



SUPREME AUDIT INSTITUTION OF INDIA  
लोकहितार्थं सत्यनिष्ठा  
Dedicated to Truth in Public Interest

**OFFICE OF THE  
COMPTROLLER AND AUDITOR  
GENERAL OF INDIA**

Our audit aims to provide independent assurance and to add value to the Management of UNITAID by making constructive recommendations.

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## **Audit of UNITAID for the Financial Year ended 31<sup>st</sup> December 2023**

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# Report of the External Auditor on the Financial Statements.

## To the Executive Board

### **Opinion**

We have audited the financial statements of the UNITAID which comprise the statement of financial position (statement I) as at 31 December 2023, the statement of financial performance (statement II), the statement of changes in net assets/equity (statement III), the statement of cash flow (statement IV) and the statement of comparison of budget and actual amounts (statement V) for the year then ended, as well as the notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of UNITAID as at 31 December 2023, and its financial performance, changes in net assets/equity, cash flow, and comparison of budget and actual amounts for the year then ended in accordance with the International Public Sector Accounting Standards (IPSAS).

### **Basis for opinion**

We conducted our audit in accordance with the International Standards on Auditing. Our responsibilities under those standards are described in the section below entitled “Auditor’s responsibilities for the audit of the financial statements”. We are independent of UNITAID in accordance with the ethical requirements relevant to our audit of the financial statements and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence that we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Information other than the financial statements and the auditor’s report thereon**

Management is responsible for the other information, which comprises the information included in the Annual Report for the year ended 31 December 2023, but does not include the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information, and we do not express any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise

appears to be materially misstated. If, on the basis of the work that we have performed, we conclude that there is a material misstatement in the other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS and for such internal control as management determines to be necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of UNITAID to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going-concern basis of accounting unless the management intends either to liquidate UNITAID or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of UNITAID.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the International Standards on Auditing, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentation or the overriding of internal control;

- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of UNITAID;
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management;
- (d) Draw conclusions as to the appropriateness of the management's use of the going-concern basis of accounting and, on the basis of the audit evidence obtained, whether a material uncertainty exists in relation to events or conditions that may cast significant doubt on the ability of UNITAID to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report;
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Report on other legal and regulatory requirements

Furthermore, in our opinion, the transactions of UNITAID that have come to our notice or that we have tested as part of our audit have, in all significant respects, been in accordance with the WHO Financial Regulations.

In accordance with Regulation XIV of the WHO Financial Regulations, we will also issue a long-form report on our audit of the UNITAID.



**Girish Chandra Murmu**  
**Comptroller and Auditor General of India**

**10 April 2024**

## Chapter-II

### Long form Report of the External Auditor

#### Summary

##### Introduction

We audited the financial statements of UNITAID for the year ended 31 December 2023. The audit was conducted at the UNITAID office in Geneva and the results are presented in part I of this document.

Financial and Compliance audit of UNITAID was conducted in 2024 with a view to assess the effectiveness and efficiency of its intervention projects/management of grants and to verify compliance to applicable regulations and also to assess its ability to secure adequate, sustainable, and predictable financing for its operations and the results are presented in part II of this document.

##### Overall result of the audit

##### Audit Opinion

We propose to issue unqualified audit opinion on the financial statements for the period under review.

##### Key Audit findings

- (a) Article 12 of the contract agreement (Damage Risk) of the Sublease Contract for Serviced Commercial Premises, required UNITAID to get its furniture and facilities insured. However, UNITAID has not taken any such insurance. In the given circumstance, UNITAID is exposed to the risk of losses, besides being in breach of contract.
- (b) Against the release of Funds of USD 1.6 million and USD 3.5 million for the project “HCV Combination Prevention in PWID and Prisoners Project (HEPC3P)” and “TB Speed” in the first year, the utilization was found to be only 13.73 *per cent* and 6.77 *per cent* respectively. Management needs

to undertake a more rigorous review of disbursement and its utilization by the grantee.

### **Key recommendations**

- (a) We recommend that UNITAID may resolve the issue of obtaining insurance coverage as per provision of the Sublease Contract for Serviced Commercial Premises.*
- (b) Management may consider releasing the disbursements for projects in tranches in the first year by linking them with utilization of the funds by the grantee.*

## **A. Mandate, Scope and Methodology**

1. The mandate to audit the accounts of UNITAID was entrusted to the Comptroller and Auditor General (CAG) of India for the period 2020 to 2023. We conducted the Financial and Compliance audit of UNITAID for the FY 2023. The external audit was conducted during the period 19 February 2024 to 08 March 2024. The audit started with an Entry Conference held on 19 February 2024 and concluded with the Exit Conference held on 08 March 2024.

