



INTERNAL AUDIT DIVISION

REPORT 2017/017

Audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

The Representation needed to strengthen controls over planning and monitoring of the operations plans, partnership management, security and staff safety, and procurement and vendor management

4 April 2017

Assignment No. AR2016/110/07


Audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

EXECUTIVE SUMMARY

The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the Office of the United Nations High Commissioner for Refugees (UNHCR) operations in Burundi. The audit covered the period from 1 January 2015 to 30 September 2016 and included a review of: planning and resource allocation; programme monitoring and reporting; emergency preparedness and response; partnership management; distribution of non-food items (NFIs); security and staff safety; and procurement and vendor management.

The UNHCR Representation in Burundi had put adequate controls in place for emergency preparedness and NFI distributions. However, there was a need for the Representation to strengthen controls over planning and monitoring of the operations plans, partnership management, security and staff safety, and procurement and vendor management.

OIOS made four recommendations. To address issues identified in the audit, the Representation needed to:

- Review the alignment of resource allocation with strategic priorities and put in place appropriate procedures for performance data collection and validation;
- Dedicate sufficient resources and managerial attention for implementing controls over designation of procurement authority to partners, timely preparation of Project Partnership Agreements, and monitoring of projects implemented by partners;
- 
- Strengthen management supervision arrangements over procurement and vendor management and train members of the Local Committee on Contracts and staff of the Supply Unit to ensure that vendor vetting, registration and performance evaluation procedures are conducted effectively and procurement processes demonstrate integrity and are conducted in the spirit of fair competition and transparency.

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

CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1-2
III. OVERALL CONCLUSION	2
IV. AUDIT RESULTS	2-9
A. Planning and resource allocation, and programme monitoring and reporting	2-3
B. Emergency preparedness	4
C. Partnership management	4-6
D. Distribution of non-food items	6
E. Security and staff safety	6-7
F. Procurement and vendor management	7-9
V. ACKNOWLEDGEMENT	9
ANNEX I Status of audit recommendations	
APPENDIX I Management response	

Audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees (UNHCR).
2. The UNHCR Representation in Burundi (hereinafter referred to as ‘the Representation’) was established in 1964. As of 30 September 2016, the Representation assisted 55,324 refugees and 3,094 asylum-seekers, of whom 99 per cent were from the Democratic Republic of the Congo (DRC). There were also 59,758 internally displaced persons (IDPs) in the country. Civil unrest in Burundi has resulted in an outflow of over 210,000 refugees to neighbouring countries such as DRC, Rwanda, Tanzania, Uganda and Zambia. The worsening of the situation led to the declaration by UNHCR of a Level-1 emergency for Rwanda on 22 April 2015 and a Level-2 emergency on 11 May 2015 for what UNHCR called “the new Burundian refugee situation” covering Burundi, Rwanda, Tanzania and DRC.
3. Regarding refugees and asylum-seekers, the majority of whom are urban refugees and the rest of whom are accommodated in four refugee camps in Burundi, the Representation decided to give strategic priority in its 2016 operations plan to the following three key areas: (i) strengthening the empowerment of beneficiaries through income-generating activities; (ii) access to asylum procedures; and (iii) protection against refoulement and maintaining the civilian character of camps. Regarding IDPs, the Representation prioritized the following three key protection areas: (i) border monitoring and protection of IDPs to ensure the liberty of movement and to guarantee their human rights to return; (ii) assistance of vulnerable IDPs through psychosocial support, material support and emergency shelters and non-food items (NFIs); and (iii) sensitization of the authorities and communities to prevent the violation of human rights and establishment of a favourable protection environment.
4. The Representation has a Country Office in Bujumbura, a Sub Office in Muyinga, and two Field Offices in Ruyigi and Makamba. It is headed by a Representative at the D-1 level. As of 30 September 2016, the Representation had 120 posts.
5. The Representation had total expenditure of \$15.6 million in 2015. Its budget for 2016 amounted to \$17.6 million, of which \$11.8 million was spent by 30 September 2016. The Representation worked with 11 partners in 2015 and 9 in 2016. The total expenditure of the partners amounted to \$7.0 million in 2015, and accounted for 74 per cent of the Representation’s programme related expenditures in the year.
6. Comments provided by the Representation are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over UNHCR operations in Burundi.
8. This audit was included in the 2016 risk-based work plan of OIOS due to risks related to the complexity of the operational environment for UNHCR in Burundi caused by the civil unrest that started in April 2015.

