



INTERNAL AUDIT DIVISION

REPORT 2024/033

Audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus

UNFICYP needed to report the results of the Comprehensive Planning and Performance Assessment System assessment to Mission senior leadership, and track the recommendations for full implementation

2 July 2024
Assignment No. AP2022-654-01

Audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus (UNFICYP). The objective of the audit was to assess whether UNFICYP implemented effective strategic planning and performance monitoring to ensure its resources were integrated, coordinated, and focused on achieving its mandate. The audit covered the period from 1 July 2019 to 31 December 2023 and included: (a) strategic planning; (b) implementing the Comprehensive Planning and Performance Assessment System (CPAS); and (c) collaboration and communication with external stakeholders.

UNFICYP established the Mission Planning Unit which coordinated planning functions and conducted regular performance assessments on mandated activities. UNFICYP updated the Mission Concept in 2023 and developed its Mission Plan covering the three years from 2023 to 2025. However, neither the Mission Concept nor Mission Plan were endorsed by the Head of Mission. Also, while the Mission improved and streamlined coordination and collaboration among various Mission components, more work was needed to ensure better integration at the Tactical Operational Centres and explore ways of co-locating the components.

In 2021, UNFICYP developed its CPAS results framework, which was later updated in July 2023. UNFICYP conducted ongoing environmental scans of its area of operations and conducted reviews to identify threats, risks, obstacles and drivers of change. UNFICYP also conducted stakeholder analysis to identify key internal and external parties as the main drivers of its mandated activities. The Mission Planning Unit conducted bi-annual CPAS performance assessments and reported the results to the Cross Component Coordination Group. However, there was no evidence that those results were also communicated to the Senior Management Group, the highest decision-making body of the Mission, nor the recommendations were tracked for implementation.

OIOS made three recommendations. To address issues identified in the audit, UNFICYP needed to:

- Ensure the Mission Concept and Mission Plan are approved by the Head of Mission as mission-wide guidance to ensure their implementation;
- Review co-location options for the components at the sectors to improve coordination and collaboration of planned strategic activities as well as integrate the police and civilian components into the Tactical Operational Centres for efficient incident reporting; and
- Document and report the progress of CPAS assessments to the Senior Management Group for overall direction and decision-making and ensure that recommendations are tracked for implementation.

UNFICYP accepted all recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I

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Audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus (UNFICYP).
2. UNFICYP was established by Security Council resolution 186 (1964) with a mandate to prevent a recurrence of fighting and contribute to the maintenance and restoration of law and order and a return to normal conditions in Cyprus. In its resolution 2436 (2018), the Security Council underscored the need to enhance UNFICYP's overall effectiveness and efficiency through improved integrated mission planning and increasing overall mission performance.
3. UNFICYP operates in three sector locations comprising 57 sites along the buffer zone. The Head of Mission serves as the Secretary-General's Special Representative in Cyprus (HoM/SRSG) and the Deputy Special Adviser in Cyprus¹. The HoM/SRSG is assisted by three components, including military, United Nations Police and civilian (mission support and civil and political affairs). These components comprise 47 international staff, 123 national staff, 860 military personnel and 69 police officers. The approved UNFICYP budget for the fiscal years 2020-21, 2021-22 and 2022-2023 are shown in table 1.

Table 1: UNFICYP financial resources by object of expenditure (in millions of US dollars)

