

# INTERNAL AUDIT DIVISION

# **REPORT 2019/128**

Audit of travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

There is a need to strengthen controls in travel planning and budgeting

18 December 2019 Assignment No. AS2019/801/02

### Audit of travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of travel management in the Office of Investment Management (OIM) of the United Nations Joint Staff Pension Fund. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficient and effective management of official travel at OIM. The audit covered the period from January 2016 to August 2019 and included a review of: (i) travel planning and budgeting; and (ii) compliance with travel policies.

The audit indicated that the controls over travel planning and budgeting need to be strengthened.

OIOS made five recommendations. To address the issues identified in the audit, OIM needed to:

- Strengthen controls over travel planning and budgeting by considering the expenditure trends of previous years and analyzing past data to make its travel budgets more realistic;
- Review the list of staff travelling to attend the annual meetings of the Pension Board as well as the duration of their travel to identify potential opportunities for achieving efficiency and cost-effectiveness;
- Develop a template for a standard mission report based on operational needs, ensure that staff complete mission reports in each case, and establish a mechanism for storing mission reports in a shareable repository;
- Take effective action to ensure better compliance with the policy concerning advance purchase of air tickets; and
- Suitably inform the members of the Investments Committee about the applicable travel policy and rules as well as their obligations in this regard and pursue the missing documentation so that pending claims are settled before they lapse.

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

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### Audit of travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

# I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of travel management in the Office of Investment Management (OIM) of the United Nations Joint Staff Pension Fund (UNJSPF).

2. UNJSPF was established in 1949 by the General Assembly to provide retirement, death, disability and related benefits for the staff of the United Nations and 23 other member organizations. The investments of the Fund are managed by the Representative of Secretary-General (RSG) for investment of the assets of the Fund. The RSG heads OIM which manages the Fund's investments on a day-to-day basis.

3. Staff members of OIM undertake travel in their official capacity to various places to attend meetings, seminars, and conferences. Travel costs typically include airfare, daily subsistence allowance (DSA), terminal expenses, excess baggage charges, and miscellaneous expenses as necessary. OIM also arranges the authorization and reimbursement of travel expenses for members of the Investments Committee (also referred to as 'travel of representatives').

4. OIM utilizes the United Nations' machinery for the provision of administrative services including travel. All travel is processed in Umoja (which is the enterprise resource planning system of the United Nations) and is subject to United Nations travel policies and procedures. The workflow for official travel is illustrated in Chart 1.

### Chart 1: Travel process



5. During the period January 2016 to April 2019, OIM incurred a total expenditure of \$1.35 million on official travel of its staff involving 336 trips. During the same period, OIM incurred an expenditure of \$478,838 involving 62 trips for members of the Investments Committee.

6. Travel expenditure represented approximately 1.7 per cent of the Fund's overall administrative expenditure. Over the years, the General Assembly has repeatedly stressed<sup>1</sup> the need for efficient utilization of travel funds and exploring options for reducing the expenditure on official travel.

<sup>&</sup>lt;sup>1</sup> General Assembly resolutions 60/255, 62/238, 63/268, 69/274, and 72/262.

## II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficient and effective management of official travel at OIM.

8. This audit was included in the 2019 risk-based work plan of OIOS due to the risk that potential weaknesses in the management of official travel could result in inefficient utilization of travel funds and have an adverse impact on the Fund's reputation.

9. OIOS conducted this audit from May to October 2019. The audit covered the period from January 2016 to August 2019. Based on an activity-level risk assessment, the audit covered risk areas in the management of official travel at UNJSPF which included: (i) travel planning and budgeting; and (ii) compliance with travel policies. The audit scope did not include review of the related administrative processes performed by the United Nations Secretariat.

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

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

### **III. AUDIT RESULTS**

### A. Travel planning and budgeting

Need for better travel planning and budgeting

12. Sound practices in travel planning and budgeting are essential for effective management and control of travel expenditure. The travel budget should be realistic to serve as a control over the travel management process and should be prepared by considering the utilization trends from the previous years.

13. OIM prepared its travel plan and budget based on a number of assumptions (e.g., number of visits, number of travellers, location, and purpose) at the time of their preparation. There was no indication that utilization trends from the previous years were factored into the budget forecast, and that past travel data was considered in the planning process.

