OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

REPORT 2017/061

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

There was a need to align the Mission's public information programme activities with the programme strategy and to explore alternatives to reach the local population in light of the Government of Sudan's restrictions on the Mission's public information activities

29 June 2017
Assignment No. AP2016/634/08

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

EXECUTIVE SUMMARY

The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the public information programme in the African Union-United Nations Hybrid Operation in Darfur (UNAMID). The audit covered the period from 1 January 2015 to 31 December 2016 and included reviews of: (a) formulation and implementation of the public information strategy; (b) dissemination of public information and communication channels; (c) controls over clearance and archiving of public information; (d) media relations and capacity-building; and (e) impact assessment.

UNAMID implemented adequate controls for the clearance of public information outputs and conducted impact assessment of its public information activities in 2015, and was developing its new public information strategy. However, UNAMID needed to: outline alternative public information options due to the Government of Sudan communication restrictions; align its public information activities with its public information strategy; ensure the formulation of public information annual plans take into account the priority and specific communication needs of its substantive units; and implement proper procedures for archiving past public information outputs.

OIOS made eight recommendations. To address issues identified in the audit, UNAMID needed to:

- Ensure that the forthcoming public information strategy includes all necessary elements as required by the Departments of Public Information and Peacekeeping Operations Operational Policy, including alternative solutions to the restrictions imposed by the Government of Sudan on the Mission's communication with the local population in Darfur;

- Ensure that the Communication and Public Information Section's annual work plan is aligned with the public information strategy so that resources are allocated to strategic priorities;

- Ensure that its public information annual plans are developed taking into account substantive sections' priority activities and the overall public information strategy customizes messages to these priority activities;

- Revitalize its efforts to put pressure on the Government of Sudan to lift the current restrictions on UNAMID communications in accordance with the Status of Forces Agreement;

- Develop and implement a marketing plan including key performance indicators to raise awareness and participation of its social media followers and website visitors;

- Develop archiving procedures for its public information outputs;

- Automate its media monitoring process and develop standard operating procedures for media monitoring to ensure clarity and consistency in media monitoring; and

- Include capacity-building activities as one essential theme in strategic and annual plans of its public information programme.

UNAMID accepted the recommendations and has initiated action to implement them.

CONTENTS

Audit of the Public Information Programme in the African Union-United Nations Hybrid Operation in Darfur

I.   BACKGROUND

1.   The Office of Internal Oversight Services (OIOS) conducted an audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

2.   Public information programmes in peacekeeping missions are guided by the Operational Policy (Policy and Guidance for Public Information in United Nations Peacekeeping Operations) developed by the Department of Public Information (DPI) in cooperation with the Department of Peacekeeping Operations (DPKO).

3.   In UNAMID, the Communication and Public Information Section (CPIS) is responsible for the public information programme, which includes: disseminating the Mission's strategic priorities to audiences involved in and affected by the peace process; and providing credible, accurate, timely and non-partisan information about the peace process and the role of the Mission to all segments of the Darfuri population, Sudanese and international audiences and constituencies.

4.   CPIS is headed by a Director at the D-1 level, assisted by 69 staff. The Section has its Headquarters in El Fasher, with information officers and resources deployed throughout the other four Darfur states. The functional units under CPIS are: CPIS Front Office/Administration; Spokesperson; Media Monitoring and Media Relations Unit; Publications and Multimedia Unit; Radio Unit; and Community Outreach Unit.

5.   UNAMID budgets for communications and public information for fiscal years 2014/15 and 2015/16 were $2.5 million and $2.4 million respectively.

6.   Comments provided by UNAMID are incorporated in italics.

II.   AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7.   The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over the public information programme in UNAMID.

8.   This audit was included in the 2016 risk-based work plan of OIOS due to operational risks related to management of the public information programme in UNAMID.

9.   OIOS conducted this audit from November 2016 to March 2017. The audit covered the period from 1 January 2015 to 31 December 2016. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the communication and public information programme, including: formulation and implementation of the public information strategy; dissemination of public information and communication channels; controls over clearance and archiving of public information outputs; media relations and capacity-building; and performance monitoring and impact assessment.

