



**AUDIT**

**OF**

**UNDP COUNTRY OFFICE**

**IN**

**GAMBIA**

**Report No. 1213**

**Issue Date: 12 December 2013**

## Report on the audit of UNDP Gambia Executive Summary

From 22 July to 2 August 2013, the Office of Audit and Investigations (OAI) of the United Nations Development Programme (UNDP) conducted an audit of the UNDP Country Office in Gambia (the Office). The audit covered the activities of the Office during the period from 1 January 2012 to 30 June 2013. During the period reviewed, the Office recorded programme and management expenditures totalling \$6.8 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.” Ratings per audit area and sub-areas are summarized below.

| Audit Areas   | Not Assessed/<br>Not<br>Applicable | Unsatisfactory | Partially<br>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                              | Partially Satisfactory             |                |                           |              |
| <b>2. United Nations system coordination</b>              |                                    |                |                           |              |
| 2.1 Development activities                                | Satisfactory                       |                |                           |              |
| 2.2 Resident Coordinator Office                           | Not Assessed                       |                |                           |              |
| 2.3 Role of UNDP – “One UN”                               | Not Applicable                     |                |                           |              |
| 2.4 Harmonized Approach to Cash Transfers                 | Satisfactory                       |                |                           |              |
| <b>3. Programme activities</b>                            |                                    |                |                           |              |
| 3.1 Programme management                                  | Satisfactory                       |                |                           |              |
| 3.2 Partnerships and resource mobilization                | Satisfactory                       |                |                           |              |
| 3.3 Project management                                    | Satisfactory                       |                |                           |              |
| <b>4. Operations</b>                                      |                                    |                |                           |              |
| 4.1 Human resources                                       | Unsatisfactory                     |                |                           |              |
| 4.2 Finance   | Satisfactory                       |                |                           |              |
| 4.3 Procurement   | Partially Satisfactory             |                |                           |              |
| 4.4 Information and communication technology              | Satisfactory                       |                |                           |              |
| 4.5 General administration                                | 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 3 issues and resulted in 3 recommendations, of which 1 (33 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) | <p><u>Non-compliance with recruitment policies.</u> The Office did not comply with recruitment policies relating to the minimum academic and experience requirements when hiring two national professional staff members. This non-compliance may adversely affect the Office's operational capacity, especially in the financial management area. OAI recommends that the Office (a) re-visit the recruitment of the Finance Specialist and ensure that the post is filled by a candidate with the required qualifications, based on the Finance Specialist's terms of reference. In the absence of a qualified Finance Specialist, the Office should ensure sufficient supervisory controls over the Finance Unit by senior management; and (b) ensure that the Compliance Review Panel members exercise fully their due diligence obligations.</p> |
|---------------------------|---|

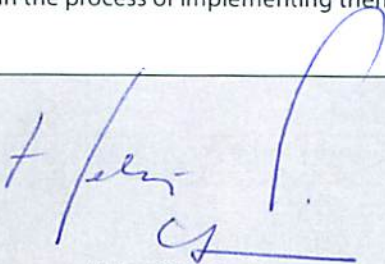
### Cross-cutting themes

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 three recommendations and is in the process of implementing them.



Helge S. Osttveiten  
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