



International Organization for Migration (IOM)
The UN Migration Agency

OFFICE OF THE INSPECTOR GENERAL

Management Response and Actions IOM Country Office Pretoria Audit File No. ZA202101

The IOM Office of the Inspector General (OIG) conducted an internal audit of the IOM Pretoria (the “Country Office”) from 23 - 31 August 2021. The audit assessed the risk exposure and risk management of the Country Office’s activities, in order to ensure these are well understood and controlled by the country-level management and staff. The audit covered the activities of the Country Office from 1 July 2019 to June 2021. The results of the audit are public and can be accessed through IOM’s global website¹.

The OIG assessed the Office as ***partially effective, major improvements needed*** and raised 40 audit findings and recommendations, of which 15 were very high and high priority. As of the date this summary is publicly available, 7 high recommendations are in the process of implementation of action plans and in progress to be implemented, while 8 have already been implemented.

Management Response and Actions to the Open Recommendation of Internal Audit Report of ZA202101 – IOM Pretoria

Management and Administration

Finding No 1. Organizational Structure and assignment of tasks need to be reviewed

Implementation On-going

The revised organization chart is under review and formal comprehensive matrix that clearly defines responsibility of roles for specific process is being finalized. Mission aims to fully implement internal audit’s recommendation by end of September 2022.

Finding No.2 Incomplete Delegation of Authority matrix and inappropriate PRISM role assignment

Finding Closed

We have developed a comprehensive delegation of authority matrix covering transactions requiring approvals i.e. purchase request form, purchase order, Online Invoice Payable Application, vendor management system, travel request and travel expense claims, etc. which is in effect from September 01, 2022.

Finding No 3. Absence of risk management framework

Implementation On-going

We are working on this and aiming to finalize this exercise by end of September 2022.

¹[IOM Pretoria](#)



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Human Resources

Finding No.6 Inadequate Recruitment planning

Finding Closed

It is important to mention here that any succession plan is effective when adequate financial resources are available to support implementation and as explained during the audit the decision to abolish the two G4 positions was mainly due to budgetary constraints. We are expediting the recruitment for G5 Procurement and Logistics Assistant; the Senior Procurement and Logistics Assistant has been selected for a position at the Regional Office, we will liaise with the Regional Office to ensure that the Country Office can keep staff member until the replacement for the position is identified. We are also liaising with Department Resources Management-Emergency Support Unit if they can assist the country office by sending a staff member on short-term assignment to enhance the capacity in Procurement unit. The G5 Procurement and Logistics Assistant was already recruited. The Senior Procurement and Logistics Assistant was offered the position by Regional Office, however, the Regional Office committed to support the procurement unit to ensure that there are no gaps.

Finding No.7 Issues associated with consultancy contracts

Finding Closed

As explained during the audit and exit debrief, corrective measures have already been put in place. All new consultancies for the Country Office have been advertised and selection will be done through a competitive process.

Justification/reason for sole source consultancies in FY 2021 as explained during the meeting was due to Covid-19 and travel restrictions in place which had an impact on resource mobilization and project implementation. However, the practice of obtaining signed standards of conduct and confidentiality agreements has already been initiated. All country office's consultancy payments are released after receiving confirmation of achievement of deliverables submitted by consultant; and use of consultant evaluation form is also in place.

The mission is now implementing the new instruction IN/84 Rev.1 "Guidelines for Selection and Employment of Consultants"

Finance and Accounting

Finding No. 10 Set-up of bank signatory panel and controls associated with bank management needs strengthening

Finding Closed

We have agreed to revise the bank signatory panels in coordination with the Regional Office and also added the new Regional Director in the signatory panels. Coordination is in progress and panel will be updated once all signatories are available in office to sign forms required by the bank to take changes into effect. In the revised bank signatories panel, we have included senior/technical staff in Panel A from both the Country Office and Regional Office to ensure segregation of duties and allowing a combination of signatories comprising of at least one senior/technical staff to avoid instances wherein both junior/programme staff approve bank transactions. Regarding the e-banking system, it is not practical to have only two persons as Administrators, if anyone of them is not available e.g., on travel on duty; office will not be able to add or update banking details of a vendor on e-banking platform.



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We will, therefore, only assign the "Administrator Role" to senior/technical staff i.e. all members in Panel A. Mission is using "Vendor Management System" to create new vendors or make changes to existing vendors, which is used to update the banking details. As part of vendor management system exercise, we periodically review banking details and block/delete banking details as per PRISM with e-banking platform to avoid/resolve any discrepancies and have also reviewed and deleted any duplicate profiles created erroneously of any staff members.

Finding No.11 Control over recording and monitoring of accounting transactions needs enhancement

Finding Closed

In addition to the previous responses, the Country Office is now live in Purchase Requisition Application, vendor management system, purchase order, Online Invoice Payable Application and Travel App. All payments are now being processed using Online Invoice Payable Application and released after adequate review and authorizations. Other recommendations such as payroll reconciliation, timely calculation of personal mileage, and submission of travel expense claims and settlement of travel advances were already implemented.

Procurement and Contracting

Finding No. 21 Deficient Procurement process

Finding Closed

Training was done for procurement and finance team in October 2021 to enhance capacity and ensure compliance. Since then we have had a change of staff within the procurement team, with one staff member moving to Regional Office in November 2021 and another leaving the organization in March 2022. A new team is on board and they have gone through a training on procurement. We initiated the process of vendor pre-qualification and will continue due this on a regular basis to obtain competitive pricing and value for money. We are using the new vendor management system and all our requests are created in the system.

Finding No. 22 Lack of internal control oversight over contract management

Implementation On-going

Finding No. 23 Poor contract management associated with transportation of migrants and assets

Implementation On-going

Finding No. 24 Poor contract management associated with medical and cleaning services

Implementation On-going

Finding No. 25 Poor Asset Management

Implementation On-going

Information Technology

Finding No. 33 No ICT risk register

Implementation On-going

We are working on this and aiming to finalize this exercise by end of September 2022.



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Programme and Operations

Finding No. 36 Delays in Project ID Activation

Finding Closed

All recent projects have been activated by November 2021.

Finding No. 37 Delays in the submission of donor reports

Finding Closed

We have taken steps to ensure all donor reports are submitted in time. As of August 2022, the mission does not have any report that is overdue.

OIG - Internal Audit Comment:

Internal Audit notes the recommendations already implemented and encourages the Country Office to proceed with the implementation of the recommendations remaining in progress.