



INTERNAL AUDIT DIVISION

REPORT 2018/040

Audit of strategic communications in
the Office for the Coordination of
Humanitarian Affairs

Controls over work planning, programme
implementation and performance reporting
were adequate but the Strategic
Communications Branch needed to develop a
strategic communications policy framework

15 May 2018
Assignment No. AN2017/590/05

Audit of strategic communications in the Office for the Coordination of Humanitarian Affairs

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of strategic communications in the Office for the Coordination of Humanitarian Affairs (OCHA). The objective of the audit was to assess the adequacy and effectiveness of the support provided by the Strategic Communications Branch (SCB) to enhance awareness of humanitarian principles and concerns and to improve access to relevant information. The audit covered the period from January 2016 to September 2017 and included the review of: (i) governance framework covering SCB's strategic communications policies and guidelines; (ii) capacity and organizational structure in SCB; and (iii) SCB's work planning, implementation and performance monitoring processes to achieve its objectives.

Controls over work planning, programme implementation and performance reporting processes were adequate and a media monitoring mechanism was in place. However, OIOS also observed areas where controls should be strengthened.

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

- Establish a strategic communications policy framework;
- Define the respective roles and responsibilities of SCB and other internal organizational units at Headquarters and in the field for implementing identified communications activities;
- Clarify responsibility for the achievement of the overall objective of the humanitarian emergency information and advocacy subprogramme at the subprogramme level;
- Prioritize the recruitment of key vacant posts in SCB; and
- Reassess SCB's capacity to fully deliver its activities and outputs considering its current staffing and financial environment.

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

CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1-2
III. AUDIT RESULTS	2-7
A. Governance framework	2-4
B. Capacity and organizational structure	4-6
C. Work planning and performance monitoring	6-7
IV. ACKNOWLEDGEMENT	7
ANNEX I Status of audit recommendations	
APPENDIX I Management response	

Audit of strategic communications in the Office for the Coordination of Humanitarian Affairs

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of strategic communications in the Office for the Coordination of Humanitarian Affairs (OCHA).
2. In accordance with General Assembly resolution 46/182 dated 19 December 1991, OCHA is responsible for bringing together humanitarian actors to ensure a coherent response to emergencies. The mission of OCHA is to: (a) mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors to alleviate human suffering in disasters and emergencies; (b) conduct humanitarian advocacy for the rights of people in need and policy development; (c) promote preparedness and prevention; and (d) facilitate sustainable solutions.
3. OCHA's mandate is organized into five subprogrammes: (i) policy and analysis; (ii) coordination of humanitarian action and emergency response; (iii) natural disaster risk reduction; (iv) emergency support services; and (v) humanitarian emergency information and advocacy. OCHA's strategic plan covers these subprogrammes in five core functions: (i) policy (ii) coordination (iii) humanitarian financing; (iv) information management; and (v) advocacy.
4. Within the subprogramme on humanitarian emergency information and advocacy, the Strategic Communications Branch (SCB) is vested with the responsibility for strategic communications. SCB supports OCHA headquarters and field operations in public outreach on humanitarian action and also coordinates communications and advocacy with humanitarian partners and brokers new partnerships for innovative advocacy opportunities.
5. The proposed 2016-2017 resources for the humanitarian emergency information and advocacy subprogramme amounted to \$60.4 million comprising \$3.1 million from the regular budget and \$57.3 million from extrabudgetary resources. These resources are distributed between the SCB and the Information Services Branch (ISB) as these two Branches have the responsibility to implement the subprogramme. SCB is headed at the D-1 level with 20 professional and two general service staff. SCB comprises three sections: (i) Media Relations Section (MRS) with teams in Geneva and New York; (ii) Communications Tools and Services Section (CTSS); and (iii) Public Advocacy and Campaigns Section.
6. Comments provided by OCHA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of the support provided by SCB to enhance awareness of humanitarian principles and concerns and to improve access to relevant information.
8. The audit was included in the 2017 risk-based work plan of OIOS due to the reputational risks related to the management of strategic communications in OCHA.
9. OIOS conducted this audit from October to December 2017. The audit covered the period from January 2016 to September 2017. Based on an activity-level risk assessment, the audit covered higher and medium risk areas and focused on the review of: (i) the governance framework covering SCB's strategic

communications policies and guidelines; (ii) capacity and organizational structure in SCB; and (iii) SCB's work planning, implementation and performance monitoring processes to achieve its objectives.

