

United Nations Office for Project Services (UNOPS)

UNOPS Management Response to the Activity Report for 2011 of IAIG and annexes

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A. Introduction

1. UNOPS offers the following response with respect to the Activity Report for 2011 of the Internal Audit and Investigations Group of the United Nations Office for Project Services (DP/OPS/2012/5) and annexes.

B. UNOPS Strategy and Audit Advisory Committee

2. Management is pleased to note the significant contributions provided by the UNOPS Strategy and Audit Advisory Committee, as reflected in the Committee's annual report for 2011. Management notes that the Committee in its fourth full year of operations continues its substantive engagement with the Organization, demonstrating the value of an executive advisory committee spanning advice on strategic risk management and audit issues. Finally, management would like to register its appreciation to current and past members of the Committee and its concurrence with the observations reflected in the Committee's 2011 annual report.

C. Role and functions of the Internal Audit and Investigations Group

3. UNOPS management is pleased to note that the Internal Audit and Investigations Group (IAIG) in its fourth full year of operation has maintained a steady level of internal audit coverage.

4. Management recognizes the important role IAIG plays in providing assurance, offering advice, recommending improvements, and helping to enhance the Organization's risk management, control and governance systems. Management recognizes IAIG's role in promoting and supporting accountability through conducting investigations of potential violations of applicable regulations, rules and administrative or policy directives. Furthermore, IAIG's endeavours to support management in the application of UNOPS general policies and objectives as described in UNOPS strategic plan, 2010-2013 (DP/2009/36) and UNOPS budget estimates for the biennium 2010-2011 (DP/2010/9) are highly appreciated.

5. In conjunction with the revision of UNOPS Financial Regulations and Rules, in preparation for International Public Sector Accounting Standards, the mandate of UNOPS internal audit was also updated. The main change in this updates was to reflect the establishment of the internal investigation function in 2010. The revised Financial Regulations and Rules prescribe the responsibility of the Internal Audit and Investigations Group under regulations 6.01, 6.02 and 6.03 and rules 106.01, 106.02 and 106.03¹ in Article 5. The revised Financial Regulations and Rules are effective from 1 January 2012.

6. The mandate of the UNOPS internal audit in 2011 was reflected in UNOPS Financial Regulations and Rules which took effect on 1 February 2009. These financial regulations and rules prescribe the establishment of an internal audit function under regulation 5.03 and rule 105.06 in Article 5 entitled "internal control" as follows:

Regulation 5.03

There shall be an internal audit function which shall conduct independent, internal audits in conformity with generally accepted international auditing standards and, as the case may be, investigations in conformity with policies and procedures established by the Executive Director. The authority, accountability and responsibility of the internal audit office shall be defined in an internal audit

¹ An extract of regulations 6.01, 6.02 and 6.03 and rules 106.01, 106.02 and 106.03 can be found in Annex I.

charter issued by the Executive Director. Internal auditors shall review and report to the Executive Director on the use of resources administered by UNOPS and on the effectiveness, adequacy and application of internal control systems, policies, procedures and other relevant internal controls. The internal audit function shall have unlimited access to all books, records and other documents which are, in its opinion, necessary for the performance of the audit.

Rule 105.06

The internal audit office shall provide comments and recommendations to the Executive Director on financial, management and operational activities, pursuant to Regulation 5.01.

7. Management notes with appreciation IAIG's priority to adhere to UNOPS overall aspiration of adopting internationally recognized standards and best practice; It is noted that IAIG has adopted and conforms to the standards of the Institute of Internal Auditors in the performance of its internal audit function. Furthermore, management encourages IAIG's coordination with the United Nations Board of Auditors, the Office of Internal Oversight Service, the Representatives of Internal Audit Services of the United Nations Organizations, and the Joint Inspection Unit.

8. IAIG is a central component of UNOPS accountability framework adding valuable contributions to management of risks. UNOPS has increasingly invested in IAIG which represented 2.3% of UNOPS 2009 annual management budget and a full 3.0% in the 2011 management budget. The actual increase in this provision between the same years was 46.8%. The increase includes the establishment of the internal investigation function in 2010.

D. UNOPS Internal Control Framework and management of risks

D.1 UNOPS policy framework at significant maturity level

9. UNOPS entered 2011 with policy framework at a significant level of maturity comprising 32 Organizational Directives and 53 Administrative Instructions. Furthermore, the majority of the Organization's core processes had been documented in Practice and Quality Management System. As evidenced by the nature and number of policies issued, during 2011 management has primarily focused on further refining the existing policy framework for practical application, as well as enhancing its sophistication particularly in the area of Human Resources in support of the transition to International Public Sector Accounting Standards.

