

Annex 1: Charter of the Office of Audit and Investigations

Introduction

1. According to UNDP Financial Regulation 4.01, the Office of Audit and Investigations shall be responsible for the internal audit of UNDP. “It shall conduct independent, objective assurance and advisory activities in conformity with the International Standards for the Professional Practice of Internal Auditing. It shall evaluate and contribute to the improvement of governance, risk management and control processes, and report thereon. The Office of Audit and Investigations shall exercise operational independence in the performance of its duties.”
2. According to UNDP Financial Regulation 4.02, the Office of Audit and Investigations shall be responsible for assessing and investigating allegations of fraud and corruption committed by UNDP personnel or committed by others to the detriment of UNDP.
3. Financial Regulation 4.03 stipulates that the internal audit function’s purpose, authority and responsibility shall be further defined in the Charter of the Office of Audit and Investigations.
4. This Charter sets out the purpose, authority and responsibility, policies and procedures applicable to the Office of Audit and Investigations (OAI) of the United Nations Development Programme (UNDP).

Mission of OAI

5. The mission of OAI is to provide UNDP an effective system of independent and objective internal oversight that is designed to improve the effectiveness and efficiency of UNDP’s operations in achieving its developmental goals and objectives through the provision of (i) internal audit and related advisory services, and (ii) investigation services.

Scope of work

6. The internal oversight services cover all programmes, operations and activities undertaken by UNDP at its headquarters and its country offices, regional service centers, liaison offices and offices in any other location. The services also cover UNDP’s coordination function as well as the activities of UNDP’s affiliated entities, which include the United Nations Capital Development Fund and United Nations Volunteers. However, the investigation function in respect to United Nations Volunteers is restricted to persons working in UNDP projects or working on UNDP premises.

(A) Internal Audit

7. Internal auditing is an independent, objective assurance and advisory activity designed to add value and improve the operations of UNDP. It helps UNDP accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.
8. OAI shall undertake its internal audits in accordance with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics established by the Institute of Internal Auditors (IIA) as adopted by the Representatives of Internal Audit Services of the United Nations Organizations, Multilateral Financial Institutions and Associated Intergovernmental Organizations (RIAS).

9. The internal audit activities assess the adequacy and effectiveness of governance, risk management, and control processes of UNDP, and provide reasonable assurance to the Administrator regarding the:

- (i) Reliability and integrity of financial and operational information;
- (ii) Effectiveness and efficiency of operations;
- (iii) Safeguarding of assets; and
- (iv) Compliance with legislative mandates, regulations and rules, policies and procedures;

Internal audit activities also aim at assisting the management of country offices and other business units in continuously improving governance, risk management, and control processes.

10. In order to provide the audit services efficiently and effectively, the Director shall prepare and submit for the review of the Audit Advisory Committee and approval of the Administrator

- (i) Every three years: An internal audit and investigation strategy covering a three-year period; and
- (ii) Annually: A risk-based annual work plan that is flexible and adaptable to the emerging needs and issues.

11. The approval requirement does not prevent OAI from auditing any other area within the purview of its mandate, which OAI deems necessary.

12. In preparing the annual work plan, OAI shall consult with the management of bureaus and offices, the United Nations Board of Auditors, and where appropriate, other stakeholders. OAI shall apply a risk-based methodology, including risks and concerns identified by management to identify and prioritize engagements to be undertaken during the year. OAI aims at covering all UNDP country offices on a cycle ranging from two to five years, depending on financial exposure and other risks.

13. In cooperation with the Internal Audit Services of other United Nations system organizations, OAI shall initiate and coordinate joint audits of inter-agency activities, including Multi Partner Trust Funds, Joint Programmes and Delivering as One Programmes.

14. OAI shall submit its audit reports to the Administrator, the Head of the Bureau concerned and the Head of the audited unit. OAI aims at submitting its final audit reports within three months after the completion of audit field work.

15. In addition, OAI may submit special reports to the Administrator and senior management on cross-cutting or other significant issues, such as those related to specific functions, processes and programmes, including the potential for the improvement to processes.

