

**UNITED NATIONS OFFICE FOR PROJECT SERVICES  
(UNOPS)****INTERNAL AUDIT REPORT****30 October 2025**

<b>Project name:</b>	<b>The Sanitation and Hygiene Fund (SHF)</b>
<b>Project number:</b>	<b>22757-001</b>
<b>Country:</b>	<b>Geneva, Switzerland</b>
<b>Auditor:</b>	<b>BDO LLP</b>
<b>Period subject to audit:</b>	<b>1 May 2021 to 31 December 2024</b>

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## Acronyms and abbreviations

IAASB	International Auditing and Assurance Standards Board
IAIG	Internal Audit and Investigations Group
IESBA	International Ethics Standards Board for Accountants
IPSAS	International Public Standard Accounting System
ISA	International Standards on Auditing
LMIC	Low- and middle-income countries
SDG	Sustainable Development Goals
SHF	Sanitation and Hygiene Fund
UN	United Nations
UNOPS	United Nations Office for Project Services
US\$	United States Dollars

## Executive summary

### The engagement context

The Internal Audit and Investigations Group (IAIG) of the United Nations Office for Project Services (UNOPS), through BDO LLP (“the audit firm”), conducted an audit of the project ‘The Sanitation and Hygiene Fund (SHF)’ (“the project”) (oneUNOPS project ID 22757-001), which is implemented and managed by the UNOPS Office in Switzerland. The audit firm was under the general supervision of IAIG in conformance with the International Standards for the Professional Practice of Internal Auditing.

The project reported expenditure amounting to US\$ 25,497,499 during the period from 1 May 2021 to 31 December 2024. [REDACTED]

### Audit objectives

The overall objective of the audit was to assess the management of the project operations to obtain reasonable assurance towards the achievement of the project objectives.

The areas of focus included:

- a) Effective, efficient and economical use of resources;
- b) Reliability of reporting;
- c) Safeguarding of assets; and
- d) Compliance with applicable legislation.

The purpose of the audit was to provide reasonable assurance that:

- a) Client/donor contributions and project expenditure are properly accounted for;
- b) Project expenditure was incurred in accordance with the contribution agreement, and is supported by adequate documentation; and
- c) The related financial statements prepared by UNOPS for the year under review present a fair view of the operations.

In particular, the audit firm provided an overall assessment of the operational and internal control systems that are in place for the management of the project so that related transactions are processed in accordance with UNOPS policies and procedures to achieve the project’s objectives.

### Audit scope

The audit firm conducted the audit in accordance with International Standards on Auditing issued by the IAASB and UNOPS internal audit practices, and in consideration of the requirements of International Public Sector Accounting Standards (IPSAS).

### Audit rating

Based on the audit report and corresponding management letter submitted by the audit firm, IAIG assessed the management of the project as satisfactory which means, “The assessed governance arrangements, risk management practices and controls were established and functioning, and no need for improvement”. The details of the audit results are presented in Tables 1 and 2.

**Table 1: Summary results of the financial audit**

Project title		Period	Project no.
The Sanitation and Hygiene Fund (SHF)		1 May 2021 to 31 December 2024	22757-001
Financial statement		Statement of non-expendable property	
Amount US\$	Opinion	Amount US\$	Opinion
25,497,499	Unmodified	-	Not applicable

**Table 2: Internal control rating summary for project**

Rating summary by functional area		
Functional area	Rating	
Project management	Satisfactory	
Finance	Satisfactory	
Procurement and contract management	Satisfactory	
Human resources management	Satisfactory	
General administration	Satisfactory	
Information and Communications Technology	Satisfactory	
<b>Overall rating of internal control</b>	<b>Satisfactory</b>	

## Key issues and recommendations

No audit findings have been raised.

Signed:



**BDO LLP**

30 October 2025

## Operational overview

The Sanitation and Hygiene Fund (SHF) is a multi-funding source pooled fund established on 1 July 2021, in Geneva, Switzerland. Its mission is to catalyse vital investment into global sanitation and hygiene services to contribute to the world's SDG commitment that everyone will have access to safe and equitable sanitation and hygiene with the specific needs of women and girls, including menstrual health and hygiene (MHH), accounted for.

When SHF was established in 2021, the model was still hypothetical; today, the model is backed by evidence and a growing track record. SHF's Proof of Concept showcases that investing in sanitation economies and the menstrual health market taps into a significant investment potential, as well as increased access to services and products for LMIC populations. Through the mid-term review of 2025, SHF will incorporate additional insights, recommendations and lessons learned into its knowledge management system to refine the new Strategic Plan (2026-2030) and scale up its model.

The contract entered into force on 1 May 2021 for a period of 74 months, ending on 30 June 2027, for a total amount of US\$ 29,585,800.

The audit team extends its appreciation to the management and staff members of the UNOPS office in Switzerland for their full cooperation during the audit.

## Annex I - Definitions

### Standard audit ratings for overall performance of internal control system

Effective 1 January 2017, the internal audit services of UNDP, UNFPA, UNICEF, UNOPS and WFP adopted harmonized audit rating definitions, as described below. IAIG assesses the entity under review as a whole as well as the specific audit areas within the audited entity:

- (a) satisfactory (effective),
- (b) partially satisfactory (some improvement needed),
- (c) partially satisfactory (major improvement needed), and
- (d) unsatisfactory (ineffective).

The elements of the rating system take into account the audited office's internal control system, risk management practices, and their impact on the achievement of office objectives.

The definitions of the ratings are, as follows:

Standard rating	Definition
<b>Satisfactory (effective)</b>	The assessed governance arrangements, risk management practices and controls were adequately established and functioning well. Issues identified by the audit, if any, are unlikely to affect the achievement of the objectives of the audited entity/area.
<b>Partially satisfactory (some improvement needed)</b>	The assessed governance arrangements, risk management practices and controls were generally established and functioning, but need some improvement. Issues identified by the audit do not significantly affect the achievement of the objectives of the audited entity/area.
<b>Partially satisfactory (major improvement needed)</b>	The assessed governance arrangements, risk management practices and controls were established and functioning, but need major improvement. Issues identified by the audit could significantly affect the achievement of the objectives of the audited entity/area.
<b>Unsatisfactory (ineffective)</b>	The assessed governance arrangements, risk management practices and controls were either not adequately established or not functioning well. Issues identified by the audit could seriously compromise the achievement of the objectives of the audited entity.

### Categories for priorities of audit recommendations

The audit observations are categorized according to the priority of the audit recommendations and the possible causes of the issues. The categorized audit observation provides a basis by which the UNOPS country office management is to address the issues.

The following categories of **priorities** are used:

Categories	Definition
<b>High</b>	Prompt action is considered imperative to ensure that UNOPS is not exposed to high risks (that is, where failure to take action could result in critical or major consequences for the organization).
<b>Medium</b>	Action is considered necessary to avoid exposure to significant risks (that is, where failure to take action could result in significant consequences).
<b>Low</b>	Action is considered desirable and should result in enhanced control or better value for money.

### Possible causes

The following categories of **possible causes** are used:

- **Guidelines:** absence of written procedures to guide staff in performing their functions;
  - Lack of or inadequate corporate policies or procedures
  - Lack of or inadequate RO/OC/PC 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 RO/OC/PC level
  - Inadequate oversight by Headquarters
- **Resources:** insufficient resources (funds, skill, 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 UNOPS.