

Audit	ActionPlanStatus	Priority	Recommendation
2009 9211 NBI	Closed	High	Ensure project assets are insured in order for them to be covered against any unforeseeable risks.
2009 9211 NBI	Closed	High	Ensure that the difference is investigated and resolved
2009 9211 NBI	Open	High	Management should ensure that there is adequate segregation of duties to avoid conflicts of interest
2009 9005 AGOC Special Audit	Open	High	<p>IAO/9005/9. UNOPS Management should review the validity of the expenditures incurred on the guest house. UNOPS management should also review the system of management of all guest houses in the organisation and develop a corporate policy on the subject, taking into account the requirements of MOSS. The policy should include but not be limited to:</p> <ul style="list-style-type: none"> - Conditions required to set up a UNOPS operated guest house and responsible officials; - Funding for capital cost and maintenance; and - Expenditure and income management.
2009 9005 AGOC Special Audit	Open	High	IAO/9005/2. UNOPS and AGOC Management should ensure proper compliance with OD12 relating to 'Records Retention Policy' in respect of bidding documents. They should take appropriate measures to retrieve missing procurement files and ensure they are kept according to UNOPS retention policy.
2009 9005 AGOC Special Audit	Open	High	IAO/9005/5. AGOC management should ensure that reconciliation of expenditures with UNDP/USAID is carried out in a timely manner, so that the project can be financially closed.

2009 9311 SGP Kenya	Open	High	Recognizing the unique difficulties that substantial delays in processing and releasing disbursements can cause, the Country Programme office should work with UNOPS to formalize and document an approach.
2009 9322 SGP Yemen	Open	High	<p>The 4-in-1 Report should be submitted to UNOPS every six months per the SOP guidance, and the documentation evidencing these submissions should be retained. Increased oversight by the designated UNOPS Associate Portfolio Manager should help to ensure SGP Country Programme office teams are adhering to mandated document submission deadlines.</p> <p>The practice has been corrected for the last six months of OP4 Yr2, and should be continued.</p>
2009 9002 LKOC	Open	High	As a control mechanism, the envisaged project board should review and approve the transfer pricing calculation (for cost recovery), particularly the periodic review of the hourly rates, as this is not checked by Finance unit either in LKOC(except by the finance assistant of PIDU) or in the RO and it effects the costing of other projects.

2009 9101 ICA	Open	High	IAO/9101/12. In view of the lack of data integrity and internal controls, Audit is unable to rely on the GLOCON data. In order to ensure data integrity and reliability, automation software in the GLOCON system should be developed to ensure proper input controls. Proper procedure for ICA engagement should be ensured by automating the ICA process from 'selection and approval' to contract management and performance evaluation through this system, as per procedure prescribed in the ICA Policy.
2009 9101 ICA	Open	High	Management should issue suitable guidelines to strengthen the documentation system, so as to ensure that the documents as prescribed in the ICA Policy are maintained by field offices and are available for view in GLOCON.
2009 9211 NBI	Open	High	Adjust the financial statement for PSU with US\$ 6,693 to reflect only those commitments which can be identified with actual obligations as at 31 December 2008.
2009 9211 NBI	Closed	High	Controls around cash management should be strengthened to ensure payments are limited to funds availability.
2009 9302 SGP Belize	Open	High	Obtain approval from the Global Manager for any "conditional approval" projects that are not to be formally approved by the NSC in the Operational Year that the funds are being committed from. There is ample documentation that formal proposals, grantee presentations and other normal criteria were not delivered at the time the projects were approved.

2009 9302 SGP Belize	Open	High	The UNDP office should avoid the practice of returning checks to SGP for final delivery. This was communicated to the UNDP Finance Manager at the time of the audit (as well as to the SGP Country Programme office personnel). UNDP should consider alternatives to the use of cashier's checks as described.
2009 9001 PEOC	Open	High	LCO Management to conduct thorough review of tender #LPI927 and report the result to UNOPS Management for further actions, if any. Particularly, additional justification is needed on the changing of the scores for the professional qualification.
2009 9001 PEOC	Open	High	Audit believes that a qualified external legal advice needs to be sought to ensure that there is full compliance to the local Budget Law regarding supervision arrangement for civil works exceeding the set threshold and that there is no potential reputation risk for UNOPS.
2009 9001 PEOC	Open	High	PEOC Management to ensure that no time limit is given for submitting protests.
2009 9001 PEOC	Closed	High	PEOC Management to update the TOR of the Supervision Unit and clarify the responsibility and tasks to be performed by the PEOC Supervision Unit wherever an Independent Supervision firm is engaged.

2009 9001 PEOC	Open	High	<p>HQ Finance should strengthen the process surrounding the reconciliation of the inter-fund with UNDP and other United Nations Agencies through a proper documentation of the process. Such documentation should include, but not be limited to:</p> <ul style="list-style-type: none"> - Formulation of a narrative description of the process that identifies the risks and mitigating measures of such risks, functions/positions involved in the process and sequential steps to perform the reconciliation; - Elaboration of a system to closely monitor the process throughout the year in order to ensure that the yearly reconciliation comes without any "surprise"; - Establishment of a formal periodic reporting system of the results of the reconciliation; - Definition of performance indicators for the process; and - Consider including the reconciliation with UNDP in the year end closure guidelines and procedures.
2009 9001 PEOC	Open	High	<p>HQ Finance to issue guidelines clarifying the supervision role of the Regional FMOs over the Finance Officers of the OCs.</p>
2009 9001 PEOC	Closed	High	<p>Audit still believes that a structured approach needs to be developed in Peru in accordance with the Regional strategy and the UNOPS corporate strategy. In that regard, the Business Development function should be reactivated and targeted on diversifying the portfolio towards non Government entities.</p> <p>A list of potential clients and a strategy on how to approach them could be elaborated</p>
2009 9001 PEOC	Open	High	<p>PEOC Management to:</p> <ul style="list-style-type: none"> - PEOC Management to establish a centralized Procurement Unit led by a qualified procurement officer in charge of ensuring that there is consistent approaches and capacities across the clusters.

