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INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE

INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Mr. Sha Zukang, Under-Secretary-General

DATE: 3 November 2011

A: for Economic and Social Affairs

REFERENCE: IAD: 11- 00668

FROM: Fatoumata Ndiaye, Director

DE: Internal Audit Division, OIOS

SUBJECT: **Assignment No. AN2011/540/01 – Audit of DESA's Global Centre for Information and Communications Technology in Parliament Project INT05X73**

Overall results relating to achievement of objectives of the Project INT05X73 were partially satisfactory

1. Attached please find the final report on the above-mentioned audit.
2. Annex I shows the status of recommendations. Please note that OIOS will report on the progress made to implement its recommendations in its annual report to the General Assembly and to the Secretary-General annually, for important recommendations (Nos. 1, 2 and 3).
3. The audit also identified a number of opportunities for improvement (see Annex II). While OIOS will not report on the implementation of these opportunities, we encourage you to implement them to improve the efficiency and effectiveness of your operations. OIOS will review their implementation as part of future audits.
4. Please note that under General Assembly resolution 59/272, a Member State may request that the final report be made available. Also note that pursuant to General Assembly resolution 64/263, OIOS has included the complete management response as an appendix to the present report.
5. We wish to express our appreciation to the Management and staff of DESA for the assistance and cooperation extended to the auditors during the assignment.

cc: Mr. John Mary Kauzya, Chief, Public Administration and Capacity Building, DPADM, DESA
Ms. Marie Oveissi, Officer-in-Charge, Capacity Development Office, DESA
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FINAL AUDIT REPORT

Audit of DESA's Global Centre for Information and Communications Technology in Parliament Project: INT05X73

BACKGROUND

In November 2005, the United Nations (UN) Department of Economic and Social Affairs (DESA), in cooperation with the International Parliamentary Union (IPU) and a group of national and regional parliaments, jointly established project INT05X73, the Global Centre for Information and Communications Technology (ICT) in Parliament (the project). Established as a multi-lateral initiative on the occasion of the world summit on the information society (WSIS) in Tunis, Tunisia, the project is an effort to contribute to the empowerment of legislatures around the world to better fulfill their democratic functions by reinforcing parliamentary capacity to harness ICT tools and to place them at the service of the institutional process. The project pursues two main objectives: (a) strengthen the role of parliaments in the promotion of the information society, through fostering ICT-related legislation in light of the outcome of the WSIS; and (b) promote the use of ICT as a means to modernize parliamentary processes, increase transparency, accountability and participation, and improve inter-parliamentary cooperation. The project aims to achieve these objectives by providing a framework for sharing knowledge, coordinating actions, providing technical assistance, and pooling information and resources across legislatures around the world.

DESA's Office in Rome (the DESA Project Office) serves as the project's secretariat and is entrusted with achieving the project's objectives and expected accomplishments, along with discharge of its day-to-day administrative and financial management functions. The DESA Project Office reports on the implementation of the project to an external high-level board (the Board), nominated by the UN, in cooperation with IPU, and to an advisory committee designated by the Board. Within DESA, the project reports substantively to the Division of Public Administration for Development Management (DPADM) and administratively to the Capacity Development Office (CDO). DPADM provides substantive backstopping of the project's planning, implementation, and reporting responsibilities, while CDO provides administrative and financial management support. The project is headed by the Head of the DESA Project Office at the D-1 level, and assisted by three professional staff at the P-5, P-4, and P-3 levels and consulting experts. Table 1 presents the financial data for the project for the period from 1 November 2005 to 31 December 2009:

Table 1: Project's Selected Budget Information (2005-2009) (in US dollars)

	As of 31 December 2009
Contributions	5,293,116
Interest income	224,715
Adjustments	2,580
Refunds	(15,249)
Expenditures	(2,730,227)
Fund balance	2,774,935

In its 2011 risk-based audit plan, the Office of Internal Oversight Services (OIOS) identified DESA-operated technical cooperation projects as a high risk area on the basis of the nature of their significant reliance on voluntary funding and related capacities to achieve project objectives.

OBJECTIVE AND SCOPE

The audit was conducted to assess the adequacy and effectiveness of the DESA project's risk management, control and governance processes in providing reasonable assurance regarding the achievement of its objectives. The key controls tested included those related to: (a) fundraising; (b) financial forecasting; (c) governance; (d) risk management and strategic planning; and (e) project performance reporting. The audit covered the project's activities related to the five key controls for the period from 1 November 2005 to 31 March 2011.

