

UNITED NATIONS DEVELOPMENT PROGRAMME
Office of Audit and Investigations



*Empowered lives.
Resilient nations.*

AUDIT

OF

UNDP BRAZIL

World Indigenous Games
(Directly Implemented Project No. 88231, Output No. 94987)

Report No. 1656

Issue Date: 17 August 2016

Report on the Audit of UNDP Brazil World Indigenous Games (Project No. 88231, Output No. 94987) Executive Summary

The UNDP Office of Audit and Investigations (OAI), through Moore Stephens LLP (the audit firm), from 2 to 10 June 2016, conducted an audit of World Indigenous Games (Project No. 88231, Output No. 94987) (the Project), which is directly implemented and managed by the UNDP Country Office in Brazil (the Office). This was the first audit of the Project.

The audit firm conducted a financial audit to express an opinion on whether the financial statements present fairly, in all material aspects, the Project's operations. The audit covered the Project's Combined Delivery Report, which includes expenditure for the period from 1 January to 31 December 2015 and the accompanying Funds Utilization statement¹ as of 31 December 2015. The audit did not include activities and expenses incurred or undertaken at the "responsible party" level, or expenses processed and approved in locations outside of the country (such as UNDP Regional Centres and UNDP Headquarters), or where supporting documentation was not retained at the Office level. The audit did not cover the Statement of Assets as no assets were purchased for the Project. In addition, the audit did not cover the Statement of Cash Position as no separate bank account was established and maintained for the Project.

The audit was conducted under the general supervision of OAI in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Audit results

Based on the audit report and corresponding management letter submitted by the audit firm, the results are summarized in the table below:

Project Expenditure		
Amount (in \$ '000)	Opinion	NFI* (in \$ '000)
10,322	Qualified	364

*NFI = Net Financial Impact

The audit firm qualified its opinion on project expenditure due to the recording of an advance of \$1.03 million as an expense at the point of payment, which resulted in an overstatement of \$0.36 million in the Statement of Expenditure.

Key recommendations: Total = 2, high priority = 1

The audit resulted in one high (critical) priority recommendation and one medium (important) priority recommendation.

The two recommendations aim to ensure the reliability and integrity of financial and operational information.

¹ The Funds Utilization statement includes the balance, as at a given date, of five items: (a) outstanding advances received by the project; (b) depreciated fixed assets used at the project level; (c) inventory held at the project level; (d) prepayments made by the project; and (e) outstanding commitments held at the project level.

For high (critical) priority recommendations, prompt action is required to ensure that UNDP is not exposed to high risks. Failure to take action could result in major negative consequences for UNDP. The high (critical) priority recommendation is presented below:

Non-compliance with corporate policy on agency implementation (Issue 1)

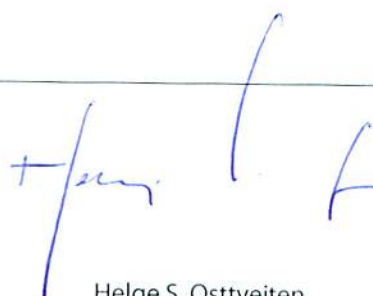
In 2015, the Office issued an advance to UNOPS amounting to \$1.03 million but recorded it as an expense at the point of payment. The interim financial report as at 31 May 2016 submitted by UNOPS showed that actual expenditure in 2015 was \$0.67 million only. Therefore, the Statement of Expenditure was overstated by \$0.36 million. Further, the Office did not ensure the timely receipt of quarterly Project Delivery Reports from UNOPS.

Recommendation: The Office should comply with the 'UNDP Programme and Operations Policies and Procedures' on UN agency implementation for the remainder of the contract period. Specifically:

- Advances provided and expenses reported in the Project Delivery Reports are recorded in a Project Clearing Account.
- Any unspent amounts should be refunded to the Office.
- The agreement with UNOPS requires that financial statements should be provided for each quarter. These have not been requested or received thus far but must be received at least from the start of 2016.

Management comments and action plan

The UNDP Resident Representative accepted both recommendations and is in the process of implementing them. Comments and/or additional information provided have been incorporated into the report, where appropriate.



