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REPORT ON ACTIVITIES OF THE INSPECTOR GENERAL'S OFFICE (IGO)¹

I. INTRODUCTION

1. This report outlines activities undertaken since August 2004 by the Inspector General's Office (IGO). The Office has three core functions²:

- inspections of the quality of management of UNHCR operations;
- investigations of allegations of misconduct by UNHCR personnel;
- inquiries into violent attacks on UNHCR personnel and operations as well as into other incidents causing major losses or damage to the Office's integrity, credibility or assets.

2. This reporting period has been marked by unprecedented emphasis on oversight and accountability in United Nations operations. There have also been calls for strengthening UNHCR's oversight capacity, specifically to address mismanagement and hold to account those responsible for wrongdoing in a timely and effective manner.

3. Within UNHCR, the IGO plays a central role in this effort. Since its creation, the role of the IGO has been evolving in order to meet emerging management support needs. In October 2003 it revised its terms of reference, making them more broad and robust. At present, a further revision is taking place; the existing internal memorandum (IOM/FOM)³ is being updated to

¹ This report covers the period 1 August 2004 to 1 July 2005

² Please note that the IGO ceased undertaking reviews of UNHCR's role in regional and sub-regional refugee situations (operational reviews) in December 2004.

³ UNHCR/IOM/65/2003, UNHCR/FOM/65/2003: *The role and functions of the Inspector General's Office*.

strengthen provisions for assuring the independence of the IGO; to introduce a new policy of dissemination of inspection reports aimed at enhancing transparency and accountability; and to update the IGO's operational policies and procedures in line with relevant recent administrative instructions from the Secretary-General and in light of experience gained since the issuance of the preceding IOM/FOM.

II. INSPECTIONS

4. During the reporting period, the IGO has put into practice the new inspection strategy it developed in 2004. This has been set out in an update of the Inspection Handbook.

5. The Inspection Unit of the IGO comprises one Head of Unit, one Senior Inspection Officer and one Inspection Assistant. The IGO relies on staff designated by other units in order to complete inspection teams. The IGO has established arrangements for the participation of protection staff provided by the Department of International Protection (DIP) in all inspections involving assessments of protection management. Similar arrangements have been put into place with the Division for Human Resources Management to ensure that staffing and human resource management issues are fully addressed. Where appropriate, staff from other units or consultants with relevant expertise not available within the IGO are also included in inspection teams. The Inspection Unit also coordinates the relationship between UNHCR and the United Nations Joint Inspection Unit.

6. Since August 2004, the IGO has conducted standard inspections in Spain, Sierra Leone, Japan, Bangladesh, Malaysia, Israel, Tunisia and Malawi. Ad hoc inspections were conducted in Ghana and Botswana, and operational reviews in Georgia, Armenia and Azerbaijan. This makes a total of 13, a number slightly higher than preceding years. In addition, the IGO undertook a risk assessment mission to Sri Lanka, together with the OIOS Internal Audit Service (IAS).

7. A total of 515 recommendations emanated from the 13 inspections conducted during the reporting period.⁴ These recommendations covered, inter alia, protection and programme management, human resource issues and overall management issues. More details on the main areas that were dealt with by these recommendations are provided in the following sections.

Standard inspection of UNHCR's operations in Spain - September 2004

8. A comprehensive review of UNHCR's operations in Spain was undertaken in September 2004. This was the first inspection carried out since the opening of the Madrid office in 1979. Branch Office (BO) Madrid is actively involved in the eligibility process, a role ascribed to it under Spanish legislation. The inspection took note of the challenges faced by the office in fulfilling this role, while at the same time adhering to UNHCR's policy of zero growth of offices and posts within Europe. The BO, as part of its monitoring and supervisory role, has been involved in monitoring the reception conditions of new arrivals in the Spanish entry points of Ceuta and Mellia. Given Spain's role as a major hub for the worldwide Hispanic media, the BO ensures that accurate and up-to-date information on refugees and refugee situations is readily available in Spanish. Specific recommendations were made to bring the BO's use of legal

⁴ This total represents those recommendations contained in the final reports.

consultants in line with UNHCR policy. Other inspection recommendations aimed at enhancing UNHCR's monitoring and supervisory role, rationalizing the BO's relationship with the national association, and increasing transparency in BO management.

