



INTERNAL AUDIT DIVISION

AUDIT REPORT 2013/107

Audit of procurement activities at the Regional Procurement Office in Entebbe

Overall results relating to the effective management of procurement activities at the Regional Procurement Office in Entebbe were initially assessed as partially satisfactory. Implementation of four important recommendations remains in progress

**FINAL OVERALL RATING: PARTIALLY
SATISFACTORY**

4 December 2013

Assignment No. AP2013/616/02

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AUDIT REPORT

Audit of procurement activities at the Regional Procurement Office in Entebbe

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of procurement activities at the Regional Procurement Office in Entebbe.
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure: (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. The Regional Procurement Office was established by the Department of Management's Procurement Division on 15 July 2010 in accordance with the report of the Secretary-General on procurement governance arrangements within the United Nations (A/64/284/Add.1), to streamline the procurement of common goods and services required by peacekeeping and special political missions and offices in East and Central Africa, through joint acquisition planning with missions and establishment of regional systems contracts.
4. The core mandate of the Regional Procurement Office included the: (i) centralization of the procurement for some goods and services to achieve economies of scale; (ii) provision of surge capacity for new and expanding missions; and (iii) implementation of measures to foster sourcing of commodities and services within the region, while maintaining international competition, to prevent long shipment delays; and (iv) training and capacity building of staff in field missions.
5. The Regional Procurement Office was headed by a Chief Procurement Officer at the P-5 level, supported by 23 staff members. The Regional Procurement Office was established on a cost-neutral basis with staff recruited against vacant posts in: (i) United Nations Support Office for the African Union Mission in Somalia (UNSOA) - 1 post; (ii) African Union-United Nations Hybrid Operation in Darfur (UNAMID) - 7 posts; (iii) United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO) - 5 posts; (iv) United Nations Mission in the Republic of South Sudan (UNMISS) - 9 posts; and (v) the Procurement Division in New York - 2 posts.
6. In 2012 the Procurement Division expanded the scope of work of the Regional Procurement Office to include missions and offices located in West Africa. As at 31 March 2013, the Regional Procurement Office was undertaking joint procurement activities for 12 missions / offices, and had established 140 contracts valued at \$286 million including, 100 mission-specific contracts valued at \$177 million, and 40 regional systems contracts valued at \$109 million.
7. Comments provided by the Procurement Division are incorporated in italics.

II. OBJECTIVE AND SCOPE

8. The audit was conducted to assess the adequacy and effectiveness of the Regional Procurement Office governance, risk management and control processes in providing reasonable assurance regarding the **effective management of procurement activities in the Regional Procurement Office**.

9. The audit was included in the 2013 OIOS risk-based work plan due to the operational and financial risks relating to the procurement process and the importance of effective procurement of required goods and services in the implementation of the mandates of the various missions supported by the Regional Procurement Office.

10. The key controls tested for the audit were: (a) programme management and performance monitoring; (b) delegation of authority; and (c) regulatory framework. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Programme management and performance monitoring** – controls that provide reasonable assurance that there is sufficient capacity to achieve mandates and that performance metrics are established and procedures are in place to monitor and report on the achievement of the objectives of the Regional Procurement Office.

(b) **Delegation of authority** – controls that provide reasonable assurance that authority for procurement functions has been formally delegated and complied with.

(c) **Regulatory framework** – controls that provide reasonable assurance that policies and procedures: (i) exist to guide procurement activities; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information.

11. The key controls were assessed for the control objectives shown in Table 1.

12. OIOS conducted the audit from March to May 2013. The audit covered the period from 1 July 2011 to 31 March 2013 and reviewed the following activities: (i) performance management; (ii) joint acquisition planning; (iii) solicitation, evaluation and award of contracts; and (iv) vendor management.

13. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness. OIOS reviewed 9 of 24 procurement actions (37 per cent) that resulted in the award of 40 regional systems contracts, valued at about \$53 million and 6 of 63 other procurement actions (10 per cent) that resulted in the award of 100 mission-specific contracts, valued at about \$15 million.

