

Updated 30 May 2024

Implementation status of JIU MAR 21 informal recommendations

1. The governance process could be strengthened, and the Executive Board may wish to allocate more time to guiding and overseeing UNFPA activities (see para. 47).

<i>Department responsible</i>	Executive Board Branch
<i>Status</i>	In progress
<i>Target date</i>	N/A

Further to the Executive Board decision 2022/22 on the ‘Update on oversight matters’, extensive consultations with the Executive Board membership resulted in a consensus to have the Joint Inspection Unit (JIU) assess governance and oversight functions of the Executive Boards. Some of the objectives of the JIU review (extracted from TORs) are:

- (1) To assess to what extent the Executive Boards execute their governance and oversight functions in collaboration with their respective organizations, including the role and capacity of relevant stakeholders.
- (2) To identify risks, gaps, challenges, and opportunities between the current practices of the Executive Boards and relevant governance and oversight best practices from within and/or outside the United Nations system, including applicable international standards.
- (3) To recommend concrete actions, both generic to the five entities and/or specific to individual entities, intended to streamline and enhance the governance process of the Executive Boards of UNDP/UNOPS/UNFPA, UNICEF, and UN-Women, and ensure they can perform their oversight functions in a more effective and efficient manner.

In October 2023, the JIU presented the preliminary results of their assessment.

In January 2024, the final report was issued by the JIU.

Two joint briefings (6 March and 8 May), with presentations by the JIU, were held leading up to the annual session. The report will be taken up at the annual session in 2024 where Member States will also negotiate a decision.

The process and timeline for the implementation of the JIU review will be decided by Member States. UNFPA stands ready to support as requested.

2. **The Executive Director should establish, before the end of 2023, the terms of reference for the subregional and representational offices defining, among other things, their roles, functions, reporting lines, clear delegation of authority and oversight responsibilities (see para. 54).**

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Under implementation
<i>Target date:</i>	Third quarter of 2024

UNFPA supports this informal recommendation and has initiated steps to engage a specialized organization design consultant to contribute to the terms of reference.

3. **In the context of the plans to establish a funding modality to mobilize non-core resources for small island developing States included in the strategic plan for 2020-2025, the Executive Director should report in the context of the midterm review of the strategic plan on the status of implementation of the new funding modality, how it works, and the results expected and achieved (see para. 76).**

<i>Department responsible:</i>	Division of Communications and Strategic Partnerships
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

UNFPA agrees with the recommendation and believes it has already been implemented. As part of its organization-wide efforts to increase the resource availability to the small island pacific States, UNFPA developed the Transformative Agenda for the Pacific, comprising a diverse portfolio of initiatives around three synergistic programme outcomes: (1) the increased and improved supply of integrated sexual and reproductive health information and services, particularly for family planning; (2) the increased demand for integrated SRH information and services, particularly for family planning; and (3) a more conducive and supportive environment for people to access and benefit from quality SRH, especially contraceptive choice. The success of this strategy is demonstrated by increased funding of \$25 million to the transformative agenda generated in 2023, which will cover programme activities aimed at accelerating progress towards achieving the three transformative results in the Federated States of Micronesia, Marshall Islands, Nauru, Fiji, Kiribati, Samoa, Solomon Islands, Tonga and Vanuatu. UNFPA will report on the success

of this initiative during the next round of Structured Funding Dialogues (SFD) leveraging the existing fora dedicated to interactions between the Executive Board and UNFPA management on resource mobilization issues. Additional information will be included in the reporting for the Structured Funding Dialogue to be presented in September.

- 4. The Executive Director should closely monitor the efforts made to achieve the funding targets and increase the donor base and non-core resources received for humanitarian responses and report regularly to the Executive Board, through the structured funding dialogue report, on the actions taken, including corrective measures, if any, on this matter, and update the resource mobilization strategy (see para. 91)**

<i>Department responsible:</i>	Division of Communications and Strategic Partnerships
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

Management agrees with the recommendation and believes it has already been implemented. The Executive Director closely monitors the efforts to achieve the funding targets and increase the donor base and non-core resources received for humanitarian response. The Executive Director also provides regular reports to the Executive Board on the subject through the Structured Funding Dialogues and other reports. The UNFPA Resource Mobilization Strategy for 2022-2025 has been developed and endorsed by the Executive Committee in 2022 and lays out a set of concrete and measurable targets and associated implementation strategies and approaches to generate the resources required for funding the UNFPA Strategic Plan, 2022-2025.