10.   The audit methodology included: (a) interviews of key personnel, (b) review of relevant documentation, (c) analytical review of data, (d) sample testing of randomly selected public information outputs and (e) physical observation.

III.   OVERALL CONCLUSION

11.   Despite a difficult environment characterized by restrictions to movements, security challenges, and staff shortage due to visa restrictions, UNAMID continued to inform the public about its activities and the peace process, implemented adequate controls for the clearance of public information outputs, provided training to its national CPIS staff, conducted impact assessment of its public information activities and was drafting a new public information strategy reflecting the Mission's priorities. However, UNAMID needed to: (a) develop alternative solutions to ensure that its public information programme reaches a wider population; (b) ensure that current public information activities were adequately aligned with its public information strategy; (c) ensure that the formulation of public information annual plans take into account the priority and specific communication needs of its substantive units; (d) develop a marketing campaign to increase followers/visitors to its social media and websites; and (e) implement proper procedures for archiving past public information materials.

IV.   AUDIT RESULTS

A.   Formulation and implementation of the public information strategy

UNAMID needed to include all essential elements in formulating its public information strategy

12.   The DPI/DPKO Operational Policy requires the Chief of CPIS, in close consultation with the Head of Mission and working with other mission components, to develop and implement a mission's public information strategy that: (a) sets clear communications goals that support the Mission's objectives; (b) provides an overview narrative; (c) describes the audiences to be reached and platforms to be used; (d) identifies the resources required; and (e) outlines how the achievement of those goals will be evaluated.

13.   UNAMID had developed a public information strategy for the period June 2015 to December 2016 with the participation of various stakeholders including senior Mission leadership and substantive components. OIOS review of the strategy showed that it was aligned with UNAMID 2015/16 and 2016/17 mandates. However, there were deficiencies in the strategy as it did not:

- Describe the monitoring and evaluation systems to assess the programme's performance;

- Identify the resources required for the development and implementation of the communication platform to be used;

- Describe alternative solutions/options to effectively operate in the current environment characterized by insecurity and government restrictions on UNAMID public information programmes and movements of personnel; and

- Include troop-/police-contributing countries (TCCs/PCCs) as a target audience.

14.   Due to absence of essential elements such as monitoring and evaluation systems and resource requirements in the public information strategy, there was no assurance that the Mission could effectively and efficiently implement its public information programme.

> **(1) UNAMID should ensure that its public information strategy includes all necessary elements required by the DPI/DPKO Operational Policy, as well as alternative solutions to the restrictions imposed by the Government of Sudan on the Mission's effort to expand its public information programme's reach to the local population.**
>
> *UNAMID accepted recommendation 1 and stated that it would draft and promulgate a new public information strategy following the approval of the reconfiguration of the Mission and after receiving a new mandate.* Recommendation 1 remains open pending receipt of a new public information strategy that contains all elements required by the DPI/DPKO Operational Policy, including alternative solutions to the restrictions imposed by the Government of Sudan on the Mission's effort to expand its public information programme's reach to the local population.

Need to align planned public information activities with the public information strategy

15.	The UNAMID 2015/16 public information strategy was accompanied with an implementation plan, which was expected to be used to develop annual work plans.

16.	A review of the CPIS budget for 2015/16, public information strategy implementation plan and the CPIS annual work plan showed that the CPIS annual plan did not include strategic initiatives from the implementation plan such as: setting up a task force to customize messages by theme and audience; production of weekly videos for the Mission's website and social media; organizing monthly meetings of the Head of Mission and senior Sudanese journalists, among others. Moreover, the CPIS budget was not allocated to the various public information activities.

17.	The above gaps resulted because CPIS had a high vacancy rate and did not properly plan its activities to ensure alignment between its public information strategy and CPIS annual plans. Consequently, there was no assurance that the goals of the Mission's public information programme could be achieved.