9. OIOS conducted the audit from October 2016 to January 2017. The audit covered the period from 1 January 2015 to 30 September 2016. Based on an activity-level risk assessment, the audit covered higher risk processes and activities pertaining to the operations in Burundi, which included: planning and resource allocation; programme monitoring and reporting; emergency preparedness; partnership management; distribution of NFIs; security and staff safety; and procurement and vendor management.

10. The audit methodology included: (a) interviews of key personnel; (b) review of relevant documentation; (c) analytical reviews of data, including data from Managing for Systems, Resources and People (MSRP), the UNHCR enterprise resource planning system, and performance data from FOCUS, the UNHCR results-based management system; (d) sample testing of controls using both systematic and random methods; (e) visits to the Representation's Country Office in Bujumbura, Sub Office in Muyinga and Field Office in Ruyigi, and the offices of two partners implementing UNHCR projects; and (f) physical observation of activities implemented at two refugee camps in Kavumu and Kinama.

III. OVERALL CONCLUSION

11. The Representation had put adequate controls in place for emergency preparedness and NFI distributions. However, there was a need for the Representation to: (a) adequately align resource allocation with strategic prioritization and strengthen performance data collection and validation; (b) strengthen controls over designation of procurement authority to partners, preparation of Project Partnership Agreements, and project monitoring; (c) [REDACTED] and (d) strengthen management supervision and oversight arrangements over procurement and vendor management.

IV. AUDIT RESULTS

A. Planning and resource allocation, and programme monitoring and reporting

There was a need to adequately align resource allocation with strategic priorities and strengthen performance data collection and validation

12. The UNHCR Programme Manual requires the Representation to prepare an annual operations plan based on adequate and reliable refugee registration data, an assessment of the needs of the population of concern, and the UNHCR Global Strategic Priorities. The operations plan should include a protection and operational strategy for each planning population group, as well as impact and performance indicators with baseline and target performance levels and resource requirements for achieving the targets. The Representation should also develop standard operating procedures for all protection priorities. Mid-year and year-end reporting procedures require a review of the results achieved, in order to identify areas where progress may not be in accordance with the plans and corrective measures may need to be taken.

13. The Representation prepared operations plans for 2015 and 2016 that were based on adequate and reliable refugee registration data and aligned with the needs of the population of concern and the Global Strategic Priorities. The needs assessment exercise was undertaken during both years by following a participatory approach and conducted for populations of concern in major locations and by multi-functional teams. The Representation also developed a protection strategy as part of the operations plans, as well as standard operating procedures for all key protection areas including registration, best interest determination/best interest assessment, resettlement, sexual and gender-based violence, and anti-fraud

measures. At the mid-year and year-end review stage, the Representation reviewed and reported on underperforming areas.

14. Nevertheless, OIOS observed the following deficiencies in planning and monitoring of the operations plans:

- The strategic importance of certain objectives did not correspond to financial resources allocated to them. For example, while the operations plans for 2015 and 2016 gave strategic priority to livelihoods activities, the budget allocated to the objective “Self-reliance and livelihoods improved” for 2015 and 2016 amounted only to \$38,447 and \$153,014 respectively (and corresponded only to 0.4 per cent and 1.5 per cent respectively of the Representation’s total programme related budget for these years). Also, while the strategic importance of camp management remained unchanged in the operations plan from 2015 to 2016, the budget allocated to the objective “Camp management and coordination refined and improved” decreased from \$1,711,046 in 2015 to only \$237,009 in 2016. In this respect, the Representation explained that the budget for 2015 had included the procurement of briquettes amounting to \$1,059,878 which had been accounted for under another objective in 2016. Even after taking this into account, the decrease in the budget was still large, i.e. about \$414,000, which was not explained in the 2016 operations plan or other planning documents.
- The Representation did not establish an impact monitoring plan outlining the methodology for collecting and validating the data for each indicator selected.
- Some indicators reported on by the Representation were not realistic. For example, according to the Representation’s Key Indicator Reports, “per cent of persons of concern (18-59 years) with own business /self-employed for more than 12 months” for refugees and asylum seekers moved from 36.3 per cent at the beginning of 2014, through zero per cent at mid-year and year-end 2015, to 100 per cent at mid-year 2016. For data on refugees and asylum-seekers reported at mid-year 2016, out of 227 impact and performance indicators, 5 were not collected. Moreover, one of the five had no criteria for performance measurement.

