



INTERNAL AUDIT DIVISION

REPORT 2020/027

Report on a follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

There is a need to strengthen strategic planning, performance monitoring and reporting, training and other administrative areas

**23 September 2020
Assignment No. AE2020-330-01**

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted a follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights (OHCHR) management of field offices. The objective of the audit was to, based on an assessment of the root causes of recurrent weaknesses in OHCHR field office management, identify actions at the institutional level that could improve the economy, efficiency, and effectiveness of OHCHR field operations. The audit covered the period from February to May 2020 and included a review of recommendations made in seven internal audit reports issued between 2015 and 2019.

OHCHR had established an appropriate control framework for its field offices. However, it needs to strengthen some aspects of the policy framework and support mechanisms for strategic planning, performance monitoring and reporting, training and other administrative areas.

OIOS made five recommendations. To address issues identified in the audit, OHCHR needed to:

- Define suitable standard performance goals of staff responsible for preparing country and regional programmes and performance reports; and strengthen its approach to identifying and addressing the capacity gaps of staff in undertaking these activities;
- Ensure that the policy on human rights methodology and training is effectively disseminated to field offices;
- Strengthen controls relating to property management in field offices by establishing a road map for identifying and migrating non-capitalized serialized items to Umoja for better control, capacity building of field staff in undertaking property management roles in Umoja, and updating the administrative guidelines on property management in alignment with the Umoja environment;
- Ensure that staff responsible for time and attendance are briefed on their role with regard to both local and international staff and that local staff verify and certify their leave balances regularly; and
- Implement business continuity planning and testing in all field offices.

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

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Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted a follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights (OHCHR) management of field offices.
2. OHCHR is mandated to promote and protect human rights for all people. It is based in Geneva and has a total of 85 field presences including 12 regional offices/centres, 17 country/stand-alone offices/human rights missions, 12 human rights components in United Nations peace and special political missions, 38 human rights advisors deployed under the framework of the United Nations Sustainable Development Group, and 6 other types of field presences. The total budget for field offices for 2019 and 2020 was about \$140 million, covering both the regular budget and extra-budgetary resources. The Field Operations and Technical Cooperation Division at OHCHR headquarters is responsible for overseeing and implementing OHCHR's work in the field in coordination with other substantive divisions at headquarters, particularly the Policy, Planning, Monitoring and Evaluation Service (PPMES) and the Programme Support and Management Service. The Field Operations and Technical Cooperation Division is headed by a Director at the D-2 level who reports to the Deputy High Commissioner.
3. The United Nations Development Programme (UNDP), and in a few cases the United Nations Office for Project Services, provided administrative support services to OHCHR field presences. OHCHR had started the implementation of Umoja in its field presences and had rolled it out in seven field offices including Colombia, Cambodia, the Democratic Republic of the Congo, Ethiopia, Lebanon, Thailand, and Uganda.
4. During the period 2015 to 2019, OIOS issued seven internal audit reports pertaining to OHCHR field presences in Cambodia, Colombia, Doha, Guatemala, Guinea, New York and Mauritania. The reports contained a total of 53 recommendations relating to various administrative and substantive areas.
5. Comments provided by OHCHR are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to, based on an assessment of the root causes of recurrent weaknesses in OHCHR field office management, identify actions at the institutional level that could improve the economy, efficiency, and effectiveness of OHCHR field operations.
7. This audit was included in the 2020 risk-based work plan of OIOS due to the risk that recurring weaknesses in the management of OHCHR field offices could impede the achievement of its objectives.
8. OIOS conducted this audit from February to May 2020. The audit methodology included the following steps:
 - (a) Review and analysis of recommendations made in the seven internal audit reports of OHCHR field presences issued between 2015 and 2019 to identify recurring issues. The review identified recurring and systemic issues in seven areas as shown in Table 1:

Table 1: Analysis of recommendations by focus area

Focus area	Recommendations		
	Closed	In progress	Total
Strategic planning, and performance monitoring and reporting	9	-	9
Organizational structure	4	1	5
Capacity building activities	2	1	3
Travel management	4	2	6
Leave management	2	1	3
Property management	2	1	3
Business continuity planning	0	2	2
Totals	23	8	31

- (b) Review of the status and adequacy of actions taken to implement the recommendations relating to the recurring issues;
- (c) Joint identification of root causes with OHCHR through interviews and workshops;
- (d) Review of the control framework for the recurring issues (policies, manuals, systems and tools as well as training, monitoring and oversight mechanisms) to assess its adequacy in addressing the root causes of the recurring issues; and
- (e) Identification of additional improvements in guidance, oversight and support mechanisms required at the institutional level.