> **(2) UNAMID should take steps to align the work plan of the Communication and Public Information Section with the Mission's public information strategy and properly allocate resources to strategic priorities.**
>
> *UNAMID accepted recommendation 2 and stated that the next CPIS annual work plan would be aligned with the Mission's new public information strategy.* Recommendation 2 remains open pending receipt of the CPIS 2017/18 annual work plan that is aligned with the Mission's public information strategy.

Need for strengthened coordination between the CPIS and substantive units to ensure proper messaging and determination of public information priorities

18.	The DPI/DPKO Operational Policy requires the Chief of CPIS and the chiefs of other mission components to establish mechanisms for regular consultation to determine public information priorities and tasks. The Chief of CPIS is a key advisor to senior leadership's decision-making process and should be a member of the senior management group and the United Nations Communications Group. UNAMID public information strategy for 2015/16 called for the setting up of a task force comprising staff from the CPIS and substantive units to develop customized messages by theme and audience.

19.	A review of minutes of the meetings of the Security Management Team, Senior Advisors and Senior Managers indicated that the Chief of CPIS regularly attended these meetings. The Chief also participated in Inter-Agency Working Group communicating as "One UN" and the pooling of resources

for global events such as World Food Day, and International Migrants Day were discussed. The Chief, CPIS co-chaired the United Nations Communications Group.

20.   However, the joint task force envisioned in the UNAMID 2015/16 public information strategy was not established. Instead, communication with most substantive units was either conducted during senior managers' meetings or bilaterally through meetings, exchange of emails or phone calls for regular public information activities.

21.   As a result of the above, there was no assurance that the planned activities of the CPIS adequately took into account key messages of the substantive units on issues such as protection of civilians, child protection, HIV/AIDS and gender. Additionally, CPIS could not proactively reflect substantive units' specific messaging themes in its annual plans.

22.   The above resulted because of shortage in CPIS staff and competing priorities. Moreover, because the Mission had not established a joint task force, there was no coordinated messaging on senior management's selected themes.

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(3) UNAMID should establish a mechanism to ensure that its public information annual plans are developed taking into account substantive sections' priority activities and the overall public information strategy tailors messages to these priority activities.

UNAMID accepted recommendation 3 and stated that it would establish a joint task force in accordance with the UNAMID 2015/16 public information strategy. Recommendation 3 remains open pending receipt of evidence that the Mission has established a joint task force comprising staff from CPIS and substantive units to tailor messages for substantive activities and to ensure that CPIS annual plans take into account priority communication needs of substantive units.

B.   Dissemination of public information and communication channels

UNAMID public information programme needs to expand its reach of the local population

23.   The DPI/DPKO Operational Policy requires communication and public information staff to engage with local populations and build ground-up support for the Mission. The status of forces agreement (SOFA) signed with the Government of Sudan (GoS) requires the host government to allocate radio frequencies to UNAMID to enable the Mission to disseminate information about the Mission's mandate to the public in Sudan. UNAMID used radio programmes, publications, outreach and digital media (website and social media pages) to interact with the local population in Darfur.

    (a) UNAMID was unable to launch an FM radio

24.   UNAMID had the necessary equipment to run an FM radio. However, the GoS had not granted UNAMID a license to operate its own FM radio station. UNAMID, on various occasions, through notes verbales, reminded the GoS of its obligations under the SOFA; however, the last note verbale was sent in November 2012. The Security Council in its resolution to renew UNAMID mandate for the year 2011/12 demanded "that UNAMID be given a license for its own radio transmitter in line with the provisions of the SOFA, so that it can communicate freely with all Darfuri stakeholders." UNAMID also had discussions with the Darfur Regional Authority in 2013 and 2014 to reach an agreement on sharing radio air time. The plan was for the Darfur Regional Authority, which has an FM radio frequency license, and UNAMID Radio, which has broadcasting equipment, to jointly operate a radio station and to share broadcasting time. The agreement was not concluded and the initiative was suspended by UNAMID in

November 2014. The issue was not followed up further and UNAMID decided in its 2015/16 public information strategy to discontinue attempts to secure a license to operate its own FM radio station.

