



## **INTERNAL AUDIT DIVISION**

### **REPORT 2020/026**

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#### **Audit of the United Nations Information Centre at the United Nations Office at Nairobi**

**Adoption of a results-based management approach could improve efficiency, effectiveness and accountability of service delivery**

**23 September 2020**

**Assignment No. AA2020-210-03**

# **Audit of the United Nations Information Centre at the United Nations Office at Nairobi**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Information Centre in Nairobi (UNIC-Nairobi) at the United Nations Office at Nairobi (UNON). The objective of the audit was to assess the efficiency and effectiveness of the provision of services at UNIC-Nairobi. The audit covered the period from 1 January 2018 to 31 January 2020 and included a review of risk areas relating to strategic management, financial management and stakeholder engagement.

The audit showed that adoption of a results-based management approach could improve efficiency, effectiveness, and accountability of service delivery.

OIOS made eight recommendations. To address the issues identified in the audit, UNIC-Nairobi, in collaboration with the Department of Global Communications and UNON, needed to:

- Develop strategic plans according to priorities at the country level and include specific targets of expected accomplishments;
- Implement a risk management framework to systematically identify and mitigate risks;
- Develop a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results;
- Define specific and measurable expected results to be achieved as part of the success criteria in the staff performance appraisal system to ensure objective performance evaluation and accountability;
- Develop an action plan for evaluation of the services it provides to ensure their efficiency, effectiveness and relevance;
- Develop a results-based system for allocating resources to ensure efficient and effective delivery of services;
- Initiate revision of the United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the priority areas of the United Nations Development Assistance Framework; and
- Ensure that meetings of the United Nations Communications Group are held regularly to ensure effective collaboration between United Nations entities.

UNIC-Nairobi accepted the recommendations and has initiated action to implement them.

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# **Audit of the United Nations Information Centre at the United Nations Office at Nairobi**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Information Centre in Nairobi (UNIC-Nairobi) at the United Nations Office at Nairobi (UNON).

2. By resolution 13 (I) of 1946, the General Assembly established the Department of Public Information, now known as the Department of Global Communications (DGC), to promote global awareness and understanding of the work of the United Nations. According to its mission statement, DGC is dedicated to communicating the ideals and work of the United Nations to the world; to interacting and partnering with diverse audiences; and to building support for peace, sustainable development and human rights for all. DGC is represented worldwide through a global network of United Nations Information Centres located in 60 countries, which work closely with other United Nations teams and a wide range of partners. They are also the principal source of information about the United Nations system in the countries where they are located. UNIC-Nairobi, which was established in 1974 in Kenya, is headed by a Director who is accountable to the Director-General of UNON.

3. UNON serves as the representative office of the Secretary-General in Nairobi and performs representation and liaison functions with United Nations stakeholders in Kenya. According to the Secretary-General's bulletin ST/SGB/2008/7 on the Organization of UNON, the core functions of UNIC-Nairobi are as follows:

(a) Providing communications support to the Director-General of UNON with regard to international conferences and intergovernmental meetings, including through assistance with media accreditation;

(b) Serving as the information centre for Kenya, Seychelles and Uganda, and as the focal point for public information and media relations for the United Nations in those countries; and

(c) Facilitating the communications work of the United Nations Country Team in Kenya through the support of the local United Nations Communications Group.

4. UNIC-Nairobi's budget for the 2018-2019 biennium was \$1.5 million of which \$1.2 million was funded from the regular budget and the remaining \$0.3 million was funded from income generating activities. The budget was mainly used for staff costs of \$1.3 million (85 per cent) and operational costs of \$0.2 million (15 per cent). The centre had seven authorized posts which comprised of a Director, two Professional staff, one National Information Officer, and three General Service posts.

5. Comments provided by UNIC-Nairobi are incorporated in italics.

## **II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY**

6. The objective of the audit was to assess the efficiency and effectiveness of the provision of services at UNIC-Nairobi.

7. This audit was included in the 2020 risk-based work plan of OIOS in view of the risk that potential weaknesses in provision of services by UNIC-Nairobi may preclude the achievement of its objectives.