2009 9002 LKOC	Open	High	IAO/9002/34. LKOC should a. implement the Administrative Instruction (AI/GSC/2008/01) that was issued on 21 November 2008 to clarify and/or supplement some of the provisions that existed in the UNOPS Procurement Manual. Particularly, the current UNOPS protest mechanism shall be fully disclosed in all solicitation documents. b. All information relating to complaints received and action taken should be kept in a database and audit trail should be available.
2009 9002 LKOC	Open	High	IAO/9002/14. ARU is functioning without approval of UNOPS HQ in 2009. HQ should examine the continued viability of the ARU for 2009, as mentioned in the approval to the proposal and make target agreement for the profits to be transferred to the administrative budget, on a similar pattern as PIDU.
2009 9002 LKOC	Open	High	IAO/9002/16. Audit recommends that a target agreement should be made by HQ with PIDU on the profits to be transferred to the revenues of UNOPS every biennium, after retaining part of the earnings for further investment.
2009 9002 LKOC	Open	High	UNOPS Finance HQ should review LKOC's practice to book PO only as per invoices received from contractors and funds received from client, and not as per signed contracts, from the point of view of understatement of liabilities and Atlas accounting system.
2009 9002 LKOC	Open	High	LKOC should not engage in the practice of splitting contract amounts (by year) to avoid HQPC review. HQ may review the provision of para 7.2.2 of Procurement manual to prevent splitting by year in order to comply with the rule.

2009 9002 LKOC	Open	High	<p>LKOC should:</p> <p>a. ensure that bank reconciliations for all accounts are done regularly by field offices and reported to LKOC Finance unit. In addition to verification of expenditures, the reconciliation should include assurance that all entries to the bank statements are agreed with book records.</p> <p>b. review the credits (cash deposits) in all projects' bank accounts alongwith justification for the deposits.</p>
2009 9002 LKOC	Open	High	<p>IAO/9002/6. UNOPS HQ should review the target setting methodology to incorporate targets for balance portfolio, acquisition targets based on cumulative gaps between delivery and acquisition in previous years, and business pipelines for the medium term, which should also be monitored on a rolling basis, along with delivery figures, for performance evaluation of an office.</p>
2009 9002 LKOC	Open	High	<p>LKOC management should strengthen its efforts at business acquisition and HQ and LKOC should monitor the achievement of its business acquisition targets (besides the delivery targets) to sustain its continued financial viability.</p>
2009 9002 LKOC	Open	High	<p>IAO/9002/35. LKOC management should strengthen their management practices for engagement of ICA to ensure due compliance with OD21 and should take corrective action on the deficiencies pointed out in all the cases referred to in the observation, under intimation to Audit.</p>
2009 9002 LKOC	Open	High	<p>Client reporting should</p> <p>(a) include information on the unrecorded obligation (where PO are not yet issued although contract is signed)</p> <p>(b) HQ and APO should discuss the format of financial statements provided to the client. Financial statements should not include forecasted expenditures.</p>

2009 9002 LKOC	Open	High	IAO/9002/27. LKOC management should a. review the case of shortfall of LKR 224,638, plus reasonable interest, and take action to recover the amount which is considered as a loss of project funds. b. Ensure that such cases of potential fraud are reported in a timely manner to HQ as required by OD10.
2009 9002 LKOC	Open	High	IAO/9002/22. APO Legal should review this arrangement for the legal liability that may arise if the client does not provide further funds and POs are not subsequently issued up to the value of signed contracts.
2009 9002 LKOC	Open	High	IAO/9002/30. APO management should review the high incidence of waivers in the procurement of goods and services carried out by LKOC and LKOC management should make efforts to reduce waivers to a minimum by proper planning and resort to waivers only as per conditions prescribed in procurement manual, including assessment of all available procurement options.
2009 9002 LKOC	Open	High	IAO/9002/36. LKOC management should review and institute proper controls so as to ensure that it carries out fees increases only as per proper justification, as prescribed in OD21. APO management should periodically monitor these controls.
2009 9003 IDOC	Open	High	IAO/9003/7. Database on past performance of construction contractors should be prepared and updated to facilitate the shortlisting process.
2009 9003 IDOC	Open	High	IAO/9003/6. Criteria for shortlisting of prequalified contractors for construction of schools should be clearly documented so that sufficient audit trail is available for the shortlisting process.
2009 9003 IDOC	Open	High	IAO/9003/27. IDOC should obtain the post facto approval of the relevant Procurement Authority and ensure that powers are not exercised beyond the delegations.

2009 9003 IDOC	Open	High	IAO/9003/26. IDOC should strengthen controls over its filing system and comply with the requirement of filing system for procurement cases as per Procurement Guidelines. A centralized procurement filing is recommended .
2009 9003 IDOC	Open	High	IAO/9003/1. In order to maintain the continued sustainability of the IDOC office, APO and IDOC Management should develop a strategic plan and focus renewed efforts on business acquisition in the region, keeping in view the likely completion of the current UNICEF project in 2009.
2009 9003 IDOC	Open	High	IAO/9003/13. Client reporting should include information on the unrecorded obligation, where PO are not yet issued although contract is signed. HQ and APO should discuss the format of financial statements provided to the client. Financial statements should not include forecasted expenditures .
2009 9004 PRPC	Closed	High	PRPC Management should strengthen their management practices for engagement of ICA to ensure due compliance with OD21 and should take corrective action on the deficiencies pointed out in all the cases referred to in the observation, under intimation to Audit.
2009 9004 PRPC	Open	High	UNOPS Management should issue suitable Administrative Instruction, or amend the AI issued in 2006 relating to separation of personnel, for delineating the procedure for preparation of hand over reports and its distribution, which should be duly signed by the concerned handing/taking over officials.
2009 9004 PRPC	Open	High	In view of the significant potential for business development in the region, PRPC management should prepare a structured strategic plan (both long term and short term) identifying the focus activities and key opportunities for business development.

