

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

RISK ASSESSMENT

Department of Management

10 July 2008

Assignment No. AH2007/510/04

INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

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PARTICIPANTS

The OIOS risk assessment team conducted workshops and interviews with the following staff members of the Department of Management to gain an understanding of existing organizational relationships, risks, controls and processes.

Table 1: List of participants

Focus Area	Name and Function
Strategic Management and Governance	<ul style="list-style-type: none"> • Alicia Barcena , former Under-Secretary-General, Department of Management (DM) • Simona Petrova-Vassileva, Director and Principal Officer, Office of the Under-Secretary-General (OUSG), DM • Lena Dissin, Principal Officer, OUSG • Nancy Hurtz Soyka, Audit Compliance and Management Performance Unit, OUSG • Jonathan Childerley, Senior Management Analyst and Chief, Audit Compliance and Management Performance Unit, OUSG • Cass Durant, Senior Management Analyst, OUSG
Executive Office	<ul style="list-style-type: none"> • Venketachalam Krishnan, Executive Officer • Nancy Tan Van Der Mark, Administrative Officer • Gudrun Fosse, Finance Officer
Financial Management	<ul style="list-style-type: none"> • Warren Sach, Assistant-Secretary-General (ASG) of Office of Programme Planning, Budget and Accounts (OPPBA) and Controller • Jayantilal Karia, Director, Accounts Division and O-I-C, Peacekeeping Financing Division, OPPBA • Frances Zainoeddin, OPPBA • Lionelito Berridge, Chief, Contributions Service, Accounts Division • Moses Bamuwanye, Office of the ASG, OPPBA • Raj Rikhy, Deputy Director, Accounts Division • Vera Rajic, Chief, Insurance & Disbursement Service, Accounts Division • Chulmin Kang, Chief, Central Accounts, Accounts Division • Sejong Lee, Chief, Peacekeeping Accounts Section, Accounts Division • Esther Boxill, Chief, Trust funds and Tech Cooperation Accounts and Revenue Accounts Section, Accounts Division • Rana Venugopalan, Chief Payroll Section, Accounts Division • Sunitha Korithiwada, Chief Payroll Operations Unit, Accounts Division

	<ul style="list-style-type: none"> • Wai-sing Eddie Lee, Chief, Income Tax Unit, Accounts Division • Patricio Gimarino, Chief, Travel and Vendors Claims Processing Unit, Accounts Division • Tana Lambrakos, Secretary, Advisory Board on compensation, Accounts Division • Unis Williams-Baker, IPSAS Implementation Accountant • Jasminka Haznadar, Chief, Risk Management Unit, Accounts Division • Mavis Carroll-Emory, Chief, Health and Life Insurance Section, Accounts Division • Christopher Monier, Chief, System Support Section, Accounts Division • George Kyriacou, Chief, IMIS Help Desk, Accounts Division • Sharon Van Buerle, Director, Programme Planning and Budget Division (PPBD) • Thuy Basch Chief, System Control Unit, Programme Planning and Budget Division (PPBD) • Dennis Thatachaichawalit, Chief, Substantive Services I, PPBD • Linda Wong, Chief, Substantive Services II, PPBD • Katrina Nowlan, Chief, Substantive Services III, PPBD • Sophie Veaudour, O-I-C, Policy Coordination Unit, PPBD • Farooq Chowdhury, Senior Investment Officer and O-I-C Treasury • Teklay Afeworki, Senior Finance Officer, Oil-For-Food Section, Treasury • Susan Bajardi, Senior Investment Officer, Investment Section, Treasury • Kyoko Maki, Cashier, Treasury • Igor Vallye, Peacekeeping Financing Division • Maria Felisa Shearhouse, Peacekeeping Finance Division • Michael Chappel, Peacekeeping Financing Division • Aamir Awan, Peacekeeping Finance Division
Human Resources Management	<ul style="list-style-type: none"> • Serguei Agadjanov, Chief, Planning Administration and Monitoring Service • Andree Chami, Chief, Common Services Activities at HQ Section • Norma Castillo Guerrero, Econ., Soc., Pol., Legal and Info. Activities Section • Sumiyo Sudo Rao, OIC, Offices at HQ with Field Activities Section • Monique Vikati, Acting Chief, Operational Support Division,

	<p>OHRM</p> <ul style="list-style-type: none"> • Maha El-Bahrawi (William Mudiwa), Chief, Overseas Offices Section • Ying-Y Tang, Chief, Staffing Services • Yves Michels, Deputy Director, Operational Service Division • John Lee Ericson, Chief, Professional and Above Staffing Services • Yukihiro Mizutami, General Service & Related Categories Staffing Section • Ozzier Khan (Jean Kinda, Human Resources Information Technology Section • Sandra Mary Haji-Ahmed, Director, Operational Service Division • Anne Gunning, Chief Learning Section • Marianne Brzak-Metzer, Chief, Conditions of Services Section • Tine Tyner, OIC, Policy Support Unit • Geraldine Gourves-Fromigued, Administrative Officer • Dorretta Miraglia, Personnel Officer • Brian John Davey, Director, Medical Service • Serguei Oleinikov, Office of the Director • Michel Pelsise, Chief, Examinations and Tests Section • Ana Parrondo, Examinations Officer • Justine Rubira,, Associate Examination Officer • Weicheng Lin, Secretary of the Joint Appeals Board • Adele Grant Chief, ALU • Alexandria Toth, Panel on Discrimination and Other Grievances • Cathrine Claxton, Secretary, Panel of Counsel
Procurement Management	<ul style="list-style-type: none"> • Paul Buades, Director, Procurement Service • Jennifer Branche, Chief, Procurement Service Section • Yavar Khan, Chief, Headquarters Procurement Section • Kiyohiro Mitsui, Chief, Support Services Unit • Mathias Meyerhans, Chief Logistics & Transport Section • Frank Eppert, Senior Contracts Officer • Michiko Kuroda, Senior Management Analyst
Information Technology Management	<ul style="list-style-type: none"> • Soon-Hong Choi, Chief Information Technology Officer • Eduardo Blinder, Director , ITSD • John Campbell, Chief, Operation Service • Anthony Wilson, Chief, Systems Management Section • Thomas Baxter, Chief, Network Operations Section • Curling Smith, Chief, Technical Infrastructure and Operation Plan

	<p>Section</p> <ul style="list-style-type: none"> • Christian Saunders, Chief, Coordination and Support Service • Merceditas Ycasiano, Service Coordination Section • Peer Just, ICT Quality Assurance & Risk Mgmt. Section • Vladimir Reyes, IT Service/Service Desk • Chandramouli Ramanathan, Chief, Information Management Service • Alexander Ezhkov, IMIS Strategy Section • Dat Chi Luong, Content Mgmt Solution Section • Michael Clark, Chief, Software Solution Service • Pedro Guarda, Resources Mgmt System Section • Emile Oberwetter, Knowledge Mgmt System Section
Facilities and Commercial Management	<ul style="list-style-type: none"> • Joan McDonald, Director, FCSD • Andrew Nye, Chief, Facilities Management Services • Luis Enrique Calzada, Admin., Finance & Personnel Section • Claudio Santangelo, Planning, Design & Overseas Properties Section • Florin Ionescu, Chief, Planning, Design & Overseas Properties Section • Liana Santoro, Chief, Office Space Planning • Christian Gottlicher Palafox, Property Management • Vivian Patron-Acevedo, Garage Administration • Zoran Markovic, Broadcasting & Conference Support Service • Lamin Jobe • Anton Bronner, Chief, Commercial Activities Service • Robert Gray, Chief, United Nations Postal Administration • Bridget Sisk, Chief, Archives and Records Mgmt. Section • Thomas Hanley, Travel and Transportation Service • Toshio Mikami, Chief, Travel Section • Melanie De Leon, Special Service Section • Barbar Christiani , Commercial Activities Services • Ricardo Mena, Chief, Business Continuity Management Unit • Daniela Wuerz, Business Continuity Management Unit • Joseph Pezillo, Mail Operations

SUMMARY OF RISK RATINGS

The risk assessment identified the following areas as Higher, Moderate and Lower Risk. A summary of the identified risks is shown below. Full details of the identified risks are listed in the attached risk register.

The overall risks have been rated as "higher risk", "moderate risk", or "lower risk" based on OIOS' assessment of the likelihood and impact of the occurrence of events or actions that might adversely affect the Organization's ability to successfully achieve its objectives and execute its strategies, after taking into account the representations made by programme managers concerning actions they have taken to prevent or mitigate the identified risks.

Table 2: Summary of identified risks

Focus Area	Overall Risk
i. Strategic Management and Governance ii. Human Resource Management iii. Procurement and Contract Administration iv. Information Technology Management	Higher Risk
i. Financial Management ii. Property and Facilities Management	Moderate Risk
	Lower Risk

RISK REGISTER

Risk Assessment of : Department of Management

1	Focus Area:	Strategic Management and Governance		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	Executive direction			Possible	Medium	Moderate Risk
	E(i) The implementation of the Capital Master Plan (CMP) represents a risk to business continuity given the proximity of the CMP project to the Security Council, Secretary-General (SG), and General Assembly (GA).		Operational	Possible	High	Higher Risk
	B(i) The lack of understanding of the Department of Management's (DM) objectives, mandates and scope of responsibilities by its clients (i.e. other organizational units of the Secretariat) may result in unrealistic expectations that cannot be satisfied by DM.	DM's communication strategy. i.e., to use <i>i-seeek</i> to provide information on DM initiatives. In addition, DM issues administrative instructions (AIs).	Governance	Possible	Medium	Moderate Risk
	E(ii) The lack of effective mechanisms to ensure compliance with financial rules and regulations or judicious use of Member State funds may result in diminished public confidence in the use of the funds.	Office of Programme Planning, Budget and Accounts (OPPBA) issues allotments, approves re-deployment of funds from one category to another, monitors use of resources, prepares budget performance reports. OPPBA is also responsible for financial accounting and reporting of the Secretariat. The Financial Regulations and Rules of the UN (ST/SGB/2003/7) govern these activities.	Operational	Possible	High	Higher Risk
	B(ii) Lack of clarity about responsibilities and accountability of delegation of authority given to managers and duty stations (e.g. the Departments of Peacekeeping Operations (DPKO) and Field Support (DFS)).	DM monitors its delegated authority; however, additional monitoring tools are needed. DM posts a guidebook on Delegation of Authority on its website which provides some guidance, however, it is incomplete and not precise.	Governance	Possible	High	Higher Risk
	A(i) Lack of strategic vision regarding overall staffing management may result in the failure to fulfill mandates.	The SG report on investing in people. Also, DM is piloting strategic workforce initiatives.	Strategy	Possible	Medium	Moderate Risk

1	Focus Area:	Strategic Management and Governance		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	A(ii) Lack of integrated mobility strategy may result in failure to fulfill mandates.	SG report on investing in people. Also, DM is piloting strategic workforce initiatives.	Strategy	Possible	Medium	Moderate Risk
	B(iii) Negative perception of procurement function may result in ineffective and inefficient procurement management practices.	Procurement reforms are ongoing.	Governance	Possible	Medium	Moderate Risk
	B(iv) Negative perception of Human Resources (HR) function may result in ineffective and inefficient human resource practices. DM is criticized for certain delays which it cannot correct, such as length of time taken by PCO.	Heads of Departments' Compact with the SG concerning HR recruitment process may switch the emphasis from DM.	Governance	Possible	Medium	Moderate Risk
	A(iii) Lack of strategic view by requisitioning departments along with the lack of training provided to requisitioners exacerbate the time required to complete a procurement.	Procurement Service trained and is training requisitioners.	Strategy	Possible	Medium	Moderate Risk
	E(iv) Resolutions put forth by the GA require significant interpretation in order to be operationalized. Risks include: - Misinterpreting Member States' intentions - GA mandates being compromised		Operational	Possible	High	Higher Risk
	B(iv) Lack of clarity about DSS and DM roles and responsibilities for safety/security creates inefficient use of resources and potential duplication of efforts.		Governance	Possible	High	Higher Risk
	D(i) Balancing "Greening" of the UN and the associated costs will be a challenge to the CMP.		Financial	Possible	Medium	Moderate Risk
	B(v) Various funds and programmes are operating under the UN brand when they are really only tangential to the Secretariat. UN has no visibility into their operations which creates significant reputation risk (e.g., UNDP, UNEP, UNICEF).		Governance	Possible	High	Higher Risk
	A(iv) Lack of strategic planning regarding recruitment and mobility policies	Strategic workforce initiative and the SG report on investing in people.	Strategy	Possible	Medium	Moderate Risk

1	Focus Area:	Strategic Management and Governance		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	A(v) Lack of strategic vision towards clustering activities that could be shared across departments (ex: HR and Budgets), that are currently creating inefficiencies.		Strategy	Possible	Medium	Moderate Risk
	C(i) ST/AIs issued by the USG/DM may violate the principles of the UN and thus diminish the reputation of the UN.	ST/AIs are reviewed by the Administrative Law Unit (ALU) and the Office of Legal Affairs (OLA) before issuance.	Compliance	Possible	Medium	Moderate Risk
II	Support to the Office of the USG			Possible	Medium	Moderate Risk
	D(i) The concurrent implementation of multiple transformative initiatives exerts pressure on existing resources. This may result in delay in the implementations of General Assembly mandated reports and reforms.	Substantive offices with specialized expertise in all areas of management to perform the technical tasks connected with specific requests of the GA. The USG has support staff that is responsible to ensure a coordinated, effective response to the requests of the GA. The budgetary process provides for the preparation of a Programme Budget Implication for each mandate or substantially modified mandate. This process should ensure that appropriate amounts of resources are authorized by the GA for each new initiative. However, the OUSG stated that the GA sometimes makes requirements without providing new resources.	Financial	Possible	High	Higher Risk
	F(i) Loss of institutional memory may result in inefficient and ineffective support to the USG. This may impede the implementation of reforms/initiatives.	According to the OUSG, there are neither policies nor procedures for the effective capturing, creation, sharing, leveraging, preservation, and dissemination of knowledge both internally and externally. New initiative for knowledge management.	Human Resources	Possible	Medium	Moderate Risk
	E(i) Inability to fulfill all mandates due to the lack of adequate resources.	DM administers the budgetary process for the Secretariat.	Operational	Possible	Medium	Moderate Risk

