

Global Partnership to End Violence Against Children

Management Response

Audit Recommendation 1 (medium priority): Governance structure

The End Violence Partnership and Fund Secretariat should strengthen its governance by:

1. Instituting an annual effectiveness review, based on agreed criteria, that provides feedback on the strengths of the Board, Executive Committee, Working Groups and members, and highlights areas for further development;
2. More clearly defining the Board size and the criteria for nomination of Board members to ensure that appropriate skills and expertise are considered along with geographic diversity to ensure it is well equipped to carry out its responsibilities.
3. Ensuring the decision-making accountabilities of the Executive Committee and the Board are distinct and clearly delineated in the governance documents.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Develop and implement an annual performance review process for governance bodies and members.</p> <p>(ii) Seek Executive Committee approval on the updated criteria for nominating members of governing bodies to ensure appropriate skills/ expertise and geographic diversity.</p> <p>(iii) Update the Governance Document with revised decision-making accountabilities as well as clearer nomination criteria for governing body members.</p>	Executive Director, End Violence	31 December 2023

Audit Recommendation 2 (medium priority): Regulatory framework

As soon as a hosting agreement between UNICEF and the End Violence Partnership and Fund is finalised and approved, the End Violence Board, through the Secretariat, should ensure that all accountabilities, responsibilities and reporting mechanisms agreed in the hosting agreement are incorporated into the End Violence governance documents.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	Input into the draft hosting agreement and update all relevant governance and operational documents	Deputy Director, End Violence	31 December 2023



Audit Recommendations 3 (medium priority): Staff management

1. The End Violence Secretariat should consider putting in place a staff decentralization strategy that includes an affordability analysis. This strategy should be aligned with the 2022-2024 strategic plan and resource mobilization projections, and should be approved by the Executive Committee and, if necessary, endorsed by the Board.
2. The Secretariat should coordinate with DFAM and DHR on the appropriate notifications and levels of approval that are required for the changes in staff duty station and transnational teleworking.
3. The End Violence Board should clarify, together with UNICEF as host, the accountabilities for the hiring and firing of the Executive Director, as well as the UN stipulated rules and regulations pertaining to the protection and rights of the staff member in that process. These procedures should be included in the hosting agreement.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Review and finalize the staffing needs and affordability in line with 2022-24 strategic plan and seek approval from governing bodies.</p> <p>(ii) Coordinate with DFAM and DHR for relevant, up-to-date policies and procedures related to changes in staff duty stations and transnational teleworking and coordinate with the respective UNICEF divisions on the notifications and approvals required.</p> <p>(iii) Ensure that procedures for the hiring and firing of the End Violence Executive Director are included in the UNICEF hosting agreement and approved by the appropriate End Violence governing bodies.</p>	Deputy Director, End Violence	31 July 2023

Audit Recommendation 4 (medium priority): Contractors and consultants

The End Violence Secretariat should ensure the appropriate use of consultant contracts by:

1. Analysing the costs and affordability of the full-time equivalents of consultants performing staff functions, so that the true staffing costs of operating the Secretariat are reflected in its budget;
2. Ensuring that work performed by consultants is linked to clear and specific deliverables;
3. Strengthening time tracking mechanisms for individuals employed on a monthly, lump-sum basis.





Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Incorporate full cost analysis and affordability assessment within the annual End Violence results-based business plan.</p> <p>(ii) Implement the new UNICEF policy for consultants (when released by UNICEF) while providing due consideration for personnel in transitioning to new deliverables-based contracts.</p> <p>(iii) Explore alternative tracking mechanisms in line with the new UNICEF policy on consultants and contractors.</p>	Deputy Director, End Violence	31 May 2023; ongoing

Audit Recommendation 5 (medium priority): Partnership and grantees

The End Violence Secretariat should coordinate with UNICEF in order to strengthen its management of grantees and oversight of programme implementation by:

1. Identifying the bottlenecks in the grantee due diligence and contracting process;
2. Identifying the appropriate additional contracting modalities beyond the standard grant confirmation letter, that reflect the substance of different underlying transactions between partners or vendors and the End Violence Partnership.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Organize regular check-in meetings with grantees to identify bottlenecks in grantee due diligence and contracting process.</p> <p>(ii) Initiate a meeting with UNICEF to address bottlenecks in grantee due diligence and contracting and to identify appropriate contracting modalities for different types of grantees.</p>	Deputy Director, End Violence Grant managers	31 July 2023

Audit Recommendation 6 (high priority): Results management framework

The Board should enhance the results management framework by:

1. Clearly defining the Partnership's value proposition with regard to child protection counterparts;
2. Putting in place mechanisms and milestones for the periodic assessment of the Partnership and Fund's contribution to its outcomes and vision and ability to fund impactful programmes and initiatives.





Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Finalize the resource mobilization prospectus and investment case on tackling child sexual violence and to further strengthen the Partnership's value proposition.</p> <p>(ii) Finalize the Partnership's targets for the strategy period 2022-24 and prepare result-based reports (as part of the meeting pre-reads, Annual Report and/or as needed) to governing bodies; update the End Violence Country Dashboard to monitor and report progress toward outcomes.</p>	Executive Director, End Violence	31 July 2023; ongoing

Audit Recommendation 7 (high priority): Risk management

The End Violence Partnership and Fund should enhance the effectiveness of its risk management processes by:

1. Developing risk management principles and practices that ensure organizational alignment with the UNICEF enterprise risk management policy, including regular assessment of risks to objectives;
2. Ensuring that the governance bodies set the organization's risk appetite and tolerance levels;
3. Ensuring that the governance bodies charged with oversight of risk management include risk management, periodically, as a meeting agenda item.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Finalize End Violence's risk management framework incorporating applicable UNICEF principles and processes, including a risk ownership and escalation matrix (with details on the procedures and frequency of risk review/assessment).</p> <p>(ii) Seek Executive Committee approval on the risk management framework, risk register and contingency options for Partnership operations.</p> <p>(iii) Ensure risk management is more explicit in meeting documentation and allot</p>	Deputy Director, End Violence	31 May 2023





sufficient time for risk management discussion during End Violence Leadership Team and Executive Committee meetings.

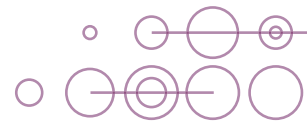
Audit Recommendation 8 (medium priority): Ethics and organizational culture

The End Violence Partnership and Fund agrees to strengthen its organizational ethics and culture, and child safeguarding practices by:

1. Articulating how necessary elements of ethics and integrity, including a code of conduct, sexual harassment policy, provisions to prevent and address abuse of authority and whistle-blower protections will be applied by End Violence to its operations and staff;
2. Ensuring the governing bodies adopt an organizational statement of intent with regard to diversity, equity and inclusion, and mechanisms for implementing and reporting on those values;
3. Implementing mechanisms for monitoring and reporting on child safeguarding and prevention of sexual exploitation and abuse.

Agree/disagree	Action Plan	Responsible staff member(s)	Target date for implementation (month, year)
Agree	<p>(i) Ensure clarity in the forthcoming hosting agreement on how UNICEF's policies on ethics and integrity, sexual harassment, abuse of authority and whistleblower protections are applied by UNICEF-hosted funds.</p> <p>(ii) Develop an organizational statement of intent and monitoring/ reporting mechanisms to be endorsed by all governing bodies.</p> <p>(iii) Ensure that the procedures for monitoring and reporting child safeguarding and prevention of sexual exploitation and abuse are implemented.</p>	<p>(i) and (iii) Deputy Director, End Violence</p> <p>(ii) Executive Director, End Violence</p>	31 July 2023





General comments on the audit recommendations

Overall, the End Violence Secretariat appreciates and agrees with the audit recommendations and actions which are being incorporated within the 2023 workplan. However, the actions are contingent on staff capacity, available resources and pending decisions from governing bodies which may delay (or expedite) implementation.

Given that the audit covers the period from January 2019 to December 2021, several actions have already been initiated or completed, notably on the two high priority areas of risk management and results management framework. This has been achieved with dedicated support from the Secretariat's Governance and Strategy consultant and external expertise provided by the Funder Safeguarding Collaborative.

It should also be noted that some actions are dependent on UNICEF as host of the Partnership, in particular the development of a draft hosting agreement for finalization in consultation with the UNICEF-hosted funds, and use of appropriate contracting modalities for different types of grantees. The End Violence Secretariat consistently operates in compliance with UNICEF policies, procedures and guidance on all financial and administrative matters.

