



**Office of Internal Oversight Services
Internal Audit Division II**

AUD: AA (002/2006)

11 January 2005

TO: Mr. Hama Arba Diallo, Executive Secretary
United Nations Convention to Combat Desertification (UNCCD)

FROM: Egbert C. Kaltenbach, Director
Internal Audit Division II
Office of Internal Oversight Services (OIOS)

SUBJECT: **Audit of UNCCD Information Technology (IT) Management
(AA 2005/242/01)**

1. I am pleased to submit the final report on OIOS's audit of UNCCD Information Technology (IT) Management, which was conducted in September 2005 in Bonn, Germany by Mr. Byung-Kun Min. The draft of the audit report was shared with the Co-ordinator, External Relation and Public Information Unit on 30 November 2005, whose comments, which were received on 22 December 2005, have been reflected in this final report, in italics.
2. I am pleased to note that the audit recommendations contained in the report have been accepted and that UNCCD has initiated their implementation. The table in paragraph 102 of the report identifies actions required to close the recommendations. I wish to draw your attention to recommendations 01, 02, 03, 04, 05 and 09, which OIOS considers to be of critical importance.
3. I would appreciate it if you could provide Mr. Byung-Kun Min with an update on the status of implementation of the audit recommendations not later than 31 May 2006. This will facilitate the preparation of the twice-yearly report to the Secretary-General on the implementation of recommendations, required by General Assembly resolution 48/218B.
4. Please note that OIOS is assessing the overall quality of its audit process. I therefore kindly request that you consult with your managers who dealt directly with the auditors, complete the attached client satisfaction survey and return it to me.
5. I would like to take this opportunity to thank you and your staff for the assistance and cooperation extended to the audit team.

Attachment: final report and client satisfaction survey form

Cc: Mr. R. Boulharouf, Co-ordinator ERPI Unit, UNCCD (by e-mail)
Mr. F. Meek, Chief, Administration and Finance, UNCCD (by e-mail)
Mr. S. Goolsarran, Executive Secretary, United Nations Board of Auditors (by e-mail)
Mr. M. Tapio, Programme Officer, OUSG, OIOS (by e-mail)
Mr. C. F. Bagot, Chief, Nairobi Audit Section, IAD II, OIOS (by e-mail)
Mr. B. K. Min, Resident Auditor, Nairobi Audit Section, IAD II, OIOS (by e-mail)

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**Office of Internal Oversight Services
Internal Audit Division II**

Audit Report

**Audit of UNCCD Information Technology Management
(AA 2005/242/01)**

Report date: 11 January 2006

Auditor: Byung-Kun Min



Office of Internal Oversight Services
Internal Audit Division II

Audit of UNCCD Information Technology (IT) Management
(AA 2005/242/01)

EXECUTIVE SUMMARY

In September 2005, OIOS conducted an audit of Information Technology (IT) management at UNCCD. The total non-staff costs for IT activities were estimated by UNCCD to be approximately US\$100,000 for 2004.

OIOS concluded that although the limited size and staffing of UNCCD allowed for specific supervisory and management arrangements, there was a need to enhance the overall framework for IT management, to assess whether UNCCD was getting sufficient value for money from its IT. OIOS recommended that UNCCD's senior management should pay particular attention to the following issues which UNCCD is in the process of addressing and OIOS would like to thank UNCCD for the thoughtful consideration given to its report and the findings therein:

- a) **Governance** – The need to put in place arrangements for governance of IT, which are compliant with ST/SGB/2003/17, in particular, either establishing a local steering committee for IT, or delegating the roles and responsibilities to an existing committee, given the small size of UNCCD.
- b) **Strategy and planning** - The need to expand and enhance UNCCD's existing IT documentation and produce: an IT strategy, which includes those elements of the United Nations ICT strategy applicable to UNCCD and any UNCCD specific IT issues; and, create costed short and long range IT plans, to demonstrate the effectiveness with which IT is being utilised to assist achievement of the mandate.
- c) **Organizational structure** - The need to clarify the authority and responsibility for coordinating, documenting and reporting on IT matters taking place within UNCCD and whom can be held accountable for ensuring that IT decisions are implemented and UNCCD has an effective IT infrastructure to support delivery of its mandate.
- d) **Policies and procedures** - The need to clarify the relevant authorities and procedures to establish and implement the policies and procedures for IT activities.

OIOS also made recommendations to strengthen IT operations, which included the need to:

- (a) formalize IT service level agreements;
- (b) ensure that IT assets are properly protected by developing a security policy and business continuity plan;
- (c) carry out a complete and accurate inventory of IT equipment; and,
- (d) undertake an investigation into missing computers to establish accountability, and to ascertain steps required to prevent a reoccurrence.

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I. INTRODUCTION

1. This report discusses the results of an OIOS audit of UNCCD Information Technology (IT) Management, which was carried out in September 2005 in accordance with the International Standards for the Professional Practice of Internal Auditing.
2. An IT sub unit of External Relations and Public Information Unit (ERPI) is responsible for UNCCD's IT activities. The IT sub unit comprises one Information Systems Officer (P-3) supported by two Associate Computer Information Systems Officers (P-2) and one Computer Information Systems Assistant (GS-4). The IT sub unit provides a range of IT services including network maintenance, e-mail, help desk, development and support of applications and management of both Web and Intranet for approximately 80 staff.
3. UNCCD informed OIOS that the total amount expended on IT activities in 2004 (non-staff) was approximately US\$100,000.
4. This area had not been previously audited by OIOS.
5. The draft of the audit report was shared with the Co-ordinator, ERPI on 30 November 2005, whose comments, which were received on 22 December 2005, have been reflected in this final report, in italics. UNCCD has accepted most of the recommendations made and is in the process of implementing them.

II. AUDIT OBJECTIVES

6. The overall objective of the audit was to provide the Executive Secretary, UNCCD with an assessment of the adequacy of UNCCD's arrangements for management of its Information Technology. This included assessing:
 - a) The IT governance and planning framework;
 - b) IT activities undertaken by UNCCD and the adequacy of the arrangements for identification and oversight of these activities; and,
 - c) Whether UNCCD IT activities were being carried out in compliance with applicable Regulations and Rules;

III. AUDIT SCOPE AND METHODOLOGY

7. The audit focused on IT activities in 2004 and 2005, excluding communications and the work of other units where IT is a programmatic activity in its own right and is an output of UNCCD.
8. The audit activities included a review and assessment of risks and internal control systems, interviews with staff and management including, analysis of applicable data and a review of the available documents and other relevant records.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Governance

9. ST/SGB/2003/17 dealing with the Information and Communications Technology Board (ICTB) directed that all departments and Offices Away from Headquarters create internal or local information and technology groups or committees following the pattern of the ICTB whose responsibilities would be to ensure;

- a) Departmental strategies are aligned with the overall objectives of the Secretariat;
- b) Information on departmental systems, resources and assets is maintained and updated on a regular basis;
- c) Existing systems are reviewed to confirm their cost effectiveness, and
- d) Standard methodologies are developed and consistently used for ICT projects.

