



OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

AUDIT REPORT

UNHCR recruitment of national staff in the Iraqi Situation (Syria)

**There were avoidable delays in recruiting
national staff due to the Representation's failure
to use the fast track model for recruitment**

4 November 2009

Assignment No. AR2009/131/04

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Mr. António Guterres, High Commissioner
A. United Nations High Commissioner for Refugees

DATE: 4 November 2009

REFERENCE: IAD: 09- 03077

FROM: Fatoumata Ndiaye, Acting Director
DE: Internal Audit Division, OIOS

Fatoumata Ndiaye

SUBJECT: **Assignment No. AR2009/131/04 – Audit of UNHCR recruitment of national staff in the Iraqi Situation (Syria)**
OBJET: **Situation (Syria)**

1. I am pleased to present the report on the above-mentioned audit.
2. In order for us to close the recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 3 and 10), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. L. Craig Johnstone, Deputy High Commissioner, UNHCR
Mr. Imran Riza, Representative, UNHCR, Amman, Jordan
Mr. Radhouane Nouicer, Director, MENA Bureau, UNHCR
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INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

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EXECUTIVE SUMMARY

Audit of UNHCR recruitment of national staff in the Iraqi Situation (Syria)

OIOS conducted an audit of the Office of the United Nations High Commissioner for Refugees (UNHCR) recruitment of national staff in the Iraqi Situation in Damascus, Syria, between 22 April and 4 June 2009. The overall objective of the audit was to determine whether an effective system of internal control was in place for recruitment of national staff. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

OIOS found avoidable delays in the recruitment of national staff in UNHCR, Syria, mainly due to the Representation's failure to use the fast track model for recruitment. The key findings were as follows:

- Despite delegation of authority for organizing local recruitment of national staff and introduction of a time-bound fast track model of deployment of staff, there were a large number of vacancies over a long period. Of 48 posts vacant as at April 2009, 25 were vacant for more than one year;
- Contrary to the provisions of the Staff Administration and Management Manual, a large number of temporary assistants had been engaged for long periods;
- There is a need to develop and implement an annual rolling plan for recruitment of national staff, which should also be monitored and updated periodically;
- Work plans need to be established for all staff members engaged in recruitment activities, including the Unit Heads, to ensure their accountability;
- There were deficiencies in regard to compliance with the most important aspects of recruitment, namely, assessing the eligibility/suitability and physical fitness of the candidates;
- Personal and professional reference checks were not conducted in all cases;
- There was no specific reporting to and review by UNHCR Headquarters of the delegated authority exercised by field offices for recruitment of national staff; and
- There is a need for periodical internal monitoring and review of the recruitment operations in the UNHCR Representation in Syria.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Office of the United Nations High Commissioner for Refugees (UNHCR) recruitment of national staff in the Iraqi Situation between 22 April and 4 June 2009 in Damascus, Syria. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. As of April 2009, the UNHCR Syria Office's workforce consisted of about 380 personnel, roughly seventy percent of whom were non-staff personnel, such as temporary assistants, consultants/individual contractors, United Nations Volunteers (UNVs), interns and others. Among the 107 staff members in position, 25 were international and the remaining 82 were national staff members. The national staff members comprised the National Professional Officer (NPO) and General Service (GS) categories. The approved strength of national staff for UNHCR Syria is shown in Table 1.

Table 1: National staff positions

As at (date)	National Staff positions		
	NPO	GS	Total
1 January 2007	3	23	26
31 December 2007	3	56	59
1 January 2008	5	60	65
1 January 2009	7	63	70

3. This report focuses on national staff members. The authority for recruitment of national staff (Professional and GS) had been delegated to field offices under the Representatives' supervision. During the years, 2008 and 2009 (up to April 2009), 42 national staff members were recruited in UNHCR Syria for filling new and vacant posts.

4. Comments made by UNHCR are shown in *italics*.

II. AUDIT OBJECTIVES

5. The main objectives of the audit were to:

(a) Determine whether an effective system of internal control was in place for undertaking recruitment of national staff;

(b) Assess the efficiency and effectiveness of the process and procedures of recruitment; and

(c) Assess compliance with relevant Staff Rules and Regulations for ensuring a fair and transparent process.

