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OFFICE OF AUDIT AND INVESTIGATION SERVICES

AUDIT OF THE UNFPA COUNTRY OFFICE IN ALGERIA

FINAL REPORT No IA/2025-08

15 May 2025

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EXECUTIVE SUMMARY

1. The UNFPA Office of Audit and Investigation Services (OAIS) conducted an audit of the UNFPA Country Office in Algeria (the Office). The audit was conducted remotely from 24 March to 8 April 2025. The audit aimed to assess the adequacy and effectiveness of the governance, risk management, and controls relating to the following areas:

- a) Office Governance – Office management, organizational structure and staffing, and risk management;
- b) Programme Management – Programme planning and implementation, Implementing Partner management, programme supplies management, and management of non-core funding; and
- c) Operations Management – Human resources management, procurement, financial management, general administration, information and communication technology, and safety and security management.

2. The audit covered activities conducted from 1 January to 31 December 2024, which corresponded to the second year of the seventh Country Programme 2023-2027, approved by the Executive Board in its first regular session of 2023 with indicative resources of US\$4.0 million (\$2.5 million of core resources and \$1.5 million of non-core resources).

3. Expenses covered by the audit amounted to \$1.1 million, executed by UNFPA (\$1.0 million or 91 per cent) and three Implementing Partners (\$0.1 million or 9 per cent), and were funded from core resources (\$0.8 million or 73 per cent) and non-core resources (\$0.3 million or 27 per cent).¹

4. The audit was conducted in conformance with the Global Internal Audit Standards promulgated by The Institute of Internal Auditors (The IIA).

Overall audit rating

5. The overall audit rating is **"Partially Satisfactory with Some Improvement Needed,"**² which means that 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. The issues and improvement opportunities identified did not significantly affect the achievement of the audited entity/area's objectives. Management action is recommended to ensure that identified risks are adequately mitigated.

6. The audit provided recommendations to address the following issues: (a) deficiencies in compliance with Protection from Sexual Exploitation and Abuse and review of direct payments requirements; (b) insufficient resource mobilization; (c) non-compliance with procurement procedures; and (e) unrecovered value-added tax payments.

¹ Source: QuantumPlus Power BI Account Activity Analysis report. Figures are rounded to the nearest tenth.

² See complete set of definitions in Annex 1.

7. Ratings by key audit area are summarized in the following table.

Audit ratings by key audit area		
Office Governance		Satisfactory
<i>Office management</i>		<i>Satisfactory</i>
<i>Organizational structure and staffing</i>		<i>Satisfactory</i>
<i>Risk management</i>		<i>Satisfactory</i>
Programme Management		Some improvement needed
<i>Programme planning and implementation</i>		<i>Satisfactory</i>
<i>Implementing Partner management</i>		<i>Some improvement needed</i>
<i>Programme supplies management</i>		<i>Not assessed</i>
<i>Management of non-core funding</i>		<i>Some improvement needed</i>
Operations Management		Some improvement needed
<i>Human resources management</i>		<i>Satisfactory</i>
<i>Procurement</i>		<i>Some improvement needed</i>
<i>Financial management</i>		<i>Some improvement needed</i>
<i>General administration</i>		<i>Satisfactory</i>
<i>Information and communication technology</i>		<i>Not assessed</i>
<i>Safety and security management</i>		<i>Satisfactory</i>

Good practice identified

8. The Office engaged effectively with other United Nations organizations, fostering and sustaining positive partnerships with other UN organizations in the country.

Key recommendations Total = 4; high priority = 1

9. For the high priority recommendations, prompt actions are considered imperative to ensure that UNFPA is not exposed to high risks (i.e., where failure to act could result in critical or major consequences for the Organization). The high priority recommendation is presented below.

