INTERNAL AUDIT DIVISION

AUDIT REPORT

Strategic planning for ICT requirements in ICTD/DFS

Additional controls, including better coordination between ICTD and OICT, are needed for ensuring that DFS achieves its strategic objectives for information management

10 June 2011
Assignment No. AT2010/615/1

TO: Ms. Susana Malcorra, Under-Secretary-General
A: Department of Field Support

DATE: 10 June 2011

Mr. Choi Soon-hong, Assistant Secretary-General
and Chief Information Technology Officer
Office of Information and Communications Technology

REFERENCE: IAD: 11- OO 445

FROM: Fatoumata Ndiaye, Director
DE: Internal Audit Division, OIOS

SUBJECT: **Assignment No. AT2010/615/1 - Strategic planning for ICT requirements in the Information and**
OBJET: **Communications Technology Division of the Department of Field Support**

1.   I am pleased to present the report on the above-mentioned audit.

2.   Your response indicated that you did not accept recommendation and 5. In OIOS' opinion however, this recommendation seeks to address a significant risk area. We are therefore reiterating them and requesting that you reconsider your initial response based on the additional information provided in the report.

3.   Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Anthony Banbury, Assistant Secretary-General, Department of Field Support
      Mr. Rudy Sanchez, Chief, ICTD, Department of Field Support
      Mr. Seth Adza, Operations Review Officer, Department of Field Support
      Ms. Eleanor T. Burns, Chief, Peacekeeping Audit Service, Internal Audit Division, OIOS
      Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
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      Ms. Amy Wong, Programme Officer, Internal Audit Division, OIOS

INTERNAL AUDIT DIVISION

FUNCTION

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EXECUTIVE SUMMARY
Strategic planning for ICT requirements in ICTD/DFS

The Office of Internal Oversight Services conducted an audit of Strategic Planning and Budgeting in the Information and Communications Technology Division of the Department of Field Support (ICTD). The overall objective of the audit was to assess the adequacy and effectiveness of controls and processes implemented by ICTD for the strategic planning of its resource requirements. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

Effective definition, planning and monitoring of ICT resource requirements in terms of costs, benefits and risks should include the identification of cost-effective, integrated and standard application systems, resources and information technology capabilities to meet current and future peace operations requirements. In this regard, the audit identified risks that management should address as a matter of priority. These included:

> (a) Inadequate coordination mechanisms between ICTD and the Office of Information and Communications Technology for ensuring alignment of their respective ICT strategic plans in implementing the knowledge management programme;

> (b) Unclear roles and responsibilities for supporting the implementation of the information management strategy of DFS and the Department of Peacekeeping Operations;

> (c) Risks of duplication with the scope of the enterprise resource planning UMOJA Project;

> (d) Absence of a comprehensive information architecture model defining the flow of information and the basic structure, content, and relationships of the applications and systems employed to process the data needed in support of DFS/DPKO; and

> (e) Inadequate justification of the use of contractors in support of core technical functions.

TABLE OF CONTENTS

I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of strategic planning in the Information and Communications Technology Division (ICTD) of the Department of Field Support (DFS). OIOS performed this audit because ICT strategic planning is a critical function for supporting peacekeeping operations. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. According to ST/SGB/2010/2, the mandate of DFS for ICT is to provide global information and communication technology services to field operations in close cooperation with other Secretariat entities, and to support the work of the Office of Information and Communications Technology (OICT).

3. The total budget for the support account for peacekeeping operations for the year 1 July 2010 to 30 June 2011 amounted to $313,891,800 (A/64/697), out of which $94,785,000 (30% of the total budget) is ICT-related, allocated to several other offices and departments of the United Nations Secretariat. The table in Annex 2 provides an overview of all ICT-related estimates in the budget for the support account 2010/11.

4. The portion of the support account budget specifically allocated to ICTD for 2010/11 amounted to $15,593,800 (5% of the total budget), as follows:

      (a) $5,252,800 for 34 continuing posts;
      (b) $463,400 for official travel;
      (c) $486,000 for communications; and
      (d) $9,391,600 for information technology.

5. In addition, two ICTD posts are funded from the regular budget.

6. The organization of ICTD consists of the following:

      (a)   Office of the Director;
      (b)   Field Communications and Information Technology Operations Service (including the Field Communications Section and the Wide Area Network/Local Area Network Operations Section);
      (c)   Field Information Systems Unit; and
      (d)   Systems Architecture and ICT Security Unit.

