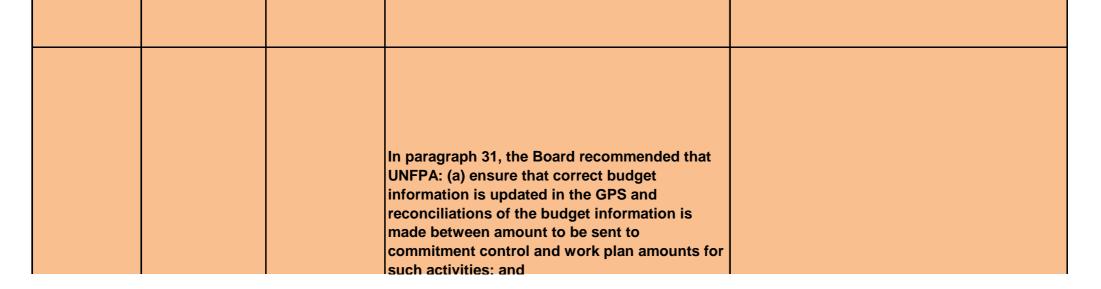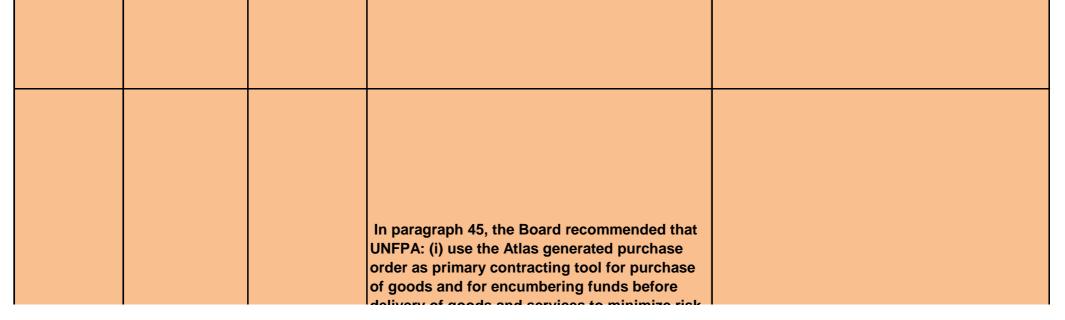# Recommendation implementation summary

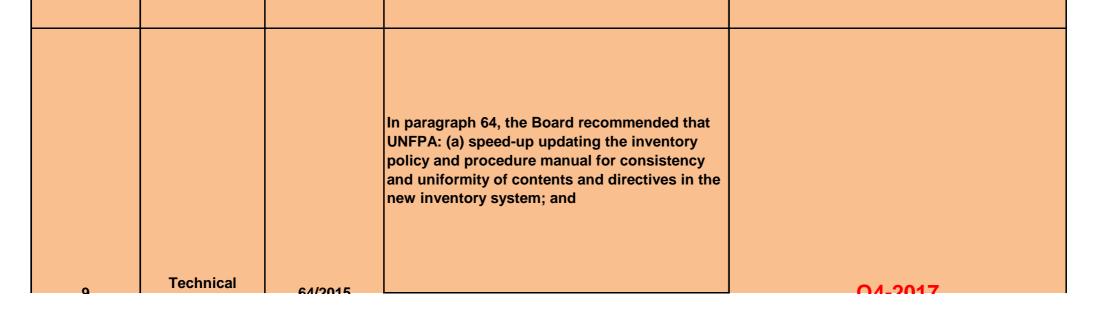| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion  Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 1 | Division for Human Resources (DHR) | 23/2014 | In Paragraph 23, the Board recommended that UNFPA: (a) update the guidelines for decentralized offices to clearly define and outline different arrangements for decentralized offices for establishing and management of operations; | Q4-2017 |
| | | | (b) continue to develop comprehensive business cases and seek retroactive approval for the remaining decentralized offices; and | |
| | | | (c) incorporate the organization chart of decentralized offices and its reporting lines into the organization structure of country offices. | |
| 2 | Division for Human Resources (DHR) | 28/2014 | In paragraph 28, the Board recommended that UNFPA: (a) ensure that monitoring and assessment visits are undertaken for effective evaluation of the implementation of activities at decentralized offices | Q4 - 2017 |
| | | | (b) define the role of the focal points for decentralized offices and provide clear guidance on what support and oversight the focal points should provide; and | |
| | | | (c) establish performance targets and set systematic monitoring and assessment criteria for the focal points to ensure that they deliver according to the UNFPA mandate. | |

