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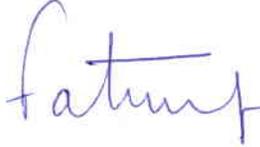
OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Ms. Valerie Amos, Under-Secretary-General, Emergency Relief
A: Coordinator/United Nations Office for the Coordination of
Humanitarian Affairs

DATE: 26 July 2011

REFERENCE: IAD: 11-00504

FROM: Fatoumata Ndiaye, Director
DE: Internal Audit Division, OIOS



SUBJECT: **Assignment No. AN2011/590/01 – Audit of OCHA Zimbabwe**
OBJET:

Key controls examined were operating satisfactorily

1. Attached please find the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that there are no outstanding issues or recommendation for further follow up by OIOS.
3. We wish to express our appreciation to the Management and staff of OCHA for the assistance and cooperation extended to the auditors during this assignment.

cc: Mr. Alain Noudheou, Humanitarian Coordinator, OCHA Zimbabwe
Mr. Fernando Arroyo, Head Office, OCHA Zimbabwe
Ms. Aimee Wielechowski, Chief, Strategic Planning Unit, OCHA
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Mr. Rohan Wijeratne, Board of Auditors
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit
Mr. Moses Bamuwamye, Executive Secretary, IAAC
Mr. Zachary Ikiara, Chief, Oversight Support Unit, DM
Mr. Byung-Kun Min, Special Assistant to the USG-OIOS
Ms. Amy Wong, Programme Officer, Internal Audit Division, OIOS

AUDIT REPORT

Audit of OCHA Zimbabwe

BACKGROUND

In January 2006, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) established its field office in Zimbabwe (OCHA Zimbabwe) with a mission to mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to: (a) alleviate human suffering in disasters and emergencies; (b) advocate for the rights of people in need; (c) promote preparedness and prevention; and (d) facilitate sustainable solutions for acute and emerging humanitarian needs.

OCHA Zimbabwe functions as the secretariat and chief advisor to the Humanitarian Coordinator (HC) for Zimbabwe. It is also responsible for identifying, monitoring and providing technical and policy support to humanitarian actors. To effectively respond to humanitarian needs, in March 2008, OCHA Zimbabwe adopted the cluster approach, creating several clusters to examine and address the immediate challenges to humanitarian assistance within these clusters.

OBJECTIVE AND SCOPE

This audit was conducted to assess the adequacy and effectiveness of OCHA's risk management, control and governance processes in providing reasonable assurance regarding the achievement of its coordination role for humanitarian activities in Zimbabwe. The key controls tested for the audit included those related to: (a) risk management and strategic planning; (b) coordinated management; (c) fundraising; and (d) delegation of authority. The audit covered OCHA Zimbabwe's activities related to the four key controls for the period 2008-2010.

AUDIT RESULTS

In OIOS' opinion, OCHA's risk management, control and governance processes examined were **satisfactory** to provide reasonable assurance regarding the achievement of its coordination role for humanitarian activities in Zimbabwe.

OCHA Zimbabwe had implemented a risk management system, which identified and included risks in the annual work plan in accordance with OCHA guidelines, and a well functioning process for coordinating with other organizations providing humanitarian assistance in Zimbabwe. Fundraising mechanisms were adequate and related activities for the office cost plans for 2009 and 2010 had been generally effective covering 80 and 90 per cent of the needs, respectively. The delegation of authority system had generally been effectively implemented in the areas of finance, procurement and human resources management. Opportunities for improving risk management, finance and procurement areas were brought to the attention of the Management.

ACKNOWLEDGEMENT

OIOS wishes to express its appreciation to the Management and staff of OCHA for the assistance and cooperation extended to the auditors during this assignment.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the operations of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in Zimbabwe (OCHA Zimbabwe).
2. OCHA's comments are incorporated in the audit results in *italics*.

