



INTERNAL AUDIT DIVISION

REPORT 2017/131

Audit of United Nations Office on Drugs
and Crime operations in Nigeria

Strategic and work planning issues needed to
be addressed and controls over procurement,
asset management and security needed to be
strengthened

8 December 2017
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Audit of United Nations Office on Drugs and Crime operations in Nigeria

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Office on Drugs and Crime (UNODC) operations in Nigeria. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the effective management of UNODC operations in Nigeria. The audit covered the period from January 2015 to June 2017 and included a review of strategic planning and risk management, programme management, procurement, financial management, travel, human resources management, security and asset management.

Activities of the UNODC Country Office in Nigeria (CONIG) were embedded in the UNODC West Africa Regional Programme and were aligned to local interests and UNODC's strategic priorities. However, some strategic and work planning issues needed to be addressed and controls over procurement, asset management and security needed to be strengthened.

OIOS made eight recommendations. To address issues identified in the audit, UNODC needed to:

- Develop a programmatic document outlining the strategy, priorities and targeted results for the operations in Nigeria and share it with stakeholders to ensure buy-in and sustainability;
- Use the lessons learned from implementing the three large projects in Nigeria to: (a) strengthen the guidelines and practices for planning and managing large projects; and (b) identify measures to mitigate the risk of lack of continuity in leadership in CONIG;
- Ensure that CONIG formalizes its donor mapping, needs assessment and work plans for fundraising in coordination with the Co-Financing and Partnership Section at UNODC headquarters;
- Ensure that CONIG develops a communication work plan which: (a) takes into consideration the need for visibility of CONIG projects and activities; and (b) ensures that its web presence is coordinated and updated to reflect all relevant activities;
- Develop guidelines on downsizing of operations; and ensure that CONIG formalizes its plan for downsizing, including a risk mitigation strategy;
- Ensure that CONIG: (a) prepares annual procurement plans; (b) complies with the Procurement Manual while undertaking procurement actions; and (c) uploads relevant supporting documents in Umoja;
- Ensure that CONIG updates its list of assets and takes action to dispose of damaged items and items that were already marked for disposal; and
- Ensure that CONIG reviews its current compliance level with the Minimum Operating Security Standards and provides a written report including the financial and logistics arrangements for UNODC which acted as an evacuation point for the entire United Nations Country Team.

UNODC accepted the recommendations and has initiated action to implement them.

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Audit of United Nations Office on Drugs and Crime operations in Nigeria

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of United Nations Office on Drugs and Crime (UNODC) operations in Nigeria.
2. The UNODC Country Office in Nigeria (CONIG) is located in Abuja with one field office in Lagos, Nigeria. In 2015 and 2016, CONIG implemented seven projects and eight segments of regional and global projects. Around 90 per cent of CONIG's project portfolio was represented by three large projects in the areas of drugs (NGAV16), justice (NGAV18) and corruption (NGAX60) which were funded by the same donor. NGAV16 was extended to 2018 and the other two projects were due to be closed in August 2017.
3. CONIG had an annual budget of \$10 million in 2015 and \$14 million in 2016, and was headed by a Country Representative at the D-1 level. It had a total of 71 personnel comprising 17 regular staff, three United Nations Volunteers, 41 service contractors and 10 individual contractors
4. Comments provided by UNODC are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

5. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the effective management of UNODC operations in Nigeria.
6. This audit was included in the 2017 risk-based work plan of OIOS due to the risks associated with CONIG operations.
7. OIOS conducted this audit from June to August 2017. The audit covered the period from January 2015 to June 2017. Based on an activity-level risk assessment, the audit covered risk areas which included: strategic planning and risk management, programme management, procurement, financial management, travel, human resources management, security and asset management.
8. The audit methodology included: (a) interviews with key personnel; (b) reviews of relevant documentation; (c) analytical reviews of data; and (d) sample testing.
9. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Strategic planning and risk assessment

Need to develop a strategic planning document for operations in Nigeria

10. Since 2010, CONIG operations were embedded in the UNODC West Africa Regional Programme which was a high level programmatic document aimed at ensuring regional integration. It did not address UNODC's strategy and targeted results for Nigeria. UNODC needed to develop an Integrated Country Programme for Nigeria to clearly outline the priorities, strategy and logical framework for its operations in the country. This is because Nigeria is a key field presence for delivery of the UNODC mandate and

