



International Organization for Migration (IOM)
The UN Migration Agency

OFFICE OF THE INSPECTOR GENERAL

Management Response and Actions IOM Country Office Abuja Audit File No. NG201801

The IOM Office of the Inspector General (OIG) conducted an internal audit of the IOM Abuja (the “Country Office”) from 18 to 29 June 2018. 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 June 2016 to 31 May 2018. The results of the audit are public and can be accessed through IOM’s global website¹.

The OIG assessed the Office as largely ineffective, and of the 39 audit findings and recommendations, 20 were considered very high and high risk. A follow up audit was conducted in order to review the progress made on findings from the 2018 audit. As of January 2020, the Country Office has eight remaining open findings, five of which are High.

The IOM Office of the Inspector General sent an internal auditor to conduct a review exercise in Abuja, Nigeria from 13 to 16 January 2020. The below report provides an explanation of the actions taken since the 2018 audit and the current state of the IOM Abuja office as of January 2020.

Management Response and Actions to the Internal Audit Report of NG201801 – IOM Abuja

Management and Administration

Finding No. 1: Risk management process

Implementation On-going

The Chief of Mission will conduct a consultative process of the risk register with the Project Managers and Sr. Resource Management Officer to identify and update the risks accordingly and the Chief of Mission to periodically update the risk register to ensure it remains valid. Additional three months has been granted to update the existing risk register.

Mission’s Response: In coordination with the Risk Officer at Headquarters, the Country Office had planned and set a date to update the existing Risk Register for beginning of March 2020. However, the Risk Officer, for personal reason could not come to Nigeria and the plan was changed to the end of March and beginning of April. Once again, our plans were put on hold due to the onset of Covid-19. The Risk Register workshop was supposed to be attended by all Project Managers, Head of Sub-offices, Resource Management Officers, Procurement and Logistics Officers and other key staff. The meeting

¹https://www.iom.int/sites/default/files/about-iom/audit/ng201801_-_iom_abuja.pdf



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will take place as soon as situation allows it. We expect to finalize this by end of October 2020, assuming Covid-19 has subsided.

Finding No. 2: Security arrangement

Finding Closed

The Country Office has fully complied with United Nations security measures, the Facility Safety and Security Survey for all offices were provided and the hubs management worked closely with UN Department of Safety and Security to implement any improvement on the facilities needed to support the security and provided a documentation of the handover of security management of the hubs. Furthermore, in-house guidelines were developed, and emergency contact details of staff has been provided.

Finding No. 3: Insufficient Delegation of Authority matrix

Finding Closed

A new staff member(s) joins the team as such PRISM roles and authorization matrix has been regularly updated. For the meantime, the copy of the PRISM access control request will be updated regularly until a new staff joins the Country Office.

Personnel

Finding Nos. 4 and 5: Poor administration of hourly staff and delays in staff recruitments

Finding Closed

The Country Office provided the payroll and majority of the fees are the same. In terms of the tier system, the sub-office has three HR staff that are involved in the process. While the recruitment process has been strengthened by having the HR staff in the field and taking care of the recruitment process. The files are significantly complete and additionally, the office is also keeping a soft version of the entire file per staff. The PERN for all hourly staff was initially entered by PRISM and any new recruitment is entered by the HR staff in Abuja. The Displacement Tracking Matrix team is registering the hourly staff in the biometric system and is in the process of developing the calculation of the attendance based on the biometric system (approximately 50 per cent have already been registered; the Country Office is now paying on the actual hours worked. In December, they processed payment twice to ensure the hourly staff had money for the holidays. In the future, IA recommended to use the document type for HR entries to easily identify the hourly payroll.

Recruitment of professional staff is still challenging. The re-advertisement of positions particularly the Resource Management Officer for the sub-offices occurred due to a lack of qualified staff applying and/or changes to budget availability. The HR is now tracking the recruitment of both professional and national staff to follow up with the Project Managers or other units, as necessary. While the recruitment of hourly staff has improved. HR is now involved in the process and had advertised it externally; this alone has impacted the process as the HR is now receiving approximately 4,000 applications. The Country Office have to find a solution that provides a suitable pool of candidates but yet manageable. The Chief of Mission suggests using a roster and will discuss it with the HR Director.



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Finding No. 6: Over payments to staff entitled to Danger Pay

Finding Closed

Danger pay payment has improved and supporting documents are required to finalize the process. Also, there been coordination and implementation of the Annex 5 of the Unified Staff Regulations and Rules for clarity.

Finance and Accounting

Finding No. 13: Weak controls over the banking processes

Finding Closed

Vendor for bank blocked, bank account closed, and GL blocked in October 2019. Bank signatories were revised and updated in April 2019 and it is a regular task to update the signatories as soon as staff member leaves the Country Office.

Finding No. 14: Weak financial oversight over Implementing Partners

Finding Closed

The procurement and finance are strictly following the ACO Alert No. 15. Purchase Orders for the Implementing Partners are place with proper account codes and Implementing Partner's down payment is kept in the vendor account until report is submitted.

Finding No. 15: Unidentified bank deposits

Implementation On-going

Mission's Response: It was explained to the Internal Auditors that the GL 232150 is linked to the vendor 19100325 and this vendor was created to deal with unidentified deposits of the Global Health Assessment Projects. The unidentified deposits will never be eliminated as long as the Country Office has the Global Health Assessment Projects. Many applicants deposit money in IOM account but they do not report it immediately to the clinic for health assessment. We do not know why they will deposit money but not report it to the clinic immediately. The current standard operation procedures for managing this vendor account is to keep the unidentified deposits in the vendor account for three months and if the applicants do not show up we take the amount to the corresponding project and deal with the health assessment issue later.