1	Focus Area:	Strategic Management and Governance		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) Failure to implement critical recommendations of oversight bodies - i.e. Joint Inspection Unit (JIU), OIOS, Board of Auditors (BOA) may result in persistent inefficiencies and loss of public confidence in United Nations.		Operational	Possible	High	Higher Risk
	B(i) Unclear delineation of responsibilities between the OUSG and other organizational units of DM (e.g. OHRM) may result in duplication of functions.	The OUSG stated that it anticipates re-organization.	Governance	Possible	High	Higher Risk
	E(iii) There are no training programmes and career path for staff and this makes it difficult to recruit/retain technical staff.		Operational	Possible	Medium	Moderate Risk
III	Administrative support to the organizational units of DM - Executive Office (EO)			Possible	Medium	Moderate Risk
	F(i) Inaccurate, inefficient reporting regarding DM's human resources management practices may impede the ability of DM to obtain appropriate levels of resources to implement its mandates/programmes. Vacancy rates and other HR statistics of the DM may not be accurate.	The Executive Office (EO) is required to report periodically regarding the ages, genders, and nationalities of DM staff as well as vacancy rates and length of time of vacancies.	Human Resources	Possible	High	Higher Risk
	F(ii) Slow and ineffective recruitment of all categories of staff may impede the delivery of programmes. This may in turn frustrate efforts to obtain funding for other priorities. Authorized posts are often not encumbered for a long period of time.	Recruitment of all categories of staff including short-term consultants must comply with policies and procedures promulgated by the Office of Human Resources Management (OHRM). For example, Senior Management Compacts and Human Resource Action Plans (HRAP) require heads of departments to indicate progress on agreed-upon goals including HR actions. Compacts will be published on "i-see" which will promote transparency and accountability.	Human Resources	Possible	Medium	Moderate Risk
	F(iii) The poor performance of some staff may result in low levels of programme performance.	The electronic performance appraisals system (ePAS) is used as the tool for performance management.	Human Resources	Possible	High	Higher Risk

1	Focus Area:	Strategic Management and Governance		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(i) The delivery of programmes and mandates may be impeded due to inadequate resources. If the resources required to implement the programmes and mandates of the DM are not accurately determined and convincing justification provided, legislative bodies may refuse to provide the requested resources.	The EO uses instructions provided by the Office of Programme, Planning, Budget and Accounts (OPPBA). According to the EO, the instructions are also provided to the managements of substantive units of DM. The Budget Information System (BIS) and Integrated Monitoring & Documentation System (IMDIS) in preparing the strategic framework, programme budget implications of new/modified mandates, the proposed budget outlines and proposed programme budgets.	Financial	Possible	Medium	Moderate Risk
	D(ii) Inaccurate, unreliable financial/programme performance reporting may impede the delivery of programmes and mandates. If the EO fails to properly explain how previously authorized resources are used, legislative bodies may refuse the DM's requests for additional resources.	The EO plays the central role in preparing the programme/financial performance reports. The EO uses instructions provided by the Programme Planning and Budget Division (PPBD), BIS, IMDIS, and IMIS in preparing its performance reports. For reporting purposes, adjustments are often made to reallocate/align funds.	Financial	Possible	High	Higher Risk
	D(iii) Inaccurate, unreliable information on the status of financial authorizations ties up resources and thus impedes the delivery of competing programme priorities.	Financial authorizations are monitored manually.	Financial	Possible	Low	Lower Risk
IV	Risk Management and internal controls					
	A(i) Lack of a formal anti-corruption strategy may result in higher risk of corruption and fraud and possible financial losses and damage to the UN's reputation		Strategy	Possible	High	Higher Risk
	B(i) Lack of effective Enterprise Risk Management (ERM) and Internal Control Framework could result in ad hoc and inconsistent analysis of business risks to the Organization	DM in process of developing comprehensive accountability architecture including ERM and internal control framework	Governance	Possible	High	Higher Risk

1	Focus Area: Strategic Management and Governance		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(i) Ineffective monitoring of internal controls in the Organization may result in breakdown of controls and consequently inability to meet objectives, financial loss or fraud.	DM in process of developing comprehensive accountability architecture including ERM and internal control framework	Operational	Possible	High	Higher Risk

Risk Assessment of : the Department of Management

2	Focus Area:	Financial Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
1	Accounting system and standards			Possible	High	Higher Risk
	D(i) Non-conformity with internationally recognized accounting standards could impact the reliability and integrity of the UN financial reports.	The UN is adopting the International Public Accounting Standards (IPSAS).	Financial	Possible	Medium	Moderate Risk
	G(i) Inadequate information systems' support may impede the reliability and integrity of financial reports. Financial information used in reporting is generated in several systems (e.g. SUN Accounting System used by peacekeeping and political missions) that are not integrated with IMIS and are not under the purview of the Accounts Division.	The Accounts Division implements additional manual procedures. For example, in preparing financial reports, accounting staff perform various analyses and routinely follow up with approving officers at offices away from Headquarters for clarification. The UN is in the process of implementing an Enterprise Resource Planning (ERP) System which is expected to address the current impediments to accounting and reporting.	Information Resources	Likely	Medium	Higher Risk
	G(ii) Delay in implementing ERP may impact the timely implementation of IPSAS. This in turn may result in cost-overruns and negatively impact the reputation of the United Nations. The public may think that the UN is not committed to implementing best practice in financial management.	ERP and IPSAS teams have been established. Full-time staff has been allocated to the IPSAS project. The IPSAS team stated that it will develop and conduct training of users and stakeholders. The Chief Executive Board (CEB), which includes representatives of the Secretariat, UN agencies, funds and programmes, provides the oversight to the IPSAS project.	Information Resources	Possible	High	Higher Risk

2	Focus Area: Financial Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	B(i) Financial reports may not be completed in a timely manner and may not accurately present the financial position of the United Nations due to insufficient visibility of the Accounts Division over the accounting and reporting activities of offices away from Headquarters (OAHs) and peacekeeping/political missions. OAHs may incorrectly interpret and apply established accounting standards.	<p>The Financial Regulations and Rules of the UN (ST/SGB/2003/7) govern. OAHs have delegation of accounting and reporting responsibility, while the Accounts Division is responsible for preparing and presenting the Secretariat's Accounts. In preparing financial reports, accounting staff perform various analyses and routinely follow up with approving officers at OAHs for clarification.</p> <p>The annual gathering of finance officers from OAHs and missions are used to share experiences, best practices and for training.</p> <p>Audits/reviews by BOA, OIOS and JIU are additional controls.</p>	Governance	Possible	Medium	Moderate Risk
II	Programme planning and budgeting			Possible	High	Higher Risk
	D(i) Proposed cost estimates submitted to DM may not be in line with programmes' priorities thereby resulting in GA mandated programmes not being implemented.	Three key processes are implemented prior to the preparation of the cost estimates and the budgets. They include: (a) the preparation of the strategic framework, which establishes indicators of achievement and identifies outputs for each programme; (b) preparation of the programme budget implications of new/revised mandates; and (c) preparation of the budget outline, reflecting the overall estimated resource requirements outputs identified in the strategic framework. These require the involvement of the GA, DM and the substantive programmes.	Financial	Remote	High	Moderate Risk