III. AUDIT SCOPE AND METHODOLOGY

6. The audit, which took place between 22 April and 4 June 2009, covered a review of the recruitment management during the years 2007 to 2009 (up to April 2009) and included a detailed sample check of recruitments made during the year 2008 and 2009 (up to April).

7. The audit included analyses of data and information obtained from the management as well as those available in the Human Resources (HR) module of the Management Systems Renewal Project (MSRP), interview with key staff members, and review of documents and records in the HR Unit.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Staffing and recruitment planning

Need for detailed recruitment planning

8. As shown in Table 1, the number of approved national staff members has significantly increased since 2007 and there have been around 40 recruitments during 2008 and 2009 (up to April). OIOS desired to know whether there was any detailed national staff recruitment plan drawn up indicating, among other things, the timeframe for each stage of recruitment action, so as to facilitate effective monitoring and control. The UNHCR Representation stated that “the fluid and non-stable circumstances of expanding office operations did not permit such planning”. OIOS is unable to accept this as a valid explanation. The unplanned recruitment activity has resulted in a large number of vacant positions over a long period of time. As explained later in this report, there has been failure to exercise the fast track authority granted, besides inordinate delays in recruitment. OIOS is of the opinion that it is essential and feasible to develop an annual recruitment plan which could be updated on a monthly basis as needed.

Recommendation 1

(1) The UNHCR Representation in Syria should develop and adopt an annual rolling plan for recruitment of national staff, subject to monthly updating as needed, in a manner that would allow of effective monitoring and control.

9. *The UNHCR MENA Bureau accepted recommendation 1 and stated that an annual rolling plan for national staff recruitment will be adopted with monthly monitoring and updates for effective monitoring and control. A summary chart of vacancies will be updated and presented at the monthly Heads of Units meeting. A roster for eligible candidates will be established and updated as new vacancies arise. The Representative concurred.* OIOS acknowledges the actions proposed to be taken by UNHCR. Recommendation 1 remains open pending receipt of a copy of the annual plan for recruiting national staff together with details on how the monthly monitoring will be carried out.

Non-establishment of annual work plan

10. OIOS further desired to know whether there was an annual work plan established for the staff members engaged on recruitment work and on supervision thereof, as part of performance appraisal system. Again the UNHCR Representation stated that “the continually evolving circumstances of expanding office operations did not permit such planning.” OIOS is unable to fully agree with this response as such work planning should form a normal part of the annual performance appraisal work plan-of the related staff members including the Unit Heads responsible for short-listing candidates, organizing tests/interviews and presenting cases to the Appointments, Postings and Promotions Committee (APPC). The performance appraisal system of UNHCR, now known as Performance Appraisal and Management System (PAMS), requires the inclusion of the individual’s work plan for the year.

Recommendation 2

(2) The UNHCR Representation in Syria should establish clear work plans for all staff members engaged in recruitment activities, including the Unit Heads, and ensure their accountability as part of the performance appraisal and management system.

11. *The UNHCR MENA Bureau accepted recommendation 2 and stated that a clear work plan for all staff engaged in recruitment activity will be established to enforce accountability through PAMS, including responsibilities for the various stages of the recruitment procedure and meetings with staff involved in recruitment activity to raise the awareness of accountability as a part of their PAMS evaluation. The Representative concurred.* OIOS acknowledges the actions proposed to be taken by UNHCR. Recommendation 2 remains open pending receipt of a copy of the proposed work plan for all staff members engaged in recruitment activities including the accountability of the Heads of Units for recruitment.

B. Recruitment procedures and processes

Failure to follow fast track model for recruitment

12. UNHCR IOM No. 71/FOM No. 67 of 4 December 2002 announced the introduction of fast track model for the deployment of staff, including national officer and general service positions in the field, in all supplementary programmes and for emergency operations foreseen to last at least 12 months. The IOM/FOM laid down a time table for the advertisement and appointment for professional and field service positions as well as national officer positions. Where the general service positions are included in the fast track, the time table was to be determined by the concerned UNHCR Bureau and the Division of Human Resources Management (DHRM).