10. While UNCCD appeared to have internal coordination mechanisms such as senior management coordination meetings and inter-unit meetings, it had no effective mechanism for oversight or co-ordination of IT programmatic and administrative activities, and consequently, UNCCD lacked an appropriate forum to:

- a) Discuss and establish programmatic and administrative needs and ensure that UNCCD is making effective and efficient use of its IT investment;
- b) Discuss and determine what level of resources are required for IT to support UNCCD activities and to defend requests for IT resources;
- c) Discuss and recommend appropriate IT policies and procedures for both administrative and programmatic IT such as business continuity plans for mission critical systems, security, asset replacement and systems development policies, which are in line with the overall UN standards
- d) Oversee the development of administrative and programmatic IT systems.
- e) Act as focal point for the ICTB and ensure that all relevant directives are disseminated to staff.
- f) Discuss whether the IT needs of individual UNCCD units are being met.

11. UNCCD commented that the IT issues could be discussed in the senior management meeting as necessary rather than creating a separate committee, taking into consideration the size of the UNCCD secretariat. OIOS is of the opinion that there needs to be some form of an IT Committee which would provide advice to senior management.

Recommendation:

To ensure effective oversight of its Information Technology (IT), in line with ST/SGB/2003/17 (Information and Communications Technology Board) to the extent applicable to UNCCD, and is able to ensure that its IT contributes to the improvement of the effectiveness and efficiency of programme delivery and administration, UNCCD should establish an appropriate mechanism which fulfils the functions of a Local Information and Communications Technology Committee (Rec. 01).

12. *UNCCD accepted the recommendation and expected implementation by*

February 2006. UNCCD also commented that the UNCCD secretariats sees the merit and advantages of establishing a mechanism for the operation of a local Information and Communication Technology Committee in conformity with Secretary General's bulletin ST/SGB/2003/17.

13. Bearing in mind the operating structure of the UNCCD Secretariat as well as objective requirements pertaining to its flexibility and effectiveness, the secretariat believes that such an ICTC could be constituted of selected senior management representatives and may serve as a focal point for the UN ICTB, while increasing interactivity with staff, both in terms of input management and dissemination of relevant information and IT development in the United Nations. Accordingly, to maximize efficiency while avoiding overlapping duties, the UNCCD secretariat further believes that such responsibility could be entrusted to its recently established Internal Management Committee (IMC), which would assume the mandate and act in lieu of the ICTC. As such it will be advising the Executive Secretary on IT policies and procedures and the effectiveness of IT in addressing the needs of the secretariat It should, however, be pointed out that owing to the small size of the UNCCD secretariat's overall operating structure have always provided an enabling environment that is highly conducive to the discussion and assessment of diverse agenda items, requirements and proposals through the established consultation and coordination mechanisms including: Unit meetings, Senior management meetings and General staff meetings.

14. Against this operating background, IT overall strategy and business plan including asset replacement and systems development, programmatic and administrative requirements as well as IT resource requirements are defined at the IT group level through a feedback chain involving other units and communicated to the ERPI Coordinator for final consideration by management and ultimate action by administration. After proper clearance by management, procurement and asset management including inventory of it equipment and software is undertaken by UNCCD administration in close coordination with the IT group, in order to ensure proper follow up of United Nations Rules and Regulations and guarantee the required cost effectiveness.

15. OIOS appreciates the comments and will close the recommendation upon receipt of documentary evidence supporting the establishment of an appropriate mechanism which fulfils the functions of a Local Information and Communications Technology Committee.

B. Planning

(a) IT strategy

16. General Assembly (GA) resolution 57/304 of 16 May 2003 welcomed the significant step the United Nations IT strategy (A/57/620 dated 20 November 2002) represented in developing a strategic framework to further guide the development of ICT within the United Nations and requested that the IT requirements for the various duty stations be fully integrated into the strategy.

17. In the opinion of OIOS, the above meant that UNCCD needed to create its own IT strategy document, which included those elements of the United Nations IT strategy

applicable to UNCCD, and included any UNCCD specific IT issues not covered by the United Nations IT Strategy. Such a document is also important for senior management to demonstrate the part IT can play in ensuring effective and efficient delivery of the mandate. The need for a strategy document was also highlighted in the Joint Inspection Unit (JIU) review on UNCCD carried out in the first half of 2005 (JIU/REP/2005/5 - Review of the Management, Administration and Activities of the Secretariat of the United Nations Convention to Combat Desertification (UNCCD)).

18. The IT sub unit had developed an internal document setting out its vision for IT within UNCCD, including such important concepts as the IT services it considered should be delivered, the need for service level agreements and IT policies. The document however, did not demonstrate the link between the IT services and delivery of programmatic and administrative functions under the mandate, the extent to which UNCCD needed to be compliant with United Nations systems such as IMIS, and had not been prepared in consultation with other UNCCD units.

Recommendation:

To ensure compliance with A/57/620 (the United Nations ICT strategy) to the extent applicable to UNCCD, and to assist in optimising use of its IT resources in delivery of its mandate, UNCCD should establish a task force to develop a IT strategy, which builds on the existing document setting out its vision for IT but includes participation of all units and ensures that all elements currently in the United Nations strategy that might be relevant to UNCCD and all UNCCD mandated IT activities are taken into consideration. The IT strategy should then be formally adopted by UNCCD Local Information and Communications Technology Committee (Rec. 02).