2009 9004 PRPC	Open	High	PRPC Management should, in consultation with Finance , prepare a plan and ensure that operationally closed projects are financially closed in a time bound manner.
2009 9004 PRPC	Open	High	IAO/9004/12. Management shall develop a practical mechanism to mitigate the potential exposure to fluctuations between USD and Euros.
2009 9005 AGOC Special Audit	Open	High	IAO/9005/6. AGOC management should collate the documents relating to compliance with the provisions of the Contribution Agreement with regard to requests for quarterly progress reports, approval of project costing and signing off on completion of all subprojects by USAID.
2009 9005 AGOC Special Audit	Open	High	IAO/9005/3. UNOPS and AGOC Management should ensure proper compliance with OD12 relating to 'Records Retention Policy' in respect of project documents. They should take appropriate measures to retrieve missing project files and ensure they are kept according to UNOPS retention policy.
2009 9005 AGOC Special Audit	Open	High	IAO/9005/1. AGOC management should reconcile the expenditures booked by UNOPS and by UNDP.
2009 9101 ICA	Open	High	IAO/9101/30. Management should ensure that fees increase is justified only on the grounds mentioned in Para 9 of ICA Policy, and not on other grounds like harmonisation, initial hire at low level, etc.
2009 9101 ICA	Open	High	IAO/9101/31. Management should ensure that suitable systemic changes in the payment system is made to ensure that payments are released only after COPs are completed and duly signed, as required under Para 9.6 of ICA Policy.

2009 9101 ICA	Open	High	IAO/9101/27. The justification for fees fixation, as well as fees increase, should be clearly documented and NTF/RFA should be amended to provide for a format for calculation of fees based on prescribed parameters, method of estimation and weightage, to provide transparency to the process.
2009 9101 ICA	Open	High	Use of prescribed formats and templates should be made mandatory
2009 9101 ICA	Open	High	Management should review the cost effectiveness of hiring ICAs for particular occupations (such as driver, guard, and other support staff) vis-à-vis engaging them through an outsourced organisation.
2009 9101 ICA	Open	High	In view of the general lack of consistency in application of ICA Guidelines, management needs to strengthen the system of internal control, as detailed throughout this Audit report.
2009 9101 ICA	Open	High	IAO/9101/10. GLOCON system should be developed to incorporate the process of 'selection and approval', along with the contract management process as at present
2009 9101 ICA	Open	High	Management should conduct an analysis of the cost effectiveness of the current ICA Policy, analysing the reasons for substantial variances
2009 9101 ICA	Open	High	Formats of COP may be changed to incorporate more details as suggested in the observation.
2009 9101 ICA	Open	High	IAO/9101/11. GLOCON system should be developed into a management monitoring system to generate control information useful for managerial decision making.
2009 9101 ICA	Open	High	Management should consider the gender balance as well as distribution by nationalities in the ICA recruitment process.

2009 9101 ICA	Open	High	As required under Para 7.3 (d) of the ICA Guidelines, roster of qualified contractors should be established at Regional Offices, Operations Centres, Field Offices, and at Headquarters. These rosters should be regularly updated and dedicated resources allocated to manage them
2009 9101 ICA	Open	High	To assist hiring managers in following proper procedure for engagement of ICAs, checklists should be formulated for the ICA selection process, review and award and payments and performance monitoring process. Moreover, these checklists should form an integral part of the ICA file so that suitable audit trail is available for reference at any future date.
2009 9201 Sudan Census Project 51595	Closed	High	We recommend that the quarterly reports must be prepared on the basis of the approved financial statements and any adjustments made after the submission of quarterly and Project Delivery Reports (PDRs) must be reconciled with the financial statements to avoid instances of differences appearing in the two records.
2009 9201 Sudan Census Project 51595	Closed	High	We recommend that donor grants should be accounted for using proper banking channel and UNOPS SDOC Sudan should maintain complete record of funds received from donors. Moreover the donors must be informed when the funds are received so as to reconcile the amounts disbursed by the donors with that of the amount received by UNOPS on regular and timely basis.
2009 9201 Sudan Census Project 51595	Closed	High	We recommend that UNOPS must apply its accounting policies in a consistent manner and prepare its financial statements by making necessary adjustments to its existing records by accruing interest amounts and apply this policy on continuous basis.

2009 9201 Sudan Census Project 51595	Closed	High	We recommend that UNOPS Headquarter should maintain proper record of funds available Project wise and prepare reconciliation of the interest. Ina addition, the same shall be traced in the bank statements in order to track transparent and verifiable amounts being credited to the Projects as interest from the bank.
2009 9201 Sudan Census Project 51595	Closed	High	We recommend that Project management shall ensure to track keep record of all purchase orders that are outstanding for significant time, cancel these POs at year end so that the actual balance of unspent Project funds could be confirmed to prepare the budgets for the subsequent periods after review of the activities performed and results achieved.
2009 9201 Sudan Census Project 51595	Closed	High	Vendor appraisal should be performed by the Project management and this should be recorded and updated by the UNOPS SDOC in the form of a centralized listing.
2009 9201 Sudan Census Project 51595	Closed	High	We suggest that budgets checks must be in place to avoid overcharging of costs in the relevant budget lines. Moreover the Project management must review the expenses charged to the Project to be in conformity and within the approved budgets, agreed percentages and not crossed the maximum threshold specified.
2009 9201 Sudan Census Project 51595	Closed	High	We recommend that UNOPS should make adjusting entry at least at every month end for the F & A so that the financial records shall exhibit true and fair view of the financial position of the Project at particular period of time. At the period end when the actual expenses of the Project are confirmed, and F & A calculated, may be adjusted with the amounts already accrued F & A to the Project.