AUDIT RESULTS

In OIOS' opinion, the project's risk management, control and governance processes examined were **partially satisfactory** to provide reasonable assurance regarding the achievement of its objectives.

The project's governance mechanisms, comprising an independent high-level board and advisory committee, and DPADM and CDO within DESA were adequate to oversee its activities. The project also had strong leadership to carry out its activities and to account for results. The project performance reporting framework had been instituted to report on project performance and utilization of resources. However, there were areas in need of improvement, as outlined below.

A formal fundraising strategy had not been formulated

The project did not have a fundraising strategy to secure the required funding in a timely manner to support the project's activities. As of March 2011, only \$5.3 million, or 31 per cent, of the total \$16.6 million project budget had been secured. Reliance on the Government of Italy as the main donor and lack of a strategy to diversify funding sources exposed the project to undue financial risk and uncertainty.

(1) DESA should prepare a comprehensive fundraising strategy that commits the Board, the International Parliamentary Union, and other stakeholders to ensure the financial sustainability of the Global Centre for Information and Communications Technology in Parliament Project INT05X73.

DESA accepted recommendation 1 and agreed to prepare a formal fundraising strategy in the context of the second phase of the Centre, 2012 and beyond. Recommendation 1 remains open pending receipt of a copy of a comprehensive fundraising strategy from DESA.

Contributions from partners and collaborative arrangements were not adequately recorded

The project had received contributions in-kind from partners and collaborative arrangements, which were crucial value-adding support to the project's sustainability and to subsidizing project costs in lieu of cash contributions. According to the DESA Project Office, approximately \$3 million was received as in-kind contributions during the period. The tracking of such contributions, therefore, was essential to monitor the project's inputs, as well as forecast its financial requirements on an ongoing basis. Monitoring such contributions was also essential in the discharge of DPADM's oversight over the appropriateness of acceptance from partners of contributions and collaborative arrangements by the project. The DESA Project Office generally reported these contributions and collaborative arrangements to the Board, but there was no formal requirement to track, account for, and report them to provide accurate information on project costs. In the absence of adequate records for such contributions, there is no assurance that all project contributions and costs are properly accounted for.

(2) DESA Project Office should record all contributions in-kind from partners and collaborative arrangements and report periodically to the Board and the Division of Public Administration for Development Management to provide accurate information on project costs.

DESA partially accepted recommendation 2 and stated that there is an intrinsic value in informing the Board of all partnership arrangements, in accordance with ST/SGB/2006/5. The project will include a distinct section on such arrangements in its future reports to the Board, although no cost will be associated to these arrangements. OIOS maintains that it is important for project costs to be inclusive of all contributions, and reiterates recommendation 2, which will remain open pending action by DESA.

End-of-term evaluation and formal exit strategy of the project are pending

In strategically planning the project, evaluation was identified as a necessary component of monitoring results and activities during the mid-term and at the completion of project. The project document, therefore, called for two independent evaluations to be conducted on the achievements of its objectives; however, the mid-term evaluation was never conducted. Furthermore, no exit strategy was prepared for the project, which is scheduled to end on 31 December 2011. Without an exit strategy there is the risk that intellectual property assets could be lost after the project is ended.

(3) DESA should conduct the end-of-term evaluation and prepare an exit strategy for the Global Centre for Information and Communications Technology in Parliament Project INT05X73 prior to its extension or termination.

DESA accepted recommendation 3 and stated that it will prepare an end-of-term evaluation and exit strategy prior to the project's extension or termination. Recommendation 3 will remain open pending receipt of evidence that end-of-term evaluation and exit strategy have been conducted.

ACKNOWLEDGEMENT

OIOS wishes to express its appreciation to the Management and staff of DESA for the assistance and cooperation extended to the auditors during this assignment.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the operations of the Department of Economic and Social Affairs' (DESA) Global Centre of Information and Communications Technology (ICT) in Parliament project INT05X73 (the project) located in Rome, Italy.

II. AUDIT OBJECTIVE

2. The audit was conducted to assess the adequacy and effectiveness of the project's risk management, control and governance processes in providing reasonable assurance regarding the achievement of its objectives. The key controls tested for the audit included those related to: (a) fundraising strategy; (b) financial forecasting capability; (c) governance; (d) risk management and strategic planning; and (e) project performance reporting. These key controls are defined as follows:

(a) Fundraising strategy - controls designed to provide reasonable assurance that the project has the necessary funding to achieve its objectives and expected accomplishments.