2	Focus Area: Financial Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(ii) Lack of sufficient understanding by substantive programmes of the relevant mandates and United Nations Financial Regulations and Rules on programme planning and budgeting (including the budgetary process) may result in unreasonable cost estimates being submitted to DM.	For each budget cycle, DM issues budget instructions (i.e. separate instructions are issued for the regular budget and the extrabudgetary (XB) that are used by substantive programmes in preparing their respective cost estimates. These instructions are based on DM's interpretations of the relevant mandates of the GA; the Regulations and Rules Governing Programme Planning, the Programme Aspect of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8); Financial Regulations and Rules of the United Nations; and additional requirements of the ACABQ.	Financial	Possible	Medium	Moderate Risk
	C(i) Non-compliance of substantive programmes with budget instructions may result in over/under budgeting. Substantive programmes may submit cost estimates late, without complete data, with incorrect data, and without regard to the budget outlines. This may overwhelm the DM resulting in its inability to accurately identify all anomalies during its review of the received cost estimates.	Financial Regulations and Rules of the United Nations - e.g. see Rule 105.5.	Compliance	Possible	Medium	Moderate Risk
	E(i) Lack of adequate procedures to be implemented by DM during its review of cost estimates and the preparation of budgets may result in over/under-budgeting.	The Programme Planning and Budget Division (PPBD) of the Office of Programme Planning, Budget and Accounts (OPPBA) is responsible for reviewing cost estimates of substantive programmes and preparing the budgets. PPBD has dedicated staff and standardized procedures for reviewing the proposed cost estimates of substantive programmes. Follow-up procedures of the PPBD are standardized.	Operational	Remote	Medium	Lower Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	B(i) Political pressures may impede DM's ability to ensure compliance with the budget outline and therefore result in over/under-budgeting. Some substantive programmes sometimes provide cost estimates over and above their allocated planning figure based on the GA-approved budget outlines hoping that they will exert political pressure on DM.		Governance	Possible	Medium	Moderate Risk
	C(ii) Non-compliance of substantive programmes with the Financial Regulations and Rules of the UN may result in fraud, waste and abuse. This may negatively impact the reputation of the UN and also affect future budgetary processes.	(a) PPBD implements mechanisms for monitoring the use of allotments by substantive programmes. IMIS and BIS are the critical IT systems used. (b) PPBD performs periodic reviews and prepares budget performance reports for the regular budget. (c) PPBD ensures that programme managers perform periodic reviews and report on their use of XB resources. (d) The Controller designates a certifying officer for each account/sub account in accordance with ST/SGB/2003/7.	Compliance	Possible	High	Higher Risk
	G(i) Inadequate IT support may impede proper budgeting and control of XB resources.	IMIS and NOVA are used but according to PPBD, these systems are not adequate.	Information Resources	Possible	Medium	Moderate Risk
	F(i) Inadequate human resources (in terms of skill sets and skill-mix, quantity and quality) may impede proper budgeting and monitoring. This in turn may impact the delivery of mandates and programmes.		Human Resources	Possible	Medium	Moderate Risk
	E(ii) Delays in presenting the SG's proposed programme budget to legislative bodies may negatively impact on the implementation of mandates.	There are slot dates for submission of proposed programme budgets to legislative bodies. These dates which are established and monitored by legislative bodies (ACABQ, 5th Committee) must be complied with.	Operational	Remote	High	Moderate Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
III	Peacekeeping financing		Possible	Medium	Moderate Risk	
	B(i) Lack of clearly delineated roles and responsibilities of DM, DPKO, and DFS regarding the financial management of peacekeeping/political missions may result in duplication of effort between the three departments.		Governance	Likely	Low	Moderate Risk
	D(i) Proposed cost estimates submitted to PFD by missions may not be in line with the missions' mandates thereby resulting in mandates not being implemented.	Periodic planning activities are implemented by DPKO and DFS for each mission.	Financial	Possible	High	Higher Risk
	D (ii) Lack of sufficient understanding by missions of the relevant mandates and United Nations Financial Regulations and Rules on programme planning and budgeting (including the budgetary process) may result in unreasonable cost estimates being submitted to DM.	For each budget cycle, DM issues budget instructions that are used by missions in preparing their respective cost estimates. These instructions are based on DM's interpretations of the relevant mandates of the GA; the Regulations and Rules Governing Programme Planning, the Programme Aspect of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8); Financial Regulations and Rules of the United Nations; and additional requirements of the ACABQ.	Financial	Possible	Medium	Moderate Risk
	C(i) Non-compliance by missions with budget instructions may result in over/under budgeting. Peacekeeping/political missions may submit cost estimates late, without complete data, with incorrect data, and without regard to the budget outlines. This may overwhelm the DM resulting in its inability to accurately identify all anomalies during its review of the submitted cost estimates.	Financial Regulations and Rules of the United Nations - e.g. see Rule 105.5.	Compliance	Possible	Medium	Moderate Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(i) Lack of adequate procedures to be implemented by DM during its review of cost estimates and the preparation of budgets may result in over/under-budgeting.	PFD is responsible for reviewing cost estimates of substantive programmes and preparing the budgets. PFD has dedicated staff and standardized procedures for reviewing the proposed cost estimates of substantive programmes.	Operational	Remote	High	Moderate Risk
	D(ii) Inflexible fund management policies may result in some mandates not being implemented. Some mandates may not be adequately funded while others may be excessively funded. However, DM is not allowed to use the resources designated for one mission for another.		Financial	Remote	High	Moderate Risk
	E(ii) Delays in presenting the SG's proposed programme budget to legislative bodies may negatively impact on the implementation of mandates.	There are slot dates for submission of proposed programme budgets to legislative bodies. These dates, which are established and monitored by legislative bodies (ACABQ, 5th Committee), must be complied with.	Operational	Remote	Medium	Lower Risk
	C(ii) Non-compliance of missions with the Financial Regulations and Rules of the United Nations may result in fraud, waste and abuse. This may negatively impact the reputation of the United Nations and future budgetary processes.	(a) PFD implements mechanisms for issuing and monitoring the use of allotments by substantive programmes. IMIS and Funds Management Tool (FMT) are the critical IT systems used in issuing and monitoring allotments. (b) PFD performs periodic reviews and prepares budget performance reports. (c) The Controller designates a certifying officer for each account/sub account in accordance with UN Financial Regulations and Rules ST/SGB/2003/7. (d) Audits performed by OIOS and BOA.	Compliance	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(iii) Lengthy process for completing memoranda of understanding (MOUs) for troop contribution may result in wrong payments being made to troop contributing countries (TCCs). This may in turn create an opportunity cost (funds that could be used for other activities are tied up for an extended period of time) or result in possible loss of resources. According to PFD, payments are sometimes made to TCCs prior to the signing of the related MOU. In such situations, the agreed cost per the MOU may differ from the prepayment.	The preparation and negotiation of MOUs involves several departments including DPKO, DFS, OLA, and DM.	Operational	Possible	Medium	Moderate Risk
	E(iv) Inadequate procedures for processing troop related payments may result in delays and erroneous payments being made to TCCs.	Troop strength reports are prepared monthly by peacekeeping/political missions and provided to PFD and FMSS simultaneously. PFD maintains a troop cost database which is used in processing (certifying) payments made to TCCs.	Operational	Possible	Medium	Moderate Risk
IV	Contribution services			Possible	Medium	Moderate Risk
	D(i) Delays in Member States paying their assessments/pledges may impede the delivery of mandates and programmes. This may also impact the relationship of the United Nations with its vendors and its reputation.	Revenue is recognized only when contribution letters are mailed to Member States. Due to political reasons, which are not within the control of the Secretariat, Member States sometimes refuse to pay their assessments. There is a reserve fund that is used as a stop gap measure. Cross borrowing is allowed, subject to legal considerations. Follow-up communications are often sent to Member States in a timely manner. In rare circumstances, DM seeks to evoke Articles 17 and 19 of the United Nations Charter on voting rights.	Financial	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	G(i) Inaccurate information on contributions, status of assessments and delays in making this information available to stakeholders may impede the delivery of mandates and programmes. This may also impact on the relationship of the United Nations with its vendors and its reputation. Assessment letters may be inaccurate.	There are multiple assessments with different cycles. Currently, MS Excel Spreadsheets are used for the Contributions Service.	Information Resources	Remote	High	Moderate Risk
	F(i) Inadequate human resources (in terms of quality and quantity) creates pressure on staff and may thus impact on the timeliness, reliability and integrity of information provided to Member States regarding contributions and status of assessments. The assessments levied on Member States to support the growing number of peacekeeping activities have increased. However, no additional resources have been provided to the Contributions Service from the peacekeeping support account over the past ten years. The regular budget is now \$2 billion, peacekeeping operations around \$7 billion, and CMP is about \$2 billion.	The Contributions Service currently has four professional staff. The posts are funded from the peacekeeping support account.	Human Resources	Possible	Medium	Moderate Risk
	E(iv) Inadequate systems for monitoring pledges may result in delays in collection. This may in turn impede the delivery of mandates and programmes.		Operational	Possible	Medium	Moderate Risk
V	Cash and investment management			Possible	High	Higher Risk
	D(i) Trading with counterparties whose rating has deteriorated may result in financial losses and reputational damage.	(a) Before trading, Treasury collects and reviews information to determine if the rating of the counterparty (e.g. bank) is within the risk appetite of the United Nations. (b) The Common Principles and Policies for Investments (CPPI) establishes credit limits/the risk appetite of the United Nations System. This policy must be complied with.	Financial	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(ii) Lack of adequate and effective procedures for liquidity management may result in loss of revenue (opportunity cost) resulting from excessive liquidity levels.	(a) The CPPI provides guidance on the principles that must be followed in making decisions to invest. (b) The Treasury prepares cash positions and forecasts cash flows. The Cash position for UNA account is prepared on a daily basis, while the cash position for the peacekeeping account is prepared on a quarterly basis. (c) OPIC, the system used in the Back Office for settlement etc, has a maturity schedule, which is the primary tool used in determining the cash positions and to forecast cash flows. (d) Although contributions should be received in the first two months of a new year, in practice, they are received throughout the year. Therefore, they are not predictable. Estimates of expenditures are based on observed trends and averages.	Financial	Likely	Medium	Higher Risk
	D(iii) If gains/losses and interest income are not accurately determined and allocated to the related funds in a timely manner, the financial positions of those funds will be inaccurate. This may result in faulty decisions based on the financial reports.	Gains/losses and interest income is allocated to funds on a daily basis by OPIC.	Financial	Remote	Low	Lower Risk
	C(i) Non-compliance with established policies and procedures on investment may results in losses to the United Nations and negatively impact its reputation.	The CPPI governs the Treasury activities of the UN. There is an Investment Committee.	Compliance	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(iv) Lack of adequate and effective procedures to ensure that payments are properly reviewed and authorized may result in losses to the UN. Treasury makes disbursements using the SWIFT system that is not interfaced with IMIS, which contains the master files of the banking particulars vendors/staff.	(a) The Treasury matches bank account transactions with investment transactions. (b) Direct deposits are made to staff members' accounts based on payment instructions issued by Treasury. The instructions are in turn based on payrolls generated by the Accounts Division. (c) The majority of payments to vendors are made using the SWIFT system. All payment particulars which are already available in the Vendors' Master File in IMIS are manually keyed into the SWIFT system by Treasury staff at the time of disbursement.	Financial	Remote	High	Moderate Risk
	D(v) Delays in confirming the receipt of contributions may impact on the delivery of mandates/programmes. If contributions are not confirmed, they are not available for use.	Depending on the nature of the receipt, the Treasury acknowledges contributions. Otherwise, the Accounts Division acknowledges the contributions even if the funds are received by the Treasury.	Financial	Possible	Low	Lower Risk
	D(vi) Lack of adequate and effective procedures to ensure proper review and approval of banking arrangements may result in excessive charges/losses to the UN.	The Treasury manages bank relationships of all HQ banks and investment accounts. The Treasury is responsible for opening and/or authorizing the opening of all bank accounts of the Secretariat including OAHs and peacekeeping and political missions. The Treasury transfers funds only to accounts it has opened or authorized. The Treasury is also responsible to assist the Controller in designating bank signatories. The Investigation Division of OIOS clears individuals that are designated as bank signatories.	Financial	Possible	Low	Lower Risk
	D(vii) Inadequate custodial arrangements may result in excessive charges/losses to the United Nations.	The criteria for a custodian are defined by the CPPI.	Financial	Remote	High	Moderate Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	G(i) Lack of adequate technology support (including lack of integration of systems) may result in inefficiencies and errors in disbursement processing. Treasury makes disbursements using the SWIFT system which is not interfaced with IMIS which contains the master files of the banking particulars vendors/staff. This may result in payments being made to the wrong parties or in the wrong amounts.	Banking particulars of vendors/payees are entered in the Vendors' Master File in IMIS by the Procurement Service, the Accounts Division and the Treasurer. The Accounts Division approves payments in IMIS where the master files of the banking particulars are maintained. All payment particulars which are already available in IMIS are manually entered into the SWIFT system by Treasury staff (i.e. four staff).	Information Resources	Possible	High	Higher Risk
	G(ii) Inadequate general and application controls relating to IT systems used in cash and investment management could result in unauthorized transactions/losses. Poor application and general controls over IT systems could result in unauthorized changes to vendor particulars and thus permit payment to wrong parties. Treasury believes that it lacks the security expertise to manage the risks associated with an integrated system. The systems used include OPIC, IMIS, SWIFT, Chase Insight, etc. The systems are not integrated. For example, according to Treasury, the trading platform is Bloomberg while OPIC is used by the Back Office for settling trades. These two systems are not integrated.	(a) The Treasury matches bank account transactions with investment transactions. (b) Direct deposits are made to staff members' accounts based on payment instructions issued by Treasury. The instructions are in turn based on payrolls generated by the Accounts Division. (c) The majority of payments to vendors are made using the SWIFT system. All payment particulars which are already available in the Vendors' Master File in IMIS are manually keyed into the SWIFT system by Treasury staff at the time of disbursement.	Information Resources	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VI	Cash and investment management (Continues)					
	D(viii) Unexpected volatility in the financial markets impacts revenues. Volatility in exchange rates may result in losses/gains.	The CPPI prohibits speculative trading and thus identifies specific instruments, mainly bonds, that must be used for investment purposes. Trading in currencies, which occurs routinely, is done to meet operational needs since the accounts of the UN are overwhelmingly in US dollars. Demands for such currencies ideally driven by operational needs of UN operations throughout the world - e.g. peacekeeping operations.	Financial	Possible	Medium	Moderate Risk
	D(ix) Trading by unauthorized individuals and unauthorized trading by authorized officials may result in losses to the United Nations and negatively impact its reputation.	Communications are sent to all counterparties notifying them about the authority of each investment officer. Counterparties are not allowed to complete an investment transaction for which the investment officer is not authorized. There are access controls over workstations used in trading.	Financial	Remote	High	Moderate Risk
	E(I) Inadequate segregation of front, middle, and back office functions (e.g. execution of trade, verification, recording, monitoring, reconciling and reporting) may result in losses to the UN.		Operational	Possible	High	Higher Risk
	D(x) The absence of a business continuity and disaster recovery plan may impede Treasury functions in the event of a disaster.		Financial	Possible	High	Higher Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VII	Processing of payments to vendors and travel claims of staff		Financial	Possible	Medium	Moderate Risk
	D(i) Errors/irregularities may result in payments being made (a) to the wrong parties; (b) in the wrong amounts; (c) through the wrong channel (e.g. bank account); and for goods/services not received. These may result in financial losses and possible fraud/reputational damage to the UN.	<p>Applicable policy included the Financial Regulations and Rules of the UN.</p> <p>The Accounts Division implements procedures that are followed by processors and approving officers.</p> <p>The Vendors' Master File in IMIS contains the personal information including bank details of payees.</p> <p>Receipt and inspection (R&I) reports are prepared in IMIS by the Office of Central Support Services and requisitioners/end users of the goods being procured in IMIS. The R&I reports then form the basis for approvals of the payments by approving officers.</p>	Financial	Possible	Medium	Moderate Risk
	D(ii) Delays (there is a policy that each invoice must be paid within 30 days) in approving payments may create opportunity costs (loss of discounts) and reputational damage to the UN.	R&I reports, which are used by the Accounts Division as the basis for approving payments are prepared by other organizational units throughout the Secretariat.	Financial	Possible	Low	Lower Risk
	D(iii) Lack of adequate controls may result in payments being posted to the wrong accounting period. This may in turn result in inaccurate financial reporting.	Payments are posted when approved in IMIS.	Financial	Possible	Medium	Moderate Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(iv) Payments may be made by UNDP on behalf of the Secretariat that are recorded in IMIS based on inter-office vouchers (IOV) which may not be for goods/services benefiting the UN.	<p>The Secretariat provides advances to UNDP and subsequently issues financial authorizations requesting UNDP to disburse funds as specified in the financial authorizations. UNDP provides periodic IOV reports showing the expenditure incurred on behalf of the Secretariat.</p> <p>The Accounts Division performs reconciliations and seeks clarifications from UNDP when necessary before accepting and posting payments made by UNDP.</p>	Financial	Possible	Low	Lower Risk
	E(i) Individuals (i.e. approving officers) approving payments may not be properly authorized or if authorized, may exceed their authority.	<p>Applicable policy included the Financial Regulations and Rules of the United Nations. The Controller designates approving officers.</p> <p>The Accounts Division implements procedures that are followed by processors and approving officers.</p>	Operational	Remote	Medium	Lower Risk
	D(v) Lack of adequate review and resolution of delays in delivery of goods and services may result in not recovering liquidated damages and other penalties against vendors.	The Accounts Division implements procedures that are followed by processors and approving officers.	Financial	Possible	Medium	Moderate Risk
	D(vi) Lack of adequate controls over invoices may result in duplicate payments being made for goods and services.	The Accounts Division implements procedures that are followed by processors and approving officers.	Financial	Possible	Medium	Moderate Risk
	D(vii) The lack of adequate procedures/guidelines to be used by offices away from Headquarters (OAHs) and the DM in processing remittances may result in excessive cash being held by the OAHs. This will negatively impact on the management of cash.	Requests for remittances are initiated by OAHs and vetted by DM before the remittances are made.	Financial	Possible	Medium	Moderate Risk

2	Focus Area: Financial Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VIII	Payroll processing		Possible	Medium	Moderate Risk	
	D(i) The lack of adequate and effective procedures in generating payroll may result in errors/irregularities not being detected and prevented. Possible sources of errors/irregularities include OHRM where personnel actions handled and related data entry in IMIS is performed. OHRM issues personnel actions and enters all related data in IMIS. The Payroll Unit does not receive/use personnel actions.	The Payroll Unit has 10 examiners who perform audit functions on the payroll. They are all trained in the use of PARADOX, the software used for data analyses. They observe trends and perform month-to-month comparisons.	Financial	Possible	Medium	Moderate Risk
	F(i) Lack of adequate procedures may result in overpayment being made to separated staff. There is no common system and training that would ensure automatic calculation of leave balances before staff members separate from the UN.	Each of the eight OAHs has its own database. Annual leave balances of staff members (mainly mission employees) are manually entered into IMIS by OHRM typically after the staff member separates from the UN.	Human Resources	Possible	Medium	Moderate Risk
	F(ii) Inadequate coordination amongst duty stations may result in duplicate payments being made to staff members who move from one duty station to the other. If a personnel action is not promptly communicated to the concerned duty station and entered in the database, the staff member may be paid twice.		Human Resources	Possible	Low	Lower Risk
IX	Health and life insurance payments			Possible	Medium	Moderate Risk
	F(i) The lack of adequate procedures for enrolling qualified staff in the UN Health Insurance Programme may result in coverage being provided to staff members who do not contribute to the premium fund. This may impact on the amount of funds available to settle actual claims of providers.	OHRM advises staff to enroll in the United Nations Health Insurance Programme when employment is offered. In addition, OHRM conducts an annual insurance campaign to provide staff members the opportunity to enroll in the Plan or make changes to their plans.	Human Resources	Remote	Medium	Lower Risk

2	Focus Area: Financial Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(i) Failure of the UN insurance administrators to implement adequate policies for processing claims made by providers may result in fraudulent claims being paid by the UN. The UN is self insured. It relies on administrators to vet the claims made by providers.	Insurance administrators are provided with staff eligibility notices, which are generated by IMIS. These notices should help prevent the UN from settling claims of individuals who have not properly enrolled in the Health Insurance Programme.	Operational	Possible	Medium	Moderate Risk
X	Commercial insurance risk management		Operational	Possible	Medium	Moderate Risk
	E(i) The lack of adequate, effective risk assessment procedures may result in insufficient insurance coverage for UN assets and staff. This may result in financial losses to the UN.	The Risk Management Unit reviews all major commercial insurance contracts and makes recommendations for improvement.	Operational	Possible	Medium	Moderate Risk
	E(ii) The lack of adequate procedures for vetting and processing claims could result in fraudulent and erroneous claims being paid by the UN.	The Risk Management Unit reviews reviews claims before they are approved for payment.	Operational	Possible	Medium	Moderate Risk
XI	Tax services		Financial	Possible	Medium	Moderate Risk
	D(i) Tax returns prepared by staff members and used to offset previous advances may be inaccurate resulting in losses to the UN.	The Income Tax Unit has staff who review tax returns prepared by staff members. These staff are trained by H&R Block. The Income Tax Unit has an improved computer system which provides more accurate human resources and account information for United States taxpayers. This system helps in the review of tax returns prepared by staff members.	Financial	Possible	Low	Lower Risk
	D(ii) Tax advances provided to staff members may not be recovered due to premature separation of staff resulting in a loss to the UN.	OHRM has checkout procedures that should ensure that all assets are recovered from separated staff.	Financial	Possible	Low	Lower Risk
	C(i) The Tax Equalization Fund may not be used for the intended purposes. This may impair the ability of the UN to settle the tax obligations of its staff and damage the reputation of the UN.	Staff assessments, which are withheld from payrolls, are credited to the Tax Equalization Fund. The Fund is used to settle the verifiable tax liabilities of staff members through direct payments to some staff or credit to Member States' accounts.	Compliance	Possible	Medium	Moderate Risk