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

III. AUDIT RESULTS

A. Strategic planning and programme management

Need to strengthen accountability mechanisms and training

10. Country and sub-regional programmes serve as OHCHR's office-wide programme strategic plans. They define the results to which OHCHR commits to contribute in a country or sub-region for a programming cycle (four years) and describe how it intends to contribute to those results. In five of the seven field offices, previous OIOS audits had identified similar and related weaknesses and made a total of nine recommendations to address them. All nine recommendations had been implemented. However, since the actions taken did not adequately address the root causes at the institutional level, similar deficiencies continued to occur in multiple field locations.

11. The root causes identified by the present review included: (a) frequent turnover of staff and consequent lack of a sustained control and ownership of the strategic planning and performance reporting related activities; (b) inadequate capacity building of staff, particularly since most of them were human rights officers who may not be fully conversant with programme management aspects; and (c) staff in field offices may have viewed strategic planning as an isolated activity without always using it as a tool to plan, measure, monitor and report on OHCHR's performance. OIOS is of the view that it is essential to establish appropriate oversight and accountability mechanisms and training programmes at headquarters level to address these risk factors.

12. OHCHR had developed a schedule for reviewing country and regional programmes and a system for reviewing the quality of the programmes through checklists. OHCHR had also established checklists for mid-year and end of year review of results reported by field offices. However, there were no standardized performance goals in this area to clarify the responsibilities and accountabilities of Representatives and local staff in strategic planning and performance monitoring and reporting.

13. Although OHCHR had established a system of providing in-house training to staff at headquarters and field offices through classroom and on-line modes, an evaluation of implementation of the Results Based Management (RBM) framework in OHCHR in September 2019 suggested a need for training and on-the-job coaching to accelerate efforts to foster an RBM mind set within OHCHR.

(1) The OHCHR Policy, Planning, Monitoring and Evaluation Service should: (a) define suitable standard performance goals of staff responsible for preparing country and regional programmes and performance reports; and (b) strengthen its approach to identifying and addressing the capacity gaps of staff in undertaking these activities.

OHCHR accepted recommendation 1 and stated that PPMES had conducted a large-scale training programme at the time when RBM in OHCHR was laid out. The need to re-initiate such training, building on the in-depth online course developed by PPMES, was also stressed by the independent evaluation on RBM in OHCHR finalized in 2019. In the management response to this evaluation, OHCHR committed to step up training in RBM and had allotted funds for this in the 2020 cost plan already. Due to the current pandemic, the in-person training could not be carried out as planned but PPMES is exploring alternative options, including an enhanced online training. A recommendation that OHCHR's theory of change and overall results should cascade down to the individual workplans of a section and the staff members has also been made in the RBM evaluation and PPMES is addressing this and will put particular emphasis on it during the preparation of the upcoming Organization Management Plan. Recommendation 1 remains open pending receipt of evidence that: (a) standard performance goals have been defined to assess performance of staff responsible for preparing country and regional programmes and performance reports; and (b) capacity gaps for undertaking these activities have been identified and a plan of action has been established to address the gaps.

Efforts were ongoing to address recurring issues relating to the organizational structures of field offices

14. Since its establishment, OHCHR has grown considerably in size and geographical spread, making it imperative to review and adapt its organizational structure, rules and regulations and procedures and processes. 'Increased effectiveness in supporting field operations' was identified as a key Global Management Output of OHCHR's Management Plan. In past audits, OIOS had identified organizational structure and staffing composition related issues in four of the seven field offices and had made five recommendations to address them. At the time of the audit, four recommendations had been closed and implementation of the remaining one relating to the more recent audit of the Colombia office was still in progress.

15. The challenge of establishing the right organizational structure for field offices has been the subject of several internal and external reviews, and an integral element of discussions and consultations during the strategic planning process. At the time of the audit, OHCHR had embarked on an institutional strategy to address the recurring issues including: (i) action being taken to streamline, in a phased manner, the levels and functions of staff across the offices; (ii) regularizing of the long-serving service contract holders whose functions are of a continuing nature and not project related; and (iii) development of terms of reference for Human Rights Advisers. OHCHR indicated that it aims at eventually developing standard operating procedures to assist in the establishment of office structures and downsizing of offices.