15. Apart from the difficult operating environment, the main reasons for the identified deficiencies were that the Representation had not adequately reviewed the alignment of its resource allocation with its strategic prioritization and had not put in place appropriate procedures for performance data collection and validation. As a result, the Representation was exposed to the risk of not effectively and efficiently responding to the identified needs of its target populations.

(1) The UNHCR Representation in Burundi should put in place procedures to: (i) ensure adequate alignment between strategic priorities and resource allocation; and (ii) strengthen performance data collection and validation.

UNHCR accepted recommendation 1 and stated that the Representation’s Programme and Protection Sections were discussing the alignment of limited resources with priorities identified, and its multi-functional teams were using the participatory assessments and validation by partners to address data collection and validation. Recommendation 1 remains open pending receipt of an analysis of the alignment between resources allocated and strategic priorities and the impact monitoring plan for the upcoming programme cycle.

B. Emergency preparedness

The Representation had adequate controls in place for emergency preparedness

16. The UNHCR Preparedness Package for Refugee Emergencies and the UNHCR Policy on Emergency Response Activation, Leadership and Accountabilities require the Representation to: (i) monitor the risk of a refugee emergency developing and complete minimum preparedness actions for an emergency at least annually; (ii) undertake an assessment of whether advanced preparedness actions, including a scenario-based contingency plan, are required and complete them if applicable; and (iii) identify and alert UNHCR headquarters when an emergency response is required.

17. The Representation had developed, in a timely manner, a set of minimum and advanced preparedness actions and prepared contingency plans based on two scenarios: the refugee influx from DRC and the intensification of civil unrest in Burundi. It had duly shared all these documents with the Bureau for Africa and the Division of Emergency, Security and Supply at headquarters. Since the civil unrest in Burundi had intensified during 2015 and 2016, the Representation had been updating the Bureau and the Division for Emergency, Security and Supply frequently on the developments in the country.

18. Therefore, OIOS concluded that the Representation had put in place adequate arrangements for its emergency preparedness.

C. Partnership management

There was a need to strengthen controls over designation of procurement authority to partners, preparation of Project Partnership Agreements, and project monitoring

19. To manage projects implemented through partners in a consistent and effective manner, the UNHCR Enhanced Framework for Implementing with Partners requires the Representation to: (i) establish an Implementing Partnership Management Committee (IPMC) to assist in making partner selection and retention decisions in a competitive and transparent manner; (ii) limit procurement by partners to those occasions where partners have a proven advantage, and conduct an assessment of the partners' capacity to procure goods and services using UNHCR funds before designating procurement authority to them; (iii) sign Project Partnership Agreements (PPAs) in December for the subsequent project year; and (iv) establish risk-based plans for performance and financial monitoring to be conducted by multi-functional teams to verify the progress in project activities and the expenditures reported.

20. The Representation had established an IPMC in November 2013. For the selection and retention of partners to implement projects in 2015 and 2016, OIOS review indicated that, except for a few process deficiencies noted, the Representation, under the guidance of the IPMC, generally followed the UNHCR requirements.

21. For 2015, the Representation entrusted procurement to 10 of its 11 partners with a cumulative procurement value of \$2.5 million, and for 2016 to 8 of its 9 partners with a cumulative procurement value of \$1.5 million. There was no documented evidence that the Representation had conducted, before signing the PPAs, a cost-benefit analysis to determine whether procurement by partners would be advantageous compared to direct implementation or an assessment of partners' capacity to procure goods and services using UNHCR funds. Moreover, formal approval of the Representative for designating procurement to partners was not obtained.

22. None of the PPAs were signed in a timely manner, i.e. in December preceding the project year. Regarding the PPAs for 2015, five were concluded in February 2015, while the other six were concluded in January 2015. For 2016, two were concluded in March 2016, five in February 2016, and two in January 2016.