8. OIOS conducted this audit from January to May 2020. The audit covered the period from 1 January 2018 to 31 January 2020. Based on an activity-level risk assessment, the audit covered risk areas which included strategic management, financial management and stakeholder engagement.

9. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) testing of transactions on a sample basis.

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

### III. AUDIT RESULTS

#### A. Strategic management

##### Need to specify the expected outcomes to be accomplished

11. According to ST/SGB/2016/6 on Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, UNIC-Nairobi is expected to prepare strategic plans to facilitate the achievement of its expected accomplishments and objectives. Managers should “identify objectives of the Organization, expected accomplishments of the Secretariat and indicators of achievement and strategies to be used during the plan period”.

12. UNIC-Nairobi had developed a communication strategy for the Director-General of UNON for 2018-2019 which aimed to enhance the profile of the United Nations for building stronger and sustainable partnerships. However, the strategic objectives and expected outcomes of this strategy did not have specific targets as shown in Table 1.

**Table 1: Examples of 2018-2019 strategic objectives and expected outcome without targets**

Area	Strategic objective	Expected outcomes
Media Outreach	Create an improved image and visibility of the United Nations through social and traditional media vehicles	(a) Improved visibility and coverage of the work of the United Nations (b) Enhanced understanding of the work of the Organization (c) An improved and stronger relationship between the media and the United Nations
Public information	Increase understanding of the work of the United Nations through various channels to build partnerships with a diverse audience	(a) Stronger partnerships with various audiences established (b) Generation of conversations on sustainable development and peace (c) Visibility of the work of the United Nations through diverse activities with various partners (d) Wide formal and informal interaction and engagement with the public on United Nations priority themes

13. The strategy identified four target audiences for its services. These stakeholders were the general public, media, United Nations governance and management teams, and UNON staff. The purpose of identifying the stakeholders was to “assist the plan to maximize success and remain focused”. For each stakeholder, the plan identified their communication needs and how the needs would be met.

14. There were no specific and measurable performance targets of expected results/outcomes that were to be achieved upon implementation of the strategy. Furthermore, the strategy did not clarify what problems stakeholders faced that were being resolved. Therefore, it was not clear how the expected outcomes were resolving real problems faced by stakeholders. For example, as part of the 2030 Agenda for Sustainable Development, stakeholders are addressing real problems such as poverty, hunger, lack of good health and well-being, lack of clean water and sanitation, lack of decent work and economic growth. But the strategy did not guide how to bring awareness to these problems and advocate solutions through the various information and communication activities.

15. DGC explained that it had developed a United Nations-wide communications strategy that will be adapted to the local level. The new communications strategy, adopted and endorsed by senior United Nations leadership in March 2020, reflects the new communications approach of the Department focusing on moving from awareness raising to engagement, triggering action and a targeted audience approach as well as impact measurement and evaluation.

16. Without specific targets of expected accomplishments, it is challenging to measure, evaluate, and report the performance of UNIC-Nairobi in its interactions with the stakeholders. This could dilute management accountability on achievement of results.

**(1) UNIC-Nairobi, in collaboration with the Department of Global Communications, should develop strategic plans according to priorities at the country level and include specific targets of expected accomplishments.**

*UNIC-Nairobi accepted recommendation 1. Recommendation 1 remains open pending receipt of strategic plans for UNIC-Nairobi, according to priorities at the country level, with specific targets of expected accomplishments.*

#### Need to implement risk management framework

17. The General Assembly has long recognized the need for effective risk management in the United Nations. In its resolutions 63/276 of 26 June 2009 and 64/259 of 5 May 2010, the Assembly called upon the Secretary-General to implement a systematic approach to risk management and internal control in the United Nations.

18. In May 2011, the United Nations adopted an Enterprise Risk Management and Internal Control Policy Framework which was designed to address the strategic risks associated with the implementation of mandates and objectives, as well as the risks inherent in daily operations that support the achievement of mandates. Recently, the Secretary-General's reforms have emphasized that risk management is a core responsibility for management that is needed for better management of risks, and improvement of internal controls to ensure effective use of resources. Thus, managers are accountable for risk management in their areas of responsibility.

