



Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Audit matters

Report of the Audit Advisory Committee for the period from 1 January to 31 December 2014

I. Introduction

1. Pursuant to item 30 of the terms of reference of the Audit Advisory Committee, the third report of the Committee to the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) provides a summary of the activities undertaken and the advice given by the Audit Advisory Committee in 2014. The present report is made available to the Executive Board, and upon request, the Chair presents the report to the Board.

Background

2. In May 2012, the Under-Secretary-General/Executive Director of UN-Women approved the terms of reference of an oversight committee, to be known as the Audit Advisory Committee. The approved terms of reference are available from www.unwomen.org/en/about-us/accountability/audit.

3. Item 1 of the terms of reference describes the Committee as having been established to provide the Under-Secretary-General/Executive Director with independent, external advice based on good practice regarding the organization's accountability framework and systems, including risk management. The Committee assists the Head of the Entity in fulfilling her oversight responsibilities in accordance with relevant best practices. The terms of reference are approved by the Under-Secretary-General/Executive Director and may be modified from time to time, as necessary. The Committee has an advisory role and is not a governance body; no language or clauses in the terms of reference are intended to imply otherwise.

4. In September 2012, the Head of UN-Women formally constituted the Audit Advisory Committee to further enhance accountability and "promote proper



governance and high ethical standards, as well as the adoption and use by management of best practices in risk and financial management” within UN-Women, in accordance with item 2 of the terms of reference.

5. The Under-Secretary-General/Executive Director appointed the following five members: Catherine Bertini (United States of America), William Fowler (United States), Elizabeth MacRae (Canada), Yuen Teen Mak (Singapore) and Frank Sap (Belgium). The Committee as a whole is made up of people with working knowledge of and familiarity with financial and programme matters, accounting, governance, internal audit and investigation, external audit, internal control and risk management practices and principles and United Nations intergovernmental and normative work and processes.

6. In accordance with items 6 and 7 of the terms of reference, all Committee members are independent and external to UN-Women. Additionally, Committee members complete an annual declaration of independence for the Under-Secretary-General/Executive Director that assures the transparency of Committee members fulfilling their roles, without any interests being compromised.

II. Audit Advisory Committee activities and advice as at 31 December 2014

7. In 2014, the Audit Advisory Committee held three face-to-face meetings, from 22 to 24 April, on 16 and 17 July and on 24 and 25 November, and participated in one teleconference call on 11 December. UN-Women participants in the meetings included the Under-Secretary-General/Executive Director, the two Deputy Executive Directors and relevant representatives of programme and operational senior management. As required, the Committee also met without management present and had separate in-camera meetings with the Under-Secretary-General/Executive Director, the Board of Auditors and the Director of the Office of Audit and Investigations of the United Nations Development Programme (UNDP), which is the Office responsible for the UN-Women Audit Unit. The Chair of the Committee also participated in the annual session of the Executive Board, in June 2014. In addition to formal meetings, Committee members continued their internal consultations and deliberations, document review and provision of advice to UN-Women management via telephone and e-mail interaction.

8. In October 2014, two Committee members participated in a three-day field visit to the regional office of UN-Women in Bangkok and the Entity’s country office in Viet Nam. The objective of the field visit was to enable Committee members to better understand field operations, gain an appreciation for how the business objectives of UN-Women are achieved and effectively carry out their oversight role and add value to UN-Women. The terms of reference for the field visits had been adopted by the Committee at its meeting in July 2014 and endorsed by UN-Women management. Key observations from the field visit were shared with fellow Committee members and UN-Women management.

9. Minutes from the meetings were prepared and approved. The Committee interacts regularly with the Under-Secretary-General/Executive Director during each meeting and formally reports on its deliberations after each on-site meeting.

A. Board of Auditors

10. The Committee met regularly with the Board of Auditors to share relevant information and understand the strategies implemented to ensure overall audit coverage for UN-Women, which includes the work performed by the UN-Women Audit Unit.

11. The Committee has regularly been updated on the status of implementation of the recommendations contained in the reports of the Board of Auditors and supports efforts by UN-Women to deal with the outstanding issues, particularly in ensuring that underlying systemic and strategic issues are addressed in a consistent and ongoing manner.

B. Organizational challenges and regional architecture

12. The Committee has been briefed extensively by senior management on the organizational challenges that UN-Women has experienced since its formal inception in 2011, when four entities of the United Nations were combined to create UN-Women.