CONIG had a robust portfolio of about \$100 million dedicated to Nigeria's needs. Also, CONIG had no formal reporting lines with the Regional Office and Regional Representative in Dakar. Therefore, having its own strategy and results framework would enhance accountability for its operations. Further, since CONIG was due to downsize its project portfolio, the development of a country-specific strategy would help it to re-design its presence and commitment in Nigeria and to engage with local stakeholders. The need for a country strategy was also addressed in the 2015 in-depth evaluation of the Regional Programme for West Africa (2010-2014) which stated that National Integrated Programmes (country strategies) offer a tailored framework for tackling country-specific issues. The previous OIOS audit of CONIG in 2011 (Assignment No. AE2011/366/02) had also addressed the need for a strategy and although CONIG had indicated that it would develop a strategy in 2014, this was yet to be done.

(1) UNODC should develop a programmatic document outlining the strategy, priorities and targeted results for its operations in Nigeria and share it with stakeholders to ensure buy-in and sustainability.

UNODC accepted recommendation 1 and stated that the Division for Operations, CONIG and the Regional Section for Africa and the Middle East will work together to develop a strategic programmatic document for the future portfolio in Nigeria. This programmatic document will be in full synergy with and will add to the UNODC Regional Programme for West Africa. Recommendation 1 remains open pending receipt of the strategic planning document for UNODC operations in Nigeria.

Need to identify and disseminate lessons learned from implementation of the three large projects

11. In 2012, UNODC signed an agreement with a donor for the implementation of three projects with a total budget of around \$104 million to be implemented by the end of 2016. The signing of the agreement was seen as a success for UNODC and a recognition of its role in the country and region. However, implementation of the projects was very slow at the beginning and by the end of 2016, CONIG had only delivered activities for around \$38 million (or a 37 per cent implementation rate). In July 2014, UNODC conducted an inter-divisional mission (IDM) to Nigeria to assess and address the causes for delays in implementing the three projects. This was followed by a financial verification review and a mid-term evaluation in 2015. The Chief of the Regional Section for Africa conducted a follow-up mission in January 2015 and recommended the establishment of an inter-divisional task team to provide CONIG with necessary support. The UNODC Deputy Executive Director also visited CONIG in February 2015. However, there was no reporting mechanism to follow-up on the recommendations identified by the IDM and subsequent missions. Consequently, gaps identified in the reviews and the evaluation were not adequately addressed.

12. Root causes for delays identified in the IDM review included security, external governance issues and managerial and recruitment difficulties. The IDM also recognized the difficulties faced by CONIG and recommended frequent exchanges with UNODC headquarters to strengthen the administrative capacity of CONIG. The 2015 mid-term evaluations conducted by the donor stated that the UNODC policy framework was not suited for implementation of project activities in field locations and lacked the capacity to provide adequate and timely human resources needed in the field. The evaluations found that the projects were overambitious and lacked baseline studies and proper assessment of the recipient absorption capacity resulting in initial delays of implementation. The evaluations also noted that CONIG was organized in silos and lacked a functional organization structure. The donor informed OIOS that while UNODC efficiency for delivery increased after the mid-term evaluation, difficulties persisted. The donor was of the view that UNODC headquarters had initially underestimated the challenges associated with implementing the projects. UNODC Division for Operations indicated that in 2011 it had assessed the detailed requirements for delivering the programme portfolio, but the related posts and resource plans discussed during programme preparation were not fully put in place.

13. In addition, OIOS noted that there was a lack of continuity both in the local leadership (Representative) and in the desk support staff at UNODC headquarters. Between 2011 and 2017 CONIG had five Representatives (or Officers-in-Charge). Two senior staff posts were also not filled from the start of programme implementation. At UNODC headquarters in Vienna, there were multiple desk officers in charge of Nigeria due to incumbents seeking alternative work opportunities. Staff at CONIG explained that the frequent changes in desk officers affected the quality of support provided to CONIG. There were also leadership gaps at the project level. For instance, between 2013 and 2016, one of the three large project (NGAV18) had seven project coordinators and Officers-in-Charge. None lasted more than one year in their tenure. This could be partly attributed to the lack of stable leadership in CONIG. The UNODC Division for Operations explained that the terrorist attack on the United Nations House in August 2011 impacted project delivery, staff motivation and the ability to attract and retain appropriate human resources. OIOS is of the view that since high staff turnover was an inherent risk associated with the duty station, it should have been anticipated and mitigated during project formulation and implementation. The UNODC Division for Operations stated that other key factors that impacted negatively on delivery capacity included the downgrading of senior project coordinator positions from P-5 to P-4 and the non-provision of resources for temporary technical expertise.

