



AUO work and findings on decentralization

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Investing in rural people

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

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

- 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.