

## **Office of the Inspector General**

### **Annual Activity Report 2007**

#### **Highlights**

Highlights of the work and achievements of the Office of the Inspector General (the Office) during 2007 include the following:

- The Office issued 356 recommendations as a result of 52 internal audits conducted worldwide under a risk-based plan, covering a wide range of areas. Recommendations were made to improve programme and project operations in the areas of budget, financial management, procurement, human resources matters, reporting and IT areas, improve accountability, and strengthen and enforce internal controls. Forty-eight percent of the 2007 recommendations have been implemented, 20% are in progress and the remaining 32% are open. Areas of high risk that received special audit attention included the following:
  - upgrade of the main source of statistical data from FAO - FAOSTAT2, which experienced significant problems.
  - Changes in project formulation, implementation and technical support procedures, which were not implemented on a timely basis.
- The Office issued six investigation reports, two of which covered cases of abuse of the lump-sum option for entitlement travel. The others addressed issues of fraud and misconduct.
- The Office also contributed to the overall process of management control by providing senior management and the functions and programmes audited with analyses, counsel and information on the activities reviewed.
- The Office provides secretariat functions to the Audit Committee, which advises the Director-General and the Inspector General on audit planning, operations and reporting, as well as other important substantive and technical areas.

# Office of the Inspector General Annual Activity Report-2007

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**Office of the Inspector General  
Annual Activity Report  
2007**

**I. Introduction**

General

1. The present report, which is addressed to the Director-General, provides a summary of the oversight activities of the Office of the Inspector General (the Office) during 2007. Since 1996, the Director-General has made the annual reports available to the Finance Committee, and the report has since become a standing item on the agenda of the May sessions. The report is provided to the Secretary of the Committee for translation and distribution at the same time as it is presented to the Director-General. Since the establishment of the FAO Audit Committee in 2003, the report is also made available to Committee members at the first meeting of the year.

Mandate and Mission

2. The Office has responsibility for internal audit, which includes monitoring and evaluating the adequacy and effectiveness of the Organization's system of internal controls, risk management, financial management and use of assets. The Office is also responsible for investigating misconduct and fraud.

3. Together with the unit dealing with evaluation, PBEE, the Office provides comprehensive internal oversight coverage for the Organization. The External Auditor, with whom the Office cooperates, provides complementary external oversight.

4. The Office provides the Director-General and the functions and programmes audited with analyses, recommendations, counsel and information concerning the activities reviewed. In addition, it places emphasis on identifying possible means of improving the efficiency and economy of operations and the effective use of resources while promoting control at reasonable cost.

Staffing and Budget

5. The Office had 21 posts, which included the Inspector General, 15 Professional and five General Service posts. Attachment C to this report depicts the Office's staffing situation, with some demographic information, as at 31 December 2007.

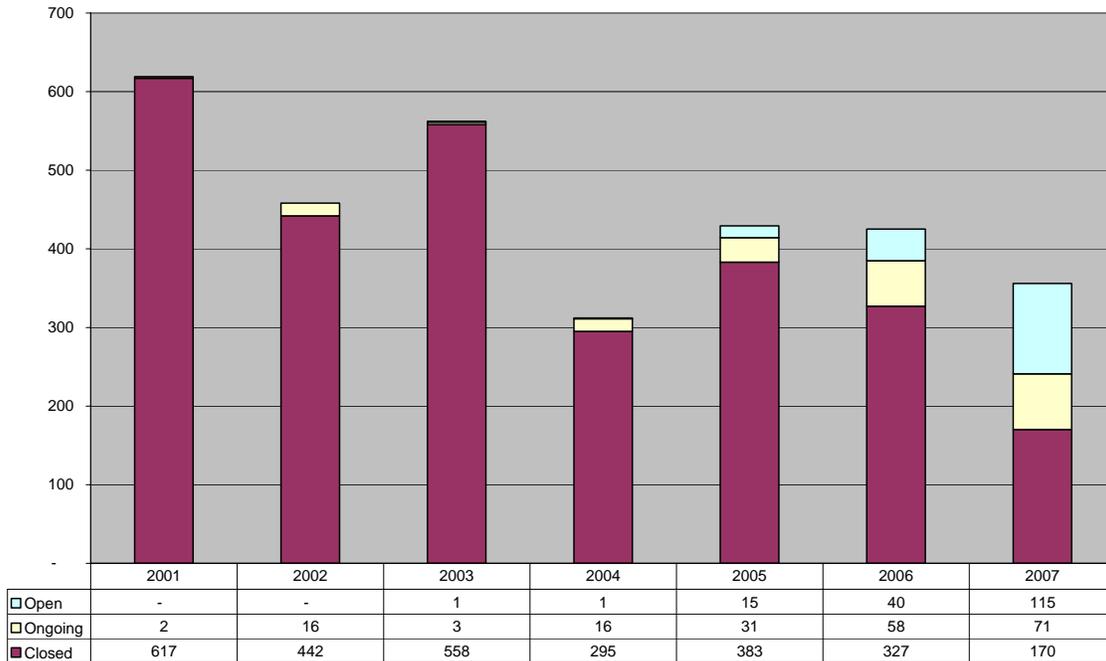
6. The Office's senior staffing and audit staffing was complete for most of the year, but the investigations unit experienced a separation at the end of 2006 and the late re-establishment, in 2007, of a previously abolished post, which resulted in some difficulties in staffing investigations. In part, these were resolved with consultancy assistance and through borrowing of audit staff.

