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To: Mr. Jan Egeland
Under-Secretary-General for Humanitarian Affairs
and Emergency Relief Coordinator
Office for the Coordination of Humanitarian Affairs

From: Patricia Azarias, Director
Internal Audit Division I, OIOS

Subject: **OIOS Audit of OCHA-Sudan – AN2005/590/06: Final Report**

1. I am pleased to present our final report on the subject audit, which was conducted from 13 to 26 April 2005. The report has incorporated the comments of the OCHA-Sudan management on the audit notes issued by the auditors at the end of their visit to OCHA-Sudan.

I am pleased to inform you that based on the information contained in the responses to the audit notes, we have closed recommendations AN2005/590/06/08, 18 – 24, 26, 28 – 32, and 34 – 37. The table below summarizes those recommendations that remain open in IADI's database following our review of the comments, together with actions required by OCHA-Sudan in order for us to close the recommendations. These recommendations will be reported as part of OIOS' Semi-Annual Report to the Secretary-General on the implementation status of recommendations. We also request that you confirm the planned implementation dates in Annex of the report for outstanding recommendations by 13 July 2005.

Recommendation Numbers	Actions Required	OCHA Office
AN2005/590/06/01, 02, 03, 04, 05, 06, 07, 09, 10, 11, 12, 13, 14, 16, 17, 25, and 33.	Implementation of the recommendations within the timeframes indicated in the report and provision of the evidence of their implementation to OIOS.	OCHA-Sudan
AN2005/590/06/15 and 27.	Implementation of the recommendations within the timeframes indicated in the report and provision of the evidence of their implementation to OIOS.	OCHA-Geneva

3. OIOS is assessing the overall quality of its audit process. I therefore kindly request that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey form at your earliest convenience.

4. I would like to take this opportunity to thank you and your staff again for the assistance and cooperation extended to the audit team on this assignment.

Copy to: Mr. Christopher Burnham
Board of Auditors

**UNITED NATIONS
INTERNAL AUDIT DIVISION I
OFFICE OF INTERNAL OVERSIGHT SERVICES**



Audit Subject: OIOS AUDIT OF OCHA-SUDAN

Audit No.: AN2005/590/06

Report date: 13 June 2005

Audit Team:

Auditor-in-Charge: Sergei Shishkin

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OIOS AUDIT OF OCHA-SUDAN
AN2005/590/06
Executive Summary

In April 2005, the Internal Audit Division I, OIOS conducted an audit of the OCHA's Office in Sudan (the Office or OCHA-Sudan). The audit was conducted in accordance with the general specific standards for the professional practice of internal auditing in United Nations Organizations.

OCHA-Sudan was established to provide secretariat support to the Office of the Humanitarian Coordinator in the Sudan. In order to respond to the rapidly changing environment, particularly in view of the Darfur crisis, policy formulation and preparation of a humanitarian action plan were central to mobilizing the collective efforts of the international community. Through its Office in Khartoum and sub-field offices, OCHA performed a very meaningful function of coordinating humanitarian assistance to affected areas in the Sudan.

The audit objectives were to (a) assess the effectiveness and efficiency of the implementation of the work program, (b) internal controls over the use of resources and (c) the safeguarding of the assets of the organization. Overall, the auditors found that internal controls over the selected areas were established and followed by the OCHA-Sudan office. However, there was a need to strengthen certain controls to ensure the highest level of accountability and transparency. The findings are described below:

- (ii) There was a need for OCHA-Sudan to reassess the new organizational structure of UNMIS to properly identify its place and role in the UN humanitarian operations in Sudan.
- (iii) More guidance from the OCHA's offices in Geneva and New York is needed to assist the OCHA-Sudan office with the planning and implementation of the work program.
- (iv) The reporting criteria need to be properly defined to avoid duplicate and redundant reporting at the higher level. Access to official reports needs to be restricted to authorized officials to prevent loss or unauthorized changes.
- (v) The composition, level of posts assigned, and distribution of personnel needs to be reviewed in line with the current staffing requirements and communicated to OCHA Headquarters.
- (vi) The recruitment process need to be strengthened to ensure proper justification for candidates selected. The timeline for recruiting General Service staff needs to be reduced.
- (vii) Contractual arrangements with personnel need to be streamlined in order to simplify the process of hiring different categories of staff.
- (viii) A formal agreement with UNDP is needed to clarify the charges that should be recouped through the cost-recovery arrangement for the use of the Office's staff.
- (ix) In general, internal controls over cost plans, petty cash, advances, expenditures, accounts receivable, IOV reconciliation, procurement, inventory, and vehicles need to be strengthened.
- (x) The security plan and emergency evacuation procedures need to be updated to cover all of OCHA-Sudan locations in Khartoum and the field offices. All personnel need to be fully informed of the security arrangements and steps to comply with the Minimum Operating Security Standards need to be taken as a matter of priority.

I. INTRODUCTION

1. In April 2005, the Internal Audit Division I, OIOS, conducted an audit of the OCHA's Office in Sudan (the Office or OCHA-Sudan). The audit was conducted in accordance with the general and specific standards for the professional practice of internal auditing in United Nations Organizations.

II. AUDIT OBJECTIVES

2. The objectives of the audit were to assess: (a) the effectiveness and efficiency in the implementation of the work program; (b) internal controls over the use of resources and (c) safeguarding the assets of the Organization.

III. AUDIT SCOPE AND METHODOLOGY

3. Based on a preliminary risk assessment conducted together with OCHA management in February 2005, the auditors determined the following areas where more focused examinations were warranted:

- (a) Mandate of the Office;
- (b) Implementation of the work plans;
- (c) Substantive reporting;
- (c) Human resources management;
- (d) Financial management;
- (e) Procurement; and
- (f) Security and safety.

4. In the selected areas, the auditors reviewed the existing internal controls and, tested their effectiveness on a sample basis. The tests covered 2003 and the first three months of 2005. The auditors reviewed pertinent documentation and interviewed the personnel concerned. The audit findings were discussed with management during the course of the audit and at the exit conference. They have also been communicated in the form of audit notes to the Chief of the Office who provided a timely and thorough response on the audit issues raised. The essence of this response is shown in the present report in *italics*.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

5. In general, OCHA-Sudan performs a very meaningful function of coordinating humanitarian assistance to affected areas of the Democratic Republic of the Sudan. This function includes operations of field sub-offices located in remote areas of Sudan, which were staffed with very devoted personnel working under difficult conditions.

6. However, the auditors found that the work of the Office could benefit from a clearer identification of its role in the overall humanitarian operations framework and its place in the Office of the Deputy Special Representative of the Secretary General/Resident Coordinator/Humanitarian

Coordinator (DSRSG or RC/HC). This becomes especially important with the deployment of the United Nations Mission in Sudan (UNMIS).

7. The Office needs more support from the OCHA's offices in Geneva and New York (OCHA-Geneva and OCHA-New York) in terms of practical guidelines on planning of work and reporting. The size and structure of the Office needs stronger justification based on workloads and functions. The administrative support from the UNDP country office in Khartoum is inadequate in terms of internal controls and facilities provided to the Office.

