



INTERNAL AUDIT DIVISION

REPORT 2017/036

Audit of the Office of the High
Commissioner for Human Rights
Country Office in Guinea

Strategic planning, performance monitoring
and oversight over administrative and
financial matters need to be strengthened

17 May 2017

Assignment No. AE2016/330/02

Audit of the Office of the High Commissioner for Human Rights Country Office in Guinea

EXECUTIVE SUMMARY

The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the effective management of the Office of the High Commissioner for Human Rights (OHCHR) Country Office in Guinea (OHCHR-Guinea) operations. The audit covered the period from January 2014 to November 2016 and included a review of strategic planning, performance monitoring and compliance with applicable administrative policies and procedures.

OHCHR-Guinea coordinated its activities with other parts of OHCHR and United Nations offices in the region and had good working relationships with its partners, beneficiaries and the United Nations Country Team. However, strategic planning, performance monitoring and oversight over administrative and financial matters needed to be strengthened.

OIOS made five recommendations. To address issues identified in the audit, OHCHR-Guinea needed to:

- Consult with relevant sections of OHCHR Headquarters and prepare an exit strategy with input from major stakeholders, which should include key milestones and indicators for the exit process.
- Ensure accurate and comprehensive reporting of its performance in its annual reports and update its targets and strategies based on experience and lessons learned from past performance.
- In coordination with the Programme Support and Management Service at OHCHR Headquarters: (a) establish appropriate supervision mechanisms to ensure compliance with established procedures and requirements relating to cash management, procurement, leave records, travel, recruitment of experts and asset management; (b) provide appropriate training to its staff on administrative issues; and (c) clarify with the United Nations Development Programme the respective roles and responsibilities for accountability purposes.
- Take action to ensure compliance with the Minimum Operating Security Standards and document the results of emergency evacuation exercises to ensure that any weaknesses and lessons learned are identified, tracked and addressed.
- Develop a mechanism to ensure that all relevant records related to recruitment, procurement, travel and leave records are properly retained and filed.

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

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Audit of the Office of the High Commissioner for Human Rights Country Office in Guinea

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Office of the High Commissioner for Human Rights Country Office in Guinea (OHCHR-Guinea).
2. OHCHR-Guinea was established in May 2010 following the recommendations of the International Commission of Inquiry report to the United Nations Security Council (S/2009/693) on the events of 28 September 2009 in Conakry, the capital of Guinea. The Office provides technical cooperation, monitoring and protection functions throughout the country in cooperation with the United Nations Country Team (UNCT). It is based in Conakry with one sub-regional office at N'zérékoré in southern Guinea near the border with Liberia. According to the OHCHR management plan for 2014-2017, OHCHR-Guinea thematic priorities for 2014-2017 were:
 - a. Strengthening the effectiveness of international human rights mechanisms
 - b. Widening the democratic space
 - c. Combating impunity and strengthening accountability and the rule of law
 - d. Early warning and protection of human rights in situations of conflict, violence and insecurity.
3. OHCHR-Guinea was headed by a Country Representative at P-5 level who was appointed in October 2011. He was supported by four international staff (three human rights officers and one security officer), three United Nations Volunteers (UNVs) and 15 national staff including four national human rights officers and 11 support staff. The Representative reported to the Chief of Africa Branch, which is one of the three branches within the Field Operations and Technical Cooperation Division (FOTCD) at OHCHR Headquarters. International staff are governed by the United Nations staff regulations and rules while the national staff are governed by the United Nations Development Programme (UNDP) staff regulations and rules as per the Memorandum of Understanding between UNDP and OHCHR.
4. OHCHR-Guinea was fully funded from extra-budgetary funds. Its expenditure for the 2014-2015 biennium was \$6.7 million and the budget for 2016 was \$4.4 million. This included OHCHR-Guinea projects funded by the United Nations Peacebuilding Fund. For the period under review (2014-2016), OHCHR-Guinea worked in cooperation with five other United Nations agencies to implement six projects whose objectives were to: (i) strengthen the civilian oversight function of the National Assembly; (ii) support community policing in two municipalities of Conakry City; (iii) strengthen early warning and conflict prevention; and (iv) support activities aimed at diffusing tensions before, during and after the 2015 elections. OHCHR-Guinea was responsible for implementing the training and monitoring of human rights issues component with a total budget of \$1.4 million.
5. Guinea was one of the countries severely affected by the Ebola virus disease starting from December 2013 with more than 3,500 cases. As of 29 December 2015, the World Health Organization declared Guinea free of Ebola virus transmission. The Ebola crisis affected the implementation of the OHCHR-Guinea activities in 2014 and part of 2015.
6. Comments provided by OHCHR 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 the effective management of OHCHR-Guinea operations.

