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OFFICE OF AUDIT AND INVESTIGATION SERVICES

AUDIT OF THE UNFPA PREPOSITIONING OF SUPPLIES PROCESS

FINAL REPORT
N° IA/2023-12

09 September 2023

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Executive Summary

1. The UNFPA Office of Audit and Investigation Services (OAIS) conducted an audit of the UNFPA Prepositioning of Supplies Process (Prepositioning of Supplies) starting on 27 October 2022. The audit was completed on 14 January 2023. The audit visited the Humanitarian Response Division (HRD) in Geneva from 28 November to 6 December 2022, the Supply Chain Management Unit (SCMU) in Copenhagen from 7 to 15 December 2022 and a warehouse in Manila on 13 December 2022. Comments and clarifications provided by Management thereafter were reflected in a draft report submitted to Office Management on 25 May 2023. A final Management response was received on 01 September 2023 and is reflected in this report.

2. The overall objective of the audit was to assess whether UNFPA's governance, risk management and reporting processes, including programme support and oversight arrangements, provide reasonable assurance of achieving the purpose and objectives of the UNFPA's initiative of expanding the prepositioning of supplies as a core part of its emergency preparedness and response mechanisms in its humanitarian operations.

3. The processes covered by the audit are:

- (a) Policies and procedures
- (b) Organizational structure and systems
- (c) Procuring for prepositioning
- (d) Managing prepositioned supplies
- (e) Responding to emergencies with prepositioned supplies
- (f) Monitoring and reporting.

4. The audit focused on how the prepositioning of supplies are managed and implemented by relevant offices. These included the Humanitarian Response Division (HRD) in Geneva, the Supply Chain Management Unit (SCMU) in Copenhagen, some regional offices and selected Country Offices conducting humanitarian operations.

5. In October 2019, the Humanitarian Steering Committee (HSC) approved HRD's 2019-2020 work priorities for implementation. One priority concerned "Preparedness & prepositioning: an enhanced preparedness for humanitarian response with focus on prepositioning strategy, linking with data/evidence and early warning/early action"¹. The audit examined the extent to which HRD and SCMU have been implementing that plan.

6. The audit also examined the extent to which the prepositioning of supplies was used to respond to corporate emergencies (scale-up) in Ethiopia, Afghanistan, Haiti, and Ukraine. As the prepositioning of supplies has been ongoing in the Asia Pacific Region (APRO) since 2015, the audit examined the extent to which the APRO Regional Prepositioning Initiation (RPI) has influenced, if at all, UNFPA's policies and procedures on the implementation and prepositioning of supplies.

¹ HSC meeting summary notes date 30 October 2019.

7. The audit was conducted using a hybrid method combining document reviews, a survey questionnaire, field visits and ocular inspections. Simultaneously it was also conducted vertically. From bottom to top this included reviewing policy formulation, planning, managing, implementing, and monitoring and reporting as an ongoing operation. We visited Geneva and Copenhagen and held virtual discussions with relevant offices at HQ and in the field. We used a questionnaire to obtain and analyze responses and information from 12 offices (i.e., APRO, EECARO, ESARO, LACRO, Ethiopia, Afghanistan, Haiti, Philippines, Bangladesh, Myanmar, Indonesia and Ukraine). The audit team visited Country Office facilities and held discussions with government partners in the Philippines to observe and assess how the prepositioning of supplies is implemented at the sites of humanitarian operations, which in the case of the Philippines was a warehouse in Manila.

8. This was the first OAIS audit of UNFPA's processes for prepositioning supplies.

Audit rating

9. The overall audit rating is "*Unsatisfactory*", which means the assessed governance arrangements, risk management practices and controls are not adequately established or functioning to provide reasonable assurances that the objectives of the prepositioning of supplies are being achieved. The issues identified could seriously compromise the achievement of established objectives. Therefore, urgent management action is required to ensure that the identified risks are adequately mitigated.

10. Ratings by key processes are summarized in the following table.

Audit ratings by key audit area		
Processes		Overall ratings
Policies and procedures		Unsatisfactory
Organisation structure and systems		Unsatisfactory
Procuring for prepositioning		Unsatisfactory
Managing stockpiling of supplies (by SCMU) ²		Partially satisfactory with some improvement needed
Responding to emergencies with prepositioned supplies		Unsatisfactory
Monitoring and reporting		Unsatisfactory

Good practice noted during the audit

11. The audit was able to identify a good practice by APRO in implementing the RPI. The practices they adopted have contributed to better governance, strengthened internal controls and better risk management for prepositioning supplies in the Asia Pacific region. The RPI has demonstrated that prepositioning supplies results in appropriate preparedness, timely response times and reduces costs in emergencies³. If replicated in other settings, these good practices would improve UNFPA's overall humanitarian response efforts.

² The audit reviewed processes followed by SCMU to stockpile humanitarian supplies at UNHRD, Dubai and at strategic suppliers' warehouses as HRD is yet to implement HSC decision on prepositioning of supplies as a regular programme activity.

³ Independent External Evaluation Report of Phase 2 of the RPI May 2020.

12. The Philippines Country Office undertakes prepositioning of supplies as part of its regular programme and successfully mobilized funds for prepositioning activities from the government. Through advocacy undertaken by the Office, the government prepositioned SRH and GBV related supplies at national and local government levels. These supplies were then distributed to local governments for prepositioning, with a priority on hard-to-reach locations and those most prone to disasters. Government officials expressed their appreciation for the capacity building they received from the CO, which strengthened their humanitarian responses.

13. The RPI managed by APRO has a results framework where achievements are measured and reported. The RPI enhanced the capacities of the government and other counterparts which led to the establishment of women-friendly spaces (WFS). There was also support for the development of an alternate sexual and reproductive health service delivery model, i.e., the Women's Health on Wheels (WHOW).

Areas of recommendations noted during the audit

14. The audit identified areas that require management attention, some of which are strategic in nature, while others relate to operations, compliance, and reporting.

Key recommendations Total = 24, High priority = 16

15. The audit identified 24 recommendations requiring management attention that are designed to help UNFPA improve its programme delivery and operations. Of these 24 recommendations, seven are of a strategic nature and are high priority; 12 are of an operational nature, including 7 which are high priority and 5 which are medium priority; two are of a reporting nature and are high priority; and three relate to compliance matters and are considered medium priority. Issues identified as low risks during the audit were discussed and presented in memos to the concerned business units and immediate corrective actions and/or decisions were taken. In this audit no low risks issues were identified.

16. For high (critical) priority recommendations, prompt action is required to ensure that UNFPA is not exposed to high risks. Failure to act could result in major negative consequences for UNFPA. All high (critical) priority recommendations are presented below:

Strategic

17. Urgent action by HRD is needed to develop UNFPA's policies and procedures on prepositioning supplies. There is a need to clearly define and differentiate prepositioning of supplies from other programme and non-programme supplies. Periodic updates of policies and procedures are necessary, taking into consideration documented lessons learned from UNFPA's emergency preparedness and response actions.

18. HRD immediately revisit HSC's⁴ October 2019 decision, which called for an expanded activities by UNFPA for prepositioning of supplies and ensure its full implementation. The Interdivisional Working Group on Humanitarian Action⁵ (IDWG), responsible for implementing HSC decisions, to set up a monitoring and tracking system and report the implementation status of HSC decisions at every HSC meeting.

⁴ The HSC is a decision-making body chaired by the Executive Director to provide strategic direction to, and oversight of humanitarian policies and protocols and make time bound decision for major crises that require a Fund-wide response.

⁵ The IDWG is a sub-committee of the HSC and serves as a technical working group facilitated by HRD to implement the HSC decisions Regarding normative areas (i.e., new policies/revisions to existing policies on humanitarian programming including emergency preparedness) and inform HSC members on issues and challenges that require HSC decision. The has at its members nominated focal points from different from DHR, DMS, DCS, ITSO, OSC, PSD, TD, SCMU and Regional Offices. HRD is the Secretariat of the IDWG and the Director, HRD chairs the working group.

19. On funding policy and strategy HRD is required to:
- a. Clarify the strategy and accountability mechanisms for raising funds for the prepositioning of supplies at the country, regional and headquarters levels.
 - b. Review how funding sources currently available for prepositioning supplies are managed, used and accounted for. Ensure that the nature, funding sources, funding amounts, and designation of fund managers, administrators and custodians of approved fund accounts are well defined. This will ensure that sources of funds are reliable, properly managed and accounted for.

Operational

20. HRD needs to prepare an implementation plan for the prepositioning of supplies. This is a component of an HSS implementation plan (also not developed) to ensure that activities, tasks, and resources identified and assigned can be properly monitored and reported. Corrective action is to be taken to address unmet deliverables before it is too late. This is to be complemented by a results framework, which currently has not yet been developed.
21. Lessons learned are documented and shared as recommended in the Practical Guidance for Documenting Good Practices and Lessons Learned. These lessons will influence policy decisions and changes in current strategies, policies, and procedures, as appropriate.
22. There is an urgent need to recruit all staff identified and approved by the HSC to strengthen HRD and SCMU in prepositioning supplies and other related activities.
23. With the support of DMS, SCMU is urged to develop and implement procedures for managing revolving funds. A Demand Planner is recruited to plan and forecast needs and replenish supplies. UNFPA formalize stockholding arrangements with its strategic suppliers, clarify the contracting tool for LTAs of UN agencies (and update the PPMPP accordingly) and review the use of Memorandum of Agreement (MoA) and Purchase Orders (PO) for contracting services for the use of third party-owned warehouses. The UNFPA provide appropriate guidance to country and regional offices.

