



INTERNAL AUDIT DIVISION

REPORT 2021/003

Audit of the strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

**The Mission needed to enhance annual work
planning and performance monitoring of its
strategic communication and public
information programme**

**25 March 2021
Assignment No. AP2019-641-04**

Audit of the strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The objective of the audit was to assess the effectiveness of the strategic communication and public information programme in MINUSMA. The audit covered the period from 1 July 2017 to 31 December 2019 and included: strategy and annual work planning; programme management; and programme evaluation.

At the onset of the COVID-19 pandemic, although most of the audit work was done, the audit was paused to provide Mission management time to address crisis management issues. OIOS restarted the audit later in 2020 and was able to complete it due to good cooperation from the management and staff of the Strategic Communication and Public Information Division (SCPID). OIOS reconfirmed that the risks covered in the audit, as well as the results and recommendations were still valid in the current environment.

Overall, the audit found that the Mission needed to enhance annual work planning and performance monitoring of its strategic communication and public information programme.

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

- Finalize the Mission's communication and public information strategy after consultation with relevant Mission components;
- Implement an annual work plan for SCPID that includes its priority tasks and has specific, measurable outputs and targets that are monitored and reported on;
- Update its social media strategy to include its target audiences and activities to raise awareness of the Mission's digital and social media platforms;
- Nominate public information focal points from Mission components and provide them with terms of reference and training to ensure assigned activities are carried out coherently and effectively; and
- Evaluate the communication and public information programme to assess its effectiveness and impact and to provide lessons learned and recommendations to enhance the programme going forward.

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

CONTENTS

I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1
III. AUDIT RESULTS	2-7
A. Strategy and annual work planning	2-3
B. Programme management	3-6
C. Programme evaluation	6-7
IV. ACKNOWLEDGEMENT	7
APPENDIX I Management response	

Audit of the strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).
2. Security Council resolutions 2364 (2017), 2423 (2018) and 2480 (2019) emphasized the need for MINUSMA to develop and deliver an effective communication strategy to promote improved awareness of the Malian population and other stakeholders and thus cooperation on the Mission's mandate and activities. The erstwhile Departments of Public Information/Peacekeeping Operations/Field Support (DPI/DPKO/DFS) policy on strategic communication and public information provides relevant guidance to MINUSMA on the implementation of the programme.
3. The Strategic Communication and Public Information Division (SCPID) is responsible for the management of the Mission's communication and public information programme. The Director of SCPID at the D-1 level and supported by a Deputy at the P-5 level, reports to the Special Representative of the Secretary-General (SRSG). The Director of SCPID is a key advisor to the senior leadership's decision-making process in formulating public information messages related to the work of MINUSMA. SCPID has four Units comprising Media Relations, Multimedia, Radio and Outreach, and has regional offices in Timbuktu, Gao, Menaka, Kidal and Mopti.
4. The Division has 71 authorized staff posts, 16 international and 50 national staff and 5 United Nations Volunteers. The operating budgets of SCPID for 2017/18, 2018/19 and 2019/20 were \$1.18 million, \$1.98 million, and \$2.13 million respectively.
5. Comments provided by MINUSMA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess the effectiveness of the strategic communication and public information programme in MINUSMA.
7. This audit was included in the 2019 risk-based work plan of OIOS based on the operational and reputational risks associated with the programme, including the importance of the programme in properly and effectively communicating with stakeholders and the general public.
8. OIOS conducted this audit from December 2019 to May 2020. The audit covered the period from 1 July 2017 to 31 December 2019. Based on an activity-level risk assessment, the audit covered higher and medium risk areas which included: (a) strategic and annual work planning; (b) programme management; and (c) programme evaluation.
9. At the onset of the COVID-19 pandemic, although most of the audit work was done, the audit was paused to provide Mission management time to address crisis management issues. OIOS restarted the audit later in 2020 and was able to complete it due to good cooperation from the management and staff of SCPID.

OIOS also reconfirmed that the risks covered in the audit, as well as the results and recommendations were still valid in the current environment.

