



INTERNAL AUDIT DIVISION

REPORT 2019/024

Audit of the Global Mechanism at the
United Nations Convention to Combat
Desertification

Efficiency and effectiveness in
implementation of the Global Mechanism's
activities need to be enhanced

10 April 2019
Assignment No. AA2018/242/01

Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the Global Mechanism at the United Nations Convention to Combat Desertification (UNCCD). The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficiency and effectiveness in the implementation of the Global Mechanism's activities at UNCCD. The audit covered the period from January 2016 to November 2018 and included a review of strategic management, financial management, and performance management and reporting.

UNCCD was implementing the activities of the Global Mechanism in accordance with the decisions made by the Conference of the Parties. However, there was need to enhance efficiency and effectiveness in implementation of the Global Mechanism's activities.

OIOS made eight recommendations. To address the issues identified in the audit, UNCCD needed to:

- Obtain advice from the Office of Legal Affairs to ensure that any risks from the legal perspective arising from resource mobilization activities for the Land Degradation Neutrality Fund are adequately addressed;
- Establish mechanisms for confirmation of achievement of expected results before payment of instalments to implementing partners;
- Obtain all supporting documentation, including receipts, for expenditure reported by its partners under the Global Mechanism;
- Review its projects under the Global Mechanism and take appropriate action to close projects that have been completed;
- Develop mechanisms to ensure timely and accurate reporting to donors in accordance with the signed agreements;
- Report progress to the Committee for the Review of the Implementation against specific and measurable targets to ensure accountability;
- Develop and implement an evaluation policy to clarify the Convention's approach and principles for evaluation; and
- Establish an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.

UNCCD accepted the recommendations and has initiated action to implement them.

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Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Global Mechanism at the United Nations Convention to Combat Desertification (UNCCD).

2. UNCCD was established in 1994 as a legally binding international agreement linking environment and development to sustainable land management. The Convention has 197 parties with the Conference of the Parties (COP) as its supreme decision-making body. The Committee for the Review of the Implementation of the Convention (CRIC) was established to review progress in implementation of COP decisions and UNCCD strategies.

3. In September 2017, the COP adopted the UNCCD 2018-2030 Strategic Framework with a vision of “A future that avoids, minimizes, and reverses desertification/land degradation and mitigates the effects of drought in affected areas at all levels and strive to achieve a land degradation-neutral world consistent with the 2030 Agenda for Sustainable Development, within the scope of the Convention”.

4. The Global Mechanism is an institution of UNCCD that supports countries in translating the Convention into action and achieving Land Degradation Neutrality¹ (LDN) at the national level. UNCCD prepared its work programmes biannually. According to the 2018-2019 work programme, the Global Mechanism activities contributed to the following strategic objectives: (a) to improve the condition of affected ecosystems, combat desertification/land degradation, promote sustainable land management and contribute to LDN; (b) to mitigate, adapt to, and manage the effects of drought in order to enhance resilience of vulnerable populations and ecosystems; and (c) to mobilize substantial and additional financial and non-financial resources to support the implementation of the Convention by building effective partnerships at global and national level.

5. During the period 2016 to 2018, the Global Mechanism had a core budget of EUR 5.5 million that was funded by the Convention. In addition, the Global Mechanism received funding from partners for various projects of the LDN Programme. As of 31 October 2018, the Global Mechanism had received a total of \$21.7 million as earmarked funding from partners for projects that were ongoing (see Table 1).

Table 1: Global Mechanism voluntary contributions for ongoing projects as of 31 October 2018 (in USD)

Area	Cash received	Expenditure	Balance
Great Green Wall	6,964,864	7,277,045	(312,181) ²
Land Degradation Neutrality Fund	1,744,097	1,712,156	31,941
Land Degradation Neutrality Programme	11,171,425	8,443,582	2,727,843
Sustainable Land Management in Migration	1,776,589	1,412,977	363,613
TOTAL	21,656,975	18,845,759	2,811,216

6. The Global Mechanism is based at UNCCD in Bonn, Germany. As of 22 November 2018, the Mechanism had 14 Professional posts and four General Service posts.

