IOS Annual Report

206th Session of the Executive Board

Internal Oversight Service
12 April 2019
Where did we work in 2018?
IOS Snapshot

Key Deliverables

- 6 Corporate Evaluations
- 11 Audit reports
- 17 Investigation reports
- 1 Evaluation Synthesis report
IOS Snapshot

Updated IOS website to enhance dissemination, communication and visibility

Training Activities

- 115 trained in evaluation management
- 236 trained in fraud risk awareness (as part of global fraud risk assessment)

Four E-learning modules on Evaluation
Who assesses the work of IOS?

- Oversight Advisory Committee
- Institute of Internal Auditors: Quality Assurance and Improvement Program (QAIP), 2016
- Multilateral Organisation Performance Assessment Network (MOPAN), 2018
- UNEG Peer Review of the Evaluation Function 2nd Semester 2019
Impact on IOS Work Plan

- Approx. 60% decrease since the financial crisis (2010-11)
- 3 staff less than in 35C/5
- Limited coverage of Field Office audits
- Planned evaluations of UNESCO field presence cancelled
- Key activities of Internal Audit and Investigation Office funded with non-regular budget resources impedes ability to independently plan
- 3% Target for evaluations with sectors is met
Internal Audit – Key Corporate Issues

- Lack of strategic frameworks to communicate position and comparative strengths to internal and external partners (Literacy Programme)
- Clear processes & workflows are needed, notably in the approval process for non-standard donor agreements (Compliance with donor agreements).
- Strengthen the internal controls and improve the working environment of the security sector. (HQ security audit)
- Address internal vulnerabilities in the IT system; there is need for dedicated resources (specifically a CISO) and a comprehensive training awareness programme. (IT audit)
- Cost saving opportunities through outsourcing/rationalization of security, translation and interpretation services (various audits)
Internal Audit – Key Issues for Field Offices and Category 1 Institutes

- Headquarters oversight mechanisms supporting the field (2nd Line Of Defense) are overstretched and no timely action is taken to address shortcomings.
- Extended key position vacancies weakens internal control environment.
- Clear accountabilities between the Sectors and the field and embracing a risk management culture will enhance project management.
- Urgent need to review and reform the Field network to ensure adequate support and oversight.
- Category I Institutes face challenges with regard to their financial sustainability. There is need to develop a definition of core funds and guidelines to set up a minimum level of operating reserves.
Internal Audit – Recommendation Follow-up

Status of the 164 outstanding IA recommendations

- Not yet due: 77 (47%)
- Overdue: 87 (53%)

Implementation rate of IA recommendations by year of report issuance (*)

<table>
<thead>
<tr>
<th>Year</th>
<th>Implemented</th>
<th>In Progress</th>
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</thead>
<tbody>
<tr>
<td>2018</td>
<td>21</td>
<td>118</td>
</tr>
<tr>
<td>2017</td>
<td>66</td>
<td>23</td>
</tr>
<tr>
<td>2016</td>
<td>65</td>
<td>13</td>
</tr>
<tr>
<td>2015</td>
<td>75</td>
<td>6</td>
</tr>
<tr>
<td>2014</td>
<td>53</td>
<td>2</td>
</tr>
</tbody>
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(*) Two outstanding recommendations issued prior to 2014 are not included in this graph.
Evaluation – Key Highlights

- **Strengthening the Decentralized Evaluation function**
  - Community of Practice for Evaluation Focal Points on UNESTEAMS
  - E-learning modules on evaluation management for all staff

- **Improving organizational learning and results measurement**
  - Evaluation Synthesis report – annual exercise to identify cross-cutting issues & contribution of UNESCO programmes to key outcomes

- **Strengthening quality assurance mechanisms**
  - Development of report quality checklist and regular external review of corporate evaluation reports
  - Meta evaluation of completed decentralized evaluations
Evaluation – Crosscutting Issues from Synthesis Report

Organizational strengths
+ Programmes are highly relevant and valued by Member States
+ UNESCO is well-respected as mobilizer and consensus builder
+/- Integration of Global Gender Equality and Africa is mixed

Areas in need of improvement
- Project management and coordination practice
- Financial and human resources
- Monitoring and evaluation of results
- Better leverage partnerships and collaboration within & outside UNESCO
Implementation of Evaluation Recommendations as of February 2019

- 2014: Implemented - 68
- 2015: Implemented - 19
- 2016: Implemented - 27, In Progress - 1
- 2018: Implemented - 43

Chart showing the implementation status of recommendations over the years 2014 to 2018.
Nature of Allegations Received in 2018

- Other inappropriate conduct: 11
- Entitlements, travel expenses: 9
- External Fraud: 8
- Procurement: 8
- Corruption: 6
- Thefts and Embezzlement: 6
- Moral harassment/Retaliation: 5
- Recruitment (all personnel): 3
- Sexual harassment/Abuse: 2
Origins of Allegation – HQ vs. Cat. 1 vs. Field

- 2016:
  - Headquarters: 14
  - Field: 14
  - Category I and Liaison Offices: 4
- 2017:
  - Headquarters: 30
  - Field: 16
  - Category I and Liaison Offices: 1
- 2018:
  - Headquarters: 31
  - Field: 25
  - Category I and Liaison Offices: 2
Key Items in IOS Workplan for 2019

- 10 planned evaluations to cover remaining gaps in future SRR report

- 16 planned audits covering relevant risk areas (redesign core systems; programme, budget and financial management; IT governance; field offices and category I institutes)

- Synthesis Review of SDG 4.5 as a joint evaluation exercise

- Synthetic Review and Meta-Evaluation of completed evaluations as an input to the Strategic Result Report (SRR)

- Peer Review of the Evaluation Function

- New Evaluation Manual in English & French

- Investigations Policy
Thank you for your attention