

Management response to the

OIOS/IAD Assignment of the

Regional Representation for West Africa

Assignment N. AR2011/1111/01

**ANNEX I
SUMMARY OF RECOMMENDATIONS**

Audit of UNHCR Regional Representation for West Africa OIOS/IAD Assignment N. AR2011/111/1

Para. no.	Recommendation	Accepted? (Yes/No)	Implementation date	Client comments
10	<p>The Regional Representation for West Africa should request UNHCR Bureau for Africa at headquarters for guidance and instructions regarding its authority over countries in the region especially countries which have their own Representatives in order to enable it to produce a regional strategic plan as envisaged by IOM58-FOM60/2008, Terms of Reference for a Regional Office.</p>	<p align="center">Yes, <i>partially</i></p>	<p align="center">31.10.2011</p>	<p><i>At the time of operationalization of regionalization in Africa in January 2009, A memorandum was issued by Africa Bureau defining the scope and the roles and responsibilities of the regional offices. The reporting lines were also defined. This was widely shared in the region, and had the full support of the leadership and was commended as an exemplary step forward by the then Change Management Division. Please see attached e-mails as examples. Further consolidation of the region(s), and refining the roles and reporting lines was to be undertaken as the next step. There were other restructuring and system developments taking place in the organization concurrently that delayed the next steps, as it was considered prudent to synchronize the development and launching of new tools, such as Focus and Results Based Management etc, to determine their viability and technical capacity in regional contexts. While we were in the middle of launching and experimenting new tools in regional set-ups, and the 2nd draft of the roles and reporting lines in West Africa region was in the making, the operational modalities in West Africa changed</i></p>

			<p>dramatically with the Cote d'Ivoire crisis. UNHCR dynamically responded to changing situation as it evolved; had to deviate from defined roles and also had to respond pragmatically to emergencies to ensure quick response. With the operational conditions having changed significantly in the region, it is recognized that the roles and responsibilities defined at the beginning of the regionalization process, and the reporting lines, may not be fully relevant in some cases, and warrants a review and redefining. The Bureau has, in consultation with ODM, begun this process of review and redefinition. In this context, ODM has undertaken preliminary work, and the Bureau has planned a regional meeting in August 2011.</p> <p>During this meeting the ongoing regionalization efforts will be fully reviewed with the aim to reaching a common understanding and a consensus on areas of responsibility that require adjustments and strengthening.</p> <p>The above notwithstanding, it should be noted that while the level of engagement of a regional office with the countries it covers may vary according to the type of UNHCR presence, the regional office is nevertheless responsible for regional strategy formulation, coordination,</p>
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			<p><i>resource management, and support and oversight, whether or not a country has a representative. The RRWA has been playing this very role with the full participation of the Bureau for Africa.</i></p> <p><i>UNHCR agrees, however, that there is a need for formal clarification and communication from the Africa Bureau with regards to the countries the RRWA is supposed to cover, and the corresponding delegation of authority. This will be clarified at the aforementioned regional meeting and a memorandum will be issued to formalize this decision.</i></p>
<p>12</p> <p>The Regional Representation for West Africa (RRWA), in consultation with UNHCR Bureau for Africa at headquarters, should ensure a segregation of duties between RRWA and the branch office Senegal by having dedicated international staff to manage operations of the branch office Senegal to better fulfill its regional responsibilities and its guidance and monitoring roles.</p>	<p>Yes, <i>partially</i></p>	<p>31.12.2011</p>	<p><i>A number of posts that would allow for the segregation of duties was submitted and reviewed by the Bureau during the annual planning exercise for 2012-2013 Biennium.</i></p> <p><i>Recognizing that this recommendation is meaningful, the overall funding constraints and the prevailing economic climate that continue to affect UNHCR, would not allow the Bureau to create all the extra posts for the RRWA. The Bureau supports and will assist RRWA to re-assess its existing capacities with a view to designating and assigning some international and national staff with specific responsibilities for the Senegal country programme. The Bureau will enlist the support of ODMS and any other</i></p>

				<p><i>relevant HQ entity to undertake this capacity assessment so as to ensure a systematic and sustainable approach.</i></p> <p><i>It should however be noted that the designation of specifically dedicated staff to cover the operations in Senegal will ultimately depend on the scale of operations in Senegal.</i></p>
14	<p>The Regional Representation for West Africa should ensure that the safety and security strategy is enhanced by putting in place a disaster recovery plan and business continuity plan and fully implementing the Minimum Operating Security Standards at the UNHCR Regional Office in Senegal to safeguard UNHCR staff and assets. (Critical)</p>	Yes	Action completed	<ul style="list-style-type: none"> - The UNHCR security plan in which all established procedures are outlined (emergency plan, evacuation plan, etc) is currently operational. This has been thoroughly explained to staff during the recent retreat in Saly on 22nd June 2011. - The Plan has been re-adjusted in view of the current security situation in Dakar. - The partitioning of the city into warden zones where heads and deputies were appointed is also effective. - Communication means (handsets) and procedures have been put in place. - For the time being security focal points have been allocated a handset each pending a wider distribution to all UNHCR staff. - At UNDDSS level, a 24-hour monitoring system is in place and radio check is being made to all SMT members as well as Security officers twice daily at 09 a.m and 7 p.m.