10. The audit methodology included: (a) interviews of key personnel, (b) reviews of relevant documentation, and (c) analytical reviews of data.

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

III. AUDIT RESULTS

A. Governance framework

OCHA needed to develop a strategic communications policy framework

12. According to the OCHA strategic framework for the 2016-2017 biennium, SCB's role is to support the Emergency Relief Coordinator (ERC), OCHA officials and the humanitarian community at large in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles into practice. The principles are centered around international humanitarian law and they promote the protection of civilians in armed conflict and seek to facilitate safe and secure access of aid workers to people in need of humanitarian assistance.

13. In supporting the ERC in his strategic communications responsibilities, SCB provided policy advice, guidance and standards to organizational units within OCHA, interacted with relevant Secretariat departments and offices and worked closely with inter-agency humanitarian partners. It supported communications around resource mobilization and appeals for humanitarian funding against humanitarian response plans, pooled funds and OCHA's own core budget. SCB also produced communication and information outputs to strengthen overall humanitarian advocacy and prepared communication plans for specific events and countries such as the World Humanitarian Summit (WHS) held in May 2016 and World Humanitarian Day (WHD).

14. In performing its role, SCB worked with OCHA's Coordination and Response Division (now Operations and Advocacy Division) to support OCHA field offices in developing key advocacy messages for the inter-agency or humanitarian country team (HCT) within the first few weeks of a crisis. SCB participated in the daily meetings of the Secretary-General's Spokesperson and engaged with the Department of Public Information and the principals in the Inter-Agency Standing Committee (IASC) on system-wide crisis communications as necessary. SCB was also a member of the United Nations Communications Group (UNCG), which is the principal system-wide public information and communications mechanism, and managed the informal inter-agency Humanitarian Communication Group at Headquarters.

15. SCB's annual work plans identified activities to be undertaken by internal and external partners such as other OCHA organizational units, HCT, IASC and UNCG. However, the roles and responsibilities of these partners were not defined. As a result, it was not clear what each party's responsibility was or how the parties would collaborate to complete the activities. There was also no overarching policy framework in SCB covering communications activities of OCHA's core functions and humanitarian partners that support the ERC in promoting the humanitarian principles among affected governments, and beneficiaries. A strategic communications policy framework is essential to assist SCB in coordinating a more strategic approach to communications, with clear goals, robust governance, workable structure, and measurable outputs. It will clearly identify SCB's functions, the relevant stakeholders/partners and their roles, and how

SCB interacts with them in fulfilling the strategic communications mandate. The strategic approach needs to take into account the General Assembly resolution 46/182, the outcome report of WHS, and the relevant Secretary-General's reform proposals.

16. SCB explained that it had not developed a strategic communications policy framework because in its view, the OCHA advocacy strategy also serves as the overall strategic communication policy framework. However, advocacy is only one of OCHA's five core functions whereas the strategic communication policy framework is much broader and covers all five core functions, including communications activities of the humanitarian community. There was a need for OCHA to clearly distinguish between the communication policy framework and its advocacy function. Even though the communications plans included interactions with other core functions and external partners, this approach was fragmented without a strategic communications policy framework to ensure consistent messaging on the planning and response to humanitarian emergencies.

(1) OCHA should establish a strategic communications policy framework clearly defining the approach, governance, goals and measurable outputs of the Strategic Communications Branch in supporting the Emergency Relief Coordinator and the humanitarian community to effectively promote humanitarian principles.

OCHA accepted recommendation 1 and stated that the need for organizational branches to have clear frameworks for governance, goals, and outputs was understood across OCHA, including the SCB. Recommendation 1 remains open pending receipt of the strategic communications policy framework.

