

TDR ACTION PLAN IN RESPONSE TO THE MANAGEMENT LETTER OF THE EXTERNAL AUDIT (NOV 2018)

#	Audit recommendation	Proposed action	Timelines
1	We recommended and Management agreed to consolidate its numerous quality assurance guidance documents into one quality assurance guidelines, for ease in their implementation and ensure that in the new project management system being developed, all the quality assurance processes are complied with.	We will consolidate the current policies, procedures and forms into one guidance document that encompasses TDR's quality assurance approach and guidelines. The future eTDR project and grant management system will take into account these quality assurance requirements.	By 31 Jan 2019
2	We acknowledge that eight of nine reports were delivered in a timely manner and that one report was delivered with 12 days delay. However, we recommended and the Management agreed to enhance further its monitoring capability in terms of donor reports delivery with the end view of ensuring timely delivery of all donor reports.	We will continue to ensure that the current TDR designated funding grant policy and procedures in place are effectively implemented and we will systematically anticipate any delay that may be due to staff being away from office by providing adequate back up by the programme management.	From 1 Dec 2018 onwards
3	While we acknowledge the 100% compliance rate for ePMDS+, we recommended and the Management agreed to further improve its performance oversight on the timely compliance of the ePMDS+ through tighter oversight and monitoring activities in order to avoid any signed-off delays.	We will continue to emphasize to all TDR staff the importance of timely finalizing the PMDS activities to maintain our 100% compliance rate. We will shift forward the PMDS deadline and send reminders more frequently and highlight the need for timely signature from both supervisors.	From 1 December 2018 onwards
4	We recommended and the Management agreed to determine the best strategy relating to the build-up of competency of concerned staff on the preparation of their individual SMART objectives in the ePMDS+s to ensure that the Programme produces more accurate individual assessments of results deliveries thereby producing better results quality at the Programme level.	With each message sent to remind staff about the PMDS deadlines we will highlight the need to ensure that the PMDS objectives be SMART and provide links to WHO guidance on this matter.	From 1 Dec 2018 onwards
5	We recommended and Management agreed to further enhance the selection of consultants, ensuring that there would be more thorough shortlisting of candidates.	We will monitor carefully the consultant selection process to ensure a thorough short listing of candidates. However this will soon be addressed by the new system that will be introduced in 2019 by WHO to hire consultants.	From 1 Dec 2018 onwards
6	We recommended and the Management agreed to reflect better root cause analysis of the identified risks based on an appropriate context aligning it with the WHO Risk Management policy and guidelines, ensuring that the description provides clear and descriptive information required for a reasoned and defensible assessment of the risk's probability and impact and for the development of an appropriate risk response.	We will enhance the description of TDR's Programme-level risks by better explaining our perception of the root cause. Mitigation actions will continue to address the root cause(s) and the compounding factors of the risk.	From 1 Feb 2019 onwards
7	We recommended and Management agreed that the TDR take the lead on its resource mobilization to oversee its interest in funding its operations and continue to send a representative to the CRM meetings until mechanism are established to gradually harmonize and integrate the RM activities of TDR in the redesigned corporate RM process.	We will continue leading our own resource mobilization and attend the CRM meetings until mechanism are established to gradually harmonize and integrate the RM activities of TDR in the redesigned corporate RM process.	Ongoing