(b) Financial forecasting capability - controls that provide reasonable assurance that the project has the ability to forecast contribution receipts and mitigate risks related to its sustainability.

(c) Governance - controls that provide reasonable assurance that the project has proper independent and internal governance and oversight mechanisms to oversee the project's activities and ensure accountability.

(d) Risk management and strategic planning - controls designed to provide reasonable assurance that risks relating to achievement of the project's objectives and expected accomplishments are identified and assessed, and that action is taken to anticipate, avoid, mitigate, or manage risks.

(e) Project performance reporting - controls that provide reasonable assurance that the substantive results of the project's activities and the utilization of the allocated financial resources are accurately and completely reported in a timely manner.

III. AUDIT SCOPE AND METHODOLOGY

3. OIOS conducted the audit from January to March 2011. The audit covered project activities related to the period from 1 November 2005 to 31 March 2011.

4. To gain a general understanding of the project's operations, OIOS reviewed the project document, organizational structure, terms of reference of the Board and Advisory Committee, agendas and minutes of board meetings, annual work plans and cost plans, financial authorizations, monthly financial imprest reports, progress reports, financial statements, publications and other outputs, staffing table, job descriptions, and other relevant information. OIOS also reviewed the project's public website and obtained project statistical data and other documentation. In addition, OIOS reviewed reference documents contained in the report of the World Summit of the Information Society (WSIS) held in Tunis, Tunisia in 2005. OIOS also conducted interviews with DESA officials in New York and Rome.

5. To assess the adequacy of internal controls, OIOS considered whether the selected key controls provided reasonable assurance that DESA managed the project effectively to achieve its objectives and conducted relevant tests to assess whether policies and procedures were implemented consistently.

IV. OVERALL ASSESSMENT

6. In OIOS' opinion, the project's risk management, control and governance processes examined were **partially satisfactory** to provide reasonable assurance regarding the achievement of its objectives. The project's governance mechanisms, comprising an independent high-level board and advisory committee, and DPADM and CDO within DESA were adequate to oversee its activities. The project also had strong leadership to carry out its activities and to account for results. The project performance reporting framework had been instituted to report on project performance and utilization of resources. However, there were areas in need of improvement as outlined below.

V. AUDIT RESULTS

A. Fundraising strategy

A formal fundraising strategy had not been formulated

7. The project did not have a fundraising strategy to secure the required funding to support the project's inputs, activities and outputs in a timely manner. As of March 2011, only \$5.3 million, or 31 per cent, of the total \$16.6 million project budget had been secured. The Government of Italy contributed \$5.1 million or 93 per cent of the total contributions received, while the European parliament, together with the Government of Honduras, contributed \$64,298, or one per cent of the total receipts. While the project had partially been successful in overcoming this funding gap through receipt of contributions from partners and collaborative arrangements, reliance on the Government of Italy as the main donor and the lack of a strategy to diversify funding sources exposed the project to undue financial risk and uncertainty.

8. Moreover, although the Board had responsibility to ensure proper fundraising and advocacy for the project's activities, in practice, the Head of the DESA Project Office was mainly responsible for mobilizing funds and reported annually the project's financial situation to the Board and DESA. However, there was no clear evidence of the involvement by the Board, IPU, or DESA in fundraising efforts to address the adverse situation. As a result, opportunities to leverage the individual and collective strengths of all stakeholders to mobilize resources, including their broad experience and networks, as well as to improve the project's access to donors and exploit all fundraising options, could not be pursued effectively.

Recommendation 1

(1) DESA should prepare a comprehensive fundraising strategy that commits the Board, the International Parliamentary Union, and other stakeholders to ensure the financial sustainability of the Global Centre for Information and Communications Technology in Parliament Project INT05X73.

9. *DESA accepted recommendation 1 and agreed to prepare a formal fundraising strategy in the context of the second phase of the Centre, 2012 and beyond.* Recommendation 1 remains open pending receipt of a copy of a comprehensive fundraising strategy from DESA.

B. Financial forecasting

Gaps in project budget and actual contributions

10. The Government of Italy approved its initial contribution of \$1.6 million in 2005. However, the bulk of its contributions amounting to \$3.5 million was not received until 2008. Although a vacancy announcement had been published on Galaxy in October 2006 for recruitment against the Executive Coordinator's post, the Head of the DESA Project Office in Rome was requested in May 2007 to concurrently serve as the Head of the DESA Project Office ad interim due to insufficient funding. The project could not forecast when the position of the head of the DESA Project Office could be filled with a full-time person.