(2) OCHA should define the respective roles and responsibilities of the Strategic Communications Branch and other internal organizational units at Headquarters and in the field for implementing identified communications activities, and closely collaborate with key external humanitarian partners to avoid conflicting messaging or duplication of work.

OCHA accepted recommendation 2 and stated that the SCB closely collaborated with key external partners to avoid conflicting messaging, as evidenced through the work of the Humanitarian Communications Group at the global level and through support to OCHA field offices and HCTs. Recommendation 2 remains open pending receipt of the document defining the respective roles and responsibilities between SCB and other internal organizational units at Headquarters and in the field for implementing identified communications activities.

OCHA needed to update policy instructions regularly and monitor compliance

17. The policy instruction on OCHA guidance materials requires policy instructions to be reviewed regularly, typically every two to three years, by the responsible division with support from the OCHA Strategic Planning, Evaluation and Guidance Section (SPEGS). The review would ascertain the status of implementation of the guidance since it was issued to determine if modifications were required.

18. SCB was in the process of updating the OCHA editorial style guide (2015) and the graphics style book (2011) that provide guidance for standardization of visuals and reporting to ensure the uniformity of OCHA's products. However, the policy instruction on OCHA advocacy (2006) and guidelines on social media (2012) under the responsibility of SPEGS were overdue for review. Nevertheless, SCB circulated technical professional guidance on social media in February 2016 as the subject matter expert on media and public advocacy within OCHA.

19. OIOS had made a recommendation for OCHA to allocate resources to review and update all overdue policy instructions in a previous audit (Report no. 2017/047). In addition, the evaluation of OCHA also recommended OCHA revisit and update as necessary its 2006 guidelines on OCHA advocacy and 2013-2017 advocacy strategy (Report ref. E/AC.51/2017/11). Therefore, OIOS did not make an additional recommendation on this matter.

Media monitoring was adequate

20. SCB used media monitoring as a mechanism for reputation management. SCB Geneva monitored all media for possible negative stories and sent a daily media monitoring report to the ERC's spokesperson in New York. The latter participated in daily briefings with OCHA senior management to discuss whether and, if necessary, how to respond to specific negative stories. SCB also monitored about five humanitarian publications for potential negative stories and used a paid service to measure the effects of news OCHA disseminated. OIOS concluded that SCB had in place adequate controls for media monitoring.

B. Capacity and organizational structure

OCHA needed to clarify responsibility for the achievement of the overall objective for the humanitarian emergency information and advocacy subprogramme at the subprogramme level

21. According to Regulation 4.5 on Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, the strategic framework must be presented by programme and subprogramme. There must be congruence, to the extent possible, of the programmatic and organizational structure.

22. In OCHA's proposed programme budget for the biennium 2016-2017, the substantive responsibility for the humanitarian emergency information and advocacy subprogramme, subprogramme 5, was vested in SCB and ISB. The accompanying organigramme showed that SCB and ISB reported to the Corporate Programme Division (CPD). However, the budget did not clarify CPD's substantive responsibility for the subprogramme and, therefore, the reporting line of SCB to the CPD in the organizational structure was unclear. Furthermore, according to the revised OCHA Headquarters organization chart effective January 2018, SCB moved to the Office of the OCHA Under-Secretary-General, while ISB reported to the Office of the Assistant Secretary-General and CPD no longer existed.

23. Consequently, the responsibility for the delivery of subprogramme 5 objective was split between two organizational units in the Office of the Under-Secretary-General and the Office of the Assistant Secretary-General with no clear identification of the lead.

(3) OCHA should clarify responsibility for the achievement of the overall objective for the humanitarian emergency information and advocacy subprogramme at the subprogramme level.

OCHA accepted recommendation 3 and stated that subprogramme 5 included both information management and public advocacy which were no longer in the same branch. Nevertheless, there was a clear delineation between the responsibilities of the Information Management Branch and SCB under the subprogramme. Recommendation 3 remains open pending submission of documentation clarifying responsibility for the achievement of the overall objective for subprogramme 5, at the subprogramme level.