			<p>Steps have been taken at UNDSS level to maintain contact with government officials so as to seek their intervention as timely as possible and in order to protect staff and UN property. MOSS and MORSS are also being strengthened.</p> <p>-A recruitment plan for 6 radio operators is underway.</p> <p>- The emergency plan has been activated with the purchasing of security food stock for the office and staff has been advised to do the same for their home.</p> <p>-A 5-level disaster recovery plan and Business Continuity Plan has been prepared and set up. A specific support of WLAN Canopy has been established and linking up some key staff residences, so that telephone and internet access is fully operational from their homes. This includes the following: the Representative, the Deputy Representative, the Assistant Representative/Admin, the Senior Regional Finance Officer, the Senior Regional Telecoms Officer, the Assistant FSA and the Regional Telecoms Assistant FS. A study is underway to look into extending the current network to all other senior staff and P3s. This system will allow the essential staff listed above to work from their residences should the political situation prevent them to go to the office.</p>
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16	<p>The Regional Representation for West Africa should develop a regional resources mobilization strategy to capture funds from public and private sectors related to the mission of UNHCR.</p>	<p>Yes, <i>partially</i></p>	<p>31/10/2011</p>	<p>UNHCR partnership with ECOWAS and ADB continues. Following funds were received:</p> <ul style="list-style-type: none"> - PADEP project: In 2010, US\$ 4.1 million USD with a possibility of US\$ 2 million in 2011. - ADB provided US\$ 0,5 million in 2011 for CIV crisis. - In 2011, US\$ 75.000 USD from the African Union for the Ivorian refugees in Liberia and US\$ 50.000 for local integration of Liberian refugees in Sierra Leone. - In 2010, RRWA and countries in the region received various funds for health related issues (UN Foundation, UNAIDS) <p>UNHCR within the region has also been active in submitting proposals to AECID, ECHO and CERF with positive results in terms of contribution.</p> <p><i>While Headquarters fully understands the</i></p>

			<p><i>need to strengthen resource mobilization in West Africa, current staffing levels limit the scope of coverage that would tap more meaningfully into the potential resource channels in the sub-region.</i></p> <p><i>In order for RRWA to strengthen and develop a regional fund-raising strategy, there is need for a resource mobilization position based in Abuja, Nigeria, given the high propensity for ECOWAS to donate to the cause. Unfortunately the Representation in Abuja cannot carry out this responsibility at the required level and to the required extent because of its multiple functions and limited staff. The Bureau for Africa will have to pursue negotiations with DER to provide the staffing resources and deepen strategic guidance that will allow the RRWA to tap into the potential funding pipelines that exist in the sub-region as well as other existing donor bases.</i></p> <p><i>RO Dakar is optimistic that the post of a Snr External Relations Officer will be created or deployed to Dakar in 2012 to pursue local resource mobilization efforts.</i></p> <p><i>Meanwhile a regional workshop on fund-raising was organized by DER in Dakar from in June 2011 with the participation of 12 countries (Senegal, Cote d'Ivoire,</i></p>
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		<p><i>Liberia, Ghana, Togo, Benin, Sierra Leone, Gambia, Guinea-Bissau, Mali, Nigeria, Guinea). Concrete ideas to be included in the regional strategy for fund-raising were discussed during this workshop and a diverse fund-raising committee has been constituted. Its first task is to develop the regional strategy, based on proposals from each country.</i></p>
<p><i>18</i></p> <p>The Regional Representation for West Africa should prepare an annual regional purchasing plan for all countries in the region.</p>	<p>Yes, <i>partially</i></p>	<p><i>30.12.2011</i></p> <p><i>In principle, the recommendation is agreed to and the RRWA will take necessary action with countries in its area of responsibility to develop an Annual Regional Procurement Plan for 2012 which will be submitted to SMS no later than 31 December 2011.</i></p> <p><i>It should be noted however that this is not an obligation and as of yet not common practice among other regional offices according to SMS. We would therefore suggest modifying the recommendation to "RRWA is strongly encouraged to prepare an annual regional purchasing plan for all countries in the region"</i></p> <p><i>It should however be noted that at this plan would not include Liberia, Cote d'Ivoire, as these offices have full oversight over their budgets. RRWA will nonetheless work with both as well as Guinea and Ghana both under its purview to prepare Procurement Plans that will be channeled to SMS by the RRWA. With regard to</i></p>