16. In accordance with decision 2012/18 of the UNDP Executive Board, OAI shall make publicly available all internal audit reports issued from 1 December 2012. In exceptional cases, reports may be redacted, or withheld in their entirety, at the discretion of the Director of OAI. In accordance with Executive Board decisions 2008/37 and 2011/23, the Director of OAI may disclose, upon request, internal audit reports issued prior to 1 December 2012 and after 19 September 2008, to Member States and, in case of audits of projects (co-)funded by intergovernmental organizations or by the Global Fund, to the donor concerned.

17. OAI shall periodically inform the Audit Advisory Committee and the Administrator of:

- (i) Progress made in the implementation of the annual plan, changes made thereto and other issues related to the implementation of the plan;
- (ii) Summaries of significant and systemic audit findings; and

(iii) Action taken by management on the implementation of audit recommendations.

18. OAI shall review and assess audit reports prepared by third party auditors on audits of nationally implemented projects and projects implemented by Non-Governmental Organizations (“NGO/NIM audits”) and on audits of implementing partners in the context of the Harmonized Approach to Cash Transfers (“HACT audits”). OAI may review and assess any other third party audit reports related to UNDP funded activities.
19. In addition to assurance services, OAI provides advisory services at the request of management on issues from an internal control perspective, on the design and adoption of practices and procedures that add value to the organization and contribute to the improvement of risk management and operational effectiveness.
20. OAI shall provide such advisory services in accordance with IIA standards, taking care to ensure that OAI’s independence and objectivity are not compromised.

(B) Investigations

21. OAI shall assess and conduct investigations into allegations of misconduct, such as fraud, theft and embezzlement, corruption, abuse of privileges and immunities, sexual exploitation and sexual abuse, workplace harassment and abuse of authority, retaliation on whistleblowers, or other acts or omissions in conflict with the general obligations of staff members that involve UNDP staff and other personnel.
22. OAI may assess and conduct investigations into allegations of fraud and other financial irregularities committed by contractors, implementing partners and other third parties, deemed to be detrimental to UNDP.
23. In addition, OAI may undertake proactive investigations in high risk areas that are susceptible to fraud, corruption and other wrongdoings.
24. OAI shall assume the function of compliance review for UNDP’s social and environmental policies and procedures. In that regard, OAI will operate a reporting mechanism and will assess all reports received to determine whether an investigation is required or whether the issue raised is more appropriately dealt with through the separate Grievance Handling process. Where the assessment determines that an investigation is warranted, OAI will investigate allegations of non-compliance with UNDP’s social and environmental policies and procedures. On the basis of the evidence collected during the investigation, OAI will recommend action to bring a project into compliance.
25. OAI shall have sole responsibility for the conduct of all investigations within UNDP.
26. OAI shall conduct investigations in accordance with the Uniform Principles and Guidelines for Investigations endorsed by the 10th Conference of International Investigators, with the UNDP Legal Framework for Addressing Non-Compliance with the United Nations Standards of Conduct, and with the OAI Investigation Guidelines.
27. The assessment, investigation and reporting of alleged non-compliance with UNDP’s social and environmental policies and procedures will be conducted in accordance with generally accepted international processes.
28. OAI shall maintain reporting facilities (telephone hotline, web-based reporting facility, email, postal address and other means as appropriate) that function around the clock to facilitate staff, management and others to report any instances of fraud, corruption or other wrongdoings. OAI will operate separate mechanisms for the reporting of alleged non-compliance with UNDP’s social and environmental policies and procedures.
29. OAI shall maintain an effective system for the recording and management of all cases.
30. OAI shall prepare an annual work plan for the efficient and timely management of all investigations. The plan shall be submitted to the Administrator for approval after review and advice by the Audit Advisory Committee.

31. OAI shall submit its investigation reports concerning UNDP staff members to the Legal Support Office for consideration and disciplinary or administrative action, as appropriate.
32. In cases involving contract personnel, OAI shall submit its investigation reports to the Head of Office concerned for administrative or other action, as appropriate.
33. In case the investigation results in credible allegations of criminal conduct, OAI shall prepare a case file with a recommendation for referral to national law enforcement authorities, as appropriate, for criminal investigation and prosecution.
34. In cases where a vendor is found to have engaged in 'proscribed practices' (corrupt practice, fraudulent practice, coercive practice, collusive practice, unethical practice or obstruction), OAI shall submit its investigation report to the UNDP Vendor Review Committee for consideration of appropriate action in accordance with UNDP's Vendor Sanctions Procedures.
35. OAI shall submit its investigation reports as soon as possible, based on the priority of the case and available resources.
36. OAI shall also submit reports to the Administrator and senior management on weaknesses in controls, processes, deficiencies in regulations and guidance that are identified in the course of investigations with recommendations for addressing these weaknesses and further strengthening the accountability framework in the organization.