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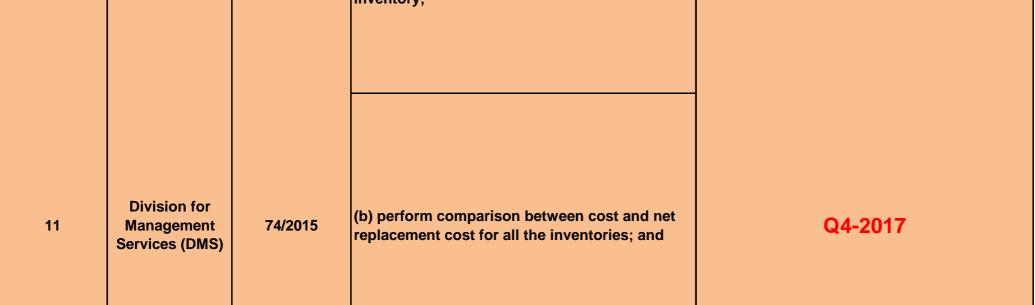| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion  Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 3 | Programme Division (PD) | 39/2014 | In paragraph 39, the Board recommended that UNFPA: (a) strengthen its monitoring procedures for implementing partners to ensure performance of programme implementation activities; and<br><br>(b) prepare monitoring plans that can be achieved within the time frame. | Q1-2018 |
| 4 | Technical Division (TD) | 60/2014 | In paragraph 60, the Board recommended that UNFPA: (a) establish a robust supply chain mechanism to ensure that there is effective delivery and distribution of procured inventories to the intended beneficiaries by field offices; and<br><br>(b) develop tools that will enable country offices to monitor the timeliness and effectiveness of inventory distribution, including regular tracking of key metrics, such as percentage of execution of distribution plans and inventory levels held at service delivery points. | Q4-2017 |
| | | | In paragraph 31, the Board recommended that UNFPA: (a) ensure that correct budget information is updated in the GPS and reconciliations of the budget information is made between amount to be sent to commitment control and work plan amounts for such activities; and | |

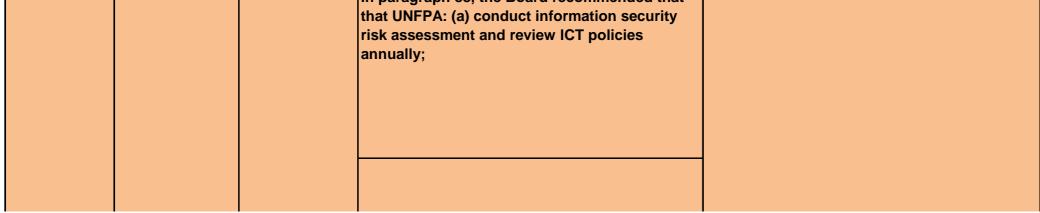| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion  Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 5 | Programme Division (PD) | 31/2015 | such activities; and | Q4-2017 |
| | | | (b) consider introducing new GPS features to include non-financial information of IP's progress reports. | |
| 6 | Programme Division (PD) | 35/2015 | In paragraph 35, the Board recommended that UNFPA: (a) continue with initiatives to improve capacity of Implementing Partners such that work plan progress reports reflect on the achievement of results at a particular period of time and clearly assess the progress made towards the planned targets; and | Q1-2018 |
| | | | (b) conduct quality assurance upon receipt of the progress reports and address the noted weaknesses. | |
| | | |  In paragraph 45, the Board recommended that UNFPA: (i) use the Atlas generated purchase order as primary contracting tool for purchase of goods and for encumbering funds before delivery of goods and services to minimize risk | |