19. As risk owners, UNIC-Nairobi's formal responsibilities should include: (i) regularly reviewing risks; (ii) identifying internal control deficiencies and proposing appropriate risk mitigation measures; and (iii) updating relevant risk information and contributing to risk reporting as required. As of February 2020, there was no evidence that UNIC-Nairobi undertook any formal risk management responsibilities.

20. In the absence of an effective risk management framework, UNIC-Nairobi may not be able to identify and address risks in a timely manner. This could have a potentially adverse impact on its provision of services to stakeholders. For example, lack of resources was a major risk that adversely impacted UNIC-Nairobi activities, but no risk mitigation measures had been developed. It is important for UNIC Nairobi

to systematically undertake risk management in accordance with the overall risk management framework of DGC as well as that of UNON.

**(2) UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should implement a risk management framework to systematically identify and mitigate risks.**

*UNIC-Nairobi accepted recommendation 2. Recommendation 2 remains open pending receipt of evidence of implementation of a risk management framework at UNIC-Nairobi.*

#### Performance monitoring and reporting needed to be strengthened

21. Performance monitoring and reporting are integral parts of the results-based management approach adopted by the United Nations Secretariat. This involves the use of indicators to track actual results against planned results and provision of key periodic information to stakeholders on progress on achievement of expected results.

22. UNIC-Nairobi did not have a performance monitoring mechanism that compared actual with expected results in the countries covered. DGC operated the 'Centres Information Management System' (CIMS) which required information centres to record events that were expected to take place in a year and was updated once the events had taken place. During 2018 and 2019, UNIC-Nairobi undertook 24 out of 49 planned events (49 per cent) and 56 out of 57 planned events (98 per cent), respectively. However, there was no information available that defined the intended results and, later, confirmation of whether the intended results were achieved. For example, every year UNIC planned and observed the International Women's Day (8 March) and the International Youth Day (12 August), but there was no confirmation of achievement of intended results in terms of outputs, outcomes, and impact.

23. UNIC-Nairobi stated that as an information centre, it measured its success through the number of stakeholders reached via social media, mainstream, and attendees in person. This was like a radio and television station that measured its success through listenership, or newspapers through readership. Apart from observing the number of people reaching out, UNIC-Nairobi had no budget, mandate and expertise to go and physically do anything for the people reached.

24. OIOS is of the view that the performance of UNIC-Nairobi needs to be monitored and reported based on achievement of intended results which are valuable to stakeholders. This would be in line with the new management paradigm advocated by the Secretary-General that emphasizes the achievement of intended results and not just completion of activities or holding events.

**(3) UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results.**

*UNIC-Nairobi accepted recommendation 3. Recommendation 3 remains open pending receipt of evidence of development of a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results at UNIC-Nairobi.*

#### Success criteria for staff performance need to be improved

25. According to ST/AI/2010/5, the purpose of the Performance Management and Development System is to improve the delivery of programmes by optimizing performance at all levels, which it will achieve by: (a) promoting a culture of high performance, personal development and continuous learning;

(b) empowering managers and holding them responsible and accountable for managing their staff; (c) encouraging a high level of staff participation in the planning, delivery and evaluation of work; and (d) recognizing successful performance and addressing underperformance in a fair and equitable manner.

26. The success criteria used in the staff appraisals of UNIC-Nairobi staff did not specify measurable results to be achieved as performance indicators. For example, the success criteria in the 2018-2019 appraisal only listed activities to be undertaken during the period but did not go further to specify the expected results to be achieved.

27. Lack of specific and measurable performance indicators of results to be achieved could dilute objectivity in performance assessment and also weaken accountability.