23. In respect of monitoring of projects implemented by partners, documentation was available to support that the Representation conducted regular financial monitoring. However, OIOS observed the following deficiencies:

- For 2015, the Representation did not prepare any project monitoring plans. For 2016, although the Representation prepared risk-based monitoring plans, it was not clear when they were prepared and whether partners had agreed to them, because of the absence of signatures.
- In respect of performance monitoring, there was no evidence that it had been conducted by a multi-functional monitoring team and that it had been consistently linked to the quarterly approval of partners' financial and performance reports:
 - a) In 2015, the Representation prepared performance monitoring reports for all partners except for one. However, because the reports were prepared only at the year end, the Representation was not in a position to assess the reliability of the partners' quarterly financial and performance reporting. The reports did not mention the dates and names of preparers, and all of the columns mentioned only "Completed" without stating actual progress to date.
 - b) In 2016, the Representation's verification reports at the mid-year reviewed progress against the work plan and expected results. However, actual results were not compared with targets. For all partners except for one international partner, the verification reports only stated: "According to the mid-year performance report from the partner, indicators are good (more than 50 per cent of outputs). However, in order to conduct good analysis of performance based on UNHCR standards, the multi-functional team should at least twice a year visit the partner to evaluate the partner's performance."
- The Representation's follow-up on recommendations raised by external project auditors was insufficient. Out of six audit reports covering 2014, the Representation did not follow up on five containing 23 recommendations, of which eight indicated recoveries to be obtained from partners amounting to \$8,500.

24. The main reason for these control deficiencies, apart from the difficult operating environment, was the lack of time and inadequate management attention devoted to implementation of the partnership management procedures and the shortage of human resources, including a Project Control Officer during the audit period. As a result, the Representation was exposed to the risk of non-achievement of the intended project objectives.

(2) The UNHCR Representation in Burundi should dedicate sufficient resources and managerial attention for implementing a sound system of controls over designation of procurement authority to partners, timely preparation of Project Partnership Agreements, and monitoring of projects implemented by partners.

UNHCR accepted recommendation 2 and stated that the Representation was taking the following measures to address the recommendation: (i) the Supply Section with the assistance of other sections was undertaking a cost-benefit analysis of procurement of briquettes, whilst an analysis of

procurement of spare parts for administration and operations vehicles was already conducted; (ii) all project agreements had been signed, whilst delays still persisted; and (iii) monitoring and evaluation of partners' performance was ongoing. Recommendation 2 remains open pending receipt of: (i) copies of the cost-benefit analysis and capacity assessments related to designation of procurement to partners for 2017; and (ii) a sample of monitoring reports on assessment of the performance of partners against targets.

D. Distribution of non-food items

The Representation adequately planned and monitored the distribution of NFIs to persons of concern

25. The UNHCR procedures on commodity distributions and emergency operations require the Representation to put in place adequate arrangements for planning, monitoring and reporting of the distribution of NFIs. This includes: establishing criteria for the selection of beneficiaries; developing distribution plans; conducting regular on-site distribution monitoring and post distribution monitoring; updating the actual quantities distributed in an electronic system; and preparing reconciliation reports between items issued from stock and those distributed to beneficiaries.

26. OIOS reviewed the controls put in place by the Representation for distribution of NFIs amounting to \$1.9 million in 2015 and 2016 (up to the end of September). The review indicated that the Representation had established criteria for the selection of beneficiaries, developed NFI distribution plans, conducted regular distribution monitoring, and updated the quantities distributed in the MSRP system. OIOS also physically observed the Representation's warehouses in Bujumbura, Musinga and Ruyigi, and the distribution centers of two camps in Kavumu and Kinama, and did not note any material weaknesses.

27. Nevertheless, as of the end of September 2016, the Representation had inventory held in excess of the previous 12 months in the warehouses in Bujumbura and Ruyigi amounting to \$439,957 and corresponding to 63 per cent of the total inventory stock. There was no evidence that the Representation had an action plan to deal with these NFIs. However, the Representation took action to reduce the excess stock to \$326,414 by the end of October 2016 by distributing items to new arrivals and other beneficiaries. Whilst the audit was in progress, the Representation developed a plan to distribute the remaining excess stock to beneficiaries.

