



OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

RISK ASSESSMENT

Office for Disarmament Affairs

13 May 2008

Assignment No. AN2007/530/01

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

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

TO: Mr. Sergio de Quiroz Duarte, High Representative for
A: Disarmament Affairs
Office for Disarmament Affairs

DATE: 13 May 2008

REFERENCE: IAD: 08- *01315*

for William Petersen
FROM: Dagfinn Knutsen, Director
DE: Internal Audit Division, OIOS

SUBJECT: **Assignment No. AN2007/530/01- Risk Assessment of the Office for Disarmament Affairs**

OBJET:

1. I am pleased to present OIOS' risk assessment of the Office for Disarmament Affairs for your information. While we do not require a formal response to this report, you are welcome to discuss any of the issues raised further.

2. OIOS encourages the Office for Disarmament Affairs to use the results of this risk assessment to put in place appropriate risk mitigation measures. OIOS will update the risk assessment periodically, based on subsequent audits or additional information obtained.

3. I take this opportunity to thank the management and staff involved in the risk assessment for the assistance and cooperation provided to the project team in connection with this assignment.

cc: Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Maria Gomez Troncoso, Officer-in-Charge, Joint Inspection Unit Secretariat
Mr. Jonathan Childerley, Chief, Oversight Support Unit, Department of Management
Mr. Byung-Kun Min, Programme Officer, OIOS

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).

CONTACT INFORMATION

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PARTICIPANTS

The OIOS risk assessment team conducted workshops and interviews with the following staff members of the Office for Disarmament Affairs to gain an understanding of existing organizational relationships, risks, controls and process issues.

Table 1: List of participants

Focus Area	Name and Functional Title
Strategic Management and Governance Human Resources Management Conference and Documents Management Property and Facilities Management	Mr. Sergio de Queiroz Duarte, High Representative for Disarmament Affairs Ms. Hannelore Hoppe, Director and Deputy to the High Representative Mr. Ioan Tudor, Special Assistant to the High Representative Ms. Florence Lee, Special Assistant to the Director Mr. John Ennis, Executive Officer
Financial Management and Human Resources Management	Mr. John Ennis, Executive Officer (New York) Ms. Vivian Njume-Ebong, Administrative Assistant (Geneva)
Information Technology Management	Mr. Michael Cassandra, Chief of Branch Mr. Tam Chung, Political Affairs Officer Ms. Sarada Ravinuthala, Acting Associate Computer Information Systems Officer
Logistics Management Programme and Project Management	<p><u>Conventional Arms Branch</u></p> <p>Ms. Pamela Maponga, Officer-in-Charge and Senior Political Affairs Mr. Nazir Kamal, Senior Political Affairs Officer Mr. Antonio Evora, Political Affairs Officer Mr. Hideki Matsuno, Political Affairs Officer Mr. Takashi Mashiko, Project Coordinator</p> <p><u>Weapons of Mass Destruction Branch</u></p> <p>Ms. Gabriele Kraatz-Wadsack, Chief of Branch Mr. Thomas Markram, Senior Political Affairs Officer Mr. Curtis Raynold, Political Affairs Officer Ms. Myrna Peña, Political Affairs Officer</p>

Focus Area	Name and Functional Title
	<p data-bbox="932 237 1300 268"><u>Regional Disarmament Branch</u></p> <p data-bbox="932 302 1435 396">Ms. Agnès Marcaillou, Chief of Branch Mr. Xiaoyu Wang, Senior Political Affairs Officer</p> <p data-bbox="932 405 1435 533">Mr. Pericles Gasparini Alves, Director of UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean</p> <p data-bbox="932 541 1435 604">Ms. Melanie Régimbal, Deputy Director of the Regional Centre</p> <p data-bbox="932 613 1435 707">Mr. Ivor Fung, Director of UN Regional Centre for Peace and Disarmament in Africa</p> <p data-bbox="932 716 1435 779">Ms. Carina Van Vliet, Associate Political Affairs Officer</p> <p data-bbox="932 812 1435 875"><u>Conference on Disarmament Secretariat and Conference Support Branch (Geneva)</u></p> <p data-bbox="932 909 1435 972">Mr. Tim Caughley, Chief of Branch and Deputy Secretary-General</p> <p data-bbox="932 980 1435 1108">Mr. Jerzy Zaleski, Senior Political Affairs Officer and Coordinator of the UN Programme of Fellowship on Disarmament</p>