10. The audit methodology included: (a) interviews of key personnel, (b) reviews of relevant documentation, (c) analytical reviews of data, and (d) field visits to SCPID regional offices in Gao, Timbuktu, Mopti and Kidal.

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

III. AUDIT RESULTS

A. Strategy and annual work planning

Strategic and annual work planning needed to improve

(a) The Mission's communication and public information strategy had not yet been finalized

12. A review of minutes of meetings including those of the Senior Leadership Team (SLT), Senior Management Group and the Crisis Management Team showed that the Director of SCPID (or a designate) was in attendance and was providing senior leadership with advice on communication and public information requirements. This included, for example, the need for a communication strategy following the attack on the Ogossagou village in the Mopti Region to counter misinformation that was circulating in the public. SCPID was also a member of the Mission's COVID-19 Task Force and took the lead in developing communication and public information activities including that of disseminating messages to the Malian population.

13. SCPID had a draft strategy that was developed to replace its 2016 strategy. The draft was presented to the SLT in September 2019, but it was yet to be approved by the SRSG and disseminated. The draft strategy was fairly comprehensive and included information such as historical perspectives in Mali, perceptions, and expectations of the Malian population about the Mission's mandate, 15 operational objectives, action plans and expected results for the four Units of SCPID, as well as the communication mediums and tools to be used. However, feedback received from SCPID staff and heads of Mission components found that the Director had not consulted them in its development to ensure Mission priorities were adequately captured. Without a consultative process, the strategy may not be sufficiently coherent or effective.

(b) Annual work plans needed to be developed and tasks and activities monitored

14. The Division had not developed annual work plans to effectively guide and organize its work and ensure key activities are completed and delivered in a timely manner. While some of the Division's units and regional offices had work plans, this was not consistent. For example, the Multimedia Unit did not have any work plans and the Outreach Unit had work plans for 2017/18 and 2019/20 but not for 2018/19. OIOS review of available work plans noted that they generally did not have specific, measurable outputs and targets for effective monitoring. These plans had not been formally presented to and approved by the SCPID Director. There was also no structured process for monitoring the implementation of tasks assigned to units/regional offices and for them to periodically report on their achievements. This mainly resulted as the SCPID Director was of the view that the work plans and outputs included in the results-based budget documents and the Mission Concept were sufficient to monitor and report on the performance of the Division.

15. Moreover, feedback from 14 of the 20 SCPID staff interviewed mentioned that Divisional leadership did not hold any staff meetings, townhalls or retreats to engage with them to: discuss planned annual activities; communicate Divisional priorities; and discuss progress being made in implementing them.

16. The absence of a documented annual work planning process, including adequate engagement of staff on priority activities and monitoring of target implementation dates, may result in tasks not being properly coordinated and completed to ensure maximum performance is achieved.

(1) MINUSMA should, after consultation with relevant Mission components, finalize and disseminate its communication and public information strategy.

MINUSMA accepted recommendation 1 and stated that SCPID is finalizing the updated draft communication and public information strategy. The Mission would include comments from relevant sections and components and replace the strategy that was developed in 2016. The communication strategy would be disseminated Mission-wide for implementation. Recommendation 1 remains open pending receipt of the disseminated final communication and public information strategy.

(2) MINUSMA should implement an annual work plan for the Strategic Communication and Public Information Division that includes its priority tasks and has specific, measurable outputs and targets that are monitored and reported on.

MINUSMA accepted recommendation 2 and stated that SCPID has established the Division's annual work plan. Performance monitoring indicators will be developed based on Mission mandate, Mission Concept and Mission plan and will be fully implemented for next budget year. SCPID will also communicate Division's work plan, roles and responsibilities and performance monitoring mechanisms to the whole of the Division staff using available means considering the challenges of COVID-19 to conduct Division wide retreat. Recommendation 2 remains open pending receipt of evidence that the Division has developed adequate annual work plans for its units and regional offices, adequate performance monitoring processes are in place and plans are communicated to the Division staff.