19. *UNCCD accepted the recommendation and expected implementation by end of March 2006. It further explained that the secretariat further agrees with the fact that the UN ICT strategy (A/57/620 dated 20 November 2002) provides an enhanced opportunity for further developing its strategic framework. The secretariat, therefore, agrees with the need to extend consultations on IT matters to other units of the secretariat, particularly, but not limited to, the substantive ones, so as to ensure that input and feedback on the IT are initialized not only upstream, but also downstream of its policy formulation process. To this specific effect, the secretariat will establish an IT strategy task force with a membership extended to other UNCCD units. Based on the size of the secretariat, its workload and operational requirements, such a membership will be established in consultation with the IMC, referred to in recommendation 1, above.*

20. *Currently, UNCCD has an IT strategy document which was developed taking into account a variety of parameters including, but not limited to, the operational requirements of the UNCCD secretariat, assessment of users' feedback and prospective IT developments. The document as subsequently reviewed with the assistance of the UNCCD legal advisor and covered the various areas of IT operations including such important areas as the need of service level agreements and IT policies. The document further covered:*

- *The definition of service required at the UNCCD secretariat*

- *Legal risks and requirements*
- *Best practices*
- *System monitoring, confidentiality and personal use*
- *Electronic data protections and*
- *Password policies*

21. OIOS appreciates the clarification and the efforts made to date in the creation of an IT strategy. The recommendation will be closed upon receipt of the approved UNCCD IT strategy, which includes participation of all units and ensures that all elements currently in the United Nations strategy that might be relevant to UNCCD and all mandated IT activities are taken into consideration.

(b) Long and short-term IT plans

22. Long and short term IT plans set out the IT tasks required to meet the strategy and satisfy UNCCD needs. Such plans are important as they provide a basis for: allocating and monitoring use of resources; communicating to interested parties how the IT strategy will be delivered; and demonstrating how IT activities have been prioritised to meet UNCCD needs. Such plans should be costed to facilitate investment analysis of the use of IT.

23. In the absence of such plans and a readily available list of initiatives to support the PAS process, OIOS determined that UNCCD could not clearly demonstrate how IT resources were being effectively used. As a consequence:

- a) Schedules of ICT activities, which included deadlines and details of personnel responsible for task performance were determined internally within the IT sub unit but lacked visibility within the UNCCD secretariat;
- b) Decisions on IT service provision were determined on an ad hoc basis. Whilst this reflected financial constraints, it meant that UNCCD did not have a comprehensive picture of the IT required to meet its overall business needs;
- c) No check points existed to ensure that IT objectives and long and short range plans met organizational objectives and plans; and,
- d) There was no formal mechanism to assess existing information systems in terms of degree of business automation, functionality, stability, complexity, costs, and, strengths and weaknesses.

Recommendation:

To demonstrate how Information Technology (IT) resources are being utilised to meet UNCCD needs, UNCCD should develop a mechanism for the creation, approval and monitoring of costed IT short and long term plans based on the IT strategy (Rec. 03).

24. *UNCCD commented that committee being established under recommendation one would have responsibility for reviewing and approving IT plans. It also commented that compared to similar UN bodies and secretariats the UNCCD IT group was of a rather limited size during the biennium 2004 - 2005. It was then composed of only two junior Professionals (P-3, P-2) on the core budget and supported by an additional Professional (P-2) and one General Service (G-5) from programme support costs. Thereafter, the staffing situation of the IT group has been further aggravated by the*

financial implications of the budget decision adopted at the seventh session of the COP (please refer to the comment on Rec. 4 below). Despite these inherent and objective limitations, the IT group must continue to address and follow up the IT requirements of all UNCCD staff members, as well as numerous consultants and interns.

25. *Under an operating scenario marked by re-current financial constraints and budget limitations that have substantially hampered its ability to address the multiple nature of the UNCCD IT service provision (including hardware replacement, software update and training), the IT group has endeavoured to develop a priority based approach, aiming at addressing in a selective, but rational manner, strategic UNCCD requirements. These requirements are established on the basis of feedback received from units, directions provided by its governing bodies, and relevant instructions from management.*

26. *In that regard, schedules of IT activities to be performed, including deadlines and personnel responsible for the performance of the tasks are available. They are established on the basis of the secretariat's overall requirements, and not IT's own priorities, but can be hindered by the serious financial constraints and increasing client requests.*

27. *Despite these constraints, and based on its work plan, the IT group has been able to service the numerous requests from the secretariat's units and develop various indispensable operating tools, including intranet and several databases, amongst which is the UNCCD registration system, which is highly regarded by parties and was commended as such in the recent report of the United Nations Joint Inspection Unit.*

28. *The secretariat acknowledges, however, that beyond the objective constraints referred to above, the problems encountered could also be explained, in part, by the internal nature of the IT work plan conception. The secretariat further believes that integrating those work-plans into standing agenda of its future ICT task force will guarantee as increased involvement by other units, and ensure their overall sustainability.*

29. OIOS appreciates the additional information on the planning practice of the IT group and the related constraints. OIOS is also pleased to note the actions proposed in terms of establishing an approval and monitoring mechanism for the plans. To close the recommendation, OIOS requires a copy of the documentation explaining how the plans will be created.

C. Organization and roles and responsibilities for IT

(a) Organizational structure

30. At the time of the audit, the IT sub unit fell under the responsibility of ERPI. However, there was no evidence that the current structure was based upon sufficient analysis of the nature of required IT services, staffing and financial resource needs and required supervisory competency. OIOS was not provided with any official documentation:

- a) Describing the establishment, structure and functions of the IT sub unit;
- b) Clarifying the reporting lines, roles and responsibilities of the staff within the IT

- sub unit;
- c) Explaining how the current staffing resources were determined.

Recommendation:

To facilitate having an effective structure for delivery of Information Technology (IT) services and to better define and codify operating links between IT and the rest of UNCCD, UNCCD should commission a task force to establish the level and nature of IT services it requires, the level of resources required, and how these services should be delivered, which should also consider outsourcing. This should also include considering the need for designating a senior official as Chief Information Officer (Rec. 04).

31. *UNCCD commented that the secretariat is fully committed to ensuring that functions of IT are efficient and effectively dispensed and in this regard, the secretariat sees the merits of commissioning an external review to carry out a need assessments of IT services. To this effect, the secretariat hopes to collaborate with OIOS in undertaking this review.*

32. *For ease of clarity, it would also be important to give a brief explanation of the current structure establishment of IT within UNCCD. When the secretariat was still operating as an interim 'secretariat to Convention and servicing the International Negotiating Committee on Desertification (INCD), the IT group was hosted under the secretariat's Administration and Finance unit. The IT group was then staffed by two short-term resource persons (one P and one GS). This organization structure was justified by the high prevalence of administrative IT requirements. The substantive requirements of IT were then marginal due to the uncertain nature of negotiation outcomes, regarding the envisaged final mandate of the Convention and thus the subsequent field(s) of competence of its secretariat.*