Reporting

24. HRD to liaise with SCMU and DMS to ensure that UNFPA supplies are properly categorized, recorded and reported in the corporate system at the corporate, regional and Country Office levels.

Compliance


25. HRD, with the support of SCMU, is to initiate urgent action to develop and implement a results measurement and reporting system for activities around the prepositioning of supplies. A full range of tried and tested performance metrics to report results is considered and included, as appropriate.
26. PSD to encourage all offices to use the practical guidance on documenting good practices and lessons learned. Concurrently, HRD to systematically share insights and lessons learned for pre-positioning and reflect these lessons in updated policies and guidelines related to emergency preparedness and response.
27. APRO, as part of its oversight responsibilities, conduct periodic reviews of warehouse systems and activities of CO's.
28. SCMU is to strengthen its LTA management process and ensure that LTAs renewals are based on the performance evaluation reports of suppliers.
29. Bangladesh and Philippines CO to strengthen warehouse contract management processes and systems.

Management comments and action plan

30. All the divisional heads (The Directors HRD, PSD, APRO, the Chief, SCMU and Country Representatives of Bangladesh and Philippines) have accepted all 24 internal audit recommendations and have articulated their implementation plan, timeline and designated the responsible staff.

31. Comments and/or additional information provided have been incorporated in this report, where appropriate.

32. The OASIS team would like to thank the management and personnel of the HRD, SCMU, PSD, EECARO, ESARO, LACRO, APRO and the APRO RPI unit. We similarly thank the CO of Philippines, Indonesia, Afghanistan, Ukraine, Haiti, Ethiopia, Bangladesh and Myanmar, and all the different headquarters units for their cooperation and assistance throughout the audit.


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Office of Audit and Investigation Services

I. AUDIT BACKGROUND

1. As set out in the 2022 Annual Work Plan of the Office of Audit and Investigation Services (OAIS), an audit of the UNFPA repositioning of supplies process, referred to herein as the repositioning of supplies, was initiated on 27 October 2022 and completed on 24 January 2023. The audit aimed to assess the adequacy and effectiveness of the governance, risk management and controls (GRC) relating to the following processes:

- a) Policies and procedures – preparation, approval and implementation of strategies, policies, and procedures on repositioning of supplies.
- b) Organizational structure and systems – operational framework set-up, risk management and resources (funds, people, and equipment, including systems) identified and assigned to undertake and manage repositioning of supplies activities.
- c) Procuring for repositioning – procurement actions relating to planning, requesting, ordering, inspection, transporting and delivering procured supplies to designated storage facilities. This includes quality control measures at relevant stages of the procurement process.
- d) Managing repositioned supplies - receiving, storing, monitoring (i.e., usage, condition, and expiring dates of supplies) replacing and distribution of repositioned supplies;
- e) Responding to emergencies with repositioned supplies – scale-up response and the response’s cost-effectiveness (i.e., effectiveness, efficiency, and economy). The right supplies repositioned in the right location, used timely to meet the needs of the right people; and
- f) Monitoring and reporting – results measurement and reporting framework set-up, including defined performance metrics for reporting the effectiveness and efficiency of activities in the repositioning of supplies process.

2. The audit reviewed repositioning of supplies is set out in the HSC decision of October 2019 as a corporate initiative to expand and mainstream repositioning of supplies as part of UNFPA’s emergency preparedness measures. The audit did not audit the Regional Repositioning Initiative in the Asia Pacific region. However, some of the RPI activities relevant to the repositioning of supplies processes in the Country and Regional Offices were reviewed to better understand how UNFPA has generally been engaging in this process as a significant element of preparedness in the humanitarian operations of UNFPA.

3. The objectives of the audit are:

- a) Review and assess the Repositioning of Supplies framework, processes, and controls to conclude on.
 - i) The alignment of the repositioning of supplies process with the UNFPA strategic humanitarian goals and objectives, governance arrangements and strategy implementation.
 - ii) The effectiveness and efficiency of the repositioning of supplies operations.
 - iii) Compliance with applicable rules, regulations, policies, and procedures.
 - iv) The reliability of operational and financial reporting relating to repositioning supplies.
- b) Assist key stakeholders' management and staff (i.e., HRD, SCMU, etc.) so they understand the risk profile of the repositioning of supplies process and its potential impact on operational and programmatic performance.
- c) Provide concrete and practical recommendations to improve the governance, risk management and control processes, operational performance, and compliance with applicable policies, regulations, and rules.

4. The audit coverage period was from 1 January 2021 to 30 September 2022. The audit commenced on 27 October 2022. The audit visited the Humanitarian Response Division (HRD) in Geneva from 28 November to 6 December 2022, the Supply Chain Management Unit (SCMU) in Copenhagen from 7 to 15 December 2022 and a warehouse in Manila in the Philippines on 13 December 2022. After the completion of the audit missions, consultations on the finalization of the issue sheets that are now reflected in this report were completed on 20 February 2023.

5. This is the first OAIS audit of this process.

6. The process audit was undertaken using a risk-based approach where objectives were defined, risks identified and ranked, controls were evaluated, and tests were carried out. The extent of testing was based on our risk assessment. Detailed tests were carried out on high and medium-risk sub-processes. No low risks sub-process was identified.

7. The OAIS audit was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors⁶. This requires that internal auditors plan and perform the audit to obtain reasonable assurance on the adequacy and effectiveness of the governance, risk management and control processes put in place by all the audited offices.

8. The engagement was conducted by a team led by a professionally qualified audit consultant and supported by three audit specialists as consultants. They operated under the supervision of the Chief of Unit 3 in the Internal Audit Branch of OAIS who is responsible for the audit of offices at the headquarters and of corporate processes like the prepositioning of supplies that was conducted horizontally among all the offices involved. The audit results were discussed with the relevant management at briefing meetings held on 10 January 2023 and through the issuance of audit issues and recommendations. Comments received, and clarifications provided, were incorporated in the draft report, which was submitted to management on 25 May 2023. The final management response was received on 01 September 2023 and is reflected in this report.

⁶ The Institute of Internal Auditors (IIA) is an international professional association with global headquarters in Lake Mary, Florida, USA. The IIA is the internal audit profession's leader in standards, certification, education, research, and technical guidance throughout the world. The last IIA assessment of OAIS processes and procedures was in December 2021. It concluded that OAIS generally conforms to IIA's Standards and Code of Ethics which is the highest rating provided by the IIA.

II. AUDIT RESULTS

9. The audit results, including the good practices identified, are presented below as are the corresponding responses from management.

A. Policies And Procedures

UNSATISFACTORY

Issue 1. *Absence of policy and procedures on Prepositioning of Supplies*

10. The Policies and Procedures Manual, Programme Supplies (PPMPS) requires the Humanitarian Office (HO) now renamed as Humanitarian Response Division (HRD)⁷ to develop guidance and provide technical support on matters relating to the management of humanitarian supplies including prepositioning.

11. On October 15, 2019, the Humanitarian Steering Committee (HSC) approved HRD's work priorities for 2019-2020 which included undertaking preparedness activities with a focus on preparation and implementation of a prepositioning strategy. This is also in line with the Executive Directors' vision of mainstreaming prepositioning of supplies activities in UNFPA as set out in the same minutes of HSC meeting. The HSC then formed a Time Bound Task Team (TBTT) composed of members of the Inter-Divisional Working Group on Humanitarian Action (IDWG) and members of the Inter-Divisional Technical Supplies Working-Group, to design an operation and investment plan to expand UNFPA supplies prepositioning, as an element of emergency preparedness, and as part of the overall UNFPA SCM strategy 2018-201⁸, through global stock-pilling at UNHRD in Dubai under the direct management of SCMU.

12. The audit noted that HRD has not developed guidance on matters relating to prepositioning of supplies as required by the PPMPS. The non-existence of these guidelines in the PPMPS became even more pronounced following the HSC decision in October 2019. In January 2021, Workstream 2 on "Operational Policies and Procedures to Strengthen Procurement, Supply Chain and Logistical Capacity", under the Humanitarian Capacity Development (HCD) Initiative, developed measures to guide the design of policy and processes (including on prepositioning of supplies), but this has also not been implemented to date. As the HCD initiative document mentioned, these measures arose out of critical failings in UNFPA's humanitarian responses. The HCD initiative was meant to address these critical failings by identifying and taking actionable steps to strengthen UNFPA's humanitarian response capacities.

13. In August 2020, the HSC agreed to implement a robust monitoring mechanism to monitor progress of the implementation of planned results of the HCD Initiative, but this has also not been established to date. HRD informed the audit that all six workstreams had submitted their reports, but nothing has happened since the submission of their reports to the HSC.