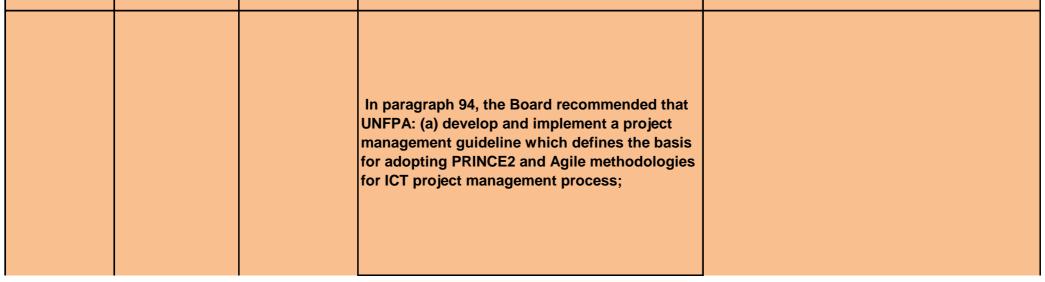| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 7 | Procurement Service Branch (PSB) | 45/2015 | delivery of goods and services to minimize risk of misstating commitments and to ensure compliance with the procurement procedures and internal control framework; and | Q4-2017 |
| | | | (ii) Procurement Service Branch monitor the country offices ensure that they comply with procurement rules and regulations. | |
| 8 | Division for Human Resources (DHR) | 59/2015 | In paragraph 59, the Board recommended that UNFPA: (a) perform human resources needs assessment and review the existing service contracts so as to reduce the use of service contract modality for UNFPA core functions; and | Q4 - 2017 |
| | | | (b) monitor the recruitment process of service contracts holders to ensure that they are recruited for non-core functions that are mandated by UNDP Service Contract Handbook adopted by UNFPA. | |
| 9 | Technical | 64/2015 | In paragraph 64, the Board recommended that UNFPA: (a) speed-up updating the inventory policy and procedure manual for consistency and uniformity of contents and directives in the new inventory system; and | Q4-2017 |

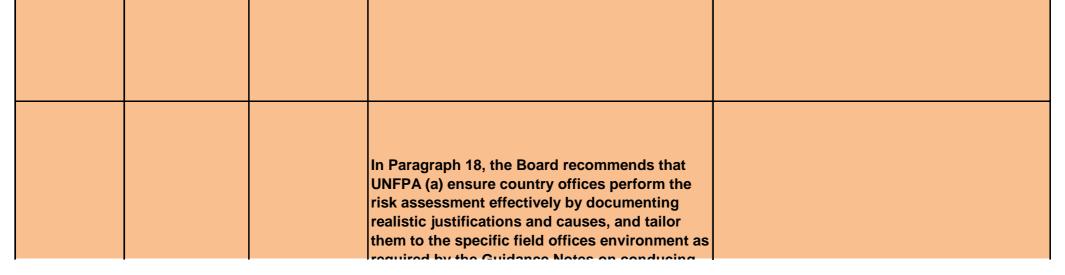| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion  Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 9 | Division (TD) | 64/2015 | (b) in future for any system changes the updating of policy has to be done in line with the new systems adoption. | Q4-2017 |
| 10 | Technical Division (TD) | 68/2015 | In paragraph 68, the Board recommended that UNFPA: (a) clearly include the roles, responsibilities and scope of the oversight bodies and other personnel involved in inventory management process; and | Q4-2017 |
| | | | (b) design a standard job description for the Inventory Focal Point role with respective competence requirements. | |
| 11 | Division for Management Services (DMS) | 74/2015 | In paragraph 74, the Board recommended that UNFPA: (a) align the inventory valuation policies and guidelines so as to maintain consistency in determining the cost of inventory; | Q4-2017 |
| | | | (b) perform comparison between cost and net replacement cost for all the inventories; and | |