14. OIOS' review of OIM's travel budget and expenditure showed that over the last three years (2016 to 2018), the actual expenditure was significantly lower than the budget, as summarized in Table 1.

| Table 1                      |  |
|------------------------------|--|
| Utilization of travel budget |  |

(Thousands of United States dollars)

|                           | 2016   |         |             | 2017   |         |             | 2018   |         |             |
|---------------------------|--------|---------|-------------|--------|---------|-------------|--------|---------|-------------|
|                           | Budget | Actuals | Utilization | Budget | Actuals | Utilization | Budget | Actuals | Utilization |
| Travel of staff           | 885.4  | 301.9   | 34.10%      | 575.3  | 284.0   | 49.37%      | 844.4  | 553.5   | 65.55%      |
| Travel of representatives | 341.3  | 126.2   | 36.98%      | 341.2  | 116.4   | 34.11%      | 355.6  | 218.7   | 61.50%      |
| Total                     | 1226.7 | 428.1   | 34.89%      | 916.5  | 400.4   | 43.68%      | 1200.0 | 772.2   | 64.35%      |

15. As evident from Table 1, the actual expenditure for staff travel vis-à-vis the budget ranged between 34.1 per cent in 2016 and 65.55 per cent in 2018. Similarly, the actual expenditure for the travel of representatives ranged between 36.98 per cent and 61.5 per cent of the budget.

16. OIM needed to strengthen controls over travel planning and budgeting to make its budget estimates more realistic and serve as a basis for better budgetary control of travel expenditure. Routine overprovisioning of funds in the budget could lead to incurring unnecessary expenditures and/or creating the impression that savings were realized by economical use of resources when no such economy was exercised. The Fund stated that the recent shift from the biennial to an annual budget cycle should enable it to make the necessary adjustments to its travel plan and budget and make them more realistic in future.

# (1) OIM should strengthen controls over travel planning and budgeting by considering the expenditure trends of previous years and analyzing past data to make its travel budgets more realistic.

*OIM accepted recommendation 1 and stated that it has started implementing this recommendation.* Recommendation 1 remains open pending receipt of travel cost estimates for the next budget cycle showing that they are based on realistic considerations.

Travel of staff to attend meetings of the Pension Board

17. Over the years, the General Assembly has repeatedly stressed the need for efficient utilization of travel funds and exploring options for reducing the expenditure on official travel.

18. On average, 10 OIM staff travelled every year to attend the meetings of the Pension Board. The main session of the Pension Board was scheduled for five to seven days at a pre-decided location. It was also customary to have a one-day training session for the new Board members prior to the main session. The cost of staff travels to the Pension Board meeting was at its highest in the 2019 session among the past four sessions as shown in Table 2.

 Table 2

 Cost of travel of OIM staff to the Pension Board's meetings

| Year | Venue   | Number of<br>travellers | Cost (\$) | Change from<br>previous year |
|------|---------|-------------------------|-----------|------------------------------|
| 2016 | Vienna  | 12                      | 58,683    | -                            |
| 2017 | Vienna  | 8                       | 37,901    | (-) 41%                      |
| 2018 | Rome    | 9                       | 56,263    | 61%                          |
| 2019 | Nairobi | 9                       | 82,401    | 46%                          |

19. While some managers in UNSJPF considered that physical presence of their staff was necessary to perform tasks before and/or during the Pension Board meeting, others indicated opportunities to reduce the number of travellers. OIOS noted that the staff had either attended the session or provided administrative or technical support, but it was not clear whether their physical presence was required for the entire duration of the session or often longer. The average duration of travel of OIM staff for the Pension Board's meetings was 15 days. In addition to travel cost, there was a potential impact on OIM's operations due to the absence of these staff members from Headquarters for more than 10 days.

20. In 2019, the governance working group established by the Pension Board reviewed the cost implications of the Board's annual meetings which could be attended by up to 154 individuals. The working group suggested that the number of attendees to the Pension Board's meetings could be reduced for increased efficiency and cost saving. In its analysis, the working group recommended that the maximum

number of attendees be reduced by 24 per cent with the possibility for a further reduction. It also suggested that DSA be provided for a maximum of six days for the five-day session.