7. More specifically, a P-4 officer in the investigations unit left in December 2006, and a P-2 post in the same unit, cancelled in 2006 due to budget cuts, was reinstated in 2007. Selection of candidates for these posts was still in progress at 31 December 2007.
8. With regard to support staff, a G-4 support post was filled during the year, and a G-3 post, which had been cancelled due to budget cuts, was reinstated in 2007. Selection of a candidate was under way at 31 December 2007.
9. The Office partially compensated for staff shortages with the use of the partnership programme, short-term consultancies and work realignments. However, the vacancies prevented the Office from conducting all the reviews foreseen in the audit plan.
10. The final 2007 allotment totalled US\$ 2.9 million, compared with \$ 2.7 million for 2006. The Office operated within its allotment and ended the year with a small surplus, due mainly to late and unexpected receipt of support cost income. Such income is expected to continue in 2008 and its use will be duly planned.

#### Audit Recommendations and Resolution

11. In 2007, the Office issued 52 audit reports containing 356 recommendations to improve efficiency and effectiveness, enhance internal controls and raise fraud awareness. Attachment A lists the 2007 reports by organizational group. Statistics on implementation status of recommendations are presented in Attachment B (i), while Attachment B (ii) presents 2007 recommendations statistics by process.
12. The matter of audit resolution received significant attention. The FAO Audit Committee systematically reviews the implementation status of recommendations and has made suggestions to increase implementation rates and take action in specific cases of non- or delayed implementation. The Office follows up on the status of recommendations regularly, both at the prescribed time after the issue of each report and, subsequently, twice a year, through departmental audit focal points, which facilitate management response. Furthermore, the Directeur-de-Cabinet follows up on the most important audit recommendations by informing individual programme managers of the Director-General's instructions relating to implementation, setting specific dates for information on action taken or to be taken, and following up when necessary.
13. Recommendation implementation rates in 2007 are comparable with the situation in 2006. At 31 December 2007, 48% of the recommendations made in 2007 were reported as closed, as compared to 46% of the 2006 recommendations at the end of 2006. Attachment B to this report gives further information on the status of recommendations.

Status of implementation of all recommendations issued by the Office of the  
Inspector General from 2001 to 2007, as at 31 December 2007



14. Of the 183 recommendations still not closed from the years 2001-2006, 122 are considered to be high risk, that is, with potential critical impact on the operations of the Organization. The Office continues to follow up with management on the implementation of these recommendations.

Investigations

15. In 2007, the Office issued six investigation reports as well as two reports on special reviews, as listed in Attachment A. Three of the six investigation reports are pending management decision. Of the three remaining reports, one relates to two consultants, who were found to have committed forgery and, as a result, were declared ineligible to work for FAO in the future. The second report refers to consultants whose reports appeared to have been falsified and, as a result, FAO decided not to pay the consultants. In the third case a staff member under investigation resigned and FAO accepted the resignation.

16. Three staff members received the disciplinary measure of dismissal as a result of investigation reports issued in 2006. In one case, a staff member was found to have received a kickback in a procurement process. The other two cases refer to abuse of the lump-sum travel entitlement, which resulted in recoveries of \$ 15,487 and \$ 3,839, respectively, from the two staff members involved. In addition, one staff member received a written censure, as a result of abuse of the lump-sum travel entitlement, and

reimbursed \$1,706 to FAO. Four cases based on investigation reports issued in 2006 are pending management decision.

## **II Matters of Special Importance**

17. This section highlights key matters arising from the work of the Office, or impacting on its work.

### FAO Audit Committee

18. The FAO Audit Committee, established in April 2003, met four times in 2007. The Committee provided advice to the Director-General and the Inspector General on planning, performance and reporting of the work of the Office.

19. The Committee continued to address the rate of implementation of internal audit recommendations and suggested ways to improve audit resolution and continued to stress the importance of implementation of internal audit recommendations. In addition, it reviewed the Organization's response to the recommendations on audit matters in the report of the Independent External Evaluation (IEE), followed progress on implementation of recommendations from the external Quality Assurance Review of the Office, and provided direction on the Office's risk analysis and resulting audit plan for 2008-2009. With regard to investigations, the Committee assessed FAO's procedures relating to fraud allegations, monitored timely investigation of cases and disciplinary action taken, ensured that the details of fraud cases are used to strengthen internal controls, and stressed the importance of issuing investigation guidelines. The Committee also monitored the Office's regular reporting and provided advice on the revision of the Office's Charter.

20. The composition of the Audit Committee will change, from 1 January 2008, to consist entirely of external members. The Director-General appointed additional external members bringing the number to six. Arrangements are under way for the first meeting of the new Committee in 2008.

### Quality Assurance Review

21. The International Standards for the Professional Practice of Internal Auditing require external assessment of internal audit activity at least once every five years. A quality assurance review of the audit function of the Office of the Inspector General was completed by the Institute of Internal Auditors (IIA) in April 2007. The review concluded that the Office "partially complies" with the International Auditing Standards, based on the reviewers' assessment that the Office was not fully independent and on certain shortcomings in work practices within the Office. Corrective action is in process and is being followed closely by the Audit Committee.