II. AUDIT OBJECTIVE

3. The audit was conducted to assess the adequacy and effectiveness of OCHA's risk management, control and governance processes in providing reasonable assurance regarding the achievement of OCHA Zimbabwe's coordination role for humanitarian activities in Zimbabwe. The key controls tested for the audit included those related to: (a) risk management and strategic planning; (b) coordinated management; (c) fundraising; and (d) delegation of authority. For the purpose of this audit, OIOS defined these key controls as follows:

- (a) Risk management and strategic planning – those controls that are designed to provide reasonable assurance that risks and opportunities relating to the planning and implementation of humanitarian activities are identified and assessed, and that action is taken to mitigate risks and seize opportunities.
- (b) Coordinated management – those controls that are designed to provide reasonable assurance that the humanitarian partners seek synergies of the funding and activities while ensuring that the beneficiaries are provided assistance in an effective and efficient manner, in accordance with OCHA's policies and procedures.
- (c) Fundraising – those controls that are designed to provide reasonable assurance that fundraising activities are conducted in accordance with OCHA's policies to finance established humanitarian assistance needs in Zimbabwe.
- (d) Delegation of authority – those controls that are designed to provide reasonable assurance that OCHA Zimbabwe activities are managed in accordance with the delegated authority.

III. AUDIT SCOPE AND METHODOLOGY

4. OIOS conducted this audit from January to March 2011 in accordance with the International Standards for the Professional Practice of Internal Auditing promulgated by The Institute of Internal Auditors.
5. To gain a general understanding of the processes of OCHA Zimbabwe's risk management and strategic planning, coordination management and fundraising, OIOS interviewed OCHA officials (Zimbabwe, Johannesburg and Headquarters), humanitarian partners (UN country team, donors, national and international non-governmental organizations) and Government officials, and reviewed policy documentation, and management reports. For the delegation of authority system, OIOS interviewed OCHA Zimbabwe and United Nations Development Programme (UNDP) country office staff and reviewed policy and operational documentation. The audit team conducted an activity-level risk assessment to identify and evaluate specific risk exposures, and to confirm the relevance of the selected four key controls in mitigating the associated risks.

6. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of written policies and procedures, and also whether they were implemented consistently.

IV. OVERALL ASSESSMENT

7. In OIOS' opinion, OCHA Zimbabwe's risk management, control and governance processes examined were **satisfactory** to provide reasonable assurance regarding the achievement of OCHA's coordination role for humanitarian activities in Zimbabwe. OCHA Zimbabwe had implemented a risk management system, which identified and included risks in the annual work plan in accordance with OCHA guidelines and a well functioning process for coordinating with other organizations providing humanitarian assistance in Zimbabwe. Fundraising mechanisms were adequate and related activities for the office cost plans for 2009 and 2010 had been generally effective covering 80 and 90 per cent of the needs, respectively. The delegation of authority system had been effectively implemented in the areas of finance and human resources management.

V. AUDIT RESULTS

A. Risk management and strategic planning

8. Controls over risk management and strategic planning mechanisms provided reasonable assurance that risks were identified and included in the annual work plan, in accordance with OCHA guidelines. However, there was an opportunity for improvement in that the mid-year and annual reports on the work plans did not specifically report on the risks or link the actions taken by OCHA Zimbabwe to these risks.

OCHA's strategic framework is adequate and effectively implemented in OCHA Zimbabwe

9. OCHA Zimbabwe has in general effectively implemented OCHA's strategic framework which developed ample guidelines for work planning, risk management and logical framework and reporting. The mechanisms followed by OCHA Zimbabwe allowed comprehensive assessments of the humanitarian situation in the country, the actions that needed to be taken, the actors responsible for such actions, procedures to secure funding of the activities, and the processes to monitor and evaluate progress made and challenges faced by the humanitarian partners. Specifically, systems and tools such as the country humanitarian strategy, the CAP, the Humanitarian Coordinator Compact, the annual work plan, and the mid-and end-year reviews were found to be adequate. Furthermore, there were several fora where there were active discussions and strategic decision-making involving the Humanitarian Coordinator, the Head of Office, the Humanitarian Country Team, the Government, donors, and non-governmental Organizations (NGOs). OIOS discussed with the OCHA principals (the Humanitarian Coordinator, the Head of Office and his staff) and other development and humanitarian partners including the Government, UNDP and NGOs and found that they collectively consulted and addressed risks faced by the humanitarian communities and established strategies to mitigate the risk as reflected in the minutes of meetings of the key strategic planning fora.

There is significant progress in risk management but monitoring of risk identification and mitigation could be strengthened

10. To ascertain the adequacy and effectiveness of this control, OIOS reviewed OCHA’s policies, discussed the implementation processes with OCHA Headquarters and OCHA Zimbabwe, including the Strategic Planning Unit, area and desk officers, the Humanitarian Coordinator, the Head of Office and his staff as well as other humanitarian partners in the country. OIOS also reviewed management reports, and correspondence between OCHA Zimbabwe and OCHA Headquarters. Audit observations were subsequently discussed and confirmed with OCHA Zimbabwe and at OCHA Headquarters.