21. Likewise, OIM needs to consider potential opportunities to achieve more efficiency and cost effectiveness by reducing the maximum number of staff attending the Pension Board's annual meetings.

### (2) OIM should review the list of staff travelling to attend the annual meetings of the Pension Board as well as the duration of their travel to identify potential opportunities for achieving efficiency and cost-effectiveness.

OIM accepted recommendation 2 and stated that it actively manages the duration of staff attendance at Pension Board sessions based strictly on need. It should be noted that the Investments Committee meeting also takes place at the same time/venue in an effort to reduce costs, but this requires attendance of certain OIM staff. Recommendation 2 remains open pending receipt of evidence that the list of staff travelling to attend the meetings of the Pension Board has been reviewed to identify opportunities for achieving efficiency and cost-effectiveness.

Need for documenting and sharing mission reports to enhance transparency and accountability

22. Preparation and dissemination of mission reports (describing the purpose of the travel, the persons/entities met/contacted by the traveler, the actions/decisions taken, the new knowledge gained, and follow up actions, if any) serve important purposes including raising the awareness of other staff on the issues discussed/learned, and alerting them to issues that may affect their work. Above all, preparation and dissemination of mission reports promotes a culture of transparency and accountability because neither Management nor staff would like to be embarrassed by instances of unproductive or wasteful use of travel resources. It may also provide insights as to whether some of the missions undertaken in the past could be avoided in future by using alternative means such as video- or tele-conferencing.

23. The practice of documenting and sharing the mission reports was not standardized in OIM. Mission reports were available in some format (meeting minutes, meeting presentations, and meeting agenda) in only 19 per cent of the cases in OIM. However, this information was not stored centrally or shared in a manner that could enable staff to track the outcomes and/or follow-up actions arising from the mission.

# (3) OIM should: (a) develop a template for a standard mission report based on its operational needs; (b) ensure that staff complete mission reports in each case; and (c) establish a mechanism for storing mission reports in a shareable repository.

OIM accepted recommendation 3 and stated that all staff members have been informed about submitting standard business report. OIM provided some report samples submitted by staff members in a shareable repository. OIOS takes note of the measures implemented by OIM. Recommendation 3 remains open pending receipt of additional evidence to demonstrate that the recently established practice is working consistently and effectively over a period of time.

# **B.** Compliance with travel policies

24. Official travel in UNJSPF is governed by the Secretary-General's administrative instructions and information circulars. OIOS reviewed a sample of 30 OIM staff members involving 270 trips. The review showed the following.

### Need to strengthen controls over recording of time related to official travel

25. Information circular ST/IC/2019/16 requires that prior to raising a travel request, staff members must submit a corresponding absence request in Umoja and obtain approval from their programme manager.

26. This requirement was not always complied with. In 2018, staff of OIM did not record official travel time in Umoja in 40 out of 100 trips reviewed (40 per cent). The absence of this information in Umoja could result in inaccurate time and attendance data.

27. OIM acknowledged the importance of recording travel time in Umoja and stated that their staff would be reminded to comply with this requirement.

### Need to monitor official travel for compliance with advance purchase policy requirements

28. Pursuant to Staff Rule 7.8 and Section 3.3 of ST/AI/2013/3, individuals travelling on behalf of the United Nations by commercial air paid for by the United Nations (including on self-ticketed itineraries that are reimbursed by the United Nations) should obtain approval for their travel request 16 calendar days in advance of the commencement of travel. Additionally, five calendar days have been provided for obtaining the necessary approvals in Umoja. Staff members or travel administrators are therefore required to submit travel requests at least 21 calendar days prior to the commencement of travel to ensure timely finalization of travel arrangements. Justification should be provided in Umoja for all non-compliant travel requests.

29. OIOS' review of reports extracted from Umoja indicated that OIM's compliance with the policy on advance purchase of tickets was not satisfactory as summarized in Table 3.