Responsibility and Authority

37. The Director of OAI is accountable to the Administrator for the provision of internal audit and investigation services in accordance with the provisions of the Financial Regulations and Rules and this Charter.
38. The Director of OAI shall report to the Administrator on the performance of OAI against agreed key performance indicators.
39. The Director of OAI shall maintain a quality assurance and improvement program that covers all aspects of the internal audit and investigations activity.
40. The Director of OAI shall be responsible for selecting and maintaining a cadre of audit and investigation staff with sufficient knowledge, skills, experience, and professional certifications in order to provide the independent and objective internal oversight services envisaged in this Charter. In addition to staff, the Director may engage consultants and experts as necessary for the performance of the functions under this Charter.
41. The Director of OAI shall engage and manage all staff and apply resources allocated to OAI in accordance with the relevant regulations, rules, policies and procedures established by UNDP.
42. OAI shall have:
 - (i) Free access to the organization's records, personnel and premises, as necessary, in its opinion, for the performance of its duties; and
 - (ii) The assistance and cooperation of all UNDP personnel deemed necessary for the discharge of responsibilities under this Charter. This includes communicating directly with all levels of staff and management as well as requesting any staff member to furnish all information and explanation that are deemed necessary for the completion of any audit or investigation.
43. Management and staff shall have the responsibility to provide a written response to all OAI audit and investigation reports within a reasonable period of time.
44. The Director and staff of OAI are not authorized to:

- (i) Perform any operational, managerial or supervisory duties for UNDP or its affiliates;
- (ii) Initiate or approve accounting transactions external to OAI; and
- (iii) Direct the activities of any UNDP personnel not employed by OAI, except to the extent that such personnel have been appropriately assigned to OAI teams or to otherwise assist OAI.

Independence

- 45. OAI shall exercise operational independence in the conduct of its duties. It shall be free from interference in determining the scope of its audit and investigations, performing the work and communicating results.
- 46. The Director of OAI shall be appointed for a term of five years, with the possibility of renewal once for a maximum of five years, and shall be barred from re-entry into UNDP after the expiry of his/her term. The Administrator shall consult with the Audit Advisory Committee on the appointment, performance evaluation, extension and dismissal of the Director of OAI.
- 47. The Director shall have free and unrestricted access to the Chairpersons of the Executive Board and the Audit Advisory Committee and to the Board of Auditors.
- 48. The Director and staff of OAI shall abide by the United Nations Code of Conduct as well as the IIA's Code of Ethics to which they are subject to and shall at all times maintain and safeguard their independence, objectivity and professionalism in fulfilling the responsibilities assigned under this Charter.
- 49. The Director and staff of OAI must refrain from assessing specific operations for which they were previously responsible. Functions for which the Director and staff of OAI have responsibility shall not be audited by OAI. Allegations of misconduct against OAI staff members, which require an investigation, shall not be investigated by OAI.
- 50. The Director and staff of OAI must avoid being placed in situations which might create any conflict of interest that may impair their judgment on audit and investigation matters. The Director or staff concerned shall declare any conflict of interests or impairment that may affect their participation in an audit or investigation engagement and accordingly discharge themselves from such participation.
- 51. The Director of OAI shall bring to the attention of the Audit Advisory Committee any impairment to independence, objectivity or professionalism.

Resources

- 52. OAI shall be provided with the necessary resources, including appropriately trained and experienced professionals, in order to fulfil its responsibilities under this Charter. The budget of OAI shall be approved by the Administrator on the basis of the request submitted by the Director of OAI in accordance with the strategy and the annual work plan, after review and advice by the Audit Advisory Committee.
- 53. The Director of OAI shall keep the Audit Advisory Committee apprised on the funding and staffing of OAI.

Cost Reimbursable Services

- 54. OAI may provide internal audit and investigation services to other organizations of the United Nations system on a cost reimbursement basis. The cost of supervising and/or conducting specific audits of UNDP projects may be charged to those projects.