Strategic level

10. The Office should strengthen fundraising efforts through the following: (a) developing a comprehensive and diversified resource mobilization strategy with clear targets aligned with the \$1.5 million non-core resource goal for the 2023-2027 cycle, including specific actions, timelines, and assigned responsibilities; (b) proactively engaging with the Government of Algeria to explore and establish cost-sharing partnerships; and (c) regularly monitor and report on the implementation of the resource mobilization strategy, tracking progress against targets and adapting approaches as needed.

Implementation status of previous OAIS recommendations

11. The Office was last audited by OAIS in 2006.³ All recommendations arising from the audit were fully implemented and closed. The Office has not previously been audited by the United Nations Board of Auditors.

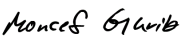
Management comments and action plan

12. Office Management appreciates and fully agrees with the findings and recommendations included in this audit report and plans to implement them through staff and Implementing Partner capacity building, reorientation of partnership priorities, adopt an innovative resource mobilization strategy, and robust monitoring of both programme planning and implementation.

³ Report FPA0119 issued on 12 December 2006 with a 'Partially Satisfactory' rating.

Acknowledgement

13. The OAIS team would like to thank Management and personnel of the Office, the Arab States Regional Office, and various Headquarter units for their cooperation and assistance throughout the audit.

Signed by:

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Moncef Ghrib
Director
Office of Audit and Investigation Services

I. AUDIT BACKGROUND

1. Algeria had an estimated population of 46.3 million in 2024.⁴ The country ranked 93 out of 193 countries and territories on the Human Development Index for 2022, and 114 on the Gender Inequality Index in the same year.⁵ In 2020, the maternal mortality ratio was at 78 deaths per 100,000 live births. In 2024, the contraceptive prevalence rate (modern methods) for women aged 15-49 was 30 per cent, and the unmet need for family planning 7 per cent.⁶ Algeria is classified as a Tier II programme country in the UNFPA Strategic Plan 2022-2025.⁷ The Office did not receive any programme supplies under the UNFPA Supplies Partnership programme in 2024.

2. As set out in the 2024 OAIS Annual Work Plan, an audit of the UNFPA Country Office in Algeria was conducted in conformance with the Global Internal Audit Standards promulgated by The IIA, which require that internal auditors plan and perform the audit to obtain reasonable assurance on the adequacy and effectiveness of the governance, risk management and internal control processes in place. The audit aimed to assess the adequacy and effectiveness of governance, risk management, and controls relating to the following areas:

- a) Office Governance – Office management, organizational structure and staffing, and risk management;
- b) Programme Management – Programme planning and implementation, and the management of Implementing Partners (IP), programme supplies, and non-core funds; and
- c) Operations Management – Human resources management, procurement, financial management, general administration, information and communication technology, and safety and security management.

3. The audit included tests, as considered appropriate, to obtain reasonable assurance with regard to:

- a) Effectiveness and efficiency of Office operations;
- b) Conformity of expenses with the purposes for which funds were appropriated;
- c) Safeguarding of assets entrusted to the Office;
- d) The level of compliance with applicable regulations, rules, policies and procedures; and
- e) Reliability of the Office's financial and operational reporting.

4. The engagement was conducted remotely and, therefore, the audit procedures undertaken may have been impacted by the following:

- a) The audit team relied on scanned copies of documents provided by the Office;
- b) Meetings with Office staff and personnel were carried out virtually;
- c) Project visits (i.e., implementation site visits and in-person meetings with partners, and beneficiaries) were not conducted; and
- d) Physical verifications of assets were not performed.

5. The audit covered activities conducted from 1 January to 31 December 2024, which corresponded to the second year of the seventh Country Programme 2023-2027, approved by the Executive Board in its first regular session of 2023, with indicative resources of US\$4.0 million (\$2.5 million of core resources and \$1.5 million of non-core resources). Expenses covered by the audit amounted to \$1.1 million, executed by UNFPA (\$1.0 million or 91 per cent) and three Implementing Partners (\$0.1 million or 9 per cent), and were funded from core resources (\$0.8 million or 73 per cent) and non-core resources (\$0.3 million or 27 per cent).⁸

6. The UNFPA Office in Algeria is in the capital city of Algiers. During the period under review and at the time of the audit field mission, it was managed by the Head of Office. The Office had 11 approved staff

⁴ Source: <https://www.unfpa.org/data/world-population/DZ>

⁵ Source: <https://hdr.undp.org/system/files/documents/global-report-document/hdr2023-24reporten.pdf>

⁶ Source: <https://www.unfpa.org/data/world-population/DZ>

⁷ Tier II comprises programme countries that have met only one of the strategic plan's three transformative results.