33. *After the adoption and entry into force of the Convention the establishment of all the secretariat's units, including External Relations and Public Information ERPI were set after a careful review by management of various parameters, including substantive and strategic planning considerations, mandate and expected output. Based on these considerations, IT was entrusted to ERPI, owing to the information, communication and external liaison nature of this unit's core mandate.*

34. *The IT group does, however, maintain numerous functional links with administrative services, to efficiently deliver its output and ensure that operations are undertaken in conformity with prevailing rules and regulations. This includes procurement and asset management including inventory of IT equipment and software as well as local support of Integrated Management Information System (IMIS).*

35. *While the UNCCD secretariat sees the rationale behind and potential benefits deriving from the establishment of a Chief Information Officer at a senior level to act as a focal point for both administrative and programmatic IT, it does not see this option as being possible within the 2006-2007 biennium given the very severe budgetary constraints faced by the secretariat in the light of the budget decision (23;COP7), whereby the secretariat received only a 5 percent nominal increase in its budget, thereby resulting in unavoidable staff reductions. The ERPI unit, like other units of the*

secretariat, was severely affected by this decision, which resulted in inability to fill three posts, out of which two were from the IT group.

36. *Under the present circumstances the UNCCD secretariat believes that proper coordination of IT operations can be assumed by the ERPI coordinator, provided that necessary steps are taken to further clarify and enhance the managerial framework of the IT group, along the lines of the discussions held with OIOS, which specifically underlined the need to take into consideration:*

- *Structure and functions of the IT group*
- *Direct and individual supervision of all current IT staff by the ERPI coordinator*
- *Clarification of roles and responsibilities of the staff within the IT group*

37. *In the same context, the secretariat further believes that the identification of the level and nature of IT services, the level of resources required, and how these services should be delivered, can be accurately established within the secretariat. Upon implementation of recommendations 1 and 2 above pertaining to the establishment of its future ICT and task force, the secretariat would dispose of the required internal visibility, as well as enabling policy and decision making frameworks to allow it to accurately and cost efficiently determine these needs.*

38. *Finally, the secretariat fully recognizes the benefits arising from outsourcing options and partnerships. Bearing in mind efficiency, co-location and cost-effectiveness, criteria, it has initiated consultations with the UNFCCC secretariat, pertaining to a wide range of areas of potential cooperation, including selected joint administrative services. However, due to the different sizes of both secretariats, a systematic concern in that regard remains the need to ensure the critical level of ownership, indispensable to deliver UNCCD's own mandate. Furthermore, given the strategic aspects involved, further guidance from governing bodies might be required in this regard. Accordingly, outsourcing options may only be envisaged in the framework of an overall agreement with the UNFCCC on possible levels and fields of joint management.*

39. OIOS thanks for the detailed explanation and will close the recommendation upon receipt of the result of the work of the task force to establish the level and nature of IT services required, the level of resources required, and how these services should be delivered, which should also consider outsourcing.

(b) Chief Information Officer

40. In the same way that an organisation benefits from having a finance and a human resources manager, there are benefits in having an individual at a senior level with knowledge of both technology and business processes who could act as a focal point for both administrative and programmatic IT activities and have a range of management responsibilities including policy, standards, strategy, planning, analysis of organisational requirements and monitoring as well as maintenance and support. OIOS expected that the Coordinator of ERPI would be the Chief Information Officer and have responsibilities along the lines of those described above. This was not the case and in the opinion of OIOS, there was no one within UNCCD, at the time of the audit, who could be held accountable for ensuring that IT decisions were implemented and UNCCD had an effective IT infrastructure to support delivery of its mandate. This

issue was addressed in recommendation 04 above, and no further action is proposed.

D. Policies and Procedures

41. The United Nations is embarking on standardisation of software and applications throughout the Secretariat. UNCCD policies and procedures are therefore important to determine whether, and in what circumstances, United Nations standards will be followed, to provide guidance on service provision, and to ensure that standardization is not imposed in the wrong places for the wrong reasons. In addition, policies and procedures are necessary to communicate management aims and direction, to ensure that IT activities take place in a uniform manner and to provide management with the tools to monitor IT activities.

42. Whilst there was evidence that the IT sub unit had considered the need for policies in such areas as internet usage and data protection, they were not formally adopted and there was no evidence that these took account of developments in the United Nations and that they were part of a cohesive approach towards control of IT within UNCCD. Further, the IT sub unit was unaware of IT developments within the United Nations and how they might impact on UNCCD.

Recommendation:

To ensure that Information Technology (IT) activities occur in a uniform manner and to provide management with the tools to monitor IT, UNCCD should compile and assess the current practices for IT activities and bench mark against industry best practices, such as COBIT or United Nations standards, which should result in establishing a set of formally adopted comprehensive IT policies and procedures. For this, UNCCD should ensure that IT sub unit staffs participate in the various IT forums including regular discussion with IT staff from other United Nations organizations in Bonn, Geneva and New York (Rec. 05).

43. *UNCCD commented that the secretariat acknowledges the added value of extending its IT assessments and reference to Industry best practices such as COBIT and other UN standards. In this regard, the secretariat would ensure that IT group staff participates in the various IT forums, including regular discussion with the IT staff from other organizations in Bonn, Geneva and New York. Efforts are also underway for connectivity of E-Asset system.*

44. *Furthermore, the secretariat would endeavour, whenever practicable, to involve itself in more joint ventures with other secretariats, so as to enable further data exchanges and the expansion of the data visibility.*

45. *As already stated elsewhere in this document, budgetary constraints that have been facing the secretariat resulted in major reductions of staff travel and training and therefore, staff of the secretariat, IT included, could not benefit from various training opportunities organised by the UN.*

46. *As per the comments provided under recommendation 3 above, the IT group has addressed the need for policies in such areas as Internet usage, system monitoring,*

confidentiality, personal use and electronic data. This policy was conceived as an additional means of enhancing IT service quality and clarifying internal procedures and legal frameworks. As such, it was based on general business standards and practices, adapted to the particular needs of the secretariat. The IT group has also engaged on regular consultations with the UNFCCC IT team on a several range of issues, particularly the development of the interoperability system for database sharing. The secretariat is contemplating the institutionalization of such liaison and consultation procedures.

47. OIOS appreciated the comments and actions taken to date and will close the recommendation upon receipt of the IT policies and procedures adopted by UNCCD for undertaking IT activities.

E. Provision of services and monitoring delivery

(a) Need for Service Standard / Service Level Agreement

48. UNCCD IT sub unit had produced an internal document entitled “Service Level Initiative”, which provided the basis for establishing a service standard. However, the document was never formally adopted by UNCCD and did not systematically take into account other UNCCD units’ own IT requirements and agreement on performance indicators for monitoring delivery. There was, in addition, no evidence of management requiring any information to assess performance.

