



INTERNAL AUDIT DIVISION

AUDIT REPORT 2013/038

Audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau

Overall results relating to the effective management of substantive and administrative support operations in UNIOGBIS were partially satisfactory. Implementation of eleven important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

9 May 2013

Assignment No. AP2012/646/01

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AUDIT REPORT

Audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS).

2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure: (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations, and rules.

3. UNIOGBIS was established in January 2010 as an integrated mission designed to ensure the coherence of peacebuilding support activities by the various United Nations entities present in Guinea-Bissau. UNIOGBIS works with the United Nations Country Team (UNCT) towards peace consolidation in Guinea-Bissau. UNIOGBIS is led by the Department of Political Affairs (DPA) for substantive programmes and supported by the Department of Field Support (DFS) for administrative operations including logistics activities.

4. For 2012, UNIOGBIS had an approved staffing strength of 125, comprised of 64 international staff, 54 national staff and seven United Nations volunteers. There were also 16 United Nations Police and two military advisors. The budget for 2012 was \$19 million. UNIOGBIS also received extra-budgetary funding from the Peacebuilding Fund to Guinea-Bissau of \$68,425 and \$6,293,357 in 2010 and 2011, respectively as well as \$247,583 as an extra-budgetary contribution under a Trust Fund in Support of Political Affairs to finance the development, construction and functioning of the first model police station in the country. Since the coup d'état of April 2012, the funds of the Peacebuilding Fund were frozen.

5. Comments provided by DPA are incorporated in italics.

II. OBJECTIVE AND SCOPE

6. The audit was conducted to assess the adequacy and effectiveness of the UNIOGBIS governance, risk management and control processes in providing reasonable assurance regarding the **effective management of substantive and administrative support operations**.

7. The audit was included in the 2012 OIOS risk-based work plan due to the importance of effective management of substantive and administrative support operations of UNIOGBIS in achieving its mandate. The audit was also requested by DPA due to the concerns over the control environment, human resources management and property management.

8. The key controls tested for the audit were: (a) risk management and strategic planning; (b) coordinated management; (c) human resources targets and strategies; and (d) regulatory framework. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Risk management and strategic planning** - controls that provide reasonable assurance that there is an adequate analysis of the UNIOGBIS strengths, weaknesses, opportunities and challenges, including identification and assessment of major risks to the achievement of the

UNIOGBIS mandate. It also includes evaluation of performance and self and independent oversight mechanisms and clear and effective governance structures.

(b) **Coordinated management** - controls that provide reasonable assurance that there is an effective strategy to coordinate the political, development and humanitarian activities in the region with clear delineation of roles and responsibilities of UNIOGBIS, the UNCT and other actors in the region while dealing with common issues so as to avoid gaps or duplication in functions.

(c) **Human resources targets and strategies** - controls that provide reasonable assurance that targets and strategies are set to ensure recruitment and retention of competent staff. Focus will be on staffing capacity, training and development plans.

(d) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (i) exist to guide the operations of the Mission in budget and finance, procurement, property management and inventory control, travel, information technology, safety and security functions; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information.

9. The key controls were assessed for the control objectives shown in Table 1.

10. OIOS conducted the audit in September and October 2012. The audit covered the period from 1 January 2010 to 30 September 2012. The audit reviewed and tested related controls in substantive and administrative support operations, including peacebuilding support activities, as well as human resources management, security, procurement, asset management and IPSAS preparedness.

11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The UNIOGBIS governance, risk management and control processes examined were **partially satisfactory** in providing reasonable assurance regarding the **effective management of substantive and administrative support operations**. OIOS made fourteen recommendations to address the issues identified. UNIOGBIS adequately managed its substantive activities, and had a work plan aligned to its mandate objectives, which would be revised based on the Security Council resolution expected in May 2013. The national staffing capacity needed to be increased as part of the UNIOGBIS exit strategy, and there was a need for improved coordination mechanisms with the UNCT and other counterparts. The control environment had improved since the last OIOS audit; but further training in teamwork was required, as well as the timely completion of annual performance appraisals. Staff involved in conducting investigations also had not been properly trained. Controls over support functions, including procurement, fuel, transport and asset and inventory management needed to be strengthened.