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 Resources Management iii. Programme and Project Management iv. Information Technology Management	Higher Risk
i. Financial Management ii. Logistics Management	Moderate Risk
i. Property and Facilities Management ii. Conference and Documents Management	Lower Risk

RISK REGISTER

Risk Assessment of : Office for Disarmament Affairs (ODA)

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	<p>Mandate and Mission</p> <p>A (i) A broad range of mandates may not be achievable within existing resources. The Office may accept more and more requests from the Member States without properly evaluating the capacity of the Office to fulfill such requests within its limited resources leading to a mismatch of resources and the mandate thereby leading to a perception of the Office's inability to effectively carry out its mandate.</p> <p>A(ii) Inability to achieve success due to the lack of political will of certain countries on treaties involving disarmament. Failure of Member States to reach consensus in all areas of disarmament and non-proliferation in all its aspects could reflect on the reputation of ODA.</p> <p>A (iii) Diminished productivity due to inaction or lack of response by Member States to comply with their own requests to ODA to compile data which also results in increasing ODA's workload.</p>	<p>Additional resources have been requested but were not approved.</p> <p>The structure of the office has recently been changed to fulfill the mandate more effectively but ODA's mandate is very broadly stated and the achievement of its mandate is dependent on the political will of the Member States. The Secretary-General has tried to reinvigorate disarmament issues in order to increase the political will of Member States by having the Office of the High Representative directly reporting to the Secretary-General.</p> <p>ODA circulates questionnaires to Member States based on their requests to compile data but has to follow up with a lot of reminders in order to obtain the information.</p>	Strategy	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	Overall Risk
	<p>E (i) Duplication of efforts or differences in approach on the same subject, between the various entities, due to the lack of adequate coordination and information-sharing by ODA with other UN departments, UN system entities, intergovernmental bodies, and non-governmental organizations, especially on emerging and cross-cutting disarmament-related issues.</p>	<p>ODA's annual work plans take into consideration the mandates of other entities.</p>	Operational	Likely	Higher Risk
	<p>E (ii) Programme of Work may not be aligned with the mandate leading to failure to achieve ODA's objectives and ineffectiveness.</p>	<p>ODA works closely with United Nations Institute for Disarmament Research (UNIDIR) and uses the work of UNIDIR. ODA is the focal point for coordination of small arms which comprises 16 offices that deal in small arms. There is also the intergroup agency on mine action.</p>			
	<p>E (iii) Excessive ad-hoc requests from Member States and other stakeholders, may strain limited resources and lead to undue workloads and under-achievement of Programme of Work.</p>				
	<p>D (i) ODA's dependence on external financial resources to fund its extra-budgetary needs (which represent about 18% of its activities), may lead to failure of some programme objectives.</p>		Financial	Possible	Moderate Risk
	<p>D (ii) Non-achievement of objectives and inefficiencies in the functions of the regional offices because of excess time and resources being allocated to fundraising activities by regional offices to support field-based projects.</p>				

1	Focus Area:	Strategic Management and Governance	Possible	High	Higher Risk
	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
No	F (i) Strategic direction and planning for the office as well as continuity is adversely affected by the high turnover at the senior management level as it does not allow for a gestation period to allow each leader to implement their vision.	The current leadership of ODA has been in place for 6 months. Prior to this there were frequent changes at the USG level (4 USGs in 6 years).	Possible	Medium	Moderate Risk
	B (i) Overlaps and duplication of work (For example, both the Conventional Arms Branch and Geneva Branch deal with certain aspects of small arms and light weapons) could result in a lack of adequate definition of roles and responsibilities and division of duties amongst the branches.	Areas of overlap and redundancy between the work of the branches are being identified through the workplans of the branches.	Possible	High	Higher Risk
	B (ii) Regional Centres losing their relevance due to a lack of the review of their funding, communication, logistics and regional needs.	The establishment of the regional centres was mandated by the General Assembly.			
II	Control Environment		Possible	High	Higher Risk
	E (i) Small management structure of the office may lead to inadequate monitoring of the programme of work.	Work plans are monitored by management through IMDIS.	Possible	Medium	Moderate Risk
	G (i) ODA's reputation may be adversely affected by the failure of major conferences to meet the set objectives.	ODA's success is dependent on political will of the Member States.	Possible	Medium	Moderate Risk
	A (i) Loss of credibility of ODA as the annual conference on disarmament may be perceived by certain Member States and other stakeholders given the fact that no major milestones have been achieved in the last 10 years.		Possible	High	Higher Risk
	A (ii) Redundancy and irrelevance of ODA due to Member States not complying with conventions and treaties on disarmament and non-proliferation.	ODA's primary role is advocacy and it arranges conferences to involve member states in discussions on these subjects.	Possible	High	Higher Risk