Need to disseminate the policy on human rights methodology and training

16. Human rights training is a key means through which OHCHR implements its mandate in the field. OHCHR field presences conduct capacity building events for a variety of audiences including law enforcement officers, military officials, judges, national human rights institutions, non-governmental organizations, the business sector, and representatives of indigenous people. Past audits of OIOS had identified systemic gaps in planning, implementing, and monitoring capacity building and training activities in three field offices and made recommendations to address them. At the time of the audit, OHCHR had implemented 2 recommendations and implementation of the third one (Colombia) was ongoing.

17. At OHCHR headquarters, the Methodology, Education and Training Section (METS) is responsible for designing and delivering human rights training to both staff members and external partners. METS had developed a policy on human rights methodology and training (training policy), and a policy on publications which were adopted by the senior management team and disseminated to staff in 2013. In line with the training policy and to enhance the application of methodologically sound training standards, METS had developed the following training materials and tools:

- (a) From Planning to Impact: A Manual on Human Rights Training Methodology.
- (b) Joint OHCHR/Equitas' Evaluating Human Rights Training Activities. This handbook for human rights educators focuses on infusing evaluation methods throughout the human rights training cycle.
- (c) A course on Designing, Managing, and Delivering Human Rights Training. The course addresses issues relating to training design, organization, needs assessment, delivery and evaluation. Through this course, METS had trained 270 participants (including some field office staff) between 2008 and 2019 which was well received by the participants. METS stated that the training had a positive impact in field offices as well as OHCHR headquarters.

18. Nevertheless, field offices were not conversant with the training policy and related tools and therefore did not fully comply with the policy's requirements. OHCHR needs to disseminate the training policy and related tools regularly to enhance compliance and ensure that training and capacity building activities are conducted effectively. When implementing the audit recommendation on training, the Mauritania office had developed its own local procedures on capacity building events. OIOS is of the view that METS should guide and support such field offices to ensure that local procedures are consistent with the OHCHR-wide training policy.

- (2) The OHCHR Methodology, Education and Training Section should ensure that the policy on human rights methodology and training is effectively disseminated to field offices by: (a) recirculating the policy and related tools regularly, say annually; and (b) supporting field offices who choose to develop local procedures and practices to ensure consistency with the OHCHR-wide policy.**

OHCHR accepted recommendation 2 and stated that METS can recirculate the policy and related tools on a regular basis and will continue to support field offices in implementing the policy locally. For example, METS already recirculated the policy to all staff on 2 April 2020 in the context of the publication of a related tool. METS also supported the United Nations Multidimensional Integrated Stabilization Mission in Mali on 8 May 2020 in developing local procedures consistent with the policy, and the OHCHR fellowship officers on 11 June 2020 with a briefing on training methodology and evaluation. Based on the action taken by OHCHR and its commitment to recirculate the training policy annually, recommendation 2 has been closed.

B. Regulatory framework

There were ongoing efforts to update the Field Administrative Manual

19. OHCHR field presences did not have delegation of authority for finance (except for petty cash and imprest accounts) or to recruit and administer staff, or to do their own procurement. The OHCHR Field Administrative Manual of 2012 explains how all such issues were to be handled by field offices through their respective local administrative service providers (LSPs). The Manual had not been updated since it was established and did not include the changes that have occurred since 2012, including those arising from implementation of Umoja. Important instructions were in some cases issued by email and memos, but they remained outside the Manual. Some of the non-compliance with established procedures for travel, procurement, and leave records management that was identified in past audits could be partially attributed to the fact that the Manual was outdated. The Programme Support and Management Services had initiated action to address this gap. It had launched an on-line platform (Admin. Net) to facilitate field administrative consultations through which field-based administrative staff could ask questions, clarify doubts, and share best practices on administrative matters. Action was also initiated to update the Field Administrative Manual, which is expected to be completed in 2020.