A. Organization and structure

8. The place of the OCHA-Sudan in the structure of the Office of the DSRSG was not clear. The lines of reporting responsibilities were also not clearly defined. According to the organizational chart available to the auditors at the beginning of the audit in Khartoum, the responsibility for humanitarian operations was divided between two Deputies to the RC/HC – one for North Sudan and one for South Sudan - with two Field Coordination units (one for each) having direct control over field sub-offices and centralized functions (two Humanitarian Coordination Services, two information management offices, two Planning, Monitoring, Evaluation and Operational Policies offices, two Joint Logistics centers, etc.).

9. The geographical division between North and South Sudan may have reflected the enormous scale of the humanitarian operations in the country. In the organizational chart, OCHA-Sudan was shown as part of the operations in North Sudan, without direct responsibility over its Field Coordination Unit and Humanitarian Coordination Service, but the relation to the Humanitarian Coordination Service in South Sudan and its sub-office in Rumbek was not clear.

10. OCHA-Sudan has a direct reporting line to OCHA offices in Geneva and New York. While the OCHA offices in Geneva and New York have an overall mandate to coordinate humanitarian activities of the UN, the RC/HC and his deputies are not always involved in their decision-making process. Because the Office is the biggest UN office *in situ* dealing with humanitarian operations in Sudan (170 staff, out of which 52 are in Khartoum), except for the agencies which deliver humanitarian assistance, and is supported by its head offices in New York and Geneva, its role was not properly reflected in the present organizational structure of the Office of RC/HC.

Recommendation 1

We recommended that OCHA-Sudan, in consultation with SRSR and DSRSG/RC/HC, re-assess its place in the new organizational chart of UNMIS that would reflect its role in the UN humanitarian operations in Sudan (AN2005/590/06/01).

11. The Office explained that *the structure referred to in the observation was a draft and had been changed in consultation with Headquarters as well as among the DSRSG, the DHCs and OCHA. There is now a single OCHA entity that has a reporting line directly to the Humanitarian*

Coordinator. The structure and organigramme was finalized and would be shared with the staff in the staff meeting schedules for May 2005, with terms of reference drawn up for the functional units.

12. OIOS accepts the explanations and will close the recommendation as implemented after the receipt of the new office organigramme.

B. Planning of work

13. The work of the Office in 2005 was included in the overall 2005 Work Plan for the Sudan. This public document covers activities of all agencies and NGOs and gives the broadest picture of the response of the international community to the humanitarian situation in Sudan. Among others, it presents the programmed work of OCHA-Sudan in terms of three projects: (i) Humanitarian Information Centre; (ii) Coordination of Humanitarian Operations in Darfur; and (iii) Coordination of Humanitarian Operations in Sudan (except Darfur). The 2005 Work Plan gives broad project objectives, main activities, key outcomes, beneficiaries and requested funds.

14. There is a more detailed document titled "OCHA 2005 WORK PLAN CONSOLIDATED MATRIX – 7 November 2004". It represents a comprehensive and detailed planning document for the Office and identifies goals, objectives, outputs, indicators and activities. The Consolidated Matrix was prepared by OCHA-Sudan in October 2004 and sent to New York and Geneva for comments. According to the Chief of the Office, the comments received from OCHA-New York required too much additional work for the OCHA-Sudan managers to identify outputs, indicators and activities. Therefore, it remained their principal planning document in its original form, although it was not finalized and approved by OCHA-New York or OCHA-Geneva.

15. The Office also had 'Darfur Humanitarian Emergency Sector 120-day plan: January 01 – April 30' and 'South Sudan Humanitarian Emergency Sector 120-day Plan: January 01 – April 30'. These 120-day plans consisted of various sectors for agencies with a sector COORDINATION allotted to OCHA-Sudan. They also included 2005 objectives, January – April 120-day targets, activities (actions) and indicators of success. Some of the indicators in both plans were quite specific, e. g., a number of situation reports or a number of the new offices to be opened. In other instances, the numbers were not shown although the indicators were specific enough, e. g., joint assessments and reports with Sudanese counterparts, number of Sudanese counterparts trained, etc.

16. The field sub-offices of OCHA-Sudan operated according to their terms of reference within the overall plan of the Office. However, the structures of the Consolidated Matrix and Sector 120-day plans seemed to be inconsistent. The objectives were also formulated differently in the Consolidated Matrix and Sector 120-day plans. For example, the OCHA-Sudan project objectives and activities for Darfur in the overall 2005 Work Plan for the Sudan were formulated as follows:

Objectives	Activities
To coordinate and facilitate effective and appropriate humanitarian assistance, in adherence to humanitarian principles.	<ul style="list-style-type: none"> - Coordination: Strengthen and improve UN inter-agency and partner coordination arrangements at both Khartoum level and in the Darfur region - Access: Negotiate and ensure unimpeded safe access for assistance provision, in line with internationally agreed principles - Advocacy: Advocate on emerging issues pertaining to the humanitarian situation and to the provision of humanitarian assistance - Protection: Ensure that the protection needs of the civilian population are addressed - Information: Ensure the timely and regular provision of information relating to the humanitarian situation in Darfur - Resource Mobilization: Mobilize and manage financial, material and human resources

The Consolidated Matrix for the Darfur Cell included all above activities as its six outputs. The Darfur Humanitarian Emergency Sector 120-day Plan formulated the 2005 objective as:

- Facilitate the provision of timely, effective and cost efficient humanitarian assistance by improving coordination, and increasing use of common logistics systems;
- Provide timely, quality information and analysis from best available sources to guide decision-making, evidence-based planning, advocacy and improved targeting; and
- Provide adequate security for UN staff and other international organizations as required and facilitate and coordinate the use of common security system.

From this formulation, it was not clear whether activities in the areas of Access, Protection and Resource Mobilization were still relevant in the 120-day period of January – April 2005.

17. It is recognized that the quickly changing humanitarian situation in Sudan involved certain changes in the planned priorities. It should also be acknowledged that a heavy workload would not allow much time for precise formulation of the goals, objectives and indicators of achievement. However, the Office should accept that consistent and comprehensive planning is the basis for assessing its resource needs. Planning is also necessary for monitoring the achievement of its goals. Planning should follow the UN standards and be suited for the specifics of the humanitarian operation in Sudan.

Recommendation 2

We recommended that OCHA-Sudan, with assistance from OCHA headquarters, adapt and implement a comprehensive planning system which would cover all activities of the Office and would allow to determine its resource requirements and to monitor the implementation of its programme of work (AN2005/590/06/02).

18. The Office agreed with the recommendation and advised that *the next 120 day plan will include a more specific reference to the objectives OCHA has with regard to Access, Protection and*

Resource Mobilization. OCHA will consult with OCHA Headquarters to discuss the new functional structure and the most suitable comprehensive planning system to cover all the activities of the office and monitor its resources. A plan of action for the implementation of this will be finalized by 1 June 2005. OIOS will close this recommendation in its database after the receipt of the plan of action.

C. Reporting

19. The Office produces a number of periodic reports on the humanitarian operations in Sudan. The auditors reviewed reporting arrangements in relation to Darfur. The most frequent reporting (three to four times a week) is prepared as a snapshot on current activities. The data for these reports are provided by OCHA's field offices with inputs from agencies and NGOs represented in Darfur. Before the deployment of UNMIS, reporting consisted of two weekly situation reports and a weekly roundup (overview of trends and contextual analysis). These reports were intended for public distribution and were available on the website. With the deployment of UNMIS and inclusion of OCHA-Sudan in its information framework, the Office sent daily updates on the situation in Darfur to UNMIS. The situation reports became part of UN Sudan Situation Reports issued by UNMIS.

