



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

Distr.: General  
18 April 2022

Original: English

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## Annual session of 2022

21–22 June 2022

Item 4 of the provisional agenda

**Audit and investigation matters**

## Report of the Advisory Committee on Oversight for the period from 1 January to 31 December 2021

### *Executive Summary*

*This report of the Advisory Committee on Oversight (ACO) outlines the activities of the Committee in 2021, the topics reviewed and the observations and recommendations made to UN-Women about its overall systems of governance, accountability and control. The Committee recognizes the continued leadership role that UN-Women played in responding to the challenges of the Covid-19 pandemic and to the development of gender-responsive programming. The ACO also noted the exceptional energy devoted within the year to promoting assessments of the Beijing +25 commitments through the Generation Equality efforts. At the same time the ACO has continued to advise UN-Women leadership on the need for more robust systems of corporate governance, resource coherence, and mechanisms for control and accountability throughout the organization. UN-Women's leadership has the opportunity during the time of emergence from pandemic restrictions to build strong governance structures to reduce risk of non-achievement of objectives.*



## **I. Introduction**

1. Pursuant to item 32 of the terms of reference of the Advisory Committee on Oversight (ACO) the tenth 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 assessments and advice given by the ACO in 2021. The present report is made available to the Executive Board, and upon request, the Chair presents the report to the Board.

2. The current terms of reference for the ACO, approved in 2019 are available from <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/About%20Us/Accountability/UN-Women-Advisory-Committee-on-Oversight-Terms-of-reference-en.pdf>. The Terms of Reference outline the purpose of the ACO, which is to assist the Head of the Entity in fulfilling her oversight responsibilities in accordance with relevant best practices in governance, internal control, and risk management. The Committee has an advisory role and is not a governance body.

3. The members of the Committee are listed in Annex A. As a body, the Committee membership represents expertise in financial reporting and programme matters, accounting, governance, internal audit and investigation, evaluation, monitoring and measurement systems, external audit, internal control, and risk management practices and principles, as well as United Nations intergovernmental and normative work and processes. Members are independent of and external to UN-Women. Additionally, Committee members complete an annual confirmation of independence for the Under-Secretary that assures the transparency of Committee members fulfilling their roles without compromising any interests.

## **II. Advisory Committee on Oversight activities as at 31 December 2021**

4. As the global Covid-19 pandemic continued into calendar year 2021, negating the possibility of any in-person meetings, the Committee held all its meetings in virtual format. The ACO would like to thank UN-Women management and staff for facilitating these meetings and managing very high-quality participation and discussion in this challenging context.

5. In order to compensate for the effects of shortened virtual meetings, and to fully cover the issues of its Terms of Reference, the ACO held five virtual meetings in calendar year 2021. In December, two Committee members met with UN-Women staff for a special session to review the Entity's response to partner audit recommendations from UNBoA. In addition, the Committee held a private session with the outgoing Executive Director before the end of her tenure. A full schedule of the 2021 meetings is attached as Annex B.

6. UN-Women participants in full Committee meetings included the Under-Secretary-General/Executive Director, Deputy Executive Directors and relevant representatives of programme and operational senior management as well as representatives of the UN Board of Auditors. As required, the meetings with the Under-Secretary General and the UN Board of Auditors were private sessions. The Committee also held private sessions with the Director of the IEAS without management present, as needed.

7. The ACO also met with the outgoing Director of the Investigation Division of the Office of Investigation and Oversight Services (OIOS) of the United Nations which has performed investigation services under a Memorandum of Understanding

with UN-Women since 2018 and with the head of the UN Ethics Office, which performs ethics activities for UN-Women.

8. The Chair of the Committee participated in the annual session of the Executive Board in June 2021 to present the Annual Report. She also participated in the Sixth meeting of the Representatives of the UN System Oversight Committees on December 7 and 8, 2021. This meeting was held virtually.

9. The Committee prepared summary points of advice for the Executive Director and the two Deputy Executive Directors after each of its formal meetings. Follow-up actions resulting from meeting deliberations were circulated to relevant managers through the ACO-Secretariat.

### **III. Advisory Committee Review and Advice: Oversight Functions**

This section of the report will address the Committee's review of and advice on the various oversight functions relating to UN-Women. For purposes of this section there will be separate discussions of Audit and Evaluation, although these functions are now located under the umbrella of the Director of the Independent Evaluation and Audit Service (IEAS).

