



INTERNAL AUDIT DIVISION

OFFICE OF INTERNAL OVERSIGHT SERVICES

RISK ASSESSMENT

**United Nations Disengagement
Observer Force**

27 May 2008

Assignment No. AP2007/670/03

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

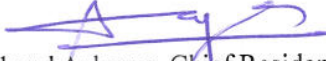
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

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

TO: Major-General Wolfgang Gilke
A: Force Commander
United Nations Disengagement Observer Force

DATE: 27 May 2008

REFERENCE: IAD: 08-


FROM: Tilchand Acharya, Chief Resident Auditor
DE: OIOS Middle East Regional Audit Office
Internal Audit Division, OIOS

SUBJECT: **Assignment No. AP2007/670/03: Risk assessment of UNDOF**
OBJET:

1. I am pleased to present OIOS' preliminary risk assessment of UNDOF for your information. While we do not require a formal response to this report, you are welcome to discuss further any of the issues raised.
2. OIOS encourages UNDOF to use the results of this risk assessment to put in place appropriate risk mitigation measures. OIOS will update this risk assessment later this year in line with our standard risk assessment framework.
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. Patrick Devaney, Chief of Mission Support, UNDOF
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).

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PARTICIPANTS

OIOS conducted UNDOF's risk assessment in 2006. In order to update the Mission's risk profile in 2007 and to gain understanding of existing organizational relationships, risks, controls and process issues, OIOS sent two separate sets of questionnaires to: (a) the UNDOF senior management; and (b) the heads of substantive and support units.

OIOS analyzed the information collected and presented the interim outcome of the risk assessment exercise to the Chief Administrative Officers' (CAO) Conference in Beirut on 18 October 2007, which was attended by the following participants:

Mission	Name and Functional Title
UNDOF	<ul style="list-style-type: none">• Mr. Patrick Devaney, Chief Mission Support
UNIFIL	<ul style="list-style-type: none">• Mr. Marcel Savard, Director Mission Support• Mr. Henry Thompson, Chief of Integrated Support Services• Mr. Robin Sellers, Chief of Administrative Services
UNFICYP	<ul style="list-style-type: none">• Mr. Francis Clancy, Chief Mission Support
UNTSO	<ul style="list-style-type: none">• Ms. Cecilia McGill, Chief Mission Support
UNSCO	<ul style="list-style-type: none">• Mr. Wolfgang Weiszegger, Chief Mission Support
UNIIC	<ul style="list-style-type: none">• Mr. Farrakh Shah, Chief Administrative Officer

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 Risk Register.

Focus Area	Overall Risk
<ul style="list-style-type: none">i. Strategic Management and Governanceii. Procurement and Contract Administrationiii. Programme and Project Managementiv. Safety and Security	Higher Risk
<ul style="list-style-type: none">i. Financial Managementii. Human Resources Managementiii. Logistics Managementiv. Information Technology Managementv. Property and Facilities Management	Moderate Risk

RISK REGISTER

Risk Assessment of : UNDOF

1	Focus Area:	Strategic Management and Governance	Strategic	Likely	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Mandate</p> <p>B (i) UNDOF's organizational structure may not be adequate to carry out effectively its operations, resulting in inadequate managerial support.</p>	<p>UNDOF maintains the area of separation of 80 kilometres between Syria and Israel. UNDOF is deployed within the area of separation with 2 base camps, 21 permanently staffed positions and 8 outposts and is assisted by Observer Group Golan (UNTSO). The proposed budget for 2007/08 is estimated at \$39.9 million for the deployment of 1,047 military contingent personnel, 43 international staff and 107 national staff. In its resolution 60/266, the General Assembly requested that peacekeeping missions undertake the review of staffing requirements function and level of posts that would reflect the evolving mandates and changing operational requirements.</p>	Governance	Likely	High	Higher Risk
II	<p>B (ii) The lack of benchmarks with which the Mission's quarterly performance activities reported to the Security Council may result in the Mission not being able to hold key stakeholders involved in the Middle East conflict accountable for progress made or the lack thereof in relation to their commitments.</p> <p>Strategic planning and monitoring</p> <p>E (i) The difficult operating environment in the Mission (such as movement restrictions, border crossing issues, customs duties and taxation and property ownership issues) may affect the Mission's ability to conduct its day-to-day operations.</p>	<p>UNDOF has not established benchmarks against which its quarterly performance reports to the Security Council are prepared.</p> <p>UNTSO liaises regularly with host nations/governments and non-government officials to address logistical issues and improve relations.</p>	Operational	Possible	High	Higher Risk