1	Focus Area:	Strategic Management and Governance	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
	B (i) Weak tone at the top due to senior management not being control-conscious.	The Executive office's responsibility is to help the management in adhering to the rules.	Possible	High	Higher Risk
III	<p>Outreach and Dissemination</p> <p>G (i) Failure to meet ODA's outreach and advocacy objectives due to inadequate definition of target audience for disarmament objectives and due to limited resources.</p> <p>G (ii) Inadequate publishing of ODA's achievements could minimize its opportunities for positive reputation-building.</p>	<p>The Monitoring, Database and Information Branch of ODA monitors hits to the website as well as updates the website on a frequent basis. The website is used as a tool to reach a broad audience. There is also an email listing of users.</p>	Possible	Medium	Moderate Risk
	A (i) Failure to build and nurture critical relationships with Member States may result in non achievement of ODA's objectives. For example, when the Member States request for certain activities to be carried out and subsequently ODA receives a low rate of cooperation from the Member States themselves, ODA is viewed as ineffective in achieving those goals.	Staff are assigned to follow up on a constant basis with the Member States to ensure a high response rate to surveys, questionnaires, and other activities requiring the participation of Member States.	Remote	Low	Lower 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
IV	<p>Organizational Structure and Functions</p> <p>B (i) Current structure may not be optimal for efficiency or adequate to deliver mandate in an effective manner.</p> <p>B (ii) Activities of ODA may not be properly integrated and coordinated with that of other United Nations bodies involved in disarmament. e.g. DPKO, IAEA, etc.</p> <p>B (iii) Duplication of functions and activities between Geneva and New York leading to inefficient use of resources.</p> <p>B (iv) Lack of cooperation between the branches due to competition for resources may lead to disintegration of programme delivery and breakdown in control environment.</p> <p>B (vi) Lack of integrated work plans between the various branches may lead to wasted resources, ineffective delivery of mandate, mistrust between the branches and other kinds of conflicts.</p>	<p>Currently approximately 80 per cent of ODA's resources are concentrated at Headquarters with 20 per cent allocated to field activities.</p> <p>ODA prepares work plans on an annual basis.</p>	Governance	Possible	Medium	Moderate Risk
V	<p>Cross-Functional Coordination</p> <p>A (ii) ODA's work at the regional level in Asia may become irrelevant due to concentration of headquarters-based activities in New York and Geneva.</p> <p>A (iii) A lack of coordination between various departments and UN agencies working on disarmament issues may lead to duplication of activities within the UN.</p>	<p>ODA has a regional office in Kathmandu (now operating out of New York).</p> <p>Areas of operation of the various UN departments and UN system organs are defined by their mandates deriving from their governing bodies.</p>	Strategy	Possible	High	Higher Risk