25. UNAMID signed a "bridging solution" in 2011 with the GoS which allowed UNAMID to broadcast its programmes for two hours a day, seven days a week on the GoS radio station. This was operated through shortwave radio broadcast from Khartoum. The radio programmes broadcast were subject to censure by the GoS under the agreement and did not allow for interactive communication with listeners. During the audit period, UNAMID used the bridging solution to broadcast one radio drama and one topical news programme in Arabic. These programmes aimed at using drama as a means of encouraging peaceful ways of conflict resolution and mitigating violence in the community.

26. However, an independent impact assessment survey done in 2015 concluded that UNAMID radio programmes broadcast on Sudan Radio had little following due to the timing of the broadcast. Additionally, the broadcast was of poor quality as the bridging solution used shortwave radio, which was less effective than FM radio.

(b) Issuance of UNAMID publications was being blocked by the Government

27. UNAMID had a flagship publication, the Voices of Darfur, and a comic book for distribution to the local population. The Voices of Darfur magazine had not been printed since September 2015 as the UNAMID supplier, based in Khartoum, refused to print copies without GoS approval, which was not provided. This was contrary to the SOFA provision which grants UNAMID the right to disseminate publications regarding its mandate without censorship or GoS pre-approval. UNAMID communicated this to GoS through two notes verbales in September 2015 and January 2016. GoS did not respond.

28. The comic book was originally published and distributed in December 2015 and then reprinted in June 2016 for further distribution. However, the GoS confiscated around 80,000 printed copies of the comic book in November 2016 on their way from UNAMID headquarters in El Fasher to various sectors for distribution. The GoS had not returned the confiscated copies. UNAMID had followed up on this issue with the GoS to no avail.

29. The 2015 impact assessment survey indicated that the capability of UNAMID to reach people in Darfur was limited.

(c) Outreach activities could have better coverage

30. CPIS carried out various types of outreach events such as workshops, cultural and theatre events, sports and musical events, visits to schools, debates on topics of peace, and celebrations of United Nations-recognized international days with the local community in Darfur. The 2015 impact assessment survey noted that respondents thought UNAMID outreach events had a positive impact on strengthening the social fabric and solidarity of the community.

31. OIOS reviewed outreach events carried out during the first nine months in 2016, and noted that CPIS conducted 38 outreach events covering various topics including thematic areas of the substantive units of UNAMID. Some 19 of the 38 outreach activities reviewed as part of the audit were in Sector North with the remaining events spread throughout the other four sectors. However, UNAMID reports of events did not indicate how many Darfuri persons participated in each of these outreach events. The causes for these gaps were the high vacancy rate and the lack of appreciation by CPIS of the necessity to document the number of participants.

32.   As a result, the restrictions on UNAMID radio communication and dissemination of publications by the GoS, as well as the results of the 2015 impact assessment which indicated that few people in Darfur visited UNAMID website or its Facebook page (discussed further below) meant that UNAMID had limited capability to reach a wider audience of the local population in Darfur, including 2.6 million internally displaced people.

> **(4) UNAMID, with the support of DPKO, should revitalize its efforts with the Government of Sudan to lift the current restrictions on UNAMID communications in accordance with the Status of Forces Agreement.**
>
> *UNAMID accepted recommendation 4 but stated that after evaluating its past efforts to expedite issuance of the radio license by the GoS, the likelihood of the GoS changing its position on this matter was negligible; nonetheless, it would continue its efforts to remove restrictions on print communication products. The Mission requested that OIOS close this recommendation.* Based on the Mission's explanation and further discussions where it committed to look for alternative solutions to mitigate the GoS restrictions, recommendation 4 has been closed. OIOS will follow up this issue in relation to recommendation 1 in the present report.

<u>Need to boost the number of UNAMID social media followers and website traffic</u>

33.   The DPI/DPKO Operational Policy requires digital and social media platforms to be established to promote and distribute content, and engage the international community, the media, diaspora communities and member states even when the local population has limited access to digital channels. The UNAMID public information strategy called for regularly updating its Facebook and Twitter pages, and development of a marketing plan to gain more fans and followers. In addition, the implementation plan of UNAMID public information strategy for 2015/16 called for the production of a video of the week to be posted in its website and social media.