20. All reports were not filed in hard copies but were stored electronically on shared drives with controlled access. Therefore, anybody with access could change the contents of the reports, since the final versions were not in a "read only" format. Some reports were also stored along with the corresponding draft versions, which made it difficult to identify the final versions.

21. In addition, the Office is required to provide input to daily code cables from SRSG to the Secretary-General and participate in other thematic reports (Protection Updates, assessments, mission reports etc.). This heavy information flow reflects the volume of the UN operations, the public concern over the situation in Sudan, and the great importance for continued donor attention to this situation. However, the reporting system could be improved in terms of clearer identification of the readership, structure, content and periodicity. Also, major reports include inputs from agencies and NGOs. Most of this information, except for security incidents, cannot be verified by OCHA-Sudan due to its resource constraints. In those cases (in public reporting), there should be a disclaimer or attribution of the information to its source.

Recommendations 3 to 5

We recommended that:

- (i) OCHA-Sudan, in collaboration with UNMIS and New York and Geneva, review reporting requirements with a view to identifying redundancy and duplication (AN2005/590/06/03);
- (ii) Final versions of the reports should be protected and safely stored (AN2005/590/06/04); and

(iii) In case of information input from outside sources into OCHA's reports, the sources should be identified with a proper disclaimer (AN2005/590/06/05).

22. The Office advised that *OCHA was reviewing its reporting guidelines, initially within Sudan, to streamline reporting in order to avoid redundancy and ad hoc responses to requirements. Standards will be set to encompass all information, through the establishment of an Information Management Unit (IMU). Discussion was already underway with UNMIS. The IMU and the PI and Advocacy Units will be established by 15 June. New guidelines will be finalized by then in consultation with UNMIS and HQs. OCHA will ensure that a 'read only' format is applied for all electronically disseminated finalized documents and will also change the format for archived documents by 15 June 2005. A general disclaimer will be incorporated into OCHA's contributions to public reports. OIOS will close these recommendations in its database after the receipt of the new reporting guidelines.*

D. Human resources management

Staff structure and distribution

23. The location of the personnel of the OCHA Office in Sudan and their distribution according to contractual status are presented in the table below:

<i>Location</i>	<i>International</i>	<i>Second-mint</i>	<i>National</i>	<i>SSA</i>	<i>UNDP Service Contracts</i>	<i>Total</i>
Khartoum	22	1	13	5	12	53
Nairobi			15			15
Rumbek and sub-offices	5		2	1		8
Juba	1		2		2	5
Wau	1				1	2
Bentiu/Rubkona	1			1		2
Malakal	1	1		5		7
Darfur, general	9			1		10
El-Fasher		2		2	11	15
Nyala			1	4		5
El Geneina		1		18	5	24
Zalingei		1		1	13	15
Mukjar						
Kadugli			1			1
W. Equatorial			1		1	2
Upper Nile			1			1
Kosti				5		5
Total	40	6	36	3	45	170

24. Out of the total 170 personnel at the disposal of OCHA-Sudan, 53 (30 percent) were located in Khartoum. This ratio seemed to be headquarters-oriented and needed to be reassessed, taking into account requirements in the field.

25. The organization of the Office stipulated that two of its organizational units, i. e. Rumbek and Khartoum Darfur Cell were supervised by officers at the L-5 level who reported to the Head of OCHA-Khartoum who was at the L-5 level. Moreover, three sub-offices in Darfur, namely El Fasher and Nyala, were headed by L-5s who reported to the Head of Khartoum Darfur Cell whose post was being advertised at the L-5 level. It is understood that coordinating humanitarian affairs in the field requires interacting with representatives of other agencies who may be at higher hierarchical levels. However, the coordinating function does not mean supervision. Therefore, the question of hierarchy of posts vis-à-vis other agencies and NGOs should not be a critical factor in establishing the level of OCHA posts. The levels of OCHA posts should be determined based on the complexity of functions and the number staff supervised. The overall coordination of humanitarian activities in Sudan rests with the RC/HC who has also been appointed as DSRSG for UNMIS - this level is considered to be sufficiently high.

26. OCHA-Sudan is administratively supported by the UNDP office, which carries out financial transactions, personnel actions in respect to local personnel, local procurement and office facilities maintenance. For these services, UNDP charges OCHA-Sudan a certain annual fee. In addition, OCHA-Sudan keeps its own administrative staff, some of whom (one finance assistant and one personnel assistant) work at the UNDP office to support OCHA's operations. The support staff in Khartoum include Administrative Officer (L-3), 3 Associate Administrative Officers (L-2), Logistics Assistant ((SC-3), IT Associate ((ICS-6), Data Entry Clerk (SSA), Data and Computer Specialist (GS6), Website and Data Specialist (GS6), eleven drivers and two cleaners. The number of support staff and their functions suggest that the Office needs more administrative support than UNDP Office can provide, especially since it serves the OCHA field offices. During the auditors' visit to the Field Office in El-Fasher, the team identified a need for stronger administrative support in that office.

27. With the deployment of the United Nations Mission in Sudan (UNMIS), there should be a clear definition of the Office's role and place in the Mission's structure both at Khartoum headquarters and in the field. The issues of support, which the mission can provide to the OCHA-Sudan offices in the field, should be decided. Based on the formalized arrangements for this support (we were informed that a Memorandum of Understanding (MOU) with the mission was under preparation), the Office should prepare the proposals for its staff composition and functions.

Recommendations 6 and 7

We recommended that:

- (i) The Office review the distribution of its personnel taking into account the needs for a stronger field presence (AN2005/590/06/06); and

(ii) In view of the changes brought about by the deployment of UNMIS, the Office should review its composition and the level of the posts based on its functional requirements and submit its proposals to headquarters (AN2005/590/06/07).

28. The Office responded that *a draft cost plan had been submitted that foresees a stronger field presence and more support for field presence. A review was underway to assess the return, reintegration and the protection capacity that UNMIS will deploy. This would allow OCHA to scale back on some staffing in those fields under OCHA contracts. The cost plan should be reviewed by New York/Geneva and endorsement should take place by 15 June. An updated staffing and functional structure, taking into consideration the UNMIS deployment in relevant fields will be finalized in May.* OIOS will leave this recommendations open in its database pending the receipt of the approved new cost plan.

Vacancies

29. According to the information available in Khartoum at the time of the audit, there were 30 vacant positions in the Office: seven at the international professional level and 23 at the national General Service (GS) level. All the international professional level posts were opened in March 2005 and were to be filled by OCHA-Geneva. Five of these were intended to be in Khartoum. Of the 23 national GS posts, three were intended for Khartoum. It was encouraging to see the intentions to hire Finance/Administrative Assistants for eight field offices. However, these posts were open since February 2005 and were expected to be filled in May/June 2005 only. There was a gap of 9 days scheduled between written tests and oral interviews and approximately one month from the date of recommendation of the review body to the date of hiring. Considering pressing needs of the field offices, these gaps could be shortened.

Recommendation 8

We recommended that OCHA-Sudan, in collaboration with the recruiting officials, develop concrete steps to minimize the recruitment time for local GS positions (AN2005/590/06/08).