11. Timing of the actual receipt of contributions also affected the project's capacity to undertake technical assistance missions, a main component of the project, to respond to the growing need of parliaments in developing and transitioning countries in the implementation of ICT initiatives. These activities, which had a planned budget of \$775,000, were limited to only three missions prior to the late recruitment of the P-5 professional. Once the P-5 professional was hired in 2010, the project was able to schedule technical missions to developing countries in Africa, Europe, and the Caribbean, over four years into the project. Limited finances also affected the ability to forecast financial feasibility of translating publications into the UN official languages other than English. Due to limited funding, only 5 out of 16 publications were produced in French, while only two were produced in Spanish. Outreach across the UN official languages, therefore, was limited.

12. Earmarking of the contributions also affected the project's financial forecasting capability. For example, the European Parliament paid \$128,174, but the full contribution was earmarked to pay for the costs of travel for participants of a project-related conference and any savings from the contribution were required to be refunded to the donor. In this case, the project refunded to the European Parliament approximately \$15,250, effectively reducing contribution income. The Head of the DESA Project Office was ultimately able to secure contributions from partners and collaborative arrangements to defray project costs and implement planned activities, but this was mainly done on an ad hoc basis and not without reduction to the project's planned activities. As of March 2011, the project had forecasted a budget of \$25 million to extend the project from 2011-2020 and this forecast is not supported by prospective donors.

13. **DESA's financial forecasting capability for the new project could be strengthened by the procurement of a predictable supply of contributions resulting from a comprehensive fundraising strategy committing all project stakeholders.** *DESA stated that financial forecasting is fully dependent upon commitments of donors which are formalized through contribution agreements.*

Contributions from partners and collaborative arrangements were not adequately recorded

14. The project had received contributions from partners and collaborative arrangements of: (a) two associate experts from the Government of Italy and the Government of the Netherlands; (b) conference facilities at the world e-parliament conference in 2007, 2008 and 2009; (c) services and expertise of parliamentarian staff for assessment missions; and (d) resource persons for training and workshops, and daily subsistence allowance subsidies for parliamentarians traveling from developing countries to attend international meetings. These contributions from partners and collaborative arrangements, which were received between 2007 and 2011, were reported to the Board, in general, but were not accounted for in

the project records. According to the DESA Project Office, approximately \$3 million was received as in-kind contributions during the period.

15. Contributions from partners and collaborative arrangements were crucial value-adding support to the project's sustainability and they subsidize project costs in lieu of cash contributions. The tracking of such contributions, therefore, was essential to monitor the project's inputs, as well as forecast financial requirements on an ongoing basis. Monitoring such contributions was also essential to DPADM's oversight over the appropriateness of acceptance from partners of contributions and collaborative arrangements by the project. However, there was no formal requirement to track, account for and report contributions to the Board and DPADM.

Recommendation 2

(2) DESA Project Office should record all contributions in-kind from partners and collaborative arrangements and report periodically to the Board and the Division of Public Administration for Development Management to provide accurate information on project income and costs.

16. *DESA partially accepted recommendation 2 and stated there is an intrinsic value in informing the Board of all partnership arrangements, in accordance with ST/SGB/2006/5. The project will include a distinct section on such arrangements in its future reports to the Board, although no cost will be associated to these arrangements.* OIOS maintains that it is important for project costs to be inclusive of all contributions, and reiterates recommendation 2, which will remain open pending action by DESA.

A. Governance

Project governance mechanisms were effectively implemented

17. The project had adequately implemented a governance and oversight framework to oversee the project planning, resource allocation, and monitoring of deliverables against project objectives and expected accomplishments. The governance and oversight framework comprised an independent high-level Board, nominated by DESA in consultation with International Parliamentary Union (IPU), and an advisory committee, designated by the Board. The Board was governed by established terms of reference and its membership comprised nine speakers of parliament and two ex-officio members, the DESA Under-Secretary-General and the IPU President, who were normally appointed for three-year terms. The Board had responsibility for shaping the project's strategic vision, policy direction, and proper fundraising and advocacy for the project. The advisory committee was also guided by established terms of reference and was responsible for assisting the Head of the DESA Project Office in the preparation of reports for review at the Board's annual meetings, formulation of project strategies, implementation of project work plans, and mobilizing support for the project. Both the Board and advisory committee met annually to carry out their oversight functions. DESA's DPADM provided substantive oversight and monitoring at the programme management level, while CDO ensured the project's compliance with UN regulations and rules. The project was also guided by strong and capable leadership, whose expertise and experience significantly helped to manage the project.

