



PERFORMANCE AUDIT

OF

UNDP CRISIS BUREAU

Report No. 2580
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Report on the Performance Audit of UNDP Crisis Bureau Executive Summary

The UNDP Office of Audit and Investigations (OAI) conducted a performance audit of UNDP Crisis Bureau (the Office) from 20 February to 17 March 2023. Performance auditing is an independent, objective, and reliable examination of an entity or process to assess whether economy, efficiency, and effectiveness in the employment of available resources are being achieved.

The audit aimed at assessing the extent to which the Crisis Bureau was carrying out its functions of coordinating and facilitating UNDP's crisis response including policy development and programme support, knowledge management and emergency response support.

The audit addressed the following performance audit questions:

1. Was the organizational structure and the governance mechanisms of the Crisis Bureau established and functioning to respond to conflict and post-conflict contexts?
2. Has the Crisis Bureau successfully coordinated and facilitated the development and implementation of solutions to crisis and fragility in affected countries?

The audit covered the activities of the Crisis Bureau from 1 January to 31 December 2022. The audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing* of The Institute of Internal Auditors (The IIA).

Overall audit rating

OAI issued an audit rating of **fully satisfactory**, which means “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.”

Overall, the Crisis Bureau's governance and organizational structure was adequate to support its organizational priorities.

The Crisis Bureau has established adequate mechanisms to coordinate and facilitate the implementation of solutions to crises and fragility in affected countries through the expanded offerings in UNDP's Crisis Offer.

Further, the audit team noted that the Crisis Bureau operated in an innovative and enabling environment, that was open to trying new approaches to improve its mandate of anticipating, preventing, and responding to crisis situations. These innovations are described later in this report.

Key recommendations: Total = 3, high priority = 0

The audit did not result in any high (critical) priority recommendations. There are three medium (important) priority recommendations, which means “Action is required to ensure that UNDP is not exposed to risks. Failure to take action could result in negative consequences for UNDP.” These recommendations include actions to finalize the standard operating procedures (SOPs), implement a mechanism for Country Offices to report on funding received from the Crisis Bureau, and ensure that the After-Action Reviews (AARs) are conducted at the end of the crisis response period.

The three recommendations aim to ensure the following:

Objectives	Recommendation No.	Priority Rating
Achievement of the organization's strategic objectives	1	Medium
Effectiveness and efficiency of operations	2, 3	Medium



Management comments and action plan

The Assistant Administrator and Director of the Crisis Bureau accepted all three recommendations and is in the process of implementing them. Comments and/or additional information provided have been incorporated in the report, where appropriate.

Low risk issues (not included in this report) have been discussed directly with management and actions have been initiated to address them.

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