10. Observations related to IEAS:

(a) The Director of the IEAS and her staff continue to be held in high regard as respected independent resources for UN-Women. The findings from both internal audit and evaluations are discussed with senior management on a regular basis.

(b) The Director and her staff have been included as active observers in the internal governance decision bodies first formalized in UN-Women in 2020, and which continue to evolve. The Director and her staff have also been included as observers in added governance mechanisms for special efforts such as the new ERP system (Quantum).

(c) The Office has been proactive in identifying the need for conducting advisory assignments and assessments of new programmatic efforts, using both audit and evaluation skill sets. The results of this work are of significant assistance to UN-Women in overall governance, risk management and programming decisions.

(d) As noted in its previous reports, the Committee continues to observe the value for UN-Women which arises from the joint location of the Independent Audit Service (IAS) and Independent Evaluation Service, (IES). While these offices remain distinct and independent, with separate staffing and budget structures, they have increased collaboration on joint activities such as the Country Portfolio Evaluation and Audit (CPE+Audit) of the Pakistan Country office. While conclusions are found in separate reports, the results reported are complementary and of use to the Country Offices, (CO).

(e) The Committee can affirm that IEAS functions independently in working to provide assurance regarding the governance, risk management and the control environment in UN-Women.

#### **A. Internal Audit: The Internal Audit Service (IAS)**

11. The Committee engaged with IAS throughout the year on the status of its work plan and on the effects of the continuing pandemic.

12. The Committee has reviewed the Report on Internal Audit and Investigation activities for the period from 1 January to 31 December 2021 to be submitted to the Executive Board at its Annual Session and has taken note of the significant audit findings contained in it, as well as the results of investigation activities. The Committee was consulted and provided comments on the summary opinion contained in the Report regarding the adequacy and effectiveness of UN-Women's framework of governance, risk management, and control.

13. The ACO notes that the IAS has consulted with the UN Board of Auditors on planning and coordination of audit activities. This interaction remains important in terms of the overall assurance available to UN-Women.

14. Common themes for UN-Women's consideration continue to emerge from IAS work, both in official audit reports, which cover Country Office, Regional, and HQ operations, as well as assessments and advisory opinions on specific topics, such as ERP implementation. Many of these themes as well as lessons and observations from other oversight functions will be addressed in Section IV of this Report.

15. IAS has made progress towards planned Quality Assurance activities in its preparation, completion, and approval of new Charters for IAS and IEAS.

16. Observations:

(a) Due to the continuation of the pandemic IAS made needed adjustments to its work plan, and completed audits under less than ideal circumstances. Staff also tested new remote audit techniques for lower risk countries, with good results.

(b) Follow-up by management on previous years' audit recommendations has shown slow progress possibly related to the pandemic. Long outstanding recommendations and partial fulfilment of some recommendations should be a focus for IAS and senior management going forward.

(c) A significant new development related to previously identified lack of capacity for governance and lack of resources in UN-Women is now evident in management responses provided in 2021 to certain audit recommendations and advisories. Many agreed-upon recommendations, including those with high priority status are noted as contingent upon adequate resources being made available, or agreement by internal governance bodies to designate business owners and responsible officials to carry out the recommendation. This had led to the issuance of significant audit findings with no follow-up dates for recommended actions and no responsible official designated. The ACO will be following up on this in 2022, as it represents great risk to achievement of a mature control environment.

## **B. Evaluation function: Independent Evaluation Service (IES)**

17. The Committee engaged with the IES throughout the year, reviewing the plans for 2021 as part of its review of the 2020 Evaluation report. It has also reviewed the Report on the Evaluation Function for 2021 and the evaluation results and findings contained therein, as well as the work plan for 2022. It notes here the results of three corporate evaluations as well as increased capacity and output in the decentralized evaluations.

18. The Committee notes that the IES updated its global evaluation strategy and its Corporate Evaluation Plan to include the 2022-2025 period to bring them into alignment with UN-Women's newly adopted Strategic Plan for the same period. The ACO also notes that IES was obliged to adjust its evaluation methods and plans to accommodate the limitations of the pandemic.

19. In previous years, the ACO has emphasized to IES the need for management's continued focus on the uses of evaluation. In that regard, the Committee considers the IES' focus on having evaluation results inform the development of Strategic Notes for Country Offices to be a most positive outcome.

20. The Committee receives continuous clarification about the roles and activities of IES in strategic evaluations, decentralized evaluations, its support for gender responsive evaluations within the UN system, and its role in strengthening the uses of evaluations.

