

AUDIT RECOMMENDATIONS
Audit of UNHCR operations in Djibouti

Rec. no.	Recommendation	Critical ¹ / important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The UNHCR Representation in Djibouti should, in collaboration with the Bureau for Africa, undertake an analysis of the impact of the funding constraints on refugee needs and prepare a plan to indicate when and how UNHCR Djibouti will comply with UNHCR camp standards as per IOM/014 – FOM/014/2004. As a minimum, this should include re-estimating the targets and amount required to address those needs for each of the years before the UNHCR camp standards are met.	Important	Yes	Representative Djibouti		The impact of funding shortfall is undertaken every time during and after the annual programme review. Gaps in the programme are analysed and critical unmet needs assessed. In the course of implementation and according the criticality of programmes additional funding could be allocated. The main problem is to address funding shortfalls and budget constraints organisation wise. Budget constraints impact negatively in all the programmes of UNHCR worldwide.
2	The UNHCR Representation in Djibouti should put in place procedures to ensure that selection and retention of all Implementing Partners is undertaken in compliance with Chapter 4 of the UNHCR Manual and IOM/003-FOM/003/2009, IOM/059-FOM/058/2009 and IOM63-FOM63/2010. This should include identification of areas where capacity	Important	Yes	Representative Djibouti		The selection of implementing partners has always been done according to criteria laid down in Chapter 4 of the UNHCR manual. Care international, LWF were selected according to such criteria. UNHCR HQ technical divisions, the Desk and the field were involved in the selection.

¹ Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

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	building is required.					The main problem is that the capacity of IPs in Djibouti is very limited due to the scarcity of qualified personnel/manpower in the country. UNHCR Djibouti has been organising training workshops in programming and financial management for IPs. Little by little national IPs are starting to understand and apply the knowledge of the management of UNHCR programmes.
3	The UNHCR Representation in Djibouti should re-verify and update the planning data in ProGres on the population of concern to more effectively implement the durable solution strategy and direct resources towards the most vulnerable groups of refugees in compliance with the rules in Chapter 4 of the UNHCR Manual.	Important	Yes	Representative Djibouti		This has been the case. This recommendation will contribute to reinforce what has already been started. From December 2011 to March 2012 the office has been doing verification of the refugee population and updating it in Progress. This will be a regular and permanent exercise to update data in the refugees profiling system and have reliable refugee figures and assist the most vulnerable
4	The UNHCR Representation in Djibouti should adjust the sub-project budget for Lutheran World Federation (LWF) in compliance with Chapter 4, Part 5, of the UNHCR Manual and not allow any common support cost for Nairobi staff and office unless these can be justified by LWF as being directly related to the Djibouti sub-project based on objective, verifiable criteria. Furthermore, the Representation should recover from LWF the overpaid support costs of 2009, 2010 and 2011 totalling \$128,166.	Important	Yes	Representative Djibouti		This recommendation has been implemented and in the 2013 budget there will be no duplication or double charging.
5	The UNHCR Representation in Djibouti	Important		Representative		Monitoring and reporting have been

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	should introduce measures to ensure that it follows the requirements of the UNHCR Manual in monitoring and managing the performance of implementing partners including requiring that performance indicators are both relevant and in accordance with UNHCR standards, that regular and timely performance reports be submitted and that the Representation conducts adequate performance monitoring of Implementing Partners and recommendations in independent audit reports are monitored and relevant action is taken.			Djibouti		reinforced in the programme as per prescribed standards. Monitoring is currently done in team with IPs to bring corrective measures where needed and improve the delivery of services to the refugees. Transparency and accountability lines have been reinforced accordingly in allowing refugees to be part of the monitoring teams. Accountability to refugees and donors have been upheld as guiding principles.
6	The UNHCR Representation in Djibouti should establish on an annual basis the Local Asset Management Board as required by Chapter 8 of the UNHCR Manual and ensure it deals with outstanding asset management matters.	Important	Yes	Representative Djibouti		The recommendation is accepted and will be fully implemented and tangible results shared the auditors and other concerned parties in due course.
7	The UNHCR Representation in Djibouti should recover from staff all monies owing from overpayments totalling \$9,987 and recover long outstanding staff receivables totalling \$71,400.	Important	Yes	Representative Djibouti		This recommendation is being implemented accordingly.