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Programme planning**Proposed strategic framework for the period 2006-2007****Part two: biennial programme plan****Programme 25****Internal oversight****Contents**

	<i>Page</i>
Overall orientation	2
Subprogramme 1. Internal audit	3
Subprogramme 2. Monitoring, evaluation and consulting.	4
Subprogramme 3. Investigations	5
Legislative mandates.	5

* A/59/50 and Corr.1.

Overall orientation

25.1 The overall purpose of the programme is to assist the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection and evaluation and investigation. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out, and report on any action which it considers necessary to fulfil its responsibilities with regard to its oversight functions.

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B and 54/244, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

25.3 The Office assists Members States and the Organization to protect its assets, ensure the compliance of programme activities with resolutions, regulations, rules and policies; prevent and detect fraud, waste, abuse, malfeasance or mismanagement; and to improve the delivery of the Organization's programmes and activities to enable it to achieve better results.

25.4 The strategy of the Office is focused on ensuring that the Organization has an effective and transparent system of accountability in place and on developing the capacity of the Organization to identify, assess and mitigate the risks and threats that might prevent it from achieving its objectives. To that end, the Office will (a) propose measures to assist the Organization in responding rapidly to emerging risks and opportunities; (b) provide independent information and assessment to ensure effective decision-making; (c) provide independent reviews on the effective use of the Organization's resources; and (d) promote a culture of change, including accountability, planning, integrity, results-orientation, and risk awareness and management.

25.5 The Office undertakes a number of activities to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts. In addition, the Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with the United Nations Millennium Development Goals. The Office is also working to enhance coordination with the United Nations Board of Auditors and the Joint Inspection Unit.

Subprogramme 1

Internal audit

Objective of the Organization: To mitigate significant risks to the Organization's resources; to ensure the economical, efficient and effective implementation of programmes; and to ensure the compliance of programmes with legislative mandates, regulations and rules.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of information provided to legislative bodies and to programme managers	(a) Increased percentage of surveyed member States and programme managers who express their satisfaction with the usefulness of internal audit reports
(b) Acceptance and implementation by programme managers of recommendations made to mitigate risks	(b) (i) Percentage of critical audit recommendations accepted by programme managers (ii) Percentage of critical audit recommendations fully implemented by programme managers
(c) Improved levels of economy, efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers	(c) (i) Percentage of critical audit recommendations relating to management fully implemented by programme managers (ii) Savings and actual recoveries resulting from implementation of audit recommendations
(d) Enhanced levels of compliance with legislative mandates, regulations and rules within programmes, and enhanced accountability by programme managers	(d) Percentage of critical audit recommendations relating to compliance fully implemented by programme managers

Strategy

25.6 Based on the standards for the professional practice of internal auditing, the Internal Audit Division will perform independent audits and make recommendations to mitigate risks, increase efficiency and effectiveness, and improve compliance with legislative mandates, regulations and rules by programme managers. The Internal Audit Division will provide the Secretary-General and the legislative bodies with timely reports and recommendations to facilitate their decision-making, to improve United Nations programmes and field operations, and actively monitor, follow up and report on the implementation of audit recommendations.

Subprogramme 2

Monitoring, evaluation and consulting

Objective of the Organization: To enhance the effectiveness and efficiency of the Secretariat's programme performance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of programmes to apply results-based methods in programme management, monitoring and reporting	(a) Proportion of programmes reporting in conformity with criteria set by the Office of Internal Oversight Services
(b) Implementation by programme managers of assessments on programme effectiveness and efficiency	(b) (i) Percentage of inspection recommendations implemented (ii) Percentage of evaluation recommendations implemented
(c) Improved quality of management consulting services	(c) Percentage of clients expressing satisfaction with services rendered
(d) Increased capacity of programme managers to use self-evaluation as a means to improve programme effectiveness	(d) Increase in the number of departments conducting systematic self-evaluations

Strategy

25.7 The Monitoring, Evaluation and Consulting Division will advance results-based management by assisting programme managers in the application of the relevant methodologies and tools. The Division will promote efficiencies by providing timely assessments and advice on programme design and implementation to programme managers. It will offer consulting, learning and self-evaluation services using a collaborative, results-driven and client-oriented approach. It will continue to report to the intergovernmental bodies on the relevance, usefulness, efficiency and effectiveness of the Organization, in order to facilitate their decision-making.

Subprogramme 3 Investigations

Objective of the Organization: To mitigate risks caused by violations of the United Nations regulations and rules through professional investigations and increased risk awareness

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Better compliance with regulations and rules	(a) (i) Increased percentage of recommendations accepted (ii) Increased percentage of recommendations implemented
(b) Increased understanding of trends and risks by relevant parties for mitigation action	(b) Percentage of recommendations related to trends and risks accepted

Strategy

25.8 The Investigations Division will undertake professional investigations of reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations and other malfeasance in accordance with mandated requirements. Every matter that is received by the Division is assessed in order to identify the level of risk each of those matters presents to the Organization. Those which are deemed as “significant” or higher-risk are given priority, but lower risks still warrant inquiry as resources are available. On the basis of its findings, the Division will recommend the administrative, disciplinary, jurisdictional or other corrective action that should be taken. The Division has also sought to provide managers with the ability to identify risks, including undertaking basic investigative training for departments and offices so that they may be better equipped to address lower-risk matters that the Division would not be able to address. In addition, without compromising the operational independence granted under General Assembly resolutions 48/218 B and 54/244, the Division will provide investigative services to the United Nations Funds and Programmes, as appropriate.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003