8. This audit was included in the 2016 risk-based work plan of OIOS due to the risks associated with OHCHR-Guinea operations.

9. OIOS conducted this audit from November 2016 to February 2017. The audit covered the period from January 2014 to November 2016. Based on an activity-level risk assessment, the audit covered higher and medium risks areas in the management of OHCHR-Guinea operations, which included: strategic planning, performance monitoring and compliance with applicable administrative policies and procedures.

10. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) sample tests of transactions.

III. OVERALL CONCLUSION

11. OHCHR-Guinea coordinated its activities with other parts of OHCHR and United Nations offices in the region and had good working relationship with its partners, beneficiaries and UNCT. However, OHCHR-Guinea needed to develop an exit strategy and strengthen performance reporting to ensure that its strategies were updated based on experience and lessons learned and aligned to the situation in the country. With regard to regulatory framework, OHCHR-Guinea needed to: (a) strengthen oversight and guidance on administrative and financial matters; (b) comply with the host country Minimum Operating Security Standards (MOSS) requirements; and (c) develop a mechanism to ensure that all relevant documents in the Administration Unit are properly retained and filed.

IV. AUDIT RESULTS

A. Strategic planning

Need to develop an exit strategy

12. One of the lessons learned from a country operation previously closed by OHCHR was that there should be an exit strategy shortly after an office is established and it should be regularly updated. According to best practices, exit strategies should be developed with input from stakeholders and should include the set of activities and benchmarks that would facilitate responsible withdrawal. Interviews with OHCHR staff showed that OHCHR-Guinea had not developed or discussed an exit strategy with relevant stakeholders. The staff attributed this to insufficient guidance on how to develop an exit strategy. According to the OHCHR-Guinea strategic plan (Country Notes), an exit strategy would be developed at the end of the 2014-2017 period. The target was that by this time the office would have had seven years of existence and the host country national democratic institutions, such as an independent National Human Rights Institution (NHRI), would have been established and the capacity of civil society organizations would have been strengthened. Since these key accomplishments and other outputs that OHCHR-Guinea was targeting, such as the fight against impunity, are likely not going to be achieved by the end of 2017 as envisaged, it may be premature to discuss definite timelines for closing the office. Nonetheless, an exit strategy needs to be developed to help ensure that OHCHR-Guinea work programme focuses on the impact it intends to have and the sustainability of results after the office is closed. The

current Country Notes will end in December 2017 and it is therefore an opportune time for OHCHR-Guinea to establish an exit strategy with the support of OHCHR Headquarters.

(1) OHCHR-Guinea should consult with relevant sections of OHCHR Headquarters and prepare an exit strategy with input from major stakeholders, which should include key milestones and indicators for the exit process.

OHCHR accepted recommendation 1 and stated that OHCHR-Guinea in consultation with its main national partners had drafted and submitted to OHCHR Headquarters a draft strategy. Discussions started with FOTCD Africa Branch for its finalization. Recommendation 1 remains open pending receipt of the exit strategy and evidence that it was developed in consultation with major stakeholders.