13. The initial overall rating was based on the assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as the implementation of 11 open recommendations remains in progress.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of substantive and administrative support operations	(a) Risk management and strategic planning	Partially satisfactory	Satisfactory	Partially satisfactory	Partially satisfactory
	(b) Coordinated management	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(c) Human resources targets and strategies	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(d) Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Risk management and strategic planning

Strategic planning needed improvement

14. UNIOGBIS prepared comprehensive work plans, which were aligned to the Mission mandate. The Mission tracked and monitored work plan implementation and prepared periodic progress reports on implementing its mandate. However, following the coup d'état in April 2012, funding was frozen and projects were suspended, impacting on the implementation of several projects. Therefore, there was a need to re-focus and prioritize work planning through engagement with the transitional authorities.

(1) UNIOGBIS, in coordination with DPA, should revise its work plan to refocus it on current priorities in order to restart projects and continue with the implementation of the Mission mandate.

UNIOGBIS accepted recommendation 1 and stated that the Security Council would adopt a resolution in May 2013, which was expected to include revisions to UNIOGBIS' mandate, structure and staff as recommended by the Secretary-General in his April 2013 report. Following this, the Mission would revise its work plan to start implementation of the revised mandate. Recommendation 1 remains open pending receipt of a copy of the revised 2013 work plan that includes activities to implement the revised mandate.

Recurring delays in implementing projects

15. There were delays in implementing substantive programmes during 2011 and 2012, with an impetus to spend funds just before the end of the year. For example, while the coup d'état impacted programme implementation in 2012, for 2011 only 52 per cent of the budget had been utilized as of 30 November 2011. This way of working put additional pressure on support services, particularly the

Finance Unit that needed to ensure that funds were correctly allocated and spent on eligible projects. UNIOGBIS advised that there were difficulties in implementing projects consistently throughout the year due to the long rainy season, which ended in September. Contingency arrangements, however, had not been established to integrate seasonal conditions into the planning process to ensure that projects were completed in a timely manner.

(2) UNIOGBIS should establish contingency arrangements taking into account obstacles and challenges to the completion of work plans to improve substantive project planning and implementation.

UNIOGBIS accepted recommendation 2 and stated that planning would be up-dated to address contingencies that could arise in the implementation of work plans. Recommendation 2 remains open pending receipt of a copy of procedures implemented by UNIOGBIS to better plan and implement projects more consistently throughout the year.

National capacity needed to be enhanced in security sector reform

16. The staffing structure of UNIOGBIS was based on a technical assessment that was conducted when the Mission was established. However, of the 106 staff in the substantive sections only 14 (2 per cent) were national professional officers (NPOs), even though the Mission was responsible for assisting the Government of Guinea-Bissau in implementing critical programmes such as security sector reform. UNIOGBIS needed to further consult with DPA on the possibility of gradually increasing the number of NPOs and building their capacity as part of its exit strategy, since maintaining institutional and political stability after the Mission is closed is dependent on the capacity of national stakeholders.

(3) UNIOGBIS, in coordination with DPA and DFS, should review the staffing structure of the Mission with the aim to gradually increase the number of national professional officers for developing national capacity.

UNIOGBIS accepted recommendation 3 and stated that the Secretary-General would recommend an increase in the number of NPOs based on the outcome of the technical assessment of the mission conducted in March 2013, and following the Security Council's resolution. Recommendation 3 remains open pending receipt of evidence that there is an increase in the number of NPOs to develop national staff as part of the Mission's exit strategy.

B. Coordinated management

There was a need to improve the coordination of the joint work plan

17. As part of joint efforts to enhance integration, the UNCT and UNIOGBIS developed a joint work plan with benchmarks to measure and track progress of the implementation of the United Nations joint vision for Guinea-Bissau, which was aligned with the United Nations Framework for Peace and Development.