# Table 3 Compliance with the policy on advance purchase of tickets

| Year                                      | 2017 | 2018 | 2019 |
|---|------|------|------|
| Percentage of tickets purchased according | 63%  | 61%  | 63%  |
| to the policy                             |      |      |      |

30. Reasons for non-compliance as recorded in Umoja included late confirmation from the client, late approvals, emergency business travel, late decision to attend conference, and late finalization of travel plans.

31. The cost of airfare to the same location considerably varied depending on the timing of the travel request. For example, the highest fare paid for travel from New York to Rome for the meeting of the Pension Board was about three times the lowest economy fare. The approval from the RSG was usually sent to staff members more than two months before the meeting, listing the names of travellers. While all staff booked their ticket more than 21 days in advance, those who initiated the travel request immediately after the approval almost always obtained the lowest airfares.

32. Certifying officers stated that they constantly reminded staff to comply with the 21-day rule, but the audit showed that OIM needed to take effective action to ensure better compliance.

# (4) OIM should take effective action to ensure better compliance with the policy concerning advance purchase of air tickets.

OIM accepted recommendation 4 and stated that all staff members have been informed to ensure better compliance with the 21-day rule for advance purchase. Recommendation 4 remains open

pending receipt of evidence that compliance with the policy concerning advance purchase of air tickets has improved in OIM.

### Personal deviations were properly recorded in Umoja

33. Pursuant to Staff Rule 7.6 (f), the normal route for all official travel shall be the most economical route available, provided that the total additional time of the whole journey does not exceed the most direct route by four hours or more. Any and all expenses, including additional taxes, fuel surcharges, and stop-over fees exceeding the approved entitlement are borne by the staff member. Travellers are required to check personal deviation checkbox in Umoja and enter the details in the comments section specifying the nature of deviation like change from authorized route, and any annual leaves taken in this regard.

34. In case of OIM, personal deviations were requested in 18 per cent of the cases (61 out of 337) which involved extended stay at the location, travel to the home city or other locations.

35. The Travel Unit of the United Nations Secretariat reviews the cost associated with personal deviation and any cost in excess of entitlement is recovered directly from the travellers by the commercial travel service provider when the ticket is booked. OIOS' review of sample trips with personal deviations for any additional costs not charged to the traveller did not detect any anomaly. Likewise, a sample review for completeness in recording of annual leave for the period relating to the personal deviation did not show any discrepancy.

### Process for recovery of travel advances was working as intended

36. Section 13 of ST/AI/2013/3 requires staff members to submit a travel claim 14 days following completion of the travel to account for the advance disbursed through submission of expense report in Umoja. Advances not accounted for within the stipulated period are recovered automatically through Umoja through payroll deduction.

37. OIOS' review of advance recovery reports from Umoja relating to OIM did not show any case where recovery was pending.

### Need to ensure compliance with the policy on DSA reduction

38. Section 5 of ST/AI/2014/2 on the system of DSA states that when all meals are provided free of charge by the United Nations, a Government or a related institution, the rate of DSA shall be reduced by 30 per cent.

39. OIOS' review of 71 trips relating to conferences/seminars identified three trips where the reduction in DSA (\$370) was not applied even though all three meals were provided. Based on the audit results, OIM took prompt action to recover the excess payment of DSA.

### Travel of members of the Investments Committee

40. Travel of members of the Investments Committee and the Committee of Actuaries is governed by the provisions of the Secretary-General's bulletin ST/SGB/107/Rev.6 of 25 March 1991 on "Rules governing payment of travel expenses and subsistence allowances in respect of members of organs or subsidiary organs of the United Nations".

41. According to Section 4 (a) of the procedures established in 2004 by the then Under-Secretary-General for Management for the travel of members of the Investments Committee, the United Nations will reimburse the actual cost of the business class airfare as stated in the ticket submitted by the members, subject to the maximum authorized entitlement as indicated in the related travel authorization. Further, according to the provisions of ST/SGB/107/Rev.6, travellers were expected to submit their claims as soon as possible. The United Nations will not be liable for any expenses that are submitted later than 31 December of the year that follows the closing date of the meeting to which the claim relates. In addition, all claims should be accompanied by bills, vouchers, ticket stubs or other pertinent information.