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| | | | (c) establish mechanism so as to capture current replacement costs of all inventories to improve inventory valuation during stock taking and closure of accounts. | |
| 12 | Division for Management Services (DMS) | 78/2015 | In paragraph 78, the Board recommended that UNFPA: (a) incorporate the cost projections on the use of reserve for field accommodation fund in its Integrated Budget of 2018 to 2021; and<br><br>(b) review the threshold amount of reserve for field accommodation with regard to changing environment. | Q4-2018 |
| | | | In paragraph 88, the Board recommended that that UNFPA: (a) conduct information security risk assessment and review ICT policies annually; | |

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| 13 | Management Information Services (MIS) & Programme Division (PD) | 88/2015 | (b) develop and implement an information classification policy; and | Q1-2019 |
| | | | (c) adopt internationally accepted standards in managing information security for controls that have greater impact on the organization. | |
| | | | In paragraph 94, the Board recommended that UNFPA: (a) develop and implement a project management guideline which defines the basis for adopting PRINCE2 and Agile methodologies for ICT project management process; | |

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| 14 | Management Information Services (MIS) | 94/2015 | (b) develop and implement ICT project prioritization criteria to be used by ICT Board in decision making; and | Q4-2017 |
| | | | (c) establish a mechanism to capture costs of internally developed software. | |
| 15 | Management Information Services (MIS) | 98/2015 | In paragraph 98, the Board recommended that UNFPA: (a) develop, document, test and implement a comprehensive IT disaster recovery plan that considers all critical business systems and their dependencies; and | Q4-2017 |
| | | | (b) review and test the disaster recovery plan regularly and document the reviews and tests conducted. | |
| | | | In Paragraph 18, the Board recommends that UNFPA (a) ensure country offices perform the risk assessment effectively by documenting realistic justifications and causes, and tailor them to the specific field offices environment as required by the Guidance Notes on conducing | |

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| 16 | Division for Management Services (DMS) & Office of the executive Director (OED) | 18/2016 | required by the Guidance Notes on conducting risk assessment in Enterprise Risk Management (ERM) system; and <br><br> (b) document possible causes, risk ratings, justifications and allocate focal points to additional risks identified by country offices. | Q4-2017 |
| 17 | Division for Management Services (DMS) & Office of the executive Director (OED) | 22/2016 | In paragraph 22, the Board recommends that UNFPA (a) ensure country offices develop the risk score matrices for the identified and assessed risks to support the risk ranking process; and <br><br> (b) continue training on ERM tools and concepts to the country offices personnel so as to ensure that the risk assessment process specifically on the application of risk matrices in risk ranking is performed adequately. | Q4-2017 |
| 18 | Division for Management Services (DMS) & Office of the executive Director (OED) | 27/2016 | The Board recommends that UNFPA (a) ensure that country offices prepare supporting documents of the risk assessment process for review and easy reference by the regional office; and <br><br> (b) enhance the Regional Offices risk assessment review and monitoring mechanism to facilitate achievement of the ERM corporate objective. | Q4-2017 |