14. Since the three projects were due to end, it was too late to make improvements to their design or implementation arrangements. However, UNODC needed to ensure that lessons are learned and used to strengthen existing practices at CONIG and UNODC as a whole.

(2) UNODC should use the lessons learned from implementing the three large projects in Nigeria to: (a) strengthen the guidelines and practices for planning and managing large projects; and (b) identify measures to mitigate the risk of lack of continuity in leadership in CONIG and gaps in headquarters support.

UNODC accepted recommendation 2 and stated that the Division for Operations, in consultation with the Division for Management and the Division for Policy Analysis and Public Affairs, will strengthen the existing guidelines/framework for field offices and project management. This will take into account the UNODC experiences with planning and rolling out other large portfolios. Recommendation 2 remains open pending receipt of the action plan for addressing lessons learned from implementing the three large projects in Nigeria.

Need to develop a fundraising work plan

15. The UNODC Fundraising Strategy and related guidance require representatives of field offices to undertake fundraising responsibilities in coordination with the Co-Financing and Partnership Section (CPS) at UNODC headquarters. Senior managers at CONIG were aware of the need for new funding and had established several contacts and initiated strategies for raising funds. Some of the initiatives had already resulted in expansion of the portfolio of donors and potential interested partners. However, the fundraising strategy and donor mapping results had not been formalized. Funding targets had also not been set and therefore, funding efforts could not be assessed or measured. CONIG needed to prepare a work plan with quantified targets and a list of fundraising initiatives and activities to be undertaken during the year. This would help to optimize success in fundraising and ensure continuity of fundraising initiatives in case of staff turnover.

(3) The UNODC Country Office in Nigeria should formalize its donor mapping, needs assessment and work plans for fundraising in coordination with the Co-Financing and Partnership Section at UNODC headquarters.

UNODC accepted recommendation 3 and stated that CONIG, in coordination with the Regional Section for Africa and the Middle East and the Co-financing and Partnership Section, will prepare a fundraising document, including donor mapping, and other relevant information. This will also be done to support the work of CONIG for the next programme cycles, including the development of project ideas. Recommendation 3 remains open pending receipt of the approved donor mapping and fundraising work plan for CONIG.

Outreach and visibility strategy for the office needed to be formalized

16. The 2016-2020 West Africa Regional Programme required outreach to be done at various levels using different means, including the website, social media, printed documents and targeted mailings. CONIG work plans for 2016 and 2017 stated that CONIG would enhance its visibility by: (a) adopting a strategy for projects; (b) ensuring dissemination of outputs; and (c) re-activating the CONIG website. At the time of the audit, four project-specific visibility strategies with between 10 and 15 detailed communication and advocacy activities each were in place as stipulated in the funding agreements with the donor. CONIG also used social media frequently to report and announce events. However, the CONIG webpage had not been updated and did not include links to its social media pages. Important multimedia productions were also not available on the website or social media. CONIG needed to develop a communication work plan to ensure adequate and continuous update of its web presence.

(4) The UNODC Country Office in Nigeria should develop a communication work plan which: (a) takes into consideration the need for visibility of its projects and activities; and (b) ensures that its web presence is coordinated and updated to reflect all relevant activities.

UNODC accepted recommendation 4 and stated that CONIG will develop a communication plan outlining the steps to be taken in this area including: (i) action for increased visibility for projects taking into account experience with the visibility strategies implemented during 2016 and 2017; and (ii) improving web presence taking into account the need for an additional stand-alone website agreed under project NGAVI6. Recommendation 4 remains open pending receipt of the CONIG communication work plan.