Need to strengthen controls relating to property management in field offices

20. The guidelines on decentralized Property Management and Inventory Control System are outlined in the OHCHR Field Administrative Manual. According to the guidelines, the head of each field office, with the help of a Property Record Custodian, is responsible and accountable for creating, maintaining and updating property records, monitoring movement of property, recommending disposal of obsolete and unserviceable property and periodic verification of property in coordination with OHCHR headquarters Procurement, Logistics and Field support section. Since 2015, OHCHR is required to maintain its Property, Plant, and Equipment (PP&E) in accordance with International Public Sector Accounting Standards. OHCHR maintained the records of about 300 PP&E in Umoja. Field offices maintained a record of PP&E (non-capitalized serialized and non-capitalized non-serialized) in an electronic system known as E-Assets.

21. Past OIOS audits identified weaknesses in property management and accuracy of property records in three field offices. The root causes identified by the present audit included: (a) gaps in the capacities of field offices in handling property management roles in Umoja; (b) need to update the guidelines on property management in alignment with the Umoja environment; (c) duplication of accountabilities in property management, as field offices maintained a separate list of assets outside Umoja; and (d) need to identify items that should be serialized for their tracking through Umoja. OHCHR explained that it had recognized the need to remove PP&E from the E-Assets system to avoid duplication but had allowed field offices to enter such items in E-Assets as a safeguard to capture any PP&E that may otherwise be missed.

(3) The OHCHR Programme Support and Management Services should strengthen property management in field offices by: (a) establishing a road map for identifying and migrating non-capitalized serialized items from the E-Assets system to Umoja for better control; (b) capacity building of field staff in undertaking property management roles in Umoja; and (c) updating the administrative guidelines on property management in alignment with the Umoja environment.

OHCHR accepted recommendation 3. Recommendation 3 remains open pending receipt of: (a) the road map developed for identifying and migrating non-capitalized serialized items from the E-Assets system to Umoja; (b) details of capacity building activities undertaken for field staff in undertaking

property management roles in Umoja; and (c) the updated administrative guidelines on property management that align with business practices followed in the Umoja environment.

Need to strengthen controls relating to leave records management in field offices

22. Accurate attendance records are essential for calculating staff members' entitlement to annual leave and sick leave and ensuring that the entitlements are not exceeded. Past OIOS audits had identified errors in leave records in three field offices. With the introduction of Umoja, leave records of international staff are monitored through Umoja self-based tools. For local staff, field offices dealt with their LSPs directly who, in turn, entered the information in their electronic system and processed the final leave records upon separation of staff without any reference to the Human Resources Section at OHCHR headquarters. In this backdrop, the root cause identified pointed towards inadequacies in verifying leave balances before forwarding them to the LSPs. For international and other staff administered in Umoja, staff are required to certify the accuracy of the records every month in Umoja. Similar mechanisms need to be established for local staff administered through LSPs to regularly certify their leave balances (say every quarter). OHCHR needs to ensure that staff responsible for time and attendance are aware of this and understand their role both with respect to local and international staff. OHCHR stated that one of the topics it planned to discuss soon was a refresher course on time and attendance.

(4) The OHCHR Programme Support and Management Services should: (a) ensure that staff responsible for time and attendance are briefed on their role with regard to both local and international staff; and (b) establish a requirement for local staff to verify and certify their leave balances regularly before the information is submitted to the Local Service Providers.

OHCHR accepted recommendation 4 and stated that it was in process of exploring options for administering local staff in field presences with the Department of Operational Support in 2021. This will enable all staff to apply for leave and record absences in Umoja. As an interim measure, it will incorporate time management/tracking of leave into Head of Office induction and include briefing for staff in the general induction package. It will also undertake an administrative staff briefing during 2020 through the administration community of practice to ensure that leave balances are tracked, approved and certified prior to referral to the LSP. Recommendation 4 remains open pending receipt of evidence that: (a) staff responsible for time and attendance have been briefed of their role with regard to both local and international staff; and (b) field offices have been instructed on the time and attendance records they should maintain and send to LSPs every month.

Efforts were ongoing to strengthen support and oversight over local travel processed outside of Umoja

23. The OHCHR Field Administration Manual requires staff with assigned responsibilities in the field to adhere to the established procedures on travel management to help ensure that resources are managed and used effectively. Past OIOS audits identified gaps in local staff travel management in five field offices and made six recommendations to address them. This included issues arising from non-compliance with the established procedures and requirements relating to advance ticket booking requirements (Guatemala, and Doha), travel requests (Guinea), mission reports (Mauritania), and letters of invitations (New York).