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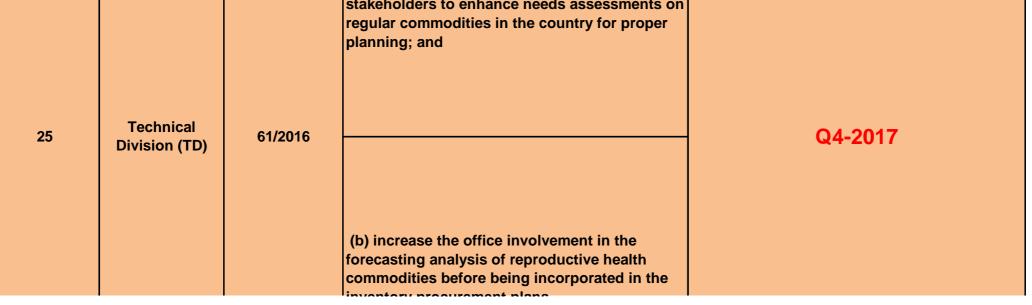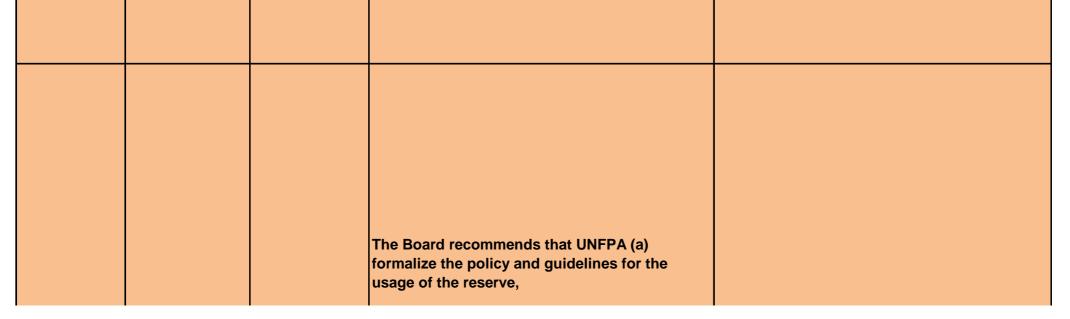| Serial Number | Responsible BU | Para reference | Recommendations ) with parts | Target date of completion  Q1- First Quarter; Q2- Second Quarter; Q3- Third Quarter; Q4 - Fourth Quarter |
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| 19 | Division for Management Services (DMS) | 32/2016 | The Board recommends that UNFPA (a) consider providing adequate training to spot checkers on how to conduct spot checks so as to improve the quality of spot checks;<br><br>(b) ensure that implementation of micro-assessment recommendations are followed up during spot checking and evidence to that effect be maintained by the spot checkers so as provide supported assurance to UNFPA, and | **Q1-2018** |
| 20 | Division for Management Services (DMS) | 36/2016 | The Board recommends that UNFPA (a) consider providing adequate training to spot checkers on how to conduct spot checks so as to improve the quality of spot checks;<br><br>(b) ensure that implementation of micro-assessment recommendations are followed up during spot checking and evidence to that effect be maintained by the spot checkers so as provide supported assurance to UNFPA, and | **Q1-2018** |

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| | | | (c) ensure that the spot check activities are conducted effectively and efficiently as per established Guidance. | |
| 21 | Programme Division (PD) | 40/2016 | The Board recommends that UNFPA (a) ensure that the work-plans are prepared and approved in the Global Programming System (GPS) prior to being signed by Implementing Partners and before the programme activities start to avoid discrepancies between signed work plans and records in the GPS; and<br><br>(b) perform periodic checks and reconciliations between the Work Plans budget and GPS records in order to correct and update information in the GPS. | **Q4-2017** |
| 22 | Procurement Service Branch (PSB) | 45/2016 | The Board recommends UNFPA ensure that country offices provide information on annual supplier performance, business volume and savings achieved to the lead UN agencies for all Long Term Agreements piggybacked with other agencies so that evaluation can be conducted. | **Q4-2017** |

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| 23 | Procurement Service Branch (PSB) | 50/2016 | The Board recommends that UNFPA field offices adhere to procurement plans when making procurements and ensure that all the procured items are included in the procurement plans to facilitate monitoring of procurement activities and efficiency in the use of resources. | Q4-2017 |
| 24 | Procurement Service Branch (PSB) | 55/2016 | The Board recommends that UNFPA improve its procurement procedures for documentation during receiving and inspection of goods and services procured by keeping evidence of receipt even if goods/services are in good order. | Q4-2017 |
| 25 | Technical Division (TD) | 61/2016 | The Board recommends that UNFPA country offices (a) collaborate with the appropriate stakeholders to enhance needs assessments on regular commodities in the country for proper planning; and<br><br> (b) increase the office involvement in the forecasting analysis of reproductive health commodities before being incorporated in the inventory procurement plans | Q4-2017 |