28. Therefore, OIOS concluded that the Representation had adequate and effective controls over NFI distributions.

E. Security and staff safety

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

■ [REDACTED]

• [REDACTED]

• [REDACTED]

[REDACTED]

[REDACTED]

F. Procurement and vendor management

There was a need to strengthen management supervision and oversight arrangements over procurement and vendor management

32. UNHCR procurement rules and procedures require the Representation to: (i) establish an effective vendor management system; (ii) prepare an annual procurement plan according to the identified needs; (iii) implement competitive bidding procedures through tendering; and (iv) ensure adequate scrutiny of the integrity of procurement activities through the Local Committee on Contracts (LCC).

33. The Representation established a Vendor Review Committee (VRC) for the first time in April 2016 to facilitate and oversee vendor registration and review. The VRC met in May 2016 to select 33 new vendors. Although there were 33 vendor files covering all 33 vendors vetted, the files lacked the necessary information, such as bank details, audit reports, and tax details. In addition, there was no evidence that the VRC evaluated the performance of vendors. Moreover, the Representation had 411 vendors with more than one vendor number in the MSRP system, one of which had 13 different vendor identification numbers while 7 vendors had 5 or 6 different identification numbers. Whilst the audit was in progress, the Representation addressed the issue of duplication.

34. In 2015 and 2016 (up to the end of September), the Representation raised 30 purchase orders amounting to \$1.9 million. OIOS reviewed the minutes of all eight LCC meetings held and 16 of the 30 purchase orders totaling \$1.2 million and found the following weaknesses in the procurement processes:

- For 2015 and 2016, the Representation prepared a procurement plan. However, these plans did not include administration budgets as required.
- In June 2016, a staff member of the Representation concluded a Corporate Frame Agreement with an airline. According to the Agreement, the Representation committed to give the airline priority over other airlines for its transportation needs in order to achieve a minimum revenue target of \$120,000 per year. In return, the airline granted the Representation an 8 per cent discount for economy class tickets and a 10 per cent discount for business class tickets. The Agreement was entered into without a competitive procurement process, with the staff member independently conducting the negotiations to conclude the Agreement. The Agreement stated that the Representation was obliged to use a specific travel agency, which had been selected by the staff member. The Agreement was not referred to the LCC; nor had it been cleared by the Legal Affairs Service at headquarters. It was also not included in the Representation's procurement plan for 2016. As a result of this Agreement, the Representation paid to the travel agency \$21,377 between June and September 2016. Whilst the audit was in progress, in response to the OIOS observation, the Representation terminated the Agreement.
- The Representation procured tickets amounting to \$23,866 from another travel agency in 2015 without the prior review and approval of the contract by the LCC.
- The Representation did not comply with the minimum bidding period in any of the 16 purchase orders reviewed as it only gave an average of two weeks for the vendors to bid as opposed to four weeks required by the UNHCR Manual.
- For 15 out of 16 purchase orders reviewed, the LCC minutes did not indicate the amounts, the name of the vendors, or the contract periods involved.

35. The main reasons for the above control deficiencies were: (i) inadequate supervision of the procurement management process, mainly due to the absence of a Supply Officer for a period of about eight months during 2015 and 2016; and (ii) lack of a training programme for members of the LCC and Supply Unit staff to ensure they possess in-depth knowledge and understanding of the UNHCR procurement rules and oversight mechanisms. The shortcomings were also due to an unstable economic situation in Burundi which led to lack of a competitive market of vendors. This exposed the Representation to the risk of not getting the best value for money from procurement of goods and services, and unexpected losses if contracts do not include necessary clauses to protect the interests of UNHCR.

(4) The UNHCR Representation in Burundi should strengthen management supervision arrangements over procurement and vendor management and train members of the Local Committee on Contracts and staff of the Supply Unit to ensure that vendor vetting, registration and performance evaluation procedures are conducted effectively and procurement processes demonstrate integrity and are conducted in the spirit of fair competition and transparency.

UNHCR accepted recommendation 4 and stated that the Representation had initiated the following actions to implement the recommendation: (i) in agreement with headquarters, training of LCC members was being organized and was due to take place during the second quarter of 2017; (ii) minutes of the VRC meetings were being prepared; and (iii) the final procurement plan for 2017 was being updated. Recommendation 4 remains open pending receipt of: (i) evidence of completion of the training of LCC members; (ii) minutes of VRC meetings as proof of systematic evaluation of the performance of vendors; and (iii) the final procurement plan for 2017 including both programme and administration requirements.

