

Issued on: 16 December 2025

Audit Summary: Recruitment of Short-Term Staff and External Collaborators

 **Assurance:**  Moderate

Objective

Assess whether recruitment of short-term staff and use of external collaborators are compliant, transparent and effectively controlled.

Key Observations

- Lack of standardized recruitment procedures;
- Limited transparency in recruitment processes;
- Absence of systematic performance evaluations;
- Gaps in verification of credentials and sanctions checks.

Conclusion

A number of controls and frameworks are already in place and support the effective functioning of recruitment processes.

Governance, risk management and internal control processes are generally adequate and functioning. However, improvements are needed to strengthen consistency, effectiveness and accountability.

Examples of Effective Practices

- Recruitment controls and approval frameworks are in place;
- External collaborator engagement supports programme delivery effectively;
- Recruitment processes generally support operational continuity.

Recommendation Themes

- Formalize recruitment procedures;
- Strengthen transparency;
- Improve performance evaluation systems;
- Enhance verification controls.

Disclosure Note

This summary presents a high-level overview of audit results, key issues and recommendation themes. It does not include all detailed findings and should be read as a summary of the main areas identified during the audit. Sensitive operational information has been excluded.