Coordination with the United Nations Board of Auditors

55. In planning its audits, OAI shall interact regularly with the Board of Auditors in order to optimize audit coverage and avoid duplication of assurance work. OAI shall share with the Board of Auditors information on issues of mutual interest.

Accountability to the Executive Board

56. OAI shall independently prepare and submit to the Executive Board, after review by the Audit Advisory Committee, an annual report for each completed calendar year on its activities, resources, disclosure of audit reports, significant audit findings, systemic weaknesses identified in audits, action taken by management to implement audit recommendations and such other matters as may be requested by the Executive Board.
57. In the annual report, the Director of OAI shall confirm to the Executive Board the organizational independence of the internal audit and investigation functions.

Approval and revision of the Charter

58. This revised version of the Charter was reviewed and endorsed by the Audit Advisory Committee and has been approved by the Administrator. This version shall take effect from 1 December 2012.
59. The Charter shall be reviewed at least every two years, or more often, if required. Any revision shall be approved by the Administrator after consultation with the Audit Advisory Committee and shall be brought to the attention of the Executive Board.

Approved by the Administrator
10 October 2012

Annex 2: OAI audit reports issued in 2012 pertaining to UNDP

	Audit Type	Report no.	Audit Subjects
Headquarters			
1	Headquarters Business Unit	981	UNDP Asia-Pacific Regional Centre
2		979	UNDP Regional Bureau for Latin America and the Caribbean
3		1033	UNDP Regional Bureau for Asia and the Pacific
4	Corporate Functions / Matters	875	UNDP Corporate Procurement Function
5		903	Review of Proposal for Write-Off of Loss of Assets of \$14.2 million
6	Global Fund grants	896	Consolidated report on the audits of UNDP Country Offices as Principal Recipients of grants from the Global Fund
7		893	UNDP Corporate Procurement Functions for projects funded by the Global Fund
Inter-agency			
8	Inter-agency	846	Joint Audit of Harmonized Approach to Cash Transfers (HACT) in Indonesia
9		848	Joint Audit of Harmonized Approach to Cash Transfers (HACT) in Pakistan
10		886	Joint Audit of Delivering as One in Tanzania
11		1064	Joint Audit of the Governance Arrangements for the Harmonized Approach to Cash Transfers (HACT)
Country Offices			
Africa			
12	Full Scope	861	Kenya
13		870	Rwanda
14		871	Mozambique
15		882	Cote d'Ivoire
16		963	Sao Tome and Principe
17		967	Comoros
18		968	Cameroon
19		978	Ethiopia
20		991	Tanzania
21		1015	Benin
22	DIM projects	895	Rwanda – Millennium Village (Project ID 51838)
23		906	Ghana – Millennium Village (Project IDs 50508 and 51835)
24		908	Liberia – Peace Building Fund Projects (Project IDs 61002, 61341, 63760, 70078, 70484, 70485, 70496, 70827, 71058, 71085 and 71926)
25		976	Benin – Projet d'Appui pour la Réalisation de Liste Electorale Permanente Informatisée – LEPI” (Projects IDs 62922, 71861, 71945, 72676, 72723, 73863, 74172, 75471, 76004, 76459, 76761, and 77455)
26		1068	Nigeria – Democratic Governance for Development Project (Project ID 69949)
27		854	Sierra Leone – Peace Building Fund Projects (Project IDs. 62583, 57482, 56773, 56981, 56983, 57563, 57570, 56772, and 58042)
28		1067	Malawi – Millennium Villages Projects (Project IDs. 50510, 51832 and 52854)
29		1094	Liberia – Liberia Electoral Cycle Project (Project ID 75179)
30		1117	Liberia – Justice and Security Trust Fund Project (Project ID 76186)