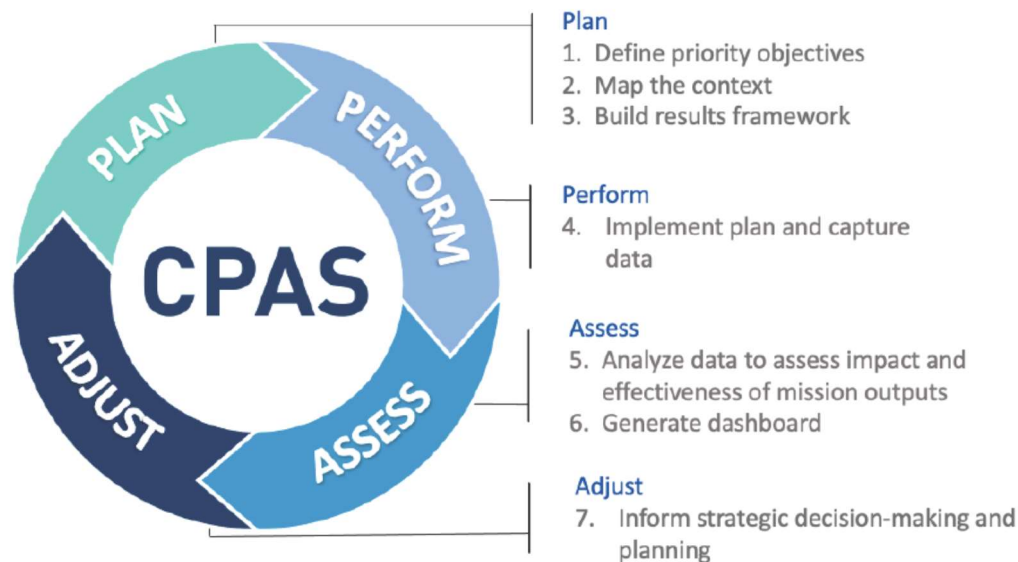
Category	Budget 2020-21	Budget 2021-22	Budget 2022-23
Military and police personnel	21.9	22.4	23.9
Civilian personnel	15.7	17.0	16.4
Operational costs	14.5	15.5	14.2
Gross requirements	52.1	54.9	54.5
Voluntary contributions in kind (budgeted)	0.5	0.4	0.3
Total requirements	52.6	55.3	54.8

Source: UNFICYP approved budgets and Umoja data

4. In December 2020, UNFICYP established a Mission Planning Unit (MPU) responsible for coordinating mission-wide planning and conducting regular and timely performance assessments. To enhance the organizational performance evaluation, UNFICYP was amongst the first four missions to launch the Comprehensive Planning and Performance Assessment System (CPAS) in 2019 on a pilot basis. CPAS can be used to plan, assess, adapt and strengthen operations to enhance mandate delivery, and to inform the development of results-based budgeting frameworks and performance reports. Through CPAS, the Mission plans how it will implement its mandate based on an analysis of the local context. It then implements the plan and uses data and analysis to assess how effective it has been. Based on the assessment, the Mission adjusts its plan to improve the impact it is having. Figure 1 provides an overview of the CPAS cycle.

¹ The Special Adviser is the Head of the Mission of the Good Offices in Cyprus. The Office of the Special Adviser and UNFICYP have a shared goal to support the comprehensive settlement of the Cyprus problem. The mandate of the Secretary General's Good Offices and the Office of his Special Adviser is to support negotiations between the Greek Cypriot and Turkish Cypriot leaders.

Figure 1: Overview of the Comprehensive Planning and Performance Assessment System cycle



Source: *Implementing CPAS Guidance Document, Department of Peace Operations*

5. Comments provided by UNFICYP are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess whether UNFICYP implemented effective strategic planning and performance monitoring to ensure its resources were integrated, coordinated and focused on achieving its mandate.

7. This audit was included in the 2023 risk-based work plan of OIOS due to the importance of strategy formulation and organizational performance in ensuring the effective achievement of the Mission's mandate.

8. OIOS conducted this audit from July to December 2023. The audit covered the period from 1 July 2019 to 31 December 2023. Based on an activity-level risk assessment, the audit covered higher and medium-risk areas in strategic planning and organizational performance, which included: (a) strategic planning; (b) implementation of CPAS; and (c) collaboration and communication with external stakeholders.

9. The audit methodology included: (a) interviews of key personnel; (b) review of relevant planning documentation and Umoja information; (c) visits to field offices to review their planning processes at sector levels and evaluate the adequacy of implementation of planned activities; and (d) analytical review of CPAS, Umoja and Situational Awareness Geospatial Enterprise (SAGE) data on planning activities to assess trends in implementation of mandated activities.

10. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Strategic planning

The Mission has improved organizational structures to coordinate and facilitate strategic planning

11. In December 2020, UNFICYP established a Mission Planning Unit (MPU) responsible for initiating, organizing and coordinating mission-wide planning under the guidance of the Senior Adviser in the Office of the Special Representative of the Secretary -General/Chief of Staff. The MPU was also required to conduct regular and timely performance assessments. However, the Unit was only fully staffed in April 2023 when a Mission Planning Officer at P-4 level was recruited. The delay in staffing the Unit was due to budget limitations as the approval for establishment of the mission planning officer post was only granted in the 2022-23 budget after prior submissions in 2021-22 were not approved. Prior to the recruitment of the Mission Planning Officer, the strategic planning functions were undertaken on an ad hoc basis by the Senior Adviser, who was supported by the Chief of the Joint Mission Analysis Centre.

12. Since the recruitment of the Mission Planning Officer in 2023, the MPU achieved the following:

- Facilitated and coordinated the updating of the 2023 Mission Concept and developed the Mission Plan covering the three years from 2023 to 2025, which included a consolidated annual work plan for the civilian substantive components.
- Set up a network of Mission planning focal points in April 2023 representing the police, military, civil affairs and Joint Mission Analysis Centre.
- Coordinated biannual meetings of the mission planning focal points to gather inputs into CPAS

13. The network of Mission planning focal points supported the collation and analysis of data on strategic priorities, reported biannually on the performance of the strategic priorities, and provided feedback to their respective components for future planning. During the quarterly meetings, each focal point, representing a component/section presented pool of evidence on the implementation of the strategic tasks under their ambit, in line with the CPAS indicators. The evidence was endorsed by respective component/section heads prior to it being tabled at the mission planning focal point quarterly meetings.

Need for better ownership of Mission's strategic planning documents by Mission leadership

14. In addition to the Mission Plan, the Mission developed a Mission Concept which outlined the vision statement, key assumptions, risks, and guiding principles. It also laid out the end-state of an agreed negotiated settlement that will trace a joint future and contribute to the substantial reduction of fear and irreconcilable narratives. To contribute towards this end state, the Mission Concept and Mission Plan outlined the two strategic objectives and associated performance indicators: a) preventing tensions and instability between the two communities, particularly the buffer zone; and b) supporting building relations, cooperation, and trust across the island.

15. The Mission formulated performance indicators for the above objectives as part of the CPAS framework. For the first objective, indicators included the reduction of tensions between communities, adherence to the aide-memoire by both sides, and implementation of key confidence mechanisms, such as the removal of heavy weapons from within 1,000 metres of the ceasefire lines. For the second objective, indicators included an increase in the number of new connections between the communities and an increase in participation in the peace process by women, youth, and civil societies.

16. The Mission Concept and Mission Plan were used in the Mission's annual planning. The Mission Concept and Mission Plan were aligned to each other and to the overall Mission mandate. The Mission Plan served as a planning and management tool for senior mission management and translated the strategic guidance in the Mission Concept into annual workplan that directed mission's organizational units to align, coordinate and synchronize activities around short to medium-term strategic priorities. It also guided the mission support functions, military and police components as a point of reference when developing their respective operational plans and/or concepts of operations to ensure coherence among all parts of the mission. The Mission Concept provided most of the environmental scan results such as key risks, assumption, principles, and indicators of progress on the implementation of the strategic objectives. The Mission Plan, with the results framework, developed actionable activities to ensure the various aspects of the strategic objectives were attended to.

17. Nevertheless, there was no evidence that the SMG, including the Head of Mission, were involved in the review and approval of these planning documents and the CPAS results framework. The Senior Adviser, instead of the Head of Mission, approved the two documents, the Mission Concept and Mission Plan. UNFICYP stated that the Senior Adviser was responsible for the planning function, so this role should also approve all the planning documents. Considering the overarching guidance the planning documents offer, the Head of Mission's ownership of them should be documented so that they are viewed and implemented as mission-wide guidance serving the interests of all components.

(1) UNFICYP should ensure that the Mission Concept and Mission Plan are approved by the Head of Mission as mission-wide guidance to ensure their implementation.