14. The vacuum created by the lack of policy direction has resulted in inconsistent practices and a situation where it is not entirely clear what the definition of prepositioning is, which supplies are considered "prepositioned supplies" and are to be prepositioned by offices, and which offices are authorized to hold prepositioned supplies at any given time. This was evident from a survey of ROs and COs the audit conducted in eight offices (4 Country Offices and four Regional Offices). Only one (APRO) of the eight offices demonstrated a clear understanding of the concept of prepositioning supplies, the related processes involved and accountabilities and benefits that could be derived from this process and APRO have been practicing these since 2015.

⁷ Since October 2022 the Humanitarian office (HO) is now the Humanitarian Response Division (HRD).

⁸ The strategy outlines UNFPA's plans to realize the two-part vision for supply chain leadership in support of its overall commitment to universal reproductive health and rights: (a) UNFPA strives to provide governments and partners with exceptional, customer-focused procurement services and promote high performing national supply chains, and (b) In parallel, UNFPA will create an environment that enables its national partners to ensure their populations can exercise their reproductive health rights by giving them equitable access to affordable and quality-assured reproductive health products.

15. Five of the seven offices that were not prepositioning supplies were under the impression that the SCMU in Copenhagen has been prepositioning supplies for UNFPA emergencies throughout the world. Two Regional Offices that were not prepositioning supplies identified Country Offices within their region that were prepositioning supplies on their own. However, the audit noted that these Country Offices were not prepositioning supplies but instead were procuring supplies through SCMU to respond to current emergencies.

16. The audit further noted that the Guidance Note on Programme Flexibility in Humanitarian Situations provides measures an office can take in advance as part of contingency planning, which is critical to a rapid response when humanitarian needs arise. The guidance listed considerations for programming resources in their Country Programme Document (CPD) as part of humanitarian preparedness or disaster risk reduction programming. These include setting aside funds under the country programme for unforeseen events, particularly in high-risk countries and if needed, request for an increase in the country ceiling. It also included identifying potential partners in advance of possible emergencies. Prepositioning supplies was not included on this list.

17. Management explained that there were several attempts in the past to develop such a policy, but these did not yield any results.

ROOT CAUSE *Guidelines: Absence of or inadequate corporate policies or procedures (Failure by HRD to develop policy and procedures for an activity under its remit).*

IMPACT *This could result in ineffective (poor/delayed) emergency responses with its attendant reputational damage due to inconsistent/non-uniform practices regarding the prepositioning of supplies across the organization. It could also result to financial risks, significant losses in commodities, and inability to respond in a timely manner when emergencies arise.*

CATEGORY *Strategic*

Recommendation No. 1.

Priority: High

HRD urgently initiates action to develop and implement policies and procedures for the prepositioning of supplies. The policy needs to define clearly what prepositioning of supplies means to UNFPA. It has to articulate the criteria that would make offices eligible for funding to procure, store, administer, and manage prepositioned supplies as a critical element of UNFPA's preparedness measures taking into consideration the varied nature of emergencies like conflicts, natural and manmade disasters, and geographical locations or situations of countries that are likely to need humanitarian assistance⁹.

MANAGER RESPONSIBLE FOR IMPLEMENTATION:
Director, HRD

STATUS: *Agree*

MANAGEMENT ACTION PLAN:

TARGET DATE: *February, 2024*

⁹ HRD is encouraged to collaborate with other humanitarian UN organizations, particularly those susceptible to natural calamities, protracted emergencies, and peacekeeping operations, to leverage their expertise and share information on best practices in supply prepositioning. This collaborative approach can enhance UNFPA's preparedness efforts and contribute to more effective humanitarian response across the UN system.

Recommendation No. 2

Priority: High

The audit recommends that HSC urgently develop and implement the robust monitoring mechanism it had envisaged as essential to achieving the objectives and planned results of the HCD Initiative and present this to the HSC for its approval.

MANAGER RESPONSIBLE FOR IMPLEMENTATION:
Director, HRD

STATUS: *Agree*

MANAGEMENT ACTION PLAN:

TARGET DATE: *December 2023*

HRD will prepare a brief report on the current status on the implementation of HCD initiative and will present it to the HSC. Additionally, quarterly updates will be provided on the progress of the implementation

Issue 2. *Lessons learned not systematically captured and mainstreamed in UNFPA policies and procedures.*

18. Documenting and sharing good practices and lessons learned is critical for any business organisation. The Practical Guidance on Documenting Good Practices and Lessons Learned encourages all good practices and lessons learned from UNFPA’s intervention programmes are documented using a standard template.

19. The audit noted that lessons learned from previous experiences in adopting the prepositioning of supplies, particularly in the most recent humanitarian operations, are not being documented. Only APRO¹⁰ has claimed that lessons learned on the advantages and disadvantages from their experiences in the propositioning of supplies when responding to emergencies from the 1st and 2nd phases of its Australian government-funded Regional Prepositioning Initiative (RPI) have been shared and documented through their website and various situation reports.

20. The audit surveyed four of the 12 COs participating in APRO RPI. All of them indicated that they had greatly benefitted from the initiative. According to the Bangladesh CO, the RPI had significantly enhanced the Country Office's capacity to respond quickly to natural disasters. In addition to prepositioning essential supplies, because of RPI, UNFPA staff members and implementing partners are well-oriented/trained on humanitarian preparedness and responses, warehouse management and emergency supply chain management. This has enabled the Country Offices to provide quality, timely and effective responses, reducing the SRH and GBV risks to affected women and girls.

21. The Myanmar CO shared that RPI has dramatically improved UNFPA’s humanitarian response in terms of speed, quality, and efficiency. Prepositioning has strengthened UNFPA’s reputation and reliability as a humanitarian actor, providing new opportunities to advocate for measures to address sexual and reproductive health and gender-based violence during humanitarian responses. This has helped to build trust with governments and other partners. The innovative approach has been transformative in supporting faster and more effective responses, building local capacities, streamlining procurement processes, strengthening partnerships, and setting a new standard for inclusive humanitarian responses. The Myanmar CO also indicated that RPI has made it possible to establish warehouse agreements allowing for the prepositioning of humanitarian supplies. Due to the protracted nature of the civil conflict in Myanmar and to that country’s vulnerability to natural disasters, prepositioning of supplies has been vital to ensuring responsiveness.

¹⁰ Final Proposal RPI Phase III Final document

22. However, the audit did not find any significant effort on the part of UNFPA in adopting the lessons learned from the APRO RPI or to encourage other offices to preposition supplies as part of their emergency preparedness actions.

23. Lessons learned, when documented, go through a quality assurance process prior to being posted on the UNFPA Knowledge Assets Library. We were not provided with evidence that this process is being done, and neither could the audit access the UNFPA Knowledge Assets Library to verify whether prepositioning of supplies lessons learned documents have been shared on the *myUNFPA* platform. The UNFPA Knowledge Assets Library page was not functioning at the time of the audit as it displayed an error message each time the audit tried to access the page¹¹.

<i>ROOT CAUSE</i>	<i>Guidance: Inadequate oversight by headquarters (Failure to encourage the use of Practical Guidance on Documenting Good Practices and Lessons Learnt (2020)).</i>
<i>IMPACT</i>	<i>This could seriously compromise and lead to poorly designed and executed programmes, resulting in damage to the organization's reputation.</i>
<i>CATEGORY</i>	<i>Compliance.</i>

<i>Recommendation No. 3</i>	<i>Priority: Medium</i>
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PSD encourages the use of the practical guidance on documenting good practices and lessons learned by all offices. This is to help ensure that lessons are being properly identified, recorded, disseminated and consistently applied across similar humanitarian operations, including being mainstreamed into the organization's policies and procedures.

<u>MANAGER RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> <i>Agree</i>
<i>Director, PSD</i>	

<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> <i>December 2023</i>
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UNFPA will further promote the use of the practical guidance on documenting good practices and lessons learned, taking into consideration flexibility to use other formats such as those on the UN SDG good practices portal, and the SSC Galaxy. UNFPA plans to enhance its knowledge management system, including systematically managing good practices.

<i>Recommendation No. 4</i>	<i>Priority: Medium</i>
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HRD reflect lessons learned in updated policies and guidelines related to emergency preparedness and response, where necessary. HRD systematically and timely shares the lessons learned from the implementation of the APRO RPI and encourages Regional and Country Offices to replicate those positive lessons learned, as appropriate.

<u>MANAGER RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> <i>Agree</i>
<i>Director, HRD</i>	

<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> <i>March 2024</i>
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A. HRD will collect relevant lessons learned and good practices on APRO prepositioning initiative from the regional office and disseminate as a component of the ongoing work, together with knowledge management resources which will be made available to UNFPA staff.

B. HRD will ensure lessons learned from APRO inform the development of the corporate Policy on prepositioning

¹¹ We noted in April 2023 that the page is back online. However, there are no postings on lessons learned on prepositioning of supplies on the page.

B. Organizational Structure and Systems

UNSATISFACTORY

Issue 3. Lack of an Implementation Plan that articulates measurements and lack of a reporting of results framework that shows activities, tasks, and resources regarding the implementation of the UNFPA decision to expand prepositioning of supplies.

24. The Results Based Management policy of May 2011 requires organizational units to measure and report the results of their programmes and activities. The policy states that, "The policy is complemented by UNFPA RBM guidelines which will provide details on its implementation, including development of result frameworks as well as monitoring, evaluation and reporting on the result".