	Audit Type	Report no.	Audit Subjects
31	Global Fund grants	872	Angola
32		964	Sao Tome and Principe
33		868	Democratic Republic of the Congo
34		966	Zambia
Asia and the Pacific			
35	Full Scope	866	Maldives
36		859	Philippines
37		756	Pakistan
38		826	Bangladesh
39		969	China
40		977	Fiji
41		1059	Myanmar
42	Functional	881	Afghanistan – Asset Management
43		974	Afghanistan – Human Resources Management
44	Follow-up	984	Samoa
45	DIM projects	904	Afghanistan – Enhancing Legal and Electoral Capacity for Tomorrow Project (Project IDs 50324 and 71801)
46		905	Afghanistan – Afghanistan Sub-National Governance Programme (Project ID 51486)
47		989	Nepal – UN Interagency Rehabilitation Programme (Project ID 60018)
48	Global Fund grants	867	Maldives
Arab States			
49	Full Scope	850	Iraq
50		970	Jordan
51		965	Somalia
52		983	Tunisia
53	Follow-up	1071	Sudan - Disarmament, Demobilization and Reintegration Programme - Follow-up
54	DIM projects	833	Iraq – Support to the Expanded Humanitarian Response Fund (Project ID 64011)
55		869	Sudan – Recovery and Rehabilitation Programme (Project ID 47467)
56		1049	Programme of Assistance to the Palestinian People – Employment Generation Programme through Economic and Social Infrastructure Development – Poverty Infrastructure Phase V (Project ID 46774)
57		1050	Programme of Assistance to the Palestinian People – Construction of Demolished Homes for Non-Refugee Families in the Gaza Strip (Project ID 47393)
58		1051	Programme of Assistance to the Palestinian People – Employment Generation Programme through Economic and Social Infrastructure Development – Poverty Infrastructure Phase VI (Project ID 60764)
59		1052	Programme of Assistance to the Palestinian People – Clearance of UXOs, Rubble Removal and Immediate Support for Improvement of Solid Waste Service Management In the Gaza Strip (Project ID 63105)
60		1053	Programme of Assistance to the Palestinian People – Rubble Removal and Clearance of Unexploded Ordnance from the Affected Areas in the Gaza Strip (Project ID 71488)
61		1054	Programme of Assistance to the Palestinian People – Clearance of Unexploded

	Audit Type	Report no.	Audit Subjects
			Ordnance, Rubble Removal and Immediate Support for Improvement of Solid Waste Service Management in the Gaza Strip (Project ID 71646)
62		1055	Programme of Assistance to the Palestinian People – Employment Generation Programme through Economic and Social Infrastructure Development – Poverty Infrastructure Phase VII (Project ID 73017)
63		1073	Sudan – Support to Elections and Democratic Processes (Project ID 60753)
64		1074	Sudan Disarmament, Demobilization, and Reintegration Programme (Project ID 63343)
65	Global Fund grants	849	Programme of Assistance to the Palestinian People
66		847	Sudan
67		971	Iraq
68		975	Programme of Assistance to the Palestinian People
Europe and CIS			
69	Full Scope	900	Moldova
70		876	Project Offices in Cyprus
71		1044	Belarus
72		986	Serbia
73	DIM projects	897	Ukraine – Equal Opportunities and Women’s Rights Programme (Project IDs 63484, 69504, 69505, and 69509)
74		898	Ukraine – European Union Border Assistance Mission (Project ID 72966)
75		899	Ukraine – Youth Social Inclusion for Civic Engagement in Ukraine (Project IDs 63107, 63108, and 63109)
76		1060	the former Yugoslav Republic of Macedonia – Self-Employment V and Technical Assistance to Support the Government Operational Plan for Active Labour Market Measures for 2011 (Project ID 78115)
77		1104	Tajikistan – Rural Growth Programme (Project ID 73909)
78		1105	Tajikistan – Tajik-Afghan Poverty Reduction Initiative (Project ID 78271)
79	Global Fund grants	1045	Belarus
Latin America and the Caribbean			
80	Full Scope	840	Cuba
81		884	Haiti
82		858	Suriname
83		973	Ecuador
84		1034	Guyana
85		985	Trinidad and Tobago
86	DIM projects	1023	Haiti – Relèvement Artibonite (Project ID 62941)
87		1026	Haiti – Appui Processus Electoral 2010 (Project ID 73397)
88		1030	Nicaragua – Apoyo a la rehabilitación y reconstrucción en áreas afectadas por el Huracán Felix en la región autónoma del Atlántico norte (RAAN), (Project ID 63156)
89		843	Haiti – Collecte de déchets solides (Project ID 53725)
90		1024	Haiti – Dégagement des débris – Mairie (Project ID 74023)
91		1025	Haiti – ER – Stabilisation des communautés (Project ID 74025)
92	Global Fund	901	Bolivia

	Audit Type	Report no.	Audit Subjects
93	grants	1035	Haiti
94		972	Belize
95		902	El Salvador

DIM=directly-implemented projects

NOTE: Unless marked *, the DIM audit report includes audited project financial statements.