### Review by the US Government Accountability Office

22. The US Government Accountability Office (GAO) carried out a review of the oversight and accountability arrangements at six UN Organizations (UNDP, UNICEF, WFP, ILO, WHO and FAO). The review was carried out by reference to the International Standards for the Professional Practice of Internal Auditing (the IIA Standards).

23. The GAO concluded that while these agencies were making progress towards compliance with the IIA Standards, most of them had not yet fully implemented key components thereof. The report contained two main recommendations: (1) making audit reports available to the governing bodies so as to provide further insight into the operations of the UN and identify critical systemic weaknesses, and (2) establishing independent audit committees that are accountable to their governing bodies.

24. The Organization's response mentioned that these matters, which have been discussed at various fora in the past by the Organization and Governing Bodies, would require further study by FAO management, in consultation with its Governing Bodies, before a considered decision can be taken, in order to determine the best and most beneficial course of action for the Organization. FAO also informed the GAO that sharing internal audit reports with member states had been discussed by the FAO Finance Committee in 2006, and that the matter was currently under consideration by both FAO's Governing Bodies and the Chief Executives' Board for Coordination of the UN system.

### Independent External Evaluation

25. The final report of the IEE makes a series of recommendations directly impacting the Office of the Inspector General. Of particular organizational importance is the recommendation for an organization-wide risk management framework. Management is responsible for identifying, prioritizing and managing risks to ensure that it can reach its objectives in the most efficient and effective manner. The relevant process is best accomplished by implementing a total Enterprise Risk Management (ERM).

26. Implementation of ERM in FAO is a complex task not to be taken lightly, and AUD intends, as part of its work plan for 2008, to address the matter in order to recommend to management a practical and effective way forward.

### Charter for the Office of the Inspector General

27. A draft revised Charter for the Office of the Inspector General has been submitted to the Director-General for review. The new Charter separates the investigative function from the internal audit function, as advocated by the Audit Committee, and clarifies the Inspector General's access to the Finance Committee, as recommended by the IEE.

## Discretionary Reports

28. The Charter for the Office of the Inspector General, included in the Administrative Manual of the Organization, provides an opportunity, at the discretion of the Inspector General, to submit any specific report to the Finance Committee where the Inspector General deems that senior management has failed to deal appropriately with any issues raised. Again this year no such situation prevailed.

### **III Audit results**

29. The Office plans its work on a biennial basis, using risk assessment planning methodology, coupled with its institutional knowledge of the Organization and current policy directions. In addition, the Office responds to emerging needs, such as requests from senior management for special reviews and matters identified in the course of audits and investigations. This section of the annual report outlines key audit results, organized by major process. Decentralized offices and projects are audited in a holistic manner, covering several major processes in one audit of the office or of the operations (see paragraph 36 below).

30. During 2007, the Office issued 52 audit reports. Of these, nine resulted from reviews conducted at headquarters and 43 in decentralized offices. All audit work results in the production of specific reports. However, the Office contributes to the overall process of management control in the Organization in a variety of ways and goes considerably beyond the issuance of formal reports. Attachment A lists the audit reports issued in 2007.

#### *Headquarters*

##### Information technology

31. A review of the upgrade of FAOSTAT, the main source of statistical data from FAO, identified significant problems relating to the upgrade of the database, budget and project management, and user satisfaction, and concluded that project management had not been adequate to meet the objectives within the budget. It was recommended that an independent evaluation be carried out to assess the project results and determine the future course of action. The Director-General decided to have such an evaluation carried out, coordinated by the FAO Evaluation Service.

32. In addition, on a fee basis, the Office reviewed the conversion of data to the Credit Union's new financial system. The report concluded that the data migration process was well designed and documented and successfully implemented. The completeness of conversion and the integrity of balances in all material cases were confirmed. Consequently, the Office was able to provide assurance to the External Auditor that the data in the new system provides a reliable basis for audit of the 2007 financial statements.

### Project formulation and implementation arrangements

33. In January 2007, the Director-General instructed specific changes in project formulation, implementation and technical support procedures, designed to make FAO more responsive to local priorities while preserving unity of purpose and coherence in addressing global problems. An audit review indicated that implementation of these changes was slow, and as a result the Director-General created a steering committee to oversee and coordinate the process, with a specific timetable for completion of the various tasks.

### Procurement

34. The Office reviewed aspects of the tendering process for FAO's contract for catering services at headquarters, which was re-tendered in 2007. Recommendations were made to clarify the VAT rate applicable to the contract, improve information provided with future tender invitations, and consider the possibility of issuing open tenders for catering services.

### Financial management and budgeting

35. The Office completed five reviews of various aspects of financial management and budgeting at headquarters. These reviews covered features of accounting, financial reporting and inventory management in the Commissary and the Credit Union (on a fee basis), and financial management of an extra-budgetary project in AFH. Recommendations were made to improve aspects of the administrative and financial control system of these entities.