13. The Committee notes that the opening, in 2014, of the Regional Office of UN-Women for Eastern Europe and Central Asia, in Istanbul, Turkey, completed the implementation of the regional architecture of UN-Women. The Committee understands that the benefits of the regional architecture are tangible in terms of empowered decision-making at the field office level. The Committee recognizes that regional and other field offices need the capacity to exercise authority in a decentralized work environment and notes that the requisite controls must be in place both at headquarters and in the field to monitor and mitigate operational and strategic risks. The Committee understands that a strengthened oversight mechanism has been established through country-specific internal control frameworks and delegation of authority.

14. Given that the implementation of the regional architecture was one of the Entity's organizational priorities, the Committee expects that through monitoring by UN-Women of its key performance indicators, it will be in a position to report substantively on the realization of benefits, including operational efficiencies, that are expected as a result of decentralization.

15. The Committee also understands the challenges of ensuring that appropriate staff complements are in place in each of the field offices and of providing the necessary training and learning required for the appropriate controls and risk management strategies to be implemented throughout the organization. The Committee understands that UN-Women has embarked on a programme to identify a modern human resources information system that meets the specific needs of UN-Women.

16. During 2014, UN-Women conducted a global workforce survey, for which there was a high rate of participation. Among other activities being implemented on the basis of the constructive feedback gathered during the survey, UN-Women is reassessing its recruitment processes, including options for introducing talent management and succession planning, as well as developing and implementing a rotation and mobility policy.

C. Resource mobilization

17. The Committee understands the potential opportunities that the regional architecture has created to strengthen and increase the linkages for inter-agency coordination and resource mobilization at the local level. However, the Committee continues to note the Entity's ongoing challenges regarding resource mobilization in 2014. Without increased contributions, the resources may not be sufficient for UN-Women to carry out its mandate.

18. UN-Women needs to develop a comprehensive and coherent resource mobilization strategy, which clarifies and formalizes organizational responsibility and accountability for both core and non-core resource mobilization at the country level, for foundations and for the private sector. Without clear assignment of responsibility, the risks of not meeting resource targets are increased.

19. Furthermore, while the pace of resource mobilization needs to be accelerated and delivery through implementing partners needs to be more effective, the Committee recommends prudence in UN-Women resource mobilization efforts to guard against a tendency to accept all monies, which could lead to non-reversible long-term commitments and future risks to the Entity's core mandate.

D. Enterprise risk management

20. The Committee notes that one long-outstanding internal audit recommendation suggests UN-Women develop a corporate policy on risk management to assist field offices in identifying, assessing, monitoring and reporting risks associated with their programmes. In 2014, UN-Women drafted an enterprise risk management policy and collaborated with other United Nations system entities on their lessons learned in implementing enterprise risk management strategies and processes. The Committee supports UN-Women efforts to date. The Committee underscores the importance of implementing a formal Entity-wide risk management system, which is integrated with existing management and decision-making processes, addresses risk exposures throughout the organization and in its external relationships and clearly identifies accountability and responsibility for risk ownership.

E. Evaluation function

21. The Committee continues to stress the importance of appropriately resourcing the evaluation function both centrally and decentrally, and of ensuring that evaluation results reflect achievements expected in the strategic plan and are used to increase knowledge and improve performance results. In this respect, it is particularly important that the annual evaluation report is practical, realistic and usable and reflects clearly how the programmes have been effective. As such, identification of good programme examples could showcase UN-Women capabilities and successes, so as to support resource mobilization and attract donor funds.

F. Internal audit

22. The Committee recognizes that UN-Women entered into a service level agreement with the Office of Audit and Investigations of UNDP in December 2011 to conduct internal audits and investigations on behalf of UN-Women and notes that a further agreement for an additional two years was entered into in December 2013.

23. In 2014, UN-Women commenced the process of determining whether value for money is obtained through outsourcing the internal audit function. The Committee recommends that, as part of the process of studying options for the most appropriate model, UN-Women determine the level of audit assurance required. This should then be fully supported by a comprehensive budget proposal for the consideration of the Executive Board, which carefully considers the resources required to manage the realization of a full transition to internal auditing capacity, along with the resources needed to establish the management and administrative infrastructure of the function.

24. At the time of writing, the Committee recommends that the UN-Women Audit Unit, established through the service level agreement with UNDP, be continued until such time as UN-Women has its full senior management structure in place and the costs and benefits of any subsequent transition of the internal audit function are identified and approved by the Executive Board.