More specifically:

- (1) The UNFPA Strategic Plan, 2022-2025 sets resource mobilization targets for total, core and non-core resources, as well as for resources mobilized from traditional and non-traditional donors, with separate targets established for non-OECD DAC partners, non-State partners, innovative funding modalities, private strategic partners, and the Individual Giving Programme. As part of UNFPA commitment to the Funding Compact, the Strategic Plan also sets resource mobilization targets for pooled and thematic funds. The Executive Director reports on these targets to the Executive Board, inter alia, through her annual report.
- (2) The Executive Director closely monitors the progress toward meeting the corporate funding targets through monthly contribution forecasts issued by the Division for Communications and Strategic Partnerships, demonstrating the latest resource mobilization results, analysis of main trends and latest contribution projections.

- (3) Each country office sets mandatory resource mobilization targets as part of its annual workplans, with performance monitored and tracked through the corporate management dashboards.
- (4) The Executive Director provides regular updates to the Executive Board on the actions taken to achieve the funding targets through various reports, including on the status of implementation of QCPR recommendations. For example, the 2022 report updated the Board on the work conducted across country, regional and global levels to build “the case for core” and other forms of flexible funding. It also discussed the launch of the Strategic Investment Facility, an innovative mechanism supporting projects with the catalytic potential to generate additional funding for UNFPA and financing for the ICPD Programme of Action.
- (5) Finally, Structured Funding dialogues provide the UNFPA Executive Director with a critical platform to update and engage with the Executive Board on a wide-range of funding-related issues. A comprehensive report prepared annually, provides a thorough review of resource mobilization trends, risks, opportunities, and projections for the future. It further details ongoing initiatives, key success stories and lessons learnt, presenting data broken down by major donor type and funding modality to enable more in-depth analysis and robust discussion.

5. The Inspector is of the opinion that, while the numerous policies, procedures and guidelines of UNFPA provide it with a satisfactory administrative, budgetary and financial framework, the fact that they are in different formats and lack document symbols can render their use by Member States and potential donors difficult. Accordingly, the Executive Director should consider publishing a digital compilation containing the Financial Regulations and Rules and all the related policies, in the same format and using appropriate document symbols (see para. 98).

<i>Department responsible:</i>	Policy and Strategy Division
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

Management agrees with the recommendation and believes it has already been implemented. The UNFPA issuance policy mandates all new and revised policies conform to a standardized format for all policies and procedures. In addition, UNFPA added document symbols on all policies to facilitate the locations and identification of policies. Finally, UNFPA created a compilation of policy documents and made it available on the Policies and Procedures Manual website.

6. **The Executive Director may wish to undertake a cost-benefit analysis of those activities and services outsourced to third parties whenever an agreement is up for renewal or a new service provider enters the market, in order to determine: (a) the convenience of continued collaboration; (b) the feasibility of creating the conditions to perform those services in-house; or (c) the feasibility of using global shared services centres (see para. 109).**

<i>Department responsible:</i>	Division of Management Services/Supply Chain Management Unit/ Information Technology Solutions Office (TASK TEAM)
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

Progress update: UNFPA regularly reviews outsourced services and shared services.

The concept that cooperation between partner UN organizations results in efficiencies is the basis of the Secretary-General's reform efforts. Reform activities - namely Business Operations Strategies, Common Back Offices, Global Shared Services, and Common Premises - are based on this proven approach.

UNFPA, as a keen supporter of these reform efforts, bases its decisions not only on cost-benefit analyses but also on quality improvements and political consequences. While UNFPA analyses each new service for its cost and quality before subscribing, long-standing services provided by UNDP, such as Human Resource entitlements or Treasury, currently lack competitors within the UN system.

At present, UNFPA is focused on ensuring that the newly developed Common Back Offices are beneficial to UNFPA before joining the initiative. As a mid-sized organization, efficiencies for UNFPA may be lower, compared to larger entities, due to limited operational resources.

From a procurement point of view, there is no difference in the approach of sourcing outsourced services versus standard services. The requesting unit is mandated to complete a comprehensive needs assessment, and the processes are conducted respecting the organization's procurement principles (best value for money, open and effective competition, the interest of the organization, fairness, integrity, and transparency).

