





equipment and spare parts (including unused in stock). Items valued at 75.9 million were not found during physical verification in three field missions. There was evidence of a need for closer linkage between acquisition planning and procurement of equipment and their deployment.

Strategic Deployment (SD) was set up in 2011, to facilitate quick start-up of new missions. This involves both timely procurement of items as well as turnover of stocks to ensure that the items in stock remain contemporary. As at 30 June 2012, there were 89 items valued at 75.9 million in the SD inventory. Moreover, 10 per cent of the items in SD were more than a year old. These items included 7.9 million CT equipment valued at 7.9 million, which were prone to obsolescence within a short span of time. A total of 9 items valued at 7.9 million had already exceeded their useful life.

Administrative instructions states that all travel arrangements for individuals including advance booking and purchase of tickets should be finalized - calendar days in advance of commencement of official travel. The overall extent of non-compliance decreased from 10 per cent in 2010-11 to 58 per cent in 2011-12. Moreover, non-compliance increased in some missions. A number of cases of non-adherence to the policy were related to travel for conducting interviews, attending meetings and carrying out evaluations/inspections that could have been planned in advance.

Keeping operations incurred an expenditure of 79.4 million on air transportation during 2011-12. This was 10 per cent of the total expenditure of 7.85 billion under operational costs. Aircraft were not utilized by the missions for more than 10 per cent of the contracted days and there remained a persistent mismatch between available flight hours and those actually required or utilized by missions.

The primary purpose of the Strategic Air Operations Centre is to make strategic and out of mission flights efficient, cost effective and responsive to operational needs by taking into account the complexities, specificities and operational conditions of each mission. This objective remained unfulfilled as it failed to carry out either pre-flight or post-flight analysis of the bulk of strategic or out of mission flights.

MO(U)MA and MO(U)CO had introduced Unmanned Aerial Vehicle systems for reconnaissance purposes. The average utilization ranged from eight to 55 per cent of the estimated utilization per month. Over the experience gained and keeping in view the actual utilization rates, there appeared to be scope for optimization of the number of systems leased to reduce costs without compromising operational requirements.

The Board continued to note instances of deviations from bid requirements or established tendering processes, lack of competitive bidding, non-payment of liquidated damages, non-adherence to provisions relating to performance bonds and deficient contract management. Prompt payment discount amounting to 7.5% could not be availed of under contracts for fuel, rations and other items due to delays in processing of invoices and claims.

The Administration has achieved substantial progress in various components of global field support strategy over the five years of its implementation period till June 2011. However, the end state vision for each pillar of global field support strategy is not fully achieved. While the Administration did face challenges in implementing various facets of global field support strategy arising from competing operational demands, it should have been possible for Administration to coordinate, prioritize and plan its activities more effectively focusing on a clearer demonstration of how the essential objectives of global field support strategy were achieved and to better demonstrate the benefits accrued to all stakeholders. The Board highlighted the following:

Though governance and performance management were identified as key elements that were to be established at the beginning of the global field support strategy period, the end state vision and the key performance indicators were introduced in the second and third year of implementation. Articulation of the end state vision and a plan for implementation of global field support strategy at the initial stage of the implementation period

Despite the Board's previous recommendation, no steps were initiated to either reconstitute the Resource Efficiency Group or charge another body to discharge the function of identifying and following through on identified efficiencies.

Several elements of the human resources pillar like workforce planning, succession management, filling up of vacancies and a monitoring and accountability framework were yet to be achieved.

There were also delays in taking forward the supply chain management pillar and in developing enabling capacities.

The Administration had stated that the implementation of global field support strategy up to 2015 had resulted in net savings of 75.5 million. Board found that some of the reported figures were only estimates based on budget and could not be construed as actual realized benefits. Furthermore, there were instances in which the Administration was not able to provide breakdown or documentation in support of those costs or benefits including amounts that have been reported to the General Assembly. Consequently, the Board was unable to obtain sufficient evidence to fully validate the claims made by the Administration.

The Board recognizes that while the benefits of a business transformation strategy such as global field support strategy may be both tangible and intangible, a benefit realization plan must capture the actual costs and realized benefits based on an objective and consistent methodology that can be empirically established.

The Board continued its examination of deployment and utilization of ICT resources in peacekeeping operations and highlighted the following:

There were 1,888 number of ICT assets with purchase value of 7.5 million. The life expectancy has been fixed as four years for information technology assets and seven years for communication assets. A total of 1,900 ICT assets (98 per cent) valued at 7.5 million had exceeded the life expectancy. A large number of ICT assets were unutilized or lying idle.

Despite the previous recommendations of the Board, Market research or cost benefit analysis had not been either undertaken or documented in respect of any ICT standards, none formulated or intended during 2010-11.

Disaster Recovery and Business Continuity Plans that were scheduled to be reviewed in October 2011 were yet to be reviewed and updated.

Systematic and periodic vulnerability assessments are essential to identify security threats to information security systems in an organization. Four of the six missions reviewed were not aware of cyber security penetration testing having been performed and

Details of training and awareness programmes on ICT security conducted during 2015-16 were not available.

Based on its findings, the Board has made a number of recommendations aimed at redressing the weaknesses identified and for improving governance and financial management of the Organization.

Mr. Chairman and Distinguished Delegates, this concludes my statement. My Colleagues and I will be available to respond to the Committee's questions during the informal sessions of the Committee.

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