B. Programme management

Vacancies in some key functions was affecting the implementation of certain programme activities

17. As at 30 June 2020, 10 of the Division's 71 authorized posts were vacant including: (a) three national professional posts in the Mopti regional office since July 2017, despite several recruitment attempts; and (b) the Chief of the Multimedia Unit was on temporary assignment since September 2019, and the Director of SCPID informed that a suitable temporary replacement could not be identified. The level of vacancies impacted the Division's ability to undertake necessary tasks and limited its interaction with the Malian population. Examples are showed in the report below. However, as the recruitment process for all vacant posts had been initiated, OIOS did not make a recommendation.

Media monitoring and press briefings were conducted

18. The Media Relations and Monitoring Unit was monitoring national, regional, and international media and preparing daily press review reports that were broadcast on the Mission's intranet and by email. This process kept Mission management and staff informed on relevant political and social events and security issues in the country as well as the status of the peace agreement. The Unit also posted press

releases on the Mission's website of: major incidents such as attacks on civilians, key political developments and important activities implemented by the Mission. Moreover, increase awareness of the Mission's mandated activities and to gain support for the implementation of the peace agreement, press briefings were held and trips to regions were organized for national and international media.

19. However, due to staff shortage, media monitoring was not always possible in the Mopti, Timbuktu, Gao and Kidal regions, and press briefings, which were required to be held twice a month in Bamako could not always take place.

There was a need to update the social media strategy

20. Various types of media such as photos, videos, information on websites, and social media such as Facebook and Twitter were being used by the Mission to communicate to the Malian population. The audit noted that the Multimedia Unit was producing high standard media content in French, English and national languages. During the audit period, the Unit produced four video documentaries, nine video spots, eight video reports, and two television spots. It also held 12 photo exhibitions and developed public information materials on various topics relating to the Mission's support for the electoral cycle process and the redeployment of reconstituted Malian Defense and Security Forces. Additionally, it reported on the celebrations held for the International Human Rights Day and other human rights protection activities, as well as inaugurations of quick impact projects (QIPs) and trust fund projects. The Mission had 738,339 visitors to its website since the start of the Mission in 2013, its Facebook and Twitter accounts had over 100,000 followers, and its YouTube, Instagram and Flickr accounts had thousands of followers with hundreds of video clips and pictures that had been posted.

21. However, although SCPID had developed social media guidelines and a strategy in 2017, these documents did not identify its target audiences, established benchmarks and how it was planning to raise awareness of the Mission's platforms such as its website, Facebook and Twitter accounts. For instance, the Unit posted a weekly newsletter called "Hebdo" on the Mission's website and had posted nearly 150 "Hebdo" newsletters since 2016. However, no analysis had been done on those visiting the site to determine who was interested in the articles, and/or to determine how to attract different categories of personnel to its website.

22. OIOS also noted from a sample of 12 of 60 articles on current events that were posted on the Mission's website, there were delays in publishing them. This was because it took time to validate the content, which was averaging about 10 days after the event took place. While it is important to validate facts and quality check articles to be published, the process currently in place meant fairly long delays in reporting on current events. The Division, to reduce the time taken, could consider establishing target timelines for posting current events to ensure articles remain relevant and appeal to readers. SCPID attributed the absence of a current social media strategy and benchmarks to vacancies of two key posts of the Unit. These issues, as well as delays in publishing articles on current events, would be addressed once the Unit was staffed at full strength.

(3) MINUSMA should update its social media strategy to ensure it identifies its target audience and includes activities to raise awareness of the Mission's digital and social media platforms.

MINUSMA accepted recommendation 3 and stated that SCPID would update the Division's social media strategy once the Unit is at fully strength. Recommendation 3 remains open pending receipt of the Mission's updated social media strategy and established benchmarks for monitoring the effectiveness of the Mission's digital and social media platforms.