B. Programme management

Need to develop guidelines for planning major downsizing of operations

17. OIOS review of the monitoring mechanisms in place for four projects implemented during the period 2015-2017 showed that reporting mechanisms were adequate and included field visits and interaction with stakeholders. Mid-term evaluations were conducted in 2015 for three large projects. By end of August 2017, CONIG was expected to close two projects which represented 46 and 52 per cent of its expenditures in 2015 and 2016, respectively. UNODC stated that the donor's decision to close one of the two projects had been communicated only in May 2017. CONIG had determined the downsizing requirements in the context of closure of the two major projects in August 2017 and had prepared a list of closing down activities. The major donor confirmed that CONIG was proactive in supporting hand-over of activities beyond its contractual engagements to ensure continuity and sustainability of outcomes. However, CONIG had not prepared an action plan to help ensure that all aspects of the downsizing were adequately addressed. UNODC had not established policies or guidelines to assist field offices in dealing with significant downsizing of operations.

18. UNODC needed to take stock of good practices from previously downsized operations to prepare guidelines and establish mechanisms to support offices such as CONIG to effectively manage the downsizing of their operations.

(5) The UNODC Division for Operations and Division for Management should: (a) develop guidelines on downsizing of operations; and (b) ensure that the UNODC Country Office in Nigeria formalizes its plan for downsizing, including a risk mitigation strategy.

UNODC accepted recommendation 5 and stated that: (a) The Division of Operations will develop guidelines in coordination with the Division for Management based on existing documents and lessons learned by CONIG, and will consult with CONIG during the guidelines' development; and (b) CONIG and the Regional Section for Africa and the Middle East have prepared a plan for the Office's revised structure and size as of 2018. Recommendation 5 remains open pending receipt of the new guidelines on downsizing of operations and the approved plan for downsizing CONIG operations.

C. Regulatory framework

Need to strengthen oversight over procurement actions

19. From January 2016 to May 2017, CONIG issued purchase orders with a value of around \$1.5 million. CONIG had delegation of authority to undertake procurement actions of up to \$40,000. Section 3.2.5 of the Procurement Manual requires officials with procurement authority to ensure that procurement actions strictly comply with the Financial Regulations and Rules, Secretary-General's Bulletins and the Procurement Manual. The audit showed the following:

- CONIG had not prepared a procurement plan for 2017. For 2016, project procurement plans had been prepared but had not been consolidated. Procurement plans need to be prepared to facilitate combination of similar or related needs to reduce the number of procurement actions and improve the potential to get better prices through economies of scale.
- For the provision of hotel services CONIG issued Request for Quotations (RFQs) to hotels that had Long-Term Agreements with the United Nations Development Programme (UNDP) or other organizations of the United Nations system in Nigeria. The Long-Term Agreements had pre-cleared financial and legal terms but no agreed prices or rates. Therefore, CONIG still needed to obtain quotations from various hotels to select the available facility that offered the best value for money. OIOS reviewed 15 cases relating to hotel services and found that in eight cases, vendors were required to submit quotations within seven days or less, instead of the 10 or 20 days recommended in the Procurement Manual. This led to low response rates as evidenced by the fact that in 13 of the 15 cases reviewed, only two or three vendors submitted bids.
- OIOS reviewed a sample of 61 purchase orders with a total value of approximately \$828,000. In 4 of the 61 purchase orders reviewed, the cheapest vendor was not selected. The reason given by CONIG was that the selection of the cheapest vendor would have resulted in the threshold of the delegation of authority of CONIG being exceeded because the vendors had prior contracts with CONIG. UNODC Procurement Unit indicated that it had advised CONIG that the imperative to award a purchase order to the lowest cost compliant vendor in each separate solicitation held precedence, as long as cases are not part of a single requisition or series of related requisitions. CONIG needs to ensure that the cheapest vendor is selected and that cases beyond its delegated authority are referred to the headquarters Procurement Unit.

- In 16 of the 61 procurement cases reviewed, the item type or the product ID in Umoja was not correct. For example, one of the purchase orders relating to provision of training services was categorized under goods. There were also gaps in the information that was uploaded in Umoja. Of the 61 purchase orders reviewed, seven evaluation forms, 10 requests for quotation, and one quotation from the vendor were not uploaded in Umoja. In four cases, no proper explanation of the use of sole source was recorded. It is essential that all relevant information is uploaded in Umoja for ease of reference during the review process and as evidence of compliance with the Procurement Manual.
- In one case, there was a note on file indicating that there was a discrepancy of 1,000 liters of jet fuel between the quantity the vendor indicated was delivered and what was recorded as received. CONIG was not present at the delivery point and there was no evidence that the quantity received was verified at time of delivery as required.