¹ LDN is defined as “a state whereby the amount and quality of land resources necessary to support ecosystem functions and services and enhance food security remain stable or increase within specified temporal and spatial scales and ecosystems”.

² The European Commission was to provide additional funds to UNCCD upon satisfactory completion of project activities. UNCCD pre-financed the activities; hence the shortfall between cash received and expenditure.

7. Comments provided by UNCCD are incorporated in italics

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

8. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficiency and effectiveness in implementation of the Global Mechanism's activities at UNCCD.

9. This audit was included in the 2018 risk-based work plan of OIOS due to the risks associated with the Global Mechanism that could potentially affect the implementation of the Convention's mandate.

10. OIOS conducted this audit from November 2018 to January 2019. The audit covered the period from January 2016 to November 2018. Based on an activity-level risk assessment, the audit covered the risk areas relating to the Global Mechanism which included: strategic management; financial management; and performance management and reporting.

11. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) sample tests of controls.

12. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Strategic management

COP decisions were being implemented

13. UNCCD was implementing the COP's decisions that related to the Global Mechanism. This was done by operationalizing the decisions into the UNCCD strategy and programmes of work. Three key COP decisions implemented/being implemented by UNCCD in relation to the Global Mechanism were:

(a) Integration of Sustainable Development Goals (Decisions 2 and 3/COP.12). As part of integration of Sustainable Development Goals, particularly target 15.3 on LDN, the Global Mechanism established the "LDN Target Setting Programme" (LDN TSP) to assist countries in formulating voluntary targets to achieve LDN. This was done in collaboration with the Secretariat and partners. As at 30 June 2018, UNCCD records indicated that 60 countries had already established voluntary LDN targets while 118 countries had committed to set the targets.

(b) Resource mobilization (Decisions 7 and 14/COP.13). The Global Mechanism established an independent LDN Fund to mobilize resources for viable projects to address land degradation problems.

(c) Reorganization of the Global Mechanism. The Executive Secretary of UNCCD appointed a Managing Director for the Global Mechanism and relocated its offices from Rome to Bonn.

There was no consultation with the Office of Legal Affairs on resource mobilization for the LDN Fund

14. The Global Mechanism implemented COP 13 decision relating to resource mobilization. In decision 7, the COP called for the establishment of new funding options including the possible creation of

an independent LDN Fund for implementing the strategy. The Global Mechanism mobilized and spent \$1.7 million to establish and develop the LDN Fund.

15. According to the call for expression of interest for institutions to partner with the Global Mechanism (dated 30 June 2015), there were more than 2 billion hectares of land worldwide that offered opportunities for restoration. Therefore, the LDN Fund was intended to provide the financial means to support sustainable business models across all land use sectors, with a specific focus on large-scale land restoration and rehabilitation projects. Some performance indicators and targets for the initiative are shown in Table 2.

Table 2: Performance targets for LDN Fund included in the call for expression of interest

Performance area	Annual targets	Expected impacts in 20 years
Resource mobilization	\$2 billion	\$50 billion
Rehabilitation of degraded lands	12 million hectares	300 million hectares
Land adaptation neutrality	Selected countries and regions	Worldwide

16. UNCCD informed the COP on the Global Mechanism’s progress in establishing and developing the LDN Fund. On 12 September 2017, the LDN Fund was officially launched at COP 13 in Ordos, China. The initial target of funds to be mobilized was set at \$300 million. According to the UNCCD website, the LDN Fund had attracted commitments by investors of \$100 million in December 2018.

17. OIOS noted that there was no consultation with the Office of Legal Affairs (OLA) on the establishment of the LDN Fund. UNCCD explained that since the LDN Fund had already been set up and was running independently of UNCCD, there were no risks that could impact the United Nations. OIOS is of the view that UNCCD needs to consult OLA to identify and mitigate any risks arising from the resource mobilization effort for the LDN Fund to duly protect the Convention’s interests.