34.   UNAMID had a website, and Facebook, YouTube and Twitter official pages both in English and Arabic. Table 1 shows statistics on website and social media traffic of UNAMID and other missions as of 21 March 2017.

Table 1: Comparison of social media activity by mission

Mission	Twitter followers	Tweets	Facebook followers	Total YouTube videos	YouTube views	YouTube subscribers
UNAMID	8,079	4,313	21,374	46	49,953	149
MINUSCA	8,593	2,502	12,519	315	60,526	201
MINUSMA	56,100	11,600	64,160	286	273,508	1,076
MONUSCO	177,000	18,600	25,018	485	52,632	404
UNMISS	18,300	4,904	36,283	223	124,270	443

Source: OIOS analysis of each mission's web data

35.   UNAMID did not produce and post on its website or social media pages the "video of the week" as expected in the UNAMID public information strategy implementation plan. Moreover, the development of a marketing plan to gain more fans and followers for its social media platforms was not included in the CPIS annual work plan because of the lack staffing resources. Consequently, UNAMID missed the opportunity to reach a wider audience especially those of the international community, diaspora community and international media.

> **(5) UNAMID should develop and implement a marketing plan including key performance indicators to raise awareness and increase participation of its social media followers and website visitors.**
>
> *UNAMID accepted recommendation 5 and stated that it would include a funding request in the 2018/19 budget proposal for the development and implementation of a marketing plan.* Recommendation 5 remains open pending receipt of evidence that the Mission has prepared a marketing plan to raise awareness and increase the number of followers/visitors of its social media sites and website.

C.   Controls over clearance and archiving of public information outputs

<u>UNAMID had adequate controls for clearance of public information materials</u>

36.   The DPI/DPKO Operational Policy requires the Chief of CPIS to establish a clearance procedure, including by designating public information component officials to clear information for public release and defining the type of information that may be cleared at each level.

37.   CPIS public information outputs were pre-approved/cleared by the Chief CPIS and the heads of the sub-units within CPIS. Media relations products were cleared by the Chief of Staff before final approval by the Head of Mission. A review of select public information outputs indicated that they were being properly pre-approved.

38.   OIOS concluded that UNAMID had implemented adequate controls over clearance of public information materials before they were distributed to the public.

<u>Need to develop archiving procedures</u>

39.   The DPI/DPKO Operational Policy recommends that hard copies and electronic files of records, press releases and press transcripts, printed public information products, radio and television programme scripts and other written materials are adequately labelled and transferred to the appropriate parties according to the content type for archival purposes.

40.   OIOS physically examined the archive of public information materials and other media and randomly selected materials, videos and radio programmes to determine if they were properly archived. The following was noted:

- Publications such as magazines, posters and banners were stored on a shared network drive. However, not all past outputs could easily be located or retrieved. Videos produced three years ago and beyond could not be located in the archives since the staff responsible for their production had left UNAMID and the staff who replaced them could not find the videos.

- Radio programmes were stored on an archiving network server specifically designated for this purpose at the Radio Unit. OIOS was unable to locate the Public Service Announcements and Live Radio Broadcasts that were recorded before the year 2014.

41.   UNAMID did not develop formal procedures for the archiving of public information materials. It could, therefore, be difficult to locate some public information materials for proof of content and to preserve the Mission's public information output for future needs or requests.

> **(6) UNAMID should develop archiving procedures to ensure that all public information materials are properly catalogued and archived.**
>
> *UNAMID accepted recommendation 6 and stated that: CPIS would prioritize the archiving of its products in fiscal year 2017/18; and it would develop and promulgate procedures that would ensure that all public information outputs were catalogued and archived.* Recommendation 6 remains open pending the promulgation and implementation of standard operating procedures on the archiving of public information materials.