10. In preparation for the transition to International Public Sector Accounting Standards, UNOPS revised its Financial Regulations and Rules which were approved by the Executive Board in February 2012. Management is appreciative of the advice and the comments that IAIG provided in the context of this revision. In the area of Human Resources three new Organizational Directives were issued: recognition, rewards and sanctions; personnel performance management; and talent management. The latter effectively superseded two existing Organizational Directives which were subsequently abolished. At the end of the year, UNOPS policy framework thus comprised 33 Organizational Directives. Furthermore, five existing Organizational Directives were refined. In addition, six new Administrative Instructions were issued and five Administrative Instructions revised.²

² A complete list of new and revised Organizational Directives and Administrative Instructions, including a short summary of their purpose can be found in Annex II.

11. UNOPS management believes that both the reduced number of new Organizational Directives and their nature is a reflection not only of the maturity of UNOPS policy framework, but also of that of UNOPS as an organization. Management will continue to review and revise UNOPS overall framework of management policies to ensure its appropriateness for the Organization's ever-changing business environment.

D.2 Certification of processes and people a means of assurance

12. At the process level, UNOPS policy framework is operationalized and further documented in UNOPS Practice and Quality Management System. In June 2011, UNOPS achieved ISO 9001 certification of its Quality Management System. The external and independent validation of the Quality Management System provides assurance that business processes are designed to meet its partners' needs, implemented consistently, and continually being reviewed and improved. In conjunction with the ISO 9001 certification, an additional five core processes were documented in the Practice and Quality Management System.

13. Overall external certification of compliance with internationally recognized standards is a central component of UNOPS phased implementation of its risk management system. In addition to the ISO 9001 certification of its Quality Management System, UNOPS attained organizational certification from the Chartered Institute of Purchasing and Supply. UNOPS is the first organization to undergo assessment in the field of Sustainable Procurement and the second UN body to have achieved the Chartered Institute of Purchasing and Supply certification.

14. To supplement organizational certification, UNOPS also pursues individual certifications of its personnel based on external standards through both external and internal certification mechanisms (see paragraph 33. below).

D.3 Transparency enhancing oversight and accountability

15. In UNOPS strategic plan, 2010-2013, four core values and principles are listed, the first of which is 'Accountability for results and the efficient use of resources'. Management believes that transparency furthers accountability both internally and externally and enhances the ability for oversight.

16. The 2012 implementation of International Public Sector Accounting Standards is a fundamental move for UNOPS and all other International Public Sector Accounting Standards implementing UN agencies to increase transparency in terms of financial reporting.

17. In November 2011, UNOPS started posting on its public website, all internal audit reports dealing with functional and thematic areas, covering both headquarters and field operations. Management is strongly committed to releasing all IAIG internal audit reports. In relation to transparency and disclosure of internal audit reports management commends IAIG's supportive efforts to further enhance the framework and associated systems.

D.4 Functional alignment enabling targeted management of risks

18. Management notes that IAIG in 2011 refined and aligned its definitions of functional areas with those of the Corporate Functions defined in the annexes to UNOPS budget estimates for the biennium 2012-2013 (DP/OPS/2011/5 – Annexes). Overall, UNOPS thirteen Corporate Functions correspond to the management- and enabling practices of the Organization.

19. Management notes with appreciation that the enhanced functional classification of recommendations has strengthened the assignment of accountability to managers throughout UNOPS global structure, and enhanced coordinated leverage of the regional and headquarters knowledge enabling implementation of recommendations of improvements in specific functional areas. In turn, this provides a sound basis for further cross-functional integration throughout the Organization, and has already resulted in a significant increase in the Organization's recommendation implementation rates.

20. In addition, management believes that the alignment of functional areas further enables integration of internal audit recommendation data into UNOPS corporate performance and strategy implementation tool, the balanced scorecard, which constitutes a central component of the Organization's overall risk management systems.

E. Reports and recommendations issued by IAIG in 2011

E.1 Types of audit reports and recommendations issued by IAIG

21. IAIG's internal audits comprise three types: a) IAIG internal audits, b) project audits and c) audits of significant programmes, as summarized in Table 1. Management notes that the overall number of reports in 2011 is comparative to that of 2010 with a reduction of one report for IAIG internal audits, nine reports for project audits and an increase of six reports of audits of significant programmes. Management acknowledges the effort of IAIG to complete prior year workplans and commends the significant reduction of audits carried over to 2012 (7), compared to 2010 audits carried over to 2011 (33).