(1) UNCCD should obtain advice from the Office of Legal Affairs to ensure that any risks from the legal perspective arising from resource mobilization activities for the Land Degradation Neutrality Fund are adequately addressed.

UNCCD accepted recommendation 1 and stated that it will liaise with OLA to obtain proper legal advice concerning this issue. Recommendation 1 remains open pending receipt of OLA’s advice on identification and mitigation of risks relating to the LDN Fund.

B. Financial management

Payments to partners need to be results-based

18. The Global Mechanism engaged partners to implement key projects. This was done by signing agreements which defined, for example, areas of cooperation, roles, funding and reporting. In general, the agreements provided for initial payments to be made to partners upon signing the agreements and subsequent payments to be made upon submission of narrative and financial reports.

19. OIOS reviewed supporting documentation for 12 payments made to partners by UNCCD in the amount of \$4,966,356 for the FLEUVE³ project. All four initial payments aggregating \$994,657 had been

³ The Front Local Environmental Pour Une Union Verte (FLEUVE) project was implemented in Niger, Burkina Faso, Senegal, Mali and Chad. This project was funded by the European Commission and was part of the Great Green Wall programme.

made after the agreement was signed; eight subsequent instalments totaling \$3,971,698 were made upon receipt of narrative and financial reports as provided for in the agreements.

20. OIOS reviewed the narrative reports submitted by the partners and observed that they were not adequately aligned to the achievement of set targets. For example:

(a) In sampled reports for three partners, there was a general lack of reference to the targets as elaborated in the logical framework developed in 2013 and revised in 2017; and

(b) In the July 2018 activity report for one of the partners, the reported activities were not aligned to expected results and targets by country.

21. Payments to partners without evidence of achievement of intended results could result in waste of resources.

(2) UNCCD should establish mechanisms for confirmation of achievement of expected results before payment of instalments to implementing partners.

UNCCD accepted recommendation 2 and agreed to strengthen the mechanism of confirmation of expected results through a monitoring tool of contracts with implementing partners. However, payments should be against verifiable “milestones”, not necessarily results since in many projects, full realization of results may only take place after project implementation. Recommendation 2 remains open pending receipt of evidence of establishment of a monitoring tool for confirmation of achievement of expected results before payment of instalments to implementing partners.

Need for supporting documentation for payments

22. On 8 October 2015, a Memorandum of Understanding (MOU) was signed between UNCCD and Partner A. This MOU involved EUR 3,531,000 in support of implementing the FLEUVE project during the period October 2015 to January 2018.

23. The MOU had contradictions in the roles defined for Partner A with regard to accountability for the funds provided. On one hand, the MOU required the partner to keep original documentation while on the other, the documentation was to be sent to the UNCCD Secretariat. In Article 4.6, the MOU stated that Partner A would “keep the originals of all supporting documents for expenditure and receipts for 10 years after acceptance of the final implementation report”. However, in Article 7, the MOU required Partner A to provide financial reports that summarized expenditure and that “All expenditure incurred must be duly supported by original invoices and other original expenditure documents, which must be submitted to the Secretariat with the financial report”.

24. Original receipts supporting the expenditure of EUR 2.5 million incurred by Partner A was not available for audit. Thus, the Global Mechanism authorized the payments to Partner A without receipts to support the expenditure incurred. UNCCD explained that Partner A would provide the receipts upon submission of the final financial reports.

25. Payments to partners without the required supporting documentation exposed UNCCD to the risk of inadequate accountability for the funds. This was especially so in case of late detection of gaps in the documentation that was yet to be provided by the partner for payments already made.

(3) UNCCD should obtain all supporting documentation, including receipts, for expenditure reported by its partners under the Global Mechanism.

UNCCD accepted recommendation 3 and stated that it will put mechanisms in place to ensure such supporting documentation is obtained in future. Recommendation 3 remains open pending receipt of evidence that UNCCD has obtained supporting documentation for payments made so far for ongoing projects.