### *Field*

### Office Overview and Operations

36. During 2007, the Office completed 43 audits covering 22 countries, including three Regional Offices and two Subregional Offices. In total, the Office presented management with more than 300 recommendations to improve FAO's programme and project operations. Generally, management has accepted these recommendations and has either taken or planned appropriate action to fully implement them. The majority of the Office's recommendations concentrated on improving controls and processes in the areas of budget, financial management, procurement, programme and project management, human resource matters and reporting to donors, governments and FAO headquarters.

### Avian Influenza

37. The Office issued four reports on avian influenza operations in Asia for Vietnam, Laos, Cambodia and Indonesia in 2007. Generally, in all four countries satisfactory progress is being made in implementing the avian influenza programme. FAO has provided the Governments with technical advice, supplies and infrastructure

improvements, which have enabled them to significantly improve their capacity to respond quickly and effectively to outbreaks of Highly Pathogenic Avian Influenza (HPAI). Furthermore, project resources are adequately controlled and protected and the Representations have been able to successfully accommodate the extra work load generated by the avian influenza programme. However, FAO could strengthen operations by ensuring it collects sufficient performance data on the results it achieves from its activities and better coordinating its activities with the Governments and donors.

#### Other major emergency programmes in Africa

38. In the course of 2007, the Office undertook three reviews of emergency activities in Africa, with particular emphasis on Sudan and Somalia. The ensuing reports concluded that the emergency teams had made good progress in strengthening and streamlining local controls, but there was potential for further improvements, especially in the areas of procurement, budgetary control, local recruitment and the monitoring of Letters of Agreements (LOAs).

#### **IV Investigations Unit**

39. The Investigations Unit is responsible for promoting an environment of integrity throughout the Organization's operations through the detection, investigation and prevention of fraud and misconduct. The Unit ensures that investigations results are captured in order to develop lessons learned and recommends procedural and policy changes that enhance integrity within FAO.

40. Besides investigations, the Unit is working on several other matters aimed at improving mechanisms, practices, regulations and policies to promote an ethical working environment. In this regard, as requested by the Director-General, the Office issued a Concept Paper "In Consideration of Creating an Ethics Officer Post at FAO". The Office also submitted to the Director-General for his consideration a document entitled "Road Map for Strengthening FAO's Integrity and Anti-Corruption Framework", which summarizes the practices within the UN system and presents proposals for improving FAO's integrity framework. Furthermore, the Office expects to finalize the draft Guidelines for Internal Administrative Investigations during the first half of 2008, in consultation with the Legal Office and the Legal Matters Unit in AFH. The Office also cooperated with AFH and the Legal Office in preparing a procedure for authorizing and recording access to electronic records. Both these documents are expected to be issued in the first half of 2008.

41. The Unit developed an internet site that will allow third parties to access information on FAO's integrity policy. The new site will include a web form and secure email address for discreet inquiries and reports about potential violations of FAO policy. The site will be launched in the first quarter of 2008.

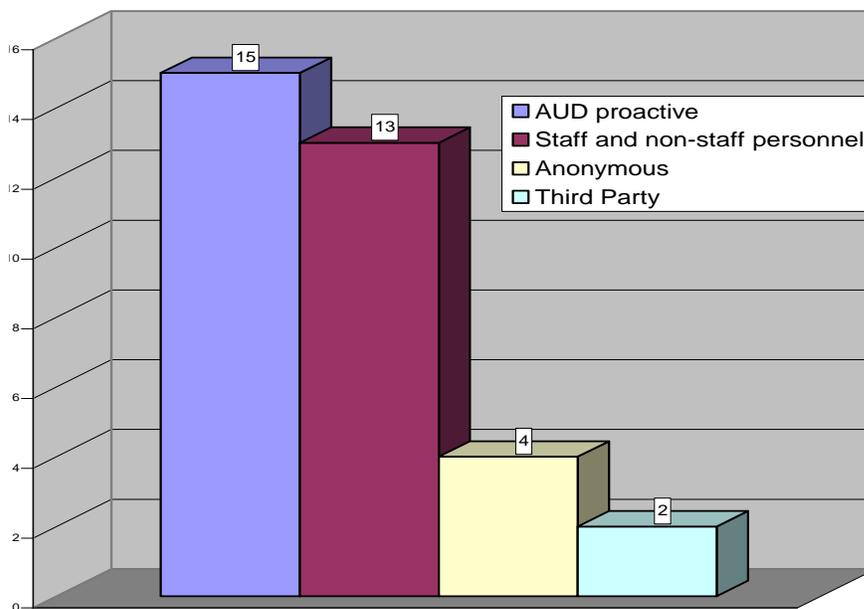
42. In addition, the Unit has recently obtained a Case Management System, an automated tool specifically designed for investigation activities, which will provide

added security and confidentiality. The software is hosted outside the Organization by a third party to help provide assurance and increase data security.

### Investigation Case Load Management

43. During 2007, AUD received 34 new complaints<sup>1</sup> from staff members, third parties participating in FAO activities, and issues identified through audit work (AUD proactive) (Figure 1), as well as three queries<sup>2</sup>.