2. Audit scope was to examine the following financial statements:

- Statement of Financial Position as at 31 December 2023
- Statement of Financial Performance for the year ended on 31st December 2023.
- Statement of Changes in Net Assets/Equity for the year ended on 31st December 2023
- Statement of Cash Flows for the year ended on 31st December 2023
- Statement of Comparison of Budget and Actual Amounts, for the year ended on 31st December 2023
- Notes to the Financial Statements

3. Audit methodology included testing adequacy and effectiveness of internal controls, walkthrough, interviews and appropriate substantive checks and analytical reviews. Review of previous/ outstanding recommendations of past External Audit reports including those where closure has been made, subject to review of compliance reported.

## **B. Audit Objectives**

4. Audit objective was to review the financial statements to derive reasonable assurance that:

- They reflect a true and fair view of the operations of UNITAID;
- The internal controls are adequate and effective in fulfilling the mandate of the organization and justify the extent of reliance placed thereon.

## **C Audit Findings and Recommendations**

### **I. Status of implementation of previous recommendations**

5. We reviewed the status of implementation of outstanding audit recommendations from previous years. As of 31 December 2023, there were 13 recommendations outstanding up to the period ending 31 December 2022, out of which three (3) recommendations have been implemented and 10 recommendations were either pending or under implementation. The status of pending recommendations is provided at **Annexure-I**.

### **II Financial Position**

6. Total Assets at the end of 2023 increased<sup>1</sup> by 32.09 *per cent* to USD 922.03 million. The increase was mainly due to increase in short term investment held by WHO and Contributions Receivable. Total Liabilities at the end of 2023 increased by 670.45 *per cent* to USD 231.41 million. This was mainly due to increase in Deferred revenue. Though increase in Total Assets was less than increase in Total Liabilities, the Net Assets/ Equity increased by 3.39 *per cent* to USD 690.63 million at the end of 2023.

#### **Financial Performance**

7. The surplus for 2023 was USD 21.98 million, compared to a deficit of USD 6.91 million for 2022. Total Revenue for 2023 decreased by USD 0.86 million i.e. 0.47 *per cent* to USD 179.65 million, mainly due to decrease in Voluntary contributions and In-kind contributions. Finance Revenue for 2023 increased from USD 3.44 million to USD 35.67 million, mainly due to the net unrealized foreign exchange gains or (losses) and investment revenue. Total Expenses for 2023 increased by USD 2.48 million i.e. 1.30 *per cent*, mainly due to increase in Disbursements to Grantees, Constituency funding, expenditure on travel and general operating expenses.

#### **Statement of Change in Net Assets/ Equity**

8. The Fund Balance for 2023 was USD 690.63 million, compared to Fund Balance of USD 668.02 million for 2022.

### **III. Compliance Audit Observations and Recommendations**

#### **Insurance of furniture and facilities**

9. The office premises occupied by UNITAID has been subleased to the organization by Global Fund to Fight Aids, Tuberculosis and Malaria. As per Article 12 of the contract agreement, the subleasee has responsibility to procure all-risk insurance for the entire term of

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<sup>1</sup>All increases and decreases with reference to corresponding figures for 2022



the Sublease Contract, with sufficient coverage. However, UNITAID has obtained insurance cover for areas other than risks like operational risk, damage risk resulting from interruptions of operations, personal injury, furniture insurance, etc.

10. Management accepted that they had not obtained such insurance coverage, and were appreciative for the matter being brought to their notice. They further stated that this could be considered to be a breach of contract, as they do not have any specific waiver for the clause. They stated that they have approached WHO insurance unit, for appropriate action, as they are the signatories of this Sublease on behalf of UNITAID.

11. Till appropriate action is taken, UNITAID continues to be exposed to unforeseen risks as defined above.

***Recommendation-1:***

***We recommend that UNITAID may resolve the issue of obtaining insurance coverage as per provision of the Sublease Contract for Serviced Commercial Premises.***

12. Management agreed with the recommendation.

**Disbursement of funds for projects**

13. Para 34 of the Financial Guidelines for UNITAID Grant Implementors (October 2021) states that that the Implementor should submit an annual disbursement request covering their financial needs for the forthcoming year, based on a forecast of grant activities. The requests are sent to UNITAID alongside annual reporting statements at the beginning of every year. Requests are then reviewed by and discussed with UNITAID, before a disbursement is released for payment. Disbursement may be executed in either one or multiple tranches, based on UNITAID's judgement of the grant risk profile and the size of the disbursement.