Need for timely closure of project grants

26. As at 31 October 2018, UNCCD had 26 ongoing projects involving \$21.7 million which included projects that should have been closed. For example: (a) three projects were dormant and dated as far back as 2011; (b) for eight projects, although activities were completed, their financial closure was pending; and (c) 16 grants had balances under \$50,000 including three with zero balances.

27. Delays in closing projects could result in inefficiencies such as additional administrative burden at a later stage to close them, besides the perception that UNCCD is unable to complete its projects in a timely manner which could have a negative impact on donor confidence.

(4) UNCCD should review its projects under the Global Mechanism and take appropriate action to close projects that have been completed.

UNCCD accepted recommendation 4 and stated that it takes note for future compliance. Recommendation 4 remains open pending receipt of evidence that UNCCD has closed projects that have been completed.

Need to ensure timely and accurate reporting to donors

28. Nineteen donors supported the Global Mechanism with \$21.6 million on four thematic areas namely: LDN Programme; LDN Fund; Great Green Wall; and Sustainable Land Management in Migration. According to the agreements signed between UNCCD and the donors, UNCCD was expected to provide timely and accurate reports to the donors. There were deficiencies in reporting to donors in the following aspects:

(a) Lack of evidence of reporting

29. There was no evidence of reporting relating to a grant of \$95,541 received from the Government of Spain and spent in 2011. The agreement with the Government of Spain required preparation of an interim report by 31 May of each year. The grant remained open even though all the funds had been spent. Similarly, no financial or substantive reports had been submitted to the Government of Luxembourg for \$218,818 received for LDN activities under an agreement of December 2015. The agreement required submission of financial and narrative reports within three months of completion of activities.

(b) Delays in reporting

30. There was a three-year delay in the Global Mechanism's submission of the final report for a grant of \$3,852,000 received from the Government of Norway. The donor required the report to be sent by 1 May 2014, but the report was only submitted on 28 February 2017. There was a two-year delay in the Global Mechanism's submission of a final report for a grant of \$207,630 received from the Government of Korea. The report was due on 31 May 2015 but was submitted on 20 March 2017. Likewise, there was one-year delay in submission of another final report for a grant of \$352,594 received from the Government of Korea. The report was due on 31 May 2016 but was submitted on 23 August 2017.

(c) Inaccuracies in reporting

31. Although the Global Mechanism spent \$660,702 on the LDN Fund, this amount was not reported to donors as part of the expenditure for the fund. Also, the expenditure incurred against funds received from Ireland (\$58,072) and the World Bank and Global Environment Facility (\$50,000) had been charged to the wrong accounts.

32. Lack of timely and accurate reporting to donors weakens accountability and transparency for the funds and may have an adverse impact on donor confidence.

(5) UNCCD should develop mechanisms to ensure timely and accurate reporting to donors in accordance with the signed agreements.

UNCCD accepted recommendation 5 and stated that it has implemented a dashboard in the SharePoint system for keeping a track of donor reporting deadlines in compliance with the signed agreement. Recommendation 5 remains open pending receipt of evidence that UNCCD has submitted all pending donor reports.

C. Performance management and reporting

Need to report progress against specific and measurable targets

33. CRIC was established to review progress in implementation of COP decisions and UNCCD strategies. In a report on the performance of Convention institutions and subsidiary bodies (2016-2017) to the 16th CRIC Session in September 2017, UNCCD presented the resources used and progress made, including by the Global Mechanism, toward the objectives and outcomes of the UNCCD four-year results framework, as assessed against the outcome indicators that are contained in the results framework. In this report, the Global Mechanism had a core budget of EUR 3,640,300 and focused on three themes: (a) LDN action; (b) Land economics and the private sector; and (c) Land, resilience and security.