Table 1: Number of Internal Audit reports issued*			
Year issued	2010	2011	Change
# IAIG internal audits	9	8	(1)
# Project audits	25	16	(9)
# Audits of significant programmes	18	24	6
Total # of Internal audits	52	48	(4)
*Developed based on IAIG annual reports for 2010 (DP/2011/2) and 2011 (DP/OPS/2012/5)			

22. In total, IAIG issued 629 recommendations in 2011 compared to 796 in 2010. Management notes that the average number of recommendations for IAIG internal audits reports has been reduced from 31 in 2010 to 19 in 2011, which is in line with advice from SAAC; to further focus the recommendations issued and lower the average number of recommendations per report. Management also notes that the overall average number of recommendations for all three categories of reports was reduced from 15 to 13 for the same years.

Table 2: Number of Internal Audit recommendations issued*				
Year issued	2010		2011	
	total	average	total	average
# IAIG internal audits	279	31	151	19
# Project audits	264	11	113	7
# Audits of significant programmes	253	14	365	15
Total # of Internal audits	796	15	629	13
*Developed based on IAIG annual reports for 2010 (DP/2011/2) and 2011 (DP/OPS/2012/5)				

E.2 Significant improvement in overall implementation rates

23. UNOPS management has significantly enhanced the rate of implementation of internal audit recommendations. The overall percentage of implemented recommendations has increased from 71% in 2010 to 86% in 2011. The total number of open recommendations has been reduced by 41% from 853 at the end of 2010 to 495 at the end of 2011. The total number of open recommendations issued more than 18 months before the end of the year has been reduced by 91% from 82 at the end of 2010 to seven at the end of 2011.

E.3 IAIG internal audits

24. Based on IAIG's overall rating, management notes that none of the IAIG internal audits conducted in 2011 were rated 'unsatisfactory' which is steady performance continued from 2010. It is recognised that ratings of 'partially satisfactory' indicate room for further improvement. Furthermore, it noted that one report was not rated as it was issued in advisory capacity.

Table 3: IAIG's overall rating of IAIG Internal Audits*		
Year issued	2010	2011
Satisfactory	0	0
Partially Satisfactory	9	7
Unsatisfactory	0	0
Not rated	0	1
Total # of IAIG Internal Audits	9	8
*Developed based on IAIG annual reports for 2010 (DP/2011/2) and 2011 (DP/OPS/2012/5)		

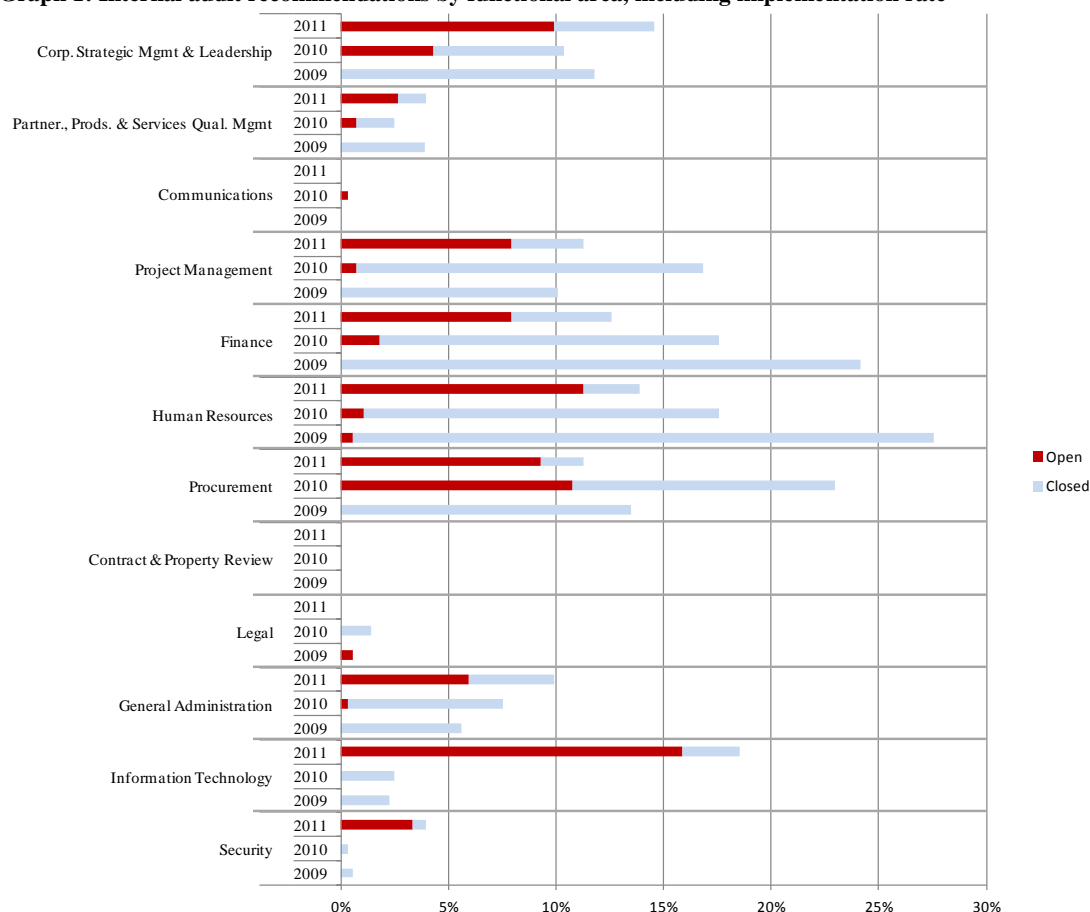
25. Management notes that the distribution of categorized audit recommendations by level of importance is stable over the years. Management believes that the system of categorization by level of importance has potential for further integration into the risk management system of UNOPS and facilitation of prioritization of recommendations to address.