1	Focus Area:	Strategic Management and Governance	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
	B (i) Inadequate communication between New York and Geneva may lead to fragmented implementation of Programme of Work. There is an inherent risk in operating two offices from different locations.	Communications are maintained and meetings held regularly to ensure uniformity between the offices to reduce the risk and avoid duplication, differences in work ethics and commonality of goals.	Possible	Medium	Moderate Risk
	E (i) Duplication of functions and activities between Geneva and New York leading to inefficient use of financial resources.	As a result of regular meetings and correspondence between Headquarters, Geneva, and the Regional Centres, there is a constant cross-fertilization of information and ideas.	Likely	Medium	Higher Risk
VI	Governance		Likely	Medium	Higher Risk
	B (i) ODA may be wrongly perceived as overstepping its supportive role on disarmament and non-proliferation issues by some Member States, thus, leading to antagonism and lack of cooperation with disarmament stakeholders.	ODA's relations with the various stakeholders helps it to determine the public perception and the level of cooperation it receives from these stakeholders. Currently, these relations are deemed to be excellent by way of the fact that the Office receives strong cooperation from Member States. ODA, therefore, will be tasked with maintaining strong relations with Member States in the future to ensure its success.	Possible	Medium	Moderate Risk
	E (i) Branch workplans, or individual PAS goals, may not be coherent with overall Programme of Work, thus, leading to ineffective delivery of ODA's mandate.	The workplans of each of the branches are derived from the overall mandate of the Office. Individual staff members' workplans are derived from the workplans of the branch.	Remote	Medium	Lower 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
	<p>B(i) The Advisory Board may not be sufficiently independent to provide strategic guidance to ODA.</p> <p>B (ii) Composition and qualifications of the Advisory Board may not be adequate to maintain balanced oversight and input to the strategic direction of ODA.</p> <p>B(iii) The Advisory Board may not adequately carry out its oversight responsibilities in order to guide ODA in the effective delivery of its mandate.</p> <p>B(iv) The Advisory Board may not be sufficiently empowered to affect change in the strategic direction of ODA, thus, leading to ineffective oversight.</p>	<p>The Advisory Board is an independent oversight body that reports directly to the Secretary-General. The members, who are appointed by the Secretary-General, comprise of experts in various aspects of disarmament. The Board meets twice yearly to discuss disarmament issues and report to the Secretary-General.</p>	Governance	Possible	Medium	Moderate Risk
VII	<p>Strategic Planning and Monitoring</p> <p>E (i) Insufficient direction, allocation and coordination of work from Senior Management may lead to overlaps between the branches; inefficient use of resources may occur as a result.</p> <p>E (ii) Inefficient use of resources between headquarters and regional offices - For example, the Headquarters branches may plan field-based activities without involving regional offices and this may lead to the lack of optimal use of financial, staff, or knowledge resources.</p>	<p>Controls are put in place to ensure smooth transitioning of the Office from the status quo to new structures, emerging roles, and changes in key personnel. This includes change management controls. Care is being taken to ensure that changes in senior management do not have an adverse impact on the strategic direction and leadership of the Office.</p>	Operational	Possible	High	Higher Risk

1	Focus Area:	Strategic Management and Governance	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
	<p>A (i) Inadequate prioritization or lack of prioritization of activities may lead to inefficient or ineffective use of resources and efforts.</p> <p>A (ii) Involvement in too wide an area of disarmament issues may lead to loss of focus and weakened capacities to deliver the "bread-and-butter" core activities (support, facilitation, promotion) of ODA's mandate.</p>	<p>Prioritization is dependent on available resources and GA resolutions. ODA Management submits budgetary proposals based on its own priorities.</p>	Possible	High	Higher Risk
	<p>B (i) Overlaps with humanitarian issues such as children or women in armed conflict may not be clearly identified resulting in ODA infringing on mandates assigned to other UN departments and agencies.</p>		Possible	Low	Lower Risk
VIII	<p>Risk Management</p> <p>A (i) Inadequate controls and risk management strategies to eliminate/mitigate high profile risks to the organization, may lead to undue risk exposure, wasted resources, and ineffective programme delivery.</p> <p>A (ii) Lack of a formal risk strategy process may lead to ODA accepting intolerable risk without the appropriate risk-mitigating measures in place.</p>	<p>A risk profile is currently being drawn up for the UN secretariat and is being carried out by a consultant recruited by the Department of Management.</p>	Possible	High	Higher Risk

Risk Assessment of : Office for Disarmament Affairs

2	Focus Area:	Financial Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Budgeting</p> <p>F (i) ODA's inability to fulfill its mandate and fully promote and support the efforts of Members States in the areas of disarmament and non-proliferation due to inadequate financial resources to finance core policy initiatives and programmatic themes.</p> <p>F (ii) ODA's inability to attain outreach objectives due to high level budgetary reductions for example, uniform budget cuts for travel expenditures.</p> <p>F (iii) Ineffective programme delivery due to misalignment of financial resources with the priorities of ODA.</p>	<p>Currently the UN uses a biennial budgeting cycle.</p>	Financial	Possible	Medium	Moderate Risk
II	<p>Accounting and Financial reporting</p> <p>F (iv) Weakened accountability to donors due to lack of adequate financial oversight of budget implementation of the Regional Centers (RCs) by ODA because the RCs exercise delegation of authority through UNDP and ODA does not request any management information.</p> <p>F (v) Overspending of budgetary allocations due to untimely reconciliations of the expenses of the Regional Centres with UNDP.</p> <p>A (vi) Errors and/or irregularities could be undetected for long periods of time due to over-reliance on the UNDP IOV system for clearing financial transactions incurred in the field.</p>	<p>Regional centers have to comply with the UNDP Financial Regulations and Rules. The control rests with UNDP while the authority for incurring the expenditure lies within ODA.</p> <p>IOV reconciliation is done with UNDP and the UN Secretariat Accounts Division.</p> <p>IOV reconciliation is done with UNDP and the UN Secretariat Accounts Division.</p>	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
	A (i) Untimely detection of non-compliance or errors and/or irregularities due to insufficient monitoring of compliance with UN Financial Regulations and Rules.	The Executive Office monitors compliance with UN Financial Regulations and Rules.	Compliance	Possible	Medium	Moderate Risk
III	Fundraising D (i) Diminished extrabudgetary resources necessary to support regional activities due to competition with UN agencies and non-governmental disarmament actors for donor resources.	ODA's Regional Centers take care of the substantial activities related to fundraising.	Financial	Likely	Medium	Higher Risk