34. There were no specific and measurable targets to report achievements for the Global Mechanism during the biennium (2016-2017). The performance report highlighted the strategic objectives pursued, expected outcomes and related indicators, and achievements. However, there were no targets against which the achievements were being reported. For example, there were no specific target numbers of countries that were to commit to LDN targets as part of UNCCD efforts to facilitate reduction of areas affected by land degradation. Nevertheless, UNCCD reported that 108 countries had made commitments.

35. In the absence of measurable targets to be accomplished, performance evaluation of achievements may not be done objectively. This could adversely impact on accountability for achievement of results.

(6) UNCCD should report progress to the Committee for the Review of the Implementation against specific and measurable targets to ensure accountability.

UNCCD accepted recommendation 6 and stated that the process is already underway. Recommendation 6 remains open pending receipt of evidence that UNCCD has established a mechanism for periodic reporting of progress achieved to CRIC against measurable targets.

Need for an evaluation policy

36. Evaluation is a systematic and objective assessment of programmes and projects to determine whether desired results (especially outcomes and impacts) have been realized. Evaluation criteria include relevance, effectiveness, efficiency, impact, and sustainability.

37. UNCCD had established an Evaluation Office in 2014 that supported the convention evaluation activities. Notably, the office spearheaded evaluations across the convention and had developed procedures for doing so. For the 2016-2017 and 2018-2019 programmes of work, UNCCD planned to undertake six evaluations. However, UNCCD had not developed an evaluation policy to guide its evaluation activities.

38. An evaluation policy could provide an approach, and principles (including criteria) for evaluation of activities. For example, the criteria for evaluation could include COP requests, monetary value of projects, or other strategic considerations. Absence of an evaluation policy could result in important programmes not being evaluated on time hence could delay feedback to management and stakeholders on achievement of expected results/impact. For example, despite its significance, the FLEUVE project (with EUR 7.7 million budget) that was started in 2014 had not been evaluated by the time of the audit despite providing for a mid-term and terminal evaluation. Management indicated that the mid-term evaluation was not conducted because three Results-Oriented Monitoring activities were conducted between 2016 and 2018 and a final evaluation was underway as the project was ending in April 2019.

(7) UNCCD should develop and implement an evaluation policy to clarify the Convention's approach and principles for evaluation.

UNCCD accepted recommendation 7 and stated that the evaluation policy would be completed by the end of 2019. Recommendation 7 remains open pending receipt of the evaluation policy.

Delays in implementation of a key project need to be addressed

39. There were significant delays in the implementation of a key project in the Global Mechanism. The FLEUVE project, with a budget of EUR 7.7 million, was to be implemented during four years between 2014 and 2017. However, the project had not been completed at the time of the audit in December 2018. The Global Mechanism had requested the donor for a no cost project extension up to 31 December 2019. According to UNCCD, the delay was mainly due to slow responses from the governments and counterparts in agreeing to the scope of the project.

40. OIOS noted that the delay in implementation was caused, in part, because the donor had suspended funding for the project due to deficiencies in project planning and progress reporting. Notably, the progress report submitted by UNCCD did not adequately cover activities undertaken, and the achievements/results were not reported using the indicators included in the agreement.

(8) UNCCD should establish an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.

UNCCD accepted recommendation 8 and stated that existing guidelines for project monitoring and evaluation will be integrated into the overall evaluation policy. Effective monitoring practices used in some UNCCD projects will be analyzed and replicated in future. Recommendation 8 remains open pending receipt of evidence that UNCCD has established an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.