18. UNIOGBIS and the UNCT established four thematic Outcome Groups and inter-agency groups with respective terms of reference to ensure an integrated approach and to enhance coordination of joint work plan implementation. However, the Outcome Groups did not meet regularly, and there was limited participation from national counterparts and other stakeholders. The Strategic Policy Group that provided oversight did not periodically evaluate the Outcome Groups' performance.

(4) UNIOGBIS, in coordination with the United Nations Country Team, should ensure that the thematic Outcome Groups' performance is periodically evaluated to enhance coordination in the implementation of the joint work plan.

UNIOGBIS accepted recommendation 4 and stated that action would be taken to attach minutes of the Outcome Groups' meetings to relevant reports. A performance report would also be presented to the Senior Policy Group. Recommendation 4 remains open pending receipt of evidence that the performance of the Outcome Groups have been evaluated, with recommendations made to enhance coordination.

C. Human resources targets and strategies

The working environment needed to be enhanced

19. UNIOGBIS had implemented procedures to improve the working environment, which was a concern reported in OIOS' previous audit (AP2009/646/01). Improvements were made through: (a) establishing staff welfare facilities; (b) conducting periodic training on conduct and discipline; and (c) assigning a staff counselor to the Mission for three months. Also, while a focal point had been established to deal with staff grievances, staff did not systematically report their concerns to the focal point for them to be dealt with and therefore, staff morale remained low. Additionally, UNIOGBIS management did not complete performance appraisals in a timely manner.

20. There was no consolidated staff training plan, and UNIOGBIS did not monitor and track the substantive and technical training taken. For example, only 13 of the 94 international and national staff had completed all four mandatory training programmes. Considering the current working environment, there was a need to provide staff with training on effective management, communication and team work.

(5) UNIOGBIS, with support from DFS and DPA, should: (i) establish a procedure to guide staff on mechanisms available for dealing with grievances; and (ii) conduct regular performance evaluations.

UNIOGBIS accepted recommendation 5 and stated that it would formalize procedures to deal with staff grievances and ensure completion of performance evaluations. Recommendation 5 remains open pending receipt of a copy of procedures on dealing with staff grievances within the Mission, and evidence that the 2011/12 and 2012/13 staff performance appraisals have been completed.

(6) UNIOGBIS should: (i) establish and monitor a training plan for all staff members; and (ii) remind staff to complete the mandatory training programmes within a reasonable time, including refresher courses as required.

UNIOGBIS accepted recommendation 6 and stated that since the audit, 75 per cent of staff had completed all the mandatory training courses. It would also put in place a training plan for 2013. Recommendation 6 remains open pending confirmation that all staff have completed mandatory trainings and receipt of a copy of the 2013 training plan.

Need for timely recruitment and retention of staff

21. There were delays in filling vacant positions, with UNIOGBIS advising that they had difficulties in attracting Portuguese speaking candidates and individuals with the level of experience needed. As at 30

September 2012, there were five vacant management posts including the Chief of the Political Affairs Section, the Chief of the Procurement Unit and the Chief of the General Services Section. UNIOGBIS made efforts to fill vacant posts in 2012, and as of March 2013, all vacant posts were filled, except for one position for which UNIOGBIS advised was temporarily frozen. OIOS was satisfied with action taken to fill vacant posts.

D. Regulatory framework

22. UNIOGBIS had developed and issued several bulletins and information circulars to address internal control weaknesses and systemic management and administrative issues identified in the OIOS previous audit (AP2009/646/01). However, further action was required to address the control weaknesses noted in the following paragraphs.

There was a need to enhance security measures and security awareness by staff

23. The security plan was up-to-date; however, the Security Level was not uniform in all documents reviewed, and areas were identified where security measures needed to be strengthened. There was also a need for improved and timely security information to be disseminated to staff, and to ensure that the Security Section maintained a current list of all staff.

(7) UNIOGBIS should implement enhanced measures to improve the safety and security of staff in the Mission.

UNIOGBIS accepted recommendation 7 and was taking action to strengthen security measures. Recommendation 7 remains open pending receipt of evidence that the identified security enhancements were implemented.