24. The root cause identified by the present audit relates to the need for further strengthening controls in travel processed locally in field offices where Umoja has not been implemented. OHCHR monitored international travel using the monitoring tools available in Umoja. The concern remained with the local travel arranged with the support provided by LSPs which was not recorded in Umoja. OHCHR relies on LSPs to compute and disburse travel advances. However, LSPs were not required or expected to oversee compliance with requirements such as advance ticketing and timely submission of travel claims.

25. Notwithstanding the above, OIOS recognises that OHCHR’s initiatives to launch Umoja in its field offices, the action initiated to update the Field Administrative Manual, and the launch of the online assistance platform (Admn.Net) would help to strengthen oversight over travel and reduce the risk of non-compliance with established procedures. OIOS will review the impact of these initiatives in future audits of OHCHR field presences.

Need to ensure that business continuity planning and testing is implemented in all field offices

26. The Organizational Resilience Management System was approved by the General Assembly in its resolution 67/254 of June 2013 as the emergency management framework for the Organization. Risk-based planning and practice is one of the key principles of the policy. In the past audit of OHCHR field offices in Cambodia (2018) and Colombia (2019), OIOS had highlighted the need for developing business continuity plans. During the present audit (June 2020), the audit recommendation relating to Cambodia was closed since the office had developed a business continuity plan. OHCHR needs to ensure that all its field locations have developed and implemented business continuity plans.

(5) OHCHR should ensure that business continuity planning and testing has been implemented in all its field offices.

OHCHR accepted recommendation 5 and stated that it had finalized the business continuity plan for its headquarters in Geneva. While some field offices have already completed their plans, others are still in the process of preparing theirs. OHCHR headquarters will continue to provide advice and/or support to field offices and will endeavour to ensure that all field offices finalize their plans by December 2020. Recommendation 5 remains open pending receipt of evidence of completion of business continuity planning and testing in field offices.

IV. ACKNOWLEDGEMENT

27. OIOS wishes to express its appreciation to the management and staff of OHCHR 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

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	The OHCHR Policy, Planning, Monitoring and Evaluation Service should: (a) define suitable standard performance goals of staff responsible for preparing country and regional programmes and performance reports; and (b) strengthen its approach to identifying and addressing the capacity gaps of staff in undertaking these activities.	Important	O	Receipt of evidence that: (a) standard performance goals have been defined to assess performance of staff responsible for preparing country and regional programmes and performance reports; and (b) capacity gaps for undertaking these activities have been identified and a plan of action has been established to address the gaps.	31 January 2022
2	The OHCHR Methodology, Education and Training Section should ensure that the policy on human rights methodology and training is effectively disseminated to field offices by: (a) recirculating the policy and related tools regularly, say annually; and (b) supporting field offices who choose to develop local procedures and practices to ensure consistency with the OHCHR-wide policy.	Important	C	Action completed.	Implemented
3	The OHCHR Programme Support and Management Services should strengthen property management in field offices by: (a) establishing a road map for identifying and migrating non-capitalized serialized items from the E-Assets system to Umoja for better control; (b) capacity building of field staff in undertaking property management roles in Umoja; and (c) updating the administrative guidelines on property management in alignment with the Umoja environment.	Important	O	Receipt of: (a) the road map developed for identifying and migrating non-capitalized serialized items from the E-Assets system to Umoja; (b) details of capacity building activities undertaken for field staff in undertaking property management roles in Umoja; and (c) the updated administrative guidelines on property management that align with business practices followed in the Umoja environment.	31 December 2021
4	The OHCHR Programme Support and Management Services should: (a) ensure that staff responsible for time and attendance are briefed on their role with regard to both local and international staff; and (b) establish a requirement for local staff to verify and certify their leave balances regularly before the	Important	O	Receipt of evidence that: (a) staff responsible for time and attendance have been briefed of their role with regard to both local and international staff; and (b) field offices have been instructed on the time and attendance records they should maintain and send to LSPs every month.	31 December 2020

STATUS OF AUDIT RECOMMENDATIONS

**Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights
management of field offices**

	information is submitted to the Local Service Providers.				
5	OHCHR should ensure that business continuity planning and testing has been implemented in all its field offices.	Important	O	Receipt of evidence of completion of business continuity planning and testing in field offices.	31 December 2020

¹ 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.

² 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.