⁸ Source: QuantumPlus Power BI Account Activity Analysis report. Figures are rounded to the nearest tenth.

posts – 4 national professional posts and 7 general service posts. One additional person was employed under the service contract modality.

II. AUDIT RESULTS

7. The audit results are presented below, by audit area.

A. OFFICE GOVERNANCE

SATISFACTORY

A.1 – OFFICE MANAGEMENT

SATISFACTORY

8. Audit work performed in this area included a review of the: (a) Office's results planning process in 2025; (b) alignment of the Country Programme Document Results and Resources Framework with the 2025 Office Results and Resources Plan; (c) effectiveness of Management oversight over programme delivery and operational activities; (d) accuracy of the 2023 Office annual report; and (e) level of familiarization of Office personnel with UNFPA policies and procedures.

9. No reportable matters were identified based on the audit work performed.

A.2 – ORGANIZATIONAL STRUCTURE AND STAFFING

SATISFACTORY

10. Audit work performed in this area included a review of the: (a) alignment of the Office's organizational structure and staffing arrangements with the resource requirements for programme and operational activities; (b) use of proper personnel contractual modalities; (c) effectiveness of the performance planning and appraisal process; and (d) relevance and sufficiency of staff development activities during the period under review.

11. No reportable matters were identified based on the audit work performed.

A.3 – RISK MANAGEMENT

SATISFACTORY

12. Audit work performed in this area included: (a) reviewing the process followed in identifying and assessing risks and controls, and the actions undertaken to mitigate significant residual risks; (b) review of the Enterprise Risk Assessment prepared by the Office; and (c) interviews with Office Management to gain an understanding of the risks identified by the Office and actions taken to mitigate them.

13. No reportable matters were identified based on the audit work performed.

B. PROGRAMME MANAGEMENT

SOME IMPROVEMENT NEEDED

14. The Office engaged effectively with other United Nations (UN) organizations, fostering and sustaining positive partnerships with other UN organizations in the country.

B.1 – PROGRAMME PLANNING AND IMPLEMENTATION

SATISFACTORY

15. Audit work performed in this area included: (a) an assessment of the process followed to prepare, cost, and approve the 2024 workplans; and (b) review of processes for implementing and monitoring the 2024 workplans.

16. No reportable matters were identified based on the audit work performed.

B.2 – IMPLEMENTING PARTNER MANAGEMENT**SOME IMPROVEMENT NEEDED****Issue 1** Deficiencies in PSEA compliance and review of direct payments

17. Applicable guidance⁹ requires assessing partners' capacity to prevent and respond to sexual exploitation and abuse (SEA) against eight core standards. Partners not meeting "full capacity" need a capacity-strengthening plan and subsequent reassessment.

18. Additionally, per applicable policy,¹⁰ programme associates are responsible for the detailed review of direct payment requests and the invoices and other supporting documents submitted by IPs, to provide assurance about the validity, eligibility, and support of the expenses for which payment is requested and that the related goods and services have been received by the IPs.

19. The Office engaged a non-governmental organization (NGO) that was yet to undergo a Protection from Sexual Exploitation and Abuse (PSEA) capacity assessment at the time of the audit fieldwork in March 2025. Office Management explained that this occurred because the NGO was initially not on a list, prepared by the Arab States Regional Office (ASRO), of partners requiring PSEA capacity assessments. The omission was in turn occasioned by late registration (November 2024) of the NGO in the United Nations Partner Portal (UNPP), on which ASRO relies to prepare list of partners to be assessed.