21. Observations:

(a) The Committee notes the results of the Corporate Evaluation of UN-Women's System Coordination and Broader Convening Role in Ending Violence Against Women, (EVAW) and the lessons in improvements and communication within UN-Women to articulate and document the value of coordination.

(b) The Committee also notes the increasingly prominent role that IES plays in decentralized evaluations, and its work through regional evaluation specialists. While the Committee understands the value of this engagement, it has advised IES to maintain attention on continued financing to assure adequate resourcing of IES-led CPE evaluations.

(c) The ACO observes the work that IES has done to synthesize for UN-Women management and field offices the key concerns outlined in corporate and decentralized evaluations. The most frequent themes relate to: limited resources and personnel, weak project management, monitoring and reporting systems, lack of organizational cohesion, and prioritization of work.

(d) The Committee notes the continued work that IES staff engages in to promote gender-responsive evaluations, including its leadership roles within the United Nations Evaluation Group (UNEG), and its work in supporting the co-chair function of the EvalGender+ effort, its participation in development of UN system-wide Frameworks for United Nations Sustainable Development Cooperation Framework (UNSDCF) evaluations, and its initial collaboration with the Global Evaluation Initiative.

## C. Investigation Function

22. The Committee has received updates on investigation activity and outcomes from the Director of IEAS. As noted above, it met with the outgoing Director of the Investigation Division of OIOS in a private session in its July Session.

As noted in previous reports, under the terms of the Memorandum of Understanding with OIOS, the Director of IEAS serves as the responsible official in UN-Women for receiving reports from OIOS and initiating following up on needed actions within the entity. As this role was never resourced in the initial formation of the IEAS, fulfilment of the role has taken up considerable time of the Director of IEAS, and that of the Chief of IAS and one of her staff. During the latter half of 2021, using non-staff resources the Director IEAS was able to recruit a UNV to support this function.

23. The IEAS completed work on a review of the anti-fraud programme at UN-Women during the year. The review's summary assessment is that much of the anti-fraud capacity at UN-Women is at a low level of maturity. The report contains a comprehensive overview of the roles that various governance structures internal to UN Women along with IEAS, should play in a more mature and sufficiently resourced system.

24. Five high priority recommendations in the report include:

(a) Proposals regarding possible roles for each of these entities, as well as OIOS,

(b) Suggestions for examination and clear decision by UN-Women management on what elements of anti-fraud activity are best handled internally, and what can be outsourced.

As this relates to the overall strength of governance in UN-Women, further discussion of this issue is found in Section IV below.

25. Observations:

(a) The Committee continues to affirm the key role that the head of IEAS plays as the responsible official in UN-Women for interactions with OIOS on investigation findings.

(b) The findings of the Anti-Fraud review report are significant for UN-Women in that they reinforce narratives arising from other IEAS reports and evaluations regarding weak governance systems, and lack of accountability and corporate risk management for key areas such as fraud monitoring, prevention, and follow up. The report also brings into focus the need to link governance actions for efforts under Enterprise Risk Management, Ethics Policy, Legal Policy, and Anti-Fraud Policy. The ACO endorses the concept that efforts to develop Anti-Fraud Policy be coordinated and resourced with efforts on strengthening ethics maturity (see next section).

## **D. Ethics Function**

26. In 2011, UN-Women established an institutional arrangement with the UN Ethics Office to provide ethics services to the Entity.

27. In its 2020 report, the ACO noted the IEAS Advisory Report on Benchmarking and Maturity Assessment of Ethics and Integrity in UN-Women. The ACO further noted the Report's conclusion that UN-Women has some way to go before its ethics and integrity maturity level would be rated as ethically robust and progressive. The report contained a number of recommendations which would allow the entity to make progress towards the Executive Director's vision of a strong ethical culture. The 2021 Anti-Fraud report, cited in paragraph 23 above, reinforces the conclusion that the UN-Women ethics and integrity culture still needs to be strengthened and that recommendations from that study and the Ethics review could be addressed concurrently.

28. In March 2021, the ACO received a briefing from the UN Ethics Officer in a private meeting, in line with its Terms of Reference. At its March meeting it also had a briefing from the UN-Women Ethics Focal point, who is located institutionally in the Human Resources Division, to handle liaison with the UN Ethics Office, and to promote ethics culture within UN-Women.