**(4) UNIC-Nairobi, in collaboration with the Department of Global Communications and UNON, should define specific and measurable expected results to be achieved as part of the success criteria in the staff performance appraisal system to ensure objective performance evaluation and accountability.**

*UNIC-Nairobi accepted recommendation 4. Recommendation 4 remains open pending receipt of evidence that specific and measurable expected results to be achieved are part of the success criteria in the staff performance appraisal system at UNIC-Nairobi.*

#### Need for develop an action plan for evaluation

28. According to the Secretary-General's bulletin ST/SGB/2016/6 on Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, performance evaluation is deemed a useful management tool for systematically and objectively determining relevance, efficiency, effectiveness, impact and/or sustainability of various activities undertaken, or services provided. It enables the Secretariat and Member States to engage in systematic reflection, with a view to increasing the effectiveness of the main programmes of the Organization by altering their content and, if necessary, reviewing their objectives.

29. There were no policies, procedures or mechanisms defined for performance evaluation at UNIC-Nairobi. During the period under review, there were no evaluation activities planned or undertaken. Thus, there was no objective assessment to provide assurance on the relevance, efficiency, effectiveness, and impact of the services provided by UNIC-Nairobi.

**(5) UNIC-Nairobi, in consultation with UNON and the Department of Global Communications, should develop an action plan for evaluation of the services it provides to ensure their efficiency, effectiveness and relevance.**

*UNIC-Nairobi accepted recommendation 5. Recommendation 5 remains open pending receipt of an action plan for evaluation of UNIC-Nairobi services.*

## **B. Financial management**

#### Resource allocation needed to be results-based

30. In a results-based management system, resources are budgeted and allocated based on expected results and outcomes. Results planning starts with desired change (impact and outcomes), followed by identification of the outputs, then activities to be performed and thereafter, a determination is made of the



inputs, such as human and financial resources, required to achieve the intended results. In this way, the resource allocations during planning support implementation of key activities, and facilitate performance monitoring, reporting and appraisal.

31. The budget of UNIC-Nairobi for 2018-2019 was \$1,587,137 of which \$1,235,437 was funded from the regular budget while \$351,700 was funded from income-generating activities as shown in Table 2. Staff posts accounted for 85 per cent of the budget while 15 per cent represented operational costs. The information centre had six regular staff posts and one post financed from income-generating activities. The regular posts were comprised of a Director, one professional post, one National Information Officer and three general service posts, while income-generating activities funded one professional post. In 2020, the National Information Officer position was abolished.

**Table 2: UNIC Nairobi budget for the period 2018-2019**

<b>Funding source</b>	<b>Details</b>	<b>2018 (\$)</b>	<b>2019 (\$)</b>	<b>Total (\$)</b>
Regular budget	Staff costs	557,600	557,600	<b>1,115,200</b>
Regular budget	Operational costs	78,310	41,927	<b>120,237</b>
Income generating activities	Visitors Service staff costs	108,100	124,900	<b>233,000</b>
Income generating activities	Visitors Service operational costs	48,600	70,100	<b>118,700</b>
	<b>Total costs</b>	<b>792,610</b>	<b>794,527</b>	<b>1,587,137</b>

32. There was no evidence that specific and measurable expected results and outcomes was the basis for determining the resources budgeted for UNIC-Nairobi. As stated above, UNIC-Nairobi focused on completion of activities/holding of events but not on specific and measurable results that were expected to be achieved.

33. In the absence of expected results (outcomes and impact), resources may be allocated inefficiently and ineffectively. For example, resources may be wasted on activities that do not result in valuable outcomes and impacts. Alternatively, important activities necessary to achieve key goals and objectives may not be funded and therefore may not be implemented at all.

**(6) UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a results-based system for allocating resources to ensure efficient and effective delivery of services.**

*UNIC-Nairobi accepted recommendation 6. Recommendation 6 remains open pending receipt of evidence of development of a results-based system for allocating resources at UNIC-Nairobi.*

Expenditure on guided tours exceeded the income

34. In January 2012, UNIC-Nairobi commenced guided tours at the UNON complex. The number of visitors for the tour service increased steadily from 2,882 in 2012 to 7,604 in 2019. During the period from January 2018 to 31 December 2019, the expenditure on tour services exceeded income by \$191,139. While UNIC-Nairobi received 14,728 visitors and earned a total income of \$116,462 between January 2018 and December 2019, it incurred a total expenditure of \$307,601 for the same period. The expenditure excluded overhead costs such as office rent.