V. ACKNOWLEDGEMENT

36. OIOS wishes to express its appreciation to the management and staff of UNHCR 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 the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	The UNHCR Representation in Burundi should put in place to: (i) ensure adequate alignment between strategic priorities and resource allocation; and (ii) strengthen performance data collection and validation.	Important	O	Submission to OIOS of an analysis of the alignment between resources allocated and strategic priorities and the impact monitoring plan for the upcoming programme cycle.	30 June 2017
2	The UNHCR Representation in Burundi should dedicate sufficient resources and managerial attention for implementing a sound system of controls over designation of procurement authority to partners, timely preparation of Project Partnership Agreements, and monitoring of projects implemented by partners.	Important	O	Submission to OIOS of : (i) copies of the cost-benefit analysis and capacity assessments related to designation of procurement to partners for 2017; and (ii) a sample of monitoring reports on assessment of the performance of partners against targets.	30 June 2017
4	The UNHCR Representation in Burundi should strengthen management supervision arrangements over procurement and vendor management and train members of the Local Committee on Contracts and staff of the Supply Unit to ensure that vendor vetting, registration and performance evaluation procedures are conducted effectively and procurement processes demonstrate integrity and are conducted in the spirit of fair competition and transparency.	Important	O	Submission to OIOS of: (i) evidence of completion of the training of LCC members; (ii) minutes of VRC meetings as proof of systematic evaluation of the performance of vendors; and (iii) the final procurement plan for 2017 including both programme and administration requirements.	30 June 2017

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 UNHCR in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The UNHCR Representation in Burundi should put in place to: (i) ensure adequate alignment between strategic priorities and resource allocation; and (ii) strengthen performance data collection and validation.	Important	Yes	Senior Programme Officer	June 2017	<p>The Representation is taking into account the audit comments regarding the ongoing planning process for the 2018-2019 programme cycle.</p> <p>i. Programme and Protection sections are discussing the aligning of limited resources with priorities identified by the organization.</p> <p>ii. Multi-functional teams are using the participatory assessments and validation by partners to address the data collection and validation.</p>
2	The UNHCR Representation in Burundi should dedicate sufficient resources and managerial attention for implementing a sound system of controls over designation of procurement authority to partners, timely preparation of Project Partnership Agreements, and monitoring of projects implemented by partners.	Important	Yes	Senior Programme Officer	June 2017	<p>The Representation is taking the following measures to address this recommendation:</p> <p>i. The Supply section with the assistance of other sections is undertaking a cost-benefit analysis of procurement of briquettes. A report and analysis will be shared in due course. Similarly, an analysis on procurement of spare parts for administration and operations</p>

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 the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

Rec. no.	Recommendation	Critical ¹ / Important ₂	Accepted (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>vehicles was undertaken. As a result, direct implementation was recommended.</p> <p>ii. The signing of project agreements in a timely manner remains a challenge for the Representation. While all agreements have now been signed, delays still persist. Regarding health, delays were due to protracted negotiations caused by reduced budgetary allocations.</p> <p>iii. Monitoring and evaluation of partners' performance is ongoing and reports will be shared accordingly.</p>
4	The UNHCR Representation in Burundi should strengthen management supervision arrangements over procurement and vendor management and train members of the Local Committee on Contracts and staff of the Supply Unit to ensure that vendor vetting, registration and performance evaluation procedures are conducted effectively and procurement processes demonstrate integrity and are conducted in the spirit of fair competition and	Important	Yes	Supply Officer	June 2017	<p>The Representation has initiated the following actions to implement the recommendation:</p> <p>i. In agreement with Headquarters, training of LCC members is being organized and is due to take place during the second quarter of 2017.</p> <p>ii. Minutes of the vendor committee meetings are being prepared</p> <p>iii. The final procurement plan for</p>

Management Response

Audit of the operations in Burundi for the Office of the United Nations High Commissioner for Refugees

Rec. no.	Recommendation	Critical ¹ / Important ₂	Accepted (Yes/No)	Title of responsible individual	Implementation date	Client comments
	transparency.					2017 is being updated and should be available before end of April.