29. Observations related to the Ethics Function:

(a) UN-Women has utilized the services of the UN Ethics Office to deal with baseline ethics functions such as financial disclosure and conflicts of interest, as well as advice on basic ethics questions for nearly ten years. In that time, the Entity has changed its organizational structure and taken on new roles that might dictate that it have its own internal Ethics function. A recent report of the United Nations Joint Inspection Unit (JIU) on a Review of the Ethics function in the UN came to the conclusion that UN-Women consider establishing an in-house Ethics function or conclude a formal arrangement with the UN Ethics Office, including reimbursement for services provided.

(b) In line with the observations of the UN Ethics Office and the JIU, the ACO notes that for the past two years, it has recommended that if resources do not allow the establishment of a separate Ethics office, that there is a need to have the Ethics officer in a leadership role within the organization, equipped with the appropriate resources to direct ethical culture improvements, and to direct coordination of existing policies and procedures into an ethical framework that is disseminated and used for raising awareness throughout the organization. Currently, there is a single staff Focal Point in the Human Resources Division who capably performs her duties but can dedicate only 20 percent of her time to that function. There are no dedicated resources to following up on the Recommendations from the Advisory Benchmarking Report on Ethics, and particularly the call for an Ethics Strategy and Policy Framework.

(c) The ACO commends UN-Women for the Report of the Executive Director on Disciplinary Measures and Other Actions Taken in Response to Misconduct and Wrongdoing by UN-Women staff members and other personnel which was presented at the Annual Session of the Board in June 2021.

## **E. Board of Auditors**

30. The ACO met with the Board of Auditors in two of its sessions, March and July 2021.

31. In its July session, it reviewed the UNBoA Report for 2020. During this meeting and in follow up presentations, the ACO was provided updates from management about the status of the recommendations contained in the UNBoA management letter and reports.

32. The ACO notes that the Entity received an unqualified audit opinion from the UNBoA for the 10th consecutive year since its inception.

## **IV. Advisory Committee Review and Advice: Governance, Risk Management and Control; Best Practices in Financial Management and Information Systems**

In this section of its Annual Report, the ACO will provide summaries of the advice it has provided to the Entity and to the Executive Director in line with its overall purpose to advise on good practices regarding UN-Women's accountability framework and systems.

This section will include discussions of the effectiveness of governance, risk management and control functions as well as the adoption and use by management of best practices in risk and financial management.

### **A. Resource Level Risks**

33. In the Annual Reports of previous years, the Committee has noted the continued shortfalls in regular resources and encouraged UN-Women to develop an organizational footprint which operates under more realistic resource estimates.

34. While the Entity has been successful in recent years in attracting non-core resources for efforts such as the Spotlight initiative and pandemic related programming, as well as humanitarian programme funding in conflict areas, these added resources have ongoing implications for UN-Women's ability to maintain a healthy core to non-core ratio, and have not provided a steady source of baseline

resources needed for a robust governance structure, and critical second line of defence functions.

In addition, audits have shown that there is a related lack of feasibility assessment of the impact on field structures and HQ offices of undertaking new priorities. Already limited regular core resources can be taxed by requirements to supplement non-core resources.

35. During 2021, the Committee noted for management the underlying continued negative effect that lower than expected core (regular) resources have on two key governance functions, Human Resource Management, and Information Technology (see Section B below), leading to great challenges for staff to implement basic functions of these operations.

36. Audits and evaluations of Country Offices and Regions continue to show that resource limitations also continue to affect the ability of country offices to deliver on objectives. Many offices are staffed under short term modalities with high turnover and resulting losses in skills/talent retention.

37. UN-Women's ability to address these resources issues is further complicated by a budget construct developed at the time of UN-Women's establishment, which may not reflect the needs of the organization as it has evolved.

38. The ACO notes that the IEAS workplan for 2022 includes a review of the budget formulation, and allocation processes of UN-Women. The Committee looks forward to the results of this review. The Committee will also be interested in how new cost recovery procedures, such as direct programme management cost will provide added resources to already stretched core.

## **B. Accountability Culture, Systems and Resourcing for Basic Governance and Delivery**

### **New Programming: Generation Equality**

39. In 2021, IEAS undertook an advisory review of the Spotlight Initiative, the multi-agency programme focused on Ending Violence Against Women, which was championed across the UN. The Committee advises that the lessons learned from this Advisory effort should be applied to the continuing development of possible multi-partner programming under the Generation Equality initiative. These include at the outset a robust feasibility assessment on how Generation Equality will work in the organization, and its overall impact on structure and ongoing operations under the new Strategic Plan. The ACO advised UN-Women on several occasions that numerous studies, audits, evaluations, and assessments have provided the Entity with evidence that without initial impact/capacity analyses and an organization wide understanding of the goals and requirements of new initiatives, including clear understandings of responsibility for delivery, that there is a great risk of failure to achieve needed goals and a risk of negative impact to the organization.