UNFICYP accepted recommendation 1 and stated that it would have the Head of Mission sign the Mission Concept and Mission Plan by 31 December 2024.

Need to enhance the coordination and collaboration of planned strategic activities

18. In 2019, the Office for Peacekeeping Strategic Partnership (OPSP) in the Department of Peace Operations reviewed the operations of UNFICYP to identify gaps that impact mandate delivery. A follow-up review in 2022 noted that the Mission needed to build greater synergies and efficiencies through enhanced integration among the military, police and civilian components. Furthermore, the Secretary-General's Action for Peacekeeping priorities for 2021-2023 outline the need for a multi-level response to the challenges missions face and recommends integration across all elements of the United Nations to ensure the ends, ways, and means are fully aligned.

19. Since the OPSP review, the Mission has improved and streamlined coordination and collaboration at Mission headquarters and the sectors. In June 2020, UNFICYP issued a directive on UNFICYP structures for Integration and Coordination to establish MPU, reorganize the Joint Mission Analysis Centre, review the civil affairs structure, and ensure cross-component reporting. Subsequently, OIOS noted the followings:

- The Joint Mission Analysis Centre had been enhanced to incorporate Mission components into one Mission Intelligence Unit.
- The Joint Operations Centre included a civilian United Nations Police focal point and analyzed incidents for all components.
- The Mission also developed a unified rating for the severity of the incidences form through Microsoft Power Application to gather information for incidences. Previously, each component used different risk rating systems, adversely impacting the provision of information for planning and decision-making.

- Another review of integrated structures and coordination took place in June 2024. The Mission planned to build a new Joint Operations Centre room to accommodate more staff across components for better collaboration.

20. Notwithstanding the improvement above, OIOS noted that more needed to be done:

- Only one of the three sectors² had all the components located in one place (co-location) because it was situated in Nicosia, near the Mission headquarters. The components in the other two sectors were located in separate and designated camps that were far apart from each other in an effort to cover as much geographical presence across the island. Therefore, there was a need to ensure representation of the various components at these two sector headquarters. Sector 4 had the biggest challenge as the military component was in the distant north of the Famagusta District. While there were scheduled weekly sector Cross Component Coordination Group³ (CCCG) meetings, these could not provide the real-time cross-component coordination important for effectively managing the buffer zone. Because incidents can happen anytime, the three components were supposed to receive timely information and promptly deal with the incidents.
- Further, the Tactical Operational Centres (TOCs), comprised only of the military components, were not integrated in all the sectors. The lack of integration in the TOCs had been a concern in the Mission for several years. Following the 2019 OIOS audit of the review of implementation of the strategic review recommendations and the subsequent OPSP reports in 2019 and 2022, the mission resolved to take steps to address this under the integration programme, but it could not implement it immediately due to lack of resources. TOCs are supposed to receive all information on military-related incidents, violations, planned patrols and executed patrols. However, some incidents may impact all three components, resulting in duplicated reporting or inconsistent severity ratings. While the three components were informally briefed on some of the incidents observed, they continued to report incidents along their chains of command (i.e., military reporting to their superiors at UNFICYP Headquarters and the same for the United Nations Police and civilian components) as opposed to having reports being generated through an integrated TOC.

21. Co-location of all the components in the sector and integration of mission components at the TOCs can enhance coordination and collaboration to deliver the Mission’s mandate to prevent tensions and instability between the communities.

(2) UNFICYP should: (a) review co-location options for the components at the sectors to improve coordination and collaboration of planned strategic activities; and (b) integrate the police and civilian components into the Tactical Operational Centres for efficient incident reporting.

UNFICYP accepted recommendation 2 and stated that the recommendation would be implemented by 31 December 2024, subject to approval by the Senior Management Group and budget allocation. Sectors 1 and 4 were considering two proposed locations for the Tactical Operational Centres, pending trials and some financial uplift required for their operation.

² There are three sectors, namely Sector 1, 2 and 4. Sector 3 ceased to exist when Canada withdrew its military personnel in 1993, and the area occupied by Sector 3 is shared by Sector 2 and 4.