25. The Humanitarian Supplies Strategy (HSS) 2021-2025 was approved in December 2020 for implementation from January 2021 to December 2025. We requested the Implementation Plan for this strategy to review the activities and tasks identified as imperative for successfully implementing the organization's decision to undertake prepositioning supplies in a systematic manner and as a regular programme activity. HRD provided us with an accountability matrix, which shows activities as defined in the HSS, a description of the expected mid-term outputs (2023) and period-end (2025) stages, the responsible unit, accountable unit, and status at the period-end (2025).

26. However, HRD could not provide a document showing the breakdown of activities into tasks, persons/units assigned, timelines and outputs associated with the tasks and timelines. Without this, the audit could not determine the tasks and outputs that are envisaged under the prepositioning of supplies area. The audit was also not provided with any document on measuring results and progress on accomplishing activities and tasks as it relates to the prepositioning of supplies component of the HSS.

27. HRD explained that it had not started implementing activities related to the prepositioning of supplies as it was still preoccupied with the restructuring of HRD, which was only recently completed and became effective on 1 October 2022.

28. The lack of a results framework for the HSS is also not helped by the fact that the corporate guidelines on preparing a results framework for projects and activities are not clear and/or adequate regarding its applicability. The audit could not find from the existing guidance materials that PSD provided information adequately addressing the requirements contained in the RBM 2011 policy document. PSD explained that all business units (and not only COs) use "The Theory of Change Guidance for Developing a Results-oriented Country Programme" to prepare a results framework for defined projects, including corporate initiatives. PSD informed that it is currently developing a Results Planning, Monitoring and Reporting Policy and Procedures (RPMR Policy) document to replace the 2011 RBM Policy. This new policy will expand on guidance material and link all relevant existing guidance and guidelines in one place. Additionally, it includes plans to replace and enhance existing tools, such as the Strategic Information System (SIS), to facilitate the preparation of results frameworks for corporate initiatives and other projects and activities. The goal is to deploy the upgraded system in the second release of Quantum system.

ROOT CAUSE *Guidance: Lack of or inadequate guidance or supervision at the Headquarters and/or Regional and Country Office level (Lack-of clarity in existing guidance and tools on the need to prepare results frameworks for all UNFPA programmes and not just at the country level.)*

IMPACT *The objectives envisaged for strengthening processes and providing appropriate guidance relating to the prepositioning of supplies may not be achieved, resulting in delayed/poor emergency response and could have financial and reputational risks to UNFPA.*

CATEGORY *Operational*

Recommendation No. 5

Priority: High

PSD to clearly articulate in the new Results Planning, Monitoring and Reporting Policy and Procedures (RPMR Policy) the methodologies, tools, and procedures for planning, monitoring, and reporting results across all UNFPA programmes. Clear communication of the applicability of the revised policy to all UNFPA business units is essential to avoid ambiguity and ensure consistent implementation.

MANAGER RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, PSD

MANAGEMENT ACTION PLAN:

TARGET DATE: July 2024

PSD will clearly articulate methodologies, tools, and procedures for planning, monitoring, and reporting results across all UNFPA programmes in the revised results planning, monitoring and reporting policy and procedures.

Recommendation No. 6

Priority: High

While the Results Planning, Monitoring and Reporting Policy and Procedures (RPMR Policy) are under development, PSD communicates to all business units about the existing guidelines, such as "The Theory of Change Guidance for Developing a Results-oriented Country programme" and other relevant corporate guidance, for developing results frameworks, planning, monitoring and reporting results. PSD continues to provide support for developing results frameworks.

MANAGER RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, PSD

Management Action Plan:

TARGET DATE: December 2023

PSD will communicate the need for all UNFPA Offices to utilize existing guidance on the development of results framework.

Recommendation No. 7

Priority: High

HRD develops a results framework for the HSS to monitor accomplishments as basis for taking timely corrective decisions/actions and develops an implementation plan for the HSS that clearly covers the prepositioning of supplies processes. The implementation plan break down of activities into tasks and the offices or staff responsible and indicate the relevant resources (staff, funds, equipment) needed to accomplish the deliverables and meet the timelines.

MANAGER RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: February, 2024

HRD will prepare a report on the current status on the implementation of the HSS, including a costed roadmap for the completion of pending activities. The report and roadmap will be presented to the HSC and quarterly updates will be provided on its implementation

Issue 4. *Insufficient number and capacity of staff in place*

29. The HSC decision on strengthening humanitarian responses associated with prepositioning of supplies also requested from the TTBT a proposal to increase the number and quality of staff to manage humanitarian suppliers better. The TBTT, which was the same TBTT tasked with looking into expanding prepositioning of supplies, submitted its report and recommendations to the HSC, including:

- a) The relevant staff are required to implement the prepositioning in Dubai.
- b) A holistic organizational investment in humanitarian logistics and a supply chain management plan.
- c) The report highlighted the need for wide-scale investments in capacity building for existing staff in key functional areas.

30. More specifically the TBTT report¹² recommended the following actions, which were approved by the HSC on 31 August 2020, as a minimum staffing level in addition to what currently exists:

Position	Location	Remarks¹³
Inventory Associate (G6)	Copenhagen	In place
Humanitarian Logistics Advisor (P4)	Geneva	Vacant
Humanitarian Supplies Procurement Coordinator (P4)	Copenhagen	Vacant
6 Regional Humanitarian Logistics Advisors (P3/4)	ROs	APRO only filled

31. The TBTT also made the following recommendations to meet an expansion in humanitarian supply activities:

Position	Location	Remarks¹⁴
Humanitarian Pharmacy Analyst (P2)	Geneva	Vacant
Humanitarian Supplies policy and operations analyst (P2)	Geneva	Vacant
Humanitarian Supplies Forecasting Associate (G6)	Copenhagen	Vacant
Quality Assurance Associate (Local Procurement) (G6)	Copenhagen	Vacant
Roving humanitarian medical logistician (P3)	Copenhagen	Vacant

32. As shown above, not all recommended positions had been filled at the time of this audit. These positions have duties and responsibilities relating to prepositioning of supplies as part of broader humanitarian supplies processes.

¹² TBTT on Prepositioning and Humanitarian Supply Capacity report (undated) titled "Proposal for Dubai UNHRD Global Stockpiling and UNFPA Capacity for Humanitarian Supplies."

¹³ As at date of the audit.

¹⁴ As at date of the audit

AUDIT OF PREPOSITIONING OF SUPPLIES PROCESS IN UNFPA

No	Funding Stream	Type of Funding	Purpose
1	Global Contraceptive Commodity Programme (GCCP)	Non-core resources	The Global Contraceptive Commodity Programme (GCCP) is a revolving fund and financial mechanism that mandates UNFPA to maintain an inventory of key contraceptive-related commodities to strengthen reproductive health programmes. It supports the procurement, prepositioning, and delivery of contraceptives to countries based on their specific needs. It was established by the EB.
2	Access Reproductive Health funds (AccessRH-1FPRK)	Core and Non-core resources	The Access RH is a revolving fund funded through the Global Programme to Enhance Reproductive Health Commodity Security (GPRHCS), which receives support from various donors. It is used to procure and preposition reproductive health commodities, including contraceptives, to meet country requirements. The fund ceiling is US\$5 million.
3	Access Reproductive Health funds (AccessRH-1FPRF)	Core and Non-core resources	The Access RH is funded through the Global Programme to Enhance Reproductive Health Commodity Security (GPRHCS), which receives support from various donors. It is used to procure and preposition reproductive health commodities, including contraceptives, to meet country requirements.
4	Emergency Fund (EF)	Regular/Core resources	The Emergency Fund is authorized by providing non-refundable financial support to requesting offices. It is a regular resource-funded allocation that is provided as part of the UNFPA regular resources distribution plan at the beginning of each calendar year.
5	Humanitarian Thematic Fund (HTF)	Non-core resources	The Humanitarian Thematic Fund (HTF) is a multi-donor, pooled funding mechanism to make timely and strategic funding allocations to global humanitarian crises. Supports UNFPA's humanitarian response efforts, including prepositioning reproductive health commodities.
6	Humanitarian Response Reserve (HRR)	Regular/Core resources	Established on 2015, the UNFPA Executive Board approved a one-time allocation of US\$10 million in regular resources to establish the HRR to be authorized as a bridge funding mechanism between the time signing of a co-financing agreement or of the release of instalments in multi-tranche funding agreements.

34. SCMU manages the first three funds whereas HRD manages the next three funds with the last managed by the individual budget holders.

35. It is unclear why UNFPA has so many funding streams for this purpose (instead of a consolidated fund) and the benefits to be derived from having a proliferation of funding sources for prepositioning of supplies. Supplies held globally with strategic suppliers and at UNHRD in Dubai are currently funded from the Global Contraceptive Commodity Programme (GCCP), Access Reproductive Health funds (i.e., AccessRH-1FPRK) and AccessRH-1FPRF. The funding ceiling for AccessRH-1FPRF is unknown to SCMU.

36. The audit understands that neither of the funds managed by HRD have been accessed/used to purchase supplies earmarked for prepositioning, although they could be accessed for that purpose.

37. In furtherance of the organization's prepositioning of supplies initiative, HRD prepared a business case for another revolving fund mechanism to increase funding for the procurement of supplies for prepositioning at the global level. HRD envisages that an additional \$10 million¹⁶ will be approved by the UNFPA Executive Board for this proposal. HRD indicated that the additional \$10 million sought is not based on needs.