Recommendation:

To ensure the ability to determine whether Information Technology (IT) services are meeting its needs, UNCCD should further develop its “service level initiative” by engaging other UNCCD units and clarifying with them the services required, developing standards for delivery of these services, and creation of mechanism to monitor delivery against the standard. This should include customer satisfaction surveys and how non-performance will be tackled (Rec. 06).

49. *UNCCD commented that the IT group produced an internal document entitled "Service level initiative," which provided the basis for establishing a service standard. As per the formulation of other aspects of its overall policy framework, the secretariat relied on different parameters referred in recommendation 2 above, such as the operational requirements of the secretariat, assessment of users’ feedback and prospective IT developments.*

50. *Other units' IT requirements have systematically been internalised in such assessments, but may have been hampered by resource shortfalls, particularly regarding provision of specific hardware (servers, PCs, laptops) or customized services (additional website development and administration, technical assistance for outsourced offices, such as the RCU's). Furthermore, the development of the UNCCD intranet has provided an enhanced framework for interaction with users regarding problem categorization and survey.*

51. *The secretariat acknowledges the need to further extend internal consultations*

for conception, development and decision-making in this important field. The secretariat further believes that its future IT strategy task force will be instrumental in that regard.

52. OIOS recognizes the efforts undertaken so far to establish user requirements, which will be further enhanced by the creation of formal agreements / work plans with units. OIOS will close the recommendation upon receipt of the agreements / work plans formulated with UNCCD units.

(b) Helpdesk service

53. OIOS appreciated that UNCCD has a dedicated staff for provision of helpdesk services including troubleshooting and installation of hardware and software. Although a record was kept of helpdesk requests received by e-mail, UNCCD lacked an appropriate mechanism to record and analyse requests received by telephone including calls per day and nature of request. As such, UNCCD could not develop a comprehensive list of problem equipment and applications or produce a list of frequently asked questions and establish a linkage to staff training need, which could have contributed to strengthening the IT competency of UNCCD staff in general. The IT sub unit recently developed a procedure to report problems through its Intranet, which would facilitate easier tracking of help requests.

Recommendation:

To ensure that the helpdesk service contributes to building better knowledge about performance of purchased equipment and applications and capacity of staff for IT activities, UNCCD should establish a systematic mechanism to record, analyze and report the types of request, solutions offered and their implication for IT maintenance, purchasing decisions and training (Rec. 07).

54. *UNCCD commented that despite its already considerable limitation in terms of staffing vis-à-vis the important workload of the IT group during the current biennium, one full time staff was dedicated to the provision of helpdesk services, including email maintenance, troubleshooting and installation of hardware and software. This translates the priority attached by the IT group to the promotion of an enabling and an efficient work environment for UNCCD staff and the importance ascribed to customer satisfaction.*

55. *Although no telephone log was used to record the number of calls per day and nature of requests, the IT help desk has consistently kept on file email requests in that regard. Staff meetings and inter unit staff meeting minutes also referred to reported problems, when addressed by their respective agendas. Furthermore, the intranet-based procedure recently developed and launched for problem reporting would also highly facilitate easier tracking and further assessment of help request. Accordingly, the IT group has a dependable knowledge of the main IT helpdesk requirements, which has ensured the provision of proper and timely helpdesk service to users.*

56. *The secretariat acknowledges, however, that, in order to maximize its potential in terms of help desk service provision, such knowledge needs to be further supported by standard codification and increased interactivity with secretariat staff. In that*

regard, the IT group will develop a FAQ (Frequently asked questions) to be posted on the UNCCD intranet. Such a posting should also establish a linkage to staff training needs.

57. OIOS appreciates the initiatives outlined and the efforts underway by UNCCD to enhance this area, and it will close the recommendation upon receipt of documentary evidence explaining the mechanism to record, analyze and report the types of request, solutions offered and their implication for IT maintenance, purchasing decisions and training.

(c) Systems development

58. Whilst OIOS was pleased to note the efforts already underway to ensure IT assisted users, such as the system developed for the efficient management of participant registration at UNCCD conferences, UNCCD did not have an established policy for development standards to ensure that applications developed were required and did meet its needs:

- a) Cost benefit analysis was undertaken only on an ad hoc basis and not properly documented; hence there was no assurance that the projects developed were those that generated the best returns;
- b) No mechanism was established to ensure that similar needs or opportunities within UNCCD and other UN agencies were identified and reconciled. A notable exception to this, which OIOS is pleased to note, is an ongoing project among the secretariats of UNCCD, UNFCCC (United Nations Framework Convention for Climate Change) and CBD (Convention on Bio Diversity) to share certain data;
- c) There was no documentary evidence for post-implementation review of applications to determine if the projects delivered the expected benefits;
- d) Actual time and resources expended on the projects were not monitored, to assist in identifying whether projects were managed in an efficient and effective manner or projects experienced time and cost overruns;
- e) The respective roles and responsibilities between IT sub unit (as custodian) and system owner were not properly clarified for key applications systems including the registration system and databases; and,
- f) No consideration of developments in other UN entities, for example UNCCD was not aware of the UN's e-Assets system, which could have facilitated more effective identification and development of any applications.

Recommendation:

To ensure that Information Technology (IT) development is carried out in a systematic and consistent manner, UNCCD should document an IT system development policy and procedure, taking into account the United Nations High Level Business Case model. This policy should include the need to maintain a comprehensive and appropriate technical and operational documentation of existing applications (Rec. 08).