Helge S. Osttveiten
Director
Office of Audit and Investigations

**UNITED NATIONS DEVELOPMENT PROGRAMME
(UNDP)**

AUDIT REPORT

Final

**FINANCIAL AUDIT OF THE UNDP DIRECTLY
IMPLEMENTED (DIM) PROJECT**

World Indigenous Games

Project name:	World Indigenous Games
UNDP Country Office:	Brazil
Atlas Project ID:	88231
Atlas Output number:	94987
Auditor:	Moore Stephens LLP
Period subject to audit:	1 January to 31 December 2015

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EXECUTIVE SUMMARY

Moore Stephens LLP conducted the financial audit of the project 'World Indigenous Games' (Project ID 88231 and Output 94987) ("the project"), directly implemented by UNDP Brazil ("the Office") for the year ended 31 December 2015. The audit was undertaken on behalf of UNDP, Office of Audit and Investigations (OAI).

We have issued audit opinions as summarised in the table below and as detailed in the next section:

Statement of Expenditure	Qualified
Statement of Fixed Assets	Not applicable
Statement of Cash Position	Not applicable

As a result of our audit, we have raised two audit findings with a net financial impact of \$ 364,443.79 as summarised below:

No.	Description	Priority	Net financial impact \$
1	Non-compliance with UN agency implementation POPP guidelines	High	364,443.79
2	Inconsistent evaluation criteria	Medium	-
Total			364,443.79



Mark Henderson
Partner

Moore Stephens LLP
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12 August 2016

THE AUDIT ENGAGEMENT

Audit Objectives and Scope

The objective of the financial audit was to express an opinion on the DIM project's financial statements which include:

- Expressing an opinion on whether the financial expenses incurred by the Project between 1 January and 31 December 2015 and the funds utilization as at 31 December 2015 are fairly presented in accordance with UNDP accounting policies and that the expenses incurred were: (i) in conformity with the approved project budgets; (ii) for the approved purposes of the project; (iii) in compliance with the relevant regulations and rules, policies and procedures of UNDP; and (iv) supported by properly approved vouchers and other supporting documents.
- Expressing an opinion on whether the statement of fixed assets presents fairly the balance of assets of the Project as at 31 December 2015. This statement must include all assets available as at 31 December 2015 and not only those purchased in a given period. Where a DIM project does not have any assets or equipment, it will not be necessary to express such an opinion.
- Expressing an opinion on whether the statement of cash held by the Project presents fairly the cash and bank balance of UNDP project as at 31 December 2015. Where a DIM project does not have a separate bank account, it will not be necessary to express such an opinion.

The scope of the audit relates only to transactions concluded and recorded against the UNDP DIM project between 1 January and 31 December 2015. The scope of the audit did not include:

- Activities and expenses incurred or undertaken at the level of "responsible parties", unless the inclusion of these expenses is specifically required in the request for proposal; and
- Expenses processed and approved in locations outside the country such as UNDP Regional Centres and UNDP Headquarters and where the supporting documentation is not retained at the level of the UNDP country office.

AUDIT OPINION

Independent Auditor's Report to UNDP - World Indigenous Games

Statement of Expenditure

Qualified Opinion

We have audited the accompanying Combined Delivery Report (CDR) and Funds Utilization statement totalling \$10,321,625 ("the statement") of the UNDP project 'World Indigenous Games' (project ID 88231, Output 94987) for the period from 1 January to 31 December 2015.

Management is responsible for the preparation of the statement for the project 'World Indigenous Games' and for such internal control as management determines is necessary to enable the preparation of a statement that is free from material misstatement, whether due to fraud or error.

Our responsibility is to express an opinion on the statement based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the project's preparation of the statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the project's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Qualified Opinion

We have made financial findings totalling \$ 364,443.79 as set out in the Management Letter section of our report, which represent amounts included in the Combined Delivery Report (CDR) and Funds Utilization statement presented to us for audit which, in our opinion, were either (i) not in conformity with the approved budget; (ii) not for the approved purposes of the project; (iii) not in compliance with the relevant regulations and rules, policies and procedures of UNDP; or (iv) not supported by properly approved vouchers and other supporting documents. These findings represent 3.5 % of the total expenditure amount reported and are therefore considered material in the context of our audit.

Qualified Opinion

In our opinion, the attached Combined Delivery Report (CDR) and Funds Utilization statement, except for the matter described in the Basis for Qualified Opinion paragraph, presents fairly in all material respects the expenditure of \$10,321,625 incurred by the UNDP project 'World Indigenous Games' for the period 1 January to 31 December 2015 in accordance with UNDP accounting policies.