SCB's vacancy rate was low but it needed to finalize the recruitment of key vacant posts

24. A key objective in the OCHA management plan 2014-2017 is to ensure that OCHA is staffed with the right people at the right time, in part through reducing its vacancy rate.

25. Six of the 28 posts in SCB were filled on a temporary basis leading to significant staff movement. The Chief of SCB post at the D-1 level has been occupied by temporary replacements since the post was vacated in 2012. The recruitment process had been completed on two separate occasions but the recommendations to recruit the selected candidate were not endorsed. The third recruitment process to fill the post had not yet been completed at the time of this audit. The other vacancy was the post of public information officer (P-3) in MRS. The post has been vacant since June 2016 and the recruitment process was still ongoing.

26. In addition, in 2017, the acting Chief of SCB also performed the duties of the Chief of MRS (P-5). The post of Chief CTSS (P-5) became vacant in September 2016 after the incumbent retired but the post was not funded in 2017 due to budget reduction. As a result, the head of visual information (P-4) had additional duties as the senior team leader in CTSS.

27. Recruitment processes were delayed because OCHA prioritized implementation of the recommendations of a functional review that was concluded in July 2016. However, the current vacancies at the D-1 and P-5 positions could lead to a lack of strategic direction for SCB. Additionally, significant staff movements and delays in the recruitment process could negatively affect the delivery of SCB outputs and thereby limit its ability to meet its objectives.

(4) OCHA should prioritize the recruitment of key vacant posts to allow the Strategic Communications Branch to perform its responsibilities effectively.

OCHA accepted recommendation 4 and stated that it would continue to prioritize recruitment of key vacant posts. Recommendation 4 remains open pending submission of evidence that the vacant positions have been filled.

OCHA needed to reassess SCB's capacity to deliver its activities and outputs

28. A key objective in the OCHA management plan 2014-2017 is to ensure that OCHA secures the necessary resources and manages them efficiently.

29. The Chief of SCB set the branch's priorities in line with OCHA's corporate priorities. Priorities were also determined during content and editorial meetings at corporate level. The heads of sections provided guidance on activities to be undertaken at their level.

30. In its 2016 workplan, the two challenges that SCB faced in fully delivering its activities and outputs were staff turnover and budget reduction. Despite the current efforts of prioritization of SCB's activities, its budget was reduced from \$6.1 million in 2016 to \$4.8 million in 2017, and to \$3.5 million in 2018. OCHA was also under a hiring freeze until the end of 2017. In addition, due to a reduction in the training budget, the training SCB provided to field offices was limited to web based training, and training requests were prioritized quarterly to cope with the high number of requests.

31. Similarly, due to the recent review of OCHA's field reporting to streamline its process and reduce the number of reports, SCB stopped its contribution/support to some products, including the Information Product Overview Report (IPOR), in June 2017. This IPOR process provided field offices with a platform to share best practices and raise concerns.

32. Consequently, while SCB's stakeholders continued to seek its services, SCB's current capacity may be inadequate to fully deliver its activities and outputs as a result of the OCHA change management process and the reduction in its budget.

(5) OCHA should reassess the Strategic Communications Branch's capacity to fully deliver its activities and outputs in light of its current staffing and financial environment.

OCHA accepted recommendation 5 and stated that SCB's capacity was being assessed through the OCHA wide change implementation process. Recommendation 5 remains open pending receipt of evidence that OCHA has reassessed SCB's capacity to fully deliver its activities and outputs.

C. Work planning and performance monitoring

Annual work plans and cost plans were adequately prepared and monitored

33. All OCHA Headquarters divisions are required to prepare work plans annually in support of OCHA's strategic and management plans for 2014-2017.

34. SCB developed annual work plans for 2016 and 2017 in line with its strategic and management plans' objectives. The work plans included a description of activities, the responsible sections, and focal points. The outputs in the SCB work plans were directly related to the expected accomplishments and outputs in the proposed programme budget for the biennium 2016-2017. The indicators of achievement were tracked and reported on in the 2016 annual work plan reporting submitted to OCHA senior management. Substantive activities in the work plans included production of information products, support to the field offices, press releases and information briefings, and support for ERC missions and special events.