13. A subsequent IOM No. 31/FOM No. 33 issued on 9 May 2008 stated that the fast track model will continue to be used for all Supplementary Budget Programmes (SBs) and emergency operations foreseen to last at least 12 months, including internally displaced persons (IDP) operations. It was made clear that “those standard functions which are budgeted for one year or more will normally be temporary positions for ‘fast tracking’ via the Appointments, Postings and Promotions Board (APPB) and APPC.” It was stressed that “by virtue of being part of an SB or an emergency operation, the filling of a fast track position within two months from the date of advertisement is a priority”.

14. Table 2 shows the number of posts relating to UNHCR Syria that should have been filled under the fast track model.

Table 2: Approved fast track positions

As at (date)	Category		Total
	NPO	GS	
1 January 2007	1	6	7
31 December 2007	1	50	51
1 January 2008	3	71	74
1 January 2009	5	101	106

15. All the new posts approved after 1 January 2007 were to be on fast track model of recruitment. However, no recruitment of national staff followed the fast track model.

Recommendation 3

(3) The UNHCR Representation in Syria should put in place procedures to ensure that the fast track model of recruitment is followed for future recruitment of national staff.

16. *The UNHCR MENA Bureau accepted recommendation 3 and stated that measures will be put in place to ensure that the fast track model of recruitment for national staff is complied with for the remaining posts in 2009 after which SB funded posts will be ‘mainstreamed’ with regard to funding and related procedures. The Representative concurred.* Recommendation 3 remains open pending receipt of documentation from UNHCR Syria showing the number of national staff posts filled under the fast track model of recruitment.

Delays in recruitment

17. Table 3 shows the number of national staff positions that remained vacant as of various dates.

Table 3: Vacant national staff positions

Category	Number of vacancies as at (date)			
	1 January 2007	31 December 2007	1 January 2008	1 January 2009
NPO	1	1	3	6
GS	13	25	42	55

18. Table 4 shows an ageing analysis for 48 (6 NPO and 42 GS) vacant positions as provided by the UNHCR Representation in April 2009.

Table 4: Ageing analysis of vacant positions

Category	Vacant positions						Total
	Less than 1 year		1 year		More than 1 year		
	AB	SB	AB	SB	AB	SB	
NPO	-	1	-	2	-	3	6
GS	-	-	-	17	3	22	42

19. According to paragraph 4 of the APPC Procedural Regulations of June 2006, all vacant posts should be advertised internally in the first instance and as soon as possible but no later than two month of being created or otherwise becoming vacant. OIOS noticed that this was not being strictly adhered to. There were delays exceeding one year.

20. The APPC Rules of Procedure and Procedural Regulations, which took effect in June 2006, provide for the constitution of a local APPC. However, the APPC for the UNHCR Syria field office was constituted only in October 2007, even though there was no APPC for period May to September 2007.

21. OIOS was informed by the Representation that there was no recruitment through the local APPC before June 2008. Earlier, there was some recruitment in March 2007 by a UNHCR Headquarters mission. Thus, there was no recruitment of national staff between March 2007 and June 2008 even though 35 national staff posts were advertised during the period May to December 2007.

22. Twenty-five national staff positions remained vacant for more than one year and vacancy advertisements were not promptly issued. Further, although fast track positions are required to be filled within two months of advertisement, there were avoidable delays. Table 5 highlights a few typical cases of such delays.

Table 5: Delay in recruitment

Position	Title	Vacancy Advertisement	Recruit's ID	Entry on Duty	Delay
10011982	Senior Resettlement Assistant	09/01/2008 27/01/2008	10023384	01/10/2008	9 months
10007315	Senior Protection Assistant	30/08/2007 17/12/2007	10000444	01/08/2008	8 months
10007319	Senior Resettlement Clerk	12/07/2007	10023347	01/07/2008	12 months
1001352	Senior Registration Clerk	09/01/2008	10025039	01/11/2008	10 months
10013261	Supply Clerk	31/01/2008	10024532	01/04/2009	13 months
10013262	Supply Clerk	18/03/2008	10024527	01/04/2009	11 months

Recommendation 4

(4) The UNHCR Representation in Syria should examine the causes for recruitment delays and put in place mechanisms to avoid such delays and ensure prompt vacancy announcements in the future.