Finding No. 16: Inadequate controls over cash management

Finding Closed

The GL cash for Maiduguri is created NG30, 107410, and NGL3. The hub's cashier is holding IOM contract.



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Finding No. 17: Weak controls over Humanitarian hub revenue management

Finding Closed

The humanitarian hubs started using the World Food Programme online booking platform starting April 2019.

Finding No. 19: Finance and Accounting Weak accounting processes

Implementation On-going

Mission's Response: The delegation of authority changes with the workload and time. For example, we revised the delegation of authority for sub-offices due to Covid-19 crisis. There were POs outside the system, however, it has been stopped. Now, if there are Purchase Orders outside the system, and there is a valid reason for it, it is approved well in advance. The staff have been briefed and trained on the required documents. The recent training was done by the Finance Specialist from the Regional Office in 28 to 31 January 2020.

Procurement and Logistics

Finding Nos. 22, 23, 24 and 25: Weak procurement processes/capacity, poor fuel management, impaired vendor integrity and irregular Vendor sanctioning

Finding Closed

Request for Quotation/Invitation to Bid are advertised on IOM Nigeria website and national newspapers, to attract more bidders and get best value of money. Prior to the registration of new vendors as well as old vendors (randomly) are all checked on the UN Sanctions List, EU Sanctions List and OFDA Sanctions List. The Country Office has opened and filled out direly needed vacancies of P3 Procurement and Logistic Officer in Abuja and recently a P2 in Lagos. Many of the issues will be resolved after having qualified staff on board. A dedicated staff has been assigned for fuel receipt and disbursed, all receipts and disbursements are recorded in the log sheet. And the generator area has been barred with fence and locked.

Contracting

Finding No. 29: Insufficient monitoring of contractual performance

Finding Closed

Mission's Response: We will improve the excel tracking tools and make sure it is regularly monitored and updated. We will make sure provision of **sufficient** supporting document whenever there is a change of amount between the Bids Analysis Summary and Purchase Order, for example, approved variation order, related email approval, revised Purchase Orders and amended contract

Supporting document for Finding No. 29.

1. Email notification of the updated purchase request tracker where additional columns are added to ease the tracking of contract renewal/extension date, retention due date, endorsement status of Global Procurement and Supply Unit or Office of Legal Affairs.
2. Email reminder on provision of complete supporting document related construction.



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Programme and Operations

Finding No. 34: Potential budget deficit on the trust fund project

Finding Closed

The concerns raised under this have been fully addressed as all the excess number of beneficiaries have been absorbed by a new project. Hence, the original project's initial target of 3,800 is maintained and there is no risk of depleting the reintegration budget allocated.

Finding Nos. 35 and 36: Weak grant making framework and monitoring process

Implementation On-going

Mission's Response: All the grants have been issued. Some have been extended with Office of Legal Affairs' approval. The project has vastly improved its capacity to monitor the implementation of the grants. Two dedicated staff and 16 focal points in the 16 countries are assisting with the monitoring of the grants. Most of the activities on the project are completed and few remaining activities were expected to be completed by the end of 2019. However, ECOWAS which is both a beneficiary and donor, postponed the activities until January 2020, which was not possible to achieve within the current project life cycle, so it was agreed to extend for an additional six months. The current Covid-19 crisis have affected the timeline for the remaining activities, and it is expected the project will be extended until February 2021. All Project activities should be completed by the end of 2020, assuming Covid-19 has subsided in a few months.

Supporting document for Finding Nos. 35 and 36.

1. Email reminder to use PRISM PO for all purchases.

Finding No. 37: Project implementation delays

Implementation On-going

Mission's Response: The Country Office is planning to change the Terms of Reference and reporting line of the staff. In fact, it is planned that the staff travel is moved to the direct supervision of the Sr. Resource Management Officer. This reduce late posting of tickets. Also, once the Covid-19 crises are over, the Country Office will bring the Officer from Lagos to further train the staff on these issues. It was planned for the end of March but due to the current situation it will be done as soon as the situation permits.

The Country Office monitors commitment through ZME2 and communicate with programme teams on the status of the commitment when the delivery date is due. We will maintain this practice and be more proactive in working together with the programme in updating the commitment status

Supporting document for Finding No. 37:

1. Email correspondence with HR on open commitment for FMM Documentary Sensitization Campaign (related to FMM).
2. Email correspondence with MMU on IP open commitment (unrelated to FMM but related to monitoring of Project's open commitment).



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3. Regular email correspondence on projects that are ending and to close open commitments in timely manner.

Finding No. 39 Sustainability concerns on the Humanitarian hub funding

Finding Closed

Mission's Response: Ongoing recommendation and the Chief of Mission and the Hub manager continues to advocate funding for the Hub. The Chief of Mission informed the Humanitarian Coordinator that the Hub needs funding otherwise IOM will close of the Hubs. There are a number of donors who are interested in funding Hubs.

OIG/Internal Audit Comment: Internal Audit notes the efforts undertaken from the CO management and will monitor the implementation of the remaining recommendations through its regular follow up process.