Mark Henderson
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12 August 2016

Independent Auditor's Report to UNDP - World Indigenous Games

Statement of Assets and Equipment

We noted that the UNDP project 'World Indigenous Games' (Project ID 88231, Output 94987) did not have any project assets and accordingly a Statement of Assets and Equipment was not produced.

Independent Auditor's Report to UNDP - World Indigenous Games

Statement of Cash Position

We noted that the UNDP project 'World Indigenous Games' (Project ID 88231, Output 94987) did not have a dedicated bank account for DIM project activities subject to audit and accordingly a Statement of Cash Position was not produced.

MANAGEMENT LETTER

The findings related to the audit of the financial statements are discussed in our management letter below:

Finding n°: 1	Title: Non-compliance with UN agency implementation POPP guidelines
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Observation:

An agency to agency contribution agreement was signed in May 2015 between the Office and UNOPS for 'HH.RR. management services', which concerned the payment of consultant costs. This agreement covered the period 1 May 2015 to 27 April 2016.

UNDP Programme and Operations Policies and Procedures (POPP) states the following regarding UN agency implementation:

Clause 9. UN agencies report their project expenses on quarterly Project Delivery Reports (PDRs). This funding is recorded as an advance in UNDP's accounts.

10. Advances provided to UN agencies and expenses reported on the PDR are recorded in a Project Clearing Account (PCA). This forms the basis of the inter agency balance due to/from the UN agency in respect of UNDP projects.

13. UNDP recognizes expenses only when goods have been received or services have been rendered. PDR expenses therefore include two components: (i) all items for which goods have been received or services have been rendered and paid for by the UN agency; and (ii) all items for which goods have been received or services have been rendered but which have not yet been invoiced to the UN agency by the supplier or service provider (receipt accrual).

14. All PDRs are entered into a bridging platform called UNEX (United Nations Expenditure system) by the OFRM/Accounts and Client Services Division. The UNEX system compares the PDR information to the project details in ATLAS and validates the expenses

17. Ultimate responsibility for all UN agency expenses rests with the UNDP Programme Officer, who must review incoming PDRs on a timely basis in order to accept expenses that are consistent with the AWP and UNDP's Financial Regulations and Rules (FRRs).

However, we noted that the above requirements were not met. Specifically:

9. UNOPS did not provide the Office with any quarterly PDRs. We did not see any evidence of UNDP asking for these PDRs.

10. We understand a PCA was not used for accounting for the transactions of this UN agency agreement.

13. The amount advanced to UNOPS during the year of \$ 1,028,920 was recognised as an expense at the point of payment, which was prior to the point that services were rendered.

14. and 17. No PDRs were received and UNEX was not used.

During the audit fieldwork, a report titled 'Interim Financial Statement as at 31 May 2016' was provided by UNOPS and can be summarised as follows:

Amount received from the Office	\$ 1,028,920.00
Interest received	\$ 3,218.53
Total funds	\$ 1,032,138.53
Total project expenses 2015	\$ 664,476.21
Total project expenses 2016	\$ 174,074.31
Total project expenses	\$ 838,550.52
Project funds balance	\$ 193,588.01

This statement shows that actual expenditure under the agency agreement in 2015 was \$ 664,476.21. However, actual expenditure recorded was \$ 1,028,920.00, meaning expenditure of \$ 364,443.79:

- Should not have been recorded in the 2015 CDR; and
- Has not been recorded in accordance with UNDP POPP.

Priority: High

Recommendation:

The Office should comply with POPP guidelines on UN agency implementation for the remainder of the contract period. Specifically:

- The agreement with UNOPS requires that financial statements (i.e. PDRs) should be provided for each quarter. These have not been requested or received thus far but must be received at least from the start of 2016;
- Expenditure should be recognised in accordance with the PDRs received;
- Any unspent amounts should be refunded to the Office.

Management comments:

The Office takes note of the recommendation and would like to clarify the following:

- We have provided the 2015/2016 Financial Report from UNOPS, which was presented to the Office last June. Despite the contractual obligation of UNOPS to issue said reports quarterly, the Office will closely follow up on the timely issuance of the next financial reports in order to observe this recommendation. The Office has requested via letter the presentation of quarterly PDRs for 2016.
- Regarding the expenditures registered in 2015, the Office will observe the recommendation for all future cases and share this learnt lesson with all programme and operation staff.
- The Office confirms that the unspent amounts (related to cancelled contracts and exchange rate fluctuations) will be refunded to the Office.