IV. ACKNOWLEDGEMENT

41. OIOS wishes to express its appreciation to the management and staff of UNCCD for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNCCD should obtain advice from the Office of Legal Affairs to ensure that any risks from the legal perspective arising from resource mobilization activities for the Land Degradation Neutrality Fund are adequately addressed.	Important	O	Receipt of OLA's advice on identification and mitigation of risks relating to the LDN Fund.	30 June 2020
2	UNCCD should establish a mechanism for confirmation of achievement of expected results before payment of instalments to implementing partners.	Important	O	Receipt of evidence of establishment of a monitoring tool for confirmation of achievement of expected results before payment of instalments to implementing partners.	30 June 2020
3	UNCCD should obtain all supporting documentation, including receipts, for expenditure reported by its partners under the Global Mechanism.	Important	O	Receipt of evidence that UNCCD has obtained supporting documentation for payments made so far on ongoing projects.	31 December 2019
4	UNCCD should review its projects under the Global Mechanism and take appropriate action to close projects that have been completed.	Important	O	Receipt of evidence that UNCCD has closed projects that have been completed.	31 December 2019
5	UNCCD should develop mechanisms to ensure timely and accurate reporting to donors in accordance with the signed agreements.	Important	O	Receipt of evidence that UNCCD has submitted all pending donor reports.	31 December 2019
6	UNCCD should report progress to the Committee for the Review of the Implementation against specific and measurable targets to ensure accountability.	Important	O	Receipt of evidence that UNCCD has established a mechanism for periodic reporting of progress achieved to CRIC against measurable targets.	31 December 2019
7	UNCCD should develop and implement an evaluation policy to clarify the Convention's approach and principles for evaluation.	Important	O	Receipt of a copy of the evaluation policy once developed.	31 December 2019

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ C = closed, O = open

⁴ Date provided by UNCCD in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
8	UNCCD should establish an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.	Important	O	Receipt of evidence that UNCCD has established an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.	31 December 2019

APPENDIX I

Management Response

Management Response

Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNCCD should obtain advice from the Office of Legal Affairs to ensure that any risks from the legal perspective arising from resource mobilization activities for the Land Degradation Neutrality Fund are adequately addressed.	Important	Yes	Managing Director of the Global Mechanism	30 June 2020	UNCCD will liaise with the Office of Legal Affairs to obtain proper legal advice concerning this issue.
2	UNCCD should establish a mechanism for confirmation of achievement of expected results before payment of instalments to implementing partners.	Important	Yes	Chief of Administrative Services UNCCD	30 June 2020	UNCCD agrees to strengthen the mechanism of confirmation of expected results through a monitoring tool. of contracts with implementing partners. However, it would be important to note that payments should be against verifiable “milestones”, not necessarily results since in many projects, full realization of results may only take place after the period of project implementation ends.
3	UNCCD should obtain all supporting documentation, including receipts, for expenditure reported by its partners under the Global Mechanism.	Important	Yes	Managing Director of the Global Mechanism	31 December 2019	UNCCD takes note for future compliance and will put mechanisms in place to ensure such supporting documentation is obtained.
4	UNCCD should review its projects under the Global Mechanism and take appropriate action to close projects that have been completed.	Important	Yes	Chief of Administrative Services UNCCD	31 December 2019	UNCCD takes note for future compliance.
5	UNCCD should develop mechanisms to	Important	Yes	Chief of	31 December	UNCCD has implemented a

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of the Global Mechanism at the United Nations Convention to Combat Desertification

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	ensure timely and accurate reporting to donors in accordance with the signed agreements.			Administrative Services UNCCD	2019	dashboard in the SharePoint system for keeping a track of donor reporting deadlines in compliance with the signed agreement.
6	UNCCD should report progress to the Committee for the Review of the Implementation against specific and measurable targets to ensure accountability.	Important	Yes	Head of Evaluation	31 December 2019	This process is already underway.
7	UNCCD should develop and implement an evaluation policy to clarify the Convention's approach and principles for evaluation.	Important	Yes	Head of Evaluation	31 December 2019	The evaluation policy to be completed by the end of 2019.
8	UNCCD should establish an effective mechanism for project planning, implementation and monitoring to ensure the timely completion of projects.	Important	Yes	Chief of Administrative Services UNCCD	31 December 2019	UNCCD guidelines for project monitoring and evaluation exist and will be integrated into the overall evaluation policy. Effective monitoring practices used in some UNCCD projects will be analyzed and replicated in future.