2009 9201 Sudan Census Project 51599	Closed	High	We recommend that the quarterly reports must be prepared on the basis of the approved financial statements and any adjustments made after the submission of quarterly and Project Delivery Reports (PDRs) must be reconciled with the financial statements to avoid instances of differences appearing in the two records.
2009 9201 Sudan Census Project 51599	Closed	High	We recommend that handover must sequentially be issued, properly prepared and maintained and should be reconciled with the comprehensive inventory handover report to avoid any material discrepancies.
2009 9201 Sudan Census Project 51599	Closed	High	Vendor appraisal should be performed by the Project management and this should be recorded and updated by the UNOPS SDOC in the form of a centralized listing.
2009 9201 Sudan Census Project 51599	Closed	High	We recommend that Project management shall ensure to track keep record of all purchase orders that are outstanding for significant time, cancel these POs at year end so that the actual balance of unspent Project funds could be confirmed to prepare the budgets for the subsequent periods after review of the activities performed and results achieved.
2009 9201 Sudan Census Project 51599	Closed	High	We recommend that handover must sequentially be issued, properly prepared and maintained. In addition the Project management must ask the CBS and relevant government departments to issue authorization letter besides its formal communication in favour of the personnel nominated to receive the inventory items on behalf of the government. The Project management must ensure that all handover of inventory items are made to the authorized personnel only.

<p>2009 9201 Sudan Census Project 51599</p>	<p>Closed</p>	<p>High</p>	<p>We recommend that the Project management and SDOC Finance Unit must ensure compliance with ARL guidelines and when necessary, amendments to these guidelines might be drafted on urgent basis and applied accordingly after approval from the Regional Office and UNOPS Headquarters as in case of clause 7(c), suggested by Project management that Sudani Pound may be also be declared as currency for ARL advance.</p>
<p>2009 9201 Sudan Census Project 51599</p>	<p>Closed</p>	<p>High</p>	<p>We recommend that all costs that are agreed by the government to be exempted shall be properly planned and exemption certificates must be obtained from the government. In addition, where such costs are included in cost of inventory of non expandable items by a vendor, prior communication must be made with the government followed by claim of request for rebate or concession for the same to ensure compliance with MOA by both the parties to the agreement.</p>
<p>2009 9201 Sudan Census Project 51599</p>	<p>Closed</p>	<p>High</p>	<p>We recommend that proper monitoring must be planned to ensure that activities are incurred within budgets and all resources that are deployed towards the implementation of the Project objectives should closely be evaluated on regular basis. Moreover annual work plans must be prepared keeping in view the availability of funds and resources in order to achieve targets of the planned activities within the stipulated budgets and timely completion of those activities can be ensured.</p> <p>The country office and Project manger should look into the matter and the amount shown as above should be investigated and where required budget revision should be done with the approval of the concerned government counterparts.</p>

2009 9202a COMDEV	Open	High	<p>Appuyer systématiquement toute dépense par des pièces justificatives appropriées.</p> <p>Assurer un archivage complet et adéquat de toutes les pièces justificatives durant 7 ans selon les procédures de Nations Unies.</p>
2009 9202a COMDEV	Open	High	<p>Obtenir systématiquement l'autorisation formelle du bailleur des fonds avant d'engager les dépenses non prévues au budget.</p>
2009 9202b UNICEF Schools 2006	Open	High	<p>Enhancement to the management of non-expendable asset should be considered in the following aspects:</p> <ul style="list-style-type: none"> * Date and cost of asset purchased to be recorded in the Inventory Listing; * Changes in the user of asset to be updated and supported with handover form acknowledged by the receiver; * Approval from the Project Coordinator/Project Manager should be obtained and documented to enhance supervisory control over transfer of assets amongst field offices; and * A control copy of Inventory Listing to be established. An independent officer, e.g.g Finance Officer to be delegated to periodically review changes made to the Inventory Listing vis-a-vis pertinent supporting documents such as Shipping Notes and handover form.

2009 9202b UNICEF Schools 2006	Closed	High	Project Management should enhance the control over VO by ensuring that all VOs are reviewed and approved by Field Office Manager and if necessary by UNICEF OIC prior to acceptance of the VO. The VO should also be signed by the contractor as and indication of acceptance of the amount and scope of work required. Finance Manager should only approve the payment once the VO forms have been duly completed.
2009 9202b UNICEF Schools 2006	Closed	High	Project Management should locate the unavailable documents to ensure they could be provided when requested by auditors. Project Management should also ensure the completeness of documentations to support expenditures recorded in the PDR as required under the Management Service Agreement ("MSA") dated 24 November 2006 signed between UNICEF and UNOPS Article 3.15.
2009 9202b UNICEF Schools 2006	Closed	High	All payment should be adequately supported by attaching the pertinent supporting documents, eg invoice/bill, delivery order and purchase requisition, before the payment is approved. Disbursement vouchers should be signed by the committing officer and verifying officer upon verification to relevant supporting documents and as the evidence that that the payment had been approved.
2009 9207 UNICEF Schools 2007	Closed	High	<ul style="list-style-type: none"> · APO may have communicated of transactions if accounted for in different line items of a PO in ATLAS. · A record may be maintained for such deviations with reasons by IDOC. · Such deviations may be informed to management and approved from requisite authority.

2009 9207 UNICEF Schools 2007	Closed	High	UNOPS APO and IDOC may ensure the timely submission of fund requisition to UNICEF so that sufficient funds availability can be ensured during the project period resulting in timely completion of project and comply with clause 6.2 for quarterly funds requisition.
2009 9207 UNICEF Schools 2007	Closed	High	Insurance of assets and cash may be taken as per compliance of UNOPS corporate policy and for compliance with MSA.
2009 9209 GEF Lake Chad Basin Project	Closed	High	We recommend consideration is given to alternate methods of payment to ensure staff are paid on time. This may include changes to the processes. Delays in staff payment usually lead to dissolution and low morale/motivation these are key triggers for unethical behaviour. While we do not believe unethical behaviours occurred we do believe the project should have sought a more dependable alternative such as the issuing of cheques or use of the company imprest system so as to avoid these delays. Alternatively, firm action should have been used to impress upon the UNDP country office to treat payment of salaries as a matter of urgency.
2009 9211 NBI	Open	High	With the emergence of the Atlas financial management system, which generates real time data, management should ensure that they undertake periodic analysis of budget versus actual.
2009 9211 NBI	Open	High	The difference of US\$ 26,779 between records maintained by UNOPS and those maintained by NTEAP PMU should be investigated and resolved.