Table 4: IAIG's Categorization of IAIG Internal Audit recommendations, by level of importance*						
Level of importance	Number of recommendations			Percentage of total		
	2009	2010	2011	2009	2010	2011
High	56	107	53	31	38	35
Medium	112	159	93	63	57	62
Low	10	13	5	6	5	3
Total	178	279	151	100	100	100
*Replicated from IAIG annual report for 2011 (DP/OPS/2012/5)						

E.3.1 Enhanced implementation rates across corporate functions

26. In terms of internal audit recommendation implementation rates, management notes that the overall rate for recommendations issued in 2011 is 26%, for 2010 it is 80% and for 2009 it is 99%. While it may be expected that the implementation rate for more recent year recommendations is lower, it is noted that the first 2011 internal audit report was issued on the 11th of May and of the 151 internal audit recommendations issued in 2011, 40% were issued in the last quarter of the year.

Graph 1: Internal audit recommendations by functional area, including implementation rate



27. With regard to the functional distribution of recommendations, management notes that peaks in internal audit recommendations for Human Resources in 2009, Procurement in 2010 and General Administration, Information Technology and Security in 2011 correlate to audits of these functional areas in the same years.

E.3.2 Improvements in corporate strategic management and leadership

28. With regard to IAIG's observations in relation to "corporate strategic management and leadership," management notes that 2011 refinements of the functional budget framework has enabled further alignment of the associated results framework and UNOPS strategic corporate performance management tool, the balanced scorecard. UNOPS intranet offers daily updated results on key performance indicators of UNOPS balanced scorecard, further enhancing the ability for monitoring of performance against corporate goals. In addition, the budget process has been improved in terms of the quality of input as well as enhancements to the actual process, furthering its utility as an informed and formally structured management assessment of the viability and sustainability to create new, or relocate existing organizational entities.

29. Management coordination and cross-functional integration is an important means of mitigating risks. In 2011, UNOPS sustained efforts launched in 2010 to strengthen the Organization's management forums. Throughout the year, the senior management team convened for 22 formal meetings, which were substantiated by input from 35 UNOPS subject matter experts, and facilitated deliberation and decision on 85 distinct agenda items.

E.3.3 Attention to partnerships, products and services quality management

30. With regard to IAIG's observations in relation to "partnerships, products and services quality management," management recognizes the need for a self-financing organization to systematically address business development and manage products and services knowledge. With the overall objective to further institutionalize these functions throughout the organization UNOPS established the Outreach and Partnerships Group in 2010. In the context of the mid-term review of the strategic plan for 2010-2013, UNOPS will give particular attention to assess the viability of UNOPS focus areas, the implementation support practices, and the effectiveness of approaches to institutionalize support for business development and products and services knowledge management.

E.3.4 Maturity of management practices

31. In relation to the corporate functions representing UNOPS management practices: project management, finance, human resources and procurement, management believes that the high internal audit implementation rates are a reflection of practice maturity and the viability of UNOPS practice approach.