11. OCHA’s strategic framework includes a risk planning module, which provides definition and categorization of risks as well as guidance on formulation of mitigation strategies vis-à-vis the identified risks. The risk management guidelines were outlined in 2009 and 2010. They were further clarified in OCHA’s Guidelines, Results-Oriented Planning and Monitoring for 2011. In accordance with OCHA strategic annual work planning guidelines, OCHA Zimbabwe has adequately identified and included risks in its annual plans. The risk management strategy for the identification and reporting of risks were contained in OCHA Zimbabwe work plans, contingency plans and management reports, and minutes of meetings emanating from regular and periodic coordination meetings.

12. For 2009 and 2010 work plans, OCHA Zimbabwe identified the key risks and planned actions as shown in Table 1:

Table 1: Key risks and planned actions for 2009 and 2010 work plans

Anticipated Risk	Planned Mitigation Action
2009 work plan	
Donor contributions are low and/or no confidence to governance changes	Short term: Call on HQ for emergency funds; Long term: Consider more funding sources and strengthen donor relationships; Enhance awareness of Principles of Good Donorship.
Failure to obtain buy-in from the NGOs, new Government and other stakeholders	Red risk: High impact & high likelihood Long term: Greater involvement of NGOs in decision-making, more transparency and equal partnership
Lack of willingness to share information regarding individual assessments, agency contingency plans, etc	Short term: Enhance information sharing and continue to build trust among the humanitarian community. OCHA reach out to agencies at Principals level.
Failure to get a Cluster Lead for Early Recovery Cluster	Short term: Get HC to personally engage UNDP in this process
Non-availability of humanitarian information from sectors/clusters	Short term: Common advocacy messages should be issued from a very high level Long term: Deploy OCHA humanitarian staff to provinces when sub offices are opened
Government denying access to vulnerable populations and continues to evict and re-evict people for political reasons	Short term: Training in Needs Analysis Framework (NAF) should be organized for both Government and humanitarian agencies Long term: Continue to dialogue with government on humanitarian principles

AUDIT RESULTS

Lack of commitment on the part of Inter-Agency Standing Committee (IASC) and/or HC to push for NAF	Short term: The term protection needs to be defined and accepted in the context of Zimbabwe and training offered in IDP Guiding Principles
There is no common agreement on what Protection means in Zimbabwe hence the difficulty in handling protection issues	Short term: Improve on current information products (maps, situation reports, 3W and contact directory) and distribute widely
NGOs and humanitarian partners not contributing to the production of information products	Short term: Common advocacy messages should be issued from a very high level
Misuse of Office resources (financial, material, transport) and/or not accounted for	Short term: Clear SOPs established and circulated amongst staff Long term: Internal audits should be conducted periodically and reports shared with staff
Staff turnover might create vacuum for some critical tasks and low post adjustment is a disincentive to attract competent staff to Zimbabwe	Short term: Post adjustment for Zimbabwe should be reviewed immediately and vacant positions filled urgently Long term: Planning for staff replacement and/or training should be done well in advance (at least 3 months before staff is disengaged)
2010 work plan	
Government of Zimbabwe is only focused on recovery and development. There is a risk that remaining humanitarian needs and gaps are overlooked with possibility of not having proper funds for humanitarian actions.	OCHA Office in Zimbabwe to advocate for coherent humanitarian responses with the Country's priorities, in order to ensure that humanitarian challenges, needs and gaps are addressed
Insufficient involvement of key stakeholders into the analysis and processing of information; limited access to the field	OCHA to further encourage multilateral consultations amongst the key stakeholders in humanitarian action; OCHA to enhance technical support and reach-out to the wider NGO community
Insufficient involvement, interest and understanding of key stakeholders in the agreed humanitarian coordination mechanisms.	OCHA Zimbabwe to raise awareness on key humanitarian coordination mechanisms and advocate for more participation of humanitarian stakeholders in cluster activities, including meetings, joint monitoring and assessment missions

13. Nevertheless, the risks identified by OCHA Zimbabwe could be better tracked in a systematic way by OCHA Headquarters. In particular, the mid-year and annual reports on the workplan could specifically report on the risks included in the workplan, or link the actions taken by OCHA Zimbabwe to mitigate the risks in order to show whether mitigation actions were taken and whether they were effective. Furthermore, there was no process to update the workplan/risk register to include emerging risks that might be critical to OCHA Zimbabwe.