ICTD's mandate

7. The scope of this audit covered the period 2008-2010. During this period, the mandate of ICTD has been regulated by two different provisions.

8. Prior to 2010, ICTD's mandate was regulated by the provisions established in A/58/740 (18 March 2004), that defined its responsibilities for delivering voice, video, high-speed data systems, network services and applications to address the requirements of peacekeeping missions, missions administered by

DPKO and United Nations operations worldwide. Furthermore, ICTD was responsible for providing strategic leadership, policy direction and managerial oversight required for planning, implementing, operating and updating the infrastructure needed to support secure, timely and reliable information exchange and inter-operability between Headquarters and field missions and within theatres of operation in line with the mandates and specific requirements of the United Nations Secretariat and Member States. In addition, ICTD was also mandated to work closely with the former Information Technology Services Division of the Office of Central Support Services (now OICT) to establish enterprise architecture and set standards to promote inter-operability and integration.

9.   In 2010 the Secretary-General issued the bulletin on the Organization of the Department of Field Support (ST/SGB/2010/2), mandating ICTD to provide global information and communication technology services for field operations in close cooperation with other Secretariat entities, and to support the work of OICT in:

  (a) Establishing information and communications technology architecture and standards;

  (b) Planning and implementing major infrastructure improvements for field operations;

  (c) Implementing and supporting Organization-wide applications and major shared applications for the field;

  (d) Providing centralized information and communications technology project management support;

  (e) Coordinating disaster recovery and business continuity planning for the field;

  (f) Reviewing and approving information and communications technology field budget submissions; and

  (g) Maintaining strategic oversight of the enterprise data centres and major communications facilities, including review and approval of strategic directions.

10.   Although the mandate of ICTD has been regulated with two different provisions, the nature of its responsibilities have not changed in their substance, remaining primarily focused – within DFS/DPMO operations – on: i) Establishing an information technology architecture, standards and strategies; ii) Planning, implementing and supporting ICT operations, applications and business continuity and disaster recovery plans; and iii) maintaining oversight on the use of ICT resources.

11.   Comments made by ICTD and OICT are shown in *italics*.

II. AUDIT OBJECTIVES

12. The main objective of the audit was to assess the adequacy and effectiveness of internal controls and processes implemented by ICTD for the strategic planning of its resource requirements.

III. AUDIT SCOPE AND METHODOLOGY

13. The audit included a review of ICTD activities relating to strategic planning in the following periods:

> (a) Most recent proposed plan: 1 July 2010 to 30 June 2011; and
> (b) Most recent completed plan: 1 July 2008 to 30 June 2009.

14. Given the broad scope of ICTD's mandate, its responsibility extends beyond the specific determination and management of its ICT requirements. ICTD plays an important role in planning and managing the ICT resources and operations of other entities of DFS such as the two global service centres in Brindisi and Valencia, the regional service centre in Entebbe, and the Communications and Information Technology Sections in each peacekeeping mission.

15. The audit methodology included relevant staff from ICTD, OICT and Peacekeeping Finance Division (PFD) of the Office of Programme Planning, Budget and Accounts (OPPBA), and review of records and documentation.

IV. AUDIT RESULTS

A. Strategic objectives

16. ICT strategic planning in the United Nations Secretariat is based on the following: i) the strategic framework, which serves as the basis for programme planning, budgeting, monitoring and evaluation; ii) the overall ICT strategy of the Organization (A/62/793); and iii) the specific ICT strategies of each department and office.

17. The ICTD component of the strategic framework for the period 2010-2011 (A/63/6/Rev.1) was defined under the sub-programme 6 (integrated support services) of the peacekeeping operations (programme 4).

18. In 2009 ICTD issued a strategic plan titled "Strategic Guidance 2010/2011, ICT Roadmap – Strategic Objectives & Budgetary Guidance". This strategy focused on continuing the process of standardization and centralization, becoming a strategic enabler for field mission mandates, and achieving greater levels of effectiveness and efficiency in providing information technology solutions. The scope of the strategy included the following areas:

(a) DFS Field Support Strategy;
(b) Communications;
(c) Information technology;
(d) Asset management;
(e) Contractual services;
(f) Green operations; and
(g) Staff development.