1	Focus Area:	Strategic Management and Governance	Strategic	Likely	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
	A (i) The inadequate consideration/analysis of opportunities to consolidate and/or complement substantive and support functions with UNTSO and UNIFIL may lead to duplication of efforts and inefficiencies in operations.	UNDOF continues to collaborate with UNIFIL, UNTSO and other UN agencies and missions located in the UNDOF area of operations.	Strategy	Likely	Medium	Higher Risk
III	Control environment B (i) The lack of a proper control environment in the Mission could result in weak governance, lack of accountability and a weak ethical environment.	The UN code of conduct and the UN Charter require UN staff to abide by the highest standards of efficiency, competence and integrity. The SG has issued several bulletins and administrative instructions regarding accountability and ethics.	Governance	Possible	High	Higher Risk

Risk Assessment of : UNDOF

2	Focus Area:	Financial Management	Fin	Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Finance</p> <p>B (i) The indicators of achievement and outputs in the UNTSO budget may not be sufficiently detailed and substantiated, resulting in the inability to measure and compare the Mission's achievements against the budgeted outputs at the end of a budget period.</p> <p>B (ii) The results-based budgeting (RBB) framework may not be used as part of the overall accountability mechanism, which could lessen the effectiveness of the RBB process.</p> <p>D (ii) Cost centre managers may not be effectively using the allotment control system, resulting in unused allotments.</p> <p>C (i) Prior year unliquidated obligations may be carried forward to the next budget period without a valid commitment/claim, resulting in the unnecessary blocking of funds.</p>	<p>No controls observed.</p>	<p>Governance</p>	<p>Possible</p>	<p>Medium</p>	<p>Moderate Risk</p>
			<p>Financial</p>	<p>Possible</p>	<p>Medium</p>	<p>Moderate Risk</p>
			<p>Compliance</p>	<p>Possible</p>	<p>Medium</p>	<p>Moderate Risk</p>

Risk Assessment of : UNDOF

3	Focus Area:	Human Resource Management	HR	Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Personnel activities F (i) The succession planning and vacancy management processes may not be adequate/effective, resulting in the inability of the Mission to recruit and deploy staff in a timely manner.</p>	<p>DPKO and OHRM intend to implement an HR action plan for UNDOF in 2008.</p>	Human Resources	Possible	Medium	Moderate Risk
	<p>F (ii) Staff performance may not be linked to the respective organizational unit work plans, resulting in Mission staff not working toward achieving a common Mission goal/objective.</p>	<p>UNDOF's first reporting officers are required to ensure that their staff members' individual goals are linked to the goals stated in the respective sections' work plans.</p>				
II	<p>Conduct and discipline B (i) Conduct and discipline issues, particularly sexual exploitation and abuse (SEA), may not be given adequate attention by the Mission management, resulting in serious reputation risk to the Organization.</p>	<p>There is an SEA policy in place. DPKO/DFS has established conduct and discipline teams at headquarters and in peacekeeping missions to monitor and report on misconduct issues, particularly SEA cases.</p>	Governance	Possible	Medium	Moderate Risk

Risk Assessment of : UNDOF

4	Focus Area:	Procurement and Contract Administration	Proc	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Procurement activities</p> <p>E (i) The absence of an acquisition plan to control and monitor requisitions may result in the uncoordinated or unplanned procurement of goods and services.</p> <p>E (ii) The absence of and established system for the receipt and inspection of goods and services procured may result in the acceptance of wrong goods and poorly performed services.</p> <p>E (iii) The vendor database may be incomplete, resulting in the omission of qualified vendors from the solicitation process.</p> <p>E (iv) The vendor database may be outdated which poses the risk that the Mission may continue to enter into procurement contracts with vendors who may have been already blacklisted by the United Nations.</p>	<p>No controls observed.</p> <p>A recent OIOS audit showed that there were no procedures for the receipt and inspection of goods/services relating to engineering projects.</p> <p>The Board of Auditors, in a recent audit noted that UNDOF did not establish a vendor review committee. But, according to UNDOF, it has established one in early 2007.</p>	Operational	Possible	High	Higher Risk
			Information Resources	Possible	Medium	Moderate Risk