7. **The Inspector encourages the Executive Director to establish a clear and comprehensive human resources framework for UNFPA by unifying the existing policies and streamlining their application (see para. 122).**

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Under implementation
<i>Target date:</i>	Third quarter of 2025

Progress update: DHR has done much work since 2022 to review its HR legislative framework and update human resources policies. The legislative framework already exists with the application of UN Staff Regulations, UN Staff Rules, and UNFPA policies, supplemented by UNDP and UN Secretariat policies, as needed. DHR has mapped all applicable policies and published these as a UNFPA Human Resources Policy Inventory accessible on the DHR Resources intranet page in 2022, with the latest update published in Q1 of 2024.

In 2021 and 2022, UNFPA began and underwent a comprehensive review of policies; 15 policies were reviewed, of which three policies were promulgated by January 2023: Flexible Working Arrangements; Policy for Demise of Personnel; and Part-time Employment Policy.

By the end of 2023, eight HR policies were published: 1. Policy for Internships; 2. Time Off for Lactating Parents; 3. Parental Leave; 4. Inter-Organization Mobility; 5. Hours of Work; 6. Special Leave; 7. Safe Driving Bonus; 8. Retention in Service Beyond the Mandatory Age of Separation.

Furthermore, the publication of the guidance on the Delegation of Authority (1 September 2022) in matters related to Human Resources, along with the operationalization of HR Business Partner teams in all UNFPA Regional Offices, ensures that the UNFPA HR framework is “fit for purpose” and supported by associated systems, including the Human Resource Business Partner staffing contingency, to unify and streamline the application of the existing HR policies.

In 2024, UNFPA anticipates the issuance of the following policies, currently under the review and consultation process: Policy for Developmental Assignments; Policy for Special Post Allowance; Policy for Local Service Contracts; Policy for Volunteer Programme; Policy for Student Job Shadowing Programme; and Policy for Salary Advances.

Finally, DHR is revising the Staffing Policy to introduce new provisions by September 2025, subject to the consultation process. Currently, a draft is being consulted internally in DHR. With the new policy, DHR aims to effectively meet the organization’s needs in both humanitarian emergency and development contexts, eliminating the need for applying the

fast-track policies. At the same time, the new policy will promote internal staff mobility and career development, not only in seeking upward progression, but also through temporary deployments, lateral moves at the same level, and one level downward moves with salary protection, to the extent possible, subject to consultations. By streamlining the multiple staffing policy documents into a single, clear resource, we can significantly enhance the UNFPA staffing system’s transparency and fairness in the staff’s eyes. This is because a more concise and user-friendly format will be easier to understand and navigate, fostering a sense of trust and equal opportunity.

With this renewed focus on the HR legislative framework, and the work done to review, map and update UNFPA policies, UNFPA considers the status of this informal recommendation as initiated and ongoing.

- 8. The Inspector is of the opinion that the delegation of authority in matters related to human resources issued in September 2022 does not adequately delegate the human resources functions, but rather expands centralized control in field duty stations through newly appointed Human Resources Business Partners. The Executive Director may therefore wish to consider broadening the delegation of authority to Regional Directors in a revised version of the document (see para. 129).**

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Not accepted
<i>Target date:</i>	Not accepted

The delegation of authority on human resource (HR) matters was implemented in September 2022, following an extensive consultation with multiple stakeholders. The delegation of authority on HR management matters refers primarily to the implementation of operating norms, entitlements, and benefits, as established in the United Nations Staff Rules on areas such as: (a) appointment and promotion; (b) salaries and related allowances; and (c) separation from service. These represent 163 HR management activities that are delegated between the executive management (ED/DEds) (16%), DHR (65%) and Directors/Heads of Office (19%). Most of the HR decisions are related to the ICSC-mandated salaries and benefits. The Director for Human Resources has the overall responsibility for the administration of these entitlements through payroll services, including transaction processing. It is these processes/transactions that have been delegated from the Director, DHR, to HR business partners. UNFPA does not intend to delegate such decisions to regional directors, as they are not specialists in the area of compensation.

UNFPA will monitor the impact of the new delegation of authority to derive any lessons learned and identify areas for improvement, which will inform any future potential changes to the delegated authority on HR management matters.