20. Further, the audit noted that one IP obtained multiple price quotes for five procurement transactions amounting to \$37,606 but did not provide evidence that the procurement opportunities had been advertised on its electronic portal, as required by its own procurement policy.

ROOT CAUSE *Guidance: inadequate supervision at the Office level (inconsistent application of applicable IP management policies and procedures).*

IMPACT *There are increased reputational and financial loss risks for UNFPA.*

CATEGORY *Operational.*

Recommendation 1	Priority: Medium
Enhance the Implementing Partner management process by: (a) timely registering Implementing Partners in the United Nations Partner Portal and, consequently, conducting Protection from Sexual Exploitation and Abuse capacity assessments in a timelier manner; (b) training Office personnel on policy requirements for a more rigorous review of Direct Payment Request Forms and relevant supporting documentation.	
<u>Manager Responsible for Implementation:</u> Head of Office.	
<u>Status:</u> Agree.	
Management action plan: <p>The Office has taken the necessary steps regarding PSEA, and the IP's self-assessment is currently being finalized. The Office will ensure that PSEA procedures are strictly applied in the future and that quality monitoring is conducted.</p> <p>In addition, the Office, with ASRO's support, will set up a capacity-building workshop for its staff and Implementing Partners on corporate guidelines, modalities, and procedures for direct payments.</p>	
Estimated completion date: March 2026.	

⁹ UNFPA Operationalization of the United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners.

¹⁰ Policy and Procedures for Management of Cash Transfers to Implementing Partners.

B.3 – PROGRAMME SUPPLIES MANAGEMENT**NOT ASSESSED**

21. The Office did not procure, receive, or distribute programme supplies during the period under review. Therefore, the area was not included in the audit scope.

B.4 – MANAGEMENT OF NON-CORE FUNDING**SOME IMPROVEMENT NEEDED****Issue 2** Insufficient resource mobilization

22. According to the seventh programme cycle's (2023-2027) Country Programme Document, the proposed indicative UNFPA assistance is \$4.0 million, including a non-core resource target of \$1.5 million.¹¹ To achieve the targets, the Office planned to raise \$600,000 in 2023 and \$900,000 in 2024 in non-core resources.

23. The Office raised \$596,690 in non-core resources in 2023 but did not raise any funds in 2024 due to a challenging donor funding environment. The Office then developed an updated resource mobilization plan to raise \$200,000 annually between 2025 and 2027. However, even if the revised annual targets are fully met, the Office will fall short of the overall \$1.5 million target by \$0.3 million.

24. It is pertinent that, at the time of the audit field mission, the Office was yet to establish any alternative fundraising strategies. Other UN organizations were, for instance, exploring cost-sharing partnerships with the government. Accelerating fundraising efforts and securing additional resources is crucial for the Office to meet its programme cycle targets.

ROOT CAUSE *Guidelines: inadequate planning (pursuing non-diversified strategies to achieve the non-core resource fundraising targets).*

IMPACT *Insufficient funding may negatively impact UNFPA's programme delivery, operations, and ability to achieve planned results, exposing it to reputational risk.*

CATEGORY *Strategic.*

Recommendation 2	Priority: High
Strengthen the Office's fundraising efforts by developing a robust, more ambitious, and diversified resource mobilization strategy that explores alternative partnerships, in addition to the existing traditional ones, to achieve the programme cycle resource fundraising targets, including proactively engaging with the Government of Algeria over the possibility of establishing a cost-sharing partnership.	
<u>Manager Responsible for Implementation:</u> Head of Office.	
<u>Status:</u> <i>Agree.</i>	
Management action plan: The Office plans to take the following actions: <ul style="list-style-type: none"> a) With the support of ASRO, review the internal resource mobilization strategy; b) Strengthen effort in non-traditional partnerships and with the private sector; c) Continue to advocate for co-financing with the Government of Algeria; d) Enhance the co-financing monitoring and tracking process by organizing regular meetings (quarterly) to update on resource mobilization and tracking of progress against targets; and e) With support from ASRO, conduct a midterm review of the country programme to refocus priorities for more effective and targeted implementation. 	
Estimated completion date: <i>June 2026.</i>	

¹¹ Country Programme Document 2023-2027.