38. APRO manages funds donated by the Australian government specifically for the Regional Prepositioning Initiative (RPI). RPI depends on only one donor, and if that donor stops its funding, the initiative's sustainability will be at risk. APRO indicated that the Regional Integrated Resource Mobilization and Partnership Plan does not specifically reference prepositioning of supplies. APRO also informed that the regional level resource mobilization for prepositioning of supplies had not been a priority as they currently have a comprehensive project (RPI) in place, which has been ongoing since 2015, covering 12 priority countries.

¹⁶ We have been informed by DMS that the US\$10 million request was approved by RMC in Dec 2022.

39. COs also fund supplies earmarked for prepositioning through direct donations and/or programme funds at their disposal. In the case of the Philippines CO, in addition to the allocation from APRO’s RPI, the Country Office received multi-year bilateral funding from DFAT for a national prepositioning initiative. It also raised funds through “individual giving” to fund prepositioning supplies. However, in the case of the Bangladesh CO, APRO’s RPI is its only source of funding for prepositioning supplies. The CO informed that it had not included funding for prepositioning supplies in its fundraising/resource mobilization documents but plans to do so this year.

40. The audit is aware that under the actions for immediate recommendation, a recommendation was made in January 2021 by the Workstream 5 team on “Resource Availability and Allocation to Deliver on Institutional Priorities and Commitments” of the Humanitarian Capacity Development (HCD) Initiative, to merge the HTF with the HRR. Workstream 5 recommended:

“Continue the Humanitarian Office’s suggestion to merge the Humanitarian Response Reserve into Humanitarian Thematic Fund and allow COs to request funding with “grant” and “loan” components, undertake a review/assessment as to how this can be taken forward, including additional guidance/support to country offices.”

41. However, as with the other recommendations made by the six workstreams under the HCD Initiative, and as stated in Issue 1 above, and as of the audit mission, no evidence was presented to demonstrate that concrete actions are being taken to address the recommendations made.

<i>ROOT CAUSE</i>	<i>Guidelines: Lack of or inadequate corporate policies or procedures (Absence of clear and comprehensive funding policy and mechanisms for the prepositioning of supplies processes).</i>
<i>IMPACT</i>	<i>This could result in inefficient use of/poorly managed funds for prepositioning activities, which in turn could result in delayed responses to an emergency with its attendant consequences. Failure to develop a strategy which considers funding for prepositioning of supplies and how this will feed into the overall resource mobilization/funding strategy of Regional and Country Offices could seriously compromise the effective implementation of prepositioning supplies processes to ensure appropriate readiness preparedness, and response capabilities.</i>
<i>CATEGORY</i>	<i>Strategic.</i>

Recommendation No. 9	Priority: High
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HRD in consultation with RMB develop the strategy and accountability for mobilizing funds for the prepositioning of supplies at the country, regional and headquarters levels to ensure the strategy’s success.

<u>MANAGERS RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> <i>Agree</i>
<i>Director, HRD</i>	
<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> <i>September, 2024</i>

In collaboration with RMB, HRD will develop one overall humanitarian financing strategy that covers all thematic areas / interventions, which will include humanitarian supplies and prepositioning as essential strategy elements.

Recommendation No. 10

Priority: High

HRD, in liaison with RMB, urgently conduct a review of funding sources/streams available for activities related to the prepositioning of supplies with the objective of rationalizing and clearly defining funding streams and funding sources for supplies to be procured and prepositioned globally, regionally and in-country under a clearly defined funding policy and mechanism.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: September, 2024

In collaboration with RMB, DMS and SCMU, HRD will lead the review and mapping of funding sources/streams available for activities related to the prepositioning of supplies at global, regional and country level, and will propose actions to rationalize them to the extent possible.

Recommendation No. 11

Priority: High

HRD in consultation with RMC and DMS establish the nature, funding sources, funding amounts, fund manager, administrator and custodian of approved fund accounts so that they are well understood, properly used, managed and accounted for.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: December 2024

HRD, in collaboration with DCS/RMB, DMS and SCMU will identify the units responsible for financial planning and management of the funding sources/streams identified in the mapping referred in Recommendation 10.

Issue 6. *Failure to implement the HSC decision to expand the prepositioning of supplies through stockpiling in UNHRD in Dubai*

42. As part of its efforts to strengthen overall humanitarian supplies processes and improve responsiveness in emergencies, the HSC decided at its meeting on October 15, 2019, that UNFPA develop and implement a prepositioning of supplies strategy. The HSC established a Time Bound Task Team (TBTT):

“to design an operation and investment plan to expand UNFPA’s supplies prepositioning, as an element of emergency preparedness, as part of the overall UNFPA SCM strategy, through global stock-piling in UNHRD in Dubai.”

43. The HSC’s approval which was on August 31, 2020 was based on a recommendation by the TBTT that:

“UNFPA should preposition between \$2.4 and \$3 million US dollars of stock allocated to Missionpharma¹⁷ in UNHRD Dubai with a 3-year ‘pilot period’ at which UNFPA can reassess an evaluation of the value added.”

¹⁷ UNFPA entered into a Long-Term Agreement (LTA) with MissionPharma, effective from December 1, 2018, for the provision of pharmaceutical products, medical devices, and kits.

44. For prepositioning to be effective and as part of the HSS, the HSC also approved strengthening HRD and SCMU with the required resources, including staffing numbers and skill sets. However, there were no operations and investment plans on expanding supplies as recommended by the HSC, which could also be used as a basis for further investments and risk mitigation measures in the future.

45. The TBTT recommendation to the HSC was to shift stockpiling from those currently with a supplier based in India to UNHRD in Dubai) and not the expansion as articulated in the HSC decision of October 15, 2019. The TBTT report provided a cost/benefit analysis for stockpiling supplies in UNHRD in Dubai compared to holding stocks in India.

46. OASIS is of the view that the HSC decision called for investment through expansion in prepositioning of supplies by stockpiling additionally funded supplies in a new location (i.e., UNHRD Dubai) up to \$3 million and not merely the relocation of supplies already funded from existing funding streams as is now being carried out by SCMU. About \$3 million in supplies to be held at any time in the region. Stocks held in Dubai as of 31 October 2022 totaled approximately \$2.1 million.

47. UNFPA's overall objective of expanding the propositioning of supplies to strengthen preparedness and capacities to respond quickly in emergencies is not being achieved as a result.

ROOT CAUSE *Guidance: Inadequate or lack of supervision by supervisors (Inadequate supervision of the work of the TBTT by the HSC).*

IMPACT *UNFPA may suffer reputational damage due to its inability to respond in a timely manner in the event of a sudden onset emergency occasioned by a failure to adhere to the HSC decision to expand prepositioning of supplies.*

CATEGORY *Strategic*

Recommendation No. 12	Priority: High
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HRD, in liaison with SCMU, revisit the decision of the HSC and ensure that it is fully implemented. An operations and investment plan to expand prepositioning of supplies and stockpile \$3 million in UNHRD Dubai has to be prepared and submitted as soon as possible to the HSC for consideration and approval.

<u>MANAGERS RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> <i>Agree</i>
<i>Director, HRD</i>	
<i>Chief, SCMU</i>	

<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> <i>April, 2024</i>
<i>SCMU agrees with the recommendation and in collaboration with HRD will review the entire model of prepositioning supplies in UNHRD Dubai.</i>	

Recommendation No. 13	Priority: High
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The HSC introduce a mechanism to monitor the timely implementation of its decisions to ascertain whether these decisions are being implemented in the manner envisaged. HSC requests the relevant business units to provide status reports/updates on the progress of their implementation of the Committee's strategic and operational decisions.

<u>MANAGERS RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> <i>Agree</i>
<i>Director, HRD</i>	
<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> <i>December 2023</i>

HRD will develop a monitoring mechanism of HSC decisions. The purpose of the mechanism will be to provide overview of the HSC decisions and monitor planned results. The mechanism will be submitted by HRD for the endorsement of HSC.

Issue 7. *Absence of policies and procedures on the administration of the Global Contraceptive Commodity Programme (GCCP) and Supplies Sexual and Reproductive Health (AccessRH) revolving funds.*

48. The GCCP was established by Executive Board decision 96/3 with the objectives of anticipating demands and facilitating prompt responses to avert critical disruptions in the distribution of contraceptives; achieve economies of scale and lower costs to recipient countries; ensure the quality of these supplies provided by the UNFPA; and build national capacity to manage and finance efficient procurement and the necessary logistics operations on a self-reliant basis.

49. The two AccessRH funds managed by SCMU are used for procuring reproductive health and information service products that aim to improve access to quality, affordable sexual and reproductive health (SRH) commodities, reduce delivery times for low and middle-income national governments.

50. The audit understands that in recent years, the GCCP fund has been more fully utilized. Hence all three funds are now being used for inventory purchases because the GCCP is insufficient to meet RH kit needs.

51. The audit was not provided with policies and procedures relating to managing these funds (i.e. the two AccessRH's and GCCP funds). These procedures are to be developed, implemented and maintained by the SCMU as required by the Procurement Procedures manual.