2009 9211 NBI	Open	High	Management should ensure the authorised signatories listing at the bank is amended to reflect existing employees of ATP
2009 9211 NBI	Closed	High	Adjust the financial statement for RPT with only those commitments which can be identified with actual obligations as at 31 December 2008.
2009 9211 NBI	Open	High	The management should liaise with Uganda Revenue Authority to claim back all the VAT paid for project related activities.
2009 9211 NBI	Open	High	Management should ensure that an immediate review exercise is undertaken and adjustments made. In addition, procedure should be laid down for future periodic reviews of ULO.
2009 9211 NBI	Open	High	Management should ensure that an immediate cleansing exercise is undertaken and lay down procedures for future periodic reviews of ULO.
2009 9211 NBI	Open	High	Management should ensure that there is adequate segregation of duties to avoid conflicts of interest.
2009 9304 SGP Equador	Open	High	In order to prevent even the appearance of a possible conflict of interest, NSC members affiliated with organizations with SGP projects that are being considered, should approve other projects but withhold their approval relative to projects of their affiliated organization. One approach would be for the signature page of the minutes to note the exception project next to the conflicted NSC member's signature.

2009 9211 NBI	Closed	High	Ensure adherence to laid down project and NBI procurement procedures that requires evidence of competitive bidding for procurement of goods and services equal to or greater than US\$ 2,500.
2009 9211 NBI	Open	High	The difference of US\$ 651 between the bank confirmation received from Blue Nile Mashreg Bank and the bank reconciliation statement for December 2008 should be investigated and resolved.
2009 9211 NBI	Open	High	The PMU management should ensure that FASS system is operational in order to make it possible to retrieve financial information when required.
2009 9211 NBI	Open	High	Management should ensure that all payments are made to the vendor as per the vendor profile details on the payment voucher. Further, the vendor profile used in the ATLAS system should be the same as the contracted party
2009 9211 NBI	Closed	High	Management should liaise with the UNOPS office on the weakness noted with the financial management system and follow-up on resolution.
2009 9211 NBI	Open	High	Management should ensure that all salary transfers are made after the approval of the payment vouchers
2009 9211 NBI	Closed	High	Management should liaise with the UNOPS office to adjust the WRPM financial statements with US\$ 17,217 to reflect commitments which can be identified as actual obligations as at 31 December 2008.

2009 9211 NBI	Open	High	The PMU management should ensure that FASS system is operational in order to make it possible to retrieve financial information when required.
2009 9211 NBI	Open	High	Management should ensure that approval to pay taxes is obtained from UNOPS before payment of any taxes.
2009 9211 NBI	Closed	High	Management should ensure that an immediate cleansing exercise is undertaken and lay down procedures for future periodic reviews of ULO.
2009 9211 NBI	Open	High	Ensure adherence to laid down project and NBI procurement procedures in order to attain value for money in all transactions.
2009 9211 NBI	Open	High	Management should ensure that there are procedures in place to track the expiry and renewal/extension of agreements.
2009 9211 NBI	Open	High	Ensure adherence to laid down project and NBI procurement procedures that requires evidence of competitive bidding for procurement of goods and services equal to or greater than USD 2,500.
2009 9211 NBI	Open	High	The management should liaise with Uganda Revenue Authority to claim back all the VAT paid for project related activities.
2009 9211 NBI	Closed	High	Adjust the financial statement for EWUAP with US\$ 61,476 to reflect only those commitments which can be identified with actual obligations as at 31 December 2008.
2009 9211 NBI	Open	High	The ULO balance should be reviewed in detail and adjustment made for amounts which did not represent commitments as at 31 December 2008.

2009 9211 NBI	Open	High	Management should ensure that approval to pay taxes is obtained from UNOPS before payment of any taxes.
2009 9302 SGP Belize	Open	High	While recognizing that approval was requested for the large initial payment of approximately 50%, the other unusual payment practices noted should also have received special approval.
2009 9302 SGP Belize	Open	High	<p>This project is at risk of not being completed in accordance with initial project descriptions.</p> <p>In the NSC minutes of 02/15/2008 it was mandated that payments be contingent on the group meeting prescribed benchmarks in a monitoring plan.</p> <p>Further payments should be withheld until a re-determination of the project's likely success is made.</p> <p>During the audit, and at the auditor's request, the strategic plan document was obtained from a grantee vendor; such was used as the basis for the second payment.</p> <p>However, it was not in the SGP files at the time the second payment was made.</p>

2009 9304 SGP Ecuador	Open	High	<p>The financial commitment approved by the NSC should be included as a “critical information component” on the approved project list.</p> <p>It is also recommended that the SOP’s be modified to specifically state that including the amount approved for each project is a critical component and is required information.</p>
2009 9304 SGP Ecuador	Open	High	<p>A quick analysis of the fully-approved projects of \$690,000 less the amount of the monitoring agreements (\$90,768) less project 15 in the amount of \$50,000 (which no MOA has been signed and is cancelled) results in a base of contracts of approximately \$550,000.</p> <p>Against a base amount of non-monitoring MOA’s of approximately \$550,000, Ecuador has two authorized monitoring projects totaling \$90,478. These direct monitoring costs of Grantees, therefore approximates 16.5%. When internal SGP Country office monitoring activities and costs are included, costs would likely exceed 20% or greater. While this is clearly a subjective assessment, and it is recognized that these projects have been fully approved by the NSC, it nevertheless appears that the portion of funds allocated to monitoring activities is high.</p>

2009 9305 SGP Honduras	Open	High	Documentation must be maintained and transactions recorded in the correct period. The routing of these payments through the personal bank account of the NC should be stopped.
2009 9305 SGP Honduras	Open	High	The delegation of authority over the petty cash fund should likely be switched to the PA; the concept of using a wire transfer to the NC's personal account should be strictly avoided; surprise counts should be implemented; an independent approval function separate from the PA and NC should be considered and detailed documentation, including all supporting receipts should be retained in accordance with policy.
2009 9305 SGP Honduras	Open	High	The current practice of paying large amounts through cash to the NC and then distributing such amounts to others in cash should be strictly avoided. Documentation including original receipts for all disbursements must be maintained.
2009 9305 SGP Honduras	Open	High	Seek UNOPS specific approval for maintaining a sub-office staffed by non-UNDP and non-SGP personnel.
2009 9306 SGP Peru	Open	High	The practice of "rounding up" project amounts should be discontinued. Project Amounts should correspond exactly to the project proposal amounts.