30. The Office responded that *of the 23 vacant national positions by April, 15 had already been finalized and it was concluding the process for the remaining 8 positions. OCHA will develop concrete steps, including a checklist and timeline for recruitment with UNDP, Khartoum.* OIOS is satisfied with the action taken and has closed the recommendation as implemented.

Contractual arrangements

31. The OCHA-Sudan international professional staff are appointed and administered by OCHA Office in Geneva. They are hired under the 200 Series of Staff Rules and on short-term

appointments. There were also seven international staff on secondment from other organizations under Standby Arrangements. The local personnel are first recruited at the request of OCHA-Sudan by UNDP-Khartoum as contractors on Special Service Agreement (SSA) who, after a trial period of six months, are converted to UNDP service contracts if needed. Also, there are national GS staff hired on fixed-term OCHA contracts. At field offices, some staff are also hired by the respective office managers as casual workers.

32. These multiple arrangements entail additional administrative work in cases of change from one contractual status to another. There are different performance evaluation systems for each contract type. They may also create uncertainties and a sense of unfair treatment of the individuals performing the same functions with different conditions of service and emoluments.

33. Thirteen out of 42 international professional personnel (30 per cent) were hired by OCHA-Geneva for 3 to 6 months. The short duration of these contracts would not make the posts very attractive for candidates with good credentials, especially if compared with the longer duration contracts offered by other UN agencies.

Recommendation 9

We recommended that OCHA-Sudan prepare proposals to simplify contractual arrangements that would better serve the needs of the Office and submit them to the relevant bodies (AN2005/590/06/09).

34. The Office responded that *most national positions are advertised for service contracts or fixed term contracts depending on the duration for which the services are required and responsibilities envisioned. In light of an ever evolving crisis situation to which OCHA reacted it would be difficult to find a system that would be fully satisfactory. Most SSA contracts will be evaluated and converted to service contracts by 1 July. A proposal will be submitted to New York and Geneva by 1 July.* OIOS will keep this recommendation open pending the receipt of a copy of the proposal.

Special Service Agreements (SSAs)

35. The auditors reviewed eleven SSA files selected based on the size of remuneration. The review identified the following inadequacies in recruitment procedures:

- In some cases, staff were hired on SSA although they performed regular duties for extended periods;
- In several cases, there were no TORs or description of duties attached to the agreements;
- In some cases, there was no evidence of the candidate selection process on file;
- In a number of cases, there were no copies of diplomas supporting qualifications of the candidates;

- In most cases, there were no background checks of the candidates even with other agencies as previous employers; and
- In one case (SSA 2005/56), the agreement was signed by the contractor ten days after the commencement of the contract.

These examples showed certain weaknesses in the UNDP-Sudan recruitment processes, which may lead to the employment of not the most qualified or suitable people.

36. In one case (SSA 2004/350), at the request of the Head of the Office, the spouse of the RC/HC in Sudan was hired for an assignment titled "Assessment of urban IDP population and comparative analysis of surveys/profiling of displaced population in Darfur". The duration of the assignment was set as three months with the fee of \$6,700 (UNDP's monthly remuneration scale for consultants) per month. Although the candidate seemed to be qualified for the assignment, there was no evidence on file that other candidates had been considered for the job. The payment of the fees was not connected with specific outputs but was time-based. In this case, hiring the spouse of the UN official in charge of the humanitarian programme in Sudan without a well-documented selection process to identify her as the only qualified candidate available for the assignment can be very damaging to the image of the UN in terms of ethics and integrity.

Recommendations 10 and 11

We recommended that OCHA-Sudan:

- (i) Request UNDP office to exercise greater care in processing requests for SSAs (AN2005/590/06/10); and
- (ii) Provide a complete justification for hiring the spouse of RC/HC as a consultant for the Office (AN2005/590/06/11).

37. The Office advised that *a memo was sent to DRR Operations UNDP with the request to exercise greater care in processing requests for SSAs.* The Office also provided a justification for hiring the spouse of the RC/HC as a consultant. In the justification, it was claimed that the chosen candidate was selected from an "active International Staff Roster and from a final list of up to five candidates from OCHA roster who were deemed suitable for the comparison exercise". Qualifications of the five candidates who had been considered for the job showed that none of them, except the selected one, had all required qualifications. One of the candidates did not have three out of four required qualifications and, therefore, it was not clear how he could be considered for the assignment. In view of the above, the process leading to hiring the spouse of RC/HC as a consultant does not appear transparent and needs further investigation by OCHA management at a higher level.

E. Financial management

Operating instructions

38. The manual used at OCHA-Sudan ("OCHA, Administrative Office") was dated 2002. This manual does not sufficiently cover specifics of the field operations. The manual mentioned that a more updated manual was under preparation but no newer manual was available. The Office also had a guideline for OCHA-Sudan in Khartoum for Finance and Administration, which was supposed to have been agreed to by UNDP but was initialed by the Administrative Officer of the Office only. A formal arrangement with UNDP was necessary to delineate the responsibilities in financial reporting. In view of the new working procedures with the introduction of the new UNDP accounting software ATLAS, new and existing guidelines should take this into account.

Recommendations 12 and 13

We recommend that:

- (i) OCHA-Sudan request OCHA-Geneva for the updated manual (AN2005/590/06/12); and
- (ii) OCHA-Sudan should have a formal arrangement with UNDP which delineates the division of responsibilities between UNDP and OCHA-Sudan (AN2005/590/06/13).

39. The Office informed that *OCHA-Geneva had circulated a CD titled "Field Handbook" which contains sections of finance and administrative aspects which, as always, should be updated continuously. Operational guidelines for the administrative/finance activities in OCHA-Sudan had been in existence and were currently updated to include the operations of the established field offices and operations. A request will be sent to HQ by 30 May. The option of a MoU to formalize the arrangement will be discussed with UNDP by 1 July 2005.* OIOS will keep these recommendations open pending the receipt of an updated manual and a copy of a formal arrangement with UNDP delineating the division of responsibilities between UNDP and OCHA-Sudan.

Cost recovery agreement between UNDP-Sudan and OCHA-Sudan

40. A global cost recovery agreement between UNDP and the Controller, effective 1 August 2003, authorized the reimbursement for services provided by UNDP country offices to the UN. The agreement remains in force unless terminated by mutual consent or by either Party giving six months written notice of termination to the other Party. As mentioned in paragraph 27 above, OCHA-Sudan had assigned two of its staff to the UNDP-Sudan Finance Section (since 1999) and Human Resources Section (since 2004) with one G-6 and one G-5, respectively. The salaries of these staff should be taken into account, as deductible from UNDP, in the cost-recovery calculations. The internal arrangements between UNDP and OCHA should also be spelt out in terms of each entity's

reporting requirements or obligations, especially in the context of changes within UNDP as a result of the introduction of its new accounting software (ATLAS).

41. Cost-recovery charges are based on the number of transactions and the per transaction cost according to UNDP's Universal Price List. OCHA-Sudan should be informed of the costs recovered on a monthly basis so that it is in a position to verify the accuracy of the recoveries.

Recommendations 14 to 16

We recommended that:

- (i) Salary payments borne by OCHA-Sudan should be deducted from the cost recovery being made by UNDP (AN2005/590/06/14);
- (ii) Arrangements between UNDP and OCHA be spelt out in terms of each entity's reporting requirements or obligations (AN2005/590/06/15); and
- (iii) OCHA-Sudan should be informed of the cost recovery charges by UNDP on an on-going basis and verify the accuracy of the charges (AN2005/590/06/16).