Standard inspection of UNHCR's operations in Japan – December 2004

9. A standard inspection of Regional Office (RO) Tokyo and Branch Office (BO) Seoul was conducted in December 2004. The strategies for both offices focus primarily on promotion and advocacy for international protection along with fund-raising.

10. In Japan, RO Tokyo's overall operating strategy has essentially remained unchanged for many years. Monitoring is central to the activities of the office, alongside its work with the Ministry of Justice where UNHCR serves in an advisory capacity on Refugee Status Determination (RSD) procedures and standards. Such working level interaction is complemented by higher level lobbying and advocacy for progressive changes in refugee-related legislation and a greater acceptance of resettlement. Donor relations and resource mobilization together constitute one of the primary activities of the office, and RO Tokyo is under pressure to maintain existing levels of support, and ensure reporting and increased visibility of Japan's contributions. RO Tokyo reviewed its policy concerning individual cases in 2003, including the practice of recognizing refugees under its mandate. This was welcomed by the inspection mission as it allows the Office to redirect its focus from individual cases to broader protection advocacy and lobbying activities. Inspection recommendations related to: the review of UNHCR's overall operating strategy in Japan; the development of contacts with the judiciary; capacity building of NGOs; fostering partnerships with civil society, including academics and the corporate sector; and proposals to review long working hours of staff to achieve a more appropriate work-life balance.

11. In the Republic of Korea, the mission observed that the present configuration of the BO obliges it to function in a manner halfway between a fully fledged branch office and a liaison office, subordinate to RO Tokyo. This dependency has a limiting effect on its ability to take initiatives and develop relations at the policy-making levels of the Government. The result is that the potential for UNHCR to raise funds and to promote the Agenda for Protection, including the development of the national asylum system, is not being fully realized. Inspection recommendations related to upgrading of the office to a fully fledged branch office staffed by personnel experienced in advocacy, the building of national asylum systems, donor relations and the development of partnerships with civil society.

Standard inspection of UNHCR's operations in Sierra Leone – October/November 2004

12. In Sierra Leone UNHCR implements a multi-sector assistance programme (repatriation and reintegration) and a range of protection activities benefiting refugees and returnees. Some 60,000 refugees are hosted mainly in eight camps and an estimated 10,000 live in urban areas. UNHCR's role in the repatriation of Liberian refugees and the reintegration of Sierra Leonean returnees and internally displaced persons (IDPs) is part of the wider effort of the international community to support Sierra Leone's recovery. With a workforce of over 210 staff members, UNHCR Sierra Leone has seven offices; each located as close to the beneficiaries as possible or to where the main operational activities take place. The office in Sierra Leone is widely

recognized as having played a catalytic role in the “4Rs” strategy (Repatriation, Reintegration, Rehabilitation and Reconstruction) and UNHCR’s Sierra Leonean partners and beneficiaries acknowledge the significant impact the operation has had on returnees, refugees and host communities. However, there is scope for enhancing operational efficiency, achieving greater economies and improving staff morale. The inspection recommendations were related to: the development of structures and tools for engaging donors, development agencies and other key stakeholders; a strategy to improve staff morale; training of protection staff; improving staff security in field locations; increased assessment and proactive monitoring of vulnerable refugees to ensure that their protection needs are met; the use of complaint boxes; the delegation of human resources; and improving access of staff to information circulars and administrative issuances.