### **Human Resources (HR) Systems**

40. In line with its Terms of Reference, the ACO received a specific briefing from the Human Resources Division in July. Reference has already been made, (paragraph 29 above) to the significant resource limitations of this office, which do not allow it to undertake ethics review and ethics policy roles performed in other UN agencies. The level of HR staffing relative to staff in UN-Women are significantly lower than best practice would dictate, which also negatively affects basic functions such as



training, position management, and development and oversight of corporate HR policy.

41. The ACO was provided information by HR that 65-70% of UN-Women staff are on service contracts and other short-term assignment mechanisms utilized in UN-Women. The negative effect of these staffing modalities is mentioned in several country office audits released in 2021. The report on the UN-Women budget of the Advisory Committee on Administrative and Budget Questions (ACABQ) for 2021 also referenced its continuing concern regarding the increasing proportion of UN-Women non-staff personnel.

42. In addition, in 2021 IEAS conducted an audit of consultant management with the resulting assessment of “major improvement needed”, and references to weaknesses in oversight, policy coherence, and reporting systems. The audit’s recommendations have been included in an action plan, which assumes some contingent items, such as possible use of other UN agencies’ systems for consultant management, and possible benefits from the new ERP system for HR management purposes. The Committee advises UN-Women that moving forward, prioritizing a coherent and basically resourced HR function is of utmost importance to reduce risk for its programme and project organization.

### **Anti-Fraud and Accountability Systems/Strengthening Governance**

#### *Contingent Responses to Anti-Fraud Audit Recommendations*

43. As noted in paragraph 29 above a review of the Anti-Fraud Programme at UN-Women resulted in five high priority recommendations. All of these actions would bring UN-Women to a higher level of maturity and reduce risks to the organization.

44. In an agreed action plan for the recommendations from this study, initial responsibility is assigned to the Business Review Committee (BRC) which also functions as the Risk Management Committee. The first step for the BRC would be to appoint an Anti-Fraud Policy business owner to be responsible for the agreed detail in the recommendations. The BRC is also expected to secure resources for the implementation through the ELT. The business owner would organize and gain support for identified actions across the organization, including updating the Anti-Fraud policy.

***45. The Committee is concerned that this recommendation and any timelines for implementation are left to future decisions of the BRC, without specific commitments.***

46. The ACO understands that processes are underway to provide more information on agreed accountable actors, and resources under these recommendations. In its future deliberations, the ACO will be asking for much more specificity on how governance bodies such as the Business Review Committee, and the senior leadership of the organization will address consideration of the recommendations in the report.

#### *Comprehensive Procedures for Managing Complaints*

47. Other high priority recommendations in the Anti-Fraud Audit cover aspects of the investigations timelines which have been raised by the Committee in the past. The Committee has also shared its concerns regarding the processes for managing allegations which do not result in OIOS investigation.

48. The ACO again draws attention to the five high priority recommendations in the Anti-Fraud report, and particularly recommendation #10 which calls for a systematic consideration of the nature of current cases now outsourced. Recommendations are to consider the current arrangements in the context of possible alternative and

complementary complaint triage arrangements outlined in a new legal policy framework.

*Continued Commitment to Accountability Framework*

49. The executive summary of the Anti-Fraud report contains an estimate that UN-Women could reach basic threshold levels of organizational maturity for its Anti-Fraud Policies in three years with investments and governance decisions. The report complements and supports the recommendations from prior year IEAS reports, including the Enterprise Risk Management System. Many of the recommendations from prior years have yet to be fully resourced. This continues a pattern that is of continued concern to the ACO - insufficient investment in governance, resulting in under-resourced second line of defence functions, and slow progress towards the elements of an accountability framework.

## **C. Financial statements and financial systems**

50. The Committee reviewed the draft financial statements for the year ended 31 December 2021. The Committee commends UN-Women on receiving an unqualified audit opinion from the UN Board of Auditors for the tenth consecutive year since its inception in 2010.

51. The ACO regularly received updates from the Division of Management and Administration (DMA) on budget and financial issues which were of high quality. The ACO has received positive feedback from the UNBoA on the cooperation received from the finance function and management in the process of reviewing the financial statements.

52. The Committee will be interested to know in its deliberations in the coming year, details of the impact of the new Quantum system on financial systems integration and coherence.