There was a need to strengthen the Mission's outreach activities in priority locations

23. The Mission's outreach activities were mainly through engaging with civil society groups, community leaders, women's associations, religious leaders, youth groups and journalists through panel discussions, workshops, and town hall meetings. OIOS review of 93 of the 492 outreach activities showed that they were focused on sensitizing participants on the Mission's priority areas such as implementation of the peace agreement, protection of civilians, human rights, social cohesion, elections, and military patrols, and were sometimes conducted in coordination with other Mission components. SCPID prepared reports on the activities and included gender disaggregated data of participants. For example, the Mission in partnership with a civil society group organized conferences with community leaders in Timbuktu in August 2019 to promote the values of social cohesion, in which 150 men and 100 women participated.

24. However, there was a need to increase the Mission's outreach activities in the Mopti/central region. The Mission only held on average two per month in comparison to those in Bamako, Gao, and Timbuktu, which averaged about four per month. While staff from Bamako sometimes went to Mopti to conduct outreach activities in national languages, the absence of dedicated staff in Mopti/central region meant that there were insufficient outreach activities in these priority locations. OIOS noted that the Mission previously assigned uniformed personnel to conduct outreach activities in these regions in coordination with SCPID. In OIOS view, this was a good initiative and could be done again. Following the audit, SCPID informed that it had reoriented vacant and encumbered posts to strengthen outreach activities for the priority locations. Based on the action taken, no recommendation was made.

The Mission was taking action to expand its radio broadcasting capability in the central region of Mali

25. MINUSMA established Radio Mikado in January 2015 as a media to communicate the Mission's mandate. Programmes were aired in real time and in national languages. For instance, Radio Mikado produced and broadcasted radio programmes in seven languages and on various subjects such as the redeployment of reconstituted and reformed Malian Defense and Security Forces. The Radio also aired reruns of press conferences by the Spokesperson, daily news programmes, election coverages, and broadcasting of a weekly programme that highlighted events and activities of the Mission and other members of the United Nations Country Team (UNCT) members.

26. However, feedback from the Mission's regional offices informed that there was a need to produce more programmes in national languages as the Mission mandate was not well known or accepted by the population in some areas. For example, in July and August 2019, MINUSMA patrols were prevented by the population in Bandiagara and Bankass, and the Mission reported that this was partly due to lack of sensitization of the communities on the work of the Mission. Moreover, the broadcasting studio of Radio Mikado, established in Mopti/central region in September 2019, was not yet functioning due to delayed recruitment of a radio technician. Further, due to some imposed restrictions on radio frequencies, Radio Mikado was unable to reach all communities in the central region such as Douentza, Bandiagara, Bankass, Kiro and Diabali.

27. As the Mission was in the process of taking actions in line with the approved strategy for the central region to enhance radio broadcasting capacity in the region, OIOS did not make any recommendation.

Capacity building activities were conducted

28. Since its establishment, MINUSMA has been providing capacity-building activities to the national media community. This included QIPs benefiting 68 national and community radio stations operating in the four regions of Gao, Timbuktu, Mopti and Menaka. It also provided training and workshops to

strengthen journalists in communication techniques and journalistic ethics. Moreover, through its interactions with media, the Mission suggested approaches were implemented on coverage of subjects related to the elections, the peace process, and the promotion of social cohesion. Some of these activities were carried out with support from other Mission components and members of the UNCT. OIOS concluded that the Mission was active in supporting and building the capacity of the national media community.

There was a need to nominate and provide guidance to public information focal points

29. To meet the public information needs across the Mission, SCPID established a system of designating focal points from Mission components to coordinate and assist on public information activities. However, there were no terms of reference developed to guide focal points on their roles and responsibilities, and no training on their functions had been provided. Additionally, not all Mission components had nominated focal points such as those in Child Protection and Women Protection, even though public information and communication activities are required for them to perform their functions effectively.

30. While the Director of SCPID had reminded heads of components of the necessity to nominate focal points, this may need to be re-emphasized by Mission leadership to ensure communication and public information activities are coherent and effective in supporting the SRSG in implementing mandated activities.

(4) MINUSMA should nominate focal points from all Mission components and provide them with terms of reference and training to ensure the Mission’s communication and public information activities are carried out coherently and effectively.