19.   OIOS compared the ICTD's strategy for 2010/2011 with the ICT strategy of the United Nations Secretariat (A/62/793) and noted that although ICTD and OICT created strategic plans based on mutual consultations, the strategic area of knowledge management was not adequately addressed in the ICTD strategy. A comparative analysis of the two strategies is summarized in Table 1.

Table 1: Comparison of strategic objectives

ICT Strategic Goal of the United Nations Secretariat (A/62/793)	ICTD Strategic Objectives as defined in the Strategic Guidance 2010/2011
i) Establish an infrastructure management programme for providing the foundation of essential ICT services employed globally by the Secretariat; and	i) Enhance the network backbone that connects field missions to communications hubs in Brindisi (United Nations Logistic Base, UNLB), Italy and Valencia, Spain;
ii) Establish a resource management programme for building upon the infrastructure management programme to create, process and store information on the Organization's resources and enable their effective and efficient management.	ii) Use terrestrial communications to connect UNLB and UNHQ, and also internet service providers (ISPs) and retain more costly and high latency satellite connectivity where terrestrial services are not available;
	iii) Continue the process of standardization and centralization;
	iv) Build capacity in several regional hubs to implement and support field-specific applications for missions;
	v) Leverage the ICT security capacity established in UNHQ to support missions by undertaking assessments of the effectiveness of security measured in missions and working towards a global security standard;
	vi) Focus on self-contained, fault tolerant and environmentally responsible technology implementations;
	viii) Develop analytic capacities to monitor ICT resources worldwide to ensure compliance with the

	International Public Sector Accounting Standard (IPSAS);
	ix) Explore the possibility to use local contractors for services or projects;
	x) Deliver eco-friendly services and solutions (infrastructure, hardware and software), together with the enforcement of green policies, such as printer ratios and user awareness campaigns;
	xi) Develop staff by taking advantage of training facilities in UNLB, Brindisi and MONUC Entebbe Support Base, Uganda. Utilize e-learning options. Support the implementation of the ICT Management Certification Programme being developed by ICTD for ICT personnel.
iii) Establish a knowledge management programme for providing an enabling environment to capture, manage and share the Organization's information assets.	ICTD included in its budget twelve projects for addressing the following information management priorities and needs of DPKO/DFS: (i) Managing DPKO/DFS institutional information; (ii) Managing the assessment of risks and threats; (iii) Develop applications for field collaboration and field tracking. However, it was not clear whether and how these initiatives related to the overall ICT knowledge management[1] programme and whether they created any overlap with the functionalities of the new ERP/UMOJA system.

20. Unclear alignment between ICTD and OICT strategic priorities for knowledge management exposes the Organization to risks of misallocation of resources, not meeting operational ICT requirements, untimely delivery of ICT functionalities or applications, redundancies and duplications.

21. OICT commented on this matter clarifying that *it was not involved in the preparation of the ICTD/DFS "Strategic guidance 2010/2011, ICT Roadmap – Strategic Objectives and Budgetary Guidance" that was sent to the missions. In principle, ICTD/DFS should forward such plan to OICT for review to ensure that*

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[1] As defined in the Information Management Strategy of DPKO/DFS for 2006-2010, knowledge management is "A set of activities an organization engages in to gather, organize, share, and analyze its experiential knowledge, drawing upon and mining unstructured information throughout the organization in order to form a body of institutional knowledge".

the DFS' ICT Roadmap is aligned with the overall ICT strategy of the Secretariat (A/62/793/ and Add.1).

Recommendation 1

(1) DFS/ICTD in consultation with OICT should establish coordination mechanisms for ensuring clear alignment of their respective ICT strategic plans in support of the knowledge management programme. This process should include an analysis and agreement on ICT priorities, goals, dependencies, roles and accountabilities between the respective offices.