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3	Focus Area:	Human Resource Management	Likely	Medium	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
I	<p>Human Resources Management</p> <p>F (i) ODA's inability to effectively carry out its mandate due to inadequate human resources.</p> <p>F (ii) Internal controls within ODA affected due to lack of adequate human resources to ensure proper segregation of duties and adequate checks and balances.</p> <p>F (iii) ODA's inability to procure staffing resources on a timely basis or preserve ODA's institutional memory to ensure continuity in programme implementation due to inadequate succession planning.</p> <p>F (iv) Mandates and objectives may have evolved over time without a direct correlation to the resources resulting in activities not being carried out.</p>	<p>ODA requests for staffing levels which it feels is adequate to carry out its mandate.</p> <p>The Executive Office in consultation with the divisions prepares for staff attrition.</p> <p>ODA services the intergovernmental bodies that make requests or changes affecting the mandate.</p>	<p>Possible</p> <p>Possible</p>	<p>Medium</p> <p>Medium</p>	<p>Moderate Risk</p> <p>Moderate Risk</p>
	E (i) Inefficient use of resources due to the duplication of functions and activities between Geneva and New York.	Definition of roles and responsibilities of both locations and clear division of work are done by communication and coordination between the departments on an ongoing basis.	Possible	Medium	Moderate Risk

3	Focus Area:	Human Resource Management	Likely	Medium	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
II	<p>Recruitment</p> <p>F (i) ODA's capacity to achieve its mandate is limited due to the inadequate number of posts funded from regular budgetary resources to carry out its core activities.</p> <p>F (ii) Unforeseen workload pressures resulting from the proliferation of General Assembly/Security Council resolutions and inadequate staff resources to cope with the demands.</p> <p>F (iii) Low staff morale due to high turnover in senior management.</p> <p>F (iv) Higher costs and uncertainty of programme delivery due to shortage of experts on disarmament and dependence on consultants. Difficulty in convincing the Fifth Committee on the need for consultants adds to the challenge.</p> <p>F (v) Low productivity and staff demoralization due to lack of change management measures.</p>	<p>Staffing levels are assessed annually and proposals for posts laid before the Fifth Committee and the ACABQ.</p>	Likely	High	Higher Risk

3	Focus Area:	Human Resource Management	Likely	Medium	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
III	<p>Training and Development</p> <p>F (i) ODA's inability to carry out mandate or increase its productivity because staff may not be sufficiently trained.</p> <p>F (ii) Continuity in programme implementation maybe adversely affected due to inadequate succession planning and ODA's ability to procure staff resources on a timely basis or preserve ODA's institutional memory.</p> <p>F (iii) New staff members may not be able to perform their duties or existing staff may not be able to perform new roles due to inadequate written procedures.</p>	<p>General training courses are available within the United Nations. The training needs of the Office are being identified.</p> <p>There are basic written procedures in place for some positions.</p>	Likely	Medium	Higher Risk
		Human Resources			Higher Risk

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5	Focus Area:	Logistics Management		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Logistical Support</p> <p>E (i) Ineffective delivery of regional activities due to lack of administrative support and guidance to Regional Centers.</p> <p>E (ii) Executive Office's delays in responding to staffing requests and ineffectiveness due to inadequate staffing may result in lost opportunities and lower cost-savings for the organization.</p>		Operational	Possible	Medium	Moderate Risk
	<p>The Executive Office is currently staffed with a P5 and 2 GS staff. The Executive Office manages all finance and HR functions and prepares the list of invitees for the conferences, arranges travel for delegates, and makes suitable arrangements (location, coordination with DGACM) for the meetings.</p>		Operational	Possible		Moderate Risk