2009 9307 SGP Trinidad and Tobago	Open	High	<p>The financial arrangement for occupancy cost allocations should be formalized and documented including the correct allocation percentage (1.5% verses 2.5%) in an agreement between UNOPS and UNDP. The pre-payment arrangement noted in 2009 (if agreed upon) should also be formalized in the agreement. If it is determined that the correct amount is 1.5% rather than the 2.5% charged, then administrative costs for this category would have been overcharged to SGP by approximately 66%. Total administrative costs would also be significantly mis-stated as a result.</p>
2009 9307 SGP Trinidad and Tobago	Open	High	<p>The Country Office should seek Global Manager approval of the concept and use of a UNDP Local Project Appraisal Committee.</p>
2009 9307 SGP Trinidad and Tobago	Open	High	<p>The 4-in-1 Report needs to be accurately maintained.</p>
2009 9309 SGP Guatemala	Open	High	<p>minimum before the 4-in-1 Report is tendered to UNOPS. While it was noted that disbursements in Yr1 were under-recorded in Atlas by approximately 20%, the scope of the audit did not include determining if Yr2 disbursements were correspondingly over-recorded, but such is likely to have occurred.</p>

2009 9309 SGP Guatemala	Open	High	Execute a new lease as soon as possible. Discontinue making payments in excess of current lease amounts.
2009 9310 SGP Suriname	Open	High	Reduce initial payments on grants to allowable limits within SOP Guidelines.
2009 9310 SGP Suriname	Open	High	Detailed minutes must be obtained and documentation signed by all members in attendance at the NSC meetings where projects are approved. Such documentation must be retained.
2009 9310 SGP Suriname	Open	High	Individuals responsible for processing and filing of disbursement vouchers should maintain such documentation in accordance with UNDP policies and it should be organized in such a manner that allows subsequent review.
2009 9310 SGP Suriname	Open	High	Individuals for processing and filing of disbursement vouchers should maintain such documentation in accordance with UNDP policies and it should be organized in such a manner that allows subsequent review.
2009 9310 SGP Suriname	Open	High	The 4-in-1 Report needs to be maintained current and should include disbursements through OP4 Yr1.
2009 9311 SGP Kenya	Open	High	Reduce initial payments on grants to allowable limits within SOP Guidelines.

2009 9312 SGP Senegal	Open	High	Transactions recorded in the General Ledger should be approved and well supported. Documentation of such transactions should be available for review.
2009 9312 SGP Senegal	Open	High	The 4-in-1 Report needs to be accurately maintained.
2009 9313 SGP Uganda	Open	High	Petty cash funds should be withdrawn in their entirety within 24 hours of the EFT. Conscientious of the security concerns raised by the NC with keeping cash in the office, an alternate location could be used. For example the petty cash box could remain at the UNDP CO until a better solution is reached.
2009 9314 SGP Albania	Open	High	Future projects should fully consider gender issues. As the NSC undergoes normal transition, the Country Programme office should look for opportunity to place female members on the committee.

2009 9314 SGP Albania	Open	High	<p>A reconciliation of the 4-in-1 Report to the Atlas expenditure details should be performed prior to forwarding the 4-in-1 Report to UNOPS.</p> <p>When financial adjustments are requested in order to correct Atlas, Country Programme management should follow through to ensure that either the adjustments are processed or explanation is received as to why such adjustments are not made, such that the 4-in-1 Report can be similarly adjusted.</p> <p>Significant noted errors (such as 6 months of rent charged to Sundries rather than to premises) cannot be left unresolved.</p> <p>Additional guidance and training appears required to fully communicate UNOPS expectations with respect to Atlas and the 4-in-1 Report.</p>
2009 9315 SGP Bolivia	Open	High	<p>Additional attention to detail and accuracy in the preparation of the 4-in-1 Report appears required</p>
2009 9315 SGP Bolivia	Open	High	<p>As Secretary to the NSC, the NC should prohibit the NSC from approving grants in an Operational Year in amounts exceeding \$50,000 to a single Grantee.</p>

2009 9321 SGP Turkey	Open	High	<p>The 4-in-1 Report needs to be accurately compiled. If actual Atlas data is not the source data used to populate the 4-in-1 Report template, the transaction detail that is utilized (i.e., payment requests) must be reconciled to the 4-in-1 Report prior to submitting it to UNOPS. When financial adjustments are requested in order to correct Atlas, Country Programme management should follow through to ensure that either the adjustments are processed or explanation is received as to why such adjustments are not made, such that the 4-in-1 Report can be similarly adjusted. UNOPS may also want to consider altering the 4-in-1 Report template to incorporate a supporting spreadsheet that could be used to detail individual expenditures. Additional tabs with embedded formulas could be created to automatically sum the individual transactions per activity, and by month, as required. Additional guidance and training appears required to fully communicate UNOPS expectations with respect to Atlas and the 4-in-1 Report.</p>
----------------------	------	------	---

2009 9315 SGP Bolivia	Open	High	<p>While such is not prescribed within the SOPs, it is recommended that for a situation where an NSC member has an affiliation with a grantee being considered, the minutes should accurately reflect that the NSC member excluding themselves from such meeting. Further the NSC Approved Grant list should identify that the NSC member with an affiliation did not approve the selection of the specific affiliated Grantee.</p>
-----------------------	------	------	---