The capacity of the Mission to conduct investigations needed to improve

24. The UNIOGBIS Security Investigation Unit was in the process of completing an investigation of potential fraudulent claims totaling \$76,700 submitted by eight staff members relating to security enhancements at their residences. The initial results of the investigation determined that these security reimbursements were incorrectly approved and processed due to unclear and lax procedures in the process, as well as the lack of adequate minimum operating residential security standard assessments. The investigation had not yet been brought to the attention of DFS, as the Mission was of the view that the investigation was incomplete.

25. There were other investigations falling under the Mission's responsibility that were completed by the Security Section in October 2011 and May 2012 that had not been forwarded to UNIOGBIS management for action. It was noted that security officers conducting investigations had not received related training.

(8) UNIOGBIS, in coordination with DFS, should complete the investigation already started on the potential fraudulent claims for security enhancements to fully establish the facts and ensure that appropriate action is taken to finalize the case.

UNIOGBIS accepted recommendation 8 and stated that they would report the matter to DPA and DFS. The matter would also be referred to OIOS. Recommendation 8 remains open pending confirmation that the investigation has been completed and the results shared with DFS for appropriate action.

(9) UNIOGBIS should seek additional guidance and training from DFS on conducting investigations, and implement procedures to ensure that results of investigations are reported to Mission management in a timely manner.

UNIOGBIS accepted recommendation 9 and stated that security officers had attended security training and had been advised on the process of submitting investigation reports to management in a timely manner. Based on action taken by UNIOGBIS, recommendation 9 has been closed.

Improvements to procurement and contract management procedures were needed

26. From a sample of ten contracts, 25 purchase orders and three lease agreements, a number of control weaknesses over procurement and contract management procedures were noted, as follows: (a) expiry dates of contracts and the Not-To-Exceed (NTE) amounts were not monitored and therefore, necessary contracts for services were allowed to expire; (b) the required performance bonds were not always in place; and (c) four ongoing contracts had no vendor performance evaluations on file. There were control weaknesses over the sourcing of potential suppliers that resulted in limited offers being received, and in the quality of technical evaluations completed. The conditions identified mainly resulted due to shortage of procurement personnel, the lack of a dedicated contract management function, and inadequate tools to track contract expiry dates and NTE amounts.

27. Moreover, the fuel contract expired in July 2012 and the Mission continued ordering fuel from the supplier on a monthly basis. There was no process in place to approve fuel purchases before ordering, and as a result were presented to the LCC on an ex-post facto basis. UNIOGBIS advised that while they initiated a new procurement exercise in March 2012, it was delayed as the Statement of Work initially drafted needed to be revised. In August 2012, the Procurement Division in the Department of Management (DM) informed UNIOGBIS that the contract would be completed in Headquarters; however, UNIOGBIS did not establish an interim fuel contractual agreement.

(10) UNIOGBIS should strengthen controls over the procurement and contract management process, including implementing procedures to: (i) monitor contract expiry dates and Not-To-Exceed amounts; (ii) address low response rates to bids through vendor awareness initiatives; and (iii) provide additional training and guidance to staff on procurement and contract management activities.

UNIOGBIS accepted recommendation 10 and stated that an international procurement assistant had been recruited to assist with contract management and administrative functions. A template had been developed for monitoring contract expiry dates, and guidance from the Global Service Centre in Brindisi would be contracted to provide additional guidance and support. Recommendation 10 remains open pending receipt of evidence that the NTE amounts of contracts are being tracked, procedures are established that ensure the timely renewal of contracts, and confirmation that all relevant staff have undertaken the necessary training.

Controls on fuel management needed to be improved

28. Procedures over the storage and issuance of fuel needed to improve. For example: (a) access controls were insufficient to prohibit unauthorized personnel from obtaining fuel; (b) fuel consumed by generators was not properly recorded and monitored; and (c) there were no meters or fuel dip sticks to record fuel stored in tanks. UNIOGBIS did not determine its daily consumption of fuel, and based on this, ensure that there were adequate reserves for uninterrupted operations. Fuel reserves stocks were necessary considering the security concerns and instability in the country.