20. Compliance with established procurement policies and procedures is essential to ensure that CONIG obtains best value for money and conducts procurement actions in a transparent manner.

(6) The UNODC Country Office in Nigeria should ensure that: (a) annual procurement plans are prepared; (b) all procurement actions comply with the Procurement Manual; and (c) relevant supporting documents are uploaded in Umoja.

UNODC accepted recommendation 6 and stated that CONIG will ensure that consolidated annual procurement plans are developed as of 2018 and resume the existing workflow for procurement quality control by the CONIG Operations Manager who holds the procurement quality control role, to also ensure that relevant documents for procurement are uploaded in Umoja. Recommendation 6 remains open pending receipt of the CONIG procurement plan for 2018 and the revised workflow for procurement quality control.

Need to ensure that the list of assets is updated

21. CONIG conducted an asset inventory count in December 2016 and reported the results to UNODC headquarters. However, the results of the inventory were not reflected in Umoja. The list of assets in Umoja was therefore not complete and accurate. For instance, the list of assets included property that did not need to be tracked in Umoja such as computer monitors but did not include 34 laptops received in November 2016. All assets were incorrectly registered as located in the previous CONIG offices which CONIG had vacated in 2014. In addition, all assets included in Umoja were assigned a serial number but none of the assets had barcodes showing the serial numbers. At the time of the audit, CONIG had just received the barcodes. Further, there were several assets that had been waiting to be disposed of for several years. These included a transmission antenna (\$20,000) which was damaged beyond repair since 2015; several servers (\$5,000 each) which were unused since 2011; 15 desktops that were stored after being replaced; and one vehicle which had been damaged beyond repair in 2011. CONIG had not initiated the process for write off of these items.

(7) The UNODC Country Office in Nigeria should update its list of assets and take action to dispose of damaged items and items that were already marked for disposal.

UNODC accepted recommendation 7 and stated that CONIG will update the asset list and take all relevant actions, including completion of the ongoing transfer of ownership to government counterparts for equipment purchased under the two completed projects. Recommendation 7 remains

open pending receipt of evidence that the list of assets has been updated and damaged items and items marked for disposal have been disposed of.

Need to ensure compliance with the Minimum Operating Security Standards (MOSS)

22. The United Nations Department of Safety and Security (UNDSS) conducted a facility safety and security survey for the Abuja premises in 2015 and for the premises in Lagos in 2017. CONIG had implemented most of the recommendations included in the facility security and safety assessment for the premises in Abuja. However, CONIG had not implemented the recommendation to install closed-circuit television because this had not been budgeted for. CONIG had also not installed a public address system and signs for inflammable liquids as recommended. Further, the last mandatory drill for CONIG facilities was conducted in 2015 while according to MOSS, the drills should be conducted twice per year. In addition, CONIG's Abuja office was designated as one of the concentration points and was therefore required to maintain reserve stock of water, rations, fuel and spare parts for a minimum of seven days but this had not been done. CONIG had not reported these security gaps to ensure that UNODC headquarters was aware of the related risks. In view of the upcoming downsizing of CONIG operations and the finalization of the new United Nations House in Abuja, CONIG was considering options for relocation. The timing of the relocation would need to be taken into account in determining the extent to which the security gaps need to be addressed.

(8) The UNODC Country Office in Nigeria, in coordination with the local UNDSS Office, should review its current compliance level with the Minimum Operating Security Standards and provide a written report including the financial and logistics arrangements for UNODC which acted as an evacuation point for the entire United Nations Country Team.

UNODC accepted recommendation 8 and stated that CONIG will seek written confirmation from the local UNDSS Office that UNODC Nigeria continues to be MOSS compliant. CONIG will also work with UNDSS on the security aspects of moving back into the United Nations House in Abuja, seek its support to regular evacuation drills, and obtain information on the financial implications of UNODC serving as an evacuation point for the Organization. Recommendation 8 remains open pending receipt of documentation regarding CONIG's compliance with MOSS and the action plan for addressing gaps in compliance.