Risk Assessment of : UNDOF

5		Focus Area:	Logistics Management	Logistics	Possible	Medium	Moderate Risk
No		Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I		<p>Ground transportation</p> <p>E (i) The Mission's transportation resources may not be sufficient to meet the Mission's requirements, which may hamper the delivery of logistical services.</p> <p>E (ii) Internal controls over vehicle spare parts and maintenance may not be effective, resulting in losses or in the inefficient use of Mission resources.</p> <p>C (i) The distribution of vehicles may not be in compliance with the established guidelines on the ratio to vehicle, which may result in the sub-optimal use of Mission resources.</p> <p>D (i) The use of Mission vehicles for personal purposes (the liberty mileage system) may be abused, resulting in losses to the Organization.</p>	<p>UNDOF maintains and operates a fleet of 387 vehicles including 18 items of UN-owned equipment and 6 leased armoured personnel carriers. For 2006/07, UNDOF budget provided for 1,047 military contingent personnel, 43 international staff and 107 national staff.</p> <p>The DPKO/DFS property management manual sets out the procedures on the management of UN properties, including vehicle spare parts.</p> <p>UNDOF maintains and operates a fleet of 387 vehicles including 18 items of UN-owned equipment and 6 leased armoured personnel carriers. For 2006/07, UNDOF budget provided for 1,047 military contingent personnel, 43 international staff and 107 national staff.</p> <p>Controls over the use of liberty mileage appear to be weak.</p>	<p>Operational</p> <p>Compliance</p> <p>Financial</p>	<p>Possible</p> <p>Possible</p> <p>Possible</p> <p>Possible</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Moderate Risk</p> <p>Moderate Risk</p> <p>Moderate Risk</p> <p>Moderate Risk</p>

Risk Assessment of : UNDOF

6		Focus Area:	Information Technology Management	IT	Possible	Medium	Moderate Risk
No		Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I		IT activities G (i) Inadequate staff awareness of applicable information and communication technology (ICT) policies may compromise ICT security.	Information and communication technology (ICT) policies have not been updated and communicated to all staff and compliance is not actively being monitored as highlighted by both BOA and OIOS audits.	Information Resources	Possible	Medium	Moderate Risk
		E (i) Movement restrictions imposed by host countries and border crossing challenges may negatively affect the Mission's ICT operations, particularly when addressing technical problems and doing maintenance work in area affected by movement restrictions.	Movement restrictions have posed challenges for the CITS staff. UNDOF has an arrangement with UNTSO and UNFIL to assist as needed.	Operational	Remote	High	Moderate Risk
II		Business continuity/disaster recover E (i) The absence of a disaster recovery and business continuity (DRBC) plan for ICT may negatively affect the Mission's ability to recover and continue ICT operations within an acceptable period after a disaster.	The Mission does not have a duly tested DRBC plan.	Operational	Possible	High	Higher Risk
					Possible	High	Higher Risk

Risk Assessment of : UNDOF

7	Focus Area:	Programme and Project Management	Prog	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Military operations</p> <p>E (i) The frequent rotation of UNDOF military contingents may result in difficulties relating to the continuity of operations.</p> <p>E (ii) The use of inappropriate vehicles (i.e., regular/commercial-type 4x4 vehicles) for military patrolling may result in the ineffective conduct of military patrols and also increase safety and security risks.</p>	<p>Some troop contributing countries recalled their contingents after very short durations of deployment in UNDOF.</p> <p>The military has only 14 military patrol-type vehicles (called SISU) out of the required 20 SISU vehicles.</p>	Operational	Possible	High	Higher Risk
II	<p>Political activities</p> <p>G (i) Messages disseminated to the public may not be coherent and consistent in the absence of a public information strategy/policy, negatively affecting the Mission's credibility.</p>	<p>UNDOF does not have a formal public information strategy/policy.</p>	Information Resources	Possible	High	Higher Risk