25. The Committee understands that the UN-Women Audit Unit is considered operationally independent from UNDP. However, the Committee remains concerned that there may be potential conflicts of interest because UNDP undertakes some of the administrative functions for UN-Women through other service level agreements, such as for information and communications technology systems and the administration of payroll, benefits and entitlements. Furthermore, greater analysis as regards considerations of value for money must be undertaken for all functions outsourced to UNDP. As a compensating control and in order to ensure transparency and best value for money, the Committee reiterates the importance of having an independent organizational focal point in UN-Women to oversee internal audit activities and ensure that results are integrated into the senior management structure. The Committee's report for 2013 had already highlighted that the Director of Audit and Investigations of UNDP should regularly report to and have ongoing communication with senior management at UN-Women.

26. The Committee reviewed the annual workplans for the UN-Women Audit Unit for both 2014 and 2015 and recommended the approval in principle of the plans. The Committee was regularly briefed on the results of the various audit engagements performed during 2014, including systemic and recurring issues of interest. It is important that UN-Women address high priority recommendations, particularly those dealing with Entity-wide issues, such as the management of advances to implementing partners, resource mobilization strategies and efforts, procurement and project monitoring and oversight.

27. The Committee supports the continued strengthening of the internal audit services of UN-Women in order to ensure sufficiency of audit coverage in audit plans. The Committee reiterates the importance of regularly monitoring and assessing resource levels and capacity to ensure that they are appropriate and sufficient to address the overall assurance needs of UN-Women. It is also important that the UN-Women Audit Unit and the Board of Auditors engage in more ongoing

communication and collaboration to ensure the complementarity of the audit functions and encourage reliance by the Board of Auditors on the internal audit work performed, if appropriate.

28. The Committee again notes Executive Board decision 2012/10, adopted on 30 November 2012 (see UNW/2012/16), on the disclosure of internal audit reports, and the corresponding document on the standard operating procedures for applying the policy (Standard Operating Procedures No. 860 of the Office of Audit and Investigations). The Committee reiterates its recommendation that UN-Women develop and implement a communication strategy to ensure that audit results, recommendations and management actions are promulgated in an understandable and transparent manner, particularly when systemic and recurring issues are identified in internal audit reports.

G. Investigations

29. The Committee received regular updates from the Office of Audit and Investigations, providing an overview of the investigation caseload, the breakdown of the nature of the allegations and the status of the cases.

30. The Committee stresses the importance of the Under-Secretary-General/Executive Director and relevant members of UN-Women senior management receiving timely reports setting out the current investigation cases as well as management action taken as a result of closed investigation cases. In that way, UN-Women can satisfy itself that there is appropriate follow-up for cases that warrant investigation and that UN-Women accountability for decision-making and results is assured.

31. While the Committee has suggested a continuing review of the internal audit function, it is not recommending changing the outsourcing arrangement for the investigation function at the present time or in the near future. In this regard, it should be noted that UN-Women pays directly for each case investigated and investigation experts are highly specialized.

H. Financial statements

32. The Committee reviewed the draft financial statements for the year ended 31 December 2013. The Committee commends UN-Women on receiving an unqualified audit opinion from the Board of Auditors (see A/69/5/Add.12). The financial reporting for UN-Women continues to improve and refinements continue to be made, as necessary. The Committee recommends that UN-Women continue to monitor closely the management of advances made to implementing partners.

33. The Committee understands that the Board of Auditors has expressed concern relating to fully depreciated assets that are still in use and the policy for inventories. The Committee believes that both of these items are issues that are not material to the financial reporting for UN-Women and that both can be satisfactorily resolved.

I. Relationship with the United Nations Development Programme

34. As noted in paragraph 25, the Committee is aware that UN-Women has entered into service level agreements with UNDP to undertake some of the Entity's administrative functions. UN-Women remains accountable for the Entity's overall performance and the Committee therefore reiterates the importance of UN-Women implementing the relevant processes and procedures to ensure that any such outsourced functions are performed appropriately.

J. Strategic plan, 2014-2017

35. The Committee was updated regularly on the processes and approaches to implement the updated strategic plan, 2014-2017. The Committee supports the continued collaboration of UN-Women with partners within and outside the United Nations system in achieving its strategic objectives in advancing gender equality, promoting the empowerment of women and girls and ending violence against women.