Transition planning for OCHA activities in Zimbabwe could take into account risks of a humanitarian crisis

14. OCHA Zimbabwe has clearly recognized that Zimbabwe is transitioning from a humanitarian phase to an early recovery and development phase and has developed a transition concept note intending to carry out consultation with partners on transition planning and develop an OCHA strategy in support of the transition. In this regard, OCHA Headquarters has organized a transition mission to Zimbabwe to:

- Assess the current and projected humanitarian situation in Zimbabwe;
- Review the suitability and relevance of the current planning assumptions and the draft strategy for OCHA Zimbabwe and provide assistance with its further articulation, and develop key recommendations for the Director of Coordination and Response Division (CRD) and the Assistant Secretary-General/Under-Secretary-General for OCHA; and
- Discuss with the OCHA team the practical elements of a draw-down of the Office and the possible establishment of a Humanitarian Support Unit.

15. OCHA Zimbabwe has experienced a 27 per cent cut in its operational resources for 2011 from \$3,505,919 in 2010 to \$2,576,295 in 2011 which will result in the departure of several key staff. This has been of great concern for the management of OCHA Zimbabwe should the humanitarian situation worsen in the country. Despite major improvement, the humanitarian situation in Zimbabwe is said to be still fragile. The concern about the uncertainty of the political and humanitarian context is expressed by stakeholders who indicated the importance of maintaining OCHA capacity in the country for the short and medium term in order to address any potential crisis resulting from political risks (elections are expected to occur in 2011 or 2012) and the prevailing degradation of infrastructure in the basic sectors of health, water and sanitation, and food security. OCHA Zimbabwe 2010 key risks (see table 2) reflect these concerns; however, as indicated above, the related mitigation strategy has not been documented. **OCHA would benefit from monitoring and updating the risks included in the annual work plans and documenting related mitigation strategies identified for implementation.**

16. *OCHA stated that it is developing an Enterprise Risk Management (ERM) framework, based upon the UN Secretariat's ERM policy and methodology framework. Risks and mitigation strategies will be identified and detailed by headquarters, regional offices and field offices in their work plans. OCHA's Strategic Planning Unit will monitor these risks in accordance with the planning process timeline at the mid-year and end-of-cycle.*

There may be a need for policies to consider better integration of the work plans of OCHA Zimbabwe and the Regional Office

17. During the work planning phase for OCHA Zimbabwe, there is informal consultation between the Head of Office and the OCHA Regional Office in Johannesburg (the Regional Office). However, there is no explicit linkage between the work plan for OCHA Zimbabwe and the work plan for the Regional Office. Neither is the Regional Office invited to the country office's planning meetings. OCHA policies for field work planning are structured so that the planning processes are vertical for both the country and regional offices. In other words, each of the offices prepares and submits their work plan through the individual desk officers in New York. Headquarters is responsible for the alignment between the plans. The effect of this indirect relationship is that synergies are not identified at an early stage, and regional support is characterized as ad hoc with limited time to prepare and plan for any support. The ad hoc work is driven by the good working relationship between OCHA Zimbabwe and the Regional Office. For

example, there were more than 10 regional missions to Zimbabwe in the period 2008-2010. OCHA Zimbabwe also supported the Regional Office by, for example, facilitating a workshop in Madagascar.

18. **OIOS is of the opinion that OCHA could consider establishing ways to strengthen synergies and complementarities with the regional office.** *OCHA clarified that there were mechanisms in place on information sharing between the regional office and OCHA Zimbabwe, particularly related to cross-border issues. Where synergies and complementarities can be improved, however, are in the areas of analysis and surge support. In particular, advocacy by the regional office could also add value to the Zimbabwe country office.*

B. Coordinated management

19. Controls over coordinated management provided reasonable assurance that OCHA Zimbabwe implemented adequate coordination mechanisms for humanitarian activities in the country. The humanitarian partners addressed issues at the policy, strategic and operational levels in many fora, including the following:

- Humanitarian Country Team
- Humanitarian Country Team and Donor Technical Meeting
- Inter-Cluster Task Force Meeting
- Humanitarian Contact Group
- Humanitarian Coordinator/Non-Governmental Organization Consultative Meeting
- Cluster Meetings

20. Each forum: (a) has terms of reference; (b) conducts regular meetings; and (c) maintains minutes of meetings. Although there were concerns raised in previous years by members of the humanitarian community regarding the effectiveness of the coordination mechanism, the stakeholders have indicated substantial improvement and general satisfaction with the current coordination mechanism and the effectiveness of the leadership of OCHA in the process. OCHA Zimbabwe had not been allowed by the government to open sub-offices outside of Harare. To address this challenge, OCHA Zimbabwe has effectively developed and implemented a contingency plan to cover the regions and provide coordination and information to the humanitarian community through periodic field visits and communication with the government and NGOs present in the field. All stakeholders interviewed during the audit praised OCHA's role in improving and strengthening the coordination mechanisms.

C. Fundraising

21. Controls over fundraising provided reasonable assurance that OCHA Zimbabwe's activities were appropriately funded. Fundraising activities for the office cost plans for 2009 and 2010 were generally effective covering 80 and 90 per cent of the plans, respectively. In particular, the consolidated appeals process (CAP) fundraising had been on par with the OCHA global average of 67 per cent versus 69 per cent in 2008, and 64 per cent versus 63 per cent in 2009. For 2010, the CAP fundraising declined to 47 per cent. **In OIOS' view, this could warrant a specific strategy to address the risk of a sustained decline in funding.**

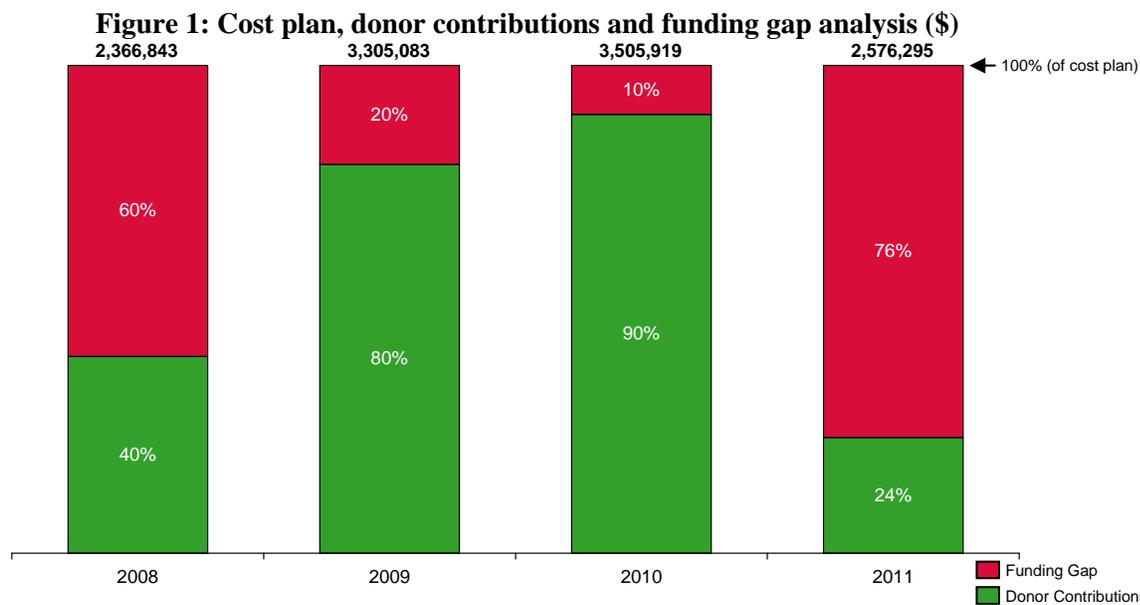
OCHA has established an adequate fundraising mechanism for its activities in Zimbabwe

22. OCHA policies encourage all managers in the field and at Headquarters to play an active role to mobilize resources for OCHA in close coordination with the Donor Relations Section (DRS) in Geneva. The policies also indicate that while it is critical that all programme managers engage in the efforts to raise funds for OCHA in general and for their specific programme or project in particular, DRS in Geneva remains the key organizational unit responsible for setting donor-by-donor targets for earmarked and unearmarked funding, and for setting overall strategies for contacts with donors. All fundraising should be carried out within the context of approved cost plans. Cost plans are approved annually by the Emergency Relief Coordinator (ERC), and may be revised at the mid-year review or at any point in time as decided by the ERC upon the recommendations of the relevant senior manager.