III. AUDIT RESULTS

14. The Regional Procurement Office governance, risk management and control processes examined were initially assessed as **partially satisfactory** in providing reasonable assurance regarding the **effective management of procurement activities at the Regional Procurement Office in Entebbe**. OIOS made five recommendations to address the issues identified. The Regional Procurement Office served as the surge capacity for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Interim Security Force for Abyei (UNISFA), UNMISS and UNSOA and helped increase the number of regional vendors registered on the United Nations Global Marketplace. The Regional Procurement Office had established regional systems contracts based on joint acquisition plans and conducted seminars and workshops to increase the participation of regional vendors supplying goods and services to missions. The Office generally ensured that the solicitation, evaluation and contract award processes were carried out in compliance with the Procurement Manual. However, there was a need for improvement in the acquisition planning process, and for a reliable performance monitoring and

reporting system to ensure realization of economies of scale and improved efficiency of the procurement process.

15. The initial overall rating was based on the assessment of key controls presented in Table 1. The final overall rating is **partially satisfactory** as implementation of four important recommendations remains in progress.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of procurement activities at the Regional Procurement Office in Entebbe	(a) Programme management and performance monitoring	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(b) Delegation of authority	Satisfactory	Satisfactory	Satisfactory	Satisfactory
	(c) Regulatory framework	Satisfactory	Satisfactory	Satisfactory	Satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Programme management and performance monitoring

Criteria for mission-specific procurement by the Regional Procurement Office needed to be clarified

16. From July 2010 when the Regional Procurement Office was establishment until March 2013, it had established 140 contracts valued at \$286 million. Seventy-three of the 140 contracts (52 per cent) related to the Regional Procurement Office’s core mandate including, 40 regional systems contracts valued at \$109 million and 33 contracts for new and expanding missions including UNSOA, UNISFA and UNMISS. The remaining 67 contracts (48 per cent) were for established missions including UNAMID, UNOCI and MONUSCO. The Procurement Division advised that the Regional Procurement Office undertook high-value, complex solicitations on behalf of missions that did not have the required capacity. Due to the lack of adequate criteria, OIOS was unable to confirm whether the solicitations undertaken were sufficiently complex to be taken over by the Regional Procurement Office rather than the respective mission. If the Regional Procurement Office continued to implement activities for which it was not mandated, it may not have sufficient resources to effectively implement mandated activities and the missions’ resources may be underutilized.

(1) The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should clarify the criteria for selecting mission-specific procurement actions that require the involvement of the Regional Procurement Office.

The Procurement Division accepted recommendation 1 and included criteria for selecting mission-specific procurement actions in a newly developed framework policy for the Regional Procurement Office. Based on the action taken by the Procurement Division, recommendation 1 has been closed.

Utilization of system contracts needed to improve

17. The missions' 2011/12 and 2012/13 joint acquisition plans required the Regional Procurement Office to complete 88 procurement actions. As at 31 March 2013: (a) 29 (33 per cent) procurement actions were completed resulting in the establishment of 40 system contracts; (b) 26 (30 per cent) procurement actions were in progress with no contract established; and (c) 33 (37 per cent) procurement actions had not been initiated. The high number of pending procurement actions was attributed to delays in the receipt of statements of works from missions and the existence of global systems contracts previously established by the Procurement Division to address some of the requirements in the joint acquisition plans. For example, the Procurement Division estimated that 47 per cent of the 33 procurement actions not initiated were for missions that had not provided their statement of works, and further stated that several global systems contracts were already in place to cover another 27 per cent of the 33 procurement actions. The Procurement Division had not established the causes of missions' delays in providing their statement of works, for use in taking appropriate remedial action.