We note the term ‘decentralization’ used and would like to make a distinction between this and delegation of authority.

The HR function decentralized its team in 2014 through an HR transformation project, which introduced HR strategic business partner roles to be located in the regional offices, providing dedicated support to our regions.

In 2020, a review of the HR structure was conducted; it was then revised to specifically address the following points:

- **Address areas that are currently under-resourced, including:**
 - With 80% of UNFPA staff based in the field, sized according to the number of staff and duty stations, the proposed structure sought to respond by providing increased HR client support to field offices through additional national professional and administrative positions. This augmented the regional HR teams by 16 positions;
 - Established a standard workforce planning, analytics (and insights) and communications function to the organization;
 - Instituted a HR coordinating function for humanitarian situations, which subsequently was moved to Humanitarian Response Division (HRD), and duty of care;
 - Ensured stronger HR governance by strengthening the policy and case management function.

- **Ensure increased consistency and effectiveness of the HR programme and client service delivery:**
 - Strengthened the learning and development function to ensure a coherent and prioritized learning strategy;
 - Created a talent acquisition and staffing function at the corporate level to proactively plan and source for candidates, internally and externally, particularly to complement “routine” advertisement with placing efforts on advertising for “difficult-to-find,” specialized technical/managerial positions;
 - Staffed an organizational performance effectiveness function tasked with strengthening, connecting and delivering harmonized corporate initiatives in the areas of career progression, mobility, performance management, re-alignment and culture and approaches across the organization;
 - Introduced dedicated resources in the area of diversity and inclusion.

- **Create greater accountability and career paths. The realignment did this by:**
 - Inverting the current top-heavy DHR structure by reducing the number of senior ranks;

- Creating more positions in the lower and middle ranks;
- Streamlining the functions and focus and providing role clarity, with an aim to ensure greater accountability for results.

Hence, the delegation to a decentralised team has not had a detrimental impact on the authority of regional directors in HR management. On the contrary, it has provided greater speed, and responsiveness to field staff, and in particular the regional directors.

9. The Inspector considers that, as part of its oversight function, the Executive Board could review the People Strategy and determine its alignment with expectations set out in the integrated budget for 2022–2025 (see para. 145).

<i>Department responsible:</i>	Executive Board
<i>Status</i>	Under implementation
<i>Target date:</i>	

It would be up to the UNFPA Executive Board to undertake a review to determine whether the People Strategy is aligned with the expectations set out in the integrated budget 2022-2025. UNFPA would welcome such review and stands available to support the Executive Board as needed.

10. The Inspector encourages the Executive Director to make better use of the rotation mechanism by establishing a formal rotation programme that could contain, for instance, a catalogue of all posts subject to rotation, by grade, service period, location and hardship indicators, as well as more technical roles and functions (see para. 148).

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Under implementation
<i>Target date:</i>	End of 2024

UNFPA has a formal rotation programme, as described in Annex II of the Staffing Policy. The list of rotational posts is available and the list of posts to be filled through the annual rotation exercise is shared annually with rotating staff members. Over the last two years, UNFPA has incorporated new roles into rotation (Liaison Office Chief and Deputy Regional Director) and intends to add more senior positions from HQ to the 2025 Rotation Exercise, which will be conducted in 2024 (expected to be completed by 31 December 2024). There is an intention to add more technical and programmatic roles to rotation in the future, following an analysis of technical skills required for these roles, which is currently underway

Actions:

- Review HQ roles to be added to the rotation with senior management by the end of May 2024.
- Change the rotational status of roles and inform incumbents before the end of 2024.

11. In order to build trust and improve the transparency of existing mechanisms, the Executive Director may wish to broaden the lines of communication between complainants and the different bodies that deal with misconduct by setting up a complaint tracking system in which all parties involved can follow the evolution and status of their cases, giving due consideration to the rules with respect to investigation procedures, confidentiality and privacy (see para. 153).

<i>Department responsible:</i>	Integrity group/ Deputy Executive Director (Management)
<i>Status</i>	NOT ACCEPTED
<i>Target date:</i>	NOT ACCEPTED

Management duly acknowledges the observations articulated as well as the ensuing recommendation, including the proposal to institute a “complaint tracking system” as a measure to address them. However, management notes that establishing such a system may not sufficiently address the core of the observations and would be difficult to implement, given the confidentiality and data protection issues that will necessarily arise.