14. In respect of the project "HCV Combination Prevention in PWID and Prisoners Project (HEPC3P) of Grant No 2022-51 HEPC3P", we noted while examining the first disbursement that total disbursement of USD 3.4 million was approved on 10 January 2023. The first disbursement comprised USD 1.6 million which was 100 *per cent* of current budget (2023) and USD 1.8 million which was 33.33 *per cent* (four-month buffer) of next year's budget (2024) of USD 5.5 million. We also noticed that as per Financial Status document of the project as on 30 June 2023, made available to us, the Grantee was able to expend only USD 0.5 million which was 13.73 *per cent* of the disbursement made. UNITAID had not received the financial report for year 2023 till date of audit.

15. We further reviewed the financial report of one other project “TB Speed” and noted that though funds released in the first year (2017) amounted to USD 3,585,000 the utilization of funds was only 6.77 per cent up to December 2017.

16. We noted that the utilization of funds in respect of the above two projects against the disbursement made was very low, and there is a need to relook the practice of releasing disbursements in one go.

17. The Management in its response stated that to ensure seamless availability of cash with the grantees for smooth operations and weighing in the risk profile of the individual grants the disbursement was made. They however accepted that the first-year disbursements can often be excessive resulting in higher level of cash with the grantees than eventually needed, and that they would consider deploying a practice of more rigorous review of the first year grant budgets based on which the first year disbursement are made. They also stated that they need to consider the workload for UNITAID and grantees, benefits of changing the established process and make the management decision accordingly.

18. We are of the view that the utilization of funds should be monitored and funds are to be released accordingly.

***Recommendation-2:***

***Management may consider releasing the disbursements in tranches in the first year by linking them with utilisation of the funds by the grantee.***

19. Management noted the recommendations.

**D. Acknowledgement**

20. We wish to express our appreciation for the cooperation of the staff and management of UNITAID during the course of our audit.



**Girish Chandra Murmu  
Comptroller and Auditor General of India**

**10 April 2024**

Annexure I

**Statement containing the status of implementation recommendations of External Auditor for the financial period ended 2021 and 2022.**

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
1.	<b>External Auditor's Report for the Financial year ended 31 December 2022</b>	We recommend that UNITAID may scrupulously monitor/adhere to the terms of contract and provisions of the WHO eManual while hiring and making payments to consultants.	This recommendation has been implemented. A focal point in HR and one in Finance have been appointed and terms of contracts are being monitored.	All documents provided to external audit related to selected consultants were scrutinized for compliance to terms of contract and provision of WHO e-manual.  In selected cases terms of contracts and provisions of the WHO e- manual while hiring and making payments to consultants were found to be followed.  Therefore, this recommendation (no 01) may not be pursued.	Y			
2.		UNITAID may included the period (in months or days) for which an evaluation is performed or the	Evaluation reports are now being completed for all consultant payments – however in discussion with the auditors we recognize that the	Evaluation Reports of the selected cases were scrutinized, the period for which payment has been approved has not been included in them. There were two cases where evaluation forms were not completed.			Y	

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
		period for which the payment is approved for consultants in the Evaluation Reports.	timeframe for which the evaluation applies is not clear. UNITAID agrees that going forward we will update the template to include the evaluation period.	Therefore, this recommendation (no 2) may remain outstanding.  <b>UTD Comment:</b> <b>We have already updated the evaluation template in that the dates covered by the evaluation are included – request that this therefore move to “under implementation”.</b>				
3.		UNITAID may take up a review of all Covid related grants/outputs separately (independent of the grants in which they are embedded) and take steps as per the existing SOP on Grant Closure to ensure timely refund of money lying with the grantees.	UNITAID considered the auditors' recommendation and updated its Corporate Operational Guidelines (COGs) with regards to the refund of COVID funds when the related output is closed while the main grant is ongoing. Starting in 2023, in such cases where there are unspent COVID funds refunds > \$1M USD, the grantee is being requested	UNITAID updated its Corporate Operational Guidelines (COGs) with regards to the refund of unspent COVID funds when the related output is closed while the main grant is ongoing. The COG furnished to audit was scrutinized for the same was verified.  The Management Letter requesting refund of unspent COVID fund regarding LONGEVITY project was produced to audit where unspent fund was more than USD 1million and the grant has been closed.	Y			