				<p><i>Liberia and Cote d'Ivoire which are both stand alone countries, reporting directly to the Bureau Director, the West Africa Desk will coordinate the production and submission of their country specific plans.</i></p>
23	<p>The Regional Representation for West Africa should:</p> <ul style="list-style-type: none"> • Clarify with UNHCR Bureau for Africa at Headquarters the decision making and support functions delegated to RRWA and clearly define the roles and responsibilities, reporting lines and segregation of duties between the Regional Representation and all countries in the region. • Prepare a coherent regional oversight plan for all countries in the region and establish the regional administrative bodies such as the Regional Contracts (or Purchasing) Committee and the Regional Asset Management Board. 	Yes, <i>partially</i>	31/10/2011	<p><i>Clarification has been sought from the Bureau on the decision making and support functions delegated to the RRWA. Clear roles and responsibilities, reporting lines and segregation of duties between the Regional Representation and all countries in the region have to be more clearly and precisely defined. Additional guidance and instructions on the matter are expected from the Africa Bureau and the upcoming August 2011 regional consultation will provide a good platform to finalize the process.</i></p> <p><i>The regional oversight plan is being prepared in consultation with all the Representatives in the region and it is expected that its implementation will commence at the end of October 2011.</i></p> <p><i>Regional bodies such as the Regional Contracts (or Purchasing) Committee and the Regional Asset Management Board have been in place at RRWA since 18 April 2011 owing to the arrival of a Sr. Regional Supply Officer in March 2011. Attached is the composition of RAMB and</i></p>

				<p>RCC- (Attachments 3 and 4)</p> <p><i>It is suggested that given the fact that the first bullet point under this recommendation is similar to recommendation 10, the two be combined for clarity and coherence.</i></p> <p><i>Regarding "segregation of duties", it should be noted that both regional and country representation may perform the same functions albeit at different levels. It is agreed that there is a need for a distinction of authority between the Bureau, the RRWA and the countries representations covered by the RRWA, which will be done by the Regional Bureau for Africa.</i></p>
27	<p>The Regional Representation for West Africa should seek advice from UNHCR Bureau for Africa at headquarters on getting training and assistance in implementing the Global Management Accountability Framework as an authority and accountability tool at the regional level.</p>	Yes	31.12.2011	<p><i>Since the rolling out of MSRP and the implementation of the Global Management Accountability Framework as an authority and accountability tool, there is a need to strengthen financial policies and procedures in the West Africa region. This will assist the Regional Office as well as Country Offices to improve financial management, resource management, treasury management and financial project control management. To that effect, it is important to organise a regional workshop on Financial management in Dakar before</i></p>

			<p><i>year end. This workshop will then be cascaded down to the country Offices under coverage.</i></p>
<p>31 The Regional Representation for West Africa, in consultation with UNHCR Bureau for Africa at headquarters, should develop a list of clear and achievable outputs from country offices on a periodic basis to monitor implementation of the operations plans.</p>	<p>Yes</p>	<p>31.10.2011</p>	<p><i>RO Dakar has developed a monitoring matrix to track actual implementation against signed agreements. This matrix describes for the 13 countries under coverage and for each PPG, specific objectives; impact indicators and targets, outputs and relevant performance indicators and targets including a column to report back on the progress achieved toward performance indicators. A last column is also reserved to insert the level of expenditures by objective for the same reporting period (see attachment N05).</i></p> <p><i>A memorandum will thereafter be sent to each country in the region requesting Representatives to report back to RO Dakar at least on a quarterly basis (i.e. by 20 April for the period ending 31.03, by 20 July for the period ending 30.06, by 20 October for the period ending 30.09 and by 20 January for the period ending 31.12.2011. A number of support missions will also take place from RO Dakar and further training on standards and indicators and reporting for staff and IPs where and when needed.</i></p>

			<p><i>The matrix will also be used for reporting purpose. It will enable the programme management team to monitor the implementation rate of IPs as well as the direct implementation. The same matrix will be used to measure progress achieved towards targets and for a timely reallocation of resources but also to allow rapid submissions for earmarked funding within the regional fund-raising strategy and to facilitate the reporting on these earmarked funding.</i></p> <p><i>A tool to monitor the receipt of narrative and financial reports exists and reminders are periodically sent to ensure a timely reception of all reports from country offices.</i></p> <p><i>Fact-sheets from each of the country in the region will be updated on a monthly basis.</i></p>
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<p>36</p> <p>The Regional Representation for West Africa (RRWA) should in consultation with UNHCR Bureau for Africa at headquarters address the gaps in consultation between Headquarters and RRWA.</p>	<p>Yes</p>	<p>31.10.2011</p>	<p><i>Needless to say, additional financial and human resources are required to improve regional planning, to bridge current gaps, to provide technical support to countries covered and to ensure effective monitoring and oversight functions.</i></p> <p><i>The RRWA and the Africa Bureau are also looking to organizing an annual consultative meeting to ensure management coherence and effectiveness in delivery.</i></p>
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