(11) UNIOGBIS should ensure that it has adequate controls over the safeguarding of fuel, including locking fuel tanks, calibration of storage tanks and monitoring fuel consumption for generators. UNIOGBIS should also ensure that it has adequate reserves of fuel in compliance with the DPKO/DFS Fuel Operations Manual.

UNIOGBIS accepted recommendation 11 and stated that it had installed: a perimeter wall around the fuel tanks; a fuel flow meter for monitoring fuel consumption; and an additional fuel tank for storage of fuel reserves. Based on action taken by UNIOGBIS, recommendation 11 has been closed.

Inadequate guidance and procedures over transport operations

29. The Carlog system was installed in vehicles; however, the Transport Unit did not use it effectively to: (a) reconcile fuel against mileage; (b) enforce speed limits; (c) identify for follow-up liberty mileage and unauthorized vehicle use; and (d) ensure the maintenance of vehicles in a timely basis. There were inadequate controls over spare parts management, including insufficient tracking of movements and poor storage resulting in parts being damaged.

(12) UNIOGBIS should enhance procedures over its transport activities by: (i) periodically monitoring and following up on information generated from the Carlog system; and (ii) enhancing procedures over spare parts management.

UNIOGBIS accepted recommendation 12 and stated that it was now using the Carlog system to monitor vehicles mileage and maintenance, ensuring adequate procedures for reimbursement of liberty mileage and had established administrative actions such as suspension of drivers' licenses for violating speed limits. In addition, UNIOGBIS stated that it had obtained additional capacity to assist in both electronic and manual control over spare parts management. Based on actions taken by UNIOGBIS, recommendation 12 has been closed.

Inadequate asset management and inventory controls

30. UNIOGBIS did not comply with established property management procedures, with plant, equipment and inventory stored along with items identified as obsolete and written-off items pending disposal. Also inventory management practices needed to improve, as items were not readily accessible due to poor stacking, movements were not up-dated in Galileo in a timely basis; and write-off and/or disposal procedures were delayed.

(13) UNIOGBIS should improve property management controls by: (i) establishing adequate asset storage facilities; (ii) promptly recording in Galileo the assets that have been issued; and (iii) ensuring that asset write-off and disposal procedures are initiated in a timely manner.

UNIOGBIS accepted recommendation 13 and stated that action had been taken to dispose off obsolete and unserviceable assets and to write-off assets that could no longer be located. A rub hall had been purchased, and once received this would provide adequate space for storage. Measures were also underway to improve asset management. Recommendation 13 remains open pending receipt of evidence that adequate asset management procedures are in place.

There was a need to adequately prepare for IPSAS implementation

31. UNIOGBIS had established a multi-functional IPSAS Support Team comprising of staff from seven operational support areas which had clear terms of reference. However, the real estate data submitted to DFS was incomplete and inaccurate, including the omission of real estate assets and incorrect information in the data fields of the real estate templates.

(14) UNIOGBIS should improve its preparedness for IPSAS by correctly verifying and reporting its real estate assets.

UNIOGBIS accepted recommendation 14 and stated that real estate data was being reviewed and records up-dated accordingly. Recommendation 14 remains open pending receipt of evidence that the real estate data has been corrected in the register.

IV. ACKNOWLEDGEMENT

32. OIOS wishes to express its appreciation to the Management and staff of UNIOGBIS for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

AP2012/646/01– Audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)