42. The Office advised that *by 1 July 2005 it would discuss and prepare an MOU with UNDP Sudan on the provision of administrative and financial services to UNOCHA with clear terms, costs and reporting lines. The request for cost recovery information was sent to UNDP on 23.05.05. UNDP has been requested to absorb the salary costs of the staff members assigned to it by OCHA.. OIOS will keep these recommendations open in its database pending the receipt of information on their implementation.*

43. In view of the establishment of the United Nations Mission in Sudan (UNMIS), OCHA-Sudan may also have to examine whether its services will continue to be provided by UNDP or whether it will be supported by UNMIS. OCHA-Sudan will, therefore, have to be in a position to review and terminate, if necessary, its arrangement with UNDP, should such a situation arise, and give a written notice within the mandatory 6 months to UNDP.

Recommendation 17

We recommended that OCHA-Sudan review its service provider arrangements with UNDP in light of its future arrangements with UNMIS (AN2005/590/06/17).

44. The Office responded that *it will discuss this issue with OCHA HQs before 30 May. OIOS will keep this recommendation open in its database pending a resolution of this issue.*

Budgetary Control

45. The Cost Plan for 2004 provided for \$9.5 million in expenditures for the Office. Financial authorizations were issued quarterly by OCHA-Geneva to OCHA-Sudan based on requests from OCHA-Sudan and on the basis of the approved Cost Plan. Based on the authorizations, OCHA-Sudan requested UNDP to make payments within the financial authorizations. There were a number of financial authorizations issued directly by OCHA-Geneva to UNDP without copying OCHA-Sudan. While this procedure may be functionally valid, it does not ensure adequate budgetary control by OCHA-Sudan over its budget, which may result in variations. For better accountability, all financial authorizations relating to the OCHA-Sudan's budget should be copied to the Office so that it is aware of all charges made against its budget and is able to control its budgetary expenditures. Also, OCHA-Sudan did not maintain a log of requested payments and, therefore, could not control the progressive expenditure under various budget lines.

Recommendations 18 and 19

We recommended that:

- (i) All financial authorizations relating to the OCHA-Sudan budget should be copied to the Office (AN2005/590/06/18); and
- (ii) OCHA-Sudan's Khartoum office maintain a log of all requested payments and use it to control its budgetary expenditures (AN2005/590/06/19).

46. The Office responded that *OCHA-HQ would be requested by 30 May to provide these authorizations. A log of requested payments was maintained for a better part of 2004 but with the emergency in Darfur there was a lapse. With the additional capacity in the office, this has already been addressed. OCHA Geneva stated that its standard practice on sending financial authorizations is to fax the documents, through OCHA's Registry, to both the UNDP Resident Representative and the OCHA Head of Office. OCHA Geneva will reinforce this practice and, additionally, will send a scanned copy of financial authorizations to the OCHA Heads of Offices via e-mail.* Based on this information, OIOS closed these recommendations in its database as implemented.

Reconciliation of expenditures

47. Reconciliation of expenditures with UNDP based on inter-office vouchers (IOVs) is the responsibility of OCHA-Geneva where each disbursement should be supported by documentation sent by UNDP Office in Khartoum. If OCHA-Geneva finds requesting payments missing, it refers the matter to OCHA-Sudan requesting it to sort it out with the UNDP office. As a matter of policy under OCHA's Administrative Office manual, IOVs are not received in the OCHA-Sudan office. Under an internal operational guideline of OCHA-Sudan, initialed by the Administrative Officer, the Office should receive and keep copies of monthly IOV ledgers with supporting documents.

However, this was not done on a regular basis at the time of the audit due to the lack of resources.

48. In accordance with the OCHA Manual of 2002, OCHA-Geneva reconciles the IOVs received monthly from UNDP on an annual basis only. In the auditors' opinion, it is important to reconcile the IOVs on a monthly basis to ensure adequate financial controls over the expenditures. This would allow for the timely detection and correction of the possible errors. Also a statement of reconciliation prepared by OCHA-Geneva should be shared with OCHA-Sudan so that it is informed of the variations on an on-going basis.

49. UNDP introduced the e:IOV system since October 2003. According to the agreement with the Controller, e:IOVs are sent on a monthly basis to OCHA-Geneva without supporting documentation. Any supporting documentation is provided to OCHA-Geneva on request only; OCHA-Sudan is not copied on these e:IOVs. Therefore, since OCHA-Geneva does not have a record of individual payments made at the request of OCHA-Sudan, the verification of payments is seriously flawed. Only OCHA-Sudan has a record of requests it makes to UNDP and therefore, in the auditors' opinion, OCHA-Sudan should be copied on the e:IOVs on a monthly basis so that it could verify whether charges match the requested payments.

Recommendation 20

We recommended that OCHA-Sudan request OCHA-Geneva for monthly copies of IOV (or e:IOV) for more effective and timely verification (AN2005/590/06/20).

50. The Office responded that *OCHA Geneva would be requested to copy all IOVs and eIOVs beginning 1 July*. Based on this information, OIOS closed this recommendation in its database as implemented.

Petty cash accounts

51. OCHA-Sudan operated 10 petty cash bank accounts (also called "Emergency Cash Advances") in its field sub-offices. The ceilings of these petty cash accounts ranged from \$500 to \$5,000. The amounts spent from them annually could be as high as \$30,000 a year in 2004. It was not clear how the ceilings of these advances were being regulated. The ceilings were above the permissible limits under the rules on petty cash. The Office informed the auditors that UNDP had permitted operating these accounts under a clause of "walk-in advances."

52. According to Petty Cash instructions, a local bank account should be opened and operated by a designated custodian or alternate. OCHA-Sudan, in consultation with UNDP, had nominated the heads of its sub-offices as custodians. Replenishment of petty cash amounts required that the custodian submit the originals of the Petty Cash Book, while the vouchers were to be maintained by the custodians. Also a reconciled balance sheet showing detailed income and expenditure with supporting documents should be sent to the OCHA-Sudan office which should certify it before

sending it to the Finance Section of UNDP-Khartoum. OCHA-Sudan did not maintain a log of replenishments made to sub-offices and could not provide details of amounts replenished.

53. Verification of original records at a sub-office in El-Fasher showed that the statement of accounts and bank reconciliation statement were not filed properly. The sub-office was not keeping a cash book for recording expenditures from cash in the office and, therefore, accuracy of cash in the office safe could not be verified. Further, the Administrative Assistant in the sub-office was not aware of the procedures and, in view of the poor recordkeeping, there was a need for closer monitoring of these accounts by OCHA-Sudan. The administrative staff should undergo training on rules and procedures and be provided with clear instructions.

Recommendations 21 to 23

We recommended that the Office:

- (i) Obtain specific instructions from OCHA-Geneva and UNDP on the regulation (including ceilings) of "Emergency Cash Advances" and maintain a log of replenishments made to field offices (AN2005/590/06/21);
- (ii) Instruct its field sub-offices to keep all necessary documentation (AN2005/590/06/22); and
- (iii) Provide necessary training to their administrative staff (AN2005/590/06/23).

