

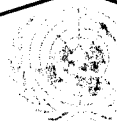


Barcelona 4 March 2007

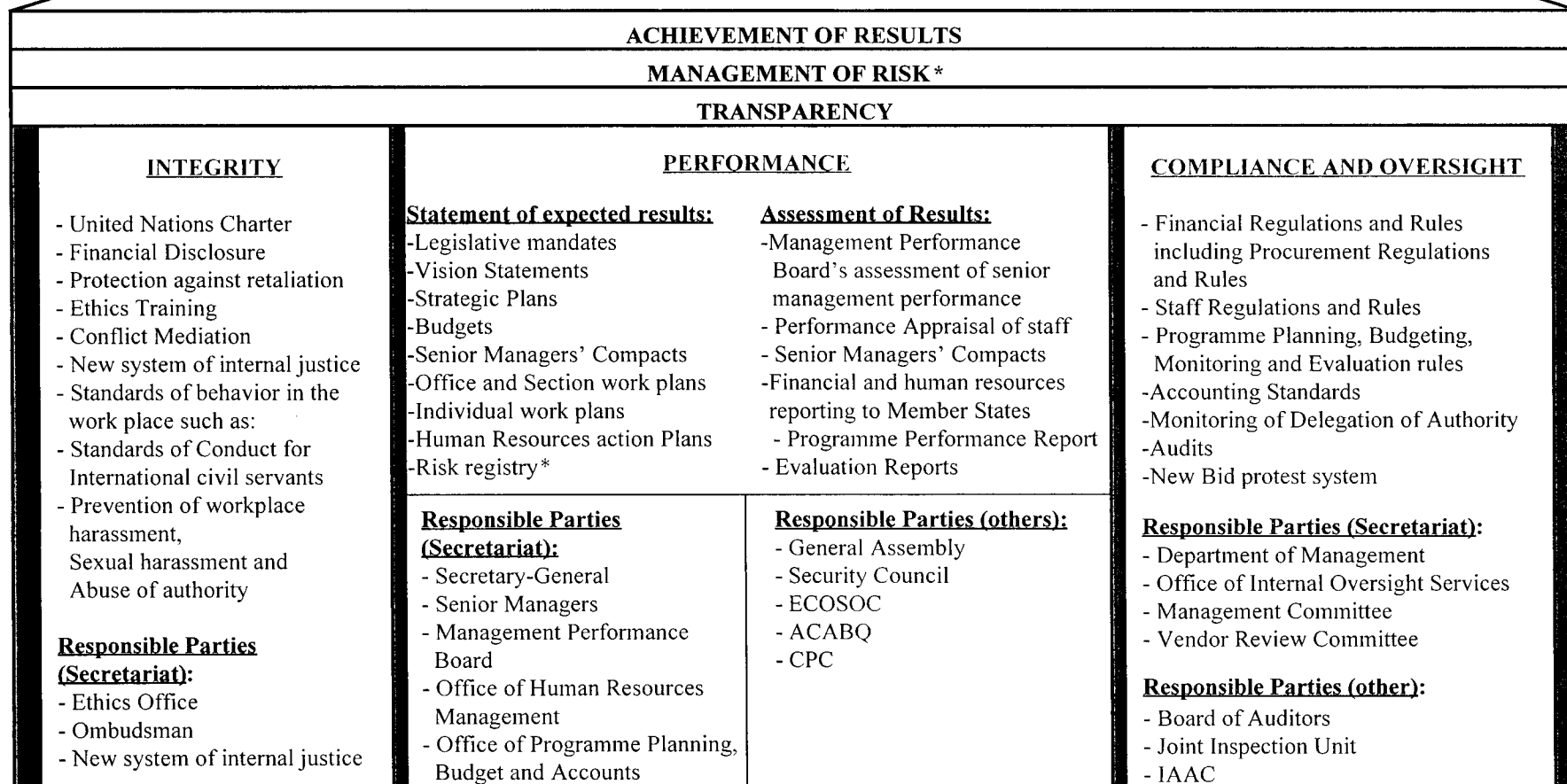
**The Secretariat's accountability framework,
enterprise risk management and internal control framework,
and results-based management framework:**

Comprehensive Accountability Architecture

OVERALL OVERSIGHT: MEMBER STATES



ACCOUNTABILITY ARCHITECTURE OF THE UNITED NATIONS SECRETARIAT



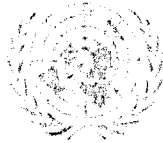
* Proposed pilot project



New Dimensions in the Accountability Architecture:

- Enterprise Risk Management and Internal Control Framework (ERM)
 - Risk management and the Organization's internal control framework are management's responsibility.
 - Risk management should be embedded within the decision-making process, from strategy-setting to operations.
 - Risks need to be recognized, planned for, communicated, and mitigated to the extent possible with the benefit of a practical and consistent methodology.

- Results-Based Management (RBM)
 - Results-based management is an approach that focuses on the achievement of results rather than on processes and procedures and requires managers to monitor and evaluate programmes regularly in order to take necessary corrective actions.
 - A Framework for RBM is proposed to foster a more results-oriented culture in the Secretariat and to provide Member States with more timely information, based on evidence.



Division for Accountability and Results Management

Division for Accountability and Results Management

Pilot Project on Enterprise Risk Management

- Develop an overarching risk management policy and associated standards and guidelines;
- Simultaneously test the methodology in contrasting areas of Secretariat work.

Results Management Section	Performance Management Section	Oversight Support Section
<ul style="list-style-type: none"> •Develop, maintain, update and communicate standards, policies and procedures for RBM, including monitoring and self-evaluation activities; •Conduct training on the above policies and procedures; •Liaise with and report to Member States (including PPR). 	<ul style="list-style-type: none"> •Coordinate, monitor and regularly report progress related to the senior managers' annual compacts and other key performance indicators; •Monitor delegations of authority Secretariat-wide; •Coordinate DM self-evaluation activities. 	<ul style="list-style-type: none"> •Coordinate the Secretariat's response to oversight body reports; •Monitor and report on the implementation of recommendations contained therein; and •Report issues of a systemic nature or those requiring special attention by senior management and/or the Management Committee.



Proposed Resources

Current Level	Proposed Resources	\$\$	Total \$\$
No resources	Pilot Project for Enterprise Risk Management •General Temporary Assistance •Travel of Staff	862.2 20.0	882.2
One post	Division for Accountability and Results Management •New D2, GS	1173.2	
No resources	Results-based Management Section* •New: 1P5; 1P4; 2P3; 1GS •Other costs	181.7	
Two posts	Oversight Support Section •New: 1P4; 1GS		
Three posts	Performance Monitoring Section •New: 1P4 General Operating Costs and Staff Assessment**	771.8	2126.7
Six posts	Ten new posts		3008.9
•Two posts to be redeployed from OIOS for the Programme Performance Report (1P4; 1GS); 1P3 to be requested from Support Account. •** Offset by decrease under Section 1 (Income from Staff Assessment)			



Conclusions

What we can do to effect change:

- **Establish a comprehensive accountability architecture to rationalize and modernize current practices.**
- **Ensure that accountability, results management and risk management become the foundation of the decision-making processes and subsequent outcomes throughout the Organization.**
- **Establish a dedicated capacity whose function is to ensure the success of a solid, streamlined accountability process, and to promote better management.**
- **Capitalize on this potential for enormous change to improve the way in which the Organization carries out its increasingly diverse and complex tasks and delivers mandated results.**