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6	Focus Area:	Information Technology Management	Risk Category	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk	Higher Risk
I	<p>Information and Knowledge Management</p> <p>G (i) ODA maybe unable to provide advice to Member States or adequately support/facilitate multilateral deliberation and negotiation due to lack of access to complete information (General Assembly resolutions, Security Council resolutions, voting counts, emerging disarmament issues/initiatives).</p> <p>G (ii) Loss of credibility for ODA due to incomplete information or misinformation on disarmament issues being published in the Disarmament Yearbook.</p> <p>G (iii) Adopting different goals could result from inadequate sharing of information with UN departments (DPA, DPKO, DPI), UN system entities and their subsidiaries (IAEA, CBTO), intergovernmental bodies, and non-governmental organizations concerned with disarmament.</p> <p>G (iv) ODA's reputation may be adversely affected due to unauthorized disclosure of information or destruction of information.</p>	<p>ODA has access to all UN databases which store information on all these decisions.</p> <p>There is a strict review process before information is published in the yearbook. It passes through several editing reviews before approval for printing.</p> <p>Critical information is identified and protected although the information security policy is still under development.</p>	<p>Information Resources</p>	<p>Possible</p> <p>Possible</p>	<p>High</p> <p>High</p>	<p>Higher Risk</p> <p>Higher Risk</p>

6	Focus Area:	Information Technology Management	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
	<p>A (vi) Lack of sufficient resources to monitor and capture public information relative to the Office that may have a negative reputational effect.</p> <p>A (vii) Information may not be disseminated in a timely manner to decision-makers.</p> <p>A (viii) Knowledge and information may not be uniformly shared within the Office or with the constituents.</p> <p>A (ix) Staff turnover may adversely impact the continuity of the Branch's ability to efficiently and effectively deliver information in accordance with its mandate.</p> <p>A (x) Information-sharing may be inadequate to avoid overlaps of activities leading to inefficient use of resources.</p> <p>A (xi) Absence of categories of sensitive information may lead to unwitting release of sensitive information which could damage the reputation of the UN.</p>		Possible	High	Higher Risk

6	Focus Area:	Information Technology Management	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
II	ICT Infrastructure and Controls		Possible	High	Higher Risk
	<p>G (i) Loss of critical information due to inadequate technological resources and information technology systems.</p> <p>G (ii) Threat to informational needs due to inadequate backup procedures and disaster recovery plan.</p> <p>G (iii) Manipulation of mission critical data due to insufficient controls in place to prevent unauthorized access to critical systems.</p> <p>G (iv) Threat to business continuity due to lack of adequate IT expertise to manage IT systems.</p> <p>G (v) Important information not reaching the department in time due to lack of required information being furnished to the monitoring, database and information branch in a structured manner.</p> <p>G (vi) Inadvertent modification or destruction of critical data may not be detected in a timely manner.</p> <p>G (vii) Inadequate servicing of IT systems due to lack of documented procedures.</p> <p>G (viii) Data manipulation and/or loss of mission critical information due to unauthorized persons accessing ODA's sensitive information.</p>	<p>ODA relies on the UN's IT infrastructure to collect, disseminate, and store its information assets.</p> <p>Information Resources</p>	<p>Possible</p> <p>Possible</p>	<p>High</p> <p>High</p>	<p>Higher Risk</p> <p>Higher Risk</p>

6	Focus Area:	Information Technology Management	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
III	Information communication		Possible	Medium	Moderate Risk
	<p>G (i) Information may not reach its target audience due to ineffective use of media or lack of access to reliable media.</p> <p>G (ii) Wrong or unreliable information posted on ODA's Internet site due to lack of adequate monitoring controls over informational inputs to the website resulting in an embarrassment for the organization.</p> <p>G (iii) Intended target recipients of ODA's information have not been effectively covered due to a lack of precise evaluation of whether the Office has captured its target audience.</p>	<p>ODA disseminates information through its website, publications, the Disarmament Yearbook, and other forms of electronic and print media. The Office has identified its target audience and maintains a database of recipients of its information.</p>	Possible	Medium	Moderate Risk