D. Risk management and strategic planning

The risk management framework was inadequate to manage project risks

18. Project risk management is a process that identifies potential events that may affect the project and manages the associated risks to ensure achievement of the project's objectives. Project risk management is a core responsibility of management and is undertaken by the project's governing bodies, management and other personnel, and is applied in strategy-setting throughout the project's duration. In formulating the project, the Head of the DESA Project Office endeavored to identify risks that could potentially hinder the project, such as lack of political will and commitment of the parliamentarian beneficiaries and reluctance of parliamentarians to share information and experiences in ICT. These risks were mitigated, in part, by designating an independent Board comprised of speakers of parliament to engage at a very high level in the governance and oversight of the project. Overall, 12 risks were identified in the project document, but none concerned the management and sustainability of the project. The roles of the Board and advisory committee, the IPU, and DPADM in identifying and assessing project risks were not clearly defined. The Head of the DESA Project Office reported annually to the Board on the project's financial situation, however, there was no evidence of adequate risk identification by DESA or action taken by the Board to effectively address the risk of insufficient funding. DESA officials confirmed that risk management was inherently a function of the project's planning and implementing processes, but no formal risk management policy or logical framework had been developed.

19. **DESA could develop a comprehensive project risk management framework as an integral part of its project planning process.** *DESA stated that it will prepare a broader risk management framework based on current standards as part of the Secretariat-wide enterprise risk management framework.*

Project evaluation was not conducted

20. The project document called for two independent evaluations to be conducted on the project's achievements towards its objectives. The project document stipulated the scheduling of a mid-term evaluation after 24 months of operation, with the final evaluation planned for end of the project's term. However, the project had not conducted the mid-term evaluation. According to the Head of the DESA Project Office, the mid-term evaluation had not been conducted due to budgetary constraints. However, the independent end-of-term evaluation was being scheduled for July 2011, as stipulated in the project document.

A formal exit strategy had not yet been prepared

21. The project is scheduled to end on 31 December 2011. Although a second phase of the project was being proposed for 2011-2020, no formal exit strategy had yet been formulated in the event that the extension was not realized. The project, in consultation with the Board and IPU, was informally considering several exit strategy options involving, in some instances, strategic partners. However, a definitive plan of action had not been finalized. Without a clear and timely exit strategy there is the risk that the project's intellectual property assets, such as publications, working papers, workshops, handbooks, online databases, global and regional knowledge networks, the pool of information and resources across legislatures around the world could be lost.

Recommendation 3

(3) DESA should conduct the end-of-term evaluation and prepare an exit strategy for the Global Centre for Information and Communications Technology in Parliament Project INT05X73 prior to its extension or termination.

22. *DESA accepted recommendation 3 and stated that it will prepare an end-of-term evaluation and exit strategy prior to the project's extension or termination.* Recommendation 3 will remain open pending receipt of evidence that end-of-term evaluation and exit strategy have been conducted.

E. Project performance reporting

Progress reports did not systematically quantify and measure project results

23. The DESA Project Office submitted progress reports to the Board through the advisory committee. OIOS reviewed the project document, annual work plans, cost plans, and progress reports for the period from 2007 to 2011 and assessed the: (a) adequacy of linkages between the results and the activities included in the annual work plan; and (b) effectiveness of measuring project results against the indicators in the project document. These annual reports did not include information on project achievements since its inception. Furthermore, the following project performance information was not systematically analyzed and included the annual progress reports:

(a) During the period from 2005 to 31 December 2008, the project had produced 32 outputs, including establishment of the Global Centre for ICT in Parliament within the DESA Project Office, conducted high-level meetings with multi-stakeholders, held international and regional conferences, workshops and training, undertaken study visits, and produced the project's hallmark reports, the "World e-Parliament Report" (2008 and 2010) and "World e-Parliament Conference Report" (2007, 2008, and 2009);

(b) By March 2011, the project had also launched a portal, a video channel, an online repository of legislative acts on ICT, studies and reports on parliaments and the information society, a technical assistance database and an online global network of ICT experts in parliament. It had also implemented 29 activities, including surveys, world conferences, workshops and training. The project had reached 242 of 279 targeted parliaments. According to the data, the most frequent users of the project's services were mainly from Europe, Africa, and Brazil;

(c) The project also participated in 33 ICT-related events organized by national governments in Africa, South America, Asia, Europe and the Middle East;