Standard inspection of the UNHCR’s Honorary Representation in Israel - March 2005

13. For the past 25 years, UNHCR’s representation in Israel has been maintained through an Honorary Representative whose main function is to establish contacts with senior government officials in order to promote the Office’s objectives in the country. This de facto presence was established for the purpose of filling protection gaps during a period when the number of asylum-seekers did not justify a fully fledged presence. However, the last six years have witnessed significant developments and protection accomplishments which have greatly changed the operational requirements in the country. Notable in this regard are the formal establishment of a national refugee status determination body in 2002 and the development of a range of temporary protection schemes that continue to evolve. These changes, however, have not been accompanied by appropriate adjustments in the office’s operational modalities or requirements. The office of the Honorary Representative does not function as a standard office and its management is not fully in line with standard financial and administrative regulations. The inspection mission recommended, inter alia, greater involvement and support by the Bureau in order to institutionalize the very positive protection achievements, and the development of standard operating procedures for RSD, resettlement and individual material assistance. In addition, a mission by the Bureau was deemed necessary in order to assess programme needs and formulate a strategy for implementation as well as to bring current office practices into line with UNHCR policies and with staff regulations and rules.

Ad hoc inspection of UNHCR’s operations in Ghana – April 2005

14. With the participation of DIP staff, the IGO undertook an ad hoc inspection of UNHCR’s operations in Ghana aimed in particular at assessing the appropriateness and adequacy of management structures and procedures as they affect the branch office’s capacity for operational policy development and forward planning. Particular attention was given to the quality of management in relation to protection priorities identified by the BO, including the promotion of durable solutions. The quality and conduct of relations with the UNHCR regional technical support hub and key stakeholders were also reviewed.

15. The mission confirmed the achievements made in recent years that have improved the image and visibility of UNHCR in Ghana. Recommendations emanating from the inspection relate, inter alia, to: the need for timely and constructive feedback from the Bureau and other Headquarters units on strategies proposed by the Field; the establishment of a multi-year plan for

the development of an effective asylum system in Ghana with clearly defined time-bound commitments from all parties which will ensure capacity building and gradual handover to the authorities; preparation of a more thorough profile of each nationality represented within the refugee caseload; the undertaking of an analysis on prospects and specific needs for durable solutions; greater involvement of programme staff in planning activities; and more frequent missions by the Desk to the Field.

Ad hoc inspection of UNHCR's operations in Botswana – March/April 2005

16. At the request of the Bureau, the IGO carried out an ad hoc inspection of UNHCR's operations in Botswana. This inspection addressed specific management issues identified by the Bureau as requiring an independent review including protection management, internal management practice and external relations. Recommendations dealt with ensuring that the internal management of the office is in compliance with administrative rules and regulations, specifically in relation to financial management and recruitment of staff. Other recommendations focused specifically on the need to develop effective protection strategies to promote and facilitate actual reform of the asylum regime in areas such as first instance decisions, formal recourse and appeal mechanisms in RSD; greater involvement of civil society; and more active engagement of the authorities on protection issues such as detention of asylum seekers. The inspection also highlighted the need for the Bureau to ensure, when filling posts in small offices, that all the relevant skills to ensure the proper functioning of an office are present.

Standard inspection of UNHCR's operations in Malawi – February 2005

17. A standard inspection of the office of the Chief of Mission of UNHCR in Malawi was undertaken in February 2005. The office is responsible for a caseload comprising mainly Rwandese, Burundian, Congolese (DRC) and Somali refugees. A field office was opened in Blantyre in 2003 with responsibility for ensuring protection and assistance delivery to refugees in the newly-opened Luwani camp. A registration exercise of the refugee caseload was undertaken in 2004. This has not only resulted in an adjustment of the size of the total caseload in Malawi, but has also enabled the issuance of much needed identity documentation. The report recommendations focused on strengthening the internal management processes and practices to bring them in line with administrative rules and regulations; the initiation of a thorough review of UNHCR objectives; operational strategy and presence in Malawi, inter alia to validate the assumptions upon which the development of the new camp is based; a proper monitoring of implementing partners; a more sustained presence in the camps by protection and community services to ensure an integrated approach to addressing refugee protection problems and formulating standard operating procedures and protocols for refugee status determination, registration and resettlement; security incidents in the camps; and the issuance of Convention Travel Documents.