Working relationship and coordination with other organizations in the region were adequate

13. The 2013-2017 Guinea United Nations Development Assistance Framework (UNDAF) was articulated around three strategic segments: (i) promotion of good governance; (ii) acceleration of growth, promotion of employment and income opportunities for all; and (iii) reduction of vulnerability and improvement of living conditions. At the inception of the UNDAF, OHCHR-Guinea participated actively in the planning process. Furthermore, in September 2015, during the UNDAF mid-term review, OHCHR-Guinea in coordination with UNCT participated in the UNDAF assessment field mission and ensured that human rights based approach was considered in the remaining two strategic segments. Interview with the Resident Coordinator revealed that OHCHR-Guinea has been a key player in the UNCT work in the country. For instance, OHCHR-Guinea is a member of the United Nations Peacebuilding Fund Technical Committee and provided assistance to the Resident Coordinator in the implementation of the Secretary-General's Human Rights Due Diligence Policy and the Human Rights Upfront Initiative. Further, OHCHR-Guinea participated in the Strategic Coordination Meeting of the Heads of Human Rights Field Presences in Central and West Africa held in Dakar (Senegal) to discuss working arrangements with United Nations entities, the African Union and regional organizations. Based on the above, OIOS concluded that OHCHR-Guinea's working relationship and arrangements for coordination with other actors in the region were adequate.

B. Performance monitoring

Need to strengthen performance reporting and update strategies based on experience and lessons learned

14. The guidelines for the development of Country Notes requires OHCHR country offices to describe, inter alia, how the political, social and economic context affects the enjoyment of human rights and to assess performance and report progress towards the behavioural, institutional or legislative changes targeted. OHCHR-Guinea established 14 expected accomplishments and 33 outputs for the 2014-2017 period. The political environment and the deteriorated health situation due to Ebola in 2014 and 2015 affected the office's ability to achieve its targets. Nevertheless, at the end of 2015, OHCHR-Guinea had made good progress on the implementation of 16 of the 33 planned outputs. Government representatives were satisfied with the working relationship and support provided by OHCHR-Guinea and acknowledged the monitoring of human rights violation and capacity building activities done by the office through its sub-regional office in N'zérékoré.

15. OHCHR-Guinea submitted regular monthly reports of its activities for the years 2015 and 2016 via the Performance Management System and prepared annual reports as required under the OHCHR performance monitoring framework. However, the annual performance reports did not address some of

the office's achievements such as the successful coordination with UNCT. The reports did not also accurately reflect the gaps and challenges the office faced in implementing activities relating to major outputs including supporting the local NHRI to be independent and competent, prosecution of gender violence cases through effective implementation of law, and supporting investigations of the 28 September 2009 events. Accurately reporting performance, and assessing and documenting the gaps between planned and actual results will help the office identify lessons learned and areas where performance and strategies need to be improved. OIOS noted that some of OHCHR-Guinea's strategies were not fully aligned with the country situation and the targets were not realistic given the operating environment. Therefore, the strategies and targets needed to be updated based on lessons learned from past performance.

(2) OHCHR-Guinea should ensure accurate and comprehensive reporting of its performance in its annual reports and update its targets and strategies based on experience and lessons learned from past performance.

OHCHR accepted recommendation 2 and stated that OHCHR-Guinea will review its reporting methodology during the annual retreat it is planning to hold in June. Headquarters staff will attend the retreat and provide guidance on the subject and staff will be trained accordingly. Recommendation 2 remains open pending receipt of evidence that arrangements have been put in place to strengthen performance reporting and to update targets and strategies based on experience and lessons learned.

C. Regulatory framework

Oversight and guidance on administrative and financial matters needed to be strengthened

16. The OHCHR Field Offices Manual guides staff with assigned responsibilities in the field to ensure adherence to United Nations regulations and rules and administrative instructions. Compliance with established procedures is essential to ensure that the Office's resources are managed and used effectively, and assets are appropriately safeguarded. OIOS review of administrative processes indicated that OHCHR-Guinea did not always comply with established rules and procedures. The issues noted are described below:

(a) Procurement

17. OIOS reviewed 10 procurement cases totalling \$178,000 and noted non-compliance with the UNDP Procurement Manual in all cases. There was no information on how many vendors were contacted and in seven cases the rationale for selecting one vendor without competition was not documented. OIOS attributed the deficiencies to staff involved in the procurement process not being conversant with established procedures due to lack of training and also due to unclear roles and responsibilities between OHCHR-Guinea and UNDP.