2009 9315 SGP Bolivia	Open	High	<p>The Country Programme needs to commit that it is unacceptable to obtain NSC approval of projects and grantees prior to receipt of formal proposals and that it is clearly unacceptable to initiate a competitive bid evaluation process several months after the Grantee and project has been approved.</p> <p>It needs to be justified (by UNOPS or the Global Manager) if the type of activities performed by PRO-RURAL are acceptable to fund through RAF funds, particularly given the coverage of CORE projects using RAF funds that occurred in OP4 Yr1.</p>
2009 9315 SGP Bolivia	Open	High	<p>As secretary to the NSC, the NC must ensure allocation amounts are not exceeded.</p> <p>Grant amounts recorded inMOAs should equal the amounts approved by NSC. The NSC should not issue final approval of amounts that are not intended as final.</p>

2009 9315 SGP Bolivia	Open	High	The Country Programme office should obtain and document specific approval on a Grant-by-Grant basis for any initial payments that will exceed the 35% limitation (does not apply to planning grants.)
2009 9317 SGP Ghana	Open	High	<p>Understanding that the banking infrastructure does not make wire transfer a cost effective option, the Country Programme office should work with UNOPS and UNDP CO Finance to find a way to avoid having payments being held at the SGP office or deposited by the PA. UNDP should retain and distribute checks to Grantees located within reasonable distance and consider leveraging regional bank networks in GHANA to have payments reach the Grantees' remote bank accounts directly.</p> <p>Section 4.1.4 of the SOPs should be enhanced to include guidance around what constitutes adequate "Segregation of Duties" for grant payment distribution.</p>

2009 9318 SGP India	Open	High	<p>The concept of approving projects greater than available funds should be discontinued by the NSC.</p> <p>The concept of approving projects at NSC meetings in OP3 and using OP4 RAF funds to execute should also be discontinued.</p> <p>It should be reinforced that the NSC cannot make decisions and resolutions that contradict UNOPS SOPs and Operational Guidelines.</p> <p>Minutes should not reflect SGP Grant amounts exceeding \$50,000</p>
2009 9318 SGP India	Open	High	<p>The NC should not approve any further 2nd grant disbursements on future projects prior to the completion of a field visit and receipt of a properly completed and reviewed progress report.</p>

2009 9318 SGP India	Open	High	<p>Internal audit was advised that UNOPS approved the communications used and issued by the NHI, but such approval documentation was not provided to the auditors at the time of the audit. UNOPS should consider revising the contract terms to designate the specific approval process which must be followed when Article 16 is being waived, and the NC should retain documentation that all materials (individually) have been fully approved by UNOPS.</p>
2009 9318 SGP India	Open	High	<p>In the future, the NC should seek documented approval from UNOPS or the GM to use a RAF designated allocation for projects related to other non-specified, but important GEF focal areas.</p>

2009 9318 SGP India	Open	High	<p>A unique opportunity may exist within INDIA as the Country Programme already receives 2-3 certified reports on each project; these reports are issued by chartered accountants. The NC should consider if the last and final report could also contain coverage of the cash component of Co-financing at little incremental expense. This may eliminate the need to request supporting documentation on Cofinancing. Alternatively, the Country Programme office should request and obtain what it considers the appropriate level of additional supporting documentation from Grantees related to both in-kind and cash Co-financing received. The Country Programme office must keep Co-financing in the SGP database accurate by adjusting it to actual Cofinancing received by Grantees at project completion.</p>
---------------------	------	------	---

2009 9320 SGP Egypt	Open	High	<p>The 4-in-1 Report needs to be accurately compiled. If actual Atlas data is not the source data used to populate the 4-in-1 Report template, the transaction detail that is utilized (i.e., payment requests to UNDP CO) must be reconciled to the 4-in-1 Report prior to submitting it to UNOPS.</p> <p>UNOPS may want to consider upgrading the 4-in-1 Report template by incorporating the supporting spreadsheet used by the PA to detail expenditures into the 4-in-1 Report as additional tabs and formulas could be created to total the transactions per activity automatically.</p>
2009 9321 SGP Turkey	Open	High	<p>The Country Programme office should obtain and document specific approval on a Grant-by-Grant basis for any initial payments that will exceed the 35% limitation (does not apply to planning grants).</p>
2009 9323 SGP Morocco	Open	High	<p>UNDP Finance should not change account numbers and activity lines provided by the SGP Country Programme office when vouchering administrative and grant POs.</p>

2009 9326 SGP Samoa	Open	High	<p>The 4•]in•]1 Report should be submitted to UNOPS every six months per SOP Guidance; documentation evidencing these submissions should be retained. Increased oversight of this location by the designated UNOPS Associate Portfolio Manager appears warranted and should help to ensure that the SAMOA Country Programme complies with documentation and reporting requirements in a timely manner.</p>
2009 9326 SGP Samoa	Open	High	<p>A consistent, singular progress report should be used, and retained for all projects, along with the desired level of supporting documentation, as prescribed locally by the Country Programme office. The desired template should be attached to each MOA issued in the future, as Annex C.</p>
2009 9327 SGP Tanzania	Open	High	<p>Atlas vendor profiles should be accurately maintained, and addresses should be unique. Further inquiry to determine if the Grantee and NSC do indeed share the exact same address should be considered.</p>

2009 9327 SGP Tanzania	Open	High	<p>The 4•]in•]1 Report needs to be accurately compiled. If actual Atlas data is not the source data used to populate the 4•]in•]1 Report template, the transaction detail that is utilized (i.e., payment requests) must be reconciled to the 4•]in•]1 Report prior to submitting it to UNOPS. When financial adjustments are requested in order to correct Atlas, Country Programme management should follow through to ensure that either the adjustments are processed or explanation is received as to why such adjustments are not made, such that the 4•]in•]1 Report can be similarly adjusted. UNOPS may also want to consider altering the 4•]in•]1 Report template to incorporate a supporting spreadsheet that could be used to detail individual expenditures. Additional tabs with embedded formulas could be created to automatically sum the individual transactions per activity, and by month, as required</p>
------------------------	------	------	---