59. *UNCCD commented that software development at UNCCD is done based on a number of factors, including, but not limited to proper cost analysis. This was also the*

case for the development of its registration system. Quotations were acquired from different vendors and sister organisations, and a thorough cost analysis was made, keeping in mind some important parameters, such as:

- *Future requirements of the system*
- *Cost involved in the support and helpdesk*
- *Current in-house requirements and future projections*
- *Further development of the system*
- *Costs involved in customisation of the system if bought from sister organizations.*

60. *Keeping in mind all the above-mentioned points, a thorough analysis was undertaken and some of the major findings were:*

- *If an application was bought from any 3rd party vendor, it would have presented a very limited functionality and would have not operated in parallel with other UNCCD registration requirements, especially for digital photography, enhanced security features, and the generation of a list of participants.*
- *The cost of customisation of 3rd party software was too high and involved constant support contracts from the vendor company.*
- *The same problems in terms of recurrent costs of customisation and support would have been faced if the application had been purchased from a UN sister organization.*
- *Looking at the overall requirements and future extensions of the software, the secretariat decided to develop the system in house.*

61. *Although the E-asset system was not considered, the development of this software has been made possible only through a thorough study of the market and other available options, together with a methodical assessment of system requirements and functionalities, as well as extensive exchanges/discussions with colleagues from other organizations. Accordingly, the development standards were fully achieved in terms of:*

- a) Cross platform independence*
- b) Ease of data exchange*
- c) Interoperability*

62. *Post implementation reviews are constant and are achieved by regular 'Staff meetings, exchanges of emails concerning registration, the JASMINE system, the intranet and use of databases with technical staff.*

63. *As mentioned in point (b) of the draft discussion report, regarding the ongoing cooperation between the UNCCD, CBD and UNFCCC secretariats, it should be noted that the exchange of data (which is the main objective of the project), was only possible because UNCCD IT, despite its much smaller size and resources, established a corporate database client server architecture and data standards based on generic UN standards as explained above, by taking some concrete steps toward the development of corporate systems like JASMINE and the registration system.*

64. *Furthermore, it should be noted that all the systems developed in-house have supporting documentation, which is merged into the system as a part of the system and which is fully accessible to anyone using the system*

65. Whilst appreciating the additional information outlining UNCCD practices and the efforts undertaken to date, to close the recommendation, OIOS would require receipt of a formally adopted documented IT system development policy and procedure, taking into account the United Nations High Level Business Case model and include the need to maintain a comprehensive and appropriate technical and operational documentation of existing applications.

(d) Business continuity planning

66. OIOS appreciated that UNCCD established regular back up procedures for its files and data. However, OIOS noted that the server room (although secure) was not properly protected from that fire and the six sets of back-up tapes (one set for each week) were stored on site in the server room or library without securing an off-site storage. In addition, UNCCD did not yet have a business continuity plan including disaster recovery arrangements.

Recommendation:

To ensure Information Technology (IT) assets are properly protected, UNCCD should prepare a business continuity plan including appropriate back up procedures taking into consideration industry best practice (Rec. 09).

67. *UNCCD responded that this recommendation would be implemented by end of 2006. It further commented that as noted by OIOS, the IT group has established regular back up procedures for its files and data. Given the present physical configuration of the building and space limitations, all measures were taken to guarantee to a major extent the security and protection of data. This includes, restricted and secure access mode to the server room and diversification of in situ storage of back up tapes (server room and library) to decrease risk of data loss due to hazards.*

68. *The secretariat believes that further measures can be taken to enhance current back up procedures, namely ex situ storage. However, the secretariat further notes that such storage facilities would inevitably imply financial costs that cannot be contemplated under the present financial situation of the secretariat.*

69. *The secretariat has also indicated that the scheduled move to a new location in the second quarter of 2006 would provide enhanced options in this regard. A recovery business plan will then be established on the basis of the secretariat's new physical environment. Meanwhile, and owing to the importance of the issue, measures were also taken to ensure storage of back up tapes in the administration safe, so as to further decrease risks.*

70. OIOS appreciates the comments and the information on planned relocation. The recommendation will be closed upon receipt of a formally adopted business continuity plan including appropriate back up procedures taking into consideration industry best practice.

F. Management of resources

(a) Financial resources management

71. UNCCD informed OIOS that the lack of financial resources for IT activities limited the upgrade of equipment and technology. However, accurate information on how much UNCCD was spending on IT was not available because it had no policies and procedures in place to ensure that IT expenditure was reflected in its budgets in a consistent manner. OIOS is of the opinion that this information is essential to enable UNCCD to explain and justify to its Conference Of the Parties how much investment in IT is needed to support its mandate, and to demonstrate how it has made effective use of IT funds in administering its activities and in supporting programme delivery. The recent JIU review on UNCCD recommended a dedicated ICT fund, preferably within the framework of the core budget. OIOS supports the idea, which would help in collection and reporting of IT expenditure to facilitate investment analysis of the use of IT and support requests for additional funding.

Recommendation:

To facilitate efficient collecting and monitoring of expenditures on Information technology (IT), UNCCD should explore ways of establishing a separate IT budget within the core budget framework (Rec. 10).

72. *UNCCD accepted the recommendation and commented that as stated in recommendation 2 above, in matters of procurement of IT equipment and Software, the IT group works in close coordination with Administrative Services. The IT group defines the technical specifications, which enables administrative services to commence the procurement process. This separation of duties not only guarantees adherence to UN rules and regulations, but also ensures the best human resources management for a secretariat of UNCCD's size.*

73. *Based therefore on the current allocation of functions, the secretariat has always had a detailed and accurate and up-to-date knowledge of its IT expenditures in administrative services.*

74. *Furthermore, the UNCCD budget request structure follows clear management guidance and reflects the diverse substantive and logistical requirements of the secretariat. IT requirements are reviewed within that perspective and included under "supplies and equipment." Notwithstanding the severe budgetary constraints of the secretariat, its budget submissions have consistently endeavoured to cover what its IT group considers as the minimum operating requirements to ensure adequate delivery of its mandate. In that regard, its budget submission for the forthcoming biennium specifically foresaw a computer replacement programme (about one third of all UNCCD computers each year) and a software upgrade programme, given the fact that much of the UNCCD software would no longer be supported by the manufacturers after 2006).*

75. *The UNCCD secretariat fully recognizes, however, the added value arising from the establishment of dedicated ICT funds within the framework of the core budget, in line with the recommendations of the JIU report, as supported by the OIOS. The Secretariat will therefore incorporate this proposal into the budget submission for consideration by the eighth session of the Conference of Parties.*

76. OIOS appreciated the comments on and will close the recommendation upon receipt of documentation covering the establishment of the IT budget.

(b) Use of General Temporary Assistance (GTA)

77. The Associate Database Administrator and the Information Systems Assistant have been on short-term contracts funded by the General Temporary Assistant (GTA) budget since they joined UNCCD in 2001 and 2003, respectively. According to the budgetary policy stated in ST/AI/295, temporary staff may be appointed against funds authorized for the purpose of temporary assistance. UNCCD confirmed that the works that have been carried out by these staff are of a permanent nature and therefore UNCCD should consider whether GTA is appropriate.

Recommendation:

To ensure a secure work environment and also to comply with the budgetary policy stated in ST/AI/295, UNCCD should consider the nature of the works carried out by two IT sub unit staff on GTA and should explore ways of regularizing (Rec. 11).