35. The most significant expenditure incurred related to staff costs of \$199,699 (65 per cent) and other operating expenses of \$107,902 (35 per cent). The staff costs were for one professional staff member whereas operating expenses included eight individual contractors who provided tour guide services.

36. DGC explained that the Nairobi Visitors Service, together with similar operations in Geneva, New York, and Vienna, falls under the income-generating budget and is not part of the regular budget for DGC. The income-generating budget is presented to Member States in a way that balances overall expenditures in all four duty stations with the overall income generated. In 2019, the overall expenditure for all four duty stations was \$4.8 million whereas the income generated was \$5.8 million, resulting in an overall surplus of \$1.0 million. Mindful of the importance of providing access to United Nations premises to a wide range of audiences in all four locations, DGC stated that Member States have historically been supportive of loss-making duty stations such as Nairobi and Vienna, as the overall balance has been positive.

### **C. Stakeholder engagement**

#### The communication and advocacy strategy needed to focus on development priorities

37. UNIC-Nairobi is responsible for facilitating the communications work of the United Nations Country Team in Kenya by supporting the United Nations Communications Group (UNCG) which was established to coordinate the Organization's communication activities on priority issues in Kenya. It is comprised of information and communication focal points of all United Nations organizations in the country.

38. The United Nations Kenya Communication and Advocacy Strategy for 2018-2022 was developed for UNCG with the overall objective to advocate, harmonize and share information both internally and externally on all aspects of the United Nations in Kenya through joint communications. The strategy focused on the priority areas of the United Nations Development Assistance Framework and the positioning of the United Nations as an effective and strategic development partner in the country.

39. The development priorities for Kenya were defined in the 2030 Agenda for Sustainable Development Goals, as localized in the Big Four Agenda and Kenya's Vision 2030. These are focused on priority issues such as food security, affordable housing, manufacturing, affordable healthcare, better access to clean water and sanitation, and employment opportunities.

40. OIOS observed that the performance of UNCG was not linked to the impact it was expected to have on the host country's development agenda. While the communication strategy stated that it would focus on development issues, the performance indicators that were to be tracked did not bring out the development gains that were to be achieved through partnership with the host country to demonstrate their relevance.

**(7) UNIC Nairobi, in collaboration with the United Nations Communications Group, should initiate revision of the United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the priority areas of the United Nations Development Assistance Framework.**

*UNIC Nairobi accepted recommendation 7. Recommendation 7 remains open pending receipt of the revised United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the United Nations development priorities.*

UNCG meetings needed to be held regularly

41. According to the Communication and Advocacy Strategy, UNIC-Nairobi was to provide secretariat services to UNCG which included preparing for, coordinating, and managing the monthly meetings of UNCG and monitoring the implementation of UNCG decisions.

42. There was inadequate evidence that UNIC-Nairobi organized the monthly meetings of UNCG. UNIC-Nairobi was only able to provide minutes relating to four UNCG meetings held 2018 and 2019 whereas 24 meetings should have been held during the period. Holding regular meetings of UNCG and documenting the minutes of its meetings are essential to ensure effective collaboration between the United Nations entities in Kenya and proper implementation of the decisions made.