C. OPERATIONS MANAGEMENT**SOME IMPROVEMENT NEEDED****C.1 – HUMAN RESOURCES MANAGEMENT****SATISFACTORY**

25. Work performed in this area focused on testing a sample of five individual consultancies awarded by the Office, for linkage to the corresponding workplans, compliance with applicable policies and procedures, and operating effectiveness of controls in the areas of: (a) recruitment; (b) contract award; and (c) contract management.

26. No reportable matters were identified based on the audit work performed.

C.2 – PROCUREMENT**SOME IMPROVEMENT NEEDED****Issue 3** Non-compliance with procurement procedures

27. Per applicable procedures,¹² a requisition is the official procurement request, reserving the budget and containing necessary specifications. It should be raised by the requesting unit *prior* to sourcing and solicitation. Goods and services requiring requisitions must be supported by purchase orders issued through the enterprise resource planning system within three working days of contract award, acting as the contracting tool before delivery. The procedures mandate the use of the Request for Quotation (RFQ) template for procurements between \$ 5,000 and \$ 100,000 for Country Offices and allow the use of another UN organization's long-term agreement (LTA) if evidence of its formal establishment and validity is obtained, the items are covered, and relevant instructions followed.

28. The following instances of non-compliance with procurement procedures were noted based on the testing of a sample of 35 procurement transactions amounting to \$0.03 million:

- a) Requisitions and purchase orders for 12 common premises transactions amounting to \$135,744 were raised, approved, and issued "ex-post-facto," after the related services were rendered;
- b) The Office used the shopping method of procurement instead of the policy-mandated RFQ method for four transactions, each exceeding \$5,000 and totaling \$52,970; and
- c) The Office signed a memorandum of agreement for cleaning services with a vendor to use an LTA between the vendor and another UN organization. The memorandum extended beyond the corresponding LTA's expiry date (i.e., the memorandum was set to end in October 2024 while the LTA expired earlier in March 2024). Expenses incurred after expiry of the LTA amounted to \$8,461. Further, the Office procured printing products in the amount of \$9,850 using another UN organization's LTA. However, the products were not listed in the LTA. The procurement of goods and services using expired LTAs or those not specifically listed in the LTAs essentially circumvents the requirement to follow competitive procedures in the procurement process.

ROOT CAUSE	<i>Guidance: inadequate supervision at the Office level (inadequate Management oversight to ensure compliance with procurement procedures).</i>
IMPACT	<i>Ex-post-facto issuance of requisitions and purchase orders increases the risk of insufficient funds to cover financial liabilities. Further, failure to adhere to established procurement procedures, including those related to the use of appropriate policy-mandated competitive procedures like RFQs and valid LTAs, undermines the Office's ability to secure the best value for money, thereby increasing UNFPA's exposure to potential financial loss and reputational risk.</i>
CATEGORY	<i>Compliance.</i>

¹² Procurement Procedures.

Recommendation 3	Priority: Medium
Enhance the Office's procurement management process: (a) training relevant staff to foster adherence to procurement procedures, including those related to raising timely requisitions and purchase orders, using the Request for Quotation template for applicable procurement thresholds, and utilization of valid long-term agreements entered into by other United Nations organizations; and (b) implementing robust supervisory oversight to ensure conformity with procurement procedures.	
<u>Manager Responsible for Implementation:</u> Head of Office.	
<u>Status:</u> Agree.	
Management action plan: The Office plans to take the following actions to address the recommendation: <ul style="list-style-type: none"> a) With support from ASRO, organize training for its staff on procurement procedures; b) Develop standard operating procedures and checklists for staff to facilitate compliance with procurement procedures; and c) Implement strong management oversight to ensure conformity with applicable rules and regulations. 	
Estimated completion date: March 2026.	