**Figure 1: Classification of cases received in 2007 based on the way in which the matter was identified.**

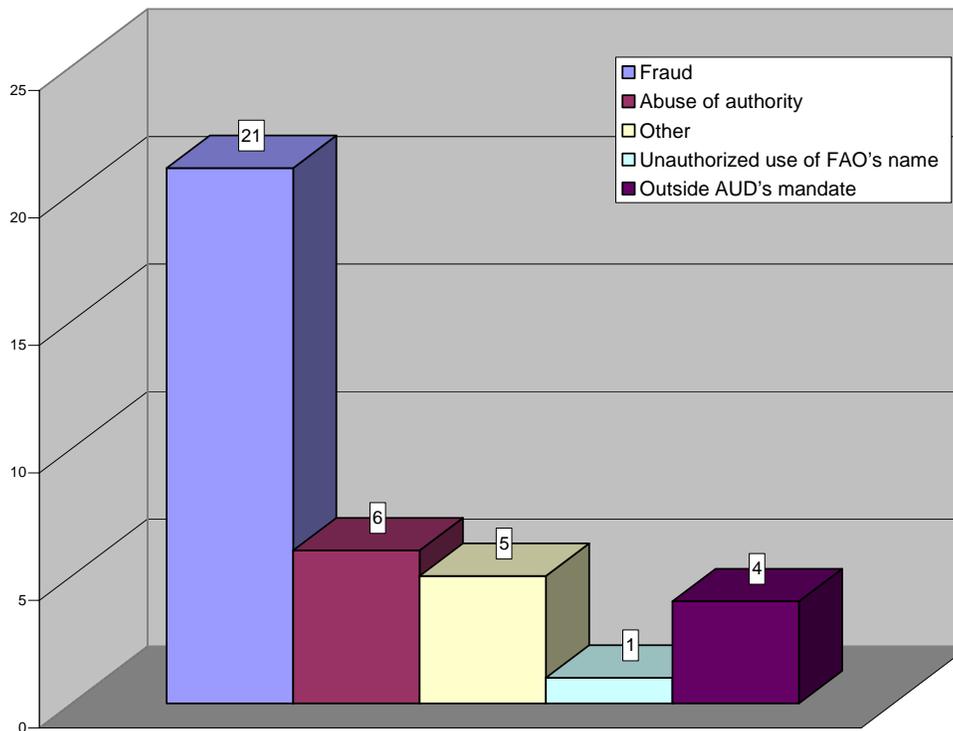


44. The types of allegations received by AUD can generally be divided into the following categories. *Under AUD's Mandate*: e.g. forgery and falsification of credentials or official documents, bid rigging, misappropriation of assets, and falsified requests for benefits and entitlements, abuse of authority, conflict of interest, soliciting gifts and misuse of office resources, retaliation, outside activities, and threats of violence and unauthorized use of FAO's name by third parties. *Outside AUD's Mandate*: e.g. sexual harassment, administrative decisions and issues related to performance and working conditions (Figure 2).

<sup>1</sup> Matters that allege potential violations of the rules and regulations of the Organization prohibiting fraud and misconduct.

<sup>2</sup> Communications requiring a direct response from the Office, including requests for advice or interpretation of the integrity policy of the Organization.

**Figure 2: Types of allegations received by AUD in 2007**



45. The case load for the year 2007 is presented in Figure 3. The twenty cases that remain under investigation include abuse of lump-sum travel entitlement, abuse of authority, falsification and manipulation of FAO's records.

**Figure 3: Case Load – Disposition of complaints in 2007**

Case Load	FY07
Cases Carried over from previous years	12
New Cases open	37
Sub – Total	49
Cases Completed	29
Ending Case Load	20

## V Management activities

### Audit outreach

46. The Inspector General and the Senior Auditor, Headquarters Activities group, represented the Organization at the annual meeting of Representatives of Internal Audit Services of the United Nations and Multilateral Financial Institutions hosted by the IAEA in Vienna in October 2007. The theme and focus of the meeting dealt with coordinating and standardizing oversight and governance reviews in the United Nations system. These

meetings provided excellent opportunities for exchange of views and experiences among internal auditors, investigators and other oversight entities from the international community of audit and investigation professionals.

47. Moreover, the Inspector General and the Senior Investigator attended the Conference of International Investigators in Vienna hosted by OLAF in June 2007. The main topics addressed included Ethics Functions and Investigations, Implementing Lessons Learned and Recommendations, and Harmonization and Developing Standards. The Inspector General, as a panel member, presented Implementing Lessons Learned and Recommendations. The Secretariat of the Conference approached FAO to host the 2008 Conference and the Director-General has given his approval. Plans are under way to hold the Conference in Rome in mid June 2008.

48. The Office continued its dialogue with senior oversight officials in other organizations within the UN family, as well as the international financial institutions. In particular, it exchanged views and experiences on topics of current concern, such as audit arrangements for multi-donor trust funds and other pooled funds, as well as other audit and investigation matters in order to find solutions to common problems or draw on the experience of international oversight colleagues. The Inspector General also met regularly with counterparts from the Rome-based agencies on issues of common interest.

49. Finally, the Office keeps its intranet site under continuous review to ensure that it is up-to-date.

#### Tender Panel Operations

50. In the past year, the Tender Panel met on 104 occasions and dealt with 309 tenders. For these tenders 6,232 firms were invited to submit bids and 1,463 were received. The number of tenders in 2007 (309) is slightly lower than for 2006 (324), most dealing with emergency operations.