III. Final considerations

36. The Audit Advisory Committee of UN-Women has reviewed the report on internal audit and investigation activities for the period from 1 January to 31 December 2014 (UNW/2015/4), to be submitted to the Executive Board at its annual session, taken note of the significant internal audit results identified, and concurs with its contents. In particular, the Committee supports the findings in paragraph 26 of the report, which states that "management not only should look to address the recommendations as they pertain to the location audited, but also should consider whether the risks identified apply to the broader organization and could be more effectively mitigated through a more global response, such as a policy or process change or clarification".

37. The Committee expresses support for the continued strengthening of governance, risk management, internal controls and accountability at UN-Women.

Annex

Management response to the report of the Audit Advisory Committee

1. The management of UN-Women acknowledges the third report of the Audit Advisory Committee and expresses its appreciation to the distinguished members of the Committee for their dedication to the organization's mandate.

Board of Auditors

2. UN-Women appreciates the Committee's support for the efforts made by the organization to deal with outstanding issues, and in particular in dealing with the underlying systematic and strategic issues highlighted in audit observations of the Board of Auditors. UN-Women is continuously taking action to address audit recommendations. For the financial year 2012, 16 of the 17 recommendations issued were implemented and 1 remains under implementation. For the financial year 2013, 9 of the 12 recommendations issued were implemented and 3 are under implementation. UN-Women management is committed to taking action to address the implementation of external audit recommendations issued by the Board of Auditors.

Organizational challenges and regional architecture

3. UN-Women agrees with the Committee as regards the importance of being able to track and verify the improvements in operational efficiency that have emerged from the implementation of the regional architecture, including those additional steps that were taken in 2014, such as the opening of the Regional Office for Eastern Europe and Central Asia in Istanbul, in 2014.

4. The Entity has a number of indicators in its strategic plan, 2014-17, as part of the organizational effectiveness and efficiency framework, that are being tracked to measure progress more broadly in relation to efficiencies that are anticipated as a result of the implementation of the regional architecture, among other organizational improvements. For example, UN-Women considers the marked improvement in its delivery rate, a key strategic plan indicator, to be directly attributable to the strengthening of capacity and the streamlining of business processes through the delegation of authority that occurred as part of the regional architecture.

5. At the same time, UN-Women has also noted areas where the regional architecture is not performing as anticipated, such as in terms of improvements in the quality and timeliness of donor reporting, which is another aspect that is tracked in the organizational effectiveness and efficiency framework. UN-Women is committed to addressing such issues.

6. The forthcoming independent evaluation of the regional architecture, which will begin in 2015 and the results of which will be reported to the Executive Board in 2016, will provide additional insights and lessons for future adjustments. The evaluation will be both a timely and robust independent review of the regional architecture and its utility and effectiveness in bringing about the intended changes to organizational performance, positioning and culture.

7. With regard to staffing, as part of the development of a human resources information system, UN-Women has mapped the current status of key global human resources business processes and is currently identifying the main areas for improving standard operating procedures as regards human resources. When completed, the new procedures will form the basis of the design for the automation and online workflows in the new human resources information system.

8. UN-Women is proactively responding to the feedback received as part of the global workforce survey through a participatory approach involving staff from headquarters and field offices. In that context, UN-Women has initiated the development of a comprehensive performance management framework that will also form the basis for the Entity's approach to talent management and succession planning. The framework will also include the development of a rotation and mobility policy.

Resource mobilization

9. Resource mobilization remains a top organizational priority and UN-Women values the attention that the Committee has given to the issue. In 2014, the Entity's strategy to widen and deepen the donor base saw encouraging progress, with its highest ever contributions to core resources (\$164 million), representing an increase of 5 per cent compared with 2013, while the number of Governments contributing grew by 7.7 per cent, to a total of 143. Twenty-six donors contributed to UN-Women for the first time, and 44 contributed as part of multi-year pledges, with six Government donors contributing above the \$10 million mark and two contributing more than \$20 million. UN-Women will continue its focus in pursuing this growth strategy, focusing on deepening core contributions. Similarly, non-core contributions reached a historic high of \$158 million in 2014. For the first time, UN-Women had reached its reduced annual resource mobilization targets for both core and non-core resources.