The Office notes that no managerial or financial risks stemmed from the agreement with UNOPS, nor from its implementation arrangements neither from the procedures taken by the Office. Moreover the agreement used is compliant with the corporate Rules and Regulations and was appropriate for the purpose of this project. In this sense, the services agreed were duly provided and monitored as planned. Furthermore, we would like to point out that the amount considered as NFI (net financial impact) in this report, although not effectively spent during 2015, was duly committed. This recording inadequacy – which is solely an accounting issue - did not affect the final outcome of the agreement, within which the expenses registered were duly eligible. Moreover UNOPS is about to refund the unspent amounts. Hence the Office believes that the level of risk resulting from this accounting inaccuracy is low.

In future cases, the Office is committed to observe the recommendations above.

Further auditor comments:

We note the comments from the Office, as well as the documents submitted. The 2015/16 financial report from UNOPS was observed during the audit fieldwork. Despite the actions taken so far by the Office, the CDR for 2015 remains misstated, as explained by the finding above. We therefore maintain this audit finding.

Finding n°: 2	Title: Inconsistent evaluation criteria
<p>Observation:</p> <p>During the review of the procurement process 28347/2015 we noted that the notice of procurement required a minimum capital or net equity equivalent to BRL 150,000 (\$ 40,107). However, the evaluation report stated that the minimum amount was BRL 50,000 (\$ 13,369).</p> <p>During the review of the procurement process 28374/2015, the notice of procurement required a minimum paid capital or net equity for bidding companies of BRL 500,000 (\$ 133,690). However, the evaluation report had no minimum amount and instead quoted a minimum for net working capital instead.</p> <p>In both cases all conditions were met, but these observations highlight inconsistencies in the procurement process that could lead the process and the final award to be challenged.</p>	
<p>Priority: Medium</p>	
<p>Recommendation:</p> <p>The evaluation criteria should be consistent across all procurement documents. A review of all procurement and evaluation documents should be carried out to ensure consistency.</p>	
<p>Management comments:</p> <p>The Office takes note of this observation and will implement the recommendation for future procurement processes.</p>	



Mark Henderson
Partner

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12 August 2016

Annexes

Annex 1: Combined Delivery Report



Selection Criteria :

Business Unit : BRA10
Period : Jan-Dec (2015)
Selected Project Id : 00088231
Selected Fund Code : ALL
Selected Dept. IDs : ALL
Selected Outputs : 00094987

Project Id : 00088231	BRA/15/003 - Jogos Indígenas	Period :	Jan-Dec (2015)
Output # : 00094987	BRA/15/003 - Jogos Indígenas	Impl. Partner :	00423 DIRECT EXECUTION
		Location :	Brazil

Activity : ACTIVITY1 (Estruturação dos Jogos)

Fund : 30071 (Programme Cost Sharing GOV1)

71305 - Local Consult.-Sht Term-Tech	0.00	1,052,464.62	0.00	1,052,464.62
71610 - Travel Tickets-Local	0.00	107,296.92	0.00	107,296.92
71615 - Daily Subsistence Allow-Intl	0.00	1,815.00	0.00	1,815.00
71620 - Daily Subsistence Allow-Local	0.00	209,366.49	0.00	209,366.49
71635 - Travel - Other	0.00	4,268.90	0.00	4,268.90
72210 - Machinery and Equipment	0.00	578,483.08	0.00	578,483.08
72215 - Transportation Equipment	0.00	12,888.76	0.00	12,888.76
72305 - Agri & Forestry Products	0.00	942,573.54	0.00	942,573.54
72320 - Wood & Paper Products	0.00	381.78	0.00	381.78
72399 - Other Materials and Goods	0.00	683,491.23	0.00	683,491.23
72405 - Acquisition of Communic Equip	0.00	5,344.96	0.00	5,344.96
72425 - Mobile Telephone Charges	0.00	536.05	0.00	536.05
72505 - Stationery & other Office Supp	0.00	231.92	0.00	231.92
72810 - Acquis of Computer Software	0.00	924.63	0.00	924.63
73107 - Rent - Meeting Rooms	0.00	723.06	0.00	723.06
73120 - Utilities	0.00	5,077.63	0.00	5,077.63
74210 - Printing and Publications	0.00	10,132.67	0.00	10,132.67
74220 - Translation Costs	0.00	76,836.32	0.00	76,836.32
74225 - Other Media Costs	0.00	2,776.56	0.00	2,776.56
74525 - Sundry	0.00	1,016.71	0.00	1,016.71
75105 - Facilities & Admin - Implement	0.00	286,035.06	0.00	286,035.06
75110 - Facilities & Admin - Services	0.00	190,690.03	0.00	190,690.03
75705 - Learning costs	0.00	5,837,870.88	0.00	5,837,870.88
76125 - Realized Loss	0.00	109.37	0.00	109.37
76135 - Realized Gain	0.00	- 1,836.08	0.00	- 1,836.08

