



 **UN  
WOMEN** 



Planet 50-50 by 2030  
Step It Up for Gender Equality

# Management Response to Annual Report on Internal Audit & Investigations Activities

For the year ended 31 December 2018

- **“No significant weaknesses were identified** in the Entity’s governance, risk management, and control processes that would seriously compromise the achievement of UN-Women’s strategic and operational objectives”;
- **99 per cent** audit implementation rate for recommendations issued prior to 2018 as reported by IAS;
- Ratings of 2018 audits:
  - three (**3**) offices were satisfactory;
  - seven (**7**) offices needed some improvements;
  - one (**1**) office needed major improvements;
- **One long outstanding audit recommendations** for more than 18 months.

## Audit

### ➤ UNBoA

- Headquarters
- 2 field offices (RO Americas and Caribbean; Mexico CO)

PLUS

### ➤ IAS: 16.0% of total expenditures

- 1 functional audit (Resource Mobilization Function)
- 1 HQ Division audit (Civil Society Division)
- 9 field offices full scope audits (COs: Iraq, Nepal, Cameroon, Nigeria, Jordan, Colombia, Mozambique, Albania, South Sudan)
- 18 DIM Projects (Kenya, South Sudan, DRC, Afghanistan, Liberia, Egypt, Nigeria, Rwanda, Jordan, Mali, Tanzania, Senegal, Zimbabwe, Thailand)

PLUS

### ➤ Global Auditors: 46% of total 2018 NGO, Gov't, IGO project expenditures

- 95 projects with 167 partners

PLUS

## Investigation

- ### ➤ Global investigation service for all allegations of wrongdoing by staff members, contractors, partners or third parties

PLUS

## Evaluation

- ### ➤ 1 Corporate and 33 decentralized independent evaluations completed

- UN-Women implemented specific recommendations identified under the 2017 recurring areas;
- Positive impact from actions taken:
  - mobilization of substantial additional funding;
  - improved guidelines, Call for proposals, for selection of implementing partners;
  - strengthened guidance for Joint Programming;
  - enhanced guideline distinguishing between infrastructure-related programmatic activities and office refurbishment activities; and
  - strengthened monitoring and reporting of assets.
- Generally established milestones and targets for each audit recommendation;
- Corporate framework and tools in place for monitoring and Oversight:
  - Three Lines of Defense Model;
  - Internal Control Framework and Delegation of Authority; and
  - ACL Analytics Tool.

- UN-Women implemented 4 high priority recommendations
  
- Positive impact and notable improvements in operations:
  - new **corporate strategy** and clearer leadership roles in resource mobilization;
  - new **framework guidance** on resource mobilization processes, action plans and structures;
  - improved data collection, resource tracking and Monitoring and Evaluation on gender equality issues;
  - updated corporate ERM risk registers and fraud risk registers;
  - improving the **linkage** between Results Management System (RMS) and ERP system; and
  - developing a strategy for leading the coordination of UN System work on gender equality and empowerment of women.

- UN-Women implemented 2 corporate recommendations
- Positive impact and notable improvements in operations:
  - drafted the **Policy on Crisis Response** and a harmonized **fast-tracking procedures** including programme delivery;
  - drafted **Partner Selection Due Diligence Procedure**;
  - implemented **Key Performance Goal Indicators (KPIs)** for Programme Specialists on management of implementing partner advances;
  - launched the **Implementing Agent Code** for implementing partners;
  - revising **Partner Cooperation Agreement template** and **Funding Authorization and Certificate of Expenditure form**; and
  - strengthening the **guidance** for the Quarterly Monitoring Reports.

