

Confidential

TO: Ms. Eleanor Burns, Chief,
A: Peacekeeping Audit Service, Internal Audit Division,
Office of Internal Oversight Services

DATE: 20 March 2012

REFERENCE:

THROUGH:

S/C DE:

FROM: Anthony Banbury, Assistant Secretary-General
DE: for Field Support



SUBJECT: **Draft OIOS report on the audit of the programme performance
management in DPKO – Assignment no. AP2011/600/03**

1. I refer to your memorandum dated 23 February 2012, regarding the above-mentioned audit. Please find below DPKO comments on the findings and recommendations contained in the draft report.

Background

Paragraph 4

2. This paragraph describes the major programme areas for DPKO. We note that, for example, the description of the Office of Rule of Law and Security Institutions (OROLSI) in Paragraph 4(b) of the report does not adequately describe the entirety of the Office's functions. We would suggest replacing the current language under each Office with language taken directly from ST/SGB/2010/1 *Organization of the Department of Peacekeeping Operations*, specifically sections 5 through 8. For OROLSI, we would suggest replacing the current text with the following:

“The Office of Rule of Law and Security Institutions - consolidates the Department's capacities to support and strengthen coherent work on mine action, police, justice and corrections, disarmament, demobilization and reintegration of ex-combatants and security sector reform in post-conflict countries, including:

- (i) coordinating and integrating the strategic and operational activities of the Office with United Nations and non-United Nations partners;
- (ii) ensuring the delivery of strategic guidance, advice and planning support to the Office of Operations, DPKO-led missions and missions led by the Department of Political Affairs; and,

- (iii) overseeing the development and implementation of cross-cutting information and communication strategies, and coordinating the production of reports to relevant legislative bodies.”

Objective and scope

3. The audit objective as described in the report was to assess the adequacy and effectiveness of DPKO governance, risk management and control processes in providing reasonable assurance regarding effective programme performance management. DPKO notes that significant emphasis was placed on compliance with planning methodologies, rather than the way in which the DPKO and DFS programmes are managed for performance.

Audit results

Paragraph 19

4. This paragraph notes that DPKO has made considerable progress in refining the indicators of achievement over the years, but that the results-based budgeting (RBB) frameworks still included expected accomplishments and indicators that were not measurable. As an example, the report cites the expected accomplishment of “peacekeeping operations fulfilling major benchmarks as defined in and mandated by the Security Council resolutions.” DPKO would like to note that because of their nature, and because benchmarks are sometimes defined by the Security Council resolutions, political achievements are especially difficult to formulate and therefore report upon. These challenges should be acknowledged in the report.

Recommendation 1

5. DPKO requests that the text under recommendation 1 be amended to read as follows: “*DPKO accepted recommendation 1 to maintain baseline data for measuring the performance against indicators and measuring efficiency and effectiveness resulting from increased input. DPKO also stated that the general practice in guiding and reviewing those frameworks is to strongly discourage modifications.*”

Paragraph 20

6. This paragraph notes that OIOS selected OROLSI as a sample to assess if the Secretary-General’s proposed framework and the senior managers’ compacts were aligned. We would like to highlight that the regular budget only funds three posts in OROLSI. In that context, the Strategic Framework does not cover all areas and elements for OROLSI that are covered under the support account RBB. As previously noted, OROLSI’s priorities document is an informal document which is updated on a frequent basis, and is much more detailed concerning the Office’s activities.

Recommendations

7. Please refer to our comments on the recommendations in the attached matrix.
8. Thank you for the opportunity to comment on the draft report. We stand ready to provide any further information that may be required.

cc: Ms. Maxfield
Ms. Wong

AUDIT RECOMMENDATIONS

Audit of the programme performance management in DPKO

Rec. no.	Recommendation	Critical ¹ / important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	DPKO should further refine its logical framework to ensure that: (a) indicators of achievement are directly related to the expected accomplishments as appropriate; (b) it maintains baseline data for measuring the performance against indicators, where necessary; and (c) efficiency and effectiveness resulting from increased input can be measured.	Important	Yes	Executive Officer, DPKO/DFS	Implemented	DPKO notes that the preparation of the Strategic Framework of the Regular Budget for 2014/2015 offered the Department the opportunity to refine the logical framework of the Regular Budget. The revised framework, which ensured among other things, close alignment with the logical framework of the Support Account, was recently approved by OPPBA. During the course of the review, OPPBA complimented DPKO and in particular OROLSI for the clarity of the indicators of achievement and their relation with the expected accomplishments. It is important, however, to highlight that both logical frameworks are submitted to the Legislative Bodies for approval and that the final formulation may be modified by these bodies.
2	DPKO should ensure closer alignment between objectives and expected	Important	Yes	Executive Officer,	Implemented	DPKO notes that the preparation of the Strategic Framework of the

¹ Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

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	accomplishments included in strategic priorities documents with those in the regular budget, support account budget and compacts of senior management.			DPKO/DFS		<p>Regular Budget for 2014/2015 offered DPKO the opportunity to strengthen the alignment between the logical framework of the Regular Budget and the Support Account. Several indicators of achievements in the Strategic Framework were modified to ensure alignment, in particular in the logical framework of the Office of Operations and Office of Military Affairs. It is important, however, to highlight that the difference in planning methodology between the two funding sources may impede full alignment.</p> <p>Regarding alignment with the senior managers' compacts, DPKO wishes to clarify that the guidelines issued by the Executive Office of the Secretary-General contains specific objectives to which the USG/DPKO would like to "give special attention during the course of the year in the context of the programme objectives contained in the Programme Budget". In this context, it is DPKO's view that the logical frameworks of both Regular and Support Accounts budgets provides the high-level context in which the special objectives listed in the compacts are then situated. Both the senior managers' compacts and the strategic frameworks reflect the activities and the objectives of DPKO. The Department will continue to ensure that the compacts of senior</p>

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						management are aligned with the logical frameworks of both the Regular and Support Account budgets.
3	DPKO should ensure that the Evaluation Unit follows up on the implementation status of its recommendations.	Important	Yes	Chief, Evaluation Unit, DPET	Ongoing	DPKO is committed to improving the follow up on the implementation status of its evaluation recommendations and is currently exploring effective means to institutionalize systematic follow-up practices, while taking into consideration the required resource implications.
4	DPKO should ensure that the programme performance reports, particularly on the regular budget, provide complete information on objectives, expected accomplishments and indicators of achievement.	Important	Yes	Executive Officer, DPKO/DFS	Implemented	DPKO noted that the preparation of the DPKO inputs for the Performance Programme Report offered the opportunity to the Department to provide complete information on the its performance and the objectives, expected accomplishments and indicators of achievement listed in the Strategic Framework.