23. *The UNHCR MENA Bureau accepted recommendation 4 and stated that UNHCR Damascus is aware of the causes for recruitment delays and will put in place mechanisms to avoid such delays, ensure prompt vacancy notices, timely interviews and APPC recommendations in future. The Representative concurred. Recommendation 4 remains open pending receipt of information regarding the implementation of mechanisms put in place to reduce recruitment delays.*

Non-compliance with rules in engaging temporary assistants

24. Chapter 4.2 of the UNHCR Staff Administration and Management Manual (SAMM) makes it clear that temporary assistance can be no more than six months and that normal procedure of recruitment should be followed to fill temporary posts expected to continue for 12 months or more.

25. The UNHCR Syria Representation had engaged a large number of Temporary Assistants (TA) for long periods. In the opinion of OIOS, this is linked to the delay in recruitment of national staff for programme and programme support functions relating mostly to the Iraqi operations.

26. The staffing table as of 6 April 2009 showed that there were 38 vacant posts (6 NPO and 32 GS). There were 67 TAs of whom only eight were charged to the vacant posts and the rest were charged to Administrative Budget

Obligating Document (ABOD). The expenditure under TA for four months was more than twice the budget for the whole year of 2009 (\$137,876). When the propriety of charging the expenditure of TAs wholly to ABOD was questioned, OIOS was informed that the vacant posts could be used, and the charges would be reversed by Headquarters to clear the over-expenditure.

27. As of May 2009 there were 49 TAs who had been engaged continuously for more than six months; 25 of them for more than a year, without being subjected to the normal recruitment procedures.

Recommendation 5

(5) The UNHCR Representation in Syria should avoid engaging non-staff temporary assistants beyond a period of six months and ensure charging of temporary assistance to posts, where appropriate.

28. *The UNHCR MENA Bureau accepted recommendation 5 and stated that given the reality of approved post creation requests that cannot always accommodate full operational needs, UNHCR Damascus availed itself of the authority given to the country representative to extend TA staff beyond 364 days and to request exceptional extensions beyond 728 days from the Deputy Director of DHRM if properly justified. The Representative concurred. Recommendation 5 remains open pending receipt of documentation showing the action taken to: (a) ensure that the circumstances in which non-staff temporary assistants are engaged beyond a period of six months are fully documented; and (b) charge temporary assistance costs to posts, where appropriate.*

Lack of documentation evidencing fair and transparent recruitment

29. OIOS test-checked following six cases shown in Table 6 out of about forty recruitments made during the years 2008 and 2009 (up to April 2009) to ascertain the compliance with the rules and procedures of recruitment.

Table 6: Recruitment cases test-checked

Sl. No.	Position	Title	Recruits ID
1	10007315	Senior Protection Assistant	10000444
2	10011982	Senior Resettlement Assistant	10023384
3	10011983	Senior Admin/Finance Clerk	10023354
4	10013261	Supply Clerk	10024532
5	10013252	Senior Registration Clerk	10025039
6	10007319	Senior Resettlement Clerk	10023347

30. The following deficiencies in regard to compliance with the most important aspects of recruitment, namely, assessing the eligibility/suitability and physical fitness of the candidates, were noticed:

(a) There have to be clear sets of criteria for assessing the eligibility as well as suitability of candidates, in order to ensure transparency and

fairness in selection. Copies of advertisements which would indicate the eligibility criteria were in some cases not available in the relevant files. In some cases, there was no evidence of evaluation of eligible candidates on the basis of suitability criteria for the variety of positions, as there was only an interview summary/report on record but no detailed interview evaluation sheet prepared by the interview panelists, as prescribed in SAMM chapter 4.2.

(b) Verification of all scholastic diplomas/certificates, as well as personal and professional references as prescribed in SAMM chapter 4.2.I.5, is an essential prerequisite for recruitment. However, the official status files, in some cases, did not contain certified copies of the diplomas/certificates and in all cases, did not provide any evidence of the reference checks.

(c) SAMM Chapter 4.2.I.4 requires a copy of the medical clearance (P.158) and/or email indicating medical classification that should be retained in the official status files. This had not been done in some cases.

(d) On the whole, the official status files were not maintained in full compliance with the provisions of Chapter 12 of SAMM.

