



International Organization for Migration (IOM)
The UN Migration Agency

OFFICE OF THE INSPECTOR GENERAL

Management Response and Actions IOM Country Office Banjul Audit File No. GM201701

The IOM Office of the Inspector General (OIG) conducted an internal audit of the IOM Banjul (the “Country Office”) from 13 to 21 November 2017. 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 September 2015 to October 2017. 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 raised 30 audit findings and recommendations, out of which 15 are very high and high priority.

As of October 2020, 10 recommendations remain open, of which 4 are very high and high priority recommendations.

The below report provides an explanation of the actions taken since the 2017 audit and the current state of the IOM Banjul office.

Management Response and Actions to the Internal Audit Report of GM201701 – IOM Banjul

Management and Administration

Finding No. 1: Inadequate security arrangement

Finding Closed

The country office is in the process of recruiting a dedicated full-time LSA given the rapidly expanding mission and its needs. The first draft of the business continuity plan has been created last 15 November 2018. The standard operating procedures have been revised for daily access by the returnees, vendors, and visitors. The service provider for physical transfer of funds from the bank to the office has been replaced.

The country office has entered into a new lease agreement with the current landlord that will allow us to make a range of improvements to the office premises to ensure Minimum Operating Security System compliance. The regional office Dakar Regional Security Officer has conducted a security risk assessment for the potential office in Basse and IOM Banjul office(s) from 20 – 24 November 2018. The findings and recommendations will be implemented subject to funding availability.

The country office to prepare standard operating procedures and provide training to staff for proper cash handling in line with OSG No.006 “Guidelines on the Management of Cash and Assets” in

¹https://www.iom.int/sites/default/files/about-iom/audit/gm201701-iom_banjul.pdf



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coordination with Staff Security Unit, Operations (Operational Advances), and Resource Management Unit (petty cash).

Finding No. 2: Integration of Risk Management Process

Finding Closed

The IOM The Gambia Risk Assessment has been submitted to regional office Dakar on 27 July 2018.

Finding No. 3: Non-compliance with IOM mandatory trainings

Finding Closed

The second Prevention on Sexual Exploitation and Abuse training was conducted on 20 December 2018, which was attended by 14 staff, with a completion rate of 89 per cent.

The Gender training and “Ethics and Conduct at IOM: The Value we share” online training completion rate at 76 per cent as of May 2018. As of 31 October 2018, the completion rate is at 84 per cent (based on actual training certificates received).

Currently, the Human Resource Assistant is reviewing all staff files and following up the staff for any missing required documentation including the IOM Standard of Conduct. As of 2 November 2018, the completion rate of staff files is 92 per cent.

Finance and Accounting

Finding No. 10: Lack of controls over cash management

Implementation On-going

Mission’s Response: Email correspondence with the Regional Office on the standard operating procedures was attached GM10.009 A and B. The cash reconciliation for January 2020 was shared (GM10.010). The cash is kept in a lockable metal cash box, safe has been grounded on the floor.

Finding No. 11: Weak controls over the management of the bank accounts

Implementation On-going

Mission’s Response: The USD Bank Reconciliation as at 31 December 2019, attached (GM10.011). Work on the GMD is progressing targeting complete it by end of 2020. One signatory from Panel A and one from Panel B are needed to withdraw funds from the Country Office bank account. Two signatories are from the same unit or department, though one is A (Project Manager) and the other is B (National staff). We will revise the signatory again and share with you. The county office's delegation of authority has provision for Global Procurement and Supply Unit approval for purchases above USD 100,000 in compliance with IN/168 Rev. 2.

Finding No. 12: Poor record management

Implementation On-going

Mission’s Response: The country office confirms that the files are properly stored and are only access by the authorized staff of the respective units. The standard operating procedures on filing will be completed by end of November 2020 and shared with the Internal Audit.