In order to preserve the confidence of complainants that reports of misconduct will be treated with the appropriate confidentiality – while still ensuring accountability, transparency and demonstrating management commitment to organizational culture change and staff safety – UNFPA recognizes the importance of enhancing communication on system-wide accountability efforts. However, UNFPA notes that it is neither possible nor appropriate to provide unhindered transparency on allegations and incident response measures.

UNFPA acknowledges the opinions expressed by personnel and views this feedback as important in recognizing that every reported incident should be viewed as an opportunity for the organization to assess and analyse any factors that may have contributed to an environment permissive to the perpetration of misconduct, and to mitigate those factors – inhibiting future opportunities for misconduct.

Management is appreciative of the opportunity to underscore the robust measures being implemented to strengthen accountability to all personnel. UNFPA has instituted best-practice standards for recording and reporting on its response to allegations of wrongdoing,

as well as communicating in aggregate broadly, both publicly as well individually, to complainants via:

- Public annual reports to the Executive Board, identifying all investigation reports issued and the management action taken with respect to such reports by OAIS and the Ethics office.
- Public annual information circulars, disclosing the disciplinary and related measures imposed on staff and non-staff personnel and summarizing the wrongful conduct for which measures were taken. Additionally, litigation from disciplinary measures by the management may result in publicly available judgments by the United Nations Dispute and Appeals Tribunals.
- Finally, in accordance with UNFPA rules and procedures, complainants are individually advised by OAIS as to the status of their complaints. The Ethics Office and other management sections, including the Legal Unit, also notify complainants in accordance with their specific rules and procedures.

Management wishes to also highlight that there has been a dedicated financial investment to address and fill the vacant roles within OAIS. This has already resulted in an increased closure of cases by OAIS. While management acknowledges the backlog of cases as a matter of concern, it is pertinent to note that the consistent rise in reported cases may also signify a higher functioning reporting system and an increase in trust in that system by personnel. UNFPA remains committed to expediting the resolution of pending cases, utilizing learning and analysis from individual cases to inform broader accountability reforms and fostering an environment of responsiveness, trust and transparency.

In 2022, UNFPA established the Integrity Group, an informal group of offices broadly dealing with justice and accountability, and addressing misconduct at UNFPA, comprising the Division for Human Resources, the Legal Unit, the Office of Audit and Investigation Services, the Ethics Office, the Office for Protection from Sexual Exploitation, Abuse and Sexual Harassment (PSEAH), and the Office of the Ombudsman. This is a dedicated stakeholder group that aims to enhance service delivery by removing barriers to reporting misconduct and promoting a more survivor-centred, transparent and accessible internal justice and accountability system.

Management reiterates that given the significant and appropriate level of transparency that already exists with respect to allegations of wrongdoing and the actions taken by management, a parallel system (“complaint tracking system,” see para. 152 of the JIU report) is not appropriate. UNFPA remains committed to being responsive to and considerate of staff concerns and feedback, promoting confidence in the independence, confidentiality and efficacy of its internal justice system and encouraging personnel to report wrongdoing and seek safe and appropriate resolution of interpersonal disputes. UNFPA is confident that its current accountability systems are consistent with the objective

of the JIU, and reiterates its commitment to the safety and protection of staff and communities UNFPA serves and a culture of ‘zero tolerance’ for sexual misconduct.

- 12. The Inspector encourages the Executive Director to continue to support the establishment and formalization of field staff associations in those locations where there is no such association as yet and in consultation with UNFPA personnel (see para. 155).**

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

UNFPA senior management continues to be supportive of the Staff Council and field staff associations, and holds regular meetings with the Staff Council, encouraging the formation of field staff associations, and also encouraging staff members performing such functions to receive training to enable them to efficiently perform their roles.

Staff members in all locations, including field locations, are invited and encouraged to participate as they wish with local and regional staff associations. All staff members may at any point communicate or engage with the Staff Council.

UNFPA notes that the Staff Council has integrated this recommendation into its annual workplan.