Review of UNHCR's operations in the Southern Caucasus – August/September 2004

18. The review covered three countries: Azerbaijan, Georgia and Armenia. It examined the prospects for durable solutions as well as interim solutions for the protracted displacement problems in the Southern Caucasus region. UNHCR's role and added value in solutions-oriented planning was evaluated and areas where UNHCR's limited resources should be targeted were

identified, taking into particular consideration the needs of the Chechen refugees. The role of initiatives under way to develop national asylum systems was also considered in light of UNHCR's operational strategies for the region. Recommendations were made inter alia: to develop local schemes as a complement to finding resettlement places; internally assess the potential for further IDP returns to certain areas and corresponding changes to the UNHCR office structure; renew the emphasis on effectively institutionalizing the national asylum legislation; supporting efforts to enhance the quality of life of refugees and asylum-seekers; and building linkages between UNHCR's efforts to promote refugee legislation and develop institutional capacity and the wider efforts of donors in the areas of governance, human rights and border management.

IGO-IAS joint risk assessment mission to Sri Lanka – May 2005

19. In May 2005, a risk assessment mission to Sri Lanka was undertaken jointly by the Internal Audit Service (IAS) and the Inspection Unit. Its purpose was to review the planning and implementation of UNHCR's activities in Sri Lanka associated with the tsunami in the context of risks that the operations may be exposed to, with a focus on the particular implications for women and children, as well as the adequacy of existing monitoring, reporting and control systems.

20. The main recommendations identified the need for the operations in Sri Lanka to refocus and revise the tsunami Special Project to make the objectives and expected outputs more realistic and achievable, with minimum wastage of resources. Recommendations included the need to ensure that adequate levels of resources are assigned to address the special needs of women and girls (as a result of the tsunami); the promotion and integration of women, in particular by increasing their capacities through the use of the gender-sensitive budgeting approach; the improvement of the operational and coordination arrangements between the various UNHCR offices; and the establishment of a new timeline for protection activities, along with the need to build the capacity of partners in certain domains, such as sexual and gender-based violence.

21. The collaboration with IAS and the pre-emptive nature of this mission are innovations for the IGO. The IGO and IAS will draw lessons from the mission so as to assess the added value of fielding missions of this nature, which are geared to identify and minimize risks in emergency operations involving significant amounts of resources.

General remarks on inspections

22. The observations from inspections undertaken during the reporting period once again identified human resource management, strategy formulation, compliance with administrative instructions, and protection and programme management as the main recurring issues. Some of these problems require changes in policy, and recommendations will be submitted to Senior Management for appropriate action. Other issues, however, are indicative of lapses on the part of Bureaux to ensure adequate monitoring and supervision of field operations. Many Bureaux senior staff and representatives appear not to be visiting camps and settlements for which they

are responsible on a regular basis. It is also clear that human resources, operational support and protection staff need to undertake more frequent field visits. Attempts to manage these issues “long distance” will mean that administrative, operational and personnel problems will continue to be inadequately addressed.

23. While inspections can provide Bureaux and field operations with objective recommendations on management issues, they cannot substitute for the Bureau’s role in ensuring and monitoring managers’ compliance with strategic directions, policy guidelines, administrative rules and regulations and programme and protection priorities established by the Bureaux. Inspection missions found that in those operations facing severe management problems, the Bureau’s active engagement was often insufficient or lacking and the performance appraisal mechanism was not being effectively and systematically utilized to hold specific managers accountable for shortcomings. It is essential that Bureaux address management problems at their onset so as to obviate the need for remedial action at a later stage. Problems common to Field Offices inspected during this reporting period included the following:

(a) Human resource management

24. Recent inspection missions reveal gaps in staffing, especially as regards protection staffing which are frequently leading to an inadequate presence of staff particularly in remote and often insecure refugee camps. In addition, many staff appear not to be receiving the training needed to enable them to undertake effectively the functions to which they are assigned, including protection and programme management.