(b) Leave management

18. OIOS review of annual leave balances of local staff recruited under UNDP rules and regulations revealed that four staff members carried over more than 60 leave days admissible at the end of March 2015 (the excess carry over ranged from 6 to 9.5 days). Furthermore, there were discrepancies between the closing leave balances at the end of March 2015 and the opening balances at the start of April 2015 for 11 staff members. For instance, 20 working days leave taken by two staff members in March 2015 were not adjusted against the opening balances for April 2015. There was no evidence that local staff

verified their leave balances and that attendance records were submitted to UNDP on a regular basis as required by the Field Office Manual. After the audit, OHCHR-Guinea met with the staff concerned and corrected the discrepancies in leave records noted in the audit.

(c) Travel

19. During the period 2014-2015, OHCHR-Guinea spent approximately \$310,000 on staff travel. Approximately \$250,000 was for local travel to monitor human rights violations in the country and to attend capacity building and workshop activities; the rest was for international travel. OHCHR had not implemented Umoja in its field operations and therefore, travel authorization and submission of travel claims were still being done manually. OIOS review of 40 travel cases showed 8 cases where travel authorizations were not prepared as required and 9 cases where supporting documentation such as terms of reference of the missions and invitations were missing, which made it difficult to justify the reason for the travel. Travel claims were also not systematically signed by the traveler and supervisor to certify the accuracy of the information provided and as evidence of review and approval.

(d) Cash payments

20. Cash disbursements were not properly supported. For instance, during the presidential election in 2015, OHCHR-Guinea distributed cash totalling \$107,000 towards transport and telephone costs to more than 50 election monitors. The cash payments were released to administrative assistants for direct distribution to the beneficiaries. Supporting documentation provided comprised of a list of beneficiary names, amount received and their signatures. There was no verification of beneficiary details to identity cards to ensure that payments were provided to the intended beneficiaries. Further, the lists of beneficiaries were not independently reviewed. Cash payments are exposed to high risk of loss, fraud and theft and therefore appropriate controls and oversight need to be in place.

(e) Recruitment of experts who were not paid fees

21. Contrary to the administrative instruction on consultants and individual contractors (ST/AI/2013/4), OHCHR-Guinea recruited five international experts in an advisory capacity without a documented competitive process and detailed terms of reference. The consultants were not paid any fees but a total of \$18,000 was incurred for travel cost and Daily Subsistence Allowance (DSA). The travel was to a duty station with a hardship classification, but the experts were not requested to provide evidence of medical or health insurance coverage. OHCHR-Guinea staff indicated that they were not aware of the procedures for hiring international experts with no fees.

(f) Management of property records

22. OHCHR-Guinea did not have adequate inventory controls in place to ensure that all its property records were appropriately accounted for. Although the office indicated that it had carried out a physical verification of its assets in 2016, OIOS review noted the following: (i) 103 of the 400 items that were classified as being in bad condition were not written off and disposed of in accordance with the Field Office Manual requirements; and (ii) the Office had not identified the responsible unit or staff for 72 information and communications technology equipment, including mobile and satellite phones, cameras, digital recorders, desktop computers and laptops for accountability purposes. OIOS physically verified 38 items and noted that 15 items were not recorded in the inventory records and 6 out of the 15 items were in bad condition. Also four chairs physically verified were not in the inventory records and three were broken, covered with mold and kept in one of the vacant offices.

23. OIOS attributed the above-mentioned shortcomings to lack of training and inadequate supervision of staff involved in preparing, reviewing and approving financial and administrative documents. The administrative and financial management functions were under the responsibility of one international staff (who retired in August 2016) and two national staff. The national staff did not have previous experience in managing OHCHR administrative and finance functions nor were they provided with training. Seven out of the nine national staff (including staff having administrative functions) and the UNVs indicated that they had not received any formal training on OHCHR administrative procedures. There was also no evidence that staff working in administration and in charge of procurement activities had obtained training in procurement.