2	Focus Area: Financial Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
XII	Compensation payment			Possible	Medium	Moderate Risk
	D(i) Lack of adequate and effective procedures in reviewing compensation payments may result in inaccurate or fraudulent claims payments being made.	There is a Compensation Board that reviews claims and recommends payments.	Financial	Possible	Medium	Moderate Risk
	D(ii) Lack of adequate, effective procedures for payment processing may result in payments being made to the wrong party.		Financial	Possible	Medium	Moderate Risk
XIII	Voluntary Trust Fund		Financial	Possible	Medium	Moderate Risk
	E(i) The lack of adequate and effective policies and procedures on the mobilization of voluntary contributions may result in mandated programmes not being properly funded and hence not implemented.	The following policies and procedures govern: the Financial Regulations and Rules of the UN; ST/SGB/188 on the establishment and management of trust funds; ST/AI/284 on the establishment, administration, and control of general trust funds; and ST/AI/286 on the approval, administration and control of programme support costs.	Operational	Possible	Low	Lower Risk
	<p>D(ii) The lack of adequate accounting policies and procedures regarding contributions may result in mandated programmes not being properly funded and hence not implemented.</p> <ul style="list-style-type: none"> - Contributions may not be promptly acknowledged and/or applied to proper account in the proper amounts thereby reducing the availability for funds to the relevant programmes. - Contributions may not be properly accounted for, not used for the intended purposes, or misappropriated. - Financial reports on the use of contributions may not be in line with programme implementation thereby causing donors to reduce their support of those programmes. 	The following policies and procedures govern: the Financial Regulations and Rules of the UN; ST/SGB/188 on the establishment and management of trust funds; ST/AI/284 on the establishment, administration, and control of general trust funds; and ST/AI/286 on the approval, administration and control of programme support costs.	Financial	Possible	Medium	Moderate Risk

2	Focus Area:	Financial Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(iii) The lack of adequate monitoring of implementing partners may result in funded programmes not being implemented. Excessive advances to some implementing partners may result in insufficient funding for other programmes. Advances to implementing partners may not be used for the intended purposes or not properly accounted for. Excessive advances may result in loss of interest income.	The following policies and procedures govern: the Financial Regulations and Rules of the UN; ST/SGB/188 on the establishment and management of trust funds; ST/AI/284 on the establishment, administration, and control of general trust funds; and ST/AI/286 on the approval, administration and control of programme support costs.	Financial	Possible	Medium	Moderate Risk

Risk Assessment of : the Department of Management

3	Focus Area:	Human Resource Management		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	Staffing Plans		Human Resources	Possible	High	Higher Risk
	A(i) Office of Human Resources Management (OHRM) could pursue objectives and strategies that are inconsistent with GA mandates which may result in failure to accomplish mandated human resources goals.	OHRM objectives and strategies are based on GA mandates. HRAP are based on UN Secretariat targets and GA mandates. Human Resources policies and procedures are established and implemented in line with GA mandates.	Strategy	Remote	High	Moderate Risk
	F(i) Inadequate OHRM staffing levels could lead to important tasks remaining undone. This could have adverse effects such as delays in processing recruitments or untimely responding to staff queries. F(ii) Inadequate analysis/assessment of staffing needs may result in inadequate preparations to meet future human resources needs. F(iii) Inability to fill posts during freeze periods aggravates understaffing of offices. This may result in work overloads which could lead to staff burnouts. F(iv) Inadequate automation of human resources tasks may result in inefficient and ineffective use of staff time	New strategic workforce planning concept is being implemented to anticipate future vacancies and prepare for them. OHRM has deployed this concept in 3 offices/departments: OHRM; Office for the Coordination for Humanitarian Affairs (OCHA) (decentralized) and OLA (centralized) to determine its viability and usefulness.	Human Resources	Possible	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>F(v) Lack of succession planning resulting in loss of institutional memory when key staff leave the Organization without adequate preparation for replacements. (All positions in the Organization are subject to competition whenever vacancies arise. Therefore, the Organization cannot and does not plan for succession.)</p> <p>F(vi) There are no clear training and development plans to enable staff to take up future tasks.</p> <p>F(vii) Inadequate preparation for mobility could result in loss of institutional memory when key staff move to other locations/positions without transferring knowledge to replacement staff. Furthermore, this could create the departments' inability to implement resource planning.</p>	DM has been obtaining input from stakeholders on the management of mobility. The department has also communicated the policy through I-seeek to complement the administrative issuance.	Human Resources	Possible	High	Higher Risk
	<p>B(i) Lack of global oversight of staffing table could impede ability to make holistic choices concerning:</p> <ul style="list-style-type: none"> - adherence to gender/geographic programs - identification of positions available for G to P candidates - mobility and succession planning 		Governance	Possible	High	Higher Risk
	<p>B(ii) Centric changes being made at Headquarters only rather than globally may lead to lack of support from other offices.</p>		Governance	Possible	Medium	Moderate Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
II	Recruiting & staffing			Likely	High	Higher Risk
	<p>F(i) Recruitment delays may result in important tasks remaining undone for long periods of time.</p> <p>F(ii) Vacancy rate data not readily available hence time consumed in getting the information to quickly make recruitment decisions.</p> <p>F(iii) Vacancies are not anticipated and prepared which could result in delays in recruitment of replacements.</p> <p>F(iv) Human resources reforms addressing recruitment delays not being implemented.</p> <p>F(v) OHRM and programme managers have lengthy recruitment procedures that prevent timely recruitment of staff.</p>	<p>Recruitments are done as a result of vacancies that arise. OHRM is piloting anticipation of vacancies and placement of candidates on rosters in order to reduce recruitment delays.</p>	Human Resources	Likely	High	Higher Risk
	<p>E (i) Recruitment of candidates without background checks may expose the organization to the risk of recruiting candidates: (i) without required qualifications resulting in incompetence; (ii) with backgrounds that are incompatible with the Organization's core values hence could cause reputational damage; and (iii) that could cause financial losses to the Organization through inappropriate actions in sensitive areas such as procurement and finance.</p>	<p>OHRM conducts background checks for professional staff recruited for appointments of over one year.</p>	Operational	Possible	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) The absence of written procedures for recruitment of staff for general temporary assistance (GTA) leading to risks of : (i) lack of transparency in the recruitment process; (ii) inconsistency in recruitment practices; (iii) difficulty in determining if intended recruitment purposes are being achieved; (iv) use of short-term recruitment to meet long-term requirements; and (v) extension of appointments without compelling reasons.	OHRM intends to establish and promulgate procedures for recruitment of staff under general temporary assistance by June 2008.	Operational	Possible	Medium	Moderate Risk
	C(i) Not abiding by the principles that the Organization promulgates such as prioritization of recruitment of equally qualified candidates that are physically challenged may damage the reputation of the Organization.	The Organization is developing guidelines to adopt a code of practice that will cover, among other things, recruitment of persons with disabilities.	Compliance	Possible	High	Higher Risk
	D(i) New staff members who are required to file financial disclosure statements may not timely do so hence could carry out duties where they have actual or apparent conflicts of interest for longer periods of time. There are no timelines by which new staff members should file their financial disclosure statements hence the risk is ongoing.	Ethics office reminds staff members that do not file financial disclosure statements.	Financial	Possible	Medium	Moderate Risk
	F(v) The Organization may not be able to recruit and retain talented people which could result in important tasks not being done or being done inappropriately.	The Organization is able to attract the right people for most of the positions.	Human Resources	Possible	Medium	Moderate Risk
	E(iii) Ineffective roster management may result in rostered candidates pursuing alternative job offers. Therefore, the roster may not represent the true population of truly available candidates (eg language candidates).	OHRM is piloting a new roster concept in OHRM, OCHA, and OLA to determine its viability and usefulness.	Operational	Possible	Medium	Moderate Risk
	F(vi) The use of casual daily workers in peacekeeping missions could be deemed exploitative by the public and hence could damage the reputation of the Organization.		Human Resources	Likely	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	F(vii) Over-reliance on short term staff and consultants could result in disruption of work plans once temporary assistance is no longer available.		Human Resources	Possible	Medium	Moderate Risk
III	Policies and Procedures			Possible	Medium	Moderate Risk
	C(i) Non compliance with OHRM policies and procedures could result in: - lack of transparency in recruitment and promotion of staff which could lead to loss of reputation of the Organisation. - failure to recruit the best available candidates and - retention of nonperforming staff.	On going supervisory and management controls ensure compliance with set policies and procedures. Additional monitoring provided by oversight bodies.	Compliance	Possible	Medium	Moderate Risk
	C(ii) Some OHRM policies and procedures may result in inefficient and ineffective operations. Compliance with certain policies and procedures, such as the 15, 30, and 60 day rules, could be deemed to contribute to inefficiency and ineffectiveness. External candidates cannot be viewed or interviewed before the 60 day vacancy announcement period is completed.		Compliance	Possible	Medium	Moderate Risk
	C(iii) Complexity of Human Resources policies and procedures may result in inappropriate implementation of the rules and waste of time in resolving grievances/disputes.	Administration guidelines provided on how to implement rules within available resources constraints. OHRM staff provide explanations of the rules both orally and in writing. Staff constraints prevent the office from providing written responses.	Compliance	Possible	Medium	Moderate Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>C(iv) Inability of UNHQ to properly monitor the delegation of authority given to offices away from HQ and other duty stations regarding hiring, firing, and training may result in delegated offices' failure to properly comply with rules and regulations deliberately or inadvertently.</p> <p>C(v) No recourse for non-compliance with delegation of authority by department managers could contribute to culture of non-compliance by duty stations and inconsistent HR practices across the UN.</p>	<p>OHRM conducts periodic monitoring using one dedicated monitoring professional and drawing on available OHRM staff.</p> <p>OHRM can withdraw the delegation of authority on HR activities as necessary.</p>	Compliance	Possible	Medium	Moderate Risk
	<p>E(i) Lack of adequate knowledge management policies leading to insufficient sharing and dissemination of knowledge, resulting in the loss of institutional memory.</p> <p>Inability to overlap posts during transitions and for retiring employees, does not provide opportunities for knowledge transfer and may result in loss of institutional memory.</p>		Operational	Likely	Low	Moderate Risk
	C(vi) Absence of procedures for implementing the post-employment restrictions in ST/SGB/2006/15, hence risk of staff members forgetting and violating the restrictions.	OHRM is drafting procedures for implementing post employment restrictions.	Compliance	Possible	Medium	Moderate Risk
	E(i) Lack of policy for the mandatory use of Generic Job Profiles (GJP) results in underutilization of GJP which could lead to waste of resources during recruitment.	Utilization of GJP expedites the recruitment process.	Operational	Likely	Low	Moderate Risk
	F(i) Lack of harmonization in the conditions of service and employment contracts negatively impacts morale of some employees.	OHRM has undertaken studies on harmonisation of different contracts and recommendations are being considered for implementation.	Human Resources	Possible	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
IV	Performance Management		Possible	High	Higher Risk	
	<p>F(i) Programme managers may not meet set objectives due to poor performance/incompetence of staff members</p> <p>F(ii) ePAS is not an effective appraisal or staff development tool because: - It does not result in advancement or reprimands -Performance Management not ingrained or valued in UN culture -There are no consequences for non-compliance.</p> <p>F(iii) Implementation of new compact to increase compliance of ePAS may result in compliance in terms of completion rather than utilizing the system as a management tool.</p>	<p>Performance appraisal (ePAS) system is in place.</p>	Human Resources	Likely	High	Higher Risk
V	Examinations		Possible	Medium	Moderate Risk	
	<p>E(i) Lack of access controls to examination papers could lead to loss of confidentiality of the papers and may result in unsuitable candidates passing the examinations and being recruited.</p>	<p>Access to examination information and papers restricted to designated staff.</p> <p>Controls in place regarding examination paper preparation, printing, storage and distribution.</p> <p>Controls in place for administration of examinations, collection of scripts, marking, and compilation of results.</p>	Operational	Remote	Medium	Lower Risk

3	Focus Area:	Human Resource Management		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	F(i) People could sit for examinations on behalf of others which may result in unsuitable candidates being recruited.	Candidates' identity verified by checking photo identity cards with dates of birth at the examination centres. Candidates are also required to present letters of invitation for the examinations. Successful candidates are required to fax copies of passport and certificates for qualifications held for verification before attending subsequent interviews. Verification includes, inter alia, nationality and age due to nature of NCE.	Human Resources	Remote	Medium	Lower Risk
	F(ii) Lack of adequate dissemination of examination schedules could result in good candidates not being aware of the examinations and hence not participating. This could limit the pool of available candidates.	Member States hold outreach meetings at their respective relevant missions to the UN to disseminate information about language examinations.	Human Resources	Possible	Medium	Moderate Risk
	F(iii) Long examination and recruitment procedures could result in loss of successful candidates as they take up alternative appointments. F(iv) Lack of financial resources to employ full time graders could contribute to delays in completion of examination procedures hence delay recruitment of successful candidates.		Human Resources	Possible	Medium	Moderate Risk
	F(v) Limited number of posts set aside for successful candidates could discourage suitable staff from participating in G to P examination and demoralize staff, particularly after completing examination process repeatedly but having no opportunity to take up a professional post.		Human Resources	Possible	Medium	Moderate Risk

3	Focus Area: Human Resource Management			Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VI	Information and Technology			Possible	High	Higher Risk
	<p>G(i) Lack of reliable data submitted by field offices which could lead to sub-optimal decision making.</p> <p>G(ii) Lack of automation creates need for extensive manual manipulation of data. This is prone to human errors that could adversely affect data integrity and reliability and the quality of decision made from the data.</p> <p>G(iii) Late submission of data from field offices leading to delays and/or inaccuracy of reports to the GA.</p> <p>G(iv) The various IT systems supporting OHRM operations are not integrated hence opportunities for efficiency and effectiveness are lost</p> <p>G(v) Inadequate data input controls in IMIS, such as mandatory fields, leading to inconsistent collection and potentially inaccurate reporting or misinterpretation of data. This could result in poor decision making.</p>	<p>ERP project to be implemented in order to have an integrated IT solution for OHRM.</p> <p>Data used for GA reporting is reconciled once a year.</p>	Information Resources	Likely	High	Higher Risk
	A(i) Lack of adequate planning during period of transition to new systems after the implementation of ERP may result in lower productivity	ERP implementation teams, which include OHRM have been set up.	Strategy	Possible	Medium	Moderate Risk
	G(vi) Emergency data system is utilized to collect employee emergency contact information in Galaxy, but this output is not interfaced, updated in IMIS, or easily accessible. This may adversely affect the timeliness of responses to emergencies involving staff members.	If absolutely necessary, Galaxy can be accessed to extract this information in critical situations	Information Resources	Possible	Medium	Moderate Risk