**(8) UNIC-Nairobi should ensure that meetings of the United Nations Communications Group are held regularly to ensure effective collaboration between United Nations entities.**

*UNIC-Nairobi accepted recommendation 8. Recommendation 8 remains open pending receipt of evidence that regular meetings of UNCG are being held.*

#### **IV. ACKNOWLEDGEMENT**

43. OIOS wishes to express its appreciation to the management and staff of UNIC-Nairobi, DGC and UNON for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns  
Director, Internal Audit Division  
Office of Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	UNIC Nairobi, in collaboration with the Department of Global Communications, should develop strategic plans according to priorities at the country level and include specific targets of expected accomplishments.	Important	O	Receipt of strategic plans for UNIC-Nairobi, according to priorities at the country level, with specific targets of expected accomplishments	28 February 2021
2	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should implement a risk management framework to systematically identify and mitigate risks.	Important	O	Receipt of evidence of implementation of a risk management framework at UNIC-Nairobi.	30 September 2021
3	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results.	Important	O	Receipt of evidence of development of a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results at UNIC-Nairobi.	31 December 2021
4	UNIC-Nairobi, in collaboration with the Department of Global Communications and UNON, should define specific and measurable expected results to be achieved as part of the success criteria in the staff performance appraisal system to ensure objective performance evaluation and accountability.	Important	O	Receipt of evidence that specific and measurable expected results to be achieved are part of the success criteria in the staff performance appraisal system at UNIC-Nairobi.	31 March 2021
5	UNIC-Nairobi, in consultation with UNON and the Department of Global Communications, should develop an action plan for evaluation of the services it provides to ensure their efficiency, effectiveness and relevance.	Important	O	Receipt of an action plan for evaluation of UNIC-Nairobi services.	31 December 2021

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> Please note the value C denotes closed recommendations whereas O refers to open recommendations.

<sup>4</sup> Date provided by UNON in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

6	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a results-based system for allocating resources to ensure efficient and effective delivery of services.	Important	O	Receipt of evidence of development of a results-based system for allocating resources at UNIC-Nairobi.	31 December 2021
7	UNIC Nairobi, in collaboration with the United Nations Communications Group, should initiate revision of the United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the priority areas of the United Nations Development Assistance Framework.	Important	O	Receipt of the revised United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the United Nations development priorities.	30 April 2021
8	UNIC Nairobi should ensure that meetings of the United Nations Communications Group are held regularly to ensure effective collaboration between United Nations entities.	Important	O	Receipt of evidence that regular meetings of the United Nations Communications Group are being held.	31 December 2021

# **APPENDIX I**

## **Management Response**

UNITED NATIONS OFFICE AT NAIROBI

DATE: 10 September 2020

TO: Ms. Eleanor T. Burns, Director  
Internal Audit Division, OIOS

FROM: Zainab Hawa Bangura  
Director-General



SUBJECT **Draft report on audit of UNIC in Nairobi**

1. This is in reference to your memorandum dated 14 August 2020 on the above-mentioned subject.
2. As requested in your memo, I am pleased to submit UNON's comments, attached, on the draft audit report's recommendations in Appendix I.
3. Thank you and best regards.

cc: Ms. Melissa Fleming, Under-Secretary-General  
Department of Global Communications

## Management Response

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNIC Nairobi, in collaboration with the Department of Global Communications, should develop strategic plans according to priorities at the country level and include specific targets of expected accomplishments.	Important	Yes	Director of UNIC Nairobi and his team	February 2021	UNIC-Nairobi accepts this recommendation.
2	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should implement a risk management framework to systematically identify and mitigate risks.	Important	Yes	Director of UNIC Nairobi and his team	September 2021	UNIC-Nairobi accepts this recommendation.
3	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results.	Important	Yes	Director of UNIC Nairobi and his team	December 2021	UNIC-Nairobi accepts this recommendation.
4	UNIC-Nairobi, in collaboration with the Department of Global Communications and UNON, should define specific and measurable expected results to be achieved as part of the success criteria in the staff performance appraisal system to ensure objective performance evaluation and accountability.	Important	Yes	Director of UNIC Nairobi and his team	March 2021	UNIC-Nairobi accepts this recommendation.

<sup>1</sup> 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.

<sup>2</sup> 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.