10. UN-Women updated its resource mobilization strategy in 2014, so as to make it more comprehensive and coherent. Accordingly, the overwhelming majority of field offices have developed resource mobilization strategies and action plans for resource mobilization and partnership-building, with clear assignments of responsibilities. At headquarters, the Bureau for Policy and Programme led resource mobilization efforts for non-core resources, while the Bureau for Intergovernmental Support and Strategic Partnerships led United Nations coordination efforts to mobilize core resources. Senior management is actively engaged in all resource mobilization efforts.

11. Regional and country strategies reflect the overarching objectives of the corporate resource mobilization strategy but are tailored to the unique context of each country/region. UN-Women headquarters is also providing ongoing resource mobilization training on private sector and Government fundraising to regional and country offices, while regional offices are increasingly providing resource mobilization support to country offices. UN-Women representatives are engaging with donor representatives at the country level, where most funding decisions on non-core resources are taken. On several occasions, the strategic notes and/or annual workplans of country offices have been used successfully as a resource mobilization tool.

12. UN-Women agrees with the Committee that the pace of resource mobilization needs to be accelerated and accompanied by effective programme delivery. UN-Women has a long-term aim of mobilizing \$500 million per year by 2017, composed of \$200 million in core resources and \$300 million in non-core resources. In order to increase the organization's programme volume, UN-Women intends to drive growth by investing in a limited number of high-impact and scalable initiatives. A strong focus on high-impact initiatives will ensure that the proposed growth will likewise be driven by and responsive to the Entity's mandate and strategic plan.

13. UN-Women management values the Committee's support in driving resource mobilization strategies to reach the goals set out in the strategic plan, 2014-2017, and is committed to ensuring that all funds received are from reliable funding sources and fully aligned with the priorities of the strategic plan.

Enterprise risk management

14. UN-Women has formally adopted an enterprise risk management policy, following its review and approval by the senior management team in November 2014. The policy will serve as the foundation for the implementation of a risk management approach that is suitable for UN-Women and that is comprehensive in scope and integrated within the existing governance structure, decision-making processes, activities and processes. The establishment of the policy and procedures makes risk management explicitly part of the accountability system at UN-Women.

Evaluation function

15. UN-Women is committed to continuously strengthening the evaluation function, building on its strong foundation and ensuring it continues to provide evaluations of strategic use to the Entity and to the achievement of gender equality and women's empowerment.

16. UN-Women is fully committed to achieving the target of investing 3 per cent of UN-Women expenditure in the evaluation function, both centrally and decentrally, as stated in the evaluation policy. The corporate evaluation plan was designed to ensure that all major elements of the strategic plan would be evaluated.

17. In order to ensure that the annual evaluation report for 2014 is practical, realistic and usable, the Evaluation Office will include clear key performance indicators in the report, with an assessment of their status versus expected targets (see UNW/2015/5). The indicators will provide practical and usable information covering all the key elements of the evaluation function, including the implementation status of the corporate evaluation plan.

18. The 2015 meta-analysis of evaluations managed by UN-Women, to be presented to the Executive Board at its second regular session, will provide programme examples and lessons learned on successful strategies and interventions.

Internal audit

19. UN-Women acknowledges the Committee's recommendation as concerns evaluating the benefits and costs of outsourcing the internal audit function to UNDP or of having the function move in-house. In December 2014, the potential cost implications for an in-house internal audit function were estimated at an additional \$1 million per year, for staff costs only.

20. The full budget implications will be presented to the Executive Board in due course. As recommended by the Committee, UN-Women plans to continue the service level agreement with UNDP until such time as funds for the transition of the internal audit function have been approved by the Executive Board.

21. UN-Women notes the Committee's concern regarding a potential conflict of interest, with UNDP performing the internal audit function for UN-Women as well as such outsourced functions as treasury, information and communications technology systems and the administration of payroll, benefits and entitlements. UN-Women management is committed to ensuring that adequate oversight is in place to address any potential conflict of interest.

22. UN-Women acknowledges the Committee's recommendation that high priority recommendations in the area of the management of advances to implementing partners, country office resource mobilization strategies, procurement, and project monitoring and oversight, be addressed. UN-Women has been proactively addressing those issues. As of 31 December 2014, the Office of Audit and Investigations reported that 75 per cent of recommendations had been fully implemented, 17 per cent were in the process of being implemented, and implementation activities had yet to be started for 8 per cent. UN-Women is committed to the full implementation of the recommendations and will continually ensure that follow-up is diligent.