54. The Office responded that *a log of petty cash replenishments is being maintained now for all locations. Also, operational guidelines for management of petty cash had been sent to the field locations and the concerned staff would be trained accordingly. The request for the specific instructions was sent to OCHA Geneva and UNDP on 23.05.05. The request for the specific instructions will be transmitted to UNDP and OCHA Geneva by 23 May 2005. The statements on accounts for replenishments will be maintained on file from 1 June 2005. The quarterly trips to the field sub-offices are planned for the administrative staff. These trips will also include training for administrative assistants in the field.* Based on this information, OIOS closed these recommendations in its database as implemented.

55. OCHA-Sudan did not provide budgets or cost plans for its field sub-offices. In view of the size of the petty cash accounts, these cost plans based on forecasts prepared by field sub-offices could be a useful control tool to monitor their expenditures.

Recommendation 24

We recommend that OCHA-Sudan approve cost plans for its field sub-offices based on forecasts of expenditures (AN2005/590/06/24).

56. The Office assured that *each field office will have its own cost plan from 1 July 2005*. OIOS will keep its recommendation pending implementation of this arrangement.

Accounts receivable

57. OCHA's Administrative Manual of 2002 does not describe how the accounts receivable should be tracked and monitored. However, it states that irrecoverable advances should be taken up with UNOG and the Accounts Division with the relevant supporting documentation for processing write-offs under the financial rules. UNDP stated that it did not record advances recoverable locally (ARLs) for its agencies. For advances against salaries, there was a system in ATLAS which could generate a list of ARLs, therefore, but had not been activated yet. For vendors, advances could be tracked through individual purchase orders. In the auditors' opinion, there should be some arrangement by which OCHA-Sudan and OCHA-Geneva would have a consolidated statement of ARLs for a proper follow up.

Recommendation 25

We recommend that OCHA-Sudan work out an arrangement with UNDP in order to have a consolidated statement of its accounts receivable (AN2005/590/06/25).

58. The office responded that *a memo seeking advise of OCHA Geneva to have consolidated statement of receivables would be sent to OCHA Geneva before 31.05.05*. Pending the results of this discussion, this recommendation will remain open in the OIOS database.

Designated officer for requesting payments

59. It was not clear who was the designated requesting officer for OCHA-Sudan on whose authority UNDP would process payments. Sometimes payment requests were made by the Chief of the Office, other times by his Deputy or by the Administrative Officer. For better control, it was important to have the requesting officer function designated to one official with an alternate. All copies of requests should be filed with the Administrative Officer. This arrangement should be intimated to UNDP for their record.

Recommendation 26

We recommended that OCHA-Sudan have a designated payment requesting officer with an alternate (AN2005/590/06/26).

60. The Office responded that *a memo will be sent from OCHA to UNDP offices in Sudan and Kenya on the designated officer(s)*. Based on this information, the recommendation was closed in OIOS database as implemented.

F. Procurement and inventory management

Procurement Instructions

61. OCHA's Administrative Office Manual of 2002 does not clearly lay out instructions on the distribution of procurement responsibilities. Therefore, there were no monetary ceilings for procurement by OCHA-Sudan. It was not clearly established what items could be bought by the Office itself and what procurement should be done by UNDP-Sudan on its behalf.

Recommendation 27

We recommended that OCHA's Administrative Office Manual be updated to clearly state the responsibilities and procurement ceilings to be observed by its field offices (AN2005/590/06/27).

62. The Office commented that *an updated manual should clearly outline the procurement actions and ceilings that can be undertaken by OCHA country offices. It will enquire the feasibility of this with OCHA-Geneva by 1 June*. OIOS will keep this recommendation open in its database pending the issuance of relevant instructions.

Procurement information

63. OCHA-Sudan could not provide the auditors with consolidated data on goods and services procured for the Office through UNDP, OCHA-Geneva and by the Office itself. This was because OCHA-Sudan did not maintain a log of requisitions – it simply filed copies of individual requisitions for procurements and purchase orders. The absence of this information prevented the management from assessing the reasonableness of the consumption of commodities acquired.

Recommendation 28

We recommended that OCHA-Sudan maintain a consolidated log of all its requisitions and purchase orders (AN2005/590/06/28).

64. The Office responded that *OCHA Sudan had maintained a log of all procurement requests sent to UNDP-Sudan for action except for the later part of the year when activities escalated in Darfur. The previously discontinued log will be re-established by 1 June 2005*. Based on this response, the recommendation is closed in OIOS database as implemented.

Procurement planning

65. OCHA-Sudan did not have an annual or quarterly procurement plan. Requests were being received on an ad hoc basis. OCHA-Sudan's Administrative Officer requested programme officers

to submit monthly statements of running costs which would provide usage data, but these were not completed. This format was too detailed, and a simple forecast based on quarterly needs would be sufficient for OCHA-Sudan to plan its requirements. The Administrative Officer also requested procurement actions from UNDP based on previous usage on a quarterly basis or on an ad hoc basis for emergency procurement. In our opinion, a procurement plan would help the Office assess its needs and reduce the administrative work related to procurement.

Recommendation 29

We recommended that OCHA-Sudan develop a procurement plan by type of goods and services required (AN2005/590/06/29).

66. The Office advised that *procurement plan matrix and templates had been sent to all field offices. Following the response from the field, an OCHA Sudan procurement plan will be developed by 15 July 2005.* Based on this response, the recommendation is closed in OIOS database as implemented.

Receipt and Inspection

67. Goods purchased by UNDP are received by OCHA-Sudan which sends them to the field sub-offices when required. Although individual receiving documents were filed, a consolidated log of dispatches and receipts was not maintained by the Office. In the absence of such a log, delays in receiving goods could not be monitored, except through individual complaints. There were losses reported, like a laptop computer or water filters, but a consolidated record of losses or short receipts was not kept by the Office. Action for write-off also had not been taken in the case of these losses.

Recommendation 30

We recommended that OCHA-Sudan maintain a consolidated log of dispatch and receipts. Also, action to write off cases of reported losses should be taken (AN2005/590/06/30).

68. The Office responded that *with the emergency nature of the operations, this was overlooked but a logistics assistant has been employed to take necessary action. The log will be instituted by 15 June 2005.* Based on this response, the recommendation is closed in OIOS database as implemented.

Inventory instructions

69. According to OCHA's Administrative Office Manual of 2002, field offices should maintain an updated inventory of non-expendable equipment. The inventory should detail *inter alia* the UN or OCHA tag numbers, a full description of the item (make, model), serial and or chassis and engine numbers, value, date of purchase, location (office/staff member), condition and remarks. Any related reports on loss, thefts or disposal must be an integral part of the inventory. OCHA-Sudan's internal

operational guidelines indicated that, while the office in Khartoum would maintain a common inventory system, a copy should be sent to UNDP and OCHA-Geneva office for their records.

70. OCHA-Geneva maintained a listing of inventory for its country office in Sudan, but this listing did not match the one maintained at OCHA-Sudan and was incomplete and outdated. OCHA-Sudan's inventory was not compiled in one place (either in a manual log or an electronic Excel sheet). There were pieces of information spread among different files. This did not provide assurance that the inventory was recorded in accordance with the instructions. A list provided by OCHA-Sudan did not match the inventory listing in the handover note of the Administrative Assistant of the El-Fasher field sub-office. According to El-Fasher Administrative Assistant, this was because there was no verification of inventory by OCHA-Sudan in the field. As a result the inventory listing was not reliable.