3	Focus Area: Human Resource Management			Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>G(vii) Lack of maintenance of available systems leading to deterioration in the quality of monitoring and reporting capability that the system provides.</p> <p>G(viii) Impending ERP implementation is creating reluctance to update systems or take any interim corrective actions though implementation is still years from completion.</p>	HR Information Technology (HRIT) is doing workarounds of the current systems and applications as necessary.	Information Resources	Possible	Medium	Moderate Risk
	G(ix) Inadequate business continuity and disaster recovery planning with risk of disruption of service provision and loss of vital online resources (eg online handbook)		Information Resources	Possible	High	Higher Risk
	G(x) Business processes may be too lengthy, ineffective and inefficient.	HR, Finance and Procurement have teams who work on Business Process Re-engineering (BPR) to identify and re-evaluate the the need for each step in the business process.	Operational	Possible	Low	Lower Risk
	D(i) HRIT budget may be insufficient to effectively support operational requirements.	ERP will address some of the IT needs	Financial	Possible	Medium	Moderate Risk
	A(i) Inability to do a piecemeal rollout of IPSAS may lead to ineffective implementation and migration between UNSAS and IPSAS.		Strategy	Possible	Medium	Moderate Risk
VII	Human Resources Finances			Possible	High	Higher Risk
	D(i) Systems in place may not effectively support benefits administration resulting in financial losses through overpayments of staff entitlements and grants.	Surveys are conducted once a year with staff to validate information on benefits.	Financial	Possible	Medium	Moderate Risk
	C(i) Lack of compliance with rules regarding special posts allowance (SPA) period of two years, may result in HR benefits being incorrectly allocated to employees.	<p>SPA must be approved every three months.</p> <p>A SPA panel meets to consider proposed SPA.</p>	Compliance	Possible	Low	Lower Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(ii) Over or underexpenditure on staff remuneration and benefits due to inaccurate data for decision making. OHRM does not have adequate resources to conduct the required salary surveys in 180 countries. Therefore, the unit responsible depends on duty stations to provide data that cannot be verified hence risk of erroneous salary data being utilized in calculating future salary rates, revision of MSA.		Financial	Possible	High	Higher Risk
VIII	Record Keeping			Possible	High	Higher Risk
	E(i) Physical loss of HR documents thereby making future references to the records difficult and possible loss of institutional knowledge.		Operational	Possible	High	Higher Risk
	E(ii) Loss of confidentiality of HR documents resulting in reputation damage to the Organization or individual staff members.	Authorisation required before staff members access records. A register is also maintained of staff that access the records.	Operational	Possible	High	Higher Risk
IX	Training			Likely	High	Higher Risk
	D(i) Inadequate training budgets resulting in inadequate skills to meet Organizational mandate requirements. D(ii) Gap in needs assessment by Heads of Departments and decreasing training budget may affect Heads of Departments' ability to meet their HRAP goals.		Financial	Possible	High	Higher Risk
	E(i) Lack of dedicated training space may hinder the delivery of training programs required to enhance staff members' skills to meet mandate requirements.	Facilities Management Service (FMS) is responsible for management of office space for the Organization.	Operational	Possible	Medium	Moderate Risk
	C(i) Inability to monitor the administration of the training programmes may lead to inconsistencies in training which could result in non-compliance with core values.		Compliance	Possible	Medium	Moderate Risk
	F(i) Challenges to retaining technical personnel due to the lack of training development program as well as clear career development plan		Human Resources	Possible	Medium	Moderate Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	F(ii) Wastage of resources on training short term staff that are not permitted to stay under UN short-term employment rules.	OHRM has defined the type of training that short term staff can attend.	Human Resources	Possible	Low	Lower Risk
X	Administration of justice			Possible	High	Higher Risk
	F(i) Unavailability of qualified counselors may affect the timeliness and quality of due process. Due process could be compromised as a result of attempting to clear backlog of cases during 2008 before the new system of administration of justice is implemented effective January 2009. This may negatively impact the reputation of the UN.		Human Resources	Likely	Medium	Higher Risk
	F(ii) Inadequate resources may negatively impact the timeliness and quality of investigations into complaints by the Panel on Discrimination and other Grievances. This may negatively impact the reputation of the UN.	The Panel makes recommendations to OHRM and, depending on the nature of the case, to the SG. Copies of its reports are provided to the concerned heads of departments and to complainant. The concerned department may provide a written reaction to OHRM. The Panel follows up on cases.	Human Resources	Possible	High	Higher Risk
	C(i) Delays by program managers in providing their reaction to reports of the ALU, Joint Appeals Board (JAB), JDC (Joint Disciplinary Committee), and PDG may negatively impact the due process.	The Senior Management Compact with the SG now requires timely response by programme managers.	Compliance	Possible	High	Higher Risk
	C(ii) Delays in OHRM acting on recommendations of the ALU, JAB, JDC, and PDG may result in a reputational risk for the UN.	The Department performs a follow up three months later with other departments, SG, and OHRM, on their reaction and actions based on the report.	Compliance	Possible	High	Higher Risk
	E(i) Investigations may be delayed or the quality of investigations may be poor resulting in injustice to concerned parties.	Programme managers and DSS investigate type 2 cases while OIOS investigates the others.	Operational	Possible	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
XI	Medical services		Possible	High	Higher Risk	
	<p>E(i) Individuals who are medically cleared and selected for employment with the UN may not be physically fit to perform the functions for which they have been selected and may therefore risk their own health and safety or the health and safety of others.</p> <p>E(ii) Inadequate technology used by medical personnel, lack of adequate training in medical screening, fraud, and inadequate procedures for evaluating and interpreting medical results may result in clearance being provided to individuals who have medical conditions that could impede their ability to perform as required.</p>	<p>ST/AI/2005/12 governs medical clearance and examination.</p> <p>The UN Medical Service provides screening at certain duty stations (e.g. OAHs, regional commissions, and New York) where the capacity and technology exist. It also relies on medical professionals throughout the world to perform medical examinations and medically clear applicants (Section 5 of ST/AI/205/12).</p> <p>The Medical Service implements procedures including standard forms for determining if individuals are fit to perform the functions for which they are being considered for recruitment.</p>	Operational	Possible	Medium	Moderate Risk
	<p>B(i) Lack of effective support, oversight and monitoring of medical services at OAHs, regional commissions, and field locations may impede the effective delivery of necessary medical services. UN medical professionals may provide suboptimum services to staff. This may impact on the productivity of staff.</p> <p>B (ii) Lack of monitoring of continual professional education could result in medical professionals not having up to date skills to provide appropriate services to staff members</p>		Governance	Remote	High	Moderate Risk
	<p>B(iii) Lack of a global UN-wide health policy may result in fragmented approach to specific healthcare issues (e.g. malaria, Flu, HIV). This may impede the effectiveness of how the UN addresses other emerging healthcare risks.</p>		Governance	Possible	High	Higher Risk

3	Focus Area: Human Resource Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	F(i) The lack of harmonized human resources management practices may impact on the morale of medical professionals throughout the UN. Post levels vary from location to location for same work making it difficult to retain and motivate staff. Exacerbated by contract structure.	UN staff rules and human resources management policies govern.	Human Resources	Possible	Medium	Moderate Risk
	E(iii) Legal considerations regarding the use of medical clearance as the basis for employment may impede the objectivity of medical professionals and thereby result in the recruitment of individuals who are not fit for the duties for which they have been recruited or possible lawsuits		Operational	Remote	Medium	Lower Risk
	B(iv) Lack of independence of the UN Medical Service from OHRM may impact medical professionals' ability to make objective medical decisions.		Governance	Possible	Medium	Moderate Risk
	E(iv) Lack of formal written policy protecting confidentiality of medical records exposes the United Nations to litigation.		Operational	Possible	Low	Lower Risk
	C(i) The UN medical professionals may be engaged in activities that violate national regulations. This may negatively impact the reputation of the UN.	The type of services to be provided by UN medical professional are defined.	Compliance	Remote	Low	Lower Risk
	E(vi) Medical evacuation may not be properly approved. The absence of proper procedures/criteria may result in inefficiencies and denial of effective medical attention to UN staff. This may result in financial losses, injury or loss of life, and reputational damage to the UN.	The Chief Medical Office at HQ retains the authority to approve all medical evacuations.	Operational	Possible	High	Higher Risk
	Sick leave may not be properly vetted and authorized. This may result in fraud and abuse and impact on programme delivery.	Substantive programmes are required to have time keepers who maintain records of absences. Sick leave must be certified by qualified medical professional. Extended sick leave must be certified by the UN Medical Service.	Compliance	Possible	Medium	Moderate Risk

Risk Assessment of : the Department of Management

4	Focus Area:	Procurement and Contract Administration		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
1	Procurement service			Possible	High	Higher Risk
	E(i) Lack of adequate controls may result in payments being made to vendors whose contracts have expired. This may result in financial losses to the UN.	Rule 105.5 of the Financial Regulations and Rules of the UN governing Certifying Authority.	Operational	Remote	Medium	Lower Risk
	E(ii) Delays in procurement caused by the following events may impede effective and efficient delivery of programmes: <ul style="list-style-type: none"> - lack of integrated workflow system across Departments; - Procurement Service (PS) is not asked to participate in the planning stages; - required sign-off of controller; - OLA review due to UN's low appetite for risk; and - requisitioner officers do not have sufficient training on procurements policies and procedures and are not qualified to adequately address vendor's needs. . 	Majority of contracts for DFS-are systems contracts; therefore once established procurements are streamlined.	Operational	Likely	High	Higher Risk

4	Focus Area:	Procurement and Contract Administration		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(iii) Inadequate contract management may result in vendors delivering suboptimum services to the UN and circumvention of the procurement process. Increasing public scrutiny of UN procurement activities complicates the recruitment of qualified staff.	<p>Contracts have NTE thresholds which are programmed and used as limit checks. Systems contracts require action (re-bid, extension, amendment) once expenditure reaches 75%. The Mercury system used in field missions has a control that does not allow further requisitions when 75% of the NTE amount of a system contract is reached.</p> <p>For large contracts, regular meetings of representatives from PS, the vendor, and user department of the service are held to review vendor performance.</p> <p>The Information Technology Services Division (ITSD) has a dedicated contract management unit which handles contract management and administration for contracts of information technology goods and services.</p>	Operational	Likely	Medium	Higher Risk
	F(i) Lack of qualified, sufficient staff to fulfill procurement needs may impede timely procurement and compliance with procurement policies.	PS received 17 additional posts for the Procurement Reform team and other activities.	Human Resources	Possible	High	Higher Risk
	C(i) Excessive number of policies and controls around procurement process may result in non-compliance and override of such policies.		Compliance	Possible	Medium	Moderate Risk
	C(ii) The complexity of the "best value for money" concept provides the opportunity for subjective interpretation during its application. This may result in non-compliance with the concept in all procurements.	Best value for money training has been launched by PS to educate requisitioners and procurement staff, however, still more time is required for full comprehension of the concept.	Compliance	Possible	High	Higher Risk
	D(i) The need to achieve geographical balance in procurement (a requirement of the GA) may delay procurement actions and result in selecting vendors that lack the capacity to fulfill needs or do not ensure "best value for money".		Financial	Remote	Medium	Lower Risk

4	Focus Area: Procurement and Contract Administration		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	C(iii) Non-compliance with acquisition plans may result in the procurement of goods/services not needed. This could result in losses to the UN through excessive/obsolete inventory, theft and abuse.	Substantive programmes are required to prepare acquisition plans that are linked to their respective budgets.	Compliance	Possible	High	Higher Risk
	B(i) Lack of clarity in the delegation of authority to offices (e.g. DFS, DPKO) along with the inadequacy of monitoring procedures may result in non-compliance with UN Procurement and Contract Management Policies.	<p>At HQ, PS is responsible for all procurement. Delegation of Procurement Authority to DFS/missions should establish clear limits. For example, there should be no delegation of authority for the procurement of special items such as IT and pharmaceutical products. Delegation of authority for non-core items is limited to \$200K while delegation of authority for core items is \$1m.</p> <p>PS and DFS now have posts for the management of delegation of procurement authority.</p> <p>Oversight activities of OIOS and BOA are additional controls.</p> <p>Procurement staff at field missions are technically cleared by PS before recruitment by DFS. They report to CAO, however, they also deal with PS, HQ in procurement and contractual matters</p>	Governance	Possible	High	Higher Risk
	C(iv) Lack of consistency in use of vendor performance metrics may result in contracting with vendors whose performance has been assessed as poor. This may result in financial and reputational losses to the UN.	Vendors' performance assessments are performed by requisitioning offices.	Compliance	Possible	High	Higher Risk

4	Focus Area: Procurement and Contract Administration		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
II	Procurement service					
	D(ii) Liquidated damages clause and other provisions in contracts may not reflect best industry practice and may therefore result in inflated prices being paid by the UN. If liquidated damage and performance bond clauses are required in contracts, vendor may build this into price.	PS stated that it is working with OLA to make the liquidated damages clause more flexible.	Financial	Possible	Medium	Moderate Risk
	B(ii) Governance structure impedes the efficiency of procurement activities. Procurement process is lengthy and it is subject to many rules and regulations. Procurement Manual, a guidance document with 319 pages, has many detailed steps and procedures that need to be followed.		Governance	Possible	High	Higher Risk
	G(i) The use of multiple, unrelated vendor rosters within the UN may result in contracting with vendors that have been barred. This may result in financial and reputational losses to the UN.		Information Resources	Possible	High	Higher Risk
	E(iv) The absence of clear criteria in determining when to use ITB and RFB may result in inconsistent use and ineffective, inefficient procurement activities.	Best value for money training has been launched by PS to educate requisitioners and procurement staff, however, still more time is required for full comprehension of the concept.	Operational	Possible	High	Higher Risk
	E(v) Failure to implement an effective staff rotation policy may result in fraud.	Procurement staff rotation is currently informal.	Operational	Possible	High	Higher Risk
	F(i) Lack of properly trained requisitioner offices delays the procurement process.	PS plans on giving training to requisitioning offices.	Human Resources	Possible	High	Higher Risk
	E(vi) Lack of sufficient facilities to accommodate procurement staff impacts efficiency and no ability for procurement officer to carry-out routine negotiations in relative privacy.		Operational	Likely	Medium	Higher Risk