- 13. The aim of the establishment of the regional Strategic Management Committee in the Eastern Europe and Central Asia Regional Office is to promote participatory and transparent management. It is a platform where senior management at the regional level and staff representatives discuss the strategic direction of the Office, overall staff well-being and security and coordinate different operational areas. The Inspector is of the opinion that the Executive Director should consider the applicability of a similar committee in other UNFPA regional offices to promote dialogue between senior management and personnel (see para. 156).**

<i>Department responsible:</i>	Executive Committee/ Deputy Executive Director for Programme
<i>Status</i>	Under implementation
<i>Target date:</i>	to be provided

UNFPA management agrees with the intention of this recommendation, and the UNFPA Executive Committee will consider how best to explore ways of setting up such committees at the regional level as appropriate, noting that different Regional Offices have different committee structures already in place.

- 14. The Inspector encourages the Executive Director to further enhance corporate induction and onboarding induction plans to ensure that newly arrived personnel receive enough information to perform their duties properly. The Inspector is also of the opinion that it is important to include the participation of staff representatives in the induction sessions organized for newly arrived management personnel to inform them about their roles with respect to conflict resolution, staff welfare and work conditions and about other relevant policies (see para. 158).**

<i>Department responsible:</i>	Division for Human Resources
<i>Status</i>	Under implementation
<i>Target date:</i>	Third quarter of 2024

The construction of Equip, the new online induction platform of UNFPA, is in its final stages, and the platform is on track to be launched in Q2 of 2024. Details of the new onboarding site are in the supporting documentation folder.

Human Resources business partners, HR focal points, and HR teams in regional and country offices received awareness training on the induction platform on 16 January 2024. Additional training is scheduled for 20 and 27 May and 3 June 2024. Training documents and videos for those with key backstage roles involved in operating the platform have been developed (see supporting documentation folder).

The corporate induction week programme for senior managers has been rescheduled due to an organizational realignment and will now be launched in Q4, from 30 September to 4 October 2024.

- 15. The Inspector is of the opinion that the Executive Director should consider leading a comprehensive review of the ICT transformation project once the new enterprise resource planning system goes live in 2023 and reporting on overall costs and issues related to the integration of the main information systems in place (see para. 170).**

<i>Department responsible:</i>	Information Technology Solutions Office
<i>Status</i>	Implemented

<i>Target date:</i>	Implemented
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The ICTX Project review was completed, and presentations were made to the OAC (13 March 2024) and the UNFPA ICT Board. Reporting on overall costs and issues was presented to the ICT Board and the ERP/CRM subcommittee. UNFPA has arranged a few informals with the Board on the ERP specifically.

16. The Inspector encourages senior management to review changes in the requirements and expected functionality of the new enterprise resource planning system since the launch of the ICT transformation project and ensure that those requirements are appropriately addressed (see para. 173).

<i>Department responsible:</i>	Information Technology Solutions Office
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

The ICT Board and ERP/CRM subcommittee continually review the Enterprise Resource Planning, Customer Relationship Management, and QuantumPlus priorities to ensure alignment with changing business needs, ensure value delivery and manage risks appropriately. At several meetings of the ICT Board and the newly formed ERP/CRM subcommittee, discussions have been centered around the expected functionality of the enterprise resource planning system, new enhancements, and continual adjustments in order to meet business requirements.

17. The Inspector is of the opinion that in order to spread the use of enterprise risk management systems within UNFPA, the new enterprise risk management tools should be easy to access and integrated, to the extent possible, with the new enterprise resource planning system. The Inspector encourages senior management to take the necessary steps to promptly develop or select and procure a corporate enterprise risk management information application in line with the requirements established in the enterprise risk management policy (see para. 183)

<i>Department responsible:</i>	Enterprise Risk Management /Information Technology Solutions Office
<i>Status</i>	Under implementation
<i>Target date:</i>	Second quarter 2025

The SIS myRisk application has been enhanced to incorporate the new policy requirements and align with the new ERM Integrated Risk Framework. Following discussions with

ITSO, the integration of the SIS myRisk application into QuantumPlus is scheduled to begin in Q4 2024.