Annex 3: Audit reports disclosed to Member States during 2012

(Alphabetical listing)

	Audit Report Title	Report Number	Requester
1)	Afghanistan - 16 Directly Implemented Projects	768	Sweden
2)	Afghanistan - Enhancing Legal and Electoral Capacity for Tomorrow (ELECT) Project	844	Sweden
3)	Albania	789	Sweden
4)	Angola - Global Fund (2009)	624	Global Fund
5)	Angola - Global Fund (2010)	760	Global Fund
6)	Bangladesh	826	Sweden
7)	Bangladesh - Disaster Response Facility	769	Sweden
8)	Central African Republic - Global Fund	690	Global Fund
9)	Colombia - Objetivos de Desarrollo del Milenio en el nivel local and Programa Promoción de la convivencia Projects	796	Sweden
10)	Consolidated report on audits of Sub-recipients of Grants from the Global Fund (2010)	794	Global Fund
11)	Consolidated report on audits of Sub-recipients of Grants from the Global Fund (2011)	883	Global Fund
12)	Cuba - Global Fund (2010)	656	Global Fund
13)	Cuba - Global Fund (2011)	822	Global Fund
14)	Georgia	830	Sweden
15)	Kenya	861	Sweden
16)	Moldova	900	Sweden
17)	Niger - Global Fund	845	Global Fund
18)	Pakistan - Community Based Livelihood Recovery Program (2008)	678	United Kingdom
19)	Pakistan - Community Based Livelihood Recovery Program (2009)	709	United Kingdom
20)	Special Review of Global Fund Projects Managed by UNDP Democratic Republic of Congo	382	Global Fund
21)	Sudan	821	Sweden
22)	Sudan Common Humanitarian Fund (Consolidated Audit Report)	763	United Kingdom
23)	Sudan - Disarmament, Demobilization and Reintegration Programme (DDRP)	767	Sweden
24)	Sudan - Global Fund	749	United Kingdom
25)	Sudan - Interim Disarmament, Demobilization and Reintegration Programme (IDDRP)	804	European Commission
26)	Sudan South	715	United Kingdom
27)	Sudan South - Global Fund	766	United Kingdom
28)	Tajikistan - Global Fund	748	Global Fund
29)	Togo - Global Fund	816	Global Fund
30)	Zimbabwe	764	Sweden
31)	Zimbabwe - Global Fund	811	Global Fund

DIM=directly-implemented projects

NOTES:

Unless otherwise indicated, country office audits are comprehensive (full scope).

Unless marked *, the DIM audit report includes audited project financial statements.

Annex 4: Recommendations unresolved for 18 months or more

Headquarters audit recommendations unresolved for 18 months or more	
Unresolved recommendations (by cause, by year)	
HEADQUARTERS AUDIT	
Lack of or inadequate action by office concerned	
2008	
<i>Procurement (Headquarters)</i>	
1	Develop a software tool to assist business units in procurement planning and to enhance the quality of planning data and its analysis. (High)
2009	
<i>Financial Management</i>	
2	Recover implementation support services costs in accordance with the UNDP corporate cost recovery policy, on the basis of either the actual costs incurred or the universal price list. (High)
<i>Monitoring and Oversight</i>	
3	Ensure that all projects are audited in accordance with the Programme and Operations Policies and Procedures. (Medium)
2010	
<i>Governance and Strategic Management</i>	
4	Designate a focal point person who would coordinate creation of the integrated Occupational Health and Safety policy at UNDP and establish an integrated UNDP Occupational Health and Safety policy that meets the minimum requirements of well recognized international standards on Occupational Health and Safety. (High)
5	Develop a comprehensive Business Continuity Management policy to address all aspects, especially the roles and responsibilities and involvement of all relevant players such as Office of Information Systems and Technology, Office of Human Resources, Office of Finance and Administration, Administration Services Division, Partnerships Bureau, Regional Bureaux, and Bureau of Crisis Prevention and Recovery. (Medium)
6	Establish clear and consistent criteria for categorizing development and management projects; strengthen project management, monitoring and oversight, as well as consider extending Project Appraisal Committees and Project Boards constituency to include persons external to the Office and to UNDP (partners, donors); and ensure that project managers receive appropriate training and guidance on the specificities of project management in UNDP, including on the Atlas project module. (Medium)
<i>Human Resources Management</i>	
7	Ensure that individual Results and Competency Assessments are prepared correctly, reflecting critical functions and responsibilities in their key results. (High)
2011	
<i>Governance and Strategic Management</i>	
8	Revisit implementation arrangements with UNOPS; analyzing which parts of the projects should be done by the Unit and which parts could be outsourced to UNOPS. (R724/4) (High)
9	Make arrangements to have staff members of Policy Division administered by UNDP similar to the staff members of other divisions. (High)
<i>Procurement (Headquarters)</i>	
10	Review the Offices procurement processes relating to the transportation long-term agreements to determine the reasons for the Office's failure to adhere to requirements in the Programme and Operations Policies and Procedures. (High)