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7	Focus Area:	Programme and Project Management		Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Project Management</p> <p>A (i) Lower staff morale due to incremental results or small successes of ODA in facilitating conferences may not be counted as part of its success criteria.</p> <p>E (i) Wrong perceptions of achievements and the lack of satisfaction of the Member States with ODA's work because the feedback from delegates may not be quantitatively measured or expressed formally in any document.</p> <p>E (ii) Wasted resources and ineffective delivery of the Programme of Work because regional projects may not be in line with the Programme of Work.</p> <p>E (iii) Ineffective programme delivery and non-achievement of the mandate due to failure to assess the impact of the Regional Centers.</p>	<p>There are indicators of achievement in servicing the Small Arms workshop, which aimed to have Member States reach a consensus on small arms convention.</p> <p>There is an informal feedback mechanism / evaluation system to assess ODA's performance in servicing the Member States as received in the form of comments from delegates.</p>	Strategy	Likely Possible	Medium High	Higher Risk Higher Risk
	<p>G (i) Miscalculation of the public's interest in disarmament affairs and ODA due to overemphasis on the number of hits to ODA's website resulting in an overestimation of the success of its outreach activities.</p>	<p>ODA monitors the number of hits to its website to gauge the interest of Member States and the general public.</p>	Information Resources	Possible	Medium	Moderate Risk
	<p>D (i) Loss of financial resources in the future due to inadequate monitoring of project implementation against budgets.</p>	<p>Regional activities are funded 100 per cent by donor contributions. Therefore, ODA has a fiduciary responsibility to properly administer donor funds and to ensure that they finance the intended activities and are expended in an economical way.</p>	Financial	Possible	High	Higher Risk

7	Focus Area:	Programme and Project Management	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likeli- hood	Impact	Overall Risk
II	Regional Activities		Possible	High	Higher Risk
	D (i) Diversion of the programme director's time to fundraising activities instead of programme delivery due to inadequate funding of regional activities.	About 80 per cent of the Regional Directors time is spent on fundraising for regional projects.	Likely	Medium	Higher Risk
	E (i) Untimely communication at crucial times and misunderstanding on issues raised due to inadequate infrastructure to support communication in the locations of the Regional Centres. E (ii) Lack of awareness of regional activities of ODA by Member States in the region due to ineffective communication of the work of the regional centers and inadequate infrastructure to support communication (e.g. telecommunications, electricity, Internet connectivity).	Regional projects are located in 3 locations (1) Lima (2) Lome and (3) Katmandu. In 2 out of the 3 locations the ICT infrastructure is not reliable. For example, unreliable local power supply, slow internet capabilities in the region and unreliable telephone services.	Possible	High	Higher Risk
	A (i) Inappropriate placement of Regional Centers could lead to ineffectiveness and inefficiencies due to problematic locations (e.g., Katmandu). A (ii) Branch workplans may not be aligned with the Programme of Work leading to failure of objectives.		Likely	High	Higher Risk
	B (i) Programmatic failures at the regional level due to a lack of ownership and support of the regional centre activities by the Member States.	Member States, although notionally supportive of Regional Centres, make small voluntary contributions to support their operational activities.	Likely	High	Higher Risk

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8	Focus Area:	Conference and Documents Management	Remote	Medium	Lower Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Likeli- hood	Impact	Overall Risk
I	Conference Administration		Remote	Medium	Lower Risk
	<p>A (i) ODA being viewed as ineffective due to conference activities producing ineffective results.</p> <p>A (ii) Loss of reputation for ODA due to the sensitivity of disarmament issues and the need to control access to meetings e.g. invitations may be sent out to wrong delegates for conferences, which could lead to embarrassing situations.</p> <p>A (iii) Inefficiency and incapacity to handle the travel and logistic arrangements for conferences due to an overstretched capacity of the Executive Office.</p> <p>A (iv) ODA's inability to servicing conferences with conflicting schedules may cause a drain on its resources.</p>	<p>The office organizes conferences in conjunction with the Department of General Assembly and Conference Management (DGACAM). ODA has successfully hosted numerous conferences on disarmament activities since its inception.</p> <p>ODA prepares a conference schedule at the beginning of the year.</p>	Remote	Medium	Lower Risk

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9	Focus Area:	Property and Facilities Management	Remote	Low	Lower Risk
	Interview/Review Summary (Description of risk)	OIOS Assessment	Likelihood	Impact	Overall Risk
No	Assets Management		Remote	Low	Lower Risk
	A (i) ODA's inability to properly safeguard the physical assets of the UN due to a lack of adequate monitoring of property movements and lack of adequate maintenance of property registers.	ODA controls its inventory through the use of fixed asset registers for the physical assets located in the Office. The Office depends on the general security within the United Nations locations where it is based to safeguard physical inventory from loss or theft.	Remote	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