23. The CAP process was conducted in accordance with the principles of OCHA guidelines and with the involvement of the Government of Zimbabwe, UN agencies, donors, international and national NGOs. When necessary, the CAP process and objectives were adjusted to address the specific needs of the country. For example, in 2010 with agreement of the humanitarian partners, a programme approach deemed more effective was adopted.

Fundraising activities for OCHA Zimbabwe cost plan were generally effective but a strategy could help address a possible sustained decline in CAP funding

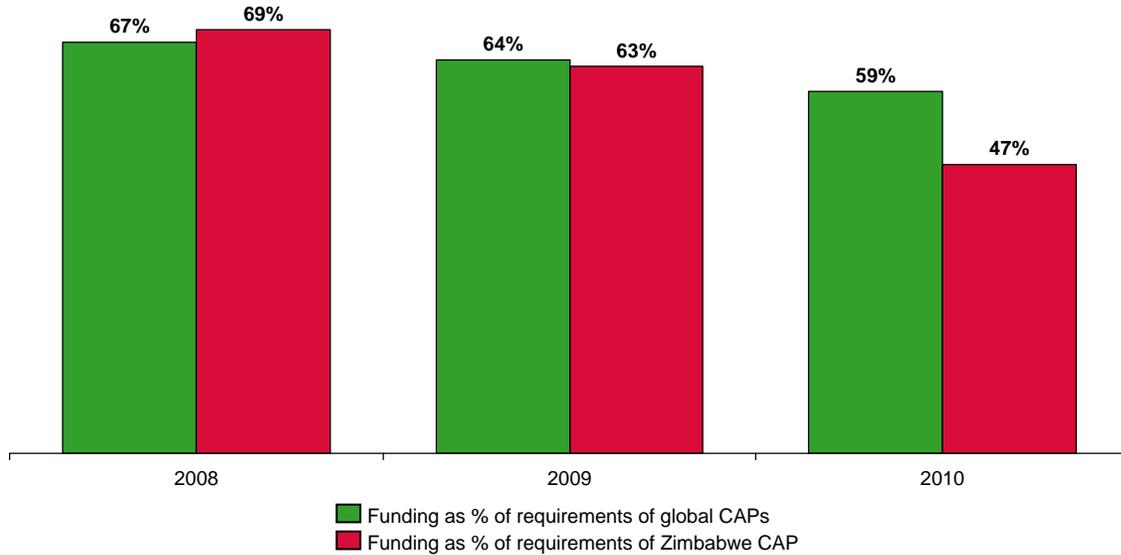
24. OCHA Zimbabwe has significantly improved the effectiveness of its fundraising activities for 2009 and 2010 compared to 2008 resulting in 80 per cent and 90 per cent coverage, respectively, as shown in Figure 1. Although only 24 per cent of donor contributions were received for 2011, OCHA Zimbabwe indicated that there were important pledges by the donors; for example, \$500,000 from USAID and \$500,000 from the European Commission Humanitarian Aid Office (ECHO). Others are expected during the year.



25. The CAP funding has been on par with the OCHA global average during the period 2008 to 2009 as shown in Figure 2. However, the fundraising performance declined to 47 per cent for the 2010 CAP.

The main reasons indicated by OCHA Zimbabwe include the global financial crisis, shift in donor priorities to countries such as Haiti and Pakistan, donor use of non-CAP funding mechanisms, and donor perception that Zimbabwe needs are more development related rather than purely humanitarian aid.

Figure 2: Benchmarking OCHA Zimbabwe CAP funding against the global CAPs



26. Responding to this decline, OCHA Zimbabwe has made significant fundraising efforts through active engagement with the donor community. Key donors indicated that OCHA Zimbabwe regularly met with them to raise funds for OCHA activities. Also, OCHA Zimbabwe has worked with OCHA Geneva to sensitize donors on the humanitarian situation in Zimbabwe for potential contributions which led to a donor mission visiting Zimbabwe in February 2011. These efforts, however, need to be formalized in a fundraising strategy to counter the decline and to reach the global benchmark for CAP funding if the CAP strategy is to remain the operational framework of humanitarian activities in Zimbabwe. **In OIOS’ opinion, OCHA Zimbabwe would benefit from developing, in conjunction with OCHA Geneva, a joint fundraising strategy to address the risk of sustained decline in the consolidated appeals process funding.**