Total for Fund 30071 0.00 10,009,500.09 0.00 10,009,500.09

for Activity ACTIVITY1 0.00 10,009,500.09 0.00 10,009,500.09

Activity : ACTIVITY2 (Implementação Ações Sociais)

Fund : 30071 (Programme Cost Sharing GOV1)

71305 - Local Consult.-Sht Term-Tech	0.00	24,181.61	0.00	24,181.61
71405 - Service Contracts-Individuals	0.00	7,643.32	0.00	7,643.32
71410 - MAIP Premium SC	0.00	25.06	0.00	25.06
71415 - Contribution to Security SC	0.00	282.00	0.00	282.00
71610 - Travel Tickets-Local	0.00	4,254.38	0.00	4,254.38
71620 - Daily Subsistence Allow-Local	0.00	4,144.72	0.00	4,144.72
71635 - Travel - Other	0.00	1,368.00	0.00	1,368.00
72315 - Food & Textile Products	0.00	2,865.35	0.00	2,865.35



Project Id : 00088231 BRA/15/003 - Jogos Indígenas	Period : Jan-Dec (2015)
Output # : 00094987 BRA/15/003 - Jogos Indígenas	Impl. Partner : 00423 DIRECT EXECUTION
	Location : Brazil

	Govt Exp	UNDP Exp	UN Agencies Exp	Total Exp
72505 - Stationery & other Office Supp	0.00	105.04	0.00	105.04
74210 - Printing and Publications	0.00	160.88	0.00	160.88
74225 - Other Media Costs	0.00	1,961.70	0.00	1,961.70
74525 - Sundry	0.00	0.00	0.00	0.00
75105 - Facilities & Admin - Implement	0.00	1,409.76	0.00	1,409.76
75110 - Facilities & Admin - Services	0.00	939.84	0.00	939.84
76125 - Realized Loss	0.00	6.49	0.00	6.49
76135 - Realized Gain	0.00	- 33.65	0.00	- 33.65
Total for Fund 30071	0.00	49,314.50	0.00	49,314.50

Total for Activity ACTIVITY2	0.00	49,314.50	0.00	49,314.50
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Activity : ACTIVITY3 (Gestão Eficiente do Projeto)

Fund : 30071 (Programme Cost Sharing GOV1)