## Management Response

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

5	UNIC-Nairobi, in consultation with UNON and the Department of Global Communications, should develop an action plan for evaluation of the services it provides to ensure their efficiency, effectiveness and relevance.	Important	Yes	Director of UNIC Nairobi and his team	December 2021	UNIC-Nairobi accepts this recommendation
6	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a results-based system for allocating resources to ensure efficient and effective delivery of services.	Important	Yes	Director of UNIC Nairobi and his team	December 2021	UNIC-Nairobi accepts this recommendation
7	UNIC Nairobi, in collaboration with the United Nations Communications Group, should initiate revision of the United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the priority areas of the United Nations Development Assistance Framework.	Important	Yes	Director of UNIC Nairobi and his team	April 2021	UNIC-Nairobi accepts this recommendation
8	UNIC Nairobi should ensure that meetings of the United Nations Communications Group are held regularly to ensure effective collaboration between United Nations entities.	Important	Yes	Director of UNIC Nairobi and his team	December 2021	UNIC-Nairobi accepts this recommendation

TO: Ms. Eleanor Burns, Director  
A: Internal Audit Division, OIOS

DATE: 14 September 2020

REFERENCE:

THROUGH:

S/C DE:



FROM: Melissa Fleming, Under-Secretary-General  
DE: Department of Global Communications

SUBJECT: **Assignment No. AA2020-210-03– 2020-01208 Draft report on an audit of the**  
OBJET: **United Nations Information Centre at the United Nations Office at Nairobi**

1. I write with regard to your memorandum dated 14 August 2020, transmitting the draft report on the above-mentioned audit. I would like to thank OIOS for having considered the comments and concerns previously raised by the Department.
2. As requested, please find attached the completed Appendix, including the target date and title of the individual responsible for implementing the recommendations.
3. Thank you.

cc: Ms. Bangura  
Mr. Tisovszky  
Mr. Ega-Musa  
Mr. Kirkcaldy  
Ms. Wieser

## Management Response

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNIC Nairobi, in collaboration with the Department of Global Communications, should develop strategic plans according to priorities at the country level and include specific targets of expected accomplishments.	Important	Yes	Director of UNIC Nairobi and team	February 2021	UNIC-Nairobi accepts this recommendation.
2	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should implement a risk management framework to systematically identify and mitigate risks.	Important	Yes	Director of UNIC Nairobi and team	September 2021	UNIC-Nairobi accepts this recommendation.
3	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a performance monitoring and reporting mechanism that tracks actual results achieved in comparison with expected results.	Important	Yes	Director of UNIC Nairobi and team	December 2021	UNIC-Nairobi accepts this recommendation.
4	UNIC-Nairobi, in collaboration with the Department of Global Communications and UNON, should define specific and measurable expected results to be achieved as part of the success criteria in the staff performance appraisal system to ensure objective performance evaluation and accountability.	Important	Yes	Director of UNIC Nairobi and team	March 2021	UNIC-Nairobi accepts this recommendation.

<sup>1</sup> 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.

<sup>2</sup> 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.

## Management Response

## Audit of the United Nations Information Centre at the United Nations Office at Nairobi

5	UNIC-Nairobi, in consultation with UNON and the Department of Global Communications, should develop an action plan for evaluation of the services it provides to ensure their efficiency, effectiveness and relevance.	Important	Yes	Director of UNIC Nairobi and team	December 2021	UNIC-Nairobi accepts this recommendation
6	UNIC-Nairobi, in collaboration with UNON and the Department of Global Communications, should develop a results-based system for allocating resources to ensure efficient and effective delivery of services.	Important	Yes	Director of UNIC Nairobi and team	December 2021	UNIC-Nairobi accepts this recommendation
7	UNIC Nairobi, in collaboration with the United Nations Communications Group, should initiate revision of the United Nations Kenya Communication and Advocacy Strategy for 2018-2022 guided by the priority areas of the United Nations Development Assistance Framework.	Important	Yes	Director of UNIC Nairobi and team	April 2021	UNIC-Nairobi accepts this recommendation
8	UNIC Nairobi should ensure that meetings of the United Nations Communications Group are held regularly to ensure effective collaboration between United Nations entities.	Important	Yes	Director of UNIC Nairobi and team	December 2021	. UNIC-Nairobi accepts this recommendation