-of-year ERP go-live in 2018, the pressures on key OPCW areas, in particular the Budget and Finance Branch, with the year-end closure, the complexities of the cutover to the new ERP system, and the time required for audit inquiries, the Secretariat requested and received States Parties' approval, as an exceptional measure, to submit the financial statements for 2018, should it be required, to the External Auditor at a later date.⁵ For 2018, the extension ultimately was not required, as the decision was taken to prepare the financial statements according to the normal schedule given that the ERP go-live date was continuing into 2019.
- 13.2 With the ERP Project trending towards a late 2019 go-live, the Secretariat informed the ABAF that a request similar to that of 2018 to States Parties would be required. With approval on this matter similar to 2018, it was important to note that the 2019 audit report and financial statements would still, however, be available to States Parties at the Ninety-Fifth Session of the Council and at the Twenty-Fifth Session of the Conference, in accordance with the normal schedule.
- 13.3 The Secretariat informed the ABAF that the External Auditor had once again indicated that if the Secretariat saw this as a risk, it should engage early with States Parties to agree to a later timeline for the 2019 Financial Statements.
- 13.4 As a consequence of a possible later submission of the 2019 Financial Statements to the External Auditor, the Secretariat indicated that the ABAF may need to consider the 2019 External Auditor's report and the 2019 Financial Statements at its second, rather than first, session of the year. The ABAF agreed to this approach.
- 13.5 The ABAF indicated its agreement that, given the possible ERP go-live at the end of the year, an exceptional request for extension of the submission date for the 2019 Financial Statements to the External Auditor would be submitted by the Secretariat to the Council at its Ninety-Second Session and to the Conference at its Twenty-Fourth Session for approval.

⁵ C-23/DEC.5 (dated 19 November 2018): "Submission of the 2018 OPCW Financial Statements to the External Auditor (Financial Rule 11.1.02)".

Subitem 13(b): Status of the implementation of the recommendations of the External Auditor

- 13.6 The ABAF was informed that the report on the status of the implementation of the recommendations of the External Auditor was being prepared for issuance to States Parties. In September, prior to the Ninety-Second Session of the Council, an informal consultation, in line with normal practice, would be held with States Parties to update them on the status of the recommendations.

Subitem 13(c): Timing of issuance of future OPCW Financial Statements

- 13.7 With an aim to earlier inform States Parties and to better inform the Programme and Budget setting process, the Budget and Finance Branch suggested that, in the future, the audited OPCW Financial Statements should be brought to States Parties earlier than was currently the case. Presently, the Financial Statements for the previous year were considered at the October session of the Council, where instead it would perhaps be more relevant and informative if their issuance was advanced to the July session of the Council.
- 13.8 The ABAF agreed that the Financial Statements contained important information for States Parties, and the earlier they were made available the more relevance they would have. The ABAF agreed that if the Financial Statements were issued for the July session of the Council, they could still inform the Programme and Budget formulation process. Given that the Financial Statements and External Auditor's report would have been completed prior to July, this should be considered, noting however that the publication of the document was a time-consuming process.
- 13.9 The ABAF agreed that in the interim and with the ERP system still to go live and to be stabilised, until the Financial Statements could be made available at the July session of the Council each year, the comprehensive Director-General's introduction to the Financial Statements, highlighting the key information in the Financial Statements, should be considered to be provided to States Parties as either a Note by the Director-General or the Secretariat.

Subitem 13(d): OPCW Budget Transfers Report and the OPCW Programme Performance Report

- 13.10 Noting the ABAF's encouragement to the Secretariat during its past sessions to develop the report into a Programme and Budget performance report, the Secretariat cited an example of the World Intellectual Property Organisation (WIPO), whereby information on budget transfers was included in the programme performance report as a means to provide more comprehensive information. In this regard, the Secretariat asked the ABAF for its opinion on merging the annual budget transfers report as an annex into the annual programme performance report. In this way, when readers of the programme performance report were reviewing the performance of programmes and their KPIs, they would have in the same document the budget transfers that were effected in the year. This would provide readers of the programme performance report with a more comprehensive view of programme performance, including important factors such as budget transfers which may or may not have impacted performance.

- 13.11 The ABAF thanked the Secretariat for its initiative and this proposal, cautioning however that the financing model for the WIPO was fee-based and thus vastly different than the OPCW, and that the relevance of showing budget transfers in a programme performance report was different. The ABAF suggested that the Budget and Finance Branch benchmark against the performance reports of other organisations with financing models similar to the OPCW.
- 13.12 The ABAF noted that the programme performance report should inform the programme and budget process. At the same time, while the budget transfers report provided important information regarding where future budget adjustments could be necessary, it also had a primary role of reporting compliance to the Financial Regulations and Rules concerning limits on budget transfers. Thus, the information was complementary and thought should be given as to whether combining the reports would be more appropriate than perhaps including some relevant cross-cutting narrative information in each report.
- 13.13 The ABAF also suggested that changes to the programme performance report and the budget transfers report be revisited by the Secretariat once a decision had been made on the issue of whether or not biennial budgeting would be employed in the future.
- 13.14 The ABAF reiterated again its encouragement to further develop a narrative for the programme performance report, including lessons learned and an assessment of outcomes and activities. The ABAF noted that some of these improvements would be forthcoming with the introduction of the new ERP system and its new chart of accounts structure.