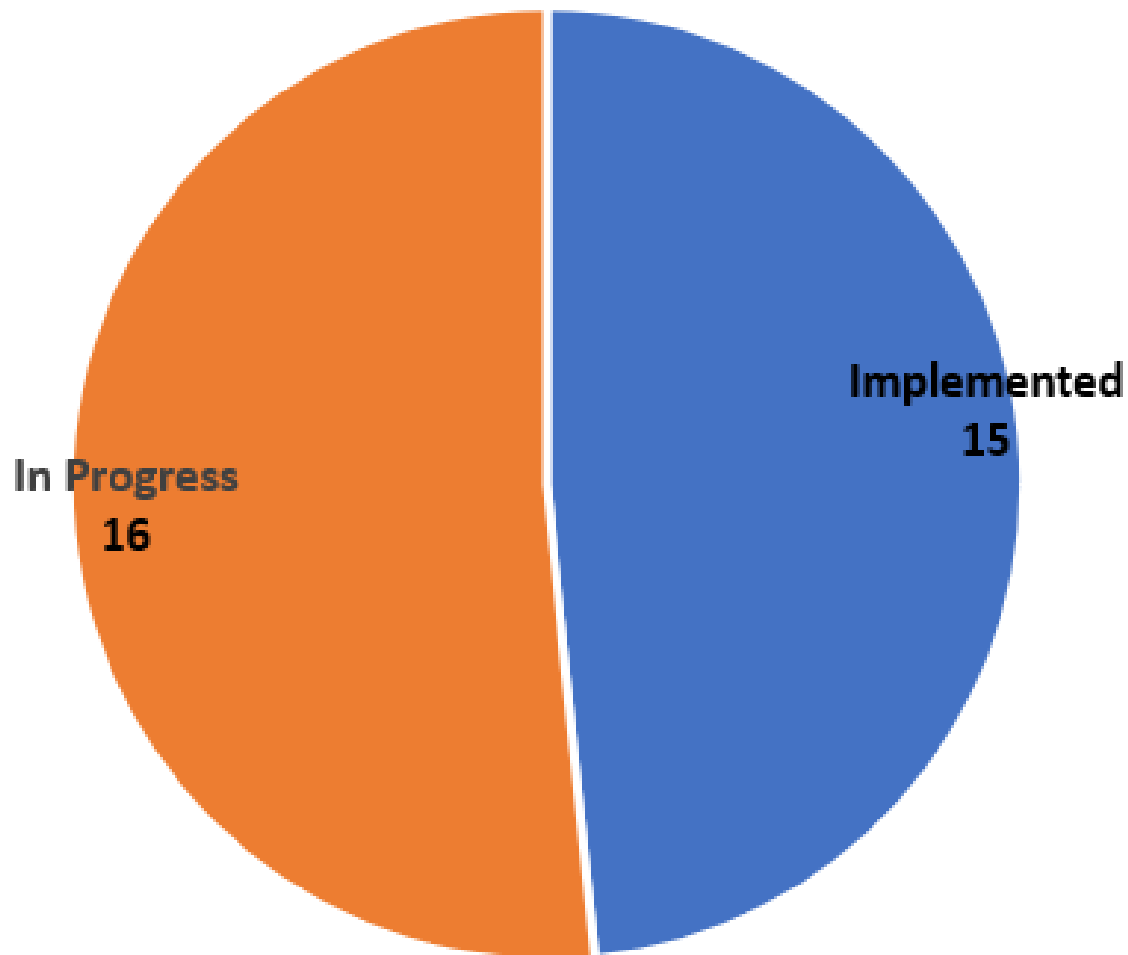
# Recurring audit recommendations

- Areas where issues recurred in more than one office
  - Procurement and travel management – 5 offices
  - Assets management – 3 offices
  - Safety and security – 2 offices
  - Resource mobilization – 2 offices
  - Finance – 2 offices
  - Enterprise Risk Management – 3 offices
  - Programme and Project management, monitoring & oversight – 5 offices
  - HR management – 5 offices
  
- Positive impacts and notable improvements in operations:
  - **protocol** for rigorous vendor reference checks;
  - asset management training;
  - **Business Continuity Plan** updated and tested;
  - resource mobilization **toolkit** and **Client/Donor Relationship Management System** to be launched;
  - leadership in SG's working groups of the **Financing for Gender Equality task force**;
  - implementing partner assessment and capacity building strengthened;
  - project activity and performance monitoring enhanced; and
  - office **functional analysis** initiated. 7

- UN-Women is in progress of implementing the only 1 long outstanding recommendation
- Positive impact and notable improvements in operations:
  - completed the new Small Grants Policy for promulgation.