³ CCCG consisted of the Chief of Staff, Chief of Civil Affairs, Senior Police Adviser and representation from the Office of Mission Support. Its mandate is to discuss matters involving activities in the buffer zone on behalf of the Senior Management Group.

B. Implementation of CPAS

The Mission assessed the local context and Mission focus

22. The Mission is required to identify its priority objectives for Mission leadership to focus on. Priority objectives support the Mission's overarching strategic objective(s) as defined by Security Council resolutions. The Mission is also required to conduct context mapping and environmental scans to identify the key drivers of changes and stakeholders and understand the dynamics of the country. Context mapping involved gathering detailed, nuanced information about the mission area of operations (community and its people) as well as engaging with individuals of both communities to understand their needs, experiences, values, and aspirations.

23. UNFICYP conducted context mapping to have an in-depth understanding of the social and cultural context in which it operated so as to design appropriate bi-communal activities. The Civil Affairs Section and Strategic Communication and Public Information Section were instrumental in this activity through its regular interactions and surveys that it administered from time to time. UNFICYP also conducted environmental scans in developing its strategic documents, by gathering, analyzing, and interpreting data about factors external to an organization that could impact its operations and subsequently its mandate implementation. This involved gathering information about the political, economic, social, technological, and other industry reports to identify opportunities and threats within the broader external environment that could impact its strategic decision-making. Both context mapping and environmental scan provided useful insights for planning and decision making but differ in terms of depth and breadth of information collected.

24. UNFICYP used the analysis of existing planning documents such as the Mission Concept and concept of operations by the military and United Nations Police, which outlined the historical contexts, previous and current challenges, opportunities, key assumptions and risks that impacted the delivery of its mandate. There was no more a requirement to provide a standalone analysis of context mapping following the removal of that requirement by the Division of Policy, Evaluation and Training, within the Department of Peace Operations, but rather required that local dynamics and key external stakeholders were included especially when undertaking external environmental assessments.

25. UNFICYP also conducted stakeholder analysis to identify key parties seen as the main drivers of its mandated activities, such as the police, military, and civil and political affairs. The analysis included external parties such as the Mission of Good Offices, embassies, and foreign affairs ministries from both the Greek Cypriot and Turkish Cypriot governments and civil societies.

The Mission developed a CPAS results framework

26. Missions are required to outline how they want to influence the context to implement their priority objectives, and what they will do to exert that influence. This is accomplished by creating a result framework, which is a table that outlines the relationships between the Mission's priority objectives, intended impact, intended outcomes and outputs, and identifying performance indicators for the intended impact and outcomes.

27. In 2021, UNFICYP developed its CPAS results framework, which was later updated in July 2023. The practice in most missions has been to review the framework annually when preparing annual plans. In 2021, UNFICYP had not formed a strategic planning function and hence the planning and review of strategic documents like the CPAS results framework was on ad hoc basis. However, going forward, the Mission anticipated reviewing the Framework on an annual basis. The results framework outlined how the Mission intended to influence the context to implement its mandate. The Mission identified the required

outputs, intended impacts and outcomes as indicators for measuring achievement or non-achievement of those desired impact or outcomes. For instance, regarding the prevention of tensions and instability between the communities, the results framework highlighted output indicators such as military and United Nations Police engagement with law enforcement agencies and public information, outreach and mediation over land use across the sectors, which are the key activities under this strategic objective. The Mission further broke down the above output indicators into granular tasks and allocated responsibility among the various components. Also, the output activities on the two strategic objectives in the CPAS were aligned to the outputs in the risk-based budgeting (RBB) framework. This was done to strengthen the link between mission impact (CPAS orientation) and the resources required (RBB orientation) to create that impact.

Need to enhance the effectiveness of CPAS assessment

28. CPAS guidelines require that the results of the CPAS assessments be reported to senior leadership to inform their decision-making. Mission leadership should review CPAS performance results and recommendations to identify necessary improvements for enhancing performance. Decisions made should be communicated to managers and include timelines for implementation.