Recommendation 31

We recommended that OCHA-Sudan maintain a consolidated inventory record to follow all the requirements of the instructions. Inspection of inventory at field offices should be done periodically and the Administrative Assistants in the field sub-offices should be trained in the procedures (AN2005/590/06/31).

71. The Office responded that *a set of inventory keeping instructions have been developed and sent to the field offices. Physical stock taking is underway in field offices to verify and reconcile inventory listing. - Physical inventory checking to be conducted twice a year and inventory records reconciled accordingly.* Based on this information, this recommendation is closed in OIOS database as implemented.

Vehicle management

72. OCHA-Sudan had a fleet of 29 vehicles of which 12 were in Khartoum. Neither the Office nor the field sub-office in El-Fasher prepared an analysis of fuel consumption or the cost of repairs by vehicle on a regular basis. Absence of systematic data on the use of vehicles and fuel consumption could prevent the Office from controlling the consumption of fuel by individual drivers. Individual log books were prepared by the drivers and fuel replenishment was authorized based on mileage by the Chief Driver and the Logistics Assistant. However, the logbooks did not have the signatures of drivers who were making the entries. Also the Chief Driver's physical inspection of the mileage was not signed off by him. The same finding applies to the field office in El-Fasher.

Recommendation 32

We recommend that the necessary procedures be implemented for the better control on the use of cars and fuel consumption

(AN2005/590/06/32).

73. The Office informed that *logistics assistant to undertake this task is currently being identified. The procedures will be developed, shared with drivers and relevant staff and implemented beginning 15 June 2005.* Based on this information, the recommendation is closed in OIOS database as implemented.

Transportation of staff

74. According to UNDP's regulations, General Service category staff are entitled to be picked up and dropped to their homes from office on a payment of \$34 per month. OCHA-Sudan extended this benefit to all staff, including international staff and consultants on the same basis. This decision was not followed up with an instruction. Nor was there any instruction on this from OCHA-Geneva. Furthermore, recoveries for international staff and consultants were not made by OCHA-Sudan for this facility. In the auditors' view, this was not a fair practice as some staff paid for the facility and others, with much higher income, did not.

Recommendation 33

We recommended that, if the transportation of international staff and consultants is authorized, OCHA-Sudan develop a rate for them to be charged for this facility (AN2005/590/06/33).

75. The Office agreed that *consistency in billing for usage of vehicle to international staff with long term contracts should be maintained. Authorization will be requested of OCHA HQs by 30 May 2005. Action will be taken as soon as authorization is received.* However, the Office maintained that, *because of the unreliability of transport companies in Sudan, it had continuously offered transport to international staff that mostly are on short term/travel status.* OIOS considers that all staff, irrespective of their contracts' duration should reimburse the Organization for this service. The recommendation will remain open in OIOS database until the issue is properly resolved.

Vehicles contributed by ECHO

76. According to an agreement between OCHA and ECHO, the latter had contributed €2.5 million for providing 75 vehicles in support of humanitarian operations in the Greater Darfur region. ECHO, OCHA and UNJLC formed the Vehicle Allocation Committee (VAC) processed the distribution of these vehicles. The proposed MOU between OCHA and the recipients of the vehicles (mostly NGOs) did not specifically indicate whose accounts the vehicle would be registered to as an asset. In our opinion, this should be made clear in the MOU for clarity in accounting for these vehicles over their life span.

Recommendation 34

We recommended that OCHA's MOU with the recipient of the vehicles indicate specifically in whose account the vehicle would be registered as an asset (AN2005/590/06/34).

77. The Office responded that *it had prepared donation certificates, which clarify this issue, to all the NGO's to facilitate registration*. Based on this information, this recommendation is closed in OIOS database as implemented.

G. Security management

78. According to UNSECORD standards, each office must have its own security plan and emergency evacuation procedures. OCHA-Sudan did not have security plans and emergency evacuation procedures for its field offices. For the Office at Khartoum, it had an Office Emergency and Security Procedures prepared by UNDP in 2003. These procedures seemed to be generic with no specific information filled in it. In our opinion, OCHA-Sudan should obtain an updated security plan and emergency evacuation procedure covering all its locations in Khartoum and its field offices.

Recommendation 35

We recommended that OCHA-Sudan obtain an updated security plan and emergency evacuation procedures covering all its locations in Khartoum and its field offices (AN2005/590/06/35).

79. The Office undertook to immediately obtain these documents, where available. The recommendation is closed in OIOS database as implemented.

80. Interviews with 6 staff members from the Office at Khartoum showed that:

- None was aware of the emergency evacuation procedure (one staff said that there had been a mock evacuation exercise a few months back);
- None knew the names of the wardens in their areas of residence or office (one staff mentioned that she had been informed some time back but it had changed since then);
- Five out of 6 staff had completed the on-line training security training;
- All 6 had undergone the security briefing with UNSECORD; and
- None of them had received an emergency kit.

81. The draft report circulated by the Designated Official (DO) for security at Khartoum in February 2003 included the names of zone wardens, area security coordinators, information on zone staging area, concentration point and relocation points. However, this information had not been disseminated to the staff. In our opinion, the updated information on zone wardens, area security coordinators, information on zone staging area, concentration point and relocation points should be

widely publicized for the benefit of all staff and displayed widely in the office. *OCHA-Sudan stated that the seven hours security workshop was declared mandatory for all the staff. Most of OCHA Khartoum based staff did this on 19/22 May 2005. UNSECORD is arranging similar training for the Field office locations, which OCHA staff will attend.* OIOS will close the recommendation upon intimation that all staff have undergone the training and are aware of the security procedures.

Recommendation 36

We recommend that OCHA-Sudan ensure that its entire staff are aware of the security arrangements (AN2005/590/06/36).

82. The Office informed that *arrangements had been made with UNDSS to complete this before 30 May 2005.* Based on this information, this recommendation is closed in OIOS database as implemented.

83. UNSECORD has asked all offices to comply with the Minimum Operating Security Standards (MOSS). OCHA-Sudan's review of its offices' compliance to these standards in December 2004 indicated that under all categories a lot of requirements are still to be met. This situation puts staff at the Office at certain risk in case of emergencies. OCHA-Sudan's Administrative officer stated that he did not have a budgetary provision for complying with MOSS and that he was including it in the revised cost plan for 2005.

Recommendation 37

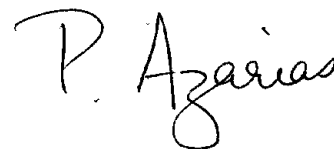
We recommend that OCHA-Sudan take all steps to comply with MOSS and seek the necessary budget provision (AN2005/590/06/37).

84. The Office advised that *the necessary provisions had already been incorporated in the Cost Plan proposal sent to HQs in April 2005.* Based on this information, this recommendation is closed in OIOS database as implemented.

V. ACKNOWLEDGEMENT

85. We wish to express our appreciation for the assistance and cooperation extended to the auditors by management and staff of OCHA-Sudan and OCHA-Geneva.