D.   Media relations and capacity-building

<u>UNAMID promptly reacted to major events/incidents via press releases</u>

42.   The DPI/DPKO Operational Policy states that the spokesperson is responsible for all interactions with media, both proactive and reactive. The UNAMID public information strategy states that UNAMID is required to release information within 48 hours for all major incidents such as attacks on civilians, attacks on peacekeepers and humanitarian operations, and conflict-related sexual violence. The Policy also requires a media relations person or unit to engage all relevant media, hold regular press briefings, issue regular information releases, respond to press inquiries and schedule interviews with mission officials.

43.   OIOS selected 13 events/incidents reported in various media outlets during the audit period and checked if UNAMID reacted publicly to these events. The incidents selected included allegations of mass rape, allegations of the use of chemical weapons, inter-tribal conflict, abductions, attacks on peacekeepers, mediation efforts and implementation of the peace process.

44.   OIOS verified that the Mission issued 13 press releases related to these 13 events/incidents. OIOS noted that press releases were done within 48 hours as per the Mission's public information strategy for 12 of the events/incidents and that press releases were posted on the Mission's official website. For one incident a press release was not issued within 48 hours but 10 days after the alleged incident was reported. UNAMID management attributed this delay as the GoS did not provide access to UNAMID fact finding teams to investigate the incident.

45.   OIOS concluded that UNAMID promptly reacted to major events/incidents via press releases.

<u>Need to automate and formalize media monitoring processes</u>

46.   The DPI/DPKO Operational Policy requires the CPIS to prepare daily media summaries and analyses for use by UNAMID officials and United Nations Headquarters.

47.   CPIS had a media monitoring sub-unit with three staff members who prepared media monitoring summary reports every day. Two groups received the media monitoring outputs daily: (a) the Joint Special Representative and Senior Mission Leadership; and (b) UNAMID staff, United Nations agencies, non-governmental organizations, diplomatic missions and DPI. In addition, the media monitoring sub-unit prepared media analysis reports for senior management once a week.

48.   OIOS interviews and walkthrough tests of related work of the media monitoring staff indicated that the unit monitored major newspapers in Arabic and English published in Khartoum, Radio El Fasher and two TV channels. News from these TV and radio channels was transcribed, translated, edited and summarized for the daily summary media monitoring report.

49.   Regional and international media were monitored by going to their websites and checking if there was any relevant news. This required visiting each of around 28 websites in English and Arabic and reading through the daily headlines to see if any relevant news had been reported on these websites.

50.   Radio programmes of Radio El Geneina and Radio Nyala were not regularly monitored. TV channels such as Omdurman TV, Blue Nile TV and S24 were not monitored. Finally, UNAMID was not monitoring social media for various topics of interest.

51.   OIOS observed that UNAMID did not have standard operating procedures with clearly defined guidance or dictionary of key words as to what should be monitored in these various media. The staff did their work based on past verbal guidance from management and their own judgment of what is relevant for UNAMID to monitor. Because media monitoring was done manually, it was time consuming and as a result there is a risk that UNAMID may overlook political, security or other developments in Sudan reported in various media.

> **(7) UNAMID should automate its media monitoring process and develop standard operating procedures for media monitoring to ensure clarity and consistency in media monitoring.**
>
> *UNAMID accepted recommendation 7 and stated that it would include a funding request in the 2018/19 budget proposal for the automation of CPIS media monitoring process and develop standard operating procedures for media monitoring.* Recommendation 7 remains open pending receipt of evidence of automation of the media monitoring process and the promulgation of standard operating procedures for media monitoring.

Need to improve communication and public information training

52.   The DPI/DPKO Operational Policy requires that mission public information activities support the development of a free and independent host country media by arranging training for local journalists. The Mission should ensure that its national staff develop their skills for employment after their United Nations service.

53.   UNAMID provided a total of 14 training courses on various topics to its national staff during the audit period. However, only one training was provided to 20 local journalists during the same period. Since the UNAMID 2015/16 public information strategy did not include capacity-building as a topic/theme area, CPIS annual plans for the period did not address issues of capacity-building. This could improve the Mission's relationship with local journalists and reduce negative publicity.