4	Focus Area: Procurement and Contract Administration		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
III	Oversight of procurement - Headquarters Committee on Contracts			Possible	High	Higher Risk
	E(i) Inadequate training of members of LCCs and monitoring of the activities of LCCs may result in non-compliance with UN procurement policies.	Training courses have been rolled out to 12 locations since September 2007 with plan to complete all locations by end of May 2008. -Internal certifications are being issued for completion. Training would increase the capacity development of staff in the field and LCC members. Training would allow faster processing of both local cases and cases referred to HQ.	Operational	Possible	High	Higher Risk
	E(ii) Complexity and lack of clarity of procurement policies may lead to misinterpretation and incorrect application by LCC.	Training courses have been rolled out to 12 locations since September 2007 with plan to complete all locations by end of May 2008. -Internal certifications are being issued for completion. Training would increase the capacity development of staff in the field and LCC members. Training would allow faster processing of both local cases and cases referred to HQ.	Operational	Possible	High	Higher Risk
	C(i) Delays in submitting cases for review by HCC creates the need for expedited approvals. This may impede a thorough review of cases by HCC and could result in financial losses to the UN.	HCC carry out a Q&A if the presentation of cases and procedures are not transparent.	Compliance	Likely	High	Higher Risk
	B(i) Inadequate delineation of the roles and responsibilities of Procurement Officers, HCC and the LCC may result in inefficiencies in procurement.	Roles and responsibilities are set in the terms of reference of each function.	Governance	Possible	Low	Lower Risk
	B(ii) Conflict of interest of members of LCC and HCC may impede objectivity in the review of procurement cases and could result in financial and reputational losses to the UN.	Members of the HCC are nominated by the various departments and appointed by the Controller. There are guidelines which must be complied with. All committee members are appointed for a 3 year term with an option for another 3 years, renewable after 1 year break.	Governance	Possible	High	Higher Risk

4	Focus Area: Procurement and Contract Administration		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	C(ii) Due to the complexity of procurement policies coupled with the increasing complexity of procurement cases, procurement officers may not be able to identify major opportunities for cost avoidance. This may result in opportunity costs to the UN.	In some cases HCC identifies and recommends areas where savings can be achieved, such as splitting an award to achieve cost saving.	Operational	Possible	Medium	Moderate Risk
	B(iii) The inability of HCC to monitor the implementation of its decisions may impede compliance with UN Procurement and Contract Management Policies.	There is a plan to develop a monitoring tool/process at some point.	Governance	Possible	High	Higher Risk
	C(iii) Inconsistencies between the documents provided to and used by the HCC in making decisions and the documents used for actual procurement may inhibit adequate oversight of the procurement function and could result in financial losses.		Compliance	Possible	High	Higher Risk
	F(i) Lack of resources impede the training of LCC members and knowledge sharing. This may hinder the efficiency and effectiveness of procurement.	HCC currently has two trainers that have participated in a "training the trainer" course to ensure consistency in providing training in HCC issues	Human Resources	Possible	High	Higher Risk
IV	Review of procurement - Headquarters Committee on Contracts			Possible	Medium	Moderate Risk
	E(i) Lack of streamlined procurement workflow for local procurement, similar to that implemented at HQ, may result in delays in procurement.		Operational	Possible	Medium	Moderate Risk
	B(i) The delegation of procurement authority to Directors of Mission Support creates the need for effective monitoring which if not performed may result in non-compliance with UN Procurement Policies.		Governance	Possible	Medium	Moderate Risk
	F(i) The lack of recognition given to HCC members for the time spent and significant number of committee tasks they are responsible for in addition to their regular duties. This may create morale issues and thus negatively impact on the quality of the HCC's decisions.	Members are nominated by their department heads for a 3 year term, with an option for another 3 years, renewable after a 1 year break.	Human Resources	Possible	Medium	Moderate Risk

4	Focus Area:	Procurement and Contract Administration		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) The increasing public scrutiny of UN procurement may lead to excessive, unnecessary documentation of procurement actions. This may further delay procurement.		Operational	Possible	Medium	Moderate Risk
	E(iii) Inadequate policies and procedures around global contract management creates risk that contracts, once procured, are not being monitored and enforced to protect the interests of the UN globally.	Mandatory training on contract management, updated and clarified procurement policies and procedures, ethics training of mission procurement staff, LCC members.	Operational	Possible	High	Higher Risk
	B(ii) Lack of strategic placement of the HCC to perform contract review process may result in lengthier procurement process.		Governance	Likely	Medium	Higher Risk
	E(iv) Lack of follow up by HCC on questions posed to presenters may allow for a procurement that should not have occurred or could have provided better value to the Organization		Operational	Possible	High	Higher Risk
	C(i) Inadequate training of the members of Local Property Survey Boards (LPSBs) may result in non-compliance with UN Financial Rules in the disposition of assets.	HQ Property Survey Board has no responsibility for LPSBs. It has done some presentations to LPSBs but no training. HCC is submitting guidelines to management on how to process property actions.	Compliance	Possible	Medium	Moderate Risk

Risk Assessment of : the Department of Management

6	Focus Area:	Information Technology Management		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	Strategic			Possible	High	Higher Risk
	<p>A(i) Since the formulation of a new Secretariat-wide ICT strategy and governance structure is still in progress, there is a risk that departments may make operational and financial ICT decisions that benefit solely their own departments. Strategic leadership of ICT is new to the UN with the creation of the CITO role. The development of a new ICT strategy is one of the key objectives of the new CITO.</p> <p>Potential risks:</p> <ul style="list-style-type: none"> a) Uncoordinated approach to the Secretariat-wide ICT strategy; b) Mismatch between Secretariat-wide and departmental strategies, which could also lead to poor value-for-money decisions and performance; c) Inconsistent approach to ICT security priorities throughout the Secretariat; and d) Duplication of acquisition and development initiatives. 		Strategy	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>B(i) The organizational details of the new CITO office, including the reporting line with DM/ITSD, DFS/CITS and the ICT components in other departments (i.e. DESA, DPI, OCHA, etc.) have not been defined yet. Reporting lines for ICT staff outside of DM fall within their departments and as a result, may not be aligned with Secretariat-wide strategic priorities and objectives.</p> <p>Potential risk(s):</p> <p>a) Unclear accountabilities for the management of ICT resources and implementation of new ICT solutions;</p> <p>b) Undefined or confusing accountability and responsibility;</p> <p>c) Misalignment between ICT solutions and the needs of the Organization; and</p> <p>d) Inadequate management of the portfolio of ICT investments.</p>	<p>In his report A/62/502, the SG requested to afford the CITO more time to “Develop the ICT governance framework...including the establishment of decision-making bodies, advisory groups, as well as the articulation of functions, authority, structure and resource requirements of the envisioned OICT...”</p> <p>In the same report the SG proposed that “...a comprehensive report on the ICT...governance framework be submitted to the General Assembly at the second part of its resumed sixty-second session.”</p>	Governance	Possible	High	Higher Risk
	<p>B(ii) There is currently no centralized authority for planning and monitoring ICT initiatives across the Secretariat.</p> <p>Responsibility for determining and controlling ICT initiatives lie with departmental managers. There is no formal procedure in support of a horizontal planning process across the Secretariat.</p> <p>Potential Risks:</p> <p>a) Lack of standardization;</p> <p>b) Diverging implementation practices and increased risk to ICT projects;</p> <p>c) Information and indicators to monitor ICT's performance not available; and</p> <p>d) Deviations in ICT plans not identified.</p>	<p>The current approach towards ICT investments is based on ITSD providing guidance and encouragement on a collaborative basis.</p>	Governance	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>A(ii) There is a disconnect between the approval of the strategic framework and the approval of funding. The approval of resources to fund the implementation of the strategic initiatives endorsed by the governing bodies is uncertain. Potential risks:</p> <ul style="list-style-type: none"> a) Inadequate and untimely allocation of resources; b) Inefficient planning; c) Inability to recruit staff with the necessary skill set; and d) Inability to initiate and complete the procurement process within reasonable timeframes. 		Strategy	Likely	High	Higher Risk
	<p>B(iii) There is a risk that with the current ICT Governance structure, all relevant stakeholders do not have adequate representation in relation to the development and support of applications and systems (i.e. OPPBA Financial Information Operations Services). Potential risks:</p> <ul style="list-style-type: none"> a) Incomplete identification of solutions b) Significant requirements discovered later, causing costly reworking and implementation delays 		Governance	Possible	High	Higher Risk
	<p>A(iii) The current ICT strategic initiatives (ERP, CRM, and ECM) do not ensure an adequate response to the critical strategic risk areas of: a) Management of time series data; and b) Data privacy.</p>	<p>The main ICT initiatives currently in progress in the Secretariat are:</p> <ul style="list-style-type: none"> - ERP to manage resources - CRM to manage services - ECM to manage un-structured information 	Strategy	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
II	Finance - ITSD			Likely	High	Higher Risk
	<p>D(i) ICT budgets for applications and services throughout the Secretariat are not integrated into one comprehensive budget proposal. ICT initiatives are included in the departmental budgets with no one office/entity responsible for consistency, standardization and monitoring. Potential Risks:</p> <ul style="list-style-type: none"> a) Ineffective and inefficient use of resources; b) Costs, benefits and risks of ICT initiatives unclear or misunderstood; c) Decisions that are not aligned with the organizations objectives; d) Under-funding; e) ICT seen as a technical and not a management issue; f) Failure to exploit ICT resources to the fullest; and g) Opportunity cost of not funding critical ICT initiatives is not clearly understood. 	<p>The benefits of ICT are well understood, but the budgeting, costing and delivery of initiatives is fragmented. The ICT Board is the central review body only for the ICT initiatives above \$200K.</p>	Financial	Likely	High	Higher Risk
	<p>D(ii) Costs of ICT may not be fully charged to user departments, resulting in a lack of transparency of ICT costs, and a risk of under-funding ICT support operations. Without central control and monitoring of budgets relating to ICT, the UN may not have a clear view of the true cost of ICT, resulting in cost inefficiencies, as departments have less incentive to minimise or manage costs relating to ITSD. Potential risks:</p> <ul style="list-style-type: none"> a) Inappropriate allocation of financial resources of ICT operations; b) Incorrect/incomplete cost information; and c) ICT value contribution not transparent. 		Financial	Likely	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>D(iii) Budget constraints may negatively impact the ability of ITSD/DM to meet business objectives. Consistent failures to meet business objectives or expectations may result in an increase of ICT expenditures outside of ITSD, resulting in an increased risk due to the use of a "shadow IT" infrastructure. Perception from outside of ITSD/DM is that they are not able to deliver and meet business needs, resulting in an increased level of ICT spending outside of ITSD/DM. Potential risks:</p> <ul style="list-style-type: none"> a) Resource conflicts b) Financial resources not aligned with the Organization's goals 		Financial	Likely	High	Higher Risk
	<p>D(iv) The length of the budget cycle and the untimely communication of available funds may impact the ability of ITSD/DM to procure services required to support strategic ICT initiatives. ITSD/DM may not be able to take advantage of supplier initiatives or comply with licence renewal requirements due to the timing of funding being available. Potential risks:</p> <ul style="list-style-type: none"> a) Loss of opportunity cost in terms of foregone contractual benefits and b) Inefficient and costly use of operational resources. 		Financial	Possible	Medium	Moderate Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>A(i) There is currently no capital budget for major ICT projects. This could result in a short term focus, and a risk that long term project objectives are not met. The lack of stable long term funding may result in a focus on "keeping the lights on" and doing the minimum required to keep operations running without the appropriate level of forward planning or strategic insight. Potential risks:</p> <ul style="list-style-type: none"> a) ICT plans inconsistent with the organisation's expectations or requirements; b) ICT plans not focused on the right priorities 		Strategy	Likely	High	Higher Risk
	<p>D(v) There is no central review of ICT budgets across the Secretariat. Departmental budgets, which contain significant sums for ICT, are managed in isolation and the ICT components may not be reviewed for consistency in the context of the UN ICT strategy. Potential risks:</p> <ul style="list-style-type: none"> a) Fragmented and inefficient allocation of resources; b) Insufficient capabilities, skills and resources to achieve desired goals; c) Strategic objectives not achieved; and d) Inappropriate priorities used for allocation of resources. 		Financial	Likely	Medium	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
III	HR - ITSD			Likely	High	Higher Risk
	<p>F(i) UN job classifications and salary scale may not reflect the realities of the market for ICT professionals. Long lead times and specific qualification requirements may reduce the ability of ITSD/DM to attract and retain the most appropriate personnel for their business needs. Turn-around time for the recruitment of ICT staff may take up to a year. Retention is problematic due to a misalignment between UN system and the current ICT market. Potential Risks:</p> <ul style="list-style-type: none"> a) Delays in recruitment; and b) Over-reliance on consultants and temporary staff. 		Human Resources	Likely	High	Higher Risk
	<p>F(ii) Skills models for ICT roles may not match the existing UN guidelines for hiring. Adherence to existing hiring policies, which require degree level education for professional level roles, may reduce the ability of ITSD/DM to attract the most appropriate individual for a given position. UN ICT job profiles are not aligned with the skills currently available in the ICT marketplace. Potential risks:</p> <ul style="list-style-type: none"> a) ICT services not supported adequately and b) Ineffective ICT solutions. 		Human Resources	Likely	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
IV	Procurement - ITDS			Likely	High	Higher Risk
	E(i) The current procurement lifecycle is not responsive and flexible enough to meet the demands of ICT purchasing within the UN. Procurement leadtimes which are longer than the industry norm may increase risk to the UN as a result of opportunities to procure services being lost (whether through vendors or loss of funding), additional costs being incurred or a potential breach of software licensing agreements. Potential Risks: a) Piecemeal development of ICT solutions; b) Duplications of procurement efforts; c) Incompatible solutions; d) Lack of integration between software and hardware solutions to ICT related needs; and e) Under or over funding.		Operational	Likely	High	Higher Risk
	E(ii) Procurement of ICT services, software and hardware may be performed outside of the control of ITSD/DM. Procurement of ICT systems may be classified as consultancy in order to bypass controls designed to detect purchases of ICT by other departments, or larger investments may be split into smaller amounts to avoid scrutiny of spending over \$200k. Uncoordinated spending may result in: a) An increased risk of diversion of standards; b) Duplication of effort; and c) Inability of the UN to gain from economies of scale.		Operational	Likely	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
V	IT - ITSD			Likely	High	Higher Risk
	B(i) ITSD/DM maintains and supports a standard infrastructure for application development. However, ITSD/DM does not have the authority to monitor and enforce compliance of these standards in other departments of the Secretariat. Potential Risks: a) Lack of common understanding of organizational and ICT priorities, leading to conflicts about allocation of resources and priorities; and b) Missed opportunities to exploit new ICT capabilities and gain efficiencies from shared skills and resources.	ITSD established a system of ICT Focal Points for each Department with the aim of creating standards based on a relationship / best endeavours.	Governance	Likely	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>B(ii) There is no central risk assessment covering all applications/systems used across the Secretariat in order to identify the most critical business applications required to support the needs of the Organization. Shadow ICT, or ICT that is acquired / managed outside of the control of ITSD/DM increases the risk of duplication of effort and data inconsistency. Similar applications may be duplicated in multiple locations with no consistency or coordination between the owners. ICT or business owners for applications are not clearly & formally defined.</p> <p>Potential Risks:</p> <ul style="list-style-type: none"> a) Information skills pertaining to the various applications/systems concentrated in specific areas of the Secretariat; b) Economies of scale cannot be achieved because of single departmental arrangements; c) Inability to maintain a consistent data architecture schema; and d) Inability to ensure adequate solutions for protection, business continuity, and disaster recovery of all critical data. 		Governance	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>E(i) Application change management for the existing enterprise system (IMIS) is a hybrid of centrally controlled processes and many locally (OAHs) managed processes and controls. A number of ancillary applications, developed and supported in the OAHs, feed data to or from IMIS, including e-Leave, treasury and procurement modules. This condition could expose the Secretariat to the risk of changes to add-ons applications impacting ICT reliability / integrity. In addition, the migration of data during the upcoming implementation of the new ERP system could be hampered by the limited knowledge and status (i.e. readiness for data migration) of the ancillary systems. Offices Away from Headquarters have developed many ancillary applications to IMIS. Due to decentralized application development outside of ITSD/DM, testing of changes to assess the impact on downstream applications is not possible centrally, but is left to each local entity to perform. This testing may not be performed on a timely or consistent manner by each entity. Potential Risks:</p> <p>a) Incorrect implementation of new solutions on the basis of</p>		Operational	Likely	High	Higher Risk
	<p>E(ii) The Information Security Policies, Procedures and Practices implemented by DM/ITSD may not be adequate to meet the needs of the data owners in other Departments of the Secretariat. The level of infrastructure / number of applications outside the direct control of ITSD/DM increases the risk that security vulnerabilities are introduced and not detected or remediated timely.</p>		Operational	Likely	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>E(iv) Continued progress towards ISO certifications in ICT Service Management and Information Security may be impacted by a lack of resources. A limited implementation of the ISO certification campaign across all duty stations may expose the Secretariat to the following potential risks:</p> <p>a) Uncoordinated ICT security governance and b) Inconsistent levels of security over data and information assets.</p>		Operational	Possible	Medium	Moderate Risk
	<p>B(ii) The current governance structure supporting the UN web site does not ensure adequate management of the security risks threatening the public internet presence of the Secretariat. Lack of clear responsibilities and resources for information security assessments and monitoring (e.g. vulnerability assessments and security monitoring of the www.un.org website) may expose the Organization to serious risks.</p> <p>Potential risks:</p> <p>a) Security breaches; b) Reputational damage; and c) Unavailability of services.</p>		Governance	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	<p>E(v) ITSD/DM has limited capability to support and service ICT applications that have been selected and implemented in other departments. The complete autonomy in the choices made by other departments with regard to ICT investments exposes the day-to-day operations of the Secretariat to serious risks.</p> <p>Potential risks:</p> <ul style="list-style-type: none"> a) Inadequate help-desk support for critical ICT applications and services b) Gaps between expectations and capabilities; c) Incompatible systems and solutions; d) Increased likelihood of problem recurrence; and e) Ineffective and inefficient use of resources. 		Operational	Likely	Medium	Higher Risk
	<p>E(iv) Procedures in place to remove former employees and contractors from ICT and Physical Access systems may not be sufficient to provide assurance that physical and logical access is removed in a timely manner once an individual has been terminated. Currently there is no adequate synchronization between the removal of access rights in both physical and logical domains.</p> <p>Potential risks:</p> <ul style="list-style-type: none"> a) Security breaches; b) Users failing to comply with security standards; and c) Incidents not solved in a timely manner. 		Operational	Possible	High	Higher Risk
VI	Property and facilities management			Possible	High	Higher Risk
	<p>E(i) Current office accommodation in New York is not sufficient for the number of ICT professionals employed. Potential risk is inefficient ICT operations.</p>		Operational	Possible	Medium	Moderate Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VII	Safety - ITSD			Likely	High	Higher Risk
	<p>E(i) The existence of ICT systems not managed by ITSD/DM increases the risk that, in the event of an incident, technology infrastructure and applications cannot be recovered in a timely fashion through existing Business Continuity arrangements. Applications and infrastructure which were not developed or procured by ITSD/DM may not be adequately backed up or have plans in place to enable recovery in a manner which meets business needs.</p> <p>Potential Risks:</p> <ul style="list-style-type: none"> a) Failure to recover ICT systems and services in a timely manner; b) Failure of alternative decision-making processes; c) Lack of required recovery resources; and d) Failed communication to internal and external stakeholders. 		Operational	Likely	Medium	Higher Risk
	<p>E(ii) Current data center arrangements are not sufficient to fully support the business requirements for recovery in the event of an incident. The Secretary General's report A/62/477, "Information and communications technology security, disaster recovery and business continuity for the United Nations", presented a detailed proposal for a global operational framework for information and communications technology (ICT) security, business continuity and disaster recovery. Pending the approval of the SG report by the General Assembly, the Secretariat is exposed to following risks:</p> <ul style="list-style-type: none"> a) Unavailability of critical ICT resources b) Increased costs for continuity management c) Prioritisation of services recovery not based on organizational needs 		Operational	Possible	High	Higher Risk