E.3.5 Addressing the causes of audit issues

32. With regard to causes of audit issues, it is noted that the significant decrease in 'Compliance' in 2011 and corresponding increase in 'Guidance' is directly linked to the reclassification of recommendations previously identified as 'Compliance'. In 2011, IAIG considered 'compliance' as an outcome of an underlying cause which was then reported for internal audit recommendations. Management notes the distinction and appreciates the potential for further analysis that this enables. The approach may also be useful for project audits and audits of significant programmes.

33. To address guidance and other causes which are attributable to individual conduct, UNOPS offers its personnel access to individual certification programmes, based on externally recognized international standards: Prince2 for project management, Chartered Institute of Purchasing and Supply for procurement, Association of Chartered Certified Accountants for finance, and Chartered Institute of Personnel and Development for human resources.

34. As evidenced by the overall ratings in audit opinions of internal audits conducted in 2011, and the significant increase in implementation rates for audit recommendations, UNOPS has further harnessed the Organization's ability to leverage findings of internal audit for management of risks.

35. Much of the improvement may be attributed to IAIG's alignment of functional area with those of UNOPS enabling and management practices, and the improved distribution mechanism of audit recommendations. In view of this management looks forward to further integrating internal audit recommendations into its strategic corporate performance tool, the balance scorecard, to enhance focused mitigation of risks.

E.4 Project audits

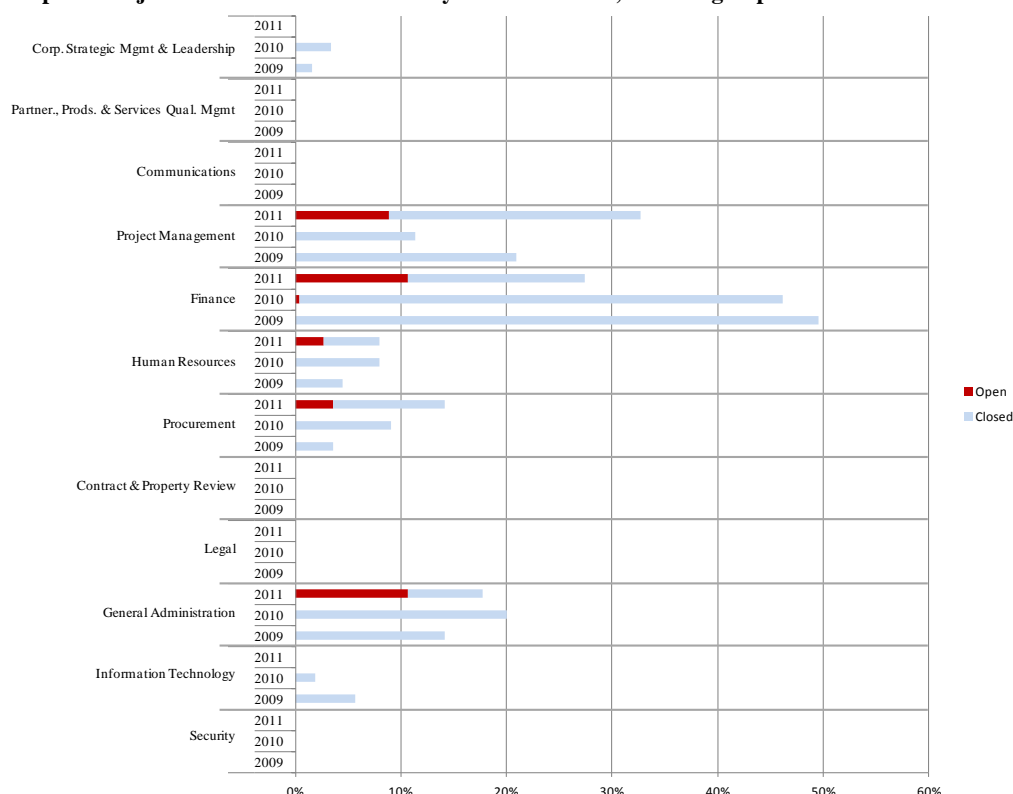
36. Overall, management notes a maintained high level of unqualified opinions on financial situation in respect of project audits. Management also notes that there were no unsatisfactory ratings of overall level of internal control in 2011.