51. In May 2007, the Director-General endorsed AUD's proposal to transfer tender panel operations to AF. The transfer is under way, and it is expected that AF will administer tender panel operations as of February 2008. Repositioning the tender panel responsibility within FAO is fully in accordance with the International Standards for the Professional Practice of Internal Auditing on Independence and Objectivity, and is supported by the Audit Committee and by the Quality Assessment Review recently conducted by the Institute of Internal Auditors (IIA). The Administrative Manual will be updated once arrangements have been concluded.

#### Representation on committees

52. In the light of a recommendation made by the IEE, the Office is reconsidering its representation on committees. In 2007, the Office was represented on a number of important "standing committees" in the Organization including the Programme Policy and Advisory Board, the Senior Management Meeting, the Human Resources Committee,

the Information Management Technology Committee (and its sub-committees), the WAICENT Committee, the Private Sector Partnerships Advisory Committee and its working group, the Procurement Committee, the Advisory Committee on Medical Coverage, the Committee on Investments and its Advisory Committee, the Oracle Project Management Committee and Oracle HRMS Project Executive Board, the TeleFood Policy Coordination Committee, the Corporate Communication Committee, the Field Programme Committee and the Board of the Credit Union. It follows closely the deliberations of the Programme and Finance Committees, Council and Conference, and its senior members meet from time to time with senior officials and representatives from Member Nations, the External Auditor, the Joint Inspection Unit and colleagues from oversight functions in other UN and international organizations.

### Staff development

53. Training and development continue to be important aspects of the overall management of the Office. This comprises three elements: professional audit training, language training and training in the use of office technology. On the professional side, the Office arranged in-house training for all staff, including the regional auditors, on quality assurance and risk based internal audit planning. The training was carried out by the Institute of Internal Auditors, and interested staff from KC and auditors from WFP also attended.

54. The Office has contracted to purchase audit software (TeamMate), together with the necessary staff training. This software will improve the working methods of the auditors and provide them with documentation and standards for their work, thus developing the capacity of the Office's staff.

55. The Office made good use of the facilities available within FAO for language and office technology training needs. In addition, staff participates from time to time in other training programmes arranged through the Human Resources Management Division or other divisions. Furthermore, one staff member of the Office is training for the Certified Chartered Accountant designation.

### Staff meetings

56. The Office continued to have regular theme-oriented staff meetings where experts both from FAO and other international organizations make presentations to the audit staff on current developments in their areas of expertise. This not only covers the traditional finance and administrative fields, but also draws on senior officers from technical divisions. In 2007, topics covered were IPSAS, the Quality Assurance Review, HRMS, AUD's web page (under development), the Conference outcome and the IEE report.

### Administrative issues

57. The Office's time reporting and control system represents a useful internal management tool through which AUD staff record their time in half-hour units of

activity. The results are reported to the Inspector General and used by the Office to identify areas for efficiency improvements and for planning purposes. The information is also used to provide analyses on staff usage as requested by the Audit Committee.

58. In 2007, the Office achieved 52 audits against the 55 planned for the year in the biennial work plan, despite working with 10-11 professional staff, while 13 were foreseen in the work plan. The Office also closed 29 complaints, issuing six investigation reports as well as memoranda or other notes relating to the other 23 cases. Of total professional staff time, including consultants, Headquarters Activities absorbed 25%, Decentralized Activities 49%, and Investigations 26%.

59. In closing, the Office would like to express its appreciation to all levels of staff contacted in the course of its audit work, and, particularly, to members of management for their support and positive responses, cooperation and assistance throughout the year.

**Office of the Inspector General****Reports issued in 2007****Headquarters Activities**

<b>Subject matter</b>	<b>Reports Issued</b>
FAOSTAT2	AUD 2807
Credit Union – Circularization of member balances as at 31 December 2006	AUD 907
iCUSYS data migration	AUD 4607
Commissary – inventory	AUD 307
Adjustments to the Commissary accounts for 2006	AUD 2407
Commissary write-off 2006	AUD 6307
Project formulation and implementation arrangements	AUD 3407

**Investigations Unit**

<b>Subject matter</b>	<b>Reports Issued</b>
Operational reviews	
Review of staff medical insurance support trust fund – financial aspects	AUD 1107
Catering activity – tender aspects	AUD 1307
Investigations	
NSPFS Nigeria	INV 107
ERCU Sri Lanka	INV 207
Alleged document forgery	INV 307
Investigation into Special Leave with Pay for External Training	INV 407
Abuse of lump-sum for entitlement travel	INV 507
Abuse of lump-sum for entitlement travel	INV 607