(b) Exercise of delegated authority

25. Representatives in the Field exercise delegated levels of authority for financial and human resources management in their respective areas of operation. Delegation of management authority is based on certain instruments which indicate who is competent to take which decisions. However, inspections show that representatives or heads of sub and field offices often assume these responsibilities without being adequately trained or without the necessary resources to fulfil such responsibilities. It was also noted that further delegation of authority from the representative to heads of sub and field offices, and delegation from those officers to other staff, do not seem to be done in a manner which ensures that staff members to whom the authority has been delegated are well informed of their responsibilities in this regard. As a matter of good order and for the purpose of ensuring accountability, delegation of authority must be done in a manner and form that provides safeguards and controls on the exercise of such authority. There is also a need to maintain a central monitoring capacity for human resources processes which are initiated in the Field, such as the establishment of local or regional appointment and promotions bodies.

(c) Use of non-staff personnel

26. Inspections carried out during the reporting period confirmed that inspected offices were aware of UNHCR’s policy on “project staff” and confirmed their intention to phase out any such arrangements by the established deadline of 31 December 2004. However, it was noted in a few cases that new “project” staff contracts were signed in the course of 2004 with individuals and/or

implementing partners. The field offices concerned have indicated that those project staff arrangements were for short durations and would be phased out by 31 December 2004. The Inspection Unit will monitor the use of non-staff personnel in the Field in order to ensure that such arrangements are in line with established policies.

(d) Security

27. Many of the offices inspected were either MOSS-compliant or making serious efforts to address existing deficiencies. Inspections found that due to budgetary constraints, recommendations made by field security advisors to upgrade security arrangements were often not fully implemented. In most cases security awareness and consciousness including basic fire drill training need to be reinforced. Plans to address these issues were often pushed back because of day-to-day work pressures.

(e) Partnerships

28. In a number of offices inspected there is a need for operations to concentrate on building and strengthening partnerships with NGOs and other actors within civil society, as well as with the refugees. Offices commonly inform donors and other stakeholders on the refugee programme through written information and briefing sessions. Inspections revealed however that opportunities were not being seized to fully engage donors and other stakeholders at the conceptualization and planning stages. This has resulted in missed opportunities to develop common strategies to address difficult protection problems and to identify durable solutions for protracted refugee situations.

(f) Implementation of the inspection strategy

29. The inspection checklist, developed and field-tested in 2004, is presently being used to guide the work of inspection teams and to ensure that inspections yield coherent and consistent analyses across operations. As of July 2005 the checklist is available on UNHCR's intranet. This will increase transparency of the inspection process and ensure that staff are aware of the standards against which the management of UNHCR operations will be inspected. Summaries of inspections carried out since October 2003 are being posted and will be available to ExCom members, via a password-protected portion of the site. Furthermore, the full texts of all reports of inspections undertaken after July 2005 will be made available to ExCom members upon request.

30. Whereas in the past inspections were conducted consecutively, missions are now conducted concurrently so as to enable the IGO to increase the annual number of inspections. Three additional Senior Inspection Officers will be added to the unit as of January 2006. This will enable the IGO to double the number of inspections from 10-12 to 20-24 per year and will provide for a more rigorous and detailed follow-up on the implementation of inspection recommendations. This will also permit more analyses of systemic weaknesses in policies, regulations, controls and administrative instructions. Pending the actual assignment of the additional staff, the unit is using consultants and staff-in-between-assignments in order to respond to additional requests for inspections from the Bureaux that were not foreseen at the beginning of the year.

31. An Inspection Training Module has been developed and a workshop will take place in the last quarter of 2005. The training module will target staff from various functional units who participate in inspection teams. In conjunction with the Staff Development Section, the IGO will identify training opportunities for staff of the inspection unit to ensure that inspection officers are trained in the latest thinking and techniques required to maintain and improve their inspection skills.