22. *DFS/ICTD accepted recommendation 1 stating that ICTD and the OICT created strategic plans based on mutual consultations. ICTD strategy is in line with, and in fact, a manifestation of the OICT knowledge management strategy. This recommendation relates to knowledge management and how ICTD supports knowledge management by providing infrastructure and technologies, rather than leadership in this area. DPKO's Information Management Unit (IMU) takes a leading role in this discipline. In addition, OICT is working on enterprise solutions in this area (Enterprise Content Management). The Director of ICTD will work closely with OICT and DPKO's IMU on this issue. The next strategic guidance for the field will be issued in June 2011 and will include a linkage with the Secretariat's knowledge management programme.* Recommendation 1 remains open pending receipt of the ICTD's strategy demonstrating the linkage with the Secretariat's knowledge management programme.

B. Information management strategy

23. The Information Management Committee (IMC) of DPKO/DFS, of which ICTD is a member, developed an information management strategy that was last reviewed in July 2010. This strategy documented: i) background and context; ii) definition of information management; iii) mandate; iv) analysis; v) core goals; vii) principles; viii) programme of actions; high-level schedule of implementation; ix) responsibilities & compliance; and x) expanded background on enterprise systems.

24. In accordance with the information management strategy, ICTD is responsible for "implementing technologies according to standards and policies developed and principles outlined".

25. OIOS noted the following with regard to ICTD's role in supporting the implementation of the information management strategy:

a. ICTD defined and planned its 2010/2011 outputs without making reference to its responsibilities for the implementation of the information management strategy of DPKO/DFS. However, in the budget requirements for 2010/2011, ICTD included under the section "Information Technology" 12 new ICT initiatives for field applications, for a total amount of $1,409,500. ICTD stated that these initiatives

represented "the information management priorities and needs of DPKO/DFS".

b.   Each of the 12 new ICT initiatives was supported by a project fact sheet justifying tangible and intangible benefits and costs. All initiatives were reviewed and supported by the DPKO/DFS' Information Management Committee and Expanded Senior Management Team. Furthermore, OICT reviewed these initiatives and concluded that "they did not overlap or require integration with the envisaged enterprise resource programme (ERP) UMOJA system and did not relate to material, financial or human resources associated with that system". However, OIOS noted that these twelve applications included: a) risk and threat assessment management; and b) mission strategic management initiatives including "disposed assets". Given that the scope of the ERP/UMOJA system includes risk and asset management, there is a risk for duplication and overlap between these initiatives and the ERP/UMOJA system.

c.   Although the budget requirements, outputs and planned initiatives were properly reviewed by the relevant offices (Information Management Committee and Expanded Senior Management Teams, PFD/OPPBA, and OICT), it was not possible to establish a direct link between these elements and the ICT strategic objectives defined by ICTD and the overall ICT strategy of the United Nations Secretariat.

26.   OIOS also noted that two main initiatives have been undertaken in the United Nations Secretariat for the development of an information management strategy in DPKO/DFS and the ERP/UMOJA project. However, the Secretariat as a whole does not have an overarching information management strategy to guide offices and departments and ensure a consistent approach across the Organization. In this regard, OIOS' previous audit (AH2006/513/07) recommended that the Chief Information Technology Officer develop an information management strategy.

27.   OICT commented on this matter clarifying that *according with the ICT strategy of the Secretariat (A/62/793 and Add.1), knowledge management initiatives should be reviewed through the Organization-wide working group on knowledge management (WGKM) to ensure alignment and avoid any duplication with other major knowledge management initiatives.*

Recommendations 2 and 3

(2)   DFS/ICTD should: i) document in its annual strategic goals its roles and initiatives for supporting the implementation of the information management strategy of DFS/DPKO; and ii) establish clear linkages between strategic objectives, outputs and planned initiatives;

(3)   DFS/ICTD, in coordination with OICT and the ERP/UMOJA Project, should review the current and future

initiatives on threat assessment, strategic management and asset management to ensure alignment and avoid duplications with the UMOJA system.

28.   *DFS/ICTD accepted recommendation 2 stating that the Director of ICTD will ensure that ICTD's annual strategic goals include its roles and initiatives in supporting the implementation of the information management strategy of DPKO/DFS and that these are also made clearer in future guidance to the field. Linkages between the strategic objectives, outputs and planned initiatives will be developed as a corollary.* Based on the actions planned by DFS/ICTD recommendation 2 is closed.