18. Moreover, missions' utilization (i.e. the amount of purchase orders issued by missions compared to the initial two-year not-to-exceed amounts) of established regional systems contracts was generally low. Of the 40 systems contracts established by the Regional Procurement Office, as at 31 March 2013: (a) 22 per cent of the initial two-year not-to-exceed amount of \$70 million for 28 systems contracts had been utilized; (b) eleven contracts had just been established before the audit in March 2013 and therefore, understandably had minimal utilization rates; and (iii) one other contract had a zero not-to-exceed value and therefore no utilization rate. Of the 28 utilized contracts:

- Thirteen had a combined utilization rate of 34 per cent although they were established in 2011 with expiry dates that ended in December 2013. Three of these contracts, with a combined not-to-exceed amount of \$3.4 million and expiry dates that ended in October 2013, had utilization rates of less than one per cent.
- The remaining 15 contracts, which were established in 2012 with expiration dates that ended in October 2014, had a combined total utilization rate of 11 per cent.

19. The Regional Procurement Office had communicated the low utilization of system contracts to the Directors/Chiefs of Mission Support and encouraged them to ensure increased use of the contracts. However, these efforts did not increase the use of the contracts. The Procurement Division had also not established the causes of the low utilization, for use in taking appropriate remedial actions. Also, for some missions, it was economical to procure certain items, already covered by the systems contracts, by utilizing their local procurement authority. For example, the prices in Cote d'Ivoire for plywood, linoleum flooring, and glue, that were provided to OIOS by UNOCI, were approximately 170 per cent cheaper than the prices in the regional systems contracts. The Procurement Division advised that a direct comparison of the prices of commodities was not possible because specifications, contractual periods, delivery points and other terms differed between contracts established by the Regional Procurement Office and that of the local markets in the country of missions. In OIOS' view, there was a need for the Procurement Division to make a comparison of available prices of commodities at different missions, as without such, it was difficult to conclude that the establishment of regional systems contracts had resulted in economies of scale.

(2) The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should identify why missions are not fully utilizing regional systems contracts to procure their requirements, and take appropriate actions.

The Procurement Division accepted recommendation 2 and stated that the Directors/Chiefs of

Mission Support would issue instructions, including requisitioning prerequisites, to self-accounting units to confirm that requisitioned items were not already covered under regional systems contracts prior to requisitions being approved. In addition, the Regional Procurement Office issued a list of all regional systems contracts to missions. Recommendation 2 remains open pending receipt of the result of the review of missions' utilization of systems contracts and actions taken to improve utilization.

Acquisition planning needed to be improved to ensure realization of economies of scale

20. The achievement of economies of scale through the establishment of regional systems contracts required an effective governance mechanism for joint acquisition planning and commitment by participating missions to use the established regional systems contracts. This was not always the case as the Regional Procurement Steering Group (RPSG), which was established to govern the approval process for joint acquisition plans, did not have terms of reference that clearly defined its members and roles in the approval of the plans and oversight of missions' utilization of regional systems contracts. For example, although the Directors/Chiefs of Mission Support of participating missions attended meetings of the RPSG as members and the joint acquisition plans were discussed, the plans were not formally approved by the Directors/Chiefs of Mission Support to indicate their commitment to utilizing regional systems contracts.

21. The Regional Procurement Office prepared the draft joint acquisition plans based on its review of missions' proposed budgets and without the involvement of missions' requisitioners who were the ultimate users of the goods and services being procured. Although the Regional Procurement Office provided monthly reports on the status of solicitations to the Directors/Chiefs of Mission Support and the various chiefs of sections in the missions, there was no process to ensure that the acquisition plans were revised to reflect changes in missions' requirements. The joint acquisition plans also lacked prioritization and target dates for the initiation and completion of procurement actions.

22. To improve joint acquisition planning, the Regional Procurement Office was in the process of developing standard operating procedures. Subsequent to the audit, the Procurement Division provided OIOS with draft procedures and indicated that the RPSG would be requested to approve them.

(3) The Procurement Division should strengthen the joint acquisition planning process by ensuring that: (a) terms of reference are established for the Regional Procurement Steering Group; (b) Directors/Chiefs of Mission Support formally approve joint acquisition plans; (c) periodic reviews of joint acquisition plans are formally carried out by responsible officials of missions so that they accurately reflect changes in missions' requirements; and (d) the joint acquisition plans include target dates for the initiation and completion of procurement actions by missions and the Regional Procurement Office.