Recom. no.	Recommendation	Critical ¹ / important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNIOGBIS, in coordination with DPA, should revise its work plan to refocus it on current priorities to restart projects and continue with the implementation of the Mission mandate.	Important	O	Receipt of a copy of the revised 2013 work plan that includes activities to implement the revised mandate.	31 July 2013
2	UNIOGBIS should establish contingency arrangements taking into account obstacles and challenges to the completion of work plans to improve substantive project planning and implementation.	Important	O	Receipt of a copy of procedures implemented by UNIOGBIS to better plan and implement projects more consistently throughout the year.	31 July 2013
3	UNIOGBIS, in coordination with DPA and DFS, should review the staffing structure of the Mission with the aim to gradually increase the number of national professional officers for developing national capacity.	Important	O	Receipt of evidence that there is an increase in the number of NPOs to develop national staff as part of the Mission's exit strategy.	31 July 2014
4	UNIOGBIS, in coordination with the United Nations Country Team, should ensure that the thematic Outcome Groups' performance is periodically evaluated to enhance coordination in the implementation of the joint work plan.	Important	O	Receipt of evidence that the performance of the Outcome Groups have been evaluated, with recommendations made to enhance coordination.	31 January 2014
5	UNIOGBIS, with support from DFS and DPA, should improve the working	Important	O	Receipt of a copy of procedures on dealing with staff grievances within the Mission,	31 December 2013

1 Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

2 Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

3 C = closed, O = open

4 Date provided by DPA in response to recommendations.

Recom. no.	Recommendation	Critical¹/ important²	C/ O³	Actions needed to close recommendation	Implementation date⁴
	environment for staff through: (i) establishing a procedure to guide staff on mechanisms available for dealing with grievances; and (ii) conducting regular performance evaluations.			and evidence that the 2011/12 and 2012/13 staff performance appraisals have been completed.	
6	UNIOGBIS should: (i) establish and monitor a training plan for all staff members; and (ii) remind staff to complete the mandatory training programmes within reasonable time, including refresher courses as needed.	Important	O	Confirmation that all staff have completed mandatory trainings and receipt of a copy of the 2013 training plan.	31 December 2013
7	UNIOGBIS should implement enhanced measures to improve the safety and security of staff in the Mission.	Important	O	Receipt of evidence that the identified security enhancements were implemented.	31 August 2013
8	UNIOGBIS, in coordination with DFS, should complete the investigation already started on the potential fraudulent claims for security enhancements to fully establish the facts and ensure that appropriate action is taken to finalize the case.	Important	O	Confirmation that the investigation has been completed and the results shared with DFS for appropriate action.	31 July 2013
9	UNIOGBIS should seek from DFS additional guidance and training on conducting investigations, and implement procedures to ensure that results of investigations are reported to Mission management in a timely manner.	Important	C	Action taken.	Implemented
10	UNIOGBIS should strengthen controls over the procurement and contract management process, including implementing procedures to: (i) monitor contract expiry dates and Not-To-Exceed amounts; (ii) address low response rates to bids through vendor awareness initiatives; and (iii) provide additional training and guidance to relevant staff on procurement and contract management activities.	Important	O	Receipt of evidence that the NTE amounts of contracts are being tracked, procedures are established that ensure the timely renewal of contracts, and confirmation that all relevant staff have undertaken the necessary training.	31 December 2013
11	UNIOGBIS should ensure that it has adequate controls over the safeguarding of	Important	C	Action taken.	Implemented

Recom. no.	Recommendation	Critical¹/ important²	C/ O³	Actions needed to close recommendation	Implementation date⁴
	fuel, including locking fuel tanks, calibration of storage tanks and monitoring fuel consumption for generators. UNIOGBIS should also ensure that it has adequate reserves of fuel in compliance with the DPKO/DFS Fuel Operations Manual.				
12	UNIOGBIS should enhance procedures over its transport activities by: (i) periodically monitoring and following up on information generated from the Carlog system; and (ii) enhancing procedures over spare parts management.	Important	C	Action taken.	Implemented
13	UNIOGBIS should improve property management controls by: (i) establishing adequate asset storage facilities, (ii) promptly recording in Galileo the assets that have been issued; and (iii) ensuring that asset write-off and disposal procedures are initiated in a timely manner.	Important	O	Receipt of evidence that adequate asset management controls are in place.	01 July 2013
14	UNIOGBIS should improve its preparedness for IPSAS by correctly verifying and reporting its real estate assets.	Important	O	Receipt of evidence that the real estate data has been corrected in the register.	30 June 2013