<i>ROOT CAUSE</i>	<i>Guidelines: absence of written procedures to guide staff in performing their functions (Lack of written procedures to guide staff in performing their functions related to the utilization and reimbursement of funds under these funding streams)</i>
<i>IMPACT</i>	<i>This may result in non-uniform/inconsistent processes in utilizing the revolving fund and could lead to funds being misapplied. This may negatively impact UNFPA's objective of acquiring the right product at the right price and at the right time as well as not implementing and fulfilling the objectives set out by the Executive Board.</i>
<i>CATEGORY</i>	<i>Operational</i>

<i>Recommendation No. 14</i>	<i>Priority: High</i>
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SCMU, in liaison with DMS, develop and implement procedures for the management of all revolving funds.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:
Chief, SCMU

STATUS: *Agree*

MANAGEMENT ACTION PLAN:

TARGET DATE: *December 2023*

SCMU and DMS will work together to improve the procedures for managing the revolving funds for stockpiling/pre-positioning of supplies.

Issue 8. *Lack of evidence to support needs and replenishment orders for Reproductive Health (RH) supplies.*

52. The audit noted that while an integrated forecasting and inventory management tool is available, the SCMU reported that the tool has not been used for forecasting because the inventory team does not have a Demand Planner staff, a position yet to be filled. The SCMU indicated that, in principle, the decision to replenish is made based on available funding in Atlas, the unfulfilled demand, the historical consumption for the same period in the past years and the production lead-times/production in the pipelines. All this data is being collected on an excel sheet, which informs the decision relating to quantities for replenishment. However, we have not received evidence on this process to confirm that replenishment orders are based on these factors.

ROOT CAUSE *Resources: Lack of or insufficient human resource (Failure to recruit a Demand Planner and comply with a tool meant for forecasting demand and replenishing supplies).*

IMPACT *Inadequate forecasts may result in our not acquiring the right product at the right time and quantity. This may lead to an incomplete or inefficient preparedness causing delayed humanitarian responses and reputational damage to UNFPA.*

CATEGORY *Operational*

Recommendation No. 15	Priority: High
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SCMU immediately recruit the Demand Planner to use the integrated forecasting and inventory management tool as well as other relevant data such as the Minimum preparedness Actions (MPAs) to inform supplies demand and replenishment orders. SCMU ensure that the forecasting and inventory management tool is used and its use not made dependent on the recruitment of a Demand Planner.

<u>MANAGERS RESPONSIBLE FOR IMPLEMENTATION:</u>	<u>STATUS:</u> Agree
Chief, SCMU	
<u>MANAGEMENT ACTION PLAN:</u>	<u>TARGET DATE:</u> April, 2024

SCMU agrees with the recommendation to hire a dedicated professional Demand and Supply Planner and is planning the finalize it by April 2024.

Issue 9. *Weaknesses in contract management and performance evaluation of suppliers*

53. The SCMU has five non-exclusive Long-Term Agreements (LTAs) with suppliers of RH commodities and humanitarian supplies to facilitate the purchase of Pharmaceuticals, Medical Devices and Kits and, when required, for all its regular programmes as well as for programmes that other institutions may fund. These LTAs are used for stock replenishments using the GCCP and AccessRH revolving funds.

54. All five LTAs indicate that supplier performance will be monitored and evaluated on a half-yearly basis to ensure a well-functioning and efficient supply chain. It is also stipulated that the extension of the LTAs for an additional term will take into consideration the results of those performance evaluations. The audit noted that:

- a) None of the suppliers was evaluated on a half-yearly basis. They were instead evaluated yearly.
- b) The 2021 performance evaluation was done between April and September 2022 for four suppliers, and the audit was not provided with the evaluation of one supplier.
- c) All LTAs were extended for an additional term of one year in 2021, although the 2020 performance evaluations were not done. It is unclear how the contracts were extended without performance evaluations having been carried out.

ROOT CAUSE *Guidance: Inadequate or lack of supervision by supervisors (Failure of staff to discharge their responsibilities to monitor and timely assess the performance of suppliers with whom UNFPA has LTAs).*

IMPACT *Inadequate contract management does not provide a good basis for a well-informed decision-making process that could lead to the best value for money not being achieved and could result in financial losses.*

CATEGORY *Compliance*

Recommendation No. 16

Priority: Medium

SCMU strengthen its contract management processes to comply with procedures on performance evaluations of suppliers by undertaking the mandated and prescribed reviews on a timely and regular manner and use results thereof as basis for making informed decisions to either renew or terminate LTAs.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Chief, SCMU

MANAGEMENT ACTION PLAN:

TARGET DATE: April, 2024

SCMU agrees with the recommendation and will ensure timely performance evaluation of the 5 LTA Suppliers as per the signed LTAs.

D. Managing stockpiling of supplies (by SCMU)

PARTIALLY SATISFACTORY WITH SOME IMPROVEMENT NEEDED

Issue 10. *Lack of stockholding agreements with strategic suppliers*

55. At present, the supplies procured by SCMU are stored in warehouse of the vendors from whom these were procured, and these are location in four different locations¹⁸ and at the UNHRD in Dubai. An agreement for the provision of stockholding and related services was signed only with the WFP, which has been assigned the mandate for the management of UNHRD in five locations worldwide. The agreement was signed in 2010 and has remained in force to date.

56. No stockholding or related stock management services agreement was signed with the suppliers that UNFPA has LTAs with. Under the LTA signed with two suppliers it is mentioned that: "For Stockholding, if applicable, the Supplier shall provide monthly stock reports certifying the clear title of UNFPA to the goods". No similar mention was made under the two remaining LTAs.

<i>ROOT CAUSE</i>	<i>Guidelines: Lack of or inadequate policies or procedures (Staff were unaware of the need to have an agreement covering stocks held at the premises of strategic suppliers)</i>
<i>IMPACT</i>	<i>Inadequate and absence of reports on stock positions in the custody of strategic partners, limits the ability of SCMU to know accurate and actual information on the status of physical stock and hence may be unable to plan and not make a more informed decision to ensure that supplies that are immediately delivered in much needed humanitarian responses. This could result in a reputational risk for the organisation. Also, UNFPA could be exposed to financial losses due to loss of supplies that cannot be accounted for/expired/damaged.</i>
<i>CATEGORY</i>	<i>Operational</i>

Recommendation No. 17

Priority: Medium

SCMU ensures that agreements with strategic partners in the procurement and management of pre-position supplies are completed, signed by the authorized signatories of UNFPA and the supplier. All provisions of the agreement are adhered to by both parties to strengthen UNFPA's capacity to have the right quality and quantity of supplies readily available for an efficient and timely delivery of supplies in time of need.

¹⁸ The suppliers' warehouse locations are in The Netherlands (2), Türkiye (1) and Spain (1).

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: *Agree*

Chief, SCMU

MANAGEMENT ACTION PLAN:

TARGET DATE: *December 2023*

SCMU agrees with the recommendation and will be implemented by Dec 2023.

Issue 11. *Lack of valid contracts with third-party warehouse owners and non-compliance with required procedures for assessing the warehouses.*

57. The audit also reviewed the warehousing practices of Country Offices in Bangladesh, Indonesia, Myanmar and the Philippines. These offices are participants of the APRO RPI and are actively prepositioning supplies as a component for their humanitarian operations. Bangladesh and the Philippines Country Offices piggy-backed on UNICEF's LTAs with the respective warehouse providers. The following exceptions were noted in the review.

Bangladesh

58. The Memorandum of Agreement (MOA) for the provision of warehousing services to UNFPA was signed with the warehouse owner on 12 December 2018 and valid until 30 June 2021 had expired and was only renewed on 22 July 2022 until 1 August 2023. The officer who signed the contract on behalf of the warehouse owner was not authorized to do so as he is not the head of the company.

59. The Country Office issued Purchase Orders (POs) for the provision of warehousing services following the terms of a UNICEF LTA document with the same warehouse owners. This is generally in line with UNFPA procedures where POs are issued for the supply of goods and services. However, these POs do not bear the signature/ acknowledgement of the warehouse owner to signify the existence of a valid contract between the parties.

Philippines

60. The MOA with the warehouse owner that were examined during the audit bear an unidentified signature which was not that of the CEO/President of the company. Both the signature of the UNFPA Representative and that of the unauthorized individual were not dated, rendering the validity of the MOA questionable. Neither were the POs signed to signify the existence of valid contracts between the parties.

61. On 13 December 2022, the audit visited the warehouse. The value of prepositioned supplies in this warehouse was over \$500,000, but the warehouse checklist submitted by the country office did not have APRO's approval, as required.

62. The audit noted that the Policy and Procedures Manual on Procurement Procedures (PPMPP) allows Pos to be raised based on LTAs for goods and services that UNFPA establishes with suppliers. However, this section is silent on LTAs of other UN agencies that the UNFPA allows HQ business units, ROs and COs to piggyback on. The manual restricts the use of POs for contract services up to \$10,000. It is unclear whether these contracting modalities for the services that the COs adopted by using LTAs of other UN agencies fall under Section 11.6 of the manual on Contract for Professional Services.