The Procurement Division accepted recommendation 3 and developed a framework policy and governance model for the Regional Procurement Office which included terms of reference for the RPSG and mechanisms for periodic reviews of joint acquisition plans by responsible officials of participating missions. The RPSG formally approved the 2013/14 joint acquisition plan, and target dates for the initiation and completion of procurement actions would be implemented in the 2014/15 joint acquisition plan. Recommendation 3 remains open pending receipt of the 2014/15 joint acquisition plan with target dates for the initiation and completion of procurement actions.

(4) The Procurement Division should finalize and promulgate the Regional Procurement Office standard operating procedures on joint acquisition planning.

The Procurement Division accepted recommendation 4 and stated the Regional Procurement Office standard operating procedures would be finalized by the end of 2013. Recommendation 4 remains open pending receipt of the final and promulgated standard operating procedures on joint acquisition planning.

Measurable performance indicators and reliable performance monitoring and reporting system were required

23. The Procurement Division had reported \$28.3 million in cost savings in the Report of the Secretary-General on Procurement Activities (A/67/683) as evidence that the centralization of missions' procurement in the Regional Procurement Office had achieved the intended results, which was to realize economies of scale. However, the audit results showed that the reported savings were overstated by \$17.8 million as follows:

- The Regional Procurement Office used 14 of the 28 established regional systems contracts and reported savings of \$10 million. These savings were determined by comparing the not-to-exceed amounts of the 14 contracts with the combined missions' proposed budgeted amounts for similar commodities as provided by participating missions. Had the Regional Procurement Office included all 28 contracts, the reported savings would have been \$445,376 instead of \$10 million.
- The Regional Procurement Office used the not-to-exceed and related budgeted amounts of 7 of the 74 established mission-specific contracts in determining \$15.3 million of the reported savings. Had the Office used all mission-specific contracts including those with higher not-to-exceed amounts compared to the related budgeted amounts, the reported savings would have been \$8.2 million instead of \$15.3 million.
- The reported savings included \$973,893 which was determined by comparing selected line items (i.e. those that contributed to positive savings) from previous purchase orders issued by missions with similar line items on contracts established by the Regional Procurement Office. The calculation included five commodities / services, although the Office had established contracts for 15 commodities / services. The calculation did not include all similar line items and did not include all concerned missions. Furthermore, \$537,000 of the total was duplicated as it related to savings on two contracts that were already reflected in the \$10 million savings above.

24. The Secretary-General's Report (A/67/683) on Procurement Activities underscored that the Regional Procurement Office had provided effective and timely procurement support to missions. However, there was no baseline data against which to compare the time taken by the Regional Procurement Office to process procurement actions and to measure the extent to which it was fostering the sourcing of commodities and services within the region. There was also no reliable monitoring system in place to ensure the systematic collation, evaluation and reporting of performance, including cost savings attributed to the operations of the Regional Procurement Office. Although the Office had established processing timelines in the service level agreements between the Procurement Division and the respective missions, these were not monitored and reported on. The nine joint acquisition plan-related procurement case files reviewed by OIOS showed that awards of contracts were delayed by an average of an extra five months compared to the targets established in the respective Source Selection Plans.

25. The lack of accurate information on economies of scale and cost savings reduced the Procurement Division's and Members States' ability to make informed decisions about the future of the Regional Procurement Office, a pilot project, and the anticipated establishment of similar offices.

26. Subsequent to the audit, the Procurement Division recalculated the cost savings included in the Secretary-General's report (A/67/683), taking into account all 28 systems contracts and 74 mission-specific contracts that were established at the time of submission of the Secretary-General's Report (A/67/683) and prepared a corrigendum to revise the reported savings from \$28.3 million to \$10.5 million.