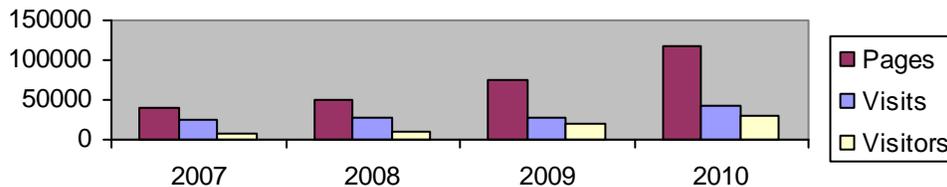
(d) In addition to these outputs, the project also provided advisory services in formulating the following four regional projects, which were subsequently approved:

- Strengthening the capacity of parliaments in Africa to harness Information and Communication Technologies (ICT) (status: completed);
- Supporting the establishment of a Latin American parliamentary knowledge network (status: in progress);
- Support to ICT strategic planning in parliaments of the Southern African Development Community (status: in progress); and
- Support to ICT strategic planning of the Caribbean (status: in progress)

AUDIT RESULTS

(e) Likewise, although website visitor traffic had been indicated in the project document as an indicator of achievement and a verifiable source for one of the four sub-objectives, this data had not been reported in the annual progress reports. Statistical data generated to show usage of the project's website indicated significant growth between February 2007 and January 2010 in terms of number of visitors, visits, and page hits. On average, user activity increased by as much as 300 per cent since the website was launched. Chart 1 illustrates the growth for the period examined:

Chart 1. Website Statistics: Number of visitors, visits, and pages viewed for the period from 2007-2011



Source: Statistics for Website www.ictparliament.org, Global Centre for ICT in Parliament

24. Additionally, the project did not adequately report on the impact of the delayed, cancelled, or ad hoc additional activities on the achievement of the project objectives. For example, the progress report indicated that a capacity-building workshop had been planned for July 2008 and a fellowship programme for September 2009. However, both could not be implemented due to unstable political situation in the country in the case of the workshop and the need for further clarifications of improving the programme effectiveness to the benefit of the recipients in the case of the fellowship programme. The project progress reports rationalized these activities as means to address the emergence of new opportunities during the year and/or to leverage additional resources made available by the project's partners. However, there was no indication in those reports how such activities contributed to the overall achievement of the project's objectives.

25. **DESA could enhance the project progress reporting system by systematically measuring and quantifying project results against indicators in the project document.** *DESA stated that it will review the possibility of including quantifiable performance measures in its annual workplan and to report against such indicators in its report to the Board.*

ANNEX I
STATUS OF RECOMMENDATIONS
Audit of the Global Centre for Information Communications in Parliament Project INT05X73

Recom. No.	Recommendation	Risk category	Critical/important	C/O¹	Actions needed to close recommendation	Implementation date²
1	DESA should prepare a comprehensive fundraising strategy that commits the Board, the International Parliamentary Union, and other stakeholders to ensure the financial sustainability of the Global Centre for Information and Communications Technology in Parliament Project INT05X73.	Strategy	Important	O	Receipt of a copy of a comprehensive fundraising strategy.	June 2012
2	DESA Project Office should record all contributions in-kind from partners and collaborative arrangements and report periodically to the Board and the Division of Public Administration for Development Management to provide accurate information on project costs.	Operational	Important	O	Receipt of evidence that in-kind contributions are accounted for and reported to the Board.	Not indicated
3	DESA should conduct the end-of-term evaluation and prepare an exit strategy for the Global Centre for Information and Communications Technology in Parliament Project INT05X73 prior to its extension or termination.	Operational	Important	O	Receipt of evidence that end-of-term evaluation and exit strategy have been conducted.	March 2012

AUDIT RESULTS

ANNEX II OPPORTUNITIES FOR IMPROVEMENT Audit of the Global Centre for Information Communications in Parliament Project INT05X73

Para. No.	Opportunity for improvement	Client's comments
13	DESA's financial forecasting capability for the new project could be strengthened with the procurement of a predictable supply of contributions resultant from a comprehensive fundraising strategy committing all project stakeholders.	<i>Financial forecasting is fully dependent upon commitments of donors which are formalized through contribution agreements.</i>
19	DESA could develop a comprehensive project risk management framework as an integral part of its project planning process.	<i>DESA will prepare a broader risk management framework based on current standards as part of the Secretariat wide enterprise risk management framework.</i>
25	DESA could enhance the project progress reporting system by systematically measuring and quantifying project results against indicators in the project document.	<i>DESA will review the possibility of including quantifiable performance measures in its annual workplan and to report against such indicators in its report to the Board.</i>