Patricia Azarias
Director
Internal Audit Division I, OIOS



Annex

Recommendation Status Sheet

Recommendation Number	Recommendation	Planned Implementation Dates
AN2005/590/06/01	OIOS recommended that OCHA-Sudan, in consultation with SRSG and DSRSG/RC/HC, re-assess its place in the new organizational chart of UNMIS that would reflect its role in the UN humanitarian operations in Sudan.	September 2005
AN2004/590/06/02	OIOS recommended that OCHA-Sudan, with assistance from OCHA headquarters, adapt and implement a comprehensive planning system which would cover all activities of the Office and would allow to determine its resource requirements and to monitor the implementation of its programme of work.	September 2005
AN2005/590/06/03	OIOS recommended that OCHA-Sudan, in collaboration with UNMIS and New York and Geneva, review reporting requirements with a view to identify redundancy and duplication.	September 2005
AN2005/590/06/04	OIOS recommended that final versions of the reports should be protected and safely stored.	July 2005
AN2005/590/06/05	OIOS recommended that in case of information input from outside sources into OCHA's reports, the sources are identified with a proper	September 2005

Recommendation Number	Recommendation	Planned Implementation Dates
	disclaimer.	
AN2005/590/06/06	OIOS recommended that the Office review the distribution of its personnel taking into account the needs for a stronger field presence.	September 2005
AN2005/590/06/07	OIOS recommended that in view of the changes brought about by the deployment of UNMIS, the Office review its composition and the level of the posts based on its functional requirements and submit its proposals to headquarters.	September 2005
AN2005/590/06/08	OIOS recommended that OCHA-Sudan, in collaboration with the recruiting officials, develop concrete steps to minimize the recruitment time for local GS positions.	Closed
AN2005/590/06/09	OIOS recommended that OCHA-Sudan prepare proposals to simplify contractual arrangements that would better serve the needs of the Office and submit them to the relevant bodies.	September 2005
AN2005/590/06/10	OIOS recommended that OCHA-Sudan request the UNDP office to exercise greater care in processing requests for SSAs.	September 2005
AN2005/590/06/011	OIOS recommended that OCHA-Sudan provide a complete justification for hiring the spouse of RC/HC as a consultant for the Office.	September 2005
AN2005/590/06/12	OIOS recommended that OCHA-Sudan request	November 2005

Recommendation Number	Recommendation	Planned Implementation Dates
	OCHA-Geneva for the updated manual.	
AN2005/590/06/13	OIOS recommended that OCHA-Sudan make a formal arrangement with UNDP which delineates the division of responsibilities between UNDP and OCHA-Sudan.	September 2005
AN2005/590/06/14	OIOS recommended that salary payments borne by OCHA-Sudan are deducted from the cost recovery being made by UNDP.	September 2005
AN2005/590/06/15	OIOS recommended that arrangements between UNDP and OCHA are spelt out in terms of each entity's reporting requirements or obligations.	September 2005
AN2005/590/06/16	OIOS recommended that OCHA-Sudan is informed of the cost recovery charges by UNDP on an on-going basis and verify the accuracy of the charges.	September 2005
AN2005/590/06/17	OIOS recommended that OCHA-Sudan review its service provider arrangements with UNDP in light of its future arrangements with UNMIS.	September 2005
AN2005/590/06/18	OIOS recommended that all financial authorizations relating to the OCHA-Sudan budget are copied to the Office.	Closed
AN2005/590/06/19	OIOS recommended that OCHA-Sudan's Khartoum office maintain a log of all requested payments and use it to control its budgetary	Closed

Recommendation Number	Recommendation	Planned Implementation Dates
	expenditures.	
AN2005/590/06/20	OIOS recommended that OCHA-Sudan request monthly copies of IOV (or e:IOV) from OCHA-Geneva for more effective and timely verification.	Closed
AN2005/590/06/21	OIOS recommended that OCHA-Sudan obtain specific instructions from OCHA-Geneva and UNDP on the regulation (including ceilings) of "Emergency Cash Advances" and maintain a log of replenishments made to field offices.	Closed
AN2005/590/06/22	OIOS recommended that the Office instruct its field sub-offices to keep all necessary documentation.	Closed
AN2005/590/06/23	OIOS recommended that OCHA-Sudan provides necessary training to their administrative staff.	Closed
AN2005/590/06/24	OIOS recommended that OCHA-Sudan approve cost plans for its field sub-offices based on forecasts of expenditures.	Closed
AN2005/590/06/25	OIOS recommended that OCHA-Sudan work out an arrangement with UNDP in order to have a consolidated statement of its accounts receivable.	September 2005
AN2005/590/06/26	OIOS recommended that OCHA-Sudan have a designated payment requesting officer with an alternate.	Closed

Recommendation Number	Recommendation	Planned Implementation Dates
AN2005/590/06/27	OIOS recommended that OCHA's Administrative Office Manual is updated to clearly state the responsibilities and procurement ceilings that should be observed by its field offices.	November 2005
AN2005/590/06/28	OIOS recommended that OCHA-Sudan maintain a consolidated log of all its requisitions and purchase orders.	Closed
AN2005/590/06/29	OIOS recommended that OCHA-Sudan develop a procurement plan by type of goods and services required.	Closed
AN2005/590/06/30	OIOS recommended that OCHA-Sudan maintain a consolidated log of dispatch and receipts. Also, action to write off cases of reported losses should be taken.	Closed
AN2005/590/06/31	OIOS recommended that OCHA-Sudan maintain a consolidated inventory record to follow all the requirements of the instructions. Inspection of inventory at field offices should be done periodically and the Administrative Assistants in the field sub-offices should be trained in the procedures.	Closed
AN2005/590/06/32	OIOS recommend that necessary procedures are implemented for the better control on the use of cars and fuel consumption.	Closed
AN2005/590/06/33	OIOS recommended that, if	September 2005

Recommendation Number	Recommendation	Planned Implementation Dates
	the transportation of international staff and consultants is authorized, OCHA-Sudan develop a rate for them to be charged for this facility.	
AN2005/590/06/34	OIOS recommended that OCHA's MOU with the recipient of the vehicles indicate specifically in whose account the vehicle would be registered as an asset.	Closed
AN2005/590/06/35	OIOS recommended that OCHA-Sudan obtain an updated security plan and emergency evacuation procedures covering all its locations in Khartoum and its field offices.	September 2005
AN2005/590/06/36	OIOS recommended that OCHA-Sudan ensure that its entire staff are aware of the security arrangements.	Closed
AN2005/590/06/37	OIOS recommended that OCHA-Sudan take all steps to comply with MOSS and seek the necessary budget provision.	Closed



OIOS/IAD-1 Client Satisfaction Survey

The Internal Audit Division-1 is assessing the overall quality of its audit process. A key element of this assessment involves determining how our clients rate the quality and value added by the audits. As such, I am requesting that you consult with your managers who dealt directly with the auditors, and complete the survey below. I assure you that the information you provide will remain strictly confidential.

Audit Title & Assignment No.: Audit of OCHA Sudan
(AN2005/590/06)

By checking the appropriate circle please rate:

1. The extent to which the audit addressed your concerns as a programme manager.
2. The audit staff's understanding of your operations and objectives.
3. The professionalism of the audit staff (communications, integrity, professional knowledge and responsiveness)
4. The quality of the audit report in terms of:
 - accuracy and validity of findings and conclusions
 - clarity and conciseness
 - balance and objectivity
 - timeliness
5. The extent to which the audit recommendations were appropriate and helpful.
6. The extent to which your comments were considered by the auditors
7. Your overall satisfaction with the conduct of the audit and its results.

	1 (poor)	2	3	4(excellent)
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-- accuracy and validity of findings and conclusions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-- clarity and conciseness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-- balance and objectivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-- timeliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