23. UN-Women appreciates the Committee's support for the ongoing strengthening of internal audit services to ensure sufficient audit coverage in audit plans. UN-Women will institute semi-annual briefings between the Under-Secretary-General/Executive Director of UN-Women and the Director of Audit and Investigations of UNDP. The UN-Women Audit Unit and the Board of Auditors will also meet periodically to ensure complementarity of the audit functions and to avoid overlap in the execution of their workplans.

24. UN-Women notes the Committee's recommendation on developing and implementing a communication strategy to ensure that audit results, recommendations and management actions are promulgated in an understandable and transparent manner. Audit reports are published on a public website within 30 calendar days of issuance (available from www.unwomen.org/en/about-us/accountability/audit/disclosure-of-internal-audit-reports). When formulating its management responses and related action plans, UN-Women ensures that critical and recurring issues are addressed. Auditors periodically perform a review of actions taken by UN-Women to implement the recommendations, and report on the implementation status. In addition, UN-Women management has taken action in communicating with its donors in response to specific internal audit reports published under the public disclosure policy, effective from 1 December 2012. UN-Women will further discuss the communication strategy referred to by the

Committee at the senior management level and, if required, additional guidance will be sought from the Committee.

25. UN-Women fully agrees with the Committee's recommendation on addressing issues identified in a specific audit in a systemic way and with a global response, including a change in policy or process. When reviewing audit recommendations, the relevance of risks, particularly in areas of high risk to other parts of the organization is considered. UN-Women is also establishing an internal working group on audit issues to take action on the Committee's recommendation, among other considerations.

Investigations

26. UN-Women management notes the Committee's appreciation for the regular updates provided on the investigation caseload and agrees with the Committee's recommendation as regards ensuring that UN-Women senior management receives timely reports on investigations.

27. UN-Women also notes the Committee's recommendation not to change the outsourcing arrangement for the investigation function at the present time or in the near future, given the highly specialized nature of the function.

Financial statements

28. UN-Women management is pleased that the Committee has taken note of the unqualified audit opinion on the financial statements for the year ended 31 December 2013 and the continued improvements in financial reporting.

29. UN-Women agrees with the Committee that the Entity needs to closely monitor the management of advances to implementing partners. During 2014, in addition to the regular review through month-end closure instructions and the country office assessment tool, the regional offices also commenced oversight of country office outstanding advances balances.

30. Further, the Division of Management and Administration and the Programme Division have sent communications to field offices emphasizing the importance of advance liquidations. The two divisions have also held meetings with regional offices to identify specific issues with advance monitoring and liquidation and to provide support for advance liquidations. Corporate training for implementing partners has been prepared and provided to a number of partners of specifically targeted offices.

Relationship with the United Nations Development Programme

31. UN-Women management agrees with the Committee's observation as to the importance of monitoring functions outsourced to UNDP. For key functions undertaken by UNDP on behalf of UN-Women, the Division of Management and Administration has put in place the following controls to ensure that outsourced functions are performed appropriately: (a) concerning treasury services, UN-Women has agreed to the investment policy and guidelines of UNDP and holds quarterly

investment review meetings with UNDP on its investments; (b) concerning payments and bank reconciliations, UN-Women reviews the bank reconciliations prepared by UNDP, on a monthly basis; (c) concerning human resources for international staff based at headquarters, UN-Women uses a payroll validation tool to check the information submitted to UNDP for the processing of payroll for staff members in the Professional and higher categories and for General Service; (d) concerning human resources in field-based offices, a monitoring and/or validation process has been implemented, so as to ensure accuracy before the payroll for local staff salaries is finalized; (e) concerning information technology services, there are governance mechanisms in place, with regular service delivery review meetings as the primary control mechanism. In addition, UN-Women utilizes automated monitoring tools to track the availability of systems delivered by UNDP. Furthermore, UN-Women received a certification letter from the Deputy Assistant Administrator of UNDP for all transactions undertaken on behalf of UN-Women for the year ended 31 December 2014.

Strategic plan, 2014-2017

32. UN-Women values the Committee's support for the strategic plan, 2014-17, and will continue to keep the Committee updated on its implementation. UN-Women management also welcomes the support provided by the Committee for the Entity's continued collaboration with partners both within and outside the United Nations system to achieve its strategic objectives in advancing gender equality, promoting the empowerment of women and girls and ending violence against women.