III. INVESTIGATIONS

32. The Inspector General remains the focal point for investigating possible misconduct within UNHCR and has increasingly assumed a proactive role in policy development through its participation in working groups in areas such as harassment, sexual exploitation and the Code of Conduct. Learning initiatives and other activities have been designed to increase accountability and prevent misconduct through means other than the general deterrent effect of investigations.

33. The Investigation Unit of the IGO comprises a head of unit, three senior investigation officers, an investigation assistant and an investigation clerk. The Operations Review Board recently shifted a senior investigator post from the Division of Human Resources Management (DHRM) to the Unit, effective August 2005. Allegations previously referred to DHRM for investigation (principally related to entitlements) will henceforth be dealt with by the Investigation Unit.

34. The IGO continues to treat reports of possible misconduct affecting beneficiaries or beneficiary communities as a priority. The Investigation Unit has developed expertise in the area of investigating allegations related to resettlement fraud and sexual exploitation related to asylum-seekers and refugees. In particular, reports of resettlement fraud and sexual exploitation are subject to fast-track screening to mitigate the possible impact on the beneficiary community and asylum countries. Moreover, the IGO can rely on specific investigatory techniques that include tracing resettled refugees in asylum countries, photographic identification of resettled individuals in collaboration with national authorities and voluntary DNA testing to establish family relationships.

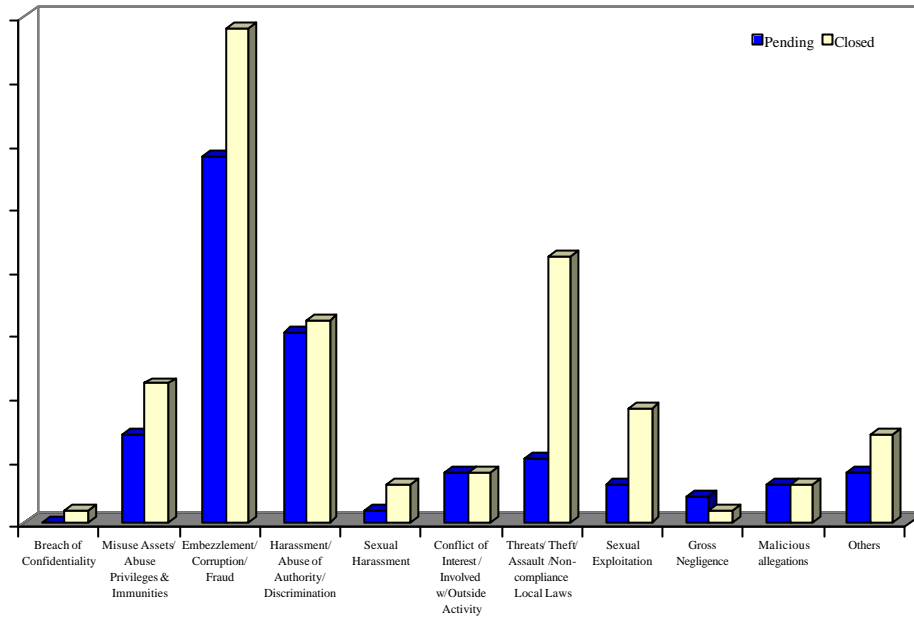
35. Even though misconduct directly affecting UNHCR's mandate activities is handled as a matter of priority, misconduct generally related to misuse of funds, resources or facilities, abuse of authority and other improper conduct prohibited by the staff regulations and rules continue to represent the areas most frequently subject to investigation.

36. The Investigation Unit has also undertaken ad hoc inquiries into possible associations between UNHCR's implementing partners, as well as potential private donors, and organizations with alleged terrorist links. These inquiries are, in part, dependent upon information from governmental institutions. Despite limited cooperation in this regard, several cases have been successfully concluded through the use of publicly available information. In this regard more assistance and cooperation with governmental institutions is being pursued. One ad hoc inquiry of this kind is currently pending.

Statistical information

37. Trends in the type of offences reported to the IGO generally remained unchanged as compared with prior years. Allegations of embezzlement/corruption fraud, misuse of assets/privileges and immunities and sexual exploitation of refugees and persons of concern to UNHCR continue to have the highest rates of incidence.