29. The implementation of the CPAS framework was monitored through its network of planning focal points. The focal points met quarterly to review information submitted from respective sections or components after endorsement by their respective heads. For instance, the submission from the United Nations Police included the number of illegal activities in the buffer zone, such as hunting and construction, permits issued, patrols undertaken, and other activities monitored under the results framework. The information was entered into the CPAS platform, and the preliminary assessments were submitted to the CCCG for consideration.

30. While the MPU stated that the bi-annual assessments and the impact/outcome assessments were regularly presented to the CCCG for deliberation, there was no evidence of the deliberations, or the decisions undertaken by the CCCG based on the recommendations in the various assessment reports. The CCCG did not keep minutes of their proceedings or records of decisions undertaken; hence, OIOS could not verify whether the CCCG adequately performed its oversight role. There was also no record or implementation plan of how the CCCG approved the recommendations and if the recommendations were subsequently implemented as the MPU had not yet developed a mechanism for tracking the implementation status of the recommendations. The assessments undertaken by the MPU and the mission planning focal point network reported on the key outputs, impacts and outcomes, and made recommendations where necessary. For instance, in their June 2023 output to outcome report and the June 2023 Impact report, UNFICYP reported on all the three intended impacts and provided evidence to support their analysis.

31. As a subsidiary body of the SMG, CCCG was required to periodically report to the SMG for information or decision-making, but this was not done for CPAS assessments and related decisions. UNFICYP had yet to determine how and when the resolutions of the CCCG on the CPAS assessments would be communicated to the SMG for final decision-making. During the audit period, the CCCG had made only one presentation on CPAS assessment to the SMG after being requested. The systematic reporting and engagement of the SMG on strategic and mandated responsibilities would help address the recommendations from the CPAS assessment.

<p>(3) UNFICYP should document and report the progress of the Comprehensive Planning and Performance Assessment System assessments to the Senior Management Group for overall direction and decision-making and ensure that recommendations are tracked for implementation.</p>
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UNFICYP accepted recommendation 3 and stated that the Cross Component Coordination Group was composed of the component heads, who were also members of the SMG. In accordance with the CPAS terms of reference, and the recommendation that came out of the recent CPAS impact assessment, the Mission Planning Unit should brief the SMG directly. The recommendation would be implemented by 15 July 2024 and would be a requirement for all future CPAS assessments.

C. Collaboration and communication with external stakeholders

Mission collaboration with external stakeholders was adequate

32. The HOM/SRSG continued to lead and coordinate expertise from the United Nations Country Team in Cyprus, which included the Mission of Good Offices in Cyprus, United Nations Development Programme, Office of the United Nations High Commissioner for Refugees, International Organization for Migration and Committee on Missing Persons in Cyprus. For example, OIOS noted that:

- UNFICYP shared strategic communication resources with the Mission of Good Offices. The UNFICYP Chief of Public Information, who also served as the Mission Spokesperson, doubled as the spokesperson of the Mission of Good Offices, ensuring a coordinated communication strategy for implementing the mandates of the two missions.
- In implementing the work of the technical working groups, which the Mission of Good Offices was spearheading, UNFICYP provided logistical support, such as the provision of facilities and secretarial work. The technical working groups and committees were one of the mechanisms established by the two communities (Greek and Turkish Cypriots) to promote greater interaction and understanding.
- UNFICYP held joint planning briefings weekly with the Mission of Good Offices and United Nations Country team representatives to enhance situational awareness for planning purposes.

33. In addition, the Head of Mission held monthly meetings with various state actors from both communities and held periodic collaboration meetings with the parties. These meetings resulted in some agencies, such as the United Nations Development Programme, providing financial support to enable the Mission to undertake some of its bi-communal activities and technical working groups activities. Therefore, OIOS considered UNFICYP's collaboration with other entities regarding mission planning and mandate implementation to be adequate.