35. SCB held section meetings to discuss the annual work planning process and to prioritize activities. On a quarterly basis, the programme management officer sent a matrix to the sections to review implementation of the branch's work plan. In 2016, CTSS reviewed the implementation of its activities through weekly meetings. In 2017, it used an online activity monitoring system to track its activities which were tagged to the work plan. A report was run monthly and submitted to CPD. The Public Advocacy and Campaigns Section maintained a quarterly report including a description of the activity, the responsible section, focal points, timeline, status and actions/deliverables and updated it through discussion with the activity focal points. Additionally, there were weekly branch management meetings to share information and discuss the status of activities. Cost plans, linked to the activities included in the work plans, were prepared with the inputs of the heads of section. The OCHA Finance Section produced monthly expenditure reports which were compared with expenditures that SCB maintained in Excel spreadsheets to examine their accuracy and to control authorized cost plans. To control costs, the Chief of SCB approved expenditures before they were incurred.

36. OIOS, therefore, concluded that controls over SCB's annual work planning and implementation processes and cost plans were adequate.

Controls over performance monitoring were adequate

37. According to Regulation 6.1 on Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, OCHA is required to monitor accomplishments by subprogramme, as

measured by indicators of achievement and the delivery of outputs scheduled in the approved programme budget.

38. In its 2016 workplan, SCB fully delivered on 15 out of the 19 outcomes against OCHA strategic objectives as set out in the 2014-2017 OCHA strategic plan. In four outcomes, SCB identified challenges that prevented it from completing some activities related to the outcomes. The challenges included competing priorities due to WHS; no request for support from a partner on a planned activity; lack of data sets due to delays; cancelled event; and inability to complete a planned event due to staff movement. In addition, SCB delivered on six out of seven outcomes against OCHA management objectives established in the 4-year strategic plan. The challenge faced in one outcome was related to low training activities due to budget reduction.

39. According to reporting in the Integrated Monitoring and Document Information System, during the period from 1 January to 31 December 2016, SCB had 43,000 media stories covering humanitarian issues. As of 30 June 2017, it was on track with 57,000 stories to reach the target of 72,000 print media stories. Similarly, SCB had 110,100 new followers on OCHA corporate social media platforms from 1 January through 31 December 2016 (OCHA Twitter - 52,000, OCHA ERC Twitter - 11,100 and OCHA Facebook 47,000). Through 30 June 2017 the figures had increased to 119,000 (OCHA Twitter - 55,000, ERC Twitter - 15,000, and OCHA Facebook 49,000). SCB was on track to exceed the target of 120,000 followers on social media platforms.

40. Two of SCB's main activities in the biennium 2016-2017 were coordination of public communications around the WHS and WHD. Both events were held successfully. SCB also conducted a lessons-learned exercise after WHS. It highlighted the high-level of participation, strong collaboration with various partners, communications elements used during the event and the positive feedback from partners. Challenges, including duplication of roles and responsibilities, inadequate support for the spokesperson, unrealistic communications deployment plan, limited role with existing relationships in partnership and events, and delay of key messages in the front office, were also identified for action. SCB also contributed to the Secretary-General's report on the outcome of WHS and prepared a wrap-up report for WHD, highlighting activities undertaken to increase awareness for the Agenda for Humanity and generate public support for its commitments. SCB also obtained informal feedback from partners through their regular communications.