Chart on typology and caseload status from July 2004 to July 2005



38. At the time of this report, there were 73 open investigations. For the period 1 July 2004 until 1 July 2005, a total of 106 new cases were registered by the Investigation Unit. Although the rate of registration is not constant over time, this represents an 18 per cent decrease when compared to the previous reporting period. The IGO closed 115 investigations during the period 1 July 2004 to 1 July 2005, which is generally consistent with the preceding year.

30. Of the cases closed for this period, 36 were sent to the Division of Human Resources Management for possible administrative or disciplinary action. The remaining 79 cases were closed either because it was determined that the matter was not within the competence of the IGO; the staff member implicated in the reported misconduct separated from the organization during the investigation process; or the Investigation Unit concluded that there was insufficient evidence to make any finding, in which case implicated staff members were informed accordingly.

40. While statistical differences with prior years are indicative of change, the recent emphasis on prevention activities, refinement of investigative tools and techniques and more effective screening of reports has generally improved the processing of cases. The lower incidence of new

allegations could well be the result of these conscious efforts rather than of statistical fluctuation. Reports of misconduct are, nonetheless, unpredictable, and variations in numbers can be expected over time.

Developments

41. The priority for responding to possible misconduct affecting beneficiaries also extends to the IGO's prevention efforts. Specifically, the Investigation Unit supported a series of workshops organized by the International Council of Voluntary Agencies (ICVA) to build the capacity of non-governmental organizations working with refugees and displaced people to receive and respond to allegations of misconduct, particularly in relation to abuse and exploitation. The programme, with workshops in Bangkok, Cairo, Dakar and Nairobi, was completed during the first half of 2005. The IGO also participates in policy initiatives, including at the inter-agency level, related to the issue of sexual exploitation and abuse, both to provide insight into the means of detecting such conduct and to keep up-to-date on emerging policies and policy trends.

42. The IGO launched UNHCR's Investigation Learning Programme in 2005. The programme is designed to increase the capacity of staff in the Field to assist the IGO with investigations and generally raise awareness about the UNHCR Code of Conduct. Already 56 staff have completed the initial courses offered in Geneva, Istanbul and Bangkok. Courses in Nairobi and Dakar are scheduled for September 2005 and will result in a total of 100 staff being trained.

43. The IGO continues to extract from investigations findings that reveal possible weakness in administrative or operational policies, guidelines, procedures or practices. Accordingly, the Investigation Unit prepares Management Implication Reports (MIR) on systemic issues that arise during the course of an investigation. The MIRs relate to policy, procedures or practices that do not necessarily implicate misconduct of staff but, nonetheless, are discovered through the investigation process. Two MIRs have been issued in the first half of 2005, covering topics ranging from improved procedures for use of office vehicles to verification of personal data used for resettlement purposes.

44. In response to an apparent proliferation of fee-based resettlement services offered by organizations that improperly claim some relationship with UNHCR, the Investigation Unit is collecting information on such organizations and practices. The IGO keeps the Legal Affairs Section informed where the name or emblem of UNHCR is used without permission. Likewise, the NGO Liaison Unit and BOs are advised of situations that may otherwise mislead asylum-seekers so that corrective information can be disseminated to the affected population.

Law enforcement

45. As reported in 2004, a growing number of cases require the waiver of a staff member's immunity from local jurisdiction. Therefore, in 2005 the IGO initiated a database to record all arrests and detentions that arise in the context of alleged misconduct, to ensure effective collaboration with local authorities and the proper administration of privileges and immunities in the event of prosecution.

46. Currently, there are three complex investigations where the criminal nature of the alleged misconduct implicates local law enforcement. Three staff members were arrested for serious criminal offences. At the time of this report, one staff member had been released awaiting further legal action, while two other staff members remain imprisoned pending final disposition of their cases before local courts. The IGO does not monitor conviction or sentencing that may occur after the investigation process.