Risk Assessment of : UNDOF

9	Focus Area:	Property and Facilities Management	Prop	Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Asset management and property control</p> <p>E (i) There may be inadequate controls over assets, such as the lack of proper asset records, which may result in the loss of assets.</p> <p>E (ii) The insufficient assignment of the function of asset disposal to a particular office or individual may impede the asset disposal process, resulting in the Mission holding unnecessary assets.</p> <p>C (i) The failure of end-users to report the location and condition of United Nations property, may result in deterioration and loss of the assets.</p> <p>C (ii) Controls over the deployment or construction of facilities and infrastructure may be overridden due to exigencies, resulting in loss and wastage.</p>	<p>A prior OIOS audit identified a number of areas where the property control procedures should be improved most of which UNDOF accepted and corrected.</p> <p>In 2005, UNDOF's assets pending disposal amounted to \$2.7 million or 6.6 per cent of the total inventory of \$41 million.</p> <p>UNDOF self-accounting units lack a mechanism to coordinate the accounting of assets held at the asset user locations. Additionally, inadequate responsibility and accountability has been assigned to the self-accounting units.</p> <p>A recent OIOS audit showed internal control weaknesses in the administration of UNDOF's engineering projects, especially in inspecting and certifying the work performed.</p>	Operational	Possible	Medium	Moderate Risk
			Compliance	Possible	Medium	Moderate Risk

Risk Assessment of : UNDOF

10	Focus Area:	Safety and Security	Safety	Likely	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likelihood	Impact	Overall Risk
I	<p>Security</p> <p>B (i) An inadequate security plan and policy that is not coordinated with the other Middle East missions on common security issues may adversely affect the safety and security of UNDOF operations and staff.</p> <p>E (i) The improper storage of ammunitions at Camp Faouar and Camp Ziouani may adversely affect the safety and security of UNDOF operations and staff.</p> <p>E (ii) The failure to plan for a contingency involving medical evacuations that require air transportation may put the lives of Mission personnel at risk.</p>	<p>UNDOF does not have an updated security plan for its area of operations.</p> <p>UNDOF is of the opinion that additional funding to expand the ammunitions storage space should be provided by either the United Nations Headquarters or the host country.</p> <p>Current medical support lacks the capacity for treatment of more serious and complicated cases. Current medical evacuation arrangements include ground transportation from Mt. Hermon. In case of an urgent evacuation, ground transportation may not be a viable option.</p>	<p>Governance</p> <p>Operational</p>	<p>Likely</p> <p>Possible</p> <p>Likely</p>	<p>High</p> <p>High</p> <p>High</p>	<p>Higher Risk</p> <p>Higher Risk</p> <p>Higher Risk</p>
II	<p>F (i) The lack of a dedicated unit/staff for the standardization of security arrangements in Camp Faouar and Camp Ziouani may hamper its ability to implement a coherent security system in the two camps.</p> <p>D (i) The inadequacy of current funding to ensure proper storage of sensitive equipment (such as ammunitions) may result in increased safety and security risks to UNDOF operations and staff.</p> <p>Safety</p> <p>E (i) The Mission may not give adequate attention/priority to occupational safety and health issues, increasing staff safety risks.</p>	<p>UNDOF has not developed good risk and security assessments based on expertise and knowledge of the neighbouring countries.</p> <p>UNDOF is of the opinion that additional funding to expand the ammunitions storage space should be provided by either the United Nations Headquarters or the host country.</p> <p>No controls observed.</p>	<p>Human Resources</p> <p>Financial</p> <p>Operational</p>	<p>Likely</p> <p>Likely</p> <p>Possible</p> <p>Possible</p>	<p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p>	<p>Higher Risk</p> <p>Higher Risk</p> <p>Moderate Risk</p> <p>Moderate Risk</p>

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 are 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