78. *UNCCD commented that as indicated under recommendation 3 above, the IT group consists of two P posts charged to its core budget. In 2001 and 2003 respectively, two additional IT unit staff members (Associate Database Administrator and Information Systems Assistant) were recruited on short-term contracts funded by GTA to address the increasing workload of the IT group.*

79. *Although the functions and tasks assigned to the concerned staff are of a permanent nature, the secretariat has not been able to have these posts approved as a part of its core budget.*

80. *Bearing in mind budgetary policy stated in ST/AI/295, the secretariat fully acknowledges, however, the need to address this matter with the view to explore additional options, including possible use of the available funds under administrative support budget.*

81. OIOS welcomed the comments and will close the recommendation upon notification of the regularization of the two IT sub unit staff on GTA.

(c) Electronic Performance Appraisal System (E-PAS)

82. None of the PAS plans (2004 / 2005 cycle) for IT sub unit staff had been discussed, reviewed in mid-year and completed as of audit date. OIOS concluded that E-PAS was not being conducted in accordance with ST/AI/2002/3 (Performance Appraisal System), and there was no effective evaluation of staff performance taking place.

Recommendation:

To ensure that PAS serves as effective planning, monitoring and evaluation tool for performance, UNCCD should establish a plan of action with a clear timeframe for timely and effective implementation of PAS (Rec. 12).

83. *UNCCD commented that as referred to in recommendation 3 above, the IT work plan is defined on the basis of secretariat's internal requirements assessment and is delivered on the basis of a schedule of ICT activities which includes deadlines and clear function assignments.*

84. *The proper completion of the PAS reviews (mid-year, final) is unquestionably a very important process that may have been hampered by the heavy workload and further complicated by the two level reporting then prevailing in the IT group. In conformity with the line of action suggested with OIOS in Bonn and as referred to in recommendation 4 above, the secretariat believes that the noted weakness will be efficiently addressed and corrected through the projected direct and individual supervision of IT group staff by the ERPI Coordinator.*

85. OIOS notes the comments and will close the recommendation upon receipt of a plan of action with a clear timeframe for timely and effective implementation of PAS.

(d) IT equipment management

Need for complete and accurate inventory list

86. Although the Procurement Assistant had maintained an IT inventory list, there was no assurance that the list was complete and accurate. Many of the items did not have basic information on time of purchase and value. Further, OIOS was informed that certain old machines were donated in 2003, which was not updated in the list.

87. A physical inventory took place in July 2005 for the first time in three years. Though its effectiveness was impaired due to the absence of an inventory record to compare against OIOS noted that the physical inventory did find various exceptions including different inventory codes, different items, missing items or different locations. At the time of this report, the results of the physical inventory had not yet been compiled into a document showing all the exceptions, with explanations of the causes and follow up actions required.

Need to clarify the role of IT Sub Unit in IT asset management

88. The respective roles of the IT sub unit and of the Administration and Finance Unit with respect to control and management of IT equipment were unclear and in need of review. The IT sub unit had not been involved in setting policy and procedure for classification of IT equipment to be recorded and maintained in the asset database and the strategy development for timely and appropriate replacement and disposal of obsolete and excessive equipment. Furthermore, while the IT sub unit controlled the movement of IT equipment, it did not have an appropriate system to monitor and record the movements and inform the Procurement Assistant of such movement. As such, UNCCD did not always have accurate information on where IT assets were located and had difficulties in conducting the physical inventory. Important expertise in this area is therefore not being utilised with consequences such as untimely disposal of IT equipment and inadequate inventory control application. At the time of issuing this report OIOS understood that the IT sub unit had initiated action to establish an internal

system to facilitate monitoring and recording of IT asset movements.

Policy on IT asset replacement and disposal

89. UNCCD informed OIOS that it planned to implement a policy to replace software and hardware roughly every three years, which could not be fully implemented due the lack of financial resources. OIOS, however, is of the opinion that UNCCD firstly needed to establish a sound asset management arrangement before creating the IT asset replacement policy.

Recommendations:

To ensure having a complete and accurate IT inventory list and those assets are properly protected, UNCCD should review its procurement related files to reconcile with current inventory list. Once the inventory list has been established, the reconciliation with the recent physical inventory should be carried out to summarise and investigate any exceptions or discrepancies (Rec. 13).

To ensure that Information Technology (IT) expertise is properly utilised in IT asset management, UNCCD should clarify the respective roles and responsibilities of the IT sub unit and of the Administration and Finance Unit for control and management of IT equipment through out its lifecycle (Rec. 14).

To facilitate the establishment of an Information Technology (IT) asset replacement policy, UNCCD should establish IT asset management arrangements that include: developing IT asset standards by functions and needs; maintaining complete asset records to help identify those to be replaced; and, a strategy for the disposal of the assets replaced (Rec. 15).

90. *For the above three recommendations, UNCCD commented that based on the UN Bonn headquarters policy, selected secretariat activities are delegated to the Common Premises Unit in liaison with Administrative Services and in close consultation with the relevant substantive unit. Under this arrangement, the IT group is not in charge of defining current inventory systems and cataloguing procedures, including references to dates of purchase and values of inventory items.*

91. *The IT group, therefore, followed established in-house procedures for inventory, and assisted with a staff member during the completion of the last inventory. The IT group may in the future assume a more proactive role in the inventory process, particularly on issues related to information on the time of purchase and asset values, but this might entail the revision of current function, attributes and relevant delegations to Administrative Services or the Common Premises unit.*

92. *Bearing in mind OIOS recommendations, the UNCCD IT group has now developed in house an on-line inventory system accessible through UNCCD intranet web portal. The system is being currently tested with full implementation programmed before the end of the year. Meanwhile, the IT group carried out the physical inventory in order to populate the new system with data. Some of the standard features of the system are:*

- *Recording physical inventory (data entry) with barcode scanners*
- *Generation of reports based on different criteria.*
- *Maintaining of historical and current costs of inventory taking into account the USD exchange rate used, as compared to Euro while generating reports.*
- *Flexible tracking of the equipment, i.e., what is where and with whom, at any point of time.*
- *Facilitating on-line request by UNCCD staff of mobile type equipments like laptops, beamers, etc. via UNCCD INTRANET portal and making adjustments to the inventory stock automatically by the inventory system.*
- *Keeping logs of all the transactions with time stamps.*