IV. ACKNOWLEDGEMENT

23. OIOS wishes to express its appreciation to the management and staff of UNODC for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of United Nations Office on Drugs and Crime operations in Nigeria

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNODC should develop a programmatic document outlining the strategy, priorities and targeted results for its operations in Nigeria and share it with stakeholders to ensure buy-in and sustainability.	Important	O	Receipt of the strategic planning document for UNODC operations in Nigeria.	31 December 2018
2	UNODC should use the lessons learned from implementing the three large projects in Nigeria to: (a) strengthen the guidelines and practices for planning and managing large projects; and (b) identify measures to mitigate the risk of lack of continuity in leadership in CONIG and gaps in headquarters support.	Important	O	Receipt of the action plan for addressing lessons learned from implementing the three large projects in Nigeria.	30 June 2018
3	The UNODC Country Office in Nigeria should formalize its donor mapping, needs assessment and work plans for fundraising in coordination with the Co-Financing and Partnership Section at UNODC headquarters.	Important	O	Receipt of the approved donor mapping and fundraising work plan for CONIG.	30 June 2018
4	The UNODC Country Office in Nigeria should develop a communication work plan which: (a) takes into consideration the need for visibility of its projects and activities; and (b) ensures that its web presence is coordinated and updated to reflect all relevant activities.	Important	O	Receipt of the CONIG communication work plan.	31 March 2018
5	The UNODC Division for Operations and Division for Management should: (a) develop guidelines on downsizing of operations; and (b) ensure that the UNODC Country Office in Nigeria formalizes its	Important	O	Receipt of the new guidelines on downsizing of operations and the approved plan for downsizing CONIG operations.	30 June 2018

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ C = closed, O = open

⁴ Date provided by UNODC in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of United Nations Office on Drugs and Crime operations in Nigeria

	plan for downsizing, including a risk mitigation strategy.				
6	The UNODC Country Office in Nigeria should ensure that: (a) annual procurement plans are prepared; (b) all procurement actions comply with the Procurement Manual; and (c) relevant supporting documents are uploaded in Umoja	Important	O	Receipt of the CONIG procurement plan for 2018 and the revised workflow for procurement quality control.	31 March 2018
7	The UNODC Country Office in Nigeria should update its list of assets and take action to dispose of damaged items and items that were already marked for disposal.	Important	O	Receipt of evidence that the list of assets has been updated and damaged items and items marked for disposal have been disposed of.	31 March 2018
8	The UNODC Country Office in Nigeria, in coordination with the local UNDSS Office, should review its current compliance level with the Minimum Operating Security Standards and provide a written report including the financial and logistics arrangements for UNODC which acted as an evacuation point for the entire United Nations Country Team.	Important	O	Receipt of documentation regarding CONIG's compliance with MOSS and the action plan for addressing gaps in compliance.	31 March 2018

APPENDIX I

Management Response

Management Response

Audit of United Nations Office on Drugs and Crime operations in Nigeria

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNODC should develop a programmatic document outlining the strategy, priorities and targeted results for its operations in Nigeria and share it with stakeholders to ensure buy-in and sustainability.	Important	Yes	The Officer-in-Charge, Division for Operations (DO) in coordination with the senior managers of the Country Office in Nigeria (CONIG) and the Regional Section for Africa and the Middle East (RSAME)	December 2018	The Division for Operations (DO), the Country Office in Nigeria (CONIG) and the Regional Section for Africa and the Middle East (RSAME) will work together to develop a strategic programmatic document for the future portfolio in Nigeria upon the appointment and arrival of a new Representative. This programmatic document will be in full synergy with, and will add to, the UNODC Regional Programme (RP) for West Africa. Until such time that UNODC and stakeholders in Nigeria have developed this programmatic document, UNODC will continue to ensure full synergy of operations and programme plans between the West Africa RP and the Regional Office for West and Central Africa (ROSEN), and the projects operated in CONIG.
2	UNODC should use the lessons learned from implementing the three large projects in Nigeria to: (a) strengthen the guidelines and practices for planning and managing large projects; and (b) identify measures to mitigate the risk of lack of continuity in	Important	Yes	The Officer-in-Charge, DO in coordination with senior managers in DM and DPA	June 2018	The Division for Operations, in consultation with the Division for Management (DM) and the Division for Policy Analysis and Public Affairs (DPA) will strengthen the existing guidelines/framework for Field Offices and project management. This will be done in conjunction with action

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of United Nations Office on Drugs and Crime operations in Nigeria