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
			to return the funds even though the grant is ongoing.	UNITAID has addressed the issue with the updated guideline and the same is being followed.  Therefore, this recommendation (no 03) may be closed.				
4.		UNITAID may have a system in place for ensuring permission for all types of purchases in terms of DOA.	UNITAID has made changes. This has been discussed with the Programme Division and going forward any such procurement will be authorized by the Executive Director and documented accordingly.  UNITAID keeps the DOA updated, and the latest has been shared with auditors. There were no cases of purchases through WHE in 2023.	A sample of contract agreements and supporting documents were scrutinized, (a)Permission for purchases in terms of DoA were found in selected cases.  (b)The allotment for purchases depicted authority approving the purchase in selected cases.  Therefore, this recommendation (no 04) may be closed.	Y			

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					Implemented	Under Implementati	Not Implemented	Overtaken by events
			In future, UNITAID will use the most up to date DOA.					
5.		UNITAID may strive that all documents of allotment for purchases should indicate the authority approving the purchase and keep record of them along with payment vouchers, even in case of emergency purchases.		<p>(c ) Payments Voucher/Approvals in case of selected cases were provided to audit. However, they were not found on GSM.</p> <p>This recommendation (no 05) may remain outstanding.</p> <p><b>UTD COMMENT: Could you please elaborate on how this recommendation is to be cleared, as the purchase made in the case mentioned above was very unique. We have discussed internally and are aware that should we in future have another similar case, that the correct authorization will be uploaded to the GSM system.</b></p>		Y		
6.	<b>External Auditor's Report for</b>	In view of the uniqueness of its intervention projects	The SOP related to grant proposal screening and evaluation has been	We scrutinized the revised SoP for		Y		

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
	<b>the Financial year ended 31 December 2022</b>	and the evaluation processes, UNITAID may consider developing a detailed SOP on the methodology and criteria used by the Secretariat for grant proposal screening and evaluation, including the screening templates, evaluation matrix and the JRC/ PRC tracker.	<p>updated to reflect this process in more detail.</p> <p>Please note that the methodology and criteria, wherever standardized, are built into the L1, L2 and L3 review questions. It is not possible to specify further in generic terms that will make sense for every call. UNITAID will however amend the L3 scoring sheet to capture any portfolio considerations or tradeoffs.</p>	<p>incorporation of the changes recommended by previous external audit and minutes of the JRC meetings of 2023.</p> <p>We observed that in the updated SoP workflow and the adopted process have been described stepwise.</p> <p>Some modifications have been made in the screening template, evaluation matrix, JRC/PRC tracker when compared to previous version.</p> <p>Level 1 and Level 2 screening matrix remain the same , no modifications have been made. In case of AMDR call for proposal the working documents for L1 were provided to Audit. Detailing at L1 and L2 of review process still have scope for defining detail methodology</p> <p>Level 3 has an addition in the form of “Section G” called as “Risks” which defines the strategic risks, implementation risks and</p>				

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				<p>sustainability/scalability. Further, the minutes of the JRC meetings during the year 2023 do have a segment "Portfolio approach and trade offs" which describes the points deliberated upon in the JRC meetings.</p> <p>Recommendation is yet to be implemented fully and may be pursued.</p>				
7.		<p>Compliance of the Secretariat with the processes and documentation requirements for PRC review of costed extensions may be strengthened, to bring it on par with the PRC review processes/documentation of new grant proposals under the new operating model.</p>	<p>UNITAID has an updated guidance on investment reprogramming which is in final stages of review.</p>	<p>Recommendation is under implementation and may remain outstanding.</p>		Y		



Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
8.		<p>We recommend that UNITAID may consider adopting a threshold level (cost, scope) beyond which costed re-programming of existing grants may be subject to comprehensive external evaluation of the grant.</p>	<p>On this recommendation we do not agree and have responded back that:</p> <p>We note the recommendation but do not agree with it for the following reasons:</p> <p>A. Costed extensions (CEs) of existing grants are an integral part of our operating model</p> <p>B. An internal management review of all proposed CEs can reject the CE or limit the scope of it, depending on the performance of the initial grant</p> <p>C. The EB has visibility of planned extensions through the 3-year investment plan</p>	<p>UNITAID has not adopted a threshold level (cost, scope) beyond which costed re-programming of existing grants may be subject to comprehensive external evaluation of the grant.</p> <p>Recommendation may remain outstanding.</p> <p><b>UTD COMMENT: As per our discussion at the exit meeting – we will specifically highlight this to the FAC committee at the April meeting, and ensure that we have a minuted agreement that this recommendation does not cause a concern for the committee/Board and that for the 2024 audit the recommendation should be removed.</b></p>			Y	