42. Members of the Investments Committee arranged their own travel, bought their own tickets, and submitted receipts upon completion of business for reimbursement of expenses. OIOS' review of 37 trips relating to members of the Investments Committee showed the following:

(a) For five trips, the actual airfare reimbursed was higher than the one approved in the travel authorization. The difference amounted to \$17,803. How this was allowed to occur was not clear.

(b) Claims relating to four trips (conducted between 110 and 473 days earlier) amounting to \$23,803 were still pending due to non-receipt of supporting documents. Eligibility for reimbursement of three out of four trips amounting to \$19,659 will lapse on 31 December 2019 if they are not settled by then. OIM needs to follow up and settle these claims.

43. The above seems to have occurred because the requirements under the travel policy may not have been fully explained to the Investments Committee members.

# (5) OIM should: (i) suitably inform the members of the Investments Committee about the applicable travel policy and rules as well as their obligations in this regard; and (ii) pursue the missing documentation so that pending claims are settled before they lapse.

OIM accepted recommendation 5 and stated that the current members of the Investments Committee have been informed about the travel policy. New members will be informed after the General Assembly's session closes. All pending claims have been closed. Based on the action taken by OIM, recommendation 5 has been closed.

## **IV. ACKNOWLEDGEMENT**

44. OIOS wishes to express its appreciation to the Management and staff of OIM 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 travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

| Rec.<br>no. | Recommendation   | Critical <sup>2</sup> /<br>Important <sup>3</sup> | C/<br>O <sup>4</sup> | Actions needed to close recommendation  | Implementation<br>date <sup>5</sup> |
|-------------|--|---|----------------------|---|-------------------------------------|
| 1           | OIM should strengthen controls over travel planning<br>and budgeting by considering the expenditure trends<br>of previous years and analyzing past data to make its<br>travel budgets more realistic.  | Important   | 0                    | Receipt of travel cost estimates for the next<br>budget cycle showing that they are based on<br>realistic considerations.   | 30 September 2020                   |
| 2           | OIM should review the list of staff travelling to<br>attend the annual meetings of the Pension Board as<br>well as the duration of their travel to identify<br>potential opportunities for achieving efficiency and<br>cost-effectiveness.                                     | Important   | 0                    | Receipt of evidence that the list of staff travelling<br>to attend the meetings of the Pension Board has<br>been reviewed to identify opportunities for<br>achieving efficiency and cost-effectiveness. | 31 August 2020                      |
| 3           | OIM should: (a) develop a template for a standard mission report based on its operational needs; (b) ensure that staff complete mission reports in each case; and (c) establish a mechanism for storing mission reports in a shareable repository.                             | Important   | 0                    | Receipt of additional evidence to demonstrate<br>that the recently established practice is working<br>consistently and effectively over a period of time.   | 30 September 2020                   |
| 4           | OIM should take effective action to ensure better<br>compliance with the policy concerning advance<br>purchase of air tickets.   | Important   | 0                    | Receipt of evidence that compliance with the policy concerning advance purchase of air tickets has improved in OIM.   | 30 September 2020                   |
| 5           | OIM should: (i) suitably inform the members of the<br>Investments Committee about the applicable travel<br>policy and rules as well as their obligations in this<br>regard; and (ii) pursue the missing documentation so<br>that pending claims are settled before they lapse. | Important   | С                    | Action completed.   | Implemented                         |

 $<sup>^{2}</sup>$  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.

<sup>&</sup>lt;sup>3</sup> 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.

 $<sup>^{4}</sup>$  C = closed, O = open

<sup>&</sup>lt;sup>5</sup> Date provided by OIM in response to recommendations. Dates in italics are dates indicated by OIOS for monitoring and reporting of progress in implementation.

# **APPENDIX I**

# **Management Response**

**UNITED NATIONS** 



NATIONS UNIES MEMORANDUM INTERIEUR

DATE: December 16, 2019

REFERENCE: OIM

INTEROFFICE MEMORANDUM

Gurpur Kumar, Deputy Director Internal Audit Division OIOS

TO: A:

From S/C DE:

THROUGH: Sudhir Rajkumar Representative of the Secretary-General for the investment of UNJSPF assets

SP 

Sandhya Peerthum, Administrative Officer Office of Investment Management, UNJSPF

 SUBJECT:
 The Office of Investment Management (OIM) response to the Office of Internal Oversight

 OBJECT:
 Services related to Assignment No. AS2019/801/02

1. OIM acknowledges receipt of the draft report on the audit of travel management in the United Nations Joint Staff Pension Fund (Assignment No. AS2019/801/02).