6	Focus Area: Information Technology Management		Possible	High	Higher Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(iii) Current contingency arrangements may not support the restoration of email (Blackberry) services in the same timeframe as other business applications and infrastructure. This presents a risk based on the criticality of email to the UN, with it being considered one of the most critical business applications. Potential Risk is failure to recover the organization's critical systems and services in a timely manner		Operational	Likely	High	Higher Risk

Risk Assessment of : the Department of Management

9	Focus Area:	Property and Facilities Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	Organizational structure			Possible	High	Higher Risk
	B(i) Lack of substantive, full-time heads of organizational units such as the Office of Central Support Services (OCSS) may impede the implementation of its mandated activities. For example, OIOS was informed that OCSS has been without a full-time ASG for more than two years.	The Facilities and Commercial Services Division (FCSD) is headed by a Director at the D-2 level. As of the time of this risk assessment, the Director of FCSD reported to the Director of the CMP.	Governance	Possible	High	Higher Risk
	B(ii) The lack of appropriate structures for the Facilities Management Service (FMS) may result in suboptimum services to substantive programmes and reduce the profitability of revenue generating activities such as the postal service, catering service, and garage administration. If a unit is not assigned to a division where the appropriate expertise/skills exist at the director's level, that unit might not be provided with adequate supervision. OIOS was informed that the Garage Administration, which is a revenue generating activity, is part of the Facilities Management Service Division while the Archiving and Records Unit, which generates no revenue, is located in the Commercial Activities Service.		Governance	Possible	High	Higher Risk
II	Safety and health			Possible	High	Higher Risk
	F(i) The increasing demand for space as a result of the growth of the Secretariat (e.g. two new departments - DFS and DSS were created in the past two years) and the simultaneous execution of the CMP may result in compromised safety and health of staff and representatives of Member States.	According to FCSD, internal expertise exists which are used for ensuring that the highest standards for safety and health are adhered to.	Human Resources	Possible	High	Higher Risk

9	Focus Area: Property and Facilities Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	F(ii) Lack of adequate resources may result in suboptimum maintenance of facilities, which could endanger the safety and health of staff and representatives of Member States.	New York State and Federal codes govern. The DM-administered budgetary process empowers substantive programmes (i.e. FCSD) to prepare the initial cost estimates based on GA approved strategic framework, budget outlines and OPPBA-issued instructions. The Regulations and Rules Governing Programme Planning, the Programme Aspect of the Budget, the Monitoring of Implementation and the Methods of Evaluation and Financial Regulations and Rules of the UN govern the budgetary process.	Human Resources	Possible	High	Higher Risk
III	Contract management			Possible	High	Higher Risk
	E(i) Lengthy contracting process may result in the loss of required services.	The UN Procurement and Contract Management Policies govern.	Operational	Possible	High	Higher Risk
	E(ii) The lack of adequate contract management procedures may result in suboptimum services being provided to the UN, delays in initiating renewal and/or re-bidding processes, excessive cost to the UN, and non-compliance of vendors with contracts. Contracts may be extended more often than originally anticipated thereby creating a dependency on one supplier, or compromising competition.	The UN Procurement and Contract Management Policies govern. For most contracts, regular meetings are held involving the Procurement Service, FCSD and the contractor. These meetings are used to assess implementation of contracts and compliance by contractors.	Operational	Possible	High	Higher Risk
IV	Provision of facility management services to substantive programmes			Possible	High	Higher Risk
	E(i) Lack of adequate systems and procedures for effectively and efficiently managing substantive programmes' needs for facilities may impede the delivery of mandates.	FCSD stated that it was planning to develop a customer relationship management system soon.	Operational	Possible	High	Higher Risk

9	Focus Area: Property and Facilities Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) Lack of adequate resources may result in the requirements of substantive programmes not being met.	The DM-administered budgetary process empowers substantive programmes (i.e. FCSD) to prepare the initial cost estimates based on GA approved strategic framework, budget outlines and OPPBA-issued instructions. The Regulations and Rules Governing Programme Planning, the Programme Aspect of the Budget, the Monitoring of Implementation and the Methods of Evaluation and Financial Regulations and Rules of the UN govern the budgetary process.	Operational	Possible	High	Higher Risk
V	Business continuity management			Possible	High	Higher Risk
	A(i) Due to the lack of a comprehensive business continuity and disaster recovery plan/strategy, the UN may lose operating capacities in the event of a disaster.	The Business Continuity Management Unit was established in 2007 with two professional staff and one GS staff. It is responsible for preparedness planning for influenza and business continuity.	Strategy	Possible	High	Higher Risk
	D(i) Lack of adequate funding may impede business continuity management. In 2007, the Business Continuity Management Unit was funded through the SG's Discretionary Fund.	The SG proposed a policy for pandemic influenza and business continuity planning for the approval of the GA. Requirements for funding will be based on an approved policy. The Unit is expected to use focal points, on a part-time basis, in each participating UN agency and department of the Secretariat.	Financial	Possible	High	Higher Risk

9	Focus Area: Property and Facilities Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	B(i) The absence of clearly defined governance/policy framework may impede effective business continuity and disaster recovery management.	<p>The Business Continuity Management Unit was established in 2007. It is currently part of OCSS and reports to the Director of FCSD.</p> <p>The activities of the unit currently fall under the purview of two bodies - i.e. Crisis Operations Group (COG) and Senior Emergency Planning Team (SEPT).</p> <p>The SG proposed policies for business continuity planning to the GA.</p>	Governance	Possible	High	Higher Risk
	E(i) Inability to maintain confidentiality of business continuity plans may hinder the effectiveness of business continuity management. Risk of balancing confidentiality with making sure UN employees have the information they need in case of emergency.	The Business Continuity Management Unit was established in 2007. It has two professional staff and one GS staff. The Chief of the Unit was recruited towards the end of 2007. It is responsible for preparedness planning for influenza and business continuity.	Operational	Possible	High	Higher Risk
	E(ii) UN procurement policies may not allow stand-by vendor agreements that will be necessary for effective business continuity management.	<p>The UN Procurement and Contract Management policies are used.</p> <p>Critical vendors have been identified.</p>	Operational	Possible	High	Higher Risk
	B(ii) Lack of coherence and coordination within the UN Secretariat may impede effective business continuity management.		Governance	Possible	High	Higher Risk
VI	Asset Management			Possible	Medium	Moderate Risk
	D(ii) Large scale relocation of assets as a result of the CMP may result in loss/damage of assets.	<p>The UN asset management policies govern the physical relocation and disposal of assets.</p> <p>Artworks are to be covered by the General Contractor's insurance policies.</p>	Financial	Possible	Low	Lower Risk

9	Focus Area: Property and Facilities Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) Inadequate and ineffective information systems' support may diminish the safeguarding of assets.	DM has delegated asset management activities to substantive programmes. According to FCSD, a new asset management system, which interfaces with the Procurement System, was implemented in 2003. As part of the implementation of the system, a physical inventory was conducted. A different system called Galileo is used by peacekeeping and political missions for asset management.	Operational	Possible	Medium	Moderate Risk
	D(iii) Inadequate inventory management practices may result in excessive/obsolete stocks, fraud, waste and abuse of all categories of assets. This may have a negative impact on the reputation of the United Nations. Assets in stores may not be properly safeguarded resulting in theft, fraud, waste or abuse.	(a) DM has delegated asset management activities to substantive programmes. According to FCSD, a new asset management system, which interfaces with the Procurement System, was implemented in 2003. As part of the implementation of the system, a physical inventory was conducted. A different system called Galileo is used by peacekeeping and political missions for asset management. (b) FCSD maintains stocks of each type of item. Stocks are replenished periodically taking into consideration past consumption rates.	Financial	Likely	Low	Moderate Risk
	C(i) The lack of a proper change management procedures may result in inaccurate financial reporting under IPSAS.	The IPSAS project team is expected to provide leadership and guidance in IPSAS readiness.	Compliance	Likely	Medium	Higher Risk
	E(iii) The absence of adequate, effective and efficient records retention policies may result in unnecessary documents being archived and the possible loss of valuable records including the records of peacekeeping missions due to inadequate resources. Many of the records are still hard copy and have not been transferred into an electronic format.		Operational	Possible	High	Higher Risk