**Decentralized Activities**

<b>Subject matter</b>	<b>Reports Issued</b>
<b>Regional, Sub-Regional and Liaison Offices:</b>	
Subregional Office for the Caribbean	AUD 1407
RNE imprest account	AUD 5507
RNE procurement	AUD 5607
RAP letters of agreement	AUD 507
RAP procurement	AUD 607
ADG/RAF – Handover arrangements	AUD 1207
Subregional Office for the Pacific Islands – Administration and management	AUD 4107
<b>FAO Representations:</b>	
FAO Representation in Morocco: Administrative operations	AUD 107
FAO Representation in Angola – Administrative and financial management	AUD 5707
Representations under multiple accreditation to the Subregional Representative for the Caribbean	AUD 1507
FAO Representation in Jamaica – Administrative and financial management	AUD 4707
FAO Representation in Guatemala – Administrative and financial management	AUD 2507
FAOR Honduras – Administrative management	AUD 3607
FAOR Honduras – Financial management	AUD 3507
FAO Representation in Chad: Administrative operations	AUD 3107
FAO Representation in Kenya – Office management and administration	AUD 3807
FAO Sudan – Follow-up report	AUD 4307
FAO Representation in Sierra Leone: Office management and administration	AUD 1807
FAO Activity in the Democratic People’s Republic of Korea	AUD 4407
FAO Representation in Cambodia – Office administration and management	AUD 2207
FAO Representation in India – Administrative operations	AUD 707
<b>Specific programmes, projects and other topics:</b>	
Project GCP/ALB/005/ITA: Project management	AUD 1607
GCP/ALB/005/ITA: Project finances	AUD 1707
FAO Representation in Morocco: Field programme operations	AUD 207
FAO Representation in Angola – Operations management	AUD 5807
TCE Sudan – operations	AUD 3307
Tackling Avian Influenza in Lao PDR	AUD 407
Tackling Avian Influenza in Vietnam	AUD 1007
Tackling Avian Influenza in Indonesia	AUD 1907
FAO Representation in Jamaica – Operations management	AUD 4807
FAO Representation in Guatemala – Operations management	AUD 2607
Project GCP/GUA/009/SPA	AUD 2907
Spouse employment (FAO Guatemala)	AUD 3007
FAO Representation in Honduras: Operations management	AUD 3707
FAO Representation in Chad: Field programme operations	AUD 3207
Emergency operations management – Somalia, South Sudan and the Regional Emergency Programme	AUD 4007
FAO Representation in Kenya – Liaison activities, field programme management and operations	AUD 3907
FAO Representation in Sierra Leone – Field programme operations and management	AUD 2707
FAO Representation in Cambodia – programme development and management	AUD 2307
Tackling Avian Influenza in Cambodia	AUD 2107
FAO Representation in India – Programme management	AUD 807
FAO India – Implementation of NEX projects financed by the Netherlands	AUD 2007
Subregional Office for the Pacific Islands – Programme development and management	AUD 4207

## Office of the Inspector General

**Recommendations issued in 2001-2007**  
**Statistics and implementation status as at 31 December 2007**

<b>Year of Issue</b>	<b>Total Number</b>	<b>Number Open</b>	<b>Number Ongoing</b>	<b>Number Closed</b>	<b>% Closed</b>
2001	619	-	2	617	99.7%
2002	458	-	16	442	96.5%
2003	562	1	3	558	99.3%
2004	312	1	16	295	94.6%
2005	429	15	31	383	89.3%
2006	425	40	58	327	76.9%
2007	356 <sup>1</sup>	115	71	170	47.8%

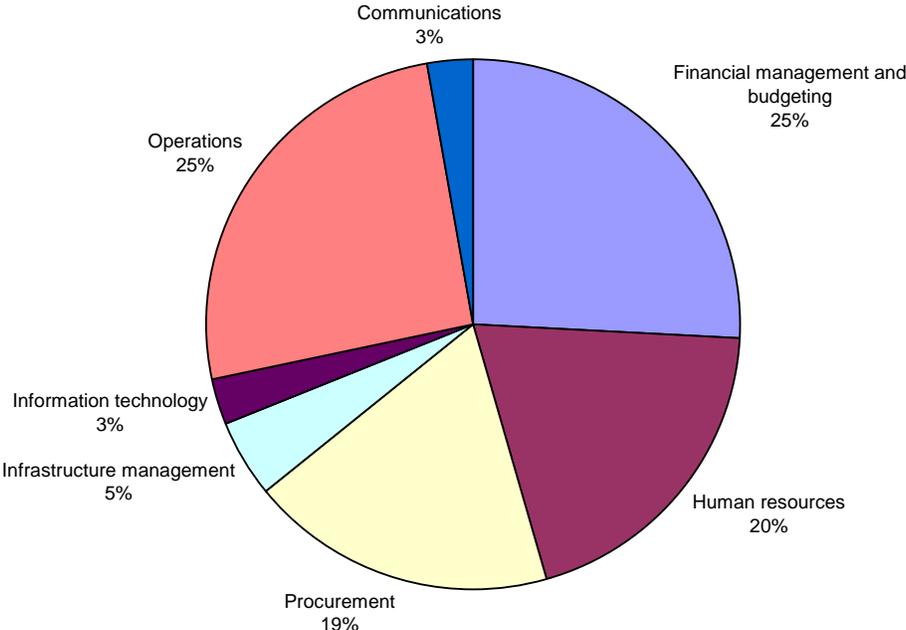
Note: statistics based on information provided by the auditees.