29.   *DFS/ICTD accepted recommendation 3 stating that ICTD and OICT are working very closely with the UMOJA team, both at a strategic level as well as on a day to day basis, to ensure alignment at all levels and avoid duplication in these areas. However, ICTD will conduct a further review with the OICT and the UMOJA team to be completed in the 3rd quarter of 2011.* Recommendation 3 remains open pending receipt of documental support showing that current and future initiatives on threat assessment, strategic management and asset management are reviewed in coordination with OICT and UMOJA team.

C. Information architecture model

30.   One of the main responsibilities of ICTD was to establish an enterprise architecture model and standards in close collaboration with OICT in accordance with the provisions of the ICT strategy of the United Nations Secretariat defined in A/62/793. This function has been directed and coordinated by an ICT Board that decides on standards to be implemented Secretariat-wide.

31.   The objective of this function was to enable the consolidation of ICT assets, systems and services on a global scale, driving down unit costs, lower maintenance costs, reduce deployment time and enable a high level of business process integration among systems. Additionally, the strategy indicated that efforts should be made to establish Secretariat-wide guidelines for adopting open-source solutions.

32.   Although ICTD is a member of the ICT Board, and progress was made towards the creation of a global architecture, there was no specific and detailed information architecture model for peacekeeping operations to facilitate the optimal creation, use and sharing of information in the missions. In addition, there were no processes to monitor and ensure that the outputs planned in the results-based-budgeting framework of ICTD related to the global information architecture model.

Recommendation 4

(4)   DFS/ICTD, in coordination with OICT, should develop a comprehensive information architecture model ensuring that the information requirements of peacekeeping operations are adequately addressed. The model should

define the flow of information and the basic structure, content, and relationships of the applications and systems employed to process the data needed in support of DFS operations.

33. *DFS/ICTD accepted recommendation 4 and stated that ICTD has been working closely with OICT on a Secretariat-wide architecture. The DPKO/DFS information architecture will be formulated as an integrated component of the enterprise architecture of the United Nations Secretariat which will cover business, information, solutions and technology alignment. ICTD has been engaging OICT and has expressed its commitment to work together when the Secretariat's enterprise architecture activity commences.* Recommendation 4 remains open pending receipt of information architecture model.

D. Enforcement of technology standards

34. In accordance with the ICT governance framework established by the Chief Information Technology Officer, each office and department of the United Nations Secretariat should have defined procedures to ensure adherence with technology standards in their respective ICT initiatives and operations. In this regard, OIOS noted that ICTD did not have a defined and comprehensive programme to monitor, verify and enforce compliance with these standards. However, ICTD participates in the Information and Communications Technology Board Policies and Standards meeting held on a quarterly basis by OICT to review ICT standards for services and equipment. It also disseminated minutes of these meetings as well as provided guidance to all field missions on systems contracts and standardization issues. ICTD monitored and enforced the ICT standards through various mechanisms such as: (a) technical approval of local procurement authority for ICT resources that are not included in established system contracts; (b) approval of ICT initiatives exceeding thresholds established in the ICT governance structures for field missions; (c) review and monitoring of missions ICT acquisitions in the Galileo system; (d) field visits to missions; and (e) training during the annual ICT conference.

35. OIOS determined that the controls implemented by ICTD were adequate for ensuring that DPKO/DFS and peacekeeping missions enforced technology standards.

E. Justification of contractual services for information technology

36. ICTD budgeted $8,232,500 for external contractual services (88% of the information technology support account budget) to be provided by the United Nations International Computing Centre (UNICC), Trigyn and the United Nations Office for Project Services (UNOPS). This amount was further broken down in $6,823,100 for support of ongoing core functions of DPKO/DFS at Headquarters and the field, and $1,409,500 for new field applications. The amounts were calculated based on average contractual staff costs of ICC, Trigyn, and UNOPS, plus operating costs.

37.   While the use of external contractual services was adequately justified for developing the new field applications, the same was not true for the support of ongoing core functions. ICTD prepared project fact sheets justifying the use of contractual services for developing new field applications with detailed professional service/consulting costs ($1,409,500). These project fact sheets were approved by the Information Management Committee and the Expanded Senior Management Team of DFS, and by OICT. However, no detailed justifications with cost estimates were available for explaining the use of contractors in providing technical support of ongoing core functions in DPKO/DFS between Headquarters and the field ($6,823,100).