9	Focus Area:	Property and Facilities Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
VII	Postal Administration		Financial	Possible	Medium	Moderate Risk
	D(i) Inadequate systems of accounting and reporting may impact the reliability and integrity of financial reporting by the United Nations Postal Administration.	UNPA anticipates that the ERP will improve its accounting and reporting. Financial reports are prepared by Postal and certified by the Accounts Division and audited by the UN Board of Auditors.	Financial	Possible	Low	Lower Risk
	D(ii) Inadequate controls over the procurement and inventory of artwork used on stamps may result in fraud and financial losses to the UN.		Financial	Possible	Low	Lower Risk
	D(iii) Inadequate controls over the issuance of discounts and commissions may result in financial losses to the United Nations.		Financial	Possible	Low	Lower Risk
	D(iv) Stamps purchased as collection items may be used later resulting in additional liabilities not previously foreseen. Contingent liabilities may not be determined and reported due to limitation in the United Nations System Accounting Standards.	UNPA explained that currently stamps sold as collection items are cancelled in order to prevent their use in the postal system. However, it is not clear if all stamps previously sold before the new system was implemented have been accounted for.	Financial	Possible	Low	Lower Risk
	D(v) Lack of a regular budget may impede the activities of the UNPA.	The UN Postal Administration is a revenue generating, self-financing activity. However, certain posts are funded by the regular budget.	Financial	Possible	Low	Lower Risk
	D(vi) Implementation of the CMP project may result in loss of revenue from stamps as post office may not be available.	Stamps are also sold in Geneva, Vienna and New York.	Financial	Possible	Low	Lower Risk
VIII	Travel management			Possible	Medium	Moderate Risk
	E(i) Restrictive visa requirements by Member States for different nationalities may create difficulties in obtaining visas for official travel of UN staff. This may in turn impact on the delivery of programmes.	There is a Convention on Privileges which requires member states to facilitate the travel of UN staff.	Operational	Remote	High	Moderate Risk

9	Focus Area: Property and Facilities Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	E(ii) Due to the elevated security risk associated with traveling, travel arrangements for UN staff and officials may not be efficient and economical. Inability to make efficient travel arrangements due to constant changes in countries' legislation, availability of flights (e.g. no more than 5 UN officials may be put on the same flight and no more than 30 UN staff may be put on the same flight).	Coordination between different offices to make travel as efficient as possible.	Operational	Possible	Medium	Moderate Risk
	D(i) The large size and continued usage of the travel contract with the American Express (AMEX) may represent a reputational risk to the UN as a monopoly contract. Monopoly by travel agency - AMEX could drive prices up.	According to FCSD, the AMEX contract is benchmarked against the private sector and is re-bid regularly. It conforms to industry best standards.	Financial	Possible	High	Higher Risk
	E(iii) Inadequate controls over the issuance, renewal and disposal of the UN laissez passers (UNLPs) throughout the UN System may result in fraud and abuse and thus result in serious reputational damage to the United Nations.	The UN is required to comply with International Civil Aviation Organization standards.	Operational	Possible	High	Higher Risk
IX	Overseas construction		Financial	Possible	Medium	Moderate Risk
	D(i) Delays in completing construction projects may result in cost overruns as overseas constructions projects may have difficulties finding qualified contractors.	The United Nations Procurement and Contract Management Policies govern overseas construction activities. FCSD has a unit specifically dedicated to the management of overseas construction activities. This unit works with UN officials at the duty stations where the construction work is being performed.	Financial	Possible	Medium	Moderate Risk
X	Garage Administration			Possible	Medium	Moderate Risk
	E(i) Ineffective security arrangements for the UN garage may result in security violations and hence endanger the lives of staff and representatives of Member States.		Operational	Possible	High	Higher Risk

9	Focus Area: Property and Facilities Management			Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	D(i) Inadequate accounting and reporting controls at the UN garage may result in loss of revenue.	The garage serves UN officials but also generates revenue. Permits are issued to staff in accordance with established procedures and payments are made through payroll deductions. There are temporary parking spaces for which fees are collected at the gates. The garage is patrolled daily to prevent parking violations. Parking violators are fined.	Financial	Possible	Low	Lower Risk
XI	Human resources management			Possible	Medium	Moderate Risk
	F(i) The absence of a competitive remuneration package for specialized skills (e.g. trades and crafts) may result in difficulties in recruitment and high staff turnover.	The United Nations Human Resources management policies and practices are followed.	Human Resources	Possible	Medium	Moderate Risk
	F(ii) Implementation of a mandatory mobility policy may increase the need for and cost of training new staff. A steep learning curve may impede the efficient effective delivery of programmes.	The UN Human Resource management policies and practices are followed.	Human Resources	Possible	Medium	Moderate Risk
XII	Mail and pouch			Possible	Low	Lower Risk
	D(i) The lack of adequate funding to compensate for the rising cost of fuel may reduce mail/pouch operations and thus impact programme delivery.	The UN budgetary policies and procedures apply. The budgetary process is led by the Programme Planning and Budget Division of OPPBA and relies on the collaborative efforts of substantive programmes (i.e. FCSD) to adequately budget for programmes' needs.	Financial	Possible	Low	Lower Risk
	E(i) Inadequate controls over the processing of mail/pouch may result in abuse and fraud. This could impact the reputation of the UN particularly when banned items are moved through the mail/pouch system.	Handling procedures for mails/pouch.	Operational	Possible	High	Higher Risk

9	Focus Area: Property and Facilities Management		Possible	Medium	Moderate Risk	
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
XIII	Special services		Financial	Possible	Low	Lower Risk
	D(i) Implementation of the CMP project may result in loss of revenue from catering service, news stand, visitor programme, and gift shop and other revenue generating activities. From 2009 to 2011, the UN building will be remodeled. Due to this, the following situations may occur: service providers will not wish to continue working with the UN, the gift shop may need to be closed, the dining room will not be fully used visitors will be minimized.		Financial	Possible	Low	Lower Risk

Focus Areas

Focus areas are the key standard processes that are typically found in United Nations operations. These are categories established by the risk assessment framework to facilitate understanding and communicating common processes or functions within the Organization (common language). They are based on a categorization of objectives, using a hierarchy that begins with high-level objectives and then cascades down to objectives relevant to organizational units, functions, or business processes. The IAD risk assessment framework has identified eleven focus areas as follows:

- 1 Strategic Management and Governance
- 2 Financial Management
- 3 Human Resources Management
- 4 Procurement and Contract Administration
- 5 Logistics Management
- 6 Information Technology Management
- 7 Programme and Project Management
- 8 Conference and Documents Management
- 9 Property and Facilities Management
- 10 Safety and Security
- 11 Other areas (for areas not included in 1 to 10)

Each focus area may be broken down into sub-focus areas. Examples of sub-focus areas are listed below.

No.	Focus Areas	Examples of Sub Focus areas relating to principal focus
1	Strategic Management and Governance	Strategic planning and monitoring, Mandate and mission, Organizational structure and functions, Start up planning, Liquidation planning, Risk management, Policies and procedures, Governing/Legislative bodies, High level committees, Top level offices.
2	Financial Management	Accounting and financial reporting, Results-based Budgeting, Cash management, Treasury, Contributions, Fund raising, Payroll
3	Human Resources Management	Recruitment, Training, Conduct and discipline, Entitlements and allowances, Performance appraisal system and Medical Services, Use of short term staff (consultants, gratis personnel etc
4	Procurement and Contract Administration	Procurement planning, Procurement process, Local contracts committee, Administration of major contracts such as for fuel, rations, airfield services, medical supplies etc.
5	Logistics Management	Travel services, Transport operations, Air operations, Movement control, Fleet Management and Maintenance
6	Information Technology Management	Management of ICT infrastructure, software development, Communications services, ICT operations, Business continuity and disaster recovery, IT Security
7	Programme and Project Management	Management of programmes such as Rule of Law, Human Rights, Child Protection, Public Information, Disarmament , Demobilization and Reintegration, Mine action, Protection of Civilians, Military and Civilian Police operations, and Logistics; Management of projects such as technical cooperation and quick impact projects
8	Conference and Documents Management	Records management, Publications, Editorial services, Conference management, Translation and interpretation services, Web sites
9	Property and Facilities Management	Management of office premises and facilities, Contingent-owned equipment, Expendable and non-expendable property, Building Services, Inventory management, Local Property Service Board
10	Safety and Security	Security of UN staff and installations, Contingency planning, Evacuation procedures and drills, Occupational safety
11	Other areas	This is for illustration purposes only and is not a comprehensive audit and is included for any other focus areas not specified in 1-10. This may include general office administration, executive offices and common services etc.

Risk Categories

Risk categories are common concerns or events, grouped together by the type of risk that will result.

The seven (7) risks used in OIOS Risk Assessment methodology is as follows:

- A. Strategy
- B. Governance
- C. Compliance
- D. Financial
- E. Operational
- F. Human Resources
- G. Information Resources

No.	Risk Category	Description
A	Strategy	Impact on mandate, operations or reputation arising from inadequate strategic planning, adverse business decisions, improper implementation of decisions, a lack of responsiveness to changes to the external environment, or exposure to economic or other considerations that affect the Organization's mandates and objectives.
B	Governance	Impact on mandate, operations or reputation as a result of failure to establish appropriate processes and structures to inform, direct, manage and monitor the activities of the Organization toward the achievement of its objectives. Includes attributes such as leadership, tone at the top, and promotion of an ethical culture in the Organization.
C	Compliance	Impact on mandate, operations or reputation from violations or non-conformance with, or inability to comply with laws, rules, regulations, prescribed practices, policies and procedures, or ethical standards.
D	Financial	Impact on mandate, operations or reputation resulting from: failure to obtain sufficient funding, funds being inappropriately used, financial performance being not managed according to expectations, or financial results being inappropriately reported or disclosed.
E	Operational	Impact on mandate, operations or reputation resulting from inadequate, inefficient or failed internal processes that do not allow operations to be carried out economically, efficiently or effectively.
F	Human Resources	Impact on mandate, operations or reputation resulting from a failure to develop and implement appropriate human resources policies, procedures and practices to meet the Organization's needs.
G	Information Resources	Impact on mandate, operations or reputation resulting from failure to establish appropriate information and communication systems and infrastructure so as to efficiently and effectively.

Risk Assessment Ratings

The OIOS Risk Assessment Framework evaluates the likelihood of the risk occurring and the impact it will have if it occurs.

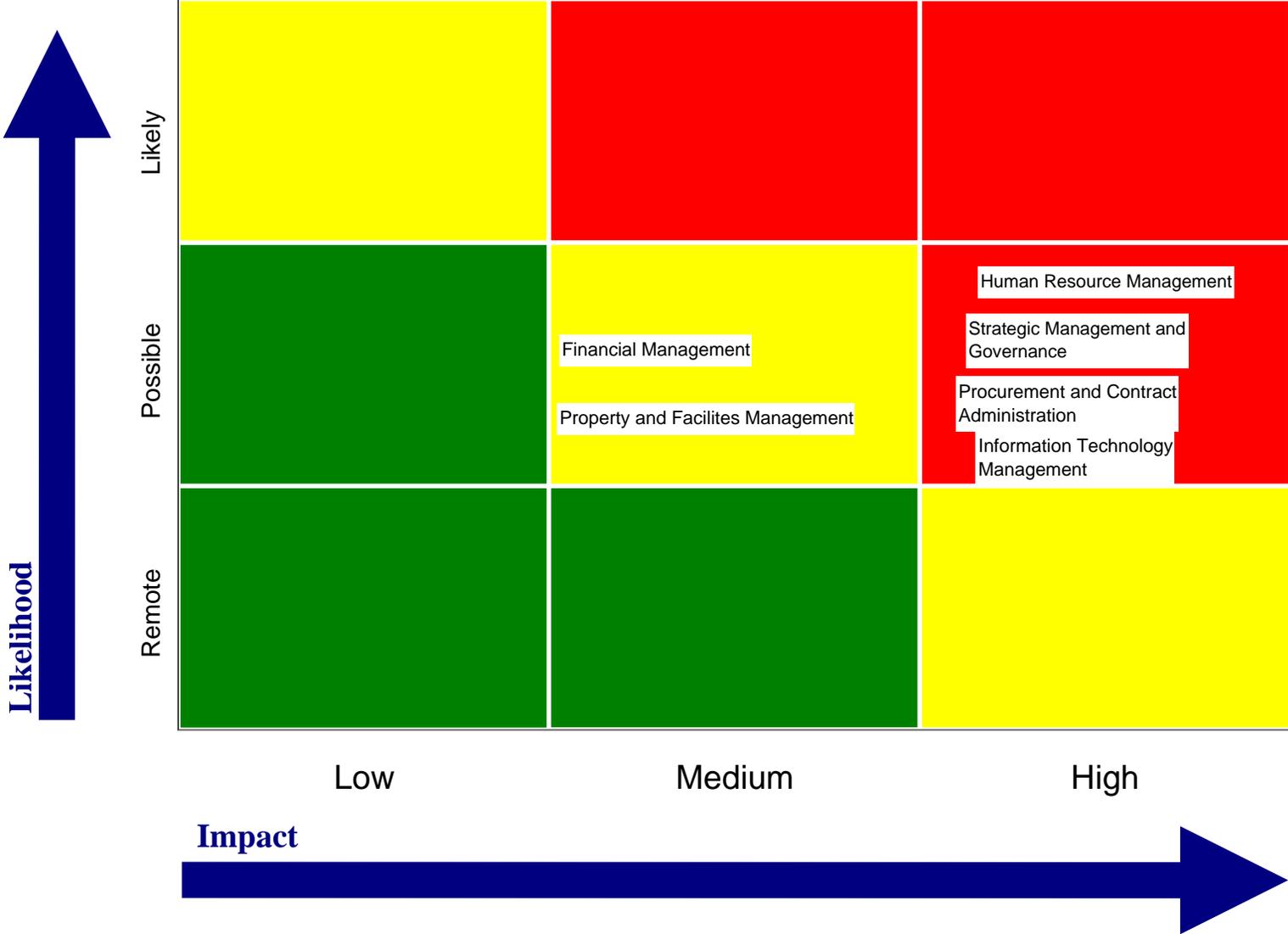
Based on the assessment of the two factors an overall risk rating is derived indicating whether the risk of a focus area is High, Moderate or Low. The ratings used is show below:

Risk Likelihood	
Likely	Conditions within our environment indicate that an event is expected to occur in most circumstances
Possible	Conditions within our enviroment indicate that an event will probably occur in many circumstances
Remote	Conditions within our environment indicate that an event may occur at some time

Risk Impact	
High	Serious impact on operation, reputation, or funding status
Medium	Significant impact on operations, reputation, or funding status
Low	Less significant impact on operations, reputation, or funding status

Overall Risk Combinations Impact and Likelihood	
Higher Risk	The identified issue represents the following likelihood and impact combinations: <ul style="list-style-type: none"> Likely and high Likely and medium Possible and high
Moderate Risk	The identified issue represents the following likelihood and impact combinations <ul style="list-style-type: none"> Likely and low Possible and medium Remote and high
Lower Risk	The identified issue represents the following likelihood and impact combinations <ul style="list-style-type: none"> Possible and low Remote and low Remote and medium

RISK SUMMARY PROFILE (Focus Area)



RISK SUMMARY PROFILE (Sub Focus Area)