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	leadership in CONIG and gaps in headquarters support.					required to implement OIOS recommendation no. 5 below, and will also take into account the UNODC experiences with planning and rolling out other large portfolios in late 2017/early 2018.
3	The UNODC Country Office in Nigeria should formalize its donor mapping, needs assessment and work plans for fundraising in coordination with the Co-Financing and Partnership Section at UNODC headquarters.	Important	Yes	The Officer-in-Charge, CONIG, in coordination with senior managers in RSAME/DO and CPS/DPA	June 2018	CONIG, in coordination with RSAME/DO and the Co-financing and Partnership Section of the Division for Policy Analysis and Public Affairs (CPS/DPA) will prepare a “fund-raising” document, including donor mapping, and other relevant information. This will also be done to support the work of CONIG for the next programme cycles, including the development of concept notes/ project ideas.
4	The UNODC Country Office in Nigeria should develop a communication work plan which: (a) takes into consideration the need for visibility of its projects and activities; and (b) ensures that its web presence is coordinated and updated to reflect all relevant activities.	Important	Yes	The Officer-in-Charge, CONIG	March 2018	CONIG will develop a communication plan outlining the steps to be taken in this area including: (i) action for increased visibility for projects (taking into account recent experience with the visibility strategies as approved by the European Union (EU) in 2016 for the 3 large projects and implemented during 2016 and 2017); and (ii) improving web presence (taking into account the need for an additional/ ‘stand-alone’ website agreed under the Drugs project already launched (NGAV16).

Management Response

Audit of United Nations Office on Drugs and Crime operations in Nigeria

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	The UNODC Division for Operations and Division for Management should: (a) develop guidelines on downsizing of operations; and (b) ensure that the UNODC Country Office in Nigeria formalizes its plan for downsizing, including a risk mitigation strategy.	Important	Yes	The Officer-in-Charge, DO in coordination with senior managers in DM, CONIG and RSAME	June 2018	<p>(a) DO will develop guidelines in coordination with DM, based on existing documents and lessons learned by CONIG, and will consult with CONIG during the guidelines' development.</p> <p>(b) CONIG and RSAME have prepared a plan for the revised Office's structure and size as of 2018, and are consulting with the Financial Resources Management Service (FRMS) on the cost structure to absorb required office and personnel costs as of 2018, until a new programme is approved and launched.</p>
6	The UNODC Country Office in Nigeria should ensure that: (a) annual procurement plans are prepared; (b) all procurement actions comply with the Procurement Manual; and (c) relevant supporting documents are uploaded in Umoja.	Important	Yes	The Officer-in-Charge, CONIG	March 2018	<p>CONIG will:</p> <p>(i) Ensure that consolidated annual procurement plans are developed as of 2018; and</p> <p>(ii) resume the existing workflow for procurement quality control by the CONIG Operations Manager who holds the procurement quality control role, to also ensure that relevant documents for procurement are uploaded in Umoja.</p> <p>Close coordination with the Procurement Unit of the General Support Section (GSS) will continue.</p>

Management Response

Audit of United Nations Office on Drugs and Crime operations in Nigeria

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
7	The UNODC Country Office in Nigeria should update its list of assets and take action to dispose of damaged items and items that were already marked for disposal.	Important	Yes	The Officer-in-Charge, CONIG	March 2018	CONIG will update the asset list and take all relevant actions, including completion of the ongoing transfer of ownership to government counterparts for equipment purchased under the two (2) completed EU-funded projects. While most of this work will be completed before end December 2017, CONIG will finalize this work as part of the year-end closure activities, with the submission of relevant reports to GSS and DM in early 2018.
8	The UNODC Country Office in Nigeria, in coordination with the local UNDSS Office, should review its current compliance level with the Minimum Operating Security Standards and provide a written report including the financial and logistics arrangements for UNODC which acted as an evacuation point for the entire United Nations Country Team.	Important	Yes	The Officer-in-Charge, CONIG	March 2018	CONIG will seek written confirmation from the local UNDSS Office that <u>UNODC Nigeria continues to be MOSS compliant</u> . CONIG will also work with UNDSS on the security aspects of moving back into the UN House in Abuja, seek its support to regular evacuation drills, and obtain information on the financial implications of UNODC serving as an evacuation point for UN. Any new security cost and financial requirements will be discussed with the UNODC HQs field security support team.