MINUSMA accepted recommendation 4 and stated that most Mission components have nominated communication focal points in charge of liaising with SCPID. The Division developed terms of reference for focal points, which were adopted at the focal points meeting on 4 February 2021. Focal points training would be organized during the coming months. Recommendation 4 remains open pending receipt of evidence that focal points from all Mission components have been nominated, provided with terms of reference and trained.

Action was being taken on archiving public information materials and files

31. The Radio Unit had a dedicated server where radio programmes that had been aired were systematically saved. Web content was archived on the web platform and selected video clips and photos were transferred to the Global Communications Audio-Visual Library in New York. Also, while SCPID had been authorized to expand its photo storage capacity in its Flickr web-based platform, there were still large amounts of SCPID public information materials and files on individual staffs’ hard drives and shared drives. To address this, MINUSMA was in the process of migrating SCPID materials and files to SharePoint, which can accommodate large audiovisual files. Based on the action being taken, OIOS did not make a recommendation on this issue.

C. Programme evaluation

The strategic communication and public information programme had not been evaluated

32. Since 2015, the Mission’s strategic communication and public information programme had not been formally evaluated to assess its effectiveness and impact in promoting awareness of the Mission’s mandate and activities. Efforts had been made, such as analyzing feedback received from Radio Mikado

listeners, and gathering data on the number of followers of the Mission's social media platforms and visitors to the Mission's website, Facebook and YouTube postings. However, this was not sufficiently comprehensive to assess the effectiveness of the programme. In OIOS view, the programme would benefit from results of an independent evaluation in order to obtain lessons learned and recommendations on how to enhance programme activities going forward. SCPID informed that it had not considered it a priority or allocated necessary resources for an evaluation.

(5) MINUSMA should allocate resources in order to evaluate the Mission's communication and public information programme to assess its effectiveness and impact and to provide lessons learned and recommendations to enhance the programme going forward.

MINUSMA accepted recommendation 5 and stated that SCPID had developed terms of reference for a public opinion survey which would be administered to evaluate the effectiveness and impact of the Division's communication and public information programme. Recommendation 5 remains open pending receipt of evidence that an assessment of the programme has been conducted in order to enhance the Division's future communication and public information activities.

IV. ACKNOWLEDGEMENT

33. OIOS wishes to express its appreciation to the management and staff of MINUSMA 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 strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	MINUSMA should, after consultation with relevant Mission components, finalize and disseminate its communication and public information strategy.	Important	O	Receipt of the disseminated final communication and public information strategy	30 September 2021
2	MINUSMA should implement an annual work plans for the Strategic Communication and Public Information Division that includes its priority tasks and has specific, measurable outputs and targets that are monitored and reported on.	Important	O	Receipt of evidence that the Division has developed adequate annual work plans for its units and regional offices, adequate performance monitoring processes are in place and plans are communicated to the Division staff.	30 September 2021
3	MINUSMA should update its social media strategy to ensure it identifies its target audience and includes activities to raise awareness of the Mission's digital and social media platforms.	Important	O	Receipt of the Mission's updated social media strategy and established benchmarks for monitoring the effectiveness of the Mission's digital and social media platforms.	30 September 2021
4	MINUSMA should nominate focal points from all Mission components and provide them with terms of reference and training to ensure the Mission's communication and public information activities are carried out coherently and effectively.	Important	O	Receipt of evidence that focal points from all Mission components have been nominated, provided with terms of reference, and trained.	30 September 2021
5	MINUSMA should allocate resources in order to evaluate the Mission's communication and public information programme to assess its effectiveness and impact and to provide lessons learned and recommendations to enhance the programme going forward.	Important	O	Pending receipt of evidence that an assessment of the programme has been conducted in order to enhance the Division's future communication and public information activities.	31 December 2021

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 MINUSMA in response to recommendations.