41. OIOS concluded that controls in SCB over its performance monitoring were adequate.

IV. ACKNOWLEDGEMENT

42. OIOS wishes to express its appreciation to the management and staff of OCHA 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 strategic communications in the Office for the Coordination of Humanitarian Affairs

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	OCHA should establish a strategic communications policy framework clearly defining the approach, governance, goals and measurable outputs of the Strategic Communications Branch in supporting the Emergency Relief Coordinator and the humanitarian community to effectively promote humanitarian principles.	Important	O	Submission of the strategic communications policy framework.	31 December 2019
2	OCHA should define the respective roles and responsibilities between the Strategic Communications Branch and other internal organizational units at Headquarters and in the field for implementing identified communications activities, and closely collaborate with key external humanitarian partners to avoid conflicting messaging or duplication of work.	Important	O	Submission of the document defining the respective roles and responsibilities between SCB and other internal organizational units at Headquarters and in the field for implementing identified communications activities.	31 December 2019
3	OCHA should clarify responsibility for the achievement of the overall objective for the humanitarian emergency information and advocacy subprogramme at the subprogramme level.	Important	O	Submission of documentation clarifying responsibility for the achievement of the overall objective for subprogramme 5, at the subprogramme level.	31 December 2018
4	OCHA should prioritize the recruitment of key vacant posts to allow the Strategic Communications Branch to perform its responsibilities effectively.	Important	O	Submission of evidence that the vacant positions have been filled.	31 December 2019
5	OCHA should reassess the Strategic Communications Branch's capacity to fully deliver its activities and outputs in light of its current staffing and financial environment.	Important	O	Submission of evidence that OCHA has reassessed SCB's capacity to fully deliver its activities and outputs.	31 December 2018

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 OCHA in response to recommendations.

APPENDIX I

Management Response

United Nations  Nations Unies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR


TO: Ms. Muriette Lawrence-Hume, Chief,
A: New York Audit Service,
Internal Audit Division, OIOS

DATE: 30 April 2018

REFERENCE: OIOS-2018-0449

THROUGH:
S/C DE:

FROM: Mark Lowcock, Under-Secretary-General for
DE: Humanitarian Affairs and Emergency Relief
Coordinator, OCHA



SUBJECT: **Management Response to an Audit of strategic communications**
OBJET: **in OCHA (AN2017/590/05)**

1. In reference to your memorandum dated 2 April 2018, I am enclosing OCHA's management response to the recommendations issued.

2. Thank you.

cc: Mr. Barnaby Jones - EO/OCHA

Management Response

Audit of strategic communications in the Office for the Coordination of Humanitarian Affairs

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	OCHA should establish a strategic communications policy framework clearly defining the approach, governance, goals and measurable outputs of the Strategic Communications Branch in supporting the Emergency Relief Coordinator and the humanitarian community to effectively promote humanitarian principles.	Important	Yes	Strategic Communications Branch	31 December 2019	The need for organizational branches to have clear frameworks for governance, goals, and outputs is understood at the OCHA wide level and at the level of the Strategic Communications Branch.
2	OCHA should define the respective roles and responsibilities between the Strategic Communications Branch and other internal organizational units at Headquarters and in the field for implementing identified communications activities, and closely collaborate with key external humanitarian partners to avoid conflicting messaging or duplication of work.	Important	Yes	Change Implementation Team	31 December 2019	The Strategic Communications Branch closely collaborates with key external partners in to avoid conflicting messaging, as evidenced through the work of the Humanitarian Communications Group at the global level and through support to OCHA field offices and HCTs.
3	OCHA should clarify responsibility for the achievement of the overall objective for the humanitarian emergency information and advocacy subprogramme at the subprogramme level.	Important	Yes	Information Management Branch / Strategic Communications Branch	31 December 2018	Subprogramme 5 includes both information management and public advocacy which are no longer in the same branch. That said, OCHA believes that there is a clear delineation between the responsibilities of the Information Management Branch and the Strategic Communications Branch under subprogramme 5.
4	OCHA should prioritize the recruitment of	Important	Yes	Strategic	31 December	OCHA accepts this

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 strategic communications in the Office for the Coordination of Humanitarian Affairs]

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	key vacant posts to allow the Strategic Communications Branch to perform its responsibilities effectively.			Communications Branch	2019	recommendation and continues to prioritize recruitment of key vacant posts
5	OCHA should reassess the Strategic Communications Branch's capacity to fully deliver its activities and outputs in light of its current staffing and financial environment.	Important	Yes	Change Implementation Team / Strategic Communications Branch	31 December 2018	OCHA believes this is being done through the OCHA wide change implementation process.