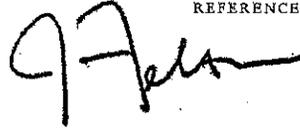
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INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Ms. Eleanor Burns, Chief, Peacekeeping Audit Service
A: Internal Audit Division, OIOS

DATE: 19 April 2013

FROM: Jeffrey Feltman, Under-Secretary-General
DE: Department of Political Affairs

REFERENCE:



SUBJECT: **Assignment No.AP2012/646/01- Audit of the United Nations Integrated
OBJET: **Peacebuilding Office in Guinea-Bissau (UNIOGBIS)****

1. Thank you for your memorandum dated 2 April, attaching the draft report on the audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS). I have taken note of the audit results and the recommendations made to address the issues identified during the audit.
2. As requested, please find attached the completed action plan which contains our comments, target dates and the titles of individuals responsible for implementation of the audit recommendations. The action plan was prepared in coordination with UNIOGBIS and the Department of Field Support (DFS).

cc: Ms. Ameerah Haq, Under-Secretary-General, DFS
Mr. José Ramos-Horta, Special Representative of the Secretary-General, UNIOGBIS
Mr. Moses Bamuwanye, Executive Secretary, IAAC
Ms. Anjana Das, Executive Secretary, UN Board of Auditors
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit
Mr. Taye-Brook Zerihoun, Assistant Secretary-General, DPA
Mr. Darko Mocibob, Chief of the Office of the Under-Secretary-General a.i., DPA
Mr. Seth Adza, Chief, Audit Response and Board of Inquiry, DFS
Mr. Zachary Ikiara, Chief, Oversight and Coordination Support Unit, DM
Mr. Byung-Kum Min, Special Assistant to the USG-OIOS
Ms. Anna Halasan, Professional Practices Section, Internal Audit Division, OIOS

AUDIT RECOMMENDATIONS

AP2012/646/01– Audit of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)

Rec. no.	Recommendation	Critical/ Important ²	Accepted ? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1.	UNIOGBIS, in coordination with DPA, should revise its work plan to refocus it on current priorities in order to restart projects and continue with the implementation of the Mission mandate.	Important	Yes	Chief of Staff	31 July 2013	The Security Council will adopt a resolution in May 2013 which is expected to contain revisions to UNIOGBIS' mandate, structure and staffing as recommended by the Secretary-General in his April 2013 report. Following the adoption of this resolution, the Mission will revise its work plan accordingly and commence implementation of the revised mandate.
2.	UNIOGBIS should establish contingency arrangements for possible obstacles and challenges to the completion of work plans, in order to improve substantive project planning and implementation.	Important	Yes	Chief of Staff	31 July 2013	The Business Continuity Plan will be updated to address contingencies that may arise in the implementation of work plans.
3.	UNIOGBIS, in coordination with DPA and DFS, should review the staffing structure of the Mission with the aim to gradually increase the number of national professional officers for developing national capacity.	Important	Yes	Chief of Staff/Chief of Mission Support	31 July 2014	The Secretary-General will recommend an increase in the number of national professional officers in his April 2013 report based on the outcome of the assessment conducted by a technical assessment mission in March 2013. Recruitment will follow once the Security Council adopts a resolution in May 2013 accepting the Secretary-General's