61105 - Salaries - NP Staff	0.00	104,268.19	0.00	104,268.19
61205 - Salaries - GS Staff	0.00	20,636.43	0.00	20,636.43
62105 - Dependency Allowance-NP Staff	0.00	811.80	0.00	811.80
62110 - Contrib Joint Staff Pension-NP	0.00	21,983.85	0.00	21,983.85
62115 - Contrib to Med,SocIns-NP Staff	0.00	4,726.57	0.00	4,726.57
62140 - Annual Leave Expense - NO	0.00	11,730.68	0.00	11,730.68
62210 - Contrib to Jt Staff Pens Fd-GS	0.00	4,305.91	0.00	4,305.91
62215 - Contrib. to Medical, social In	0.00	804.82	0.00	804.82
62240 - Annual Leave Expense - GS	0.00	3,446.66	0.00	3,446.66
63530 - Contribution to EOS Benefits	0.00	4,683.94	0.00	4,683.94
63535 - Contribution to Security	0.00	5,620.70	0.00	5,620.70
63545 - Contribution to ICT	0.00	1,873.56	0.00	1,873.56
63550 - Contributions to MAIP	0.00	499.61	0.00	499.61
63555 - Contribution to UN JFA	0.00	3,747.16	0.00	3,747.16
63560 - Contributions to Appendix D	0.00	374.69	0.00	374.69
65115 - Contributions to ASHI Reserve	0.00	9,992.36	0.00	9,992.36
65135 - Payroll Mgt Cost Recovery ATLA	0.00	539.62	0.00	539.62
71305 - Local Consult.-Sht Term-Tech	0.00	7,114.43	0.00	7,114.43
71610 - Travel Tickets-Local	0.00	12,974.32	0.00	12,974.32
71620 - Daily Subsistence Allow-Local	0.00	24,542.47	0.00	24,542.47
71635 - Travel - Other	0.00	3,613.59	0.00	3,613.59
72399 - Other Materials and Goods	0.00	1,082.71	0.00	1,082.71
74210 - Printing and Publications	0.00	8.93	0.00	8.93
74525 - Sundry	0.00	929.75	0.00	929.75
75105 - Facilities & Admin - Implement	0.00	7,509.37	0.00	7,509.37
75110 - Facilities & Admin - Services	0.00	5,006.25	0.00	5,006.25
76110 - Foreign Exch Translation Loss	0.00	76.38	0.00	76.38
76125 - Realized Loss	0.00	64.76	0.00	64.76
76135 - Realized Gain	0.00	- 158.75	0.00	- 158.75
Total for Fund 30071	0.00	262,810.76	0.00	262,810.76
Total for Activity ACTIVITY3	0.00	262,810.76	0.00	262,810.76



UN Development Programme
Report ID: unglcdrb

Combined Delivery Report by Activity

Page 3 of 5
Run Time: 03-03-2016 19:03:05

Project Id : 00088231 BRA/15/003 - Jogos Indigenas	Period :	Jan-Dec (2015)		
Output # : 00094987 BRA/15/003 - Jogos Indigenas	Impl. Partner :	00423 DIRECT EXECUTION		
	Location :	Brazil		
	Govt Exp	UNDP Exp	UN Agencies Exp	Total Exp

Total for Output : 00094987 0.00 10,321,625.35 0.00 10,321,625.35

Project Total :	0.00	10,321,625.35	0.00	10,321,625.35
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[Handwritten signature]

MOORE STEPHENS

Signed By :

M. Teresa Amaral

PROGRAM ANALYST

Date :

7/3/2016

Signed By :

[Handwritten signature]

Date :

07/03/2016

Caroline Brito Fernandes
Chefe de Finanças para o Brasil



Selection Criteria :

Business Unit : BRA10
Period : Jan-Dec (2015)
Selected Project Id : 00088231
Selected Fund Code : ALL
Selected Dept. IDs : ALL
Selected Outputs : 00094987

Project Id : ALL	Period : Jan-Dec (2015)
Output # : ALL	Impl. Partner :
	Location :

	Govt Exp	UNDP Exp	UN Agencies Exp	Total Exp
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48801 - Brazil - Central

0.00

10,321,625.35

0.00

10,321,625.35



Funds Utilization

Selection Criteria :

Business Unit : BRA10
Period : Jan-Dec (2015)
Selected Project Id : 00088231
Selected Fund Code : ALL
Selected Dept. IDs : ALL
Selected Outputs : 00094987

Project/Award: 00088231 BRA/15/003 - Jogos Indígenas

Period : As Of Dec31,2015

Output #	00094987	Impl. Partner :00423 DIRECT EXECUTION	UNDP AMOUNT
Outstanding NEX advances			0.00
Undepreciated Fixed Assets			0.00
inventory			0.00
Prepayments			0.00
Commitments			0.00

Annex 2: Audit finding priority ratings

The following categories of priorities are used:

High (Critical)	Action is considered imperative to ensure that UNDP is not exposed to high risks. Failure to take action could result in major consequences and issues.
Medium (Important)	Action is considered necessary to avoid exposure to significant risks. Failure to take action could result in significant consequences.
Low	Action is considered desirable and should result in enhanced control or better value for money. Low priority recommendations, if any, are dealt with by the Auditors directly with the Office management, during the exit meeting and through a separate memo subsequent to the fieldwork. Therefore, low priority recommendations are not included in the audit report.