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
			<p>(presented every 6 months to Committees/EB)</p> <p>D. CEs go through independent scrutiny (PRC review), the same as all new grants</p> <p>E. The EB is provided with the detail of each CE and then approves the funding for it. They can refuse to approve the CE if they so wish</p> <p>F. Launching a Call For Proposals for any CE that would exceed pre-defined criteria would (i) entail significant additional work for the Secretariat and the organizations preparing a proposal and (ii) switching a successful project that is being proposed for an extension (or expansion)</p>					

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementati	Not Implemented	Overtaken by events
			from the current implementer (who has run the successful project for a number of years) to a new implementer does not make programmatic sense and would be unnecessarily disruptive to the project.					
9.		Amount refundable from grantee after completion of projects is "other receivable" for UNITAID. UNITAID did not make policy to include age wise basis for provision for doubtful debt in updated FS. Hence, Audit recommendation has	UNITAID applies WHO policy for allowance for doubtful accounts receivable and recognizes 100% of the value of any amounts outstanding for over 2 years, and in addition reviews funds receivable from grantees on an individual basis. However, no receivables were outstanding for over 2 years, therefore, no provisions for doubtful	WHO policy on account receivable states that for other receivables, the allowance for doubtful accounts receivable is calculated as 100% of the value of any amounts outstanding for over two years. Changes in the allowance for doubtful accounts are recognized in the Statement of Financial Performance (Statement II).Further, amount refundable from grantee after completion of projects is other receivable for UNITAID. UNITAID did not make policy to include age-wise basis for			Y	

Sl. No.	Reference to Audit Report	Recommendations	Action Reported by the Management	External Auditor's Assessment	Status after Verification			
					Implemented	Under Implementation	Not Implemented	Overtaken by events
		not yet been implemented.	accounts were necessary for the 2023 Financial Statements.	provision for doubtful debt in FS for year 2023. The recommendation has not yet been implemented, so may remain outstanding.  <b>UTD COMMENT: We request that this recommendation move to “under implementation” as in review of the WHO F/S and UNITAID F/S - we are adhering to the WHO policy, however we did not specifically state this in the note – this will be included as from the 2024 financial statements.</b>				
10.		We recommend that UNITAID may finalize and adopt SOPs for grant closure on invocation of the termination clause of the Grant Agreement and for review of incidents reported by grantees	The Secretariat began to review the existing Closure SOP in mid-2023, however the update to the SOP was not completed. A number of SOP updates were put on hold in 2023 as the organization continues to review its approach to implementing the UNITAID operating	The recommendation is under implementation and may remain outstanding.		Y		

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					Implemented	Under Implementati	Not Implemented	Overtaken by events
			model, and it is now expected that these efforts will be renewed in Q2 2024.					
11.	<b>External Auditor's Report for the Financial year ended 31 December 2021</b>	We recommended that a review of the Transparency Policy by UNITAID's Executive Board is recommended, with a view to bringing UNITAID on par with other global players in the context of its new operating.	The UNITAID Executive Board did not review the existing Transparency Policy in 2023. Secretariat staff did discuss the parameters for what such a discussion may consider, but did not reach a clear conclusion sufficient to organize this review. This question will be raised with the Secretariat focal points to the Governance Committee of the Board in 2024 in hopes of bringing this for discussion in 2024.	Recommendation is under implementation and may remain outstanding.		Y		

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					Implemented	Under Implementati	Not Implemented	Overtaken by events
12.		UNITAID may draft and implement a document management policy ensuring that documents are created, managed, and stored appropriately enabling the content of the document to be accessed, used, reused, and reviewed in a controlled and efficient manner.	Progress was made in standardizing the organization of documents related to UNITAID investments in 2023. However, no formal organizational policy on document management was established. Preparation of a policy will begin in Q3 2024, as a companion to the work on UNITAID operating procedures planned for the second half of the year.	Recommendation is under implementation and may remain outstanding,		Y		
13.		UNITAID may consider implementing an integrated grant management system.	The 2024 budget approved by the Executive Board includes funding for this work. UNITAID will coordinate with WHO as this will need to be integrated into the new BMS.	Recommendation is under implementation and may remain outstanding		Y		