Table 5: IAIG's Summary of project audit opinions and ratings of internal controls for project audits, 2009 - 2011*						
Type of opinion or rating	Number of audit reports			Percentage of total		
	2009	2010	2011	2009	2010	2011
<i>Audit opinion on financial situation of project</i>						
Unqualified opinion	12	20	13	75	80	81
Qualified opinion	4	5	3	25	20	19
Total	16	25	16	100	100	100
<i>Rating of overall level of internal control</i>						
Satisfactory	3	13	7	30	54	47
Partially satisfactory	7	10	8	70	42	53
Unsatisfactory	0	1	0	0	4	0
Total	10	24	15	100	100	100
*Replicated from IAIG annual report for 2011 (DP/OPS/2012/5)						

37. In terms of categorization of project audit recommendations by level of importance, management notes with satisfaction an indicated downward trend in the percentage of high priority recommendations.

Table 6: IAIG's Categorization of Project Audit recommendations, by level of importance*						
Level of importance	Number of recommendations			Percentage of total		
	2009	2010	2011	2009	2010	2011
High	79	64	16	32	24	14
Medium	140	134	85	56	51	75
Low	29	66	12	12	25	11
Total	248	264	113	100	100	100
*Replicated from IAIG annual report for 2011 (DP/OPS/2012/5)						

38. With regard to causes of audit issues, management notes that for project audit recommendations, re-interpretation of 'compliance' has not been implemented. Management also notes a noticeable shift between causes 'guidance' and 'human error' on the one hand to 'compliance' on the other hand for the year 2010 compared to 2009 and 2011.

Graph 2: Project audit recommendations by functional area, including implementation rate

39. In terms of project audit recommendation implementation rates, management notes that the overall rate for recommendations issued in 2011 is 64%, for 2010 and 2009 it is 100%. In terms of functional area distribution, management notes that the project audit recommendations relate chiefly to the enabling and management practices involved in the delivery of projects.

E.4.1 Harnessing project management knowledge and tools

40. In 2011 management notes an overall shift in distribution of audit recommendations from Finance to Project Management. Management believes this is a reflection of prior year's strong focus on clean-up in the area of Finance as well as more strongly articulated process ownership in the area of Project Management. To sustain the Organization's enhanced focus on knowledge and tools in this area the Project Management Practice Group was established as a self standing entity in UNOPS 2012 management budget.

E.5 Audits of significant programmes

41. It is noted that IAIG audits cover two significant programmes, parts of which are executed by UNOPS on behalf of its partners, the Small Grants Programme and the Mine Action Programme. The number of audit recommendations stemming from audit reports of significant programmes issued in 2011 increased by 44% compared to 2010, from 253 recommendations issued in 2010 to 365 in 2011. Management notes that these audit recommendations represent the largest category of audit recommendations in terms of volume. Management also notes that the increase in number of recommendations issued in 2011 can be attributed to the increase in number of reports issued.

E.6 Close coordination on investigations

42. Management notes the investigation function's attention to ensuring close coordination with relevant UNOPS and UN functions. It notes that the investigation function is being enhanced by means of both internal collaboration with the Legal Practice Group, the Human Resources Practice Group, the Ethics Office and the Office of the Ombudsperson as well as external collaboration with the United Nations Office of Internal Oversight Services, the investigation services of the other funds and programmes and investigations offices of other international and national agencies.

43. It is noted that the overall number of investigation cases was reduced by 6, from 34 in 2010 to 28 in 2011. It is also noted that the number of complaints received and duly processed by IAIG went up by 7, from 42 in 2010 to 49 in 2011.

F. Five overall areas for continuous improvement

44. In view of the overall trends in the functional distribution of audit recommendations and the themes highlighted in the Activity Report for 2011, management has identified five overall areas for continuous improvement.

45. In view of the number of internal audit recommendations ascertained to be caused by 'guidance' (definition as per DP/2007/38: 'inadequate or lack of supervision by supervisors'), UNOPS will take specific measures to strengthening management and leadership competences of its global management team.

46. Acknowledging the importance of continually monitoring organizational performance, UNOPS will in 2012 further leverage data of corporate systems for development of performance indicators, supplementing the real-time management information available in UNOPS corporate performance management tool, the balanced scorecard. These efforts will, inter alia, enhance the Organization's ability to ascertain directional performance against UNOPS corporate goals laid out in the Biennial Budget estimates for 2012-2013 and identify areas for warranting focus for improvement.

47. Recognizing the imperative for a self-financing organization to systematically address business development and management of products and services knowledge, management will, in the context of the mid-term review of the strategic plan, assess the viability and effectiveness approaches and arrangements in this area.