Recommendations 6 to 9

The UNHCR Representation in Syria should ensure that:

(6) The provisions of Chapter 4.2.I.3 of the UNHCR Staff Administration and Management Manual regarding interviewing and short-listing suitable candidates for submission to the review body are complied with, and that a comparative evaluation is prepared for selection of the best available candidate;

(7) The provisions of Chapter 4.2.I.5 of the UNHCR Staff Administration and Management Manual regarding checking references are complied with, including the verification of all scholastic diplomas/certificates and conduct of personal and professional checks of selected candidates before appointment;

(8) Medical clearance procedures prescribed in Chapter 4.2.I.4 of the UNHCR Staff Administration and Management Manual are strictly complied with; and

(9) The official status files are maintained fully in accordance with the relevant provisions of the Staff Administration and Management Manual.

31. *The UNHCR MENA Bureau accepted recommendation 6 and stated that Human Resources and Heads of Units are jointly involved in the screening and*

short-listing and ensure that the basis of eligibility is clearly documented. The Representative concurred. Recommendation 6 remains open pending receipt of a sample of interview minutes and documentation showing the comparative evaluation of applicants.

32. *The UNHCR MENA Bureau accepted recommendation 7 and stated that UNHCR Syria is committed to carrying out and documenting reference checks. The Representative concurred. Recommendation 7 remains open pending receipt of additional information about how compliance with the requirement regarding checking references will be monitored.*

33. *The UNHCR MENA Bureau accepted recommendation 8 and stated that medical clearance requirements will be complied with. The Representative concurred. Recommendation 8 remains open pending receipt of additional information about how compliance with the requirement regarding medical clearance formalities will be monitored.*

34. *The UNHCR MENA Bureau accepted recommendation 9 and stated that official status files will be maintained accordingly. The Representative concurred. Recommendation 9 remains open pending receipt of documentation explaining the action undertaken to ensure compliance with procedures for maintaining official status files.*

C. Monitoring and review

Lack of effective external monitoring and review

35. It is necessary to monitor and review the exercise of any delegated authority with a view to ascertaining whether that authority was properly exercised, and for taking such corrective action as may be warranted. In fact, this was contemplated when the authority for the management of local general service and national professional staff was intended to be fully delegated to the field. In this connection, paragraph 8 of UNHCR IOM 62/FOM 69 of 22 August 1997 regarding monitoring is relevant. However, OIOS did not find any specific reporting to the UNHCR Bureau or DHRM from the field in regard to the decentralized recruitment of national staff. UNHCR Syria did not seem to be aware of the fast tracking of the recruitment of national staff authorized for supplementary budget and emergency operations and of any instructions regarding the time table for it. OIOS is of the view that this communication gap with the attendant serious delays in recruitment could have been avoided had there been effective monitoring and review at Headquarters.

Recommendation 10

(10) The UNHCR MENA Bureau and the Division of Human Resources Management should devise and implement a suitable reporting, monitoring and review system in order to periodically ascertain whether the authority delegated to field offices for recruitment of

national staff is exercised properly and take such corrective action as may be warranted from time to time.

36. *The UNHCR MENA Bureau accepted recommendation 10 and stated that a senior oversight officer has been appointed for the region to ensure the monitoring of the delegation of authorities and appropriate remedial measures. The system-wide issue should be addressed under separate cover. The Representative concurred.* Recommendation 10 remains open pending receipt of the terms of reference for the new senior oversight officer, together with details of the procedures on how the work will be carried out, reported, and followed up.

Need for internal monitoring and review

37. Even under normal circumstances, the delays in recruitment of national staff noted during the audit could be regarded as excessive. IOM 71/FOM 67 of 4 December 2002 introducing fast track model stated in paragraph 4 that under normal circumstances, the timelines were 3 to 4 months from advertisement to appointment. Although recruitment is primarily managed by the Administration/Human Resources/Finance Unit, the heads of other units are responsible for organizing interview/tests and short-listing the candidates and presenting the cases to the APPC. The recruitment process thus requires effective coordination among all the unit heads of the field office. OIOS is of the view that there should be monitoring and review of the process at the level of the Representative, preferably in the periodical Unit Heads meetings.

Recommendation 11

(11) The UNHCR Representation in Syria should continuously monitor and review the recruitment operations, preferably at its periodical meetings of Unit Heads.