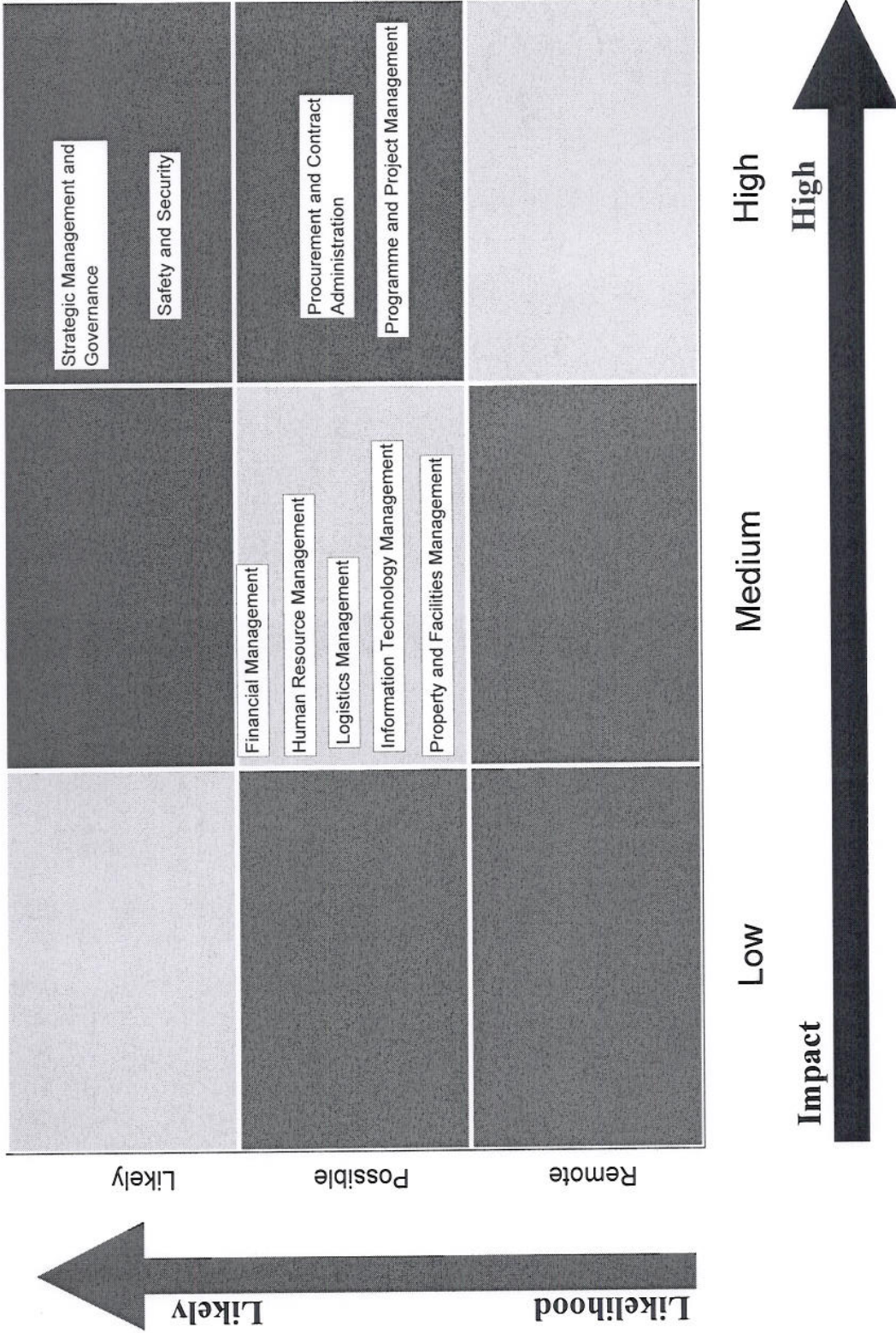
The OIOS Risk Assessment Framework evaluates the likelihood of the risk occurring and the impact it will have if it occurs. Based on the assessment of the two factors an overall risk rating is derived indicating whether the risk of a focus area is High, Moderate or Low. The ratings used is show below:

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	<p>The identified issue represents the following likelihood and impact combinations:</p> <ul style="list-style-type: none"> • Likely and high • Likely and medium • Possible and high
Moderate Risk	<p>The identified issue represents the following likelihood and impact combinations</p> <ul style="list-style-type: none"> • Likely and low • Possible and medium • Remote and high
Lower Risk	<p>The identified issue represents the following likelihood and impact combinations</p> <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)