(3) OHCHR-Guinea, in coordination with the Programme Support and Management Service at OHCHR Headquarters, should: (a) establish appropriate supervision mechanisms to ensure compliance with established procedures and requirements relating to cash management, procurement, leave records, travel, recruitment of experts and asset management; (b) provide appropriate training to its staff on administrative issues; and (c) clarify with UNDP the respective roles and responsibilities for accountability purposes.

OHCHR accepted recommendation 3 and stated that: (a) supervision mechanisms will be strengthened with the support of Headquarters. The Deputy Head of Office will be tasked to monitor on a weekly basis staff compliance with established procedures and requirements relating to cash management, procurement, leave records, travel, recruitment of experts and asset management and report to the Head of Office; (b) as soon as the recruitment of a national administrative officer is completed, a request will be submitted to Programme Support and Management Service to provide appropriate training to staff on administrative issues; and (c) OHCHR management will hold a meeting with UNDP head of operations to clarify roles and responsibilities on the subject. Recommendation 3 remains open pending receipt of evidence that: (a) the Deputy Head of Office's 2017-2018 performance appraisal work plan includes appropriate goals relating to his new role of overseeing compliance with established administrative policies and procedures by OHCHR-Guinea; (b) staff have been trained on administrative issues; and (c) UNDP roles and responsibilities have been clarified.

Need to comply with MOSS requirements

24. MOSS is the primary mechanism for managing and mitigating security risks to personnel, property and assets of the Organization. Compliance with MOSS is mandatory for United Nations offices and facilities. OHCHR-Guinea conducted its self-assessment against MOSS and noted that it was non-compliant in some areas, which was attributed to lack of resources. Further, although OHCHR-Guinea indicated that an evacuation exercise was conducted in 2016 as required by Section 2.4 of MOSS, the results of the exercise were not documented.

(4) OHCHR-Guinea should: (a) take action to ensure compliance with the Minimum Operating Security Standards; and (b) document the results of emergency evacuation exercises to ensure that any weaknesses and lessons learned are identified, tracked and addressed.

OHCHR accepted recommendation 4 and stated that to achieve full compliance with MOSS for the Office, a cost plan will be developed by the Security Officer under the supervision of Head of Office. The lesson learned has been shared and discussed with staff. Some actions were immediately taken. Another exercise is scheduled before the end of year 2017. Recommendation 4 remains open pending receipt of evidence that (a) a plan of action has been established to address areas of non-compliance with MOSS; and (b) mechanisms have been put in place to document and track the implementation of lessons learned from emergency evacuation exercises.

Need to ensure that all relevant administrative documents are properly retained and filed

25. According to the OHCHR Standard Operating Procedure on “Archiving and Storing of Information by Field Presences”, Heads of field presences have the responsibility to establish and manage an effective and secure system for the storage of all information received, produced or otherwise held by the field presence. OHCHR-Guinea had stored its administrative and financial records at a UNDP office located about one hour away. The OHCHR-Guinea Administration Unit had not established standards of record keeping that would make it easier and more efficient to locate and retrieve specific records. There was a high risk of inadequate documentation to support administrative actions and expenditures as evidenced by the gaps in information on travel and procurement discussed above. Proper record keeping and filing is particularly important in case of staff turnover which is likely to increase under the new staff mobility programme.

(5) OHCHR-Guinea should develop a mechanism to ensure that all relevant records related to recruitment, procurement, travel and leave records are properly retained and filed.

OHCHR accepted recommendation 5 and stated that records related to recruitment, procurement, travel and leave records exist. A staff has been dedicated for this task; a better archive system has been developed and all relevant documents are retained and archived and accessible for staff designated by the head of office. An alternate staff has also been appointed. Recommendation 5 remains open pending receipt of evidence that an appropriate filing and archiving system has been developed.