IV. ACKNOWLEDGEMENT

34. OIOS wishes to express its appreciation to the management and staff of UNFICYP for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus

Rec. no.	Recommendation	Critical ⁴ / Important ⁵	C/ O ⁶	Actions needed to close recommendation	Implementation date ⁷
1	UNFICYP should ensure that the Mission Concept and Mission Plan are approved by the Head of Mission as mission-wide guidance to ensure their implementation.	Important	O	Receipt of evidence of approval of the Mission Concept and Mission Plan by the Head of Mission.	31 December 2024
2	UNFICYP should: (a) review co-location options for the components at the sectors to improve coordination and collaboration of planned strategic activities; and (b) integrate the police and civilian components into the Tactical Operational Centres for efficient incident reporting.	Important	O	Receipt of evidence that the Mission reviewed the co-location options and integrated the police and civilian components into the Tactical Operational Centres.	31 December 2024
3	UNFICYP should document and report the progress of the Comprehensive Planning and Performance Assessment System assessments to the Senior Management Group for overall direction and decision-making and ensure that recommendations are tracked for implementation.	Important	O	Receipt of evidence that the Mission Planning Unit documented and briefed the Senior Management Group of the Comprehensive Planning and Performance Assessment System assessments.	15 July 2024

⁴ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

⁵ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

⁶ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁷ Date provided by UNFICYP in response to recommendations.

APPENDIX I

Management Response



UNITED NATIONS PEACEKEEPING FORCE IN CYPRUS
P.O. BOX 25644, 13111 NICOSIA, CYPRUS – TEL: 357-22-614000 FAX: 357-22-614600

INTER-OFFICE MEMORANDUM

DATE: 26 June 2024
REF: OSRSG-240630

TO: Mr. Byung-Kun Min, Director
A: Internal Audit Division, OIOS

FROM: Mr. Colin Stewart, Special Representative of the Secretary-General
DE: and Head of Mission

SUBJECT: Draft report of an audit of strategic planning and organizational performance in the
OBJET: United Nations Peacekeeping Force in Cyprus (Assignment No. AP2022-654-01)

1. I refer to your interoffice memorandum, reference # OIOS-2024-01146, dated 13 June 2024 on the draft report of OIOS audit of strategic planning and organizational performance in UNFICYP, requesting the mission's comments, including an action plan with target dates and the titles of the individuals responsible for implementing the recommendations.
2. Please find attached the Mission's response to the draft report of the above-mentioned audit.
3. Kindly note that the Mission has made minor edits to the draft report which have been shared informally with the Auditor-in-Charge.

Thank you.

cc: Ms. Fatoumata Ndiaye, Under-Secretary-General for Internal Oversight Services
Major General Erdenebat Batsuuri, Force Commander, UNFICYP
Mr. Joel Cohen, Chief of Mission Support, UNFICYP
Mr. Aderemi Adekoya, Senior Adviser
LtCol Ala'A Momani, Deputy Senior Police Adviser and OIC, UNPOL, UNFICYP
Ms. Camilla Asyrankulova, Mission Planning Officer, UNFICYP
Ms. Nujud Yahya, Audit Focal Point, UNFICYP
Ms. Xin Zhou, Professional Practices Section, Internal Audit Division, OIOS

Management Response

Audit of strategic planning and organizational performance in the United Nations Peacekeeping Force in Cyprus

Rec. no.	Recommendation	Critical/ ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNFICYP should ensure that the Mission Concept and Mission Plan are approved by the Head of Mission as mission-wide guidance to ensure their implementation.	Important	Yes	Mission Planning Officer	31 December 2024	In view of the ongoing work to digitize the existing Mission Plan. The recommendation will be implemented by 31 December.
2	UNFICYP should: (a) review co-location options for the components at the sectors to improve coordination and collaboration of planned strategic activities; and (b) integrate the police and civilian components into the Tactical Operational Centres for efficient incident reporting.	Important	Yes	Military Chief of Staff	31 December 2024	Expected date of implementation is by 31 December 2024.
3	UNFICYP should document and report the progress of the Comprehensive Planning and Performance Assessment System assessments to the Senior Management Group for overall direction and decision-making and ensure that recommendations are tracked for implementation.	Important	Yes	Mission Planning Officer	15 July 2024	The dates for briefing the Senior Management Group have been adjusted to align with the SRSG's schedule and upcoming briefing to the Security Council. Expected date of implementation is by 15 July 2024.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.