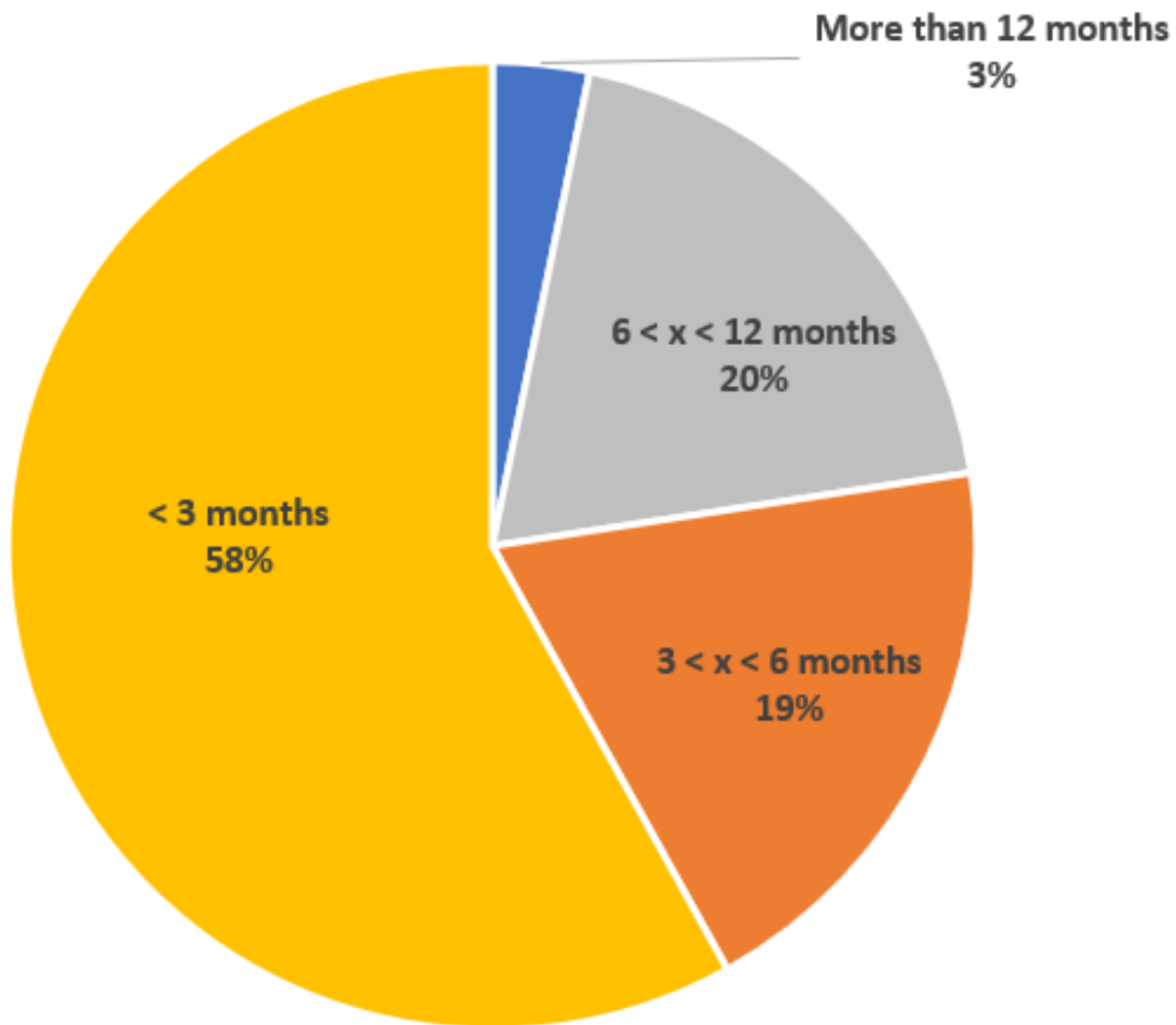


# Status of the **31** outstanding recommendations as at 31 December 2018



- Out of the 31 outstanding recommendations (30 issued in 2018, 1 issued in 2017), 15 recommendations have been implemented.

# No. of months outstanding as at 31 December 2018 since recommendations issued



# Investigation activities

- Increased investigation case load can, inter alia, be attributed to:
  - enhanced knowledge and awareness on reporting mechanisms;
  - trust in independence of investigations.
- Senior leadership has continuously worked on sustaining greater accountability, enhanced communication and awareness, and a strengthening of policies.
- UN-Women initiated a comprehensive plan to ensure the consistent application throughout the organization of a harmonious and inclusive organizational culture, including an enhanced focus on people management, better planning and workload management; and enhanced training in leadership and management.
- UN Women is pleased to have presented the report on disciplinary measures and other actions taken into response to wrongdoing. This demonstrates UN Women's commitment to zero tolerance in the five cases that were substantiated through investigation



Thank you!  
Q & A