C.3 – FINANCIAL MANAGEMENT**SOME IMPROVEMENT NEEDED****Issue 4** Unrecovered value-added tax payments

29. According to the applicable procedures,¹³ all UNFPA purchases should be free of any direct taxes (and as far as possible from indirect taxes), customs duty, and tariffs. Alternatively, the field office must claim tax reimbursement from appropriate national or host country authorities.

30. Further, applicable policy¹⁴ states that IPs should not charge Value Added Tax (VAT) unless they can demonstrate, to the satisfaction of UNFPA, that they are unable to recover the tax.

31. Based on the testing of procurement and IP-related transactions, it was noted that payments made by the Office and IPs during the period under review included VAT at a rate of 19 per cent. Office Management explained that discussions between the United Nations Country Team (UNCT) and the Government of Algeria regarding VAT exemption have been ongoing since June 2024, with a decision expected in the near term.

ROOT CAUSE	<i>Other: factors beyond the control of UNFPA (the Organization and Other UN organizations operating in the country were not exempt from VAT).</i>
IMPACT	<i>Diminished availability of resources for programme implementation purposes, potentially hindering the scope and effectiveness of planned activities due to the unrecovered VAT.</i>
CATEGORY	<i>Operational.</i>

Recommendation 4	Priority: Medium
In collaboration with the United Nations Country Team, continue engaging the national authorities to clarify the United Nations' VAT exempt status and identify, track, and document the recoverable VAT amounts owed to the Office for possible recovery.	

¹³ Ibid.

¹⁴ Policy and Procedures for Preparation, Management and Monitoring of Workplans.

Manager Responsible for Implementation: Head of Office.

Status: *Agree.*

Management action plan:

The Office will inform the UNCT about the audit recommendation and continue to follow the ongoing discussions between UNCT and the government on VAT exemption.

Estimated completion date: *June 2026.*

C.4 – GENERAL ADMINISTRATION

SATISFACTORY

32. Audit work performed in this area included the review of a sample of five fixed assets, with a net book value of \$26,247 (or 48 per cent of the total assets net book value), to verify their existence. The Office did not have any asset additions, retirements, or transfers during the period under review.

33. No reportable matters were identified based on the work performed.

34. Travel management was assessed as being of low risk during the audit and, therefore, not tested.

C.5 – INFORMATION AND COMMUNICATION TECHNOLOGY

NOT ASSESSED

35. This area was assessed as low risk during the audit and, therefore, was not tested.

C.6 – SAFETY AND SECURITY MANAGEMENT

SATISFACTORY





36. Work performed in this area included: (a) a review of the most recent security debriefing and Security Risk Management and Residential Security Management documents; (b) an assessment of compliance with mandatory security training requirements; and (c) a review of the Office Business Continuity Plan.

37. No reportable matters were identified based on the audit work performed.

ANNEX 1 - DEFINITION OF AUDIT TERMS

A. AUDIT RATINGS

Audit rating definitions, adopted for use in reports for audit engagements initiated as from 1 January 2016,¹⁵ are explained below:

▪ 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>
▪ 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>
▪ 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>
▪ 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

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.

¹⁵ 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.

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 obligations
- **Compliance** Compliance with prescribed UNFPA regulations, rules, and procedures, including acting in accordance with Government Body decisions, as well as agreement with specific provisions

GLOSSARY

Acronym	Descriptions
ASRO	Arab States Regional Office
IIA	Institute of Internal auditors
IP	Implementing Partner
LTA	Long Term Agreement
NGO	Non-governmental Organization
OAIS	Office of Audit and Investigation Services
PSEA	Protection from Sexual Exploitation and Abuse
RFQ	Request for Quote
SEA	Sexual Exploitation and Abuse
UN	United Nations
UNCT	United Nations Partner Portal
UNFPA	United Nations Population Fund
UNPP	United Nations Partner Portal
US\$	United States Dollars
VAT	Value Added Tax