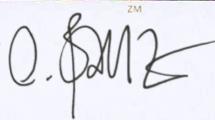
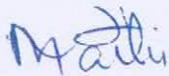
APPENDIX I

Management Response

FACSIMILE

18 March 2021

Reference: MINUSMA/OCOS/002

TO: Mr. Eleanor T. Burns Director Internal Audit Division OIOS.	FROM: Claudia Banz Chief of Staff 
ATTN: Mr. Seydou Sirpe Chief Resident Auditor Bamako	
INFO:	
FAX #:	FAX #:
TEL #:	TEL #:
SUBJECT: MINUSMA response to Draft results of an audit of strategic Communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali (Assignment No. AP2019-641-04)	
Total number of transmitted pages including this page: 3	
<p>Reference: Facsimile, IAD-19/641/04, dated 03 March 2021; and, Peacekeeping Audit Service, OIOS, memorandum of 03 March 2021, OIOS-20201-00259</p> <ol style="list-style-type: none">1. In reply to the referenced correspondence, please find attached MINUSMA's Management Response to the OIOS findings and recommendations, as presented in the subject report.2. A note has been taken of the areas of concern that warrant attention and the production of an action plan for implementing the recommendations. For enhanced efficiency and effectiveness of MINUSMA operations, all necessary actions to improve will be taken. <p>Best wishes.</p>	
Drafted by: Boniface Mailu, AA/RMCU 	Authorized by: Ron Kamwendo, CRMCU 

Management Response

Audit of strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
1	MINUSMA should, after consultation with relevant Mission components, finalize and disseminate its communication and public information strategy.	Important	Yes	Chief Strategic Communications and Public Information	30 September 2021	The Mission concurs with the recommendation. The Strategic Communication and Public Information Office is finalizing the updated draft communication and public information strategy. It will include comments from relevant components and replace the existing one developed in 2016. The Communication strategy will then be widely disseminated Mission-wide for implementation Expected completion date: 30 September 2021..
2	MINUSMA should implement an annual work plans for the Strategic Communication and Public Information Division that includes its priority tasks and has specific, measurable outputs and targets that are monitored and reported on.	Important	Yes	Chief Strategic Communications and Public Information	30 September 2021	The Mission agrees with the recommendation. The Strategic Communication and Public Information Office has established its annual work plan. Performance monitoring indicators will be developed based on Mission mandate, Mission Concept, and Mission plan and will be fully implemented for the next budget year. SCPIO will also communicate the Division's work plan, roles, responsibilities, and performance monitoring mechanisms to the whole

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

Audit of strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
						of the Division staff using available means considering the challenges of COVID-19 to conduct a Division-wide retreat. Expected completion date 30 September 2021
3	MINUSMA should update its social media strategy that: identifies its target audience and includes activities to raise awareness of the Mission's digital and social media platforms; and has benchmarks to monitor the effectiveness of its platforms.	Important	Yes	Chief Strategic Communications and Public Information	30 September 2021	MINUSMA concurs with the recommendation. The Strategic Communication and Public Information Office will update its social media strategy once the multimedia Unit staff is brought back to full strength. Expected completion date, 30 September 2021.
4	MINUSMA should nominate focal points of all Mission components and provide them with terms of reference and training to ensure the Mission's communication and public information activities are carried out coherently and effectively.	Important	Yes	Chief Strategic Communications and Public Information	30 September 2021	MINUSMA concurs with the recommendation. Mission components have nominated communications focal points in charge of liaising with Strategic Communication. The Strategic Communication and Public Information Office developed Terms of Reference for focal points and was adopted at the Focal points meeting on 4 February. Focal points training will be organized during the coming months. Expected completion date 30 September 2021.
5	MINUSMA should allocate resources and evaluate the Mission's communication and public information programme to	Important	Yes	Chief Strategic Communications	31 December 2021	MINUSMA concurs with the recommendation. The Strategic Communication and Public

Management Response

Audit of strategic communication and public information programme in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
	assess its effectiveness and impact and advise necessary actions to enhance management of the programme going forward.			and Public Information		Information Division has developed Terms of Reference for a public opinion survey, which will administer to evaluate the effectiveness and impact of its communication and public information programme. Expected completion date 31 December 2021.