2009 9328 SGP Mali	Open	High	<p>CPMT advised MALI that the over commitment should be sourced from their OP4 Yr 2 Grant Allocation. Professional due care over the accounting and reporting for this aberration is critical in the current year.</p> <p>Not being able to clarify how this occurred (i.e. accounting error, etc) it is recommended that the SGP team devise some means of keeping a running total of grant funds approved, and reference it often as project selection discussions are occurring to ensure that over commitment of grant funds does not re-occur.</p> <p>UNOPS should consider implementing a secondary, Programme level control whereby the first Grant payment POs will only be approved once the cumulative total value of approved MOAs (year-to-date), has been confirmed to not exceed the Country Programmes Grant Allocation for the Operational Year. This could easily be incorporated right into the existing Grant PO Notification Form.</p>
2009 9329 SGP Philippines	Open	High	<p>Going forward, the NSC discussion and project evaluation must be evidenced via the Grant Approval List, signed by all present NSC members at the conclusion of the project selection meeting.</p> <p>The frequency of NSC meetings as defined within the current TORs should be altered in order to align practice with policy. Consider defining a meeting frequency range, or a phrase like "as needed" to provide the flexibility required</p>

2009 9329 SGP Philippines	Open	High	Since successful grant making is the primary focus of the SGP Country Programme, the PHILIPPINES SGP should devise and execute additional means for soliciting projects to increase the number of possible project options and build a pipeline. Options include the use of formal solicitation methods, increased advertising, and leveraging other Non-profit organizations with significant presence in PHILIPPINES.
------------------------------	------	------	---

<p>2009 9330 SGP Malaysia</p>	<p>Open</p>	<p>High</p>	<p>Understanding that the banking infrastructure does not always allow for EFT or make it a cost effective option, the Country Programme office should work with UNOPS and UNDP CO Finance to find a way to avoid having payments being handled by SGP (held at the SGP office or deposited by the PA).</p> <p>The SGP NC/PA, as the payment requestor, should not have any role in distributing Grantee payments in order to maintain appropriate Segregation of Duties.</p> <p>Grant payment distribution tasks should immediately be transferred to UNDP.</p> <p>Due to the frequency with which this seems to occur, UNOPS/CPMT should consider including this payment method as an additional payment option in the MOA Template whereby a bank check is drawn by UNDP, and subsequently deposited into the Grantee bank account by UNDP.</p> <p>Section 4.1.4 of the SOPs should be enhanced to include guidance around what constitutes adequate "Segregation of Duties" for grant payment distribution.</p>
-----------------------------------	-------------	-------------	---

<p>2009 9330 SGP Malaysia</p>	<p>Open</p>	<p>High</p>	<p>Understanding the practicality of this approach, co-mingling of personal and SGP funds is not a recommended business practice. The NC, in conjunction with UNOPS and UNDP-CO, should devise and implement an alternative solution. One Country Programme is noted to have negotiated to pay certain administrative costs, such as internet fees, on a semi-annual basis.</p>
<p>2009 9330 SGP Malaysia</p>	<p>Open</p>	<p>High</p>	<p>Since successful grant making is the primary focus of the SGP Country Programme, the MALAYSIA SGP should devise and execute additional means for soliciting projects to increase the number of possible project options and build a pipeline. Options include the use of formal solicitation methods, increased advertising, and leveraging other Non-profit organizations with significant presence in MALAYSIA.</p>

2009 9331 SGP Vietnam	Open	High	Going forward, the NSC discussion and project evaluation must be evidenced via the Grant Approval List, signed by all present NSC members at the conclusion of the project selection meeting.
-----------------------	------	------	---

2009 9332 SGP South Africa	Open	High	<p>The NC is tasked with confirming that grant projects are “on track” and in line with MOA provisions before Grantee payments are authorized.</p> <p>The Country Programme office should not release payments until a detailed progress report evidencing accomplishment of the Projects specific activities is received and contents confirmed by SOUTH AFRICA SGP. This review should be evidenced in the project file as pre-requisite to any Grantee disbursement requests via a simple checklist or signature of review on the report itself.</p> <p>A consistent, singular Progress Report should be used, and retained for all projects, along with the desired level of supporting documentation, as prescribed locally by the Country Programme office. The desired Template should be attached to each MOA issued in the future, as Annex C.</p> <p>Additional monitoring activities are required, and under the circumstances, immediate catch-up monitoring activities also appear to be warranted.</p>
----------------------------	------	------	--

2009 9332 SGP South Africa	Open	High	<p>Both Grant and Administrative Vendor profiles should only be approved by UNOPS going forward, per UNOPS guidelines.</p> <p>Understanding that only UNOPS personnel are supposed to have the ability to approve Vendors in BU 50, the Atlas Vendor Master file should also be assessed for adequately embedded ICF structure.</p> <p>If UNDP approving Administrative Vendors in Atlas is an acceptable deviation from the practice prescribed in the SOPs, the verbiage in the SOPs should be updated accordingly.</p>
2009 9334 SGP Kyrgyzstan	Open	High	<p>A consistent, singular progress report should be used, and retained for all projects, along with the desired level of supporting documentation, as prescribed locally by the Country Programme office. The desired Template should be attached to each MOA issued in the future, as Annex C.</p> <p>The Country Programme office should not release payments until a detailed progress report evidencing accomplishment of the Projects specific activities is received and contents confirmed by KYRGYZSTAN SGP. This review should be evidenced in the project file as pre-requisite to any grantee disbursement requests via a simple checklist or signature of review on the report itself.</p>

2009 9334 SGP Kyrgyzstan	Open	High	UNOPS should assess the Atlas Financial data for project number 57279, and determine the root cause of the reporting issues encountered. Corrective actions should be taken accordingly.
-----------------------------	------	------	--