> **(8) UNAMID should include capacity-building activities for local journalists in the annual plans for the public information programme.**
>
> *UNAMID accepted recommendation 8 and stated that it would conduct a needs assessment for providing local journalists with training in traditional and digital media, the outcome of which would be incorporated into the CPIS annual work plan.* Recommendation 8 remains open pending receipt of evidence that the Mission has included capacity-building activities for local journalists in the annual plans for the public information programme.

E.   Impact assessment

UNAMID has an adequate impact assessment process

54.   The DPI/DPKO Operational Policy states that the Chief of CPIS is responsible for developing the annual programme budget and related performance reports, which measure the impact of expenditures and activities. Evaluation of public information products, projects and activities are required to be conducted on a regular basis. UNAMID 2015/16 public information strategy requires CPIS to install evaluation systems that measure the impact of used channels and products and adjust its work plans accordingly.

55.   UNAMID in collaboration with the University of El Fasher carried out an impact assessment survey in December 2015. The results of the survey were analysed by CPIS and implemented when applicable. OIOS concluded that UNAMID had implemented adequate controls to ensure impact assessments were being done.

V.   ACKNOWLEDGEMENT

56.   OIOS wishes to express its appreciation to the management and staff of UNAMID 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 public information programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical[1]/ Important[2]	C/ O[3]	Actions needed to close recommendation	Implementation date[4]
1	UNAMID should ensure that its public information strategy includes all necessary elements required by the DPI/DPKO Operational Policy.	Important	O	Receipt of a new public information strategy that contains all elements required by the DPI/DPKO Operational Policy, including alternative solutions to the Government of Sudan's restrictions to expand the public information programme's reach to the local population.	30 June 2017
2	UNAMID should take steps to align the work plan of the Communication and Public Information Section with the Mission's public information strategy and properly allocate resources to strategic priorities.	Important	O	Receipt of the 2017/18 annual work plan of the CPIS that is aligned with the Mission's public information strategy.	30 June 2017
3	UNAMID should establish a mechanism to ensure that its public information annual plans are developed taking into account substantive sections' priority activities and the overall public information strategy tailors messages to these priority activities.	Important	O	Receipt of evidence that the Mission has established a joint task force comprising staff from CPIS and substantive units to tailor messages for substantive activities and to ensure that CPIS annual plans take into account priority communication needs of substantive units.	30 September 2017
4	UNAMID, with the support of DPKO, should revitalize its efforts with the Government of Sudan to lift the current restrictions on UNAMID communications in accordance with the Status of Forces Agreement.	Important	C	Action taken.	1 June 2017
5	UNAMID should develop and implement a marketing plan including key performance	Important	O	Receipt of a marketing plan to raise awareness and increase the number of followers/visitors of	30 June 2017

[1] Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

[2] Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

[3] C = closed, O = open

[4] Date provided by UNAMID in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical[1]/ Important[2]	C/ O[3]	Actions needed to close recommendation	Implementation date[4]
	indicators to raise awareness and increase participation of its social media followers and website visitors.			the Mission's social media sites and its website.	
6	UNAMID should develop archiving procedures to ensure that all public information materials are properly catalogued and archived.	Important	O	Receipt of evidence that UNAMID has prepared and implemented standard operating procedures on the archiving of public information materials	30 September 2017
7	UNAMID should automate its media monitoring process and develop standard operating procedures for media monitoring to ensure clarity and consistency in media monitoring.	Important	O	Receipt of evidence of automation of the media monitoring process and the promulgation of standard operating procedures for media monitoring	30 September 2018
8	UNAMID should include capacity-building activities for local journalists in the annual plans for the public information programme.	Important	O	Receipt of evidence that the Mission has included capacity-building activities for local journalists in the annual plans for the public information programme	31 December 2018

APPENDIX I

Management Response

African Union – United Nations Hybrid Operation in Darfur

Office of the Joint Special Representative

5 June 2017

To: Mr. Bolton Tarleh Nyema, Chief
         Peacekeeping Audit Service
         Internal Audit Division, OIOS

From: Jeremiah Mamabolo, Joint Special Representative
         UNAMID

Subject: <u>Draft report on an audit of public information programme in the African Union-
United Nations Hybrid Operation in Darfur (Assignment No. AP2016/634/08)</u>

1.   With reference to your memorandum of 19 May 2017, on the captioned-subject matter, please find attached revised UNAMID's response (Appendix I) to the draft report for your consideration.