2. OIM would like to take this opportunity to thank the Office of Internal Oversight Services and staff for their comprehensive effort including the on-going collaboration during the thorough review and analysis, and the detailed findings, observations and recommendations.

3. OIM has attached the completed form provided (APPENDIX I - Audit recommendations) including detailed responses and comments to the recommendations related to OIM.

cc: Herman Bril, Director, OIM Isabela Perle Munch, Deputy Director, Risk and Compliance

### **Management Response**

### Audit of travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

| Rec.<br>no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual | Implementation<br>date | Client comments   |
|-------------|--|---|-----------------------|---------------------------------------|------------------------|---|
| 1           | OIM should strengthen controls over travel<br>planning and budgeting by considering the<br>expenditure trends of previous years and<br>analyzing past data to make their travel<br>budgets more realistic.   | Important   | Yes                   | OIM team<br>heads                     | 3 December 2019        | OIM has started implementing this<br>recommendation. For example, head<br>of EM team and IT were sent BI<br>travel reports for the last three years.<br>All staff have been informed about<br>the need to consider expenditure<br>trends of prior years when making<br>projections. Please refer to ANNEX I<br>for the email attachments that were<br>shared with the GEM and IT teams. |
| 2           | OIM should review the list of staff<br>travelling to attend the annual meetings of<br>the Pension Board as well as the duration of<br>their travel to identify potential<br>opportunities for achieving efficiency and<br>cost-effectiveness.        | Important   | Yes                   | RSG                                   | August 2020            | OIM actively manages the duration<br>of staff attendance at Pension Board<br>sessions based strictly on need. It<br>should be noted that our IC meeting<br>also takes place at the same<br>time/venue in an effort to reduce<br>costs, but this requires attendance of<br>certain OIM investment staff.   |
| 3           | OIM should: (a) develop a template for a standard mission report based on their operational needs; (b) ensure that staff complete mission reports in each case; and (c) establish a mechanism for storing mission reports in a shareable repository. | Important   | Yes                   | Admin team                            | 26 November<br>2019    | All staff members have been<br>informed about submitting standard<br>business report via 2 briefings and<br>via email to all staff of the<br>presentation. Please refer to the<br>ANNEX II for the report samples<br>submitted by staff members in a<br>sharable repository. Please refer to<br>the OIM travel briefing slides # 4 &<br>5 in ANNEX III.                                 |

<sup>&</sup>lt;sup>1</sup>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.

<sup>&</sup>lt;sup>2</sup> 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.

### **APPENDIX I**

### Management Response

### Audit of travel management in the Office of Investment Management of the United Nations Joint Staff Pension Fund

| Rec.<br>no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual | Implementation<br>date   | Client comments   |
|-------------|--|---|-----------------------|---------------------------------------|--------------------------|---|
| 4           | OIM should take effective action to ensure<br>better compliance with the policy<br>concerning advance purchase of air tickets.   | Important   | Yes                   | Admin team                            | 10 & 12<br>December 2019 | All staff members have been<br>informed via two separate briefings<br>(ANNEX IV) and by sharing the<br>presentation (ANNEX III) via email<br>to all staff to continue to ensure<br>better compliance with the 21-day<br>rule for advance purchase. OIM staff<br>were informed to submit and attach<br>approval of absence requests in<br>Umoja prior to official travel (please<br>refer to the ANNEX V). |
| 5           | OIM should: (i) suitably inform the members of the Investments Committee about the applicable travel policy and rules as well as their obligations in this regard; and (ii) pursue the missing documentation so that pending claims are settled before they lapse. | Important   | Yes                   | Admin team                            | 11 November<br>2019      | Current IC members have been<br>informed about the travel policy on<br>11 November 2019. New members<br>will be informed after GA session<br>closes. Please refer to ANNEX VI.<br>All pending claims are closed for<br>Investments Committee members, as<br>shown in column "U".  |