Recommendation 5

(5)   DFS/ICTD should adequately justify the use of contractors for technical support of DPKO/DFS core operations at Headquarters and in the field.

38.   *DFS/ICTD did not accept recommendation 6 stating that only UNOPS and UNICC are utilized for core ICT functions. UNOPS and UNICC personnel are United Nations staff and not commercial contractors. As such, they are subject to the same regulatory oversight as Secretariat staff. In addition, the usage of these personnel is explicitly disclosed in the budget submissions that are reviewed and approved by the General Assembly (paragraphs 352 through 357 of the Secretary-General's report A/65/761 on the budget for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012.*

39.   The language used in the paragraph 352 of A/65/761 indicated that "costs are calculated based on the average contractual salary and operational costs set out in the memorandum of understanding with UNOPS or on contractual arrangements with the International Computing Centre or other vendors, and include an 8 per cent charge for personnel administration costs. The subsequent paragraphs 353-358 do not specify if and when UNPOS or UNICC or other vendors were used for providing support to ongoing core functions. Therefore, OIOS reiterates recommendation 6, which remains open pending receipt of information demonstrating the use of technical contractors for technical support of core operations.

V. ACKNOWLEDGEMENT

40.   We wish to express our appreciation to the Management and staff of DFS, OICT and OPPBA for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O[1]	Actions needed to close recommendation	Implementation date[2]
1	DFS/ICTD, in consultation with OICT, should establish coordination mechanisms for ensuring clear alignment of their respective ICT strategic plans in support of the knowledge management programme. This process should include an analysis and agreement on ICT priorities, goals, dependencies, roles and accountabilities between the respective offices.	Strategy	Medium	O	Provide copy of the ICTD strategy demonstrating the linkage with the Secretariat's knowledge management programme.	Q3 2011
2	DFS/ICTD should: i) document in its annual strategic goals its roles and initiatives for supporting the implementation of the information management strategy of DFS/DPKO; and ii) establish clear linkages between strategic objectives, outputs and planned initiatives.	Strategy	Medium	C	Based on the actions planned by DFS/ICTD this recommendation has been closed.	
3	DFS/ICTD, in coordination with OICT and the ERP/UMOJA Project, should review the current and future initiatives on threat assessment, strategic management and asset management, to ensure alignment and avoid duplications with the ERP/UMOJA system.	Governance	Medium	O	Provide document evidence showing that current and future initiatives on threat assessment, strategic management and asset management are reviewed in coordination with OICT and UMOJA team.	Q3 2011
4	DFS/ICTD, in coordination with OICT, should develop a comprehensive information architecture model ensuring that the information requirements of peacekeeping operations are adequately addressed. The model should define the	Information Resources	Medium	O	Provide copy of the information architecture model.	Not provided

Recom. no.	Recommendation	Risk category	Risk rating	C/O[1]	Actions needed to close recommendation	Implementation date[2]
	flow of information and the basic structure, content, and relationships of the applications and systems employed to process the data needed in support of DFS operations.					
5	DFS/ICTD should adequately justify the use of contractors for technical support of DPKO/DFS core operations at headquarters and the field	Information Resources	Medium	O	Provide documented evidence justifying and clarifying the use of contractors for technical support of core operations.	Not provided

1. C = closed, O = open
2. Date provided by DFS/ICTD in response to recommendations.

OVERVIEW OF ICT-RELATED COST ESTIMATES IN THE BUDGET FOR THE SUPPORT ACCOUNT 2010/11

Department of Peacekeeping Operations Communications and Information Technology	$3,766,000
Department of Field Support, Information and Communications Technology Division	$15,593,000
Department of Management Communications and Information Technology (e.g. ERP, IPSAS, OHRM, and INSPIRA)	$61,190,000
Office of Internal Oversight Services Communications and Information Technology	$837,700
Executive Office of the Secretary-General Communications and Information Technology	$22,600
Office of the United Nations Ombudsman Communications and Information Technology	$18,600
Ethics Office Communications and Information Technology	$5,900
Office of Legal Affairs Communications and Information Technology	$85,100
Department of Public Information Communications and Information Technology	$19,300
Department of Safety and Security Communications and Information Technology	$114,800
Office of Information and Communications Technology	$13,118,700
ACABQ Secretariat Communications and Information Technology	$11,700
Total	**$94,785,000**