<i>ROOT CAUSE</i>	<i>Guidance: Inadequate or lack of supervision by supervisors (Non-compliance of prescribed procedure for managing the use of LTAs of other UN organization and of warehousing arrangements for UNFPA owned- supplies held in vendors' warehouses).</i>
<i>IMPACT</i>	<i>Lack of a valid contract with a third-party warehouse provider and non-compliance with the required procedure for assessing the warehouse exposes the prepositioned supplies to the risk of losses (supplies, financial), which could negatively affect timely responses and delivery of inappropriate supplies to intended recipients.</i>
<i>CATEGORY</i>	<i>Operational</i>

Recommendation No. 18

Priority: Medium

SCMU to

- a) Review the appropriateness of the use of a Memorandum of Agreement and Purchase Order for contracting of warehouses services and for the procurement of services in general and provide appropriate guidance to Country and Regional Offices accordingly.
- b) Clarify in the PPMPP the contracting tool to use in the corporate system when availing the use of LTAs of other UN agencies.
- c) Update the relevant procedure/guidelines as appropriate.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Chief, SCMU

MANAGEMENT ACTION PLAN

TARGET DATE: April 2024

SCMU agrees with the recommendation and will be implemented by April 2024

Recommendation No. 19

Priority: Medium

The Bangladesh CO ensures that:

- d) An appropriate contract/agreement is executed for the third party-owned warehouse before supplies are stored in this warehouse.
- e) Have the current LTAs corrected or amended and signed by the authorized signatories of the warehouses. Only the authorized representative of the contractor/warehouse provider signs the contract/agreement.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Country Representative, Bangladesh

MANAGEMENT ACTION PLAN

TARGET DATE: December 2024

The CO will ensure that supplies stored in the warehouse are always covered by valid warehouse agreements. Supplies currently in the warehouse are covered by a newly signed MoA with a third-party warehouse provider. CO will ensure that all documentation and agreements pertaining to the lease of warehouses are signed by the authorized personnel and dated accordingly.

Recommendation No. 20

Priority: Medium

The Philippines CO ensure that:

- f) An appropriate contract/agreement is executed for the third party-owned warehouse before supplies are stored in this warehouse.
- g) Only the authorized representative of the contractor/warehouse provider signs the contract/agreement, and the signature of both UNFPA and the contractor are correctly dated.
- h) It submits the warehouse checklist to APRO for review and approval. Submit Warehouse checklists to APRO for approval if the inventory amount at any time is expected to reach \$250,000 or more.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: *Agree*

Country Representative, Philippines

MANAGEMENT ACTION PLAN

TARGET DATE: *December 2024*

The CO will secure an MOA as soon as the new contract of UNICEF_LANE is issued. Contract expiry March 2023. The CO will ensure that the MOA is signed by the authorized person and dated accordingly.

The CO has already started completing the warehouse checklist. This will be then sent to the Country Representative for sign off and will be submitted to APRO for approval.

Recommendation No. 21

Priority: Medium

APRO, as part of its oversight responsibilities:

- a) Review the warehousing arrangements for all Country Offices that preposition supplies, ensuring that there are valid agreements with all third-party owned and operated warehouses.*
- b) Ensure that the prescribed warehouse checklist is completed before contracting the use of the warehouse and ensure that every year after that secure appropriate approval following the UNFPA Policies and Procedures Manual on Management of Programme Supplies.*

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: *Agree*

Regional Director, APRO

MANAGEMENT ACTION PLAN

TARGET DATE: *December, 2023*

APRO will annually collect and review all the COs warehousing agreements together with filled in checklists signed and approved by the CO (and APRO responsible staff when relevant). APRO will organize a yearly orientation for CO logistics focal point and IOMs/OMs briefing them on the policy and procedures related to warehousing including how to conduct warehouse assessments, the need to ensure that warehousing contracts are only signed after the prescribed warehouse checklist has been completed (and yearly thereafter), and in cases where inventory value is over USD 250,000 checklists are signed by relevant APRO staff.

E. Responding to Emergencies With Prepositioned Supplies

UNSATISFACTORY

Good practice identified:

63. The only good practice identified during this audit is from the Philippines and the Indonesia Country Offices have been successfully advocating with their respective governments in using their budgets for prepositioning SRH and GBV humanitarian supplies and helped build their capacities to respond to emergencies. Specifically:

- a) The Indonesia CO policy on advocacy supported by RPI contributed to the Ministry of Women Empowerment and Child Protection procuring, prepositioning and distributing female dignity kits in the humanitarian response in Lumajang and North Tapanuli Districts. The Ministry has also committed to allocating their own funds for the prepositioning of dignity kits for 2023.
- b) In the Philippines, the CO successfully advocated with the government, which led to the Department of Social Welfare and Development (DSWD) and the Department of Health (DOH) in prepositioning GBV and SRH-related humanitarian supplies at national and local levels.

- i. DSWD applied the GBV prevention strategy learned during RPI capacity-building sessions by establishing women-friendly spaces (WFS) as part of their emergency response.
 - ii. RPI also supported the development of SRH alternative service delivery model, the Women’s Health on Wheels (WHOW), which was piloted in response to Typhoon Rai (Odette) devastation in Southern Leyte, Philippines from 12 to 21 December 2021.
 - iii. DoH adopted WHOW as its mobile health service model and allocated resources for ten mobile health units.
- c) All three government partners expressed appreciation to the auditor who visited the country office for the assistance provided to them by UNFPA in building their capacities, which helped strengthen their humanitarian responses.

Issue 12. *Absence of prepositioned supplies as a preparedness measure for IASC declared scale-up emergencies.*

64. There were four Interagency Standing Committee (IASC) declared scale-up emergencies within the audit coverage period. These were in Afghanistan, Ethiopia, Haiti and Ukraine. The audit enquired from the four COs to ascertain the extent to which prepositioned supplies, if any, played a timely and efficient role in UNFPA’s emergency responses. We were informed that no prepositioning of supplies activities as part of their regular programme activities as a component of preparedness was done in anticipation of any emergencies considering that these countries (except Ukraine) were already in conflict situations and are likely to have or are already involved in humanitarian operations. UNFPAs responses to the emergencies were the result of procurement action by these four country offices undertaken during the emergency response period.

65. In the recent audit by OAIS of the Country office in Ethiopia¹⁹ revealed that is necessarily needed to enhance preparedness capacities in a triple nexus operations (development, humanitarian and peacekeeping).

66. This is a further illustration of the fact that UNFPA (with the exception of APRO), still does not have the necessary systems and structures in place to undertake and mainstream the prepositioning of supplies as part of its regular programme activities.

<i>ROOT CAUSE</i>	<i>Guidance: Inadequate oversight by Headquarters (Lack of review of compliance with and enforcement of policies and procedures related to MPAs).</i>
<i>IMPACT</i>	<i>Not undertaking prepositioning of supplies as part of preparedness in countries that are high risk (likely to be engaged in extensive humanitarian operations due to natural disasters, conflicts, war or other unforeseen calamities) could lead to ineffective (poor/delayed) emergency responses with beneficiaries not being assisted in a timely way, putting lives at risk and resulting in reputational damage to UNFPA.</i>
<i>CATEGORY</i>	<i>Operational</i>

<i>Recommendation No. 22</i>	<i>Priority: High</i>
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HRD conduct a review of the factors that led to the absence of prepositioning of supplies as a preparedness measure for these corporate emergencies, identify activities and procedures that are needed, and take necessary steps by submitting a decision memorandum for the approval of the HSC to forestall its recurrence in future emergencies.

¹⁹ The audit of the Country Office in Ethiopia was conducted in 2023.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION

STATUS: *Agree*

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: *December 2024*

HRD will conduct the required analysis and will present the findings and recommendations to the HSC.

F. Monitoring And Reporting

UNSATISFACTORY

Issue 13. *Inadequate corporate systems to capture, monitor and report on an aggregate or corporate information of all activities relating to the management in the prepositioning and stockpiling of supplies, as a component of the Organizations preparedness and response capacity for any humanitarian operation.*

67. It was noted with much concern that a monitoring and reporting system has yet to be designed and implemented relating to the prepositioning of supplies as a regular part of UNFPA's humanitarian response strategy.

68. Among the offices at headquarters, regional and country offices that were audited, only APRO has a framework for measuring the results of its prepositioning activities, which is commendable. Further inquiry revealed that there are no corporately designed procedures on the development of a results framework and performance metrics to use as basis and assist offices to design their respective results frameworks for project and activities such as the prepositioning of supplies.

69. It was further noted that it is currently impossible within UNFPA to have categorized information by supplies, by location, and country office being able to systematically differentiate between regular and prepositioned supplies appropriately disaggregated, for any meaningful and impactful decision-making. SCMU undertakes global stockpiling of supplies at selected suppliers' premises and at UNHRD, Dubai and APRO²⁰ under the Regional Prepositioning Initiative (RPI). APRO also undertakes prepositioning supplies in Brisbane and some selected APRO countries. Although both SCMU and APRO can identify and delineate their stockpiled/prepositioned supplies because of where these are physically located, UNFPA's current corporate systems do not provide such distinctions, especially in a particular location where supplies meant for regular programmes and for prepositioning are stored together, as is the case with COs. Some COs undertake prepositioning activities, such as in the case of the Philippines. The result is that UNFPA does not have a global or overview at the corporate level indicating at any given time which part of its reported supplies are prepositioned and stockpiled and which parts are meant for its regular programmes. Thus, this makes it difficult to ascertain the availability of supplies and where these are located to allow a speedy identification of what supplies and from which location these can be timely deployed when emergencies occur delaying a speedy response time.