93. *Moreover, in order to ensure completeness and integrity of this new system, ERPI/IT has been working closely with the Administrative Services with a view to establishing clear lines of responsibilities in connection to the data entry, whereby Administrative Services will be responsible for the data entry and monitoring aspect of IT equipment, while the IT group will remain in charge for data entry of standard equipment details such as name, serial number, location, asset tag, present owner, etc.*

94. *Finally, it is important to note that regarding the issue of old machines donated in the course of 2003, the secretariat endeavoured to follow all established procedures. In that regard, the secretariat obtained the approval of the Joint Local Property Survey Board for the donation. The Board approved the donation and referred the secretariat to UNOG and the controller for their approvals. UNOG approved the matter and forwarded it to the UN controller. According to the controller, the specific status of the UNCCD did not allow the controller to take a decision on the matter. Accordingly, the problems faced with the donation of these old computers rise from the legal and administrative complexities linked to the special status of the UNCCD and its administrative linkages with the UN, rather than improper follow-up of established procedures. In order to avoid such issues in the future, UNCCD is considering proposing to the Under-Secretary-General, Department of Management, a change in the delegation of authority to the Executive Secretary.*

95. *In line with the use of the inventory system to record and maintain assets, as a part of the ICT Strategy, hardware and software replacement has been developed and is in the process of implementation. The hardware and software replacement policy has been developed after proper consideration of United Nations ICT product standards (ITSD/OS-OO218) and keeping in mind the secretariat needs.*

96. OIOS appreciates the detailed explanation on the recent developments on IT assets management and the explanation that it has been acting in conformity with established practices in Bonn. However,:

- a) To close recommendation 13, OIOS requires receipt of: the complete inventory list and the result of reconciliation with the physical inventory;
- b) To close recommendation 14, OIOS requires receipt of a formally adopted document clarifying the respective roles and responsibilities of the IT sub unit and of the Administration and Finance Unit for control and management of IT equipment through out its lifecycle; and,
- c) To close recommendation 15 OIOS requires receipt of a formally adopted Information Technology (IT) asset replacement policy.

Need for investigation of missing equipment

97. OIOS was informed that three items of computer equipment borrowed from Bayer CropScience of Germany for a meeting in May 2005 went missing and were never recovered. While UNCCD agreed to pay approximately US\$2,000 to the company, evidence of a properly documented investigation into how the incident occurred and what could be done to prevent a re-occurrence was not available.

Recommendation:

To minimise the possibility of future loss of equipment, and to determine accountability for loss of the missing computer equipment UNCCD should conduct an investigation and produce a report detailing what actually happened to the missing computers, what actions have been taken by related staff and management to prevent a re-occurrence and whether any staff need to be held accountable for the loss (Rec. 16).

98. *UNCCD accepted the recommendation and commented that during preparations for the opening of the third session of the CRIC, three Computers loaned by an UNCCD business community sponsor (Bayer CropScience) went missing and were never recovered.*

99. *As soon as notified, the Coordinator ERPI informed management and administration (please refer to the various mails provided) with the view:*

- *To explore available options (including insurance) for the timely replacement of the missing hardware, as an urgent first step to safeguard the United Nations and UNCCD credibility vis-à-vis its traditional and major sponsors.*
- *To follow the standard administrative procedures established in the case of loss or theft of UN property and materials.*

100. *As a follow up to this, several meetings were convened between senior managers of the UNCCD, including the Head of Administration and Finance and the ERPI Coordinator. UN security was also contacted and fully informed, as was the management of IKBB. The inquiry process into the disappearance of the three computers is still ongoing with the intent of clarifying the exact circumstances that lead to the loss, and establishing what actually happened, including, if possible, ascertaining any responsibilities for the equipment losses. Meanwhile, and to the extent possible, UNCCD will take all measures necessary to avoid any re-occurrence of material losses or theft. The secretariat will request increased security measures for IT equipment during meetings outside of its headquarters and will instruct IT staff to exercise all required controls and caution when dealing with expensive IT equipment.*

101. OIOS appreciated further explanations and will close the recommendation upon receipt of the final investigation report.

V. FURTHER ACTIONS REQUIRED ON RECOMMENDATIONS

102. OIOS monitors the implementation of its audit recommendations for reporting to the Secretary-General and to the General Assembly. The responses received on the audit recommendations contained in the draft report have been recorded in our recommendations database. In order to record full implementation, the actions described in the following table are required:

Rec. Number	Action Required
Rec. 01	Receipt of documentary evidence supporting the establishment of an appropriate mechanism which fulfils the functions of a Local Information and Communications Technology Committee
Rec. 02	Receipt of approved IT strategy, which includes participation of all UNCCD units and ensures that all elements currently in the United Nations strategy that might be relevant to UNCCD and all UNCCD mandated IT activities are taken into consideration
Rec. 03	Receipt of documentation explaining how the IT plans will be created
Rec. 04	Receipt of the result of the work of the task force to establish the level and nature of IT services it requires, the level of resources required, and how these services should be delivered, which should also consider outsourcing
Rec. 05	Receipt of the IT policies and procedures adopted by UNCCD for undertaking IT activities
Rec. 06	Receipt of the agreements / work plans formulated with UNCCD units
Rec. 07	Receipt of documentary evidence supporting the establishment of a systematic mechanism to record, analyze and report the types of request, solutions offered and their implication for IT maintenance, purchasing decisions and training
Rec. 08	Receipt of a formally adopted documented IT system development policy and procedure, taking into account the United Nations High Level Business Case model and include the need to maintain a comprehensive and appropriate technical and operational documentation of existing applications
Rec. 09	Receipt of a formally adopted business continuity plan including appropriate back up procedures taking into consideration industry best practice
Rec. 10	Receipt of documentation covering the establishment of the IT budget
Rec. 11	Receipt of notification of the regularization of the two IT sub unit staff on GTA
Rec. 12	Receipt of a plan of action with a clear timeframe for timely and effective implementation of PAS
Rec. 13	Receipt of the complete inventory list and the result of reconciliation with physical inventory and
Rec. 14	Receipt of a formally adopted document clarifying the respective roles and responsibilities of the IT sub unit and of the Administration and Finance Unit for control and management of IT equipment through out its lifecycle
Rec. 15	Receipt of formally adopted Information Technology (IT) asset replacement policy
Rec. 16	Receipt of the final investigation report on missing computers

VI. ACKNOWLEDGEMENT

103. I wish to express my appreciation for the assistance and cooperation extended to the auditor by the management and staff of UNCCD.

Egbert C. Kaltenbach, Director
Internal Audit Division II
Office of Internal Oversight Services