27. *OCHA stated that a joint fundraising strategy will be developed by the end of the year. In addition, OCHA as well as the regional office will continue to support OCHA Zimbabwe's efforts in fundraising for the consolidated appeals process through: (a) programme-based approach in CAP 2011; (b) reinforcement of cluster support for the programme-based approach; (c) funding advocacy; and (d) work with regional partners.*

D. Delegation of authority

28. Delegation of authority controls in the areas of finance, procurement and human resource management provided reasonable assurance that related activities were carried out effectively, in compliance with policies and established procedures. However, some improvements were needed in the area of procurement as UNDP did not put in place a tracking system to alert on the cumulative annual procurement of individual suppliers exceeding the \$30,000 threshold without a long-term agreement and without review and approval by the UNDP Contracts, Asset and Procurement Committee.

Controls over the management of delegation of authority for procurement could be strengthened

29. The OCHA Field Administrative Manual spells out the delegation of authority system for OCHA field office operations with three principal recipients: OCHA Headquarters, OCHA Geneva and the UNDP country office. Overall, the delegation of authority system has been effectively implemented in the areas of finance and human resources management but cumulative annual procurement of \$30,000 or more need to be submitted to UNDP. For human resources, OIOS obtained documents and discussed with OCHA Administrative Officer, the UNDP Operations Manager and their staff to determine the adequacy of the recruitment process including requests for recruitment, advertising, receipt and review of applications, selection and interview of candidates, and recruitment. OIOS found that in 2008, OCHA Zimbabwe advertised posts, received applications and subsequently submitted them to UNDP for the review of the applications, selections, interview and recruitment in accordance with their human resources policies. UNDP did not have adequate resources and felt that OCHA was in a position to carry out these processes in an effective manner. However, since 2009 UNDP has put adequate controls in place to ensure that the processes relating to human resources are in compliance with policies and procedures. For finance, OIOS discussed with OCHA and UNDP staff, reviewed payment vouchers and supporting documents and found no irregularities or errors.

30. OCHA Zimbabwe's delegation of authority for procurement was limited to procurement/expenditures not exceeding \$2,500. Procurement over \$2,500 was delegated to UNDP. OCHA Zimbabwe procurement totaled about \$344,000 for 2008, 2009 and 2010. The local procurement carried by OCHA Zimbabwe and UNDP represented about 39 per cent or \$135,000. The remainder was carried out by OCHA Geneva and World Food Programme on behalf of OCHA Zimbabwe. The number of procurement transactions averaged 16 per year ranging from \$365 to \$12,341 per transaction. OIOS selected five major purchase orders representing 33 per cent of the total local procurement to test the internal controls related to the procurement and payment processes.

31. UNDP sub-delegated to OCHA Zimbabwe procurement steps up to the evaluation of the vendor proposals because of resource constraints. UNDP subsequently selected vendors and issued purchase orders. However, UNDP did not put in place a monitoring system to ensure compliance with its procurement rules. For example, one vendor was awarded purchase orders totaling more than \$41,000, which is above the \$30,000 threshold requiring the approval of the local UNDP Contracts, Asset and Procurement Committee. UNDP did not have long-term agreements with any of the vendors used – most from South Africa. In the absence of long term agreements and with the limited vendor lists, unless there is a tracking system to alert on the level of purchases when they approach \$30,000, many vendors could exceed that amount without review and approval by the Contracts, Asset and Procurement Committee. **In OIOS' opinion, OCHA would benefit from liaising with the UNDP country office to consider establishing long-term agreements with major vendors and institute a tracking system to ensure that awards to individual vendors do not exceed \$30,000 without submission of the cases for review to the UNDP's Contracts, Assets and Procurement Committee for OCHA Zimbabwe procurement activities.**

32. *OCHA stated that UNDP was starting to implement a Procurement Tracking Tool to properly monitor the amount of purchases that all Agencies/Funds and Programmes were making through UNDP from suppliers with whom UNDP had not signed a Long term Agreement (LTA). At the same time, UNDP has established a procurement working group aimed at creating a Common Procurement Unit to serve all UN Agencies and sign LTAs with several suppliers.*