14. Next session and agenda

Dates of ABAF sessions in 2020

- 14.1 The ABAF decided on the dates for its 2020 sessions as follows: the Forty-Eighth Session will be held from 2 to 5 June 2020, and the Forty-Ninth Session will be held from 28 to 31 July 2020.

Provisional Agenda of the Forty-Eighth Session of the ABAF

- 14.2 The ABAF adopted the following provisional agenda for its Forty-Eighth Session:
1. Opening of the session
 2. Adoption of the agenda
 3. Review of the report of the previous session
 4. Introductory matters
 - (a) ABAF members as per EC-92 and EC-93 decisions
 - (b) Financial updates: cash position, status of collection of assessed contributions and reimbursements, Working Capital Fund
 5. Status of the 2020 financial performance (to date)

6. 2019 budget transfers
7. 2019 programme performance
8. Financial Statements of the Organisation for the Prohibition of Chemical Weapons and the report of the External Auditor for the year ending 31 December 2019 (contingent on ERP go-live with possibility of deferral to ABAF-49)
9. Report of the Office of Internal Oversight for the year ending 31 December 2019
10. OIO Audit Plan
11. Director's vision of the Office of Internal Oversight
12. OPCW Statement of Internal Control update
13. Update on negative interest and the OPCW
14. Tenure policy update
15. ERP Project update
16. OPCW Laboratory Project update
17. Election of the Vice-Chairperson of the ABAF
18. Any other business
19. Next session and agenda
20. Adoption of the report

15. Adoption of the report

The ABAF adopted the report of its Forty-Seventh Session on 2 August 2019.

Annex:

List of Information Papers and Other Documents Presented to the Advisory Body on Administrative and Financial Matters at its Forty-Seventh Session

Annex

**LIST OF INFORMATION PAPERS AND OTHER DOCUMENTS PRESENTED TO
THE ADVISORY BODY ON ADMINISTRATIVE AND FINANCIAL MATTERS AT
ITS FORTY-SEVENTH SESSION**

	Title
1.	Agenda for the Forty-Seventh Session of the Advisory Body on Administrative and Financial Matters
2.	Report of the Forty-Sixth Session of the Advisory Body on Administrative and Financial Matters (ABAF 46/1, dated 7 June 2019)
3.	Note by the Director-General: Comments on the Report of the Advisory Body on Administrative and Financial Matters at its Forty-Sixth Session (EC-91/DG.19*, dated 1 July 2019)
4.	Note by the Director-General: Monthly Financial Situation Report as at 30 June 2019 (S/1770/2019, dated 10 July 2019)
5.	Report by the Director-General: OPCW Income and Expenditure for the Period 1 January to 30 June 2019 (Second Quarter of the Financial Year Ending 31 December 2019) (S/1773/2019, dated 15 July 2019).
6.	Presentation: OPCW Cash Position and Forecast
7.	Presentation: OPCW 2019 Financial Performance (first half of 2019)
8.	Note by the Director-General: Draft Programme and Budget of the OPCW for 2020 (EC-92/CRP.1, dated 5 July 2019)
9.	Note by the Technical Secretariat: Medium-Term Plan of the Organisation for the Prohibition of Chemical Weapons 2020-2024 (EC-92/S/1 C-24/S/1, dated 22 July 2019)
10.	Presentation: Overview Draft Programme and Budget of the OPCW for 2020
11.	Presentation: 2020 Programme and Budget Position Moves and Changes
12.	Programme presentations on the Draft Programme and Budget for the OPCW for 2020
13.	Draft OPCW Financial Regulations and Rules changes for biennial budgeting (amended from Financial Regulations and Rules of the OPCW January 2018 – effective 1 January 2018 through Director-General’s Bulletin OPCW-S/DGB/27)
14.	IAEA Financial Regulations and Rules (INFCIRC/8/Rev.4, dated 5 July 2016)
15.	Presentation: Draft OPCW Financial Regulations and Rules changes for biennial budgeting
16.	Decision: Rehiring of Inspectors (C-22/DEC.14, dated 30 November 2017)
17.	Note by the Director-General Report on the Impact of the OPCW Policy on Tenure (EC-89/DG.28, dated 2 October 2018)
18.	Presentation: OPCW banking arrangements
19.	Note by the Director-General: Report on the Status of Implementation of the Enterprise Resource Planning System (EC-91/DG.16, dated 26 June 2019)
20.	Presentation: ERP Project Update and demonstration of various components/functionality
21.	Presentation: Security considerations: ERP selection/implementation
22.	Presentation: Talent Management Solution – Recruitment Module
23.	Note by the Technical Secretariat: Progress in the Project to Upgrade the OPCW Laboratory and Equipment Store to a Centre for Chemistry and Technology (S/1769/2019, dated 9 July 2019)
24.	ChemTech Centre project board terms of reference: Upgrading the Chemical Laboratory and Equipment Store to a Centre for Chemistry and Technology (version 8, dated 1 February 2019)
25.	Presentation: Upgrading the OPCW Chemical Laboratory to a Centre for Chemistry and Technology
26.	Decision: Submission of the 2018 OPCW Financial Statements to the External Auditor (Financial Rule 11.1.02) (C-23/DEC.5, dated 19 November 2018)