2.   I further confirm on the factual accuracy of the report.

Thank you.

cc: Mr. Carlos Araujo, Chief, Communications and Public Information Section, UNAMID
        Ms. Dorothy Choto, Audit Focal Point, UNAMID
        Mr. Alexandre Etocke, Chief Resident Auditor, UNAMID
        Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS

Management Response

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNAMID should ensure that its public information strategy includes all necessary elements required by the DPI/DPKO Operational Policy.	Important	Yes	Chief Communication and Public Information Section	30 June 2017	UNAMID will draft and promulgate a new public information strategy following the approval of the reconfiguration of the Mission and the new mandate at the end of June 2017.
2	UNAMID should take steps to align the work plan of the Communication and Public Information Section with the Mission's public information strategy and properly allocate resources to strategic priorities.	Important	Yes	Chief Communication and Public Information Section	30 June 2017	The Communication and Public Information Section's (CPIS) annual work plan will be aligned with the new strategy's implementation plan, which will be implemented for after June 2017.
3	UNAMID should establish a mechanism to ensure that its public information annual plans are developed taking into account substantive sections' priority activities and the overall public information strategy tailors messages to these priority activities.	Important	Yes	Chief Communication and Public Information Section	30 September 2017	UNAMID will establish a joint task force in accordance with the UNAMID 2015/2016 communication strategy.
4	UNAMID, with the support of DPKO, should revitalize its efforts with the Government of Sudan to lift the current restrictions on UNAMID communications in accordance with the	Important	Yes	Chief Communication and Public Information Section	01 June 2017	CPIS affirms that after evaluating its past efforts to expedite issuance of the radio license by Government of Sudan (GoS) – exchange of several Note Verbale, formal and informal

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[1] Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

[2] Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	Status of Forces Agreement.					interventions through Mission Leadership--the likelihood of Government of Sudan changing its position on this matter is negligible. However, efforts to remove intermittent restrictions on print communication products will be continued. Based on the above, UNAMID requests closure of this recommendation.
5	UNAMID should develop and implement a marketing plan including key performance indicators to raise awareness and increase participation of its social media followers and website visitors.	Important	Yes	Chief Communication and Public Information Section	30 June 2017	The marketing plan including key performance indicators to raise awareness and participation of UNAMID social media followers and website visitors will be developed by 30 June 2017. However, its implementation has financial implications. Since the 2017/2018 budget has already been proposed the funding for implementation of the plan will be considered for the 2018/2019 budget. This however, is also depended upon the budget approval and it's beyond Mission's control.
6	UNAMID should develop archiving procedures to ensure that all public information materials are properly catalogued and archived.	Important	Yes	Chief Communication and Public Information Section	30 September 2017	Archiving CPIS's products will be one of the section priorities in the next financial year, starting July 2017. UNAMID will develop and promulgate procedures that will

Management Response

Audit of the public information programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						ensure that all public information outputs are catalogued and archived. Training will be provided to staff engaged in this process.
7	UNAMID should automate its media monitoring process and develop standard operating procedures for media monitoring to ensure clarity and consistency in media monitoring.	Important	Yes	Chief Communication and Public Information Section	30 September 2018	The automation of CPIS media monitoring process has financial implications. Since the 2017/2018 budget process has been included, UNAMID will include the funding for the media monitoring process in its 2018/2019 budget. UNAMID will thereafter develop standard operating procedures for media monitoring.
8	UNAMID should include capacity-building activities for local journalists in the annual plans for the public information programme.	Important	Yes	Chief Communication and Public Information Section	31 December 2018	UNAMID will conduct a needs assessment for providing local journalist with training in traditional and digital media which outcome will be incorporated into the Public information Section annual work plan. Based upon the annual plan appropriate training will be conducted.