	Headquarters audit recommendations unresolved for 18 months or more
	Unresolved recommendations (by cause, by year)
	<i>Programme Management</i>
11	Ensure that there are functioning outcome boards to monitor and oversee programmes. (High)
	Country Office audit recommendations unresolved for 18 months or more
	Unresolved recommendations (by cause, by year)
	COUNTRY OFFICE AUDITS
	Involves action by host country Government
	2010
	<i>Partnership and resource mobilization</i>
12	Liaise with the Bureau of Management and the Regional Bureau for Asia and the Pacific to seek guidance on the appropriate action to be taken on outstanding Government's contribution towards local office costs. (Medium)
	Lack of or inadequate action by country office concerned
	2010
	<i>Project Management</i>
13	Ensure that projects are monitored in compliance with the Programme Operations Policies and Procedures. This includes annual project field visits and preparation of annual project reviews for submission to the project and outcomes board. (High)
	2011
	<i>Financial Management</i>
14	Discuss existing processes with the Office of Finance and Administration/Bureau of Management and determining whether use of letters of transmittal as principal mode of payment continues to be preferable over the use of manual cheques, given the reduction in internal control. (Medium)
	<i>General Administration</i>
15	Ensure the timely collection of contributions from all agencies for common services and common premises in accordance with the Memorandum of Understanding signed with United Nations entities. Furthermore, intensify efforts to clear the long outstanding inter-agency deficit. (High)
16	Ensure that all assets are recorded and tagged on timely basis immediately after receipt of the assets and proper immovable asset tags are used for asset tagging. (Medium)
	<i>Partnership and resource mobilization</i>
17	Develop a resource mobilization strategy which is geared towards building upon UNDP's comparative advantages in the overall United Nations context and which focuses upon the Office diversifying its funding base by mobilizing resources from third parties and the private sector. (High)
	<i>Procurement</i>
18	Review payments made under long-term agreement to determine if such payments were only made for transportation services that were satisfactorily delivered and that the amounts paid were warranted under the contract and accurate; and recover the overpayment plus any additional overpayment identified by the review of payments made to the two vendors. (High)
	<i>Programme Management</i>

Headquarters audit recommendations unresolved for 18 months or more	
Unresolved recommendations (by cause, by year)	
19	<p>Review current assurance activities to ensure that the level of activities is adequate and in line with partners' latest assessment of risk; develop consistent; harmonized approaches with the other participating agencies to ensure that the assurance activities undertaken by each agency are complimentary and consistent in terms of scope and approach; implement a system for collecting data on assurance activities undertaken by the participating agencies (e.g., spot-checks); and update overall audit assurance plan to incorporate the change in risk profile following the qualified 2009 nationally implemented modality audit report of all the non-governmental organizations in the Common Humanitarian Fund. (Medium)</p>
20	<p><i>Project Management</i></p> <p>Ensure that operationally closed project is financially closed within 12 months of operational closure after settlement of all unspent donor balances. (High)</p>
Lack of or insufficient financial resources	
21	<p><i>Financial Management</i></p> <p>Closely review the implementing partner's weak supporting documentation and signatures in connection with the expenditure in communal meals and, if appropriate, obtain reimbursement; develop suitable guidance for workforce, clarifying under what circumstances the Office is allowed to issue cash in regions where banking facilities do not exist; organize suitable training for implementing partners to provide them with guidance on how they should manage and account for their project-related expenses; and record, subject to approval by Treasury, all advances made to projects as receivables in Atlas under the appropriate account. (Medium)</p>