48. Having established the Project Management Practice Group as a self-standing entity with responsibility for knowledge and tools in this area, UNOPS will in 2012 continue its focus on strengthening of the capacity of its global community of project management practitioners, inter alia, through UNOPS internal certification programme.

49. To sustain the enhanced implementation rates across corporate functions and ensure that risks identified through internal audits are systematically prioritized and mitigated, management will continue its close collaboration with IAIG to further optimize the interface for transmission of relevant business intelligence.

Annexes

Annex I – Extract of UNOPS Financial Regulations and Rules, 1 January 2012

Regulation 6.01

The Internal Audit and Investigations Group shall be responsible for the internal audit of UNOPS. It shall conduct independent, objective assurance and advisory activities in conformity with the International Standards for the Professional Practice of Internal Auditing. It shall evaluate and contribute to the improvement of governance, risk management and control processes, and report thereon. It shall exercise operational independence in the performance of its duties.

Regulation 6.02

The Internal Audit and Investigations Group shall be responsible for assessing and investigating allegations of fraud and corruption committed by UNOPS personnel or committed by others to the detriment of UNOPS.

Regulation 6.03

The internal audit function's purpose, authority and responsibility shall be further defined in the Charter of the Internal Audit and Investigations Group.

Rule 106.01

The Internal Audit function shall evaluate the adequacy and effectiveness of governance, risk management and control processes regarding the:

- (a) reliability and integrity of financial and other information;*
- (b) effectiveness and efficiency of operations;*
- (c) safeguarding of assets; and*
- (d) compliance with legislative mandates, regulations, rules, policies and procedures.*

Rule 106.02

The Internal Audit and Investigations Group shall have free access to the organization's records, personnel and premises, as necessary, in its opinion, for the performance of its duties.

Rule 106.03

The Internal Audit and Investigations Group shall submit its results to the Executive Director and other senior managers as appropriate. At least annually, the Director of the Internal Audit and Investigations Group shall submit a report to the Executive Board on the internal audit and investigation activities and on significant findings, providing insight into the efficient and effective utilization of resources.

Annex II – UNOPS new and revised policies, issued in 2011

UNOPS new and revised Organizational Directives (ODs)

- a. OD 2 – UNOPS Accountability framework and oversight policies (rev 1, 01 December 2011); *the purpose of which is to strengthen UNOPS accountability, risk management and assurance processes, establishing basic principles, defining specific terms and concepts, including accountability and transparency, as well as modalities of disclosure and confidentiality in the management of UNOPS operational activities; describing the roles and responsibilities of the various parties and the resulting synergies that could enhance UNOPS oversight mechanisms; and thus providing the framework through which UNOPS business operations are carried out effectively through continuous improvement.*
- b. OD 3 – UNOPS Financial regulations and Rules (rev 1, 1 January 2012); *Through the Financial Regulations, the Executive Board issues the broad legislative directives governing the financial management of UNOPS. The revised Financial Regulations were approved by the Executive Board in February 2012 and are effective from 1 January 2012, as provided for in Regulation 2.03. Within the framework of the Financial Regulations, as provided for in Regulation 3.02, the Executive Director formulates and promulgates the Financial Rules, which not only provide details on the parameters within which UNOPS personnel must exercise their responsibilities, but also constitute a statement as to the manner in which the Financial Regulations are to be implemented. The revised Financial Rules are also effective as from 1 January 2012.*
- c. OD 11 – Travel policy (rev 1, 30 December 2011); *the purpose of which is to reflect the requirement of the UN security policy to all personnel on Official Duty Travel, regardless of the destination, to obtain security clearance prior to travel.*
- d. OD 12 – Record retention policy (rev 1, 19 December 2011); *the purpose of which is to commit the organisation to controlling the records it produces, and thus to meet the requirements of ISO 9001:2008 certification, to ensure transparency and traceability of UNOPS business conduct, and to foster efficiency and effectiveness as regards the conduct, traceability and documentation of UNOPS business operations.*
- e. OD 15 - UNOPS global structure (rev 1, 28 March 2011); *the purpose of which is to establish revised authoritative names of relevant entities based on UNOPS 2011 Administrative Budget and Target Agreements and to ensure that UNOPS management systems and tools, intra- and extranet, and other internal and external communication are aligned accordingly.*
- f. OD 18 – UNOPS recruitment policy (rev 2, 11 July 2011); *the purpose of which is to take into account the delegation of authority from the Executive Director to the Deputy Executive Director for appointments of international professional staff members at the P1 to P5 levels and the delegation of authority from the Deputy Executive Director to the Director, Human Resources Practice Group for the appointments of all General Service staff at headquarters, and to approve requests for special post allowance.*
- g. OD37 – UNOPS Recognition, Rewards and Sanctions Policy (new, 21 February 2011); *the purpose of which is to establish a framework to reward exceptional individual and team efforts, behaviour and accomplishments; and initiate a three year implementation pilot in line with the provisions of UNOPS Financial*

Rule 103.05, and with the full support of the International Civil Service Commission (ICSC).