- 18. The Inspector welcomes the control framework established for activities undertaken by implementing partners. Nevertheless, the significance of the resources entrusted to implementing partners deserves permanent attention on the part of UNFPA, given the inherent risk of fraud and challenges regarding their performance. Senior management should therefore make additional efforts to continuously undertake the assurance activities established in the implementing partners control framework and reflect the results thereof in the relevant information systems in a timely manner (see para. 191).**

<i>Department responsible:</i>	Division of Management Services
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

UNFPA considers this recommendation implemented, based on increased senior-level second-line efforts and attention to implementing partner controls, through the following actions: (1) the Executive Committee approval of the annual assurance planning criteria and risk model; and (2) the Oversight Compliance Monitoring Committee (chaired by Deputy Executive Director (Management) and with participation of the focal points from regional offices) review of timely completion of assurance activities by the offices, and follow up and escalation with the relevant regional offices, as needed. In the last OCMC held in May 2024, UNFPA reported a completion rate of 87% for IP audits and 86% for spot checks. Outstanding cases (56 outstanding audits for a total of USD 44.7M of 2023 IP expenditures and 41 outstanding spot checks for a total of USD 11.4M of 2023 IP expenditures) were brought to the attention of the respective Regional focal points for follow up. In the current IP assurance cycle, UNFPA is expecting to cover 88% of 2023 IP expenditures through either IP audits (70%) or spot checks (18%).

- 19. In the view of the Inspector, additional efforts must be made to accelerate the reduction in the number of open investigation cases through the urgent filling of vacant positions, including leadership positions, in the Office of Audit and Investigation Services. Consideration must also be given to the extraordinary allocation of temporary resources for the urgent reduction of the backlog in investigation cases (see para. 255).**

<i>Department responsible:</i>	Office of Audit and Investigation Services
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

In the past year, OAIS has initiated numerous measures to accelerate the conclusion of open cases and reduction of the current backlog. This has included, among others, contracting additional consultants, accelerating staff member recruitment at the chief level and other senior investigative levels, issuing new investigative guidance material, and improving case intake and triage arrangements. This led to the closure of a record number of cases (160) in 2023, representing a 64 per cent improvement on the closures of the previous year. In 2024, OAIS remains on track to equal this number and further reduce the backlog, with further recruitment continuing throughout the remainder of the year.

20. The Executive Director may wish to establish short- and medium-term plans for training in communications and the use of technology and social media in order to professionalize the communications function and to facilitate further engagement of relevant stakeholders and the achievement of UNFPA communication objectives (see para. 275).

<i>Department responsible:</i>	Division of Communications and Strategic Partnerships
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

Since early 2023, the Division for Communication and Strategic Partnerships (DCS) has supported four digital communications workshops in four of the six UNFPA regions.

The three-to-five days of in-person training included communication officers from 123 country and regional offices and focused on skill building in social media, website management and multimedia production. The workshops also facilitated the roll-out of the UNFPA corporate social media management platform to 150 users.

The in-person training sessions are followed up with ongoing online training sessions for the individual communications officers, conducted by the digital country office support team of DCS.

In April 2024, DCS also supported a humanitarian response training and humanitarian simulation that included communications officers from the West and Central Africa region. The six-day training, conducted entirely in French, served as an assessment centre for the UNFPA surge roster.

21. The Inspector expects that the new strategies and instruments being developed will address the partnership challenges expressed in the 2015 resource mobilization strategy and reiterated in the strategic plan for 2022–2025. In her view, the new strategies should include relevant and clear indicators aimed at facilitating the

monitoring and regular reporting, through the structured funding dialogue reports, of progress and results achieved through different partnership channels (i.e. the private sector, civil society organizations, international financial institutions, academia and the media) (see para. 289).

<i>Department responsible:</i>	Division of Communications and Strategic Partnerships
<i>Status</i>	Implemented
<i>Target date:</i>	Implemented

Management agrees with the recommendation and believes that it has already been implemented. The UNFPA Strategic Plan, 2022-2025 includes clear and specific resource mobilization targets, inter alia, for non-State partners, innovative funding modalities, private-sector partners, and the Individual Giving Programme. The Executive Director reports on those targets to the Executive Board on an annual basis, as part of her annual report. Throughout the year, the same indicators are routinely monitored by management through quarterly workplan progress updates, monthly contribution forecast memos and other corporate dashboards and tools. The Structured Funding Dialogues report includes dedicated sections on private-sector other strategic partnerships and international financial institutions. These and other results and trends in mobilizing resources through different partnership channels are further discussed by the Executive Board and UNFPA management as part of the informals related to the Structured Funding Dialogues.