70. Effective management of prepositioned supplies in national and regional warehouses requires timely and accurate data on every aspect of prepositioning along the supply chain, including forecasting, procurement, freight and transportation, customs clearance, warehousing, insurance, distributing, replenishing, monitoring, and reporting.

71. All these aspects of the supply chain cannot be undertaken efficiently and effectively and prevents timely taking of a well-informed decision-making unless UNFPA has a system in place for recording, classifying, summarizing, interpreting and reporting on prepositioned supplies in a consistent and timely fashion.

²⁰ APRO currently have prepositioned supplies in Australia (Brisbane), Bangladesh, Fiji, Indonesia, Myanmar, Papua New Guinea, Philippines, and Tonga.

ROOT CAUSE Inadequate oversight by Headquarters (Lack of conscious effort by HRD to develop policies and measures to undertake and embed prepositioning of supplies as a regular UNFPA programme activity).

IMPACT Absence of reliable information on prepositioning activities could adversely affect effective decision-making, organizational responses to emergencies and reputational risk, and putting at risk the health or lives of those needing such supplies.

CATEGORY Reporting

Recommendation No. 23.

Priority: High

HRD, in liaison with SCMU, urgently initiate action to develop and implement a common framework so as to have a global or corporate view of prepositioned supplies and where these are stored or located and develop a results measurement and reporting system for prepositioning activities to support the HSC decision on expanding and mainstreaming prepositioning as a regular programme activity. This could include a full range of tried and tested systems and performance metrics for monitoring and reporting results developed by other UN organizations that are engaged in humanitarian operations.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: December 2024

HRD will engage with SCMU and other relevant stakeholders to develop the required monitoring and reporting mechanism on prepositioning activities.

Recommendation No. 24

Priority: High

HRD to ensure SCMU liaise with DMS to ensure that UNFPA supplies are properly categorized, captured and reported in the corporate financial reporting system at corporate, Regional and Country Office levels to allow for both aggregated and disaggregated data to be generated and reported and used for better decision-making.

MANAGERS RESPONSIBLE FOR IMPLEMENTATION:

STATUS: Agree

Director, HRD

MANAGEMENT ACTION PLAN:

TARGET DATE: December, 2024

HRD will initiate a discussion with SCMU and DMS on improving ways to track supplies in emergencies linked with corporate systems following Quantum roll out. Any solutions proposed will be: - Agreed with ITSO, - Piloted in a humanitarian operation, and - Proposed to the HSC based on the outcomes of the pilot.

ANNEX I - DEFINITION OF AUDIT TERMS

A. AUDIT RATINGS

Audit rating definitions, adopted for use in reports for audit engagements initiated as from 1 January 2016²¹, are explained below:

<ul style="list-style-type: none"> ▪ Satisfactory 		<p>The assessed governance arrangements, risk management practices and controls were adequately designed and operating effectively to provide reasonable assurance that the objectives of the audited entity/area should be achieved.</p> <p>The issue(s) and improvement opportunities identified, if any, did not affect the achievement of the audited entity or area's objectives.</p>
<ul style="list-style-type: none"> ▪ Partially Satisfactory with Some improvement needed 		<p>The assessed governance arrangements, risk management practices and controls were adequately designed and operating effectively but needed some improvement to provide reasonable assurance that the objectives of the audited entity/area should be achieved.</p> <p>The issue(s) and improvement opportunities identified did not significantly affect the achievement of the audited entity/area objectives. Management action is recommended to ensure that identified risks are adequately mitigated.</p>
<ul style="list-style-type: none"> ▪ Partially Satisfactory with Major improvement needed 		<p>The assessed governance arrangements, risk management practices and controls were generally established and functioning but need major improvement to provide reasonable assurance that the objectives of the audited entity/area should be achieved.</p> <p>The issues identified could significantly affect the achievement of the objectives of the audited entity/area. Prompt management action is required to ensure that identified risks are adequately mitigated.</p>
<ul style="list-style-type: none"> ▪ Unsatisfactory 		<p>The assessed governance arrangements, risk management practices and controls were not adequately established or functioning to provide reasonable assurance that the objectives of the audited entity/area should be achieved.</p> <p>The issues identified could seriously compromise the achievement of the audited entity or area's objectives. Urgent management action is required to ensure that the identified risks are adequately mitigated.</p>

B. CATEGORIES OF ROOT CAUSES AND AUDIT ISSUES

Guidelines: absence of written procedures to guide staff in performing their functions

- Lack of or inadequate corporate policies or procedures
- Lack of or inadequate Regional and/or Country Office policies or procedures
- Inadequate planning
- Inadequate risk management processes
- Inadequate management structure

Guidance: inadequate or lack of supervision by supervisors

- Lack of or inadequate guidance or supervision at the Headquarters and/or Regional and Country Office level
- Inadequate oversight by Headquarters

²¹ Based on the proposal of the Working Group on harmonization of engagement-level audit ratings approved by the United Nations Representatives of Internal Audit Services (UN-RIAS) in September 2016

Resources: insufficient resources (funds, skills, staff) to carry out an activity or function:

- Lack of or insufficient resources: financial, human, or technical resources
- Inadequate training

Human error : un-intentional mistakes committed by staff entrusted to perform assigned functions

Intentional: intentional overriding of internal controls.

Other: factors beyond the control of UNFPA.

C. PRIORITIES OF AGREED MANAGEMENT ACTIONS

Agreed management actions are categorized according to their priority, as a further guide to Management in addressing the related issues in a timely manner. The following priority categories are used:

- **High** Prompt action is considered imperative to ensure that UNFPA is not exposed to high risks (that is, where failure to take action could result in critical or major consequences for the organization).
- **Medium** Action is considered necessary to avoid exposure to significant risks (that is, where failure to take action could result in significant consequences).
- **Low** Action is desirable and should result in enhanced control or better value for money. Low priority management actions, if any, are discussed by the audit team directly with the Management of the audited entity during the course of the audit or through a separate memorandum upon issued upon completion of fieldwork, and not included in the audit report.

D. CATEGORIES OF ACHIEVEMENT OF OBJECTIVES

These categories are based on the COSO framework and derived from the INTOSAI GOV-9100 Guide for Internal Control Framework in the Public Sector and INTOSAI GOV-9130 ERM in the Public Sector.

- **Strategic** High level goals, aligned with and supporting the entity's mission
- **Operational** Executing orderly, ethical, economical, efficient and effective operations and safeguarding resources against loss, misuse and damage
- **Reporting** Reliability of reporting, including fulfilling accountability obligation
- **Compliance** Compliance with prescribed UNFPA regulations, rules and procedures, including acting in accordance with Government Body decisions, as well as agreement specific provisions

E. PRIORITIES OF AGREED MANAGEMENT ACTIONS

- **High** Prompt action is considered imperative to ensure that UNFPA is not exposed to high risks (that is, where failure to take action could result in critical or major consequences for the organization).
- **Medium** Action is considered necessary to avoid exposure to significant risks (that is, where failure to take action could result in significant consequences).
- **Low** Action is desirable and should result in enhanced control or better value for money. Low priority management actions, if any, are discussed by the audit team directly with the Management of the audited entity during the course of the audit or through a separate memorandum upon issued upon completion of fieldwork, and not included in the audit report.

GLOSSARY

Acronym	Description
AccessRH	Access Reproductive Health
APRO	Asia Pacific Regional Office
ATLAS	UNFPA's old Enterprise Resource Planning system
CO	Country Office
CEO	Chief Executive Officer
DMS	Division of Management Services
DSWD	Department of Social Welfare and Development
DOH	Department of Health
EECARO	Eastern European and Central Asia Regional Office
ED	Executive Director
EF	Emergency Fund
ESARO	Eastern and Southern Africa Regional Office
GBV	Gender and Sexual Based Violence
GCCP	Global Contraceptives Commodity Programme
GRC	Governance, risk management and controls
HCD	Humanitarian Capacity Development
HTF	Humanitarian Thematic Fund
HRD	Humanitarian Response Division
HRR	Humanitarian Response Reserve
HSC	Humanitarian Steering Committee
HSS	Humanitarian Supplies Strategy
IDWG	Inter-Divisional Working group
IARH	Inter-agency Reproductive Health
IP	Implementing Partner
LACRO	Latin America and Caribbean Regional Officer
LTA	Long Term Agreement
MOA	Memorandum of Agreement
MPA	Minimum Preparedness Actions
NGOs	Non-governmental organisations
OAIS	Office of Audit and Investigation Services
PO	Purchase Order
PP	Procurement Procedures
PPMPP	Policies and Procedures Manual Procurement Procedures

Acronym	Description
PPMPS	Policies and Procedures Manual Programme Supplies
PSD	Programme Services Division
QUANTUM	UNFPA's new Enterprise Resource Planning system
RBM	Results-based Management
RH	Reproductive Health
RPI	Regional Prepositioning Initiative
SCMU	Supply Chain Management Unit
SIS	Strategic Information System
TBTT	Time Bound Task Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children Fund
USD	United States Dollars
WFS	Women Friendly Spaces
WHO	World Health Organisation
WHOW	Women Health on Wheels