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<sup>1</sup> Of which 82 were issued in the last quarter of 2007

Office of the Inspector General

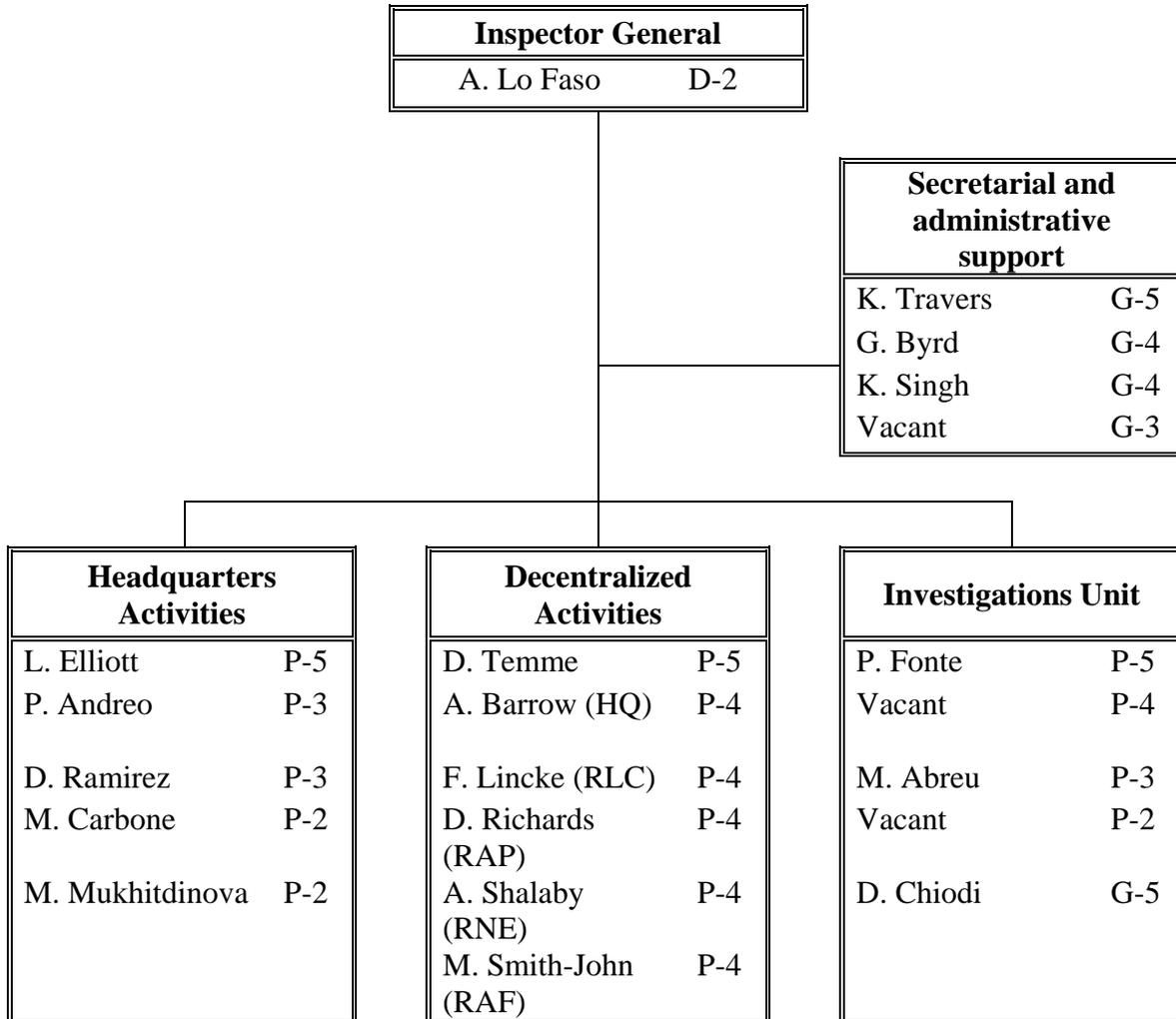
Chart of 2007 Recommendations by Process



**OFFICE OF THE INSPECTOR GENERAL**

**ORGANIZATION CHART**

DECEMBER 2007



**Office of the Inspector General**  
**Staffing table as at December 2007**

	GRADE	MALE	FEMALE	VACANT	TOTAL
INSPECTOR GENERAL	D2		1		1
<u>AUDITORS</u>					12
SENIOR AUDITOR	P5	1	1		
REGIONAL AUDITOR	P4	3	1		
AUDITOR	P4	1			
AUDITOR	P3	2			
AUDITOR	P2		2		
AUDIT CLERK	G5		1		
<u>INVESTIGATORS</u>					4
CHIEF INVESTIGATOR	P5	1			
AUDITOR	P4			1	
INVESTIGATOR	P3		1		
INVESTIGATOR	P2			1	
<u>SECRETARIAL AND ADMINISTRATIVE SUPPORT</u>					4
SECRETARY	G5		1		
CLERK/TYPIST	G4		1		
RECORDS CLERK	G4	1			
CLERK/TYPIST	G3			1	
		9	9	3	21

THE FOLLOWING COUNTRIES ARE REPRESENTED IN THE ABOVE:

COUNTRY	PROFESSIONAL		GENERAL SERVICE	TOTAL
	HEADQUARTERS	REGION		
ARGENTINA	1			1
BRAZIL	1			1
EGYPT		1 (RNE)		1
GERMANY		1 (RLC)		1
INDIA			1	1
ITALY	1		1	2
JAMAICA		1(RAF)		1
SPAIN	2			2
UK	2		1	3
USA	2	1 (RAP)	1	4
UZBEKISTAN	1			1
VACANT	2		1	3
	12	4	5	21