V. ACKNOWLEDGEMENT

26. OIOS wishes to express its appreciation to the management and staff of OHCHR 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 Office of the High Commissioner for Human Rights Country Office in Guinea

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	OHCHR-Guinea should consult with relevant sections of OHCHR Headquarters and prepare an exit strategy with input from major stakeholders, which should include key milestones and indicators for the exit process.	Important	O	Receipt of the exit strategy and evidence that it was developed in consultation with major stakeholders.	31 December 2018
2	OHCHR-Guinea should ensure accurate and comprehensive reporting of its performance in its annual reports and update its targets and strategies based on experience and lessons learned from past performance.	Important	O	Receipt of evidence that arrangements have been put in place to strengthen performance reporting and to update targets and strategies based on experience and lessons learned.	30 April 2018
3	OHCHR-Guinea, in coordination with the Programme Support and Management Service at OHCHR Headquarters, should: (a) establish appropriate supervision mechanisms to ensure compliance with established procedures and requirements relating to cash management, procurement, leave records, travel, recruitment of experts and asset management; (b) provide appropriate training to its staff on administrative issues; and (c) clarify with UNDP the respective roles and responsibilities for accountability purposes.	Important	O	Receipt of evidence that: (a) the Deputy Head of Office's 2017-2018 performance appraisal work plan includes appropriate goals relating to his new role of overseeing compliance with established administrative policies and procedures by OHCHR-Guinea; (b) staff have been trained on administrative issues; and (c) UNDP roles and responsibilities have been clarified.	31 December 2017
4	OHCHR-Guinea should: (a) take action to ensure compliance with the Minimum Operating Security Standards; and (b) document the results of emergency evacuation exercises to ensure that any	Important	O	Receipt of evidence that (a) a plan of action has been established to address areas of non-compliance with MOSS; and (b) mechanisms have been put in place to document and track the	31 December 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 OHCHR in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Office of the High Commissioner for Human Rights Country Office in Guinea

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
	weaknesses and lessons learned are identified, tracked and addressed.			implementation of lessons learned from emergency evacuation exercises.	
5	OHCHR-Guinea should develop a mechanism to ensure that all relevant records related to recruitment, procurement, travel and leave records are properly retained and filed.	Important	O	Receipt of evidence that an appropriate filing and archiving system has been developed.	31 December 2017

APPENDIX I

Management Response

Management Response

Audit of the Office of the High Commissioner for Human Rights Country Office in Guinea

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	OHCHR-Guinea should consult with relevant sections of OHCHR Headquarters and prepare an exit strategy with input from major stakeholders, which should include key milestones and indicators for the exit process.	Important	Yes	Head of Office, OHCHR Guinea	31/12/2018	OHCHR comments are reflected in the report.
2	OHCHR-Guinea should ensure accurate and comprehensive reporting of its performance in its annual reports and update its targets and strategies based on experience and lessons learned from past performance.	Important	Yes	Head of Office, OHCHR Guinea	30/04/2018	OHCHR comments are reflected in the report.
3	OHCHR-Guinea, in coordination with the Programme Support and Management Service at OHCHR Headquarters, should: (a) establish appropriate supervision mechanisms to ensure compliance with established procedures and requirements relating to cash management, procurement, leave records, travel, recruitment of experts and asset management; (b) provide appropriate training to its staff on administrative issues; and (c) clarify with UNDP their respective roles and responsibilities for accountability purposes.	Important	Yes	Head of Office, OHCHR Guinea	31/12/2017	OHCHR comments are reflected in the report.
4	OHCHR-Guinea should: (a) take action to ensure compliance with the Minimum	Important	Yes	Head of Office,	31/12/2017	OHCHR comments are reflected in the report.

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 Office of the High Commissioner for Human Rights Country Office in Guinea

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	Operating Security Standards; and (b) document the results of emergency evacuation exercises to ensure that any weaknesses and lessons learned are identified, tracked and addressed.			OHCHR Guinea		
5	OHCHR-Guinea should develop a mechanism to ensure that all relevant records related to recruitment, procurement, travel and leave records are properly retained and filed.	Important	Yes	Head of Office, OHCHR Guinea	31/12/2017	OHCHR comments are reflected in the report.