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| | | | inventory procurement plans. | |
| 26 | Division for Human Resources (DHR) | 65/2016 | UNFPA agreed with the Board recommendation to (a) establish a mechanism that will enable the organization to capture the leave points balances as at the reporting date and not at payroll finalization date in order to report the accurate leave days and liability; and | Q1-2018 |
| | | | (b) strengthen its internal controls over leave approval process by introducing the time limit on approval of leave request to ensure timely and realistic capturing of leave points by the reporting date. | |
| 27 | Programme Division (PD) | 70/2016 | The Board recommends UNFPA (a) ensure that individual consultants create their profile in the roster before being contracted to facilitate online performance evaluation and references in future | Q1-2018 |
| | | | (b) update individual consultant contract period in the roster and ensure that contracts period recorded in the roster match with the signed ones for effective assessment of IC performance;  and | |

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| | | | **(c)  conduct individual consultant performance assessment in the  Consultant Roster immediately after completion of the assignment and ensure that final payment of the fee is released only after the individual consultant's performance assessment have been completed.** | |
| **28** | **Division for Human Resources (DHR)** | **74/2016** | **The Board recommend that UNFPA (a) expedite the recruitment process and conversion of Service Contracts to Fixed Term Appointments to support core operations that are held by Service Contracts; and** | **Q4 - 2017** |
| | | | **(b) comply with UNFPA policies and procedures on the use of service contracts modality in the implementation of Country Office programmes and operations regarding recruiting SCs for not more than five years.** | |
| | | | **The Board recommends that UNFPA (a) formalize the policy and guidelines for the usage of the reserve,** | |

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| 29 | Programme Division (PD) & Division for Management Services (DMS) | 79/2016 |  | Q4 - 2017 |
|  |  |  | (b) review and justify the approved reserve amount of $10 million taking into account financial projections of UNFPA, and |  |
|  |  |  | (c) maintain the reserve at the approved amount. |  |
|  |  |  | The Board recommends that UNFPA (a) ensure compliance with the salary advance policy and strengthen conditions for recovery of advances from staff especially when the staff member with outstanding advances separates from UNFPA; and |  |
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| 30 | Division for Management Services (DMS) & Division for Human Resources (DHR) | 85/2016 | (b) review the outstanding advances to establish the respective causes and recovery mechanism to ensure that the advance are recovered and cleared from active and separated staff. | Q1-2018 |
| | | | The Board recommend that UNFPA (a) ensure that the Country Offices obtain authorization from the Head Office for all Project Cash Advances which are above the threshold as stated in the Policy, | |

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| 31 | Division for Management Services (DMS) | 90/2016 | **(b) set the time limit of holding the project cash advance per activity per staff  in the Policies and Procedures of Project Cash advance to minimize prolonged project cash advances balances,  and**<br><br>**(c) strengthen supervisory and monitoring controls at the level of country offices to ensure compliance with the established policies and procedures.** | **Q1-2018** |

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|  |  |  |  |  |
| 32 | Management Information Services (MIS) | 95/2016 | The Board recommends that UNFPA (a) update the list of shadow IT applications to ensure it includes all regions;<br><br>(b) conduct review of shadow IT applications as per policy; and<br><br>(c) establish control mechanism to determine risks associated with shadow IT applications. | Q4-2017 |
| 33 | Management Information Services (MIS) | 100/2016 | The Board recommends that UNFPA put in place mechanism for monitoring the adoption of software policies, procedures and ensure their compliance across the entity. | Q1-2018 |

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