³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁴ Date provided by OHCHR in response to recommendations.

APPENDIX I

Management Response

Management Response

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The OHCHR Policy, Planning, Monitoring and Evaluation Service should: (a) define suitable standard performance goals of staff responsible for preparing country and regional programmes and performance reports; and (b) strengthen its approach to identifying and addressing the capacity gaps of staff in undertaking these activities.	Important	Yes	Chief, Policy, Planning, Monitoring and Evaluation Service	Recommendation 1 (a): December 2021. Recommendation 1 (b): January 2022	<p>a. PPMES had conducted a large scale training programme at the time when RBM in OHCHR was laid out. The need to re-initiate such training, building on the in-depth online course developed by PPMES, was also stressed by the independent evaluation on RBM in OHCHR finalized in 2019. In the management response to this evaluation OHCHR committed to step up training in RBM and had allotted funds for this in the 2020 cost plan already. Due to the current pandemic, the in persons trainings could not be carried out as planned but PPMES is exploring alternative options, including an enhanced online training. This will be implemented by December 2021.</p> <p>b. A recommendation that OHCHR's theory of change and overall results should cascade down to the individual workplans</p>

¹ 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.

² 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

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						of a section and the one staff members has also been made in the RBM evaluation and PPMES is addressing this and will put particular emphasis on it during the preparation of the upcoming OMP. It is expected that this recommendation will be addressed by January 2022 when OHCHR new OMP will have been prepared.
2	The OHCHR Methodology, Education and Training Section should ensure that the policy on human rights methodology and training is effectively disseminated to field offices by: (a) recirculating the policy and related tools regularly, say annually; and (b) supporting field offices who choose to develop local procedures and practices to ensure consistency with the OHCHR-wide policy.	Important	Yes	Chief, Methodology, Education and Training Section	Annually (by Dec 2020; by Dec 2021; etc.).	METS can recirculate the policy and related tools on a regular basis, and will continue to support field offices in implementing the policy locally. For example: -With regard to 2(a), METS has already recirculated the policy to all staff on 2 April 2020 in the context of the publication of a related tool (see Annex 1) -With regard to 2(b), METS has supported MINUSMA on 8 May 2020 on developing local procedures consistent with the policy (see Annex 2) and the OHCHR fellowship officers on 11 June 2020 with a briefing on training methodology and evaluation (see Annex 3)

Management Response

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3	The OHCHR Programme Support and Management Services should strengthen property management in field offices by: (a) establishing a road map for identifying and migrating non-capitalized serialized items from the E-Assets system to Umoja for better control; (b) capacity building of field staff in undertaking property management roles in Umoja; and (c) updating the administrative guidelines on property management in alignment with the Umoja environment.	Important	Yes	Chief, Procurement and Logistics Unit	Recommendation 3 (a): 31 March 2021. Recommendation 3 (b): December 2021. Recommendation 3 (c): 31 March 2021	The suggested implementation date: Recommendation 3 (a): 31 March 2021. Recommendation 3 (b): December 2021. Recommendation 3 (c): 31 March 2021
4	The OHCHR Programme Support and Management Services should: (a) ensure that staff responsible for time and attendance are briefed on their role with regard to both local and international staff; and (b) establish a requirement for local staff to verify and certify their leave balances regularly before the information is submitted to the Local Service Providers.	Important	Yes	Chief, Human Resources Management Section	31 December 2020	OHCHR is in process of exploring options for administering local staff in field presences with DOS in 2021. This will enable all staff to apply for leave and record absences in UMOJA. As an interim measure, the Office will incorporate time management/tracking of leave into Head of Office induction and include briefing for staff in the general induction package. We will undertake an administrative staff briefing during 2020 through our administration community of practice to ensure that leave balances are tracked, approved and certified prior to referral to the LSP.

Management Response

Follow up of recurring recommendations pertaining to the Office of the High Commissioner for Human Rights management of field offices

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	OHCHR should ensure that business continuity planning and testing has been implemented in all its field offices.	Important	Yes	Chief, General Services Section	31 December 2020	OHCHR has finalized the Business Continuity Plan for its headquarters in Geneva. While some field offices have already completed their BCPs others are still in the process of preparing theirs. OHCHR headquarters will continue to provide advice and/or support to field offices and will endeavour to ensure that all field offices finalize their BCPs by December 2020.