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Rec. no.	Recommendation	Critical/ Important	Accepted ? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						recommendations and budgetary adjustment processes are realized.
4.	UNIOGBIS, in coordination with the United Nations Country Team, should ensure that the thematic Outcome Groups' performance is periodically evaluated to enhance coordination in the implementation of the joint work plan.	Important	Yes	Strategic Planner	31 January 2014	Minutes of the Outcome Group's meetings will be attached to the reports. A performance report will be presented to the Senior Policy Group.
5.	UNIOGBIS, with support from DFS and DPA, should improve the working environment for staff through: (i) establishing a procedure to guide staff on mechanisms available for dealing with grievances; and (ii) conducting regular performance evaluations.	Important	Yes	Chief of Mission Support	31 December 2013	UNIOGBIS will formalize procedures to deal with staff grievances and ensure completion of performance evaluations for 2012/2013
6.	UNIOGBIS should: (i) establish and monitor a training plan for all staff members; and (ii) remind staff to complete the mandatory training programmes within reasonable time, including refresher courses as needed.	Important	Yes	Chief of Mission Support	31 December 2013	The mission will use its limited resources in the Human Resource Section to put in place a training plan for 2013 and confirm that all staff have completed mandatory training.
7.	UNIOGBIS should enhance security measures by ensuring that: (i) security risk assessments are systematically conducted; (ii) the security plan is periodically tested, at least as a desk exercise, so that all staff are aware of their responsibilities; (iii) minimum operating security standards are complied with; and (iv) there is a fully functional zone warden system.	Important	Yes	Security Adviser	31 August 13	Security Risk Assessment and Security Plan are being updated. Warden zone system is already functional; write-up to make it more detailed with particulars of the zones and appointed wardens in one document for distribution to all staff is in progress
8.	UNIOGBIS, in coordination with DFS, should complete the investigation already started on the	Important	Yes	Security Adviser	31 July 2013	UNIOGBIS will report the matter to DPA and DFS in a code cable in April 2013. The matter will also be referred to OIOS.

Rec. no.	Recommendation	Critical/ Important?	Accepted ? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	potential fraudulent claims for security enhancements to fully establish the facts and ensure that appropriate action is taken to finalize the case.					
9	UNIOGBIS should seek from DFS additional guidance and training on conducting investigations, and implement procedures to ensure that results of investigations are reported to Mission management in a timely manner.	Important	N/A	N/A	N/A	This recommendation has been closed.
10.	UNIOGBIS should strengthen controls over the procurement and contract management process, including implementing procedures to: (i) monitor contract expiry dates and Not-To-Exceed amounts; (ii) address low response rates to bids through vendor awareness initiatives; and (iii) provide additional training and guidance to relevant staff on procurement and contract management activities.	Important	Yes	Chief of Mission Support	(a) Immediate for contract vs. expiry date / NTE / obligated amounts. (b) Upcoming: Business seminar for local suppliers. Target date is still unknown due to current unstable political situation. (c) Upcoming: Training workshop for procurement & contract management (SAUs) Staff-members. Fall of 2013	UNIOGBIS has recruited an international procurement assistant on a temporary basis to assist with contract management and administration duties. A template has been developed for monitoring contract expiry dates a copy of which is attached for easy of reference. The United Nations Global Service Centre (UNGSC) Field Contract Unit will also contact the Mission to provide guidance and raise awareness on the support available from the Unit as well as the contract management community in other missions.
11	UNIOGBIS should ensure that it has adequate controls over the safeguarding of fuel, including	Important	N/A	N/A	N/A	Recommendation has been closed.

Rec. no.	Recommendation	Critical/Important	Accepted ? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	locking fuel tanks, calibration of storage tanks and monitoring fuel consumption for generators. UNIOGBIS should also ensure that it has adequate reserves of fuel in compliance with the DPKO/DFS Fuel Operations Manual.					
12	UNIOGBIS should enhance procedures over its transport activities by: (i) periodically monitoring and following up on information generated from the Carlog system; and (ii) enhancing procedures over spare parts management.	Important	N/A	N/A	N/A	Recommendation has been closed.
13.	UNIOGBIS should improve property management controls by: (i) establishing adequate asset storage facilities, (ii) promptly recording in Galileo the assets that have been issued; and (iii) ensuring that asset write-off and disposal procedures are initiated in a timely manner.	Important	Yes	Chief of Mission Support	31 December 2013	Mission awaiting the arrival of the rub hall to provide adequate space for storage. Measures are underway to enhance asset management
14.	UNIOGBIS should improve its preparedness for IPSAS by ensuring that a system of verifying the accuracy and completeness of the real estate data is in place.	Important	Yes	Chief of Mission Support	31 December 2013	Real estate data is being reviewed for necessary corrections