38. *The UNHCR MENA Bureau accepted recommendation 11 and stated that weekly Heads of Units meetings will be used to coordinate recruitment, and that Heads of Units will be trained and updated with ongoing issues via email and individual meetings. The Representative concurred.* Recommendation 11 remains open pending receipt of documentation showing that a monitoring mechanism through the Unit Heads' meetings has been put in place.

V. ACKNOWLEDGEMENT

39. We wish to express our appreciation to the Management and staff of UNHCR Syria for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	The UNHCR Representation in Syria should develop and adopt an annual rolling plan for recruitment of national staff, subject to monthly updating as needed, in a manner that would allow of effective monitoring and control.	Strategic	Medium	O	Receipt of a copy of the annual plan for recruiting national staff together with details on how the monthly monitoring will be carried out.	October 2009
2	The UNHCR Representation in Syria should establish clear work plans for all the staff members engaged in recruitment activities, including the Unit Heads, and ensure their accountability as part of the performance appraisal and management system.	Human Resources	Medium	O	Receipt of a copy of the proposed work plan for all the staff members engaged in recruitment activities including the accountability of the Heads of Units for recruitment.	October 2009
3	The UNHCR Representation in Syria should put in place procedures to ensure that the fast track model of recruitment is followed for future recruitment of national staff.	Operational	High	O	Receipt of documentation showing the number of national staff posts filled under the fast track model of recruitment.	October 2009
4	The UNHCR Representation in Syria should examine the causes for recruitment delays and put in place mechanisms to avoid such delays and ensure prompt vacancy announcements in the future.	Operational	Medium	O	Receipt of information regarding the implementation of mechanisms put in place to reduce recruitment delays.	October 2009
5	The UNHCR Representation in Syria should avoid engaging non-staff temporary assistants beyond a period of six months and ensure charging of temporary assistance to posts, where appropriate.	Compliance	Medium	O	Receipt of documentation showing the action taken to: (a) ensure that the circumstances in which non-staff temporary assistants are engaged beyond a period of six months are fully documented; and (b) charge temporary assistance costs to posts, where appropriate.	January 2010
6	The UNHCR Representation in Syria should ensure that the provisions of	Compliance	Medium	O	Receipt of a sample of interview minutes and documentation showing the	December 2009

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	Chapter 4.2.1.3 of the UNHCR Staff Administration and Management Manual regarding interviewing and short-listing suitable candidates for submission to the review body are complied with, and that a comparative evaluation is prepared for selection of the best available candidate.				comparative evaluation of applicants.	
7	The UNHCR Representation in Syria should ensure that the provisions of Chapter 4.2.1.5 of the UNHCR Staff Administration and Management Manual regarding checking references are complied with, including the verification of all scholastic diplomas/certificates and conduct of personal and professional checks of selected candidates before appointment.	Compliance	Medium	O	Receipt of additional information about how the compliance with the requirement regarding checking references will be monitored.	December 2009
8	The UNHCR Representation in Syria should ensure that medical clearance procedures prescribed in Chapter 4.2.1.4 of the UNHCR Staff Administration and Management Manual are strictly complied with.	Compliance	Medium	O	Receipt of additional information about how compliance with the requirement regarding medical clearance formalities will be monitored.	December 2009
9	The UNHCR Representation in Syria should ensure that the official status files are maintained fully in accordance with the relevant provisions of the Staff Administration and Management Manual.	Compliance	Medium	O	Receipt of documentation explaining the action undertaken to ensure compliance with procedures for maintaining official status files.	December 2009
10	The UNHCR MENA Bureau and the Division of Human Resources Management should devise and implement a suitable reporting, monitoring and review system in order to periodically ascertain whether the authority delegated to field offices for recruitment of national staff is exercised properly and take such corrective action as may be warranted from time to	Governance	High	O	Receipt of the terms of reference for the new senior oversight officer, together with details of the procedures on how the work will be carried out, reported, and followed up.	Not provided

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
11	time. The UNHCR Representation in Syria should continuously monitor and review the recruitment operations, preferably at its periodical meetings of Unit Heads.	Governance	Medium	O	Receipt of documentation showing that a monitoring mechanism through the Unit Heads' meetings has been put in place.	October 2009

¹ C = closed, O = open

² Date provided by UNHCR in response to recommendations