(5) The Procurement Division should implement a reliable performance monitoring and reporting system including: (a) baseline data; and (b) specific, measurable, attainable, relevant and time-bound indicators for measuring and reporting on the Regional Procurement Office's achievements including realized economies of scale, cost savings related to contracts established, and improved effectiveness and efficiency.

The Procurement Division accepted recommendation 5 and stated that an all-encompassing monitoring framework would be developed. Recommendation 5 remains open pending receipt of evidence that the Procurement Division has implemented a reliable system for measuring and reporting on the Regional Procurement Office's achievements including realized economies of scale, cost savings related to contracts established, and improved effectiveness and efficiency.

B. Delegation of authority

Procurement actions were processed in accordance with delegated procurement authorities

27. The Regional Procurement Office operated as part of the Procurement Division and as such did not have a separate delegation of procurement authority. Three staff members including the Chief, Regional Procurement Office at the P-5 level and two P-4 staff members were delegated procurement authorities up to \$200,000 and \$150,000 respectively, in line with authorities delegated to other sections of the Procurement Division.

28. All procurement cases reviewed were processed in accordance with delegated authority limits and those in excess of the Chief's delegated authority were submitted to the appropriate committee of contracts for review and subsequent approval by designated officials. OIOS concluded that there were adequate controls over the procurement authority delegated to staff members of the Regional Procurement Office.

C. Regulatory framework

In general, procurement cases were processed in compliance with the Procurement Manual

29. The Regional Procurement Office generally processed procurement cases in compliance with the Procurement Manual. Cases that were reviewed by the Headquarters Committee on Contracts were first reviewed by the Procurement Division in New York.

30. A review of 15 procurement cases indicated that there were few instances of non-compliance with the Procurement Manual. For example: (a) in two cases, the weights of technical evaluation criteria previously established in the Source Selection Plans were changed by the evaluation committee during the evaluation of vendors' bids; (b) in one case, the basis for assigning minimum and maximum scores to vendors for two technical evaluation criteria was not transparent; (c) the basis for disqualifying two vendors, who did not provide samples, was not transparent; and (d) one vendor was disqualified for failing to provide relevant supporting documentation despite not having been requested to provide the missing information. Due to the immaterial nature of the non-compliance issues and the follow-up by the Procurement Division on them, OIOS did not make a recommendation.

IV. ACKNOWLEDGEMENT

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

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of procurement activities at the Regional Procurement Office in Entebbe

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should clarify the criteria for selecting mission-specific procurement actions that require the involvement of the Regional Procurement Office.	Important	C	Action taken.	Implemented
2	The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should identify why missions are not fully utilizing regional systems contracts to procure their requirements, and take appropriate actions.	Important	O	Receipt of the result of the review of missions' utilization of systems contracts and actions taken to improve utilization.	31 December 2013
3	The Procurement Division should strengthen the joint acquisition planning process by ensuring that: (a) terms of reference are established for the Regional Procurement Steering Group; (b) Directors/Chiefs of Mission Support formally approve joint acquisition plans; (c) periodic reviews of joint acquisition plans are formally carried out by responsible officials of missions so that they accurately reflect changes in missions' requirements; and (d) the joint acquisition plans include target dates for the initiation and completion of procurement actions by missions and the Regional Procurement Office.	Important	O	Receipt of the 2014/15 joint acquisition plan with target dates for the initiation and completion of procurement actions.	31 July 2014

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses 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.

³ C = closed, O = open

⁴ Date provided by the Procurement Division

STATUS OF AUDIT RECOMMENDATIONS

Audit of procurement activities at the Regional Procurement Office in Entebbe

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
4	The Procurement Division should finalize and promulgate the Regional Procurement Office standard operating procedures on joint acquisition planning.	Important	O	Receipt the final and promulgated standard operating procedures on joint acquisition planning.	31 December 2013
5	The Procurement Division should implement a reliable performance monitoring and reporting system including: (a) baseline data; and (b) specific, measurable, attainable, relevant and time-bound indicators for measuring and reporting on the Regional Procurement Office's achievements including realized economies of scale, cost savings related to contracts established, and improved effectiveness and efficiency.	Important	O	Receipt of evidence that the Procurement Division has implemented a reliable system for measuring and reporting on the Regional Procurement Office's achievements including realized economies of scale, cost savings related to contracts established, and improved effectiveness and efficiency.	31 December 2015

