AUO work and findings on decentralization

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Audit objectives and coverage

- **Objective**: Timely and relevant feedback on decentralization

- **Focus**: ICO administration, financial management, HQ support.

- Half of ICOs audited in period 2014 - 2017

- Emphasis on ICOs with outposted CPMs
Key findings

Challenges observed:

• Procedural guidance
• IT connectivity and use of corporate systems
• Management of assets
• Potential efficiencies

Consistent compliance with most procedures and guidelines, some recurring areas of partial compliance
Management actions

Timely implementation of recommendations
- Revised ICO Handbook and new guidance notes
- Increased use of corporate systems
- Strengthened awareness of rules and procedures
- Budget decentralization pilot
- ICO specific issues promptly addressed

AUO feedback used in corporate decentralization planning
General considerations

- ICO organization and staff mobility – ongoing improvement effort important
- Standardization and consistent use of corporate systems - efficiencies, better planning and corporate monitoring and support
- Financial delegation to ICOs - efficiency and accountability – small ICO size
Conclusions

Still room for improvement, but also substantial progress in policies, processes, IT systems and connectivity, which helped to:

• increase integration of ICOs in corporate processes and initiatives,

• increase transparency and accountability of ICO and programme activities, and

• support a shared corporate culture.