## **D. Information and Communication Technology**

53. As noted in the ACO's 2020 report, UN-Women agreed to join UNDP in its effort to replace ATLAS, its long time Enterprise Resource Planning (ERP) system which was also utilized by a number of funds and programmes with an entirely new Oracle-based system.

54. The ACO was briefed on the very ambitious implementation timelines and on implementation and governance arrangements at each of its meeting. UN-Women was aided in this effort by a snapshot assessment of the governance arrangements and risk management for this undertaking conducted by IEAS earlier in the year.

55. Observations:

(a) The implementation of the new ERP system was affected by two key constraints: the necessity to work with the UNDP-chosen system, called Quantum, and fiscal constraints which negatively affected the ability to include enhanced scope features identified as desirable by UN-Women staff. .

(b) The ACO notes that, after initial delays, the project gained momentum under a designated project manager, and through efforts undertaken to manage implementation risks.

(c) The ACO advised the Entity that a successful planned launch for mid-2022 was still contingent upon considering the full resource needs for optimum

implementation of the project. Ongoing financial constraints continued to affect how resources were committed to the project, leaving some resource requests related to field and administrative office units unfulfilled at a very late stage in the effort.

The ACO also advises that strong change management efforts are needed for the introduction of any new ERP system, including training, and orientation to new ways of managing data entries, and data relationships. In addition, the linkages of a host of legacy management systems, (including results-based management), not included in the new ERP package, are important to be included in near-term plans for the continuity of overall governance, and to preserve progress made in those systems.

## V. Conclusion

56. The ACO continues to endorse UN-Women efforts in collaborating with partners both within and outside the UN System in achieving its strategic objectives of advancing gender equality and promoting the empowerment of women. The Committee takes note of the new Strategic Plan for 2022-2025 and its commitment to organizational excellence and business transformation for UN Women in its second decade, as the basis achieving its overall goals.

57. The ACO further notes the commitment in the Strategic Plan to strengthening the accountability and governance framework of the organization, and to build on findings from evaluations and audits to achieve this goal under the umbrella of Principled Performance. The ACO notes as an example, among various commitments to action, the continued commitment of advancing risk management frameworks to a higher level of maturity.

58. These commitments are a positive step for the organization, and it is important to honour them with concrete actions. As the Entity emerges from COVID restrictions, the Committee advises management to renew focus on strengthening second line of defence functions which continue to be under-resourced, and to renew a management focus at the highest level on accountability and defining accountable roles.

59. For several years, the ACO Annual Reports have suggested that UN-Women work towards completion of a Statement of Internal Control. This Statement would require corporate attention to the completion of efforts also noted in previous reports, such as clear role definitions for headquarters offices, regions, and country offices, as well assignment and training of responsible business owners for key functions. The Committee will continue its efforts to promote these kinds of robust governance systems in UN-Women in 2022.

60. The Committee would like to thank Steven Beckert for his performance of Secretariat duties for the Committee in the past year.

## VI. Annexes

### A. Audit Advisory Committee Membership in 2022

<i>Member Name</i>	<i>Comments</i>
Ms. Mary Ann Wyrsh (United States of America)	Current Chair of the ACO. Member since August 2016; serving on second term, which ends on July 31, 2022

<i>Member Name</i>	<i>Comments</i>
Ms. Mei Kit Wan (Singapore)	Member since February 2019: serving on first term which ends in February 2022.
Ms. Aicha Pouye (Senegal)	Member since February 2019; serving on first term which ends in February 2022.
Ms. Amalia Lo Faso (Italy)	Member since October 2019: serving on first term which ends in October 2022
Mr. Robert Lahey (Canada)	Member since October 2019: serving on first term which ends in October 2022.

## **B. UN-Women Advisory Committee on Oversight 2021 Meeting Dates**

<b>15 and 16 March 2021</b>	First ACO meeting (via Zoom)
<b>22 and 23 April 2021</b>	Second ACO Meeting (via Zoom)
<b>14 June 2021</b>	Exit Interview Executive Director Phumzile Mlambo-Ngcuka (via Zoom)
<b>26 and 27 July 2021</b>	Third ACO Meeting (via Zoom)
<b>13 and 14 October 2021</b>	Fourth ACO Meeting (via Zoom)
<b>2 and 3 December 2021</b>	Fifth ACO Meeting (via Zoom)
<b>6 December 2021</b>	Special Session on Implementing Partner Audit Findings with UN Women Staff and Two Members of the ACO (via Zoom)