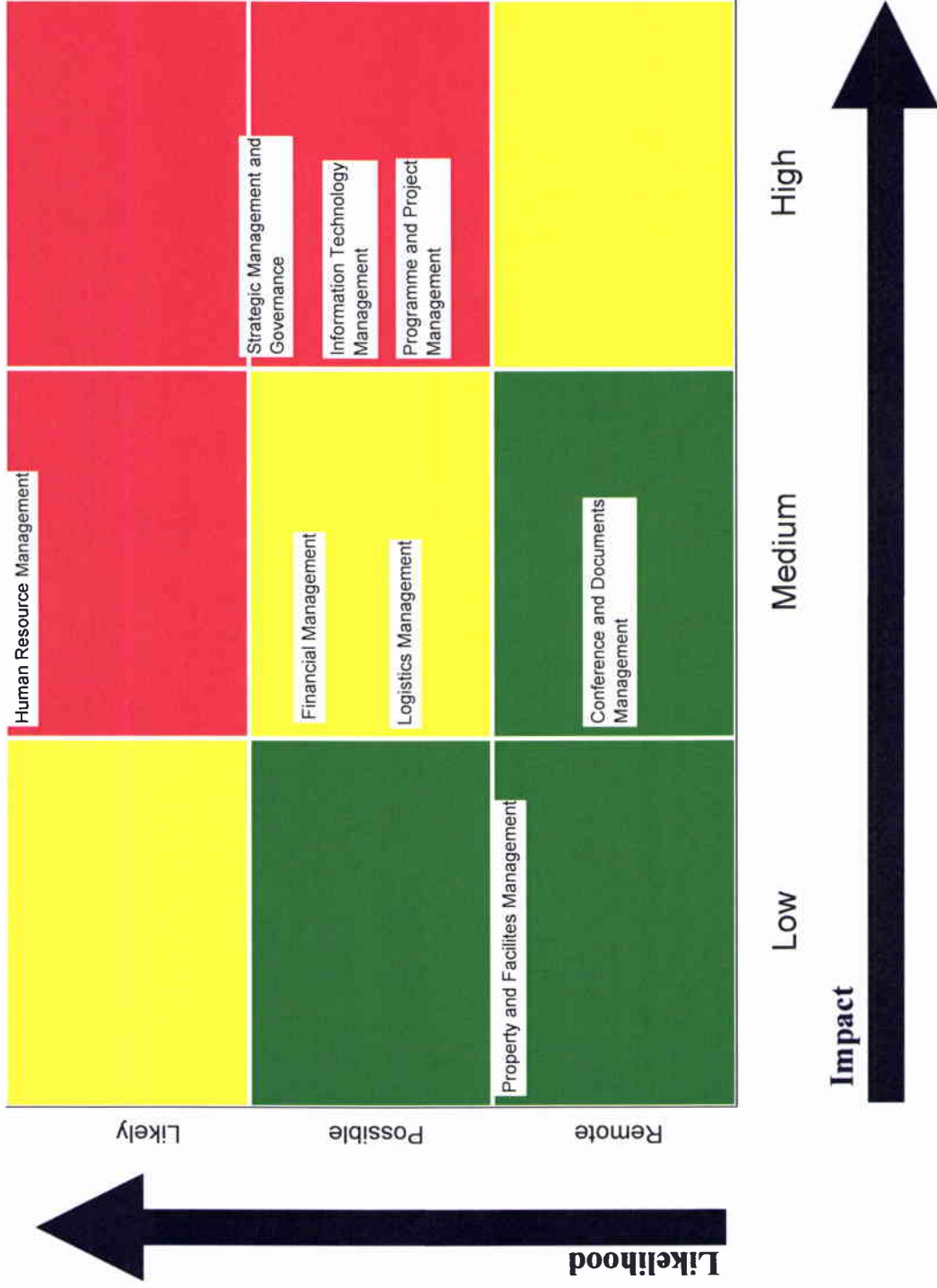
No.	Risk Category	Description
A	Strategy	Impact on mandate, operations or reputation arising from inadequate strategic planning, adverse business decisions, improper implementation of decisions, a lack of responsiveness to changes to the external environment, or exposure to economic or other considerations 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 environment 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)