APPENDIX I

Management Response

United Nations
INTEROFFICE MEMORANDUM



Nations Unies
MEMORANDUM INTERIEUR

TO: Ms. Eleanor T. Burns, Chief
A: Peacekeeping Audit Service, Internal Audit Division
Office of Internal Oversight Services

DATE: 12 November 2013

THROUGH: Christian Saunders, Director
S/C DE: Office of the Under-Secretary-General for Management

FROM: Mario Baez, Chief
DE: Policy and Oversight Coordination Service
Office of the Under-Secretary-General for Management

SUBJECT: **Draft report on an audit of procurement activities at the Regional Procurement Office in Entebbe (Assignment No. AP2013/616/02)**

OBJET:

1. We are pleased to provide the comments from the Department of Management in response to your memorandum dated 22 October 2013 on the above subject in the attached Appendix I.
2. Thank you for providing us the opportunity to comment on the draft report.

13-02863
13 November 2013

Management Response

Audit of procurement activities at the Regional Procurement Office in Entebbe

Rec. no.	Recommendation	Critical/ Important	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should clarify the criteria for selecting mission-specific procurement actions that require the involvement of the Regional Procurement Office.	Important	Yes	Director, Procurement Division	Implemented	The criteria for selecting mission-specific procurement actions are included in the approved framework policy for the Regional Procurement Office. Documented evidence of the controls implemented has been provided to OIOS.
2	The Procurement Division, in collaboration with Directors/Chiefs of Mission Support, should identify why missions are not fully utilizing regional systems contracts to procure their requirements, and take appropriate actions.	Important	Yes	Director, Procurement Division	31 December 2013	Directors/Chiefs of Mission Support are in the process of issuing written instructions to the Self-Accounting Units. In addition, the Regional Procurement Office has issued a booklet containing all information on current regional contracts to all missions. Documented evidence of the controls implemented has been provided to OIOS.
3	The Procurement Division should strengthen the joint acquisition planning process by ensuring that: (a) terms of reference are established for the Regional Procurement Steering Group; (b) Directors/Chiefs of Mission Support (D/CMS) formally approve joint acquisition plans (JAPs); (c) periodic reviews of JAPs are formally carried out by responsible officials of missions so that they accurately reflect changes in missions' requirements; and (d) the JAPs include target dates for the initiation and completion of procurement actions by missions and the Regional Procurement Office.	Important	Yes	Director, Procurement Division	31 July 2014	Parts a, b, and c of the recommendation have been implemented. Part d of the recommendation will be implemented in the Joint Acquisition Plan for 2014/15. Documented evidence of the controls implemented has been provided to OIOS.

Management Response

Audit of procurement activities at the Regional Procurement Office in Entebbe

Rec. no.	Recommendation	Critical/ Important	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
4	The Procurement Division should finalize and promulgate the Regional Procurement Office standard operating procedures on joint acquisition planning.	Important	Yes	Director, Procurement Division	31 December 2013	The Standard Operating Procedures (SOP) for Joint Acquisition Planning will be finalized by the end of 2013.
5	The Procurement Division should implement a reliable performance monitoring and reporting system including: (a) baseline data; and (b) specific, measurable, attainable, relevant and time-bound indicators for measuring and reporting on the Regional Procurement Office's achievements including realized economies of scale, cost savings related to contracts established, and improved effectiveness and efficiency.	Important	Yes	Director, Procurement Division	31 December 2015	The Office of Central Support Services accepted the need to develop an enhanced systematic monitoring framework. The roll-out of an all-encompassing monitoring framework would require additional resources and extensive preparation. In addition, the implementation is also dependent on Umoja implementation, which is necessary for transmission of relevant data for key performance indicators.