



**AUDIT**

**OF**

**UNDP COUNTRY OFFICE**

**IN**

**GHANA**

**Report No. 1166**  
**Issue Date: 29 October 2013**

## Report on the audit of UNDP Ghana Executive Summary

From 29 April to 13 May 2013, the Office of Audit and Investigations (OAI) of the United Nations Development Programme (UNDP) conducted an audit of the UNDP Country Office in Ghana (the Office). The audit covered the activities of the Office during the period from 1 January 2012 to 8 February 2013. During the period reviewed, the Office recorded programme and management expenditures totalling \$14 million. The last audit of the Office was conducted by OAI in 2008.

The audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*. These Standards require that OAI plan and perform the audit to obtain reasonable assurance on the adequacy and effectiveness of the governance, risk management and control processes. The audit includes reviewing and analysing, on a test basis, information that provides the basis for the conclusions and audit results.

### Audit rating

OAI assessed the Office as **satisfactory**, which means “Internal controls, governance and risk management processes were adequately established and functioning well. No issues were identified that would significantly affect the achievement of the objectives of the audited entity.” There were no high priority issues or major control breakdowns identified. The Office had a high programme delivery for the review period. Ratings per audit area and sub-area are summarized below:

Audit Areas	Not Assessed/ Not Applicable	Unsatisfactory	Partially Satisfactory	Satisfactory
<b>1. Governance and strategic management</b>				
1.1 Organizational structure and delegations of authority	Satisfactory			
1.2 Leadership, ethics and values	Satisfactory			
1.3 Risk management, planning, monitoring and reporting	Satisfactory			
1.4 Financial sustainability	Satisfactory			
<b>2. United Nations system coordination</b>				
2.1 Development activities	Satisfactory			
2.2 Resident Coordinator Office	Satisfactory			
2.3 Role of UNDP – “One UN”	Not Applicable			
2.4 Harmonized Approach to Cash Transfers	Not Assessed			
<b>3. Programme activities</b>				
3.1 Programme management	Satisfactory			
3.2 Partnerships and resource mobilization	Satisfactory			
3.3 Project management	Partially Satisfactory			
<b>4. Operations</b>				
4.1 Human resources	Partially Satisfactory			
4.2 Finance	Partially Satisfactory			
4.3 Procurement	Partially Satisfactory			
4.4 Information and communication technology	Satisfactory			
4.5 General administration	Partially Satisfactory			
4.6 Safety and security	Satisfactory			
4.7 Asset management*	Satisfactory			
4.8 Leave management*	Satisfactory			
4.9 Global Environment Facility*	Not Applicable			

\* Cross-cutting themes

### Key issues and recommendations

The audit raised 7 issues and resulted in 7 recommendations, of which 1 (14 percent) was ranked high (critical) priority, meaning "Prompt action is required to ensure that UNDP is not exposed to high risks. Failure to take action could result in major negative consequences for UNDP and may affect the organization at the global level."

The high priority recommendation is as follows:

Human resources (Issue 2)	<u>Inadequate supervision over recruitment</u> . OAI noted, from the sample of cases reviewed, that the Office did not properly document the long and short listing of candidates, the processing of written tests, or the conducting of interviews. In addition, minutes of the Competency Review Panel meetings and details of cases discussed were not recorded. OAI recommends that the Office strengthen supervision over the recruitment process and ensure that the various steps and decisions in the selection process are duly completed, documented and kept on file.
---------------------------	--

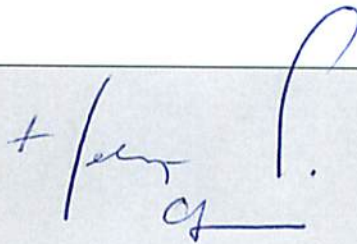
### Cross-cutting themes

As part of the 2013 OAI Annual Work Plan, all Country Office audits will include specific areas to be reviewed in more depth. Results from all audits will be compiled and analysed at the corporate level, and thereafter, a consolidated report will be issued separately. For this particular audit, the following were noted:

- **Asset management.** Satisfactory. No reportable issues noted.
- **Leave management.** Satisfactory. No reportable issues noted.
- **Global Environment Facility.** No reportable issues noted.

### Management comments and action plan

The Resident Representative accepted all seven recommendations and is in the process of implementing them.



Helge S. Osttveiten  
Director  
Office of Audit and Investigations