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Finding No. 13: Inefficient Resource Management function

Finding Closed

The Finance and Admin Assistant is now solely performing the following assigned roles:

- Monitoring and reconciliation of UKTB fees
- Accounts Payable processing (non-reintegration transactions)
- Month -end reconciliation process (to be transferred to Finance and Admin Officer once on board this July 2018)
- Other admin functions as needed

Finding No. 14: Inadequate capacity and structure to establish and effectively manage the proposed sub-office

Finding Closed

An additional budget was requested from the EUTF and the vehicle for Basse sub-office was already purchased on 21 February 2019 and the budget was requested under the EUTF top-up budget (RT.1500). The contract with a reliable internet service provider is on the finalization stage with expected installation on or before end of November 2019. The networking is also currently being finalized by the Information Technology Assistant in coordination with the Head of Information and Communication Technology Infrastructure and Networks in IOM Manila.

Procurement and Logistics

Finding No. 19: Absence of vendor database

Finding Closed

The Procurement and Logistic Officer is now onboard and standard operating procedures have been created for procurement processes:

- Request for purchase of goods/services/works
- Staff usage of country office's cellphone
- Vehicle management
- Warehouse store management

Finding No. 20: Absence of a Delegation of Authority Matrix

Finding Closed

The delegation of authority matrix for IOM Gambia has been completed effective 18 October 2018.

Contracting

Finding No. 23: Absence of service contracts

Finding Closed

IN/168 Rev. 2 will be strictly followed and ensure that proper vendor selection is done, and the right contract is being prepared and signed in accordance with IOM Procurement Policies and Procedures.



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Information Technology

Finding No. 25: Poor Information and Communications Technology infrastructure

Finding Closed

The country office has coordinated with Information and Communication Technology – Panama Administrative Centre on the selection of the internet provider and testing of internet connection. The internet service provider has already been selected by the country office as per suggestion from Information and Communication Technology – Panama Administrative Centre and now in the process of finalizing the procurement process, expected date of completion is on or before 31 January 2019. The country office also coordinated with Information and Communication Technology – Panama Administrative Centre on what is needed to ensure proper Information and Communication Technology infrastructure is established in the office premises. However, the country office was not expecting the high costs related to Information and Communication Technology infrastructure. At this point it is difficult to determine which gap is to be filled due to budget constraint.

Programme and Operations

Finding No. 26: Uncertain migrants' well-being and safety

Finding Closed

The transit centre facility factors in the welfare, safety and security of the migrants and also meets the accommodation needs for health cases, vulnerable cases, male, female, families as well as provision of meals, sanitation facilities and recreation facilities for migrants that require additional stay at the transit centre as they await onward travel support. Either IOM staff or partners stay overnight at the transit centre to ensure that migrants have support in case of emergencies.

The transit centre also provides partners with space to support medical screening, counselling, immigration guidance for Third Country Nationals, information sessions for reintegration, data capture for arrival questionnaires, cash disbursements, etc.

Finding No. 27: Low pace of project implementation

Implementation On-going

Mission's Response: Yr. 2 Narrative Report and Yr. 2 Financial Report was shared with the Internal Audit. The country office does not have the 'latest communication from regional office Dakar on risk assessment of the project. As can be seen from the report, the project implementation has been good and therefore the risk assessed during the internal audit is now very low.

Finding No. 28: Poor project planning

Finding Closed

The Procurement and Logistic Officer is now onboard, and standard operating procedures have been created for procurement processes:

- Request for purchase of goods/services/works
- Staff usage of country office's cellphone
- Vehicle management
- Warehouse store management



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The work plan has been revised and adjusted, as necessary. Remedial action to reflect the changes was taken into consideration. The updated work plan was also submitted to the donor for the interim report and the donor was satisfied with the progress and trajectory observed by the project.

OIG/Internal Audit Comment:

OIG Internal Audit takes note of the ongoing effort of the Office to implement all recommendations, and strongly encourages the Office to move forward with the very high and high remaining recommendations.