- h. OD 38 – UNOPS personnel performance management policy (new, 27 July 2011); *the purpose of which is to establish the corporate requirements for performance management of personnel and mandatory performance appraisal, to reinforce the linkage between performance management and UNOPS corporate goals through a cascading process, to reinforce the linkage between performance management and learning and development, to underscore management and individual accountability and responsibility for performance management, and to support a high performance culture by defining a common understanding of performance management.*
- i. OD 39 – Talent Management Framework (new, 30 December 2011); *the purpose of which is to provide professional development opportunities, and to support organizational needs for succession planning, ensuring the organization is prepared for future staffing requirements.*

UNOPS new and revised Administrative Instructions (AIs)

- a. AI/EO/2009/02 – Safety and security management (rev 1, 21 October 2011); *the purpose of which is to adapt the terminologies in line with the revised components of the UN Security Management System and the endorsement at the Inter-Agency Security Management Network (IASMN), High Level Committee on Management (HLCM) and Chief Executives Board (CEB) levels.*
- b. AI/HRPG/2009/05 – Central review bodies, instructions and procedures (rev 1, 11 July 2011); *the purpose of which is to take into account the delegation of authority from the executive director to the deputy executive director for international professional staff members at the P1 to P5 levels and the delegation of authority from the executive director the director, Human Resources Practice Group for the appointment of all general services staff at headquarters and to approve requests for special post allowances.*
- c. AI/IAIG/2010/01 – Disclosure of internal audit reports (rev 1, 01 December 2011); *the purpose of which is to further reflect the decision of the Executive Board at its 2011 annual session (June 2011), as contained in document DP/2011/32 decision 2011/23, to respond to the emerging demand for greater information disclosure on internal audit reports, including options for responding to the need for relevant information.*
- d. AI/CSG/2010/02 – Official duty travel (A) UNOPS staff and (b) non-UNOPS personnel (rev 1, 30 December 2011); *the purpose of which is to reflect the last amendments to the UN Security Management System, and to reflect the extended insurance coverage of UNOPS to travellers in case of theft, delay or curtailment due to sickness during Official Duty Travel.*
- e. AI/CSG/2010/03 – Official duty travel, individual contractors (rev 1., 30 December 2011); *the purpose of which is reflect the last amendments to the UN Security Management System, and to reflect the extended insurance coverage of UNOPS to travellers in case of theft, delay or curtailment due to sickness during official duty travel.*
- f. AI/LPG/2011/01 – (1) UNOPS legal advisers and (2) areas requiring and not requiring clearance from a UNOPS legal advisor (new, 27 October 2011); *the purpose of which is to define the core functions of UNOPS Legal Practice Group and to define the areas requiring legal clearance.*
- g. AI/FPG/2011/01 – IPSAS compliant accounting policies (new, 28 December 2011); *the purpose of which is to establish UNOPS' new accounting policies*

under IPSAS for the corporate Financial Statements and to indicate where additional guidance on UNOPS' interpretation and application of the standards can be found.

- h. AI/EO/2011/02 – Management of assets (new, 16 December 2011); *the purpose of which is to provide instructions and establish the processes on the management of assets in UNOPS, and to specify the authorities that may be delegated in asset management and the conditions applicable to the exercise of such authorities.*
- i. AI/HRPG/2011/01 – Resource planning for mine action, creation of pool of experts: purpose, process, and plan (new, 14 January 2011); *the purpose of which is to more effectively and efficiently plan, adjust and redeploy the required workforce of UNOPS teams working on behalf of UNMAS, HR NAO.*
- j. AI/HRPG/2011/02 – Special post allowances (new, 11 July 2011); *the purpose of which is to regulate discretionary payments designed to provide additional financial compensation to a staff member who performs for a temporary but extended period the full duties and responsibilities of a higher level post.*
- k. AI/HRPG/2011/03 – Policy on UNOPS merit awards (new, 10 July 2011); *the purpose of which is to put in place one of several mechanisms for recognizing and rewarding performance within UNOPS.*

Implementation status 2010

Implementation status 2011