

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

AUDIT REPORT

Public information services in UNMIT

Ineffective planning and weak governance diminished the efficiency and effectiveness of UNMIT's public information services

15 June 2010

Assignment No. AP2009/682/04

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

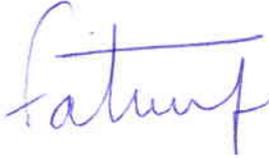
OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE

INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Ms. Ameerah Haq
A: Special Representative of the Secretary-General
UNMIT

DATE: 15 June 2010

FROM: Fatoumata Ndiaye, Director
DE: Internal Audit Division, OIOS



REFERENCE: IAD: 10- 00494

SUBJECT: **Assignment No. AP2009/682/04 - Audit of public information services in UNMIT**
OBJET:

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendation 4 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 1, 2, 3, 7 and 9), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Kiyotaka Akasaka, USG, Department of Public Information
Mr. Gerard Gallucci, Chief of Staff, UNMIT
Mr. Clark Toes, Acting Chief of Mission Support, UNMIT
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit
Mr. Seth Adza, Audit Response Team, Department of Field Support
Mr. Moses Bamuwamye, Chief, Oversight Support Unit, Department of Management
Mr. Byung-Kun Min, Special Assistant to the USG-OIOS
Ms. Eleanor T. Burns, Chief Peacekeeping Audit Service, OIOS

INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

CONTACT INFORMATION

DIRECTOR:

Fatoumata Ndiaye: Tel: +1.212.963.5648, Fax: +1.212.963.3388,
e-mail: ndiaye@un.org

ACTING DEPUTY DIRECTOR:

Gurpur Kumar: Tel: +1.212.963.5920, Fax: +1.212.963.3388,
e-mail: kumarg@un.org

CHIEF, PEACEKEEPING AUDIT SERVICE:

Eleanor T. Burns: Tel: +1.212. 917.2792, Fax: +1.212.963.3388,
e-mail: burnse@un.org

EXECUTIVE SUMMARY

Audit of public information services in UNMIT

The Office of Internal Oversight Services (OIOS) conducted an audit of the public information services in the United Nations Integrated Mission in Timor-Leste (UNMIT). The overall objective of the audit was to assess the efficiency and effectiveness of the management of public information services. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

The audit concluded that ineffective planning and weak governance diminished the efficiency and effectiveness of UNMIT's public information services. Major audit findings are as follows:

- A coherent public information strategy was not documented, which resulted in the risk of unclear overall direction, changes in the setting of priorities and inefficient and ineffective use of resources;
- There was no systematic methodology in place to measure the effectiveness and impact of UNMIT's public information services, which may hinder the Mission from taking corrective action and modifying its strategies;
- The budget performance was very low in successive financial periods, mainly due to unclear strategic direction, ineffective supervision of the Communications and Public Information Office (CPIO), staff vacancies and frequent changes in staff. This caused changes in the priorities of the CPIO resulting in the underutilization of funds earmarked for mandated tasks;
- There was no written clearance mechanism for the release of public information, which may pose a risk to the Mission's image and reputation if any inaccurate, unreliable or biased public information product is released; and
- Critical posts in the CPIO remained vacant, which led to overburdening and frustration of staff and compromised the effective delivery of services.

OIOS made a number of recommendations to address the weaknesses identified in the audit and to improve the management of the services provided.

TABLE OF CONTENTS

Chapter	Paragraphs
I. INTRODUCTION	1-4
II. AUDIT OBJECTIVES	5
III. AUDIT SCOPE AND METHODOLOGY	6-8
IV. AUDIT FINDINGS AND RECOMMENDATIONS	
A. Strategic management and mandate implementation	9-22
B. Operational management	23-39
C. Staffing	40-47
V. ACKNOWLEDGEMENT	48
ANNEX 1 – Status of Audit Recommendations	

I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of public information services in the United Nations Integrated Mission in Timor-Leste (UNMIT). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. The Security Council, by its resolution 1704 of 25 August 2006, mandated UNMIT “to provide objective and accurate information to the Timorese people... while promoting an understanding of the work of UNMIT, and to assist in building local media capacity.” In accordance with Resolution 1704, UNMIT established a Communications and Public Information Office (CPIO). Table 1 shows the breakdown of staffing in the CPIO. The Chief, CPIO reports directly to the Chief of Staff.

Table 1: Staffing summary of the CPIO as at 31 December 2009

Post Title	No of posts	Staff on Board
International- Professional	11	8 ^a
International- Field Staff (FS)	3	2 ^b
United Nations Volunteer (UNV)	3	3
National Professional Officer (NPO)	13	8 ^c
National Staff-General Service (GS)	17	17
Total	47	38

(a) A GS staff from Headquarters, New York on mission assignment fills a P-2 post.

(b) P-4 Administrative Officer post loaned to Joint Mission Analysis Cell in exchange for an FS4 post.

(c) Two NPO posts are loaned to Serious Crimes Investigation Team (SCIT) in exchange for two national GS staff posts.

3. The CPIO comprises three sub-units based in Dili: (i) the Multimedia Unit (Publications, Radio, Video-TV, and Photo); (ii) the Media Relations and Public Affairs Unit; and (iii) the Outreach and Distribution Unit. The CPIO also maintains field offices in the districts of Baucau, Maliana, Suai and Oecussi.

4. Comments made by UNMIT are shown in *italics*.

II. AUDIT OBJECTIVES

5. The main objective of the audit was to assess the efficiency and effectiveness of the management of public information services in UNMIT.

III. AUDIT SCOPE AND METHODOLOGY

6. The audit covered UNMIT’s public information services from the start of the Mission in August 2006 to 31 January 2010.

7. The audit did not cover the risks and controls related to the programme support activities in the area of finance and budget, human resources, procurement and other administrative functions, which will be covered in a separate audit report.

8. The audit methodology comprised a review and analysis of relevant information and documents and interviews with management and key staff.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Strategic management and mandate implementation

Strategic plan was not approved

9. The Operational Policy on public information in peacekeeping operations issued by the Department of Public Information (DPI) in cooperation with the Department of Peacekeeping Operations (DPKO) requires that the activities of the public information component be guided by a coherent public information strategy based on mission objectives and the public information concept of operations. The Chief, CPIO should develop the public information strategy for each phase of the mission in close consultation with other mission components under the guidance of the Head of Mission, who approves the strategy.

10. The audit found that a coherent public information strategy had not been developed from the onset. The audit was provided with some short-term planning documents and work plans, but these were incomplete, subject to frequent changes and were not approved by the Head of the Mission. In OIOS' opinion, these were not an adequate substitute for a public information strategy.

11. Frequent changes in the leadership of the CPIO was one of the main reasons for the shortcomings noted in strategic management and planning. In the first stages of the Mission, from August through November 2006, three successive Officers-in Charge (OICs) managed the Office. The first Chief arrived in late March 2007, and left the Mission after seven months. The second chief arrived in late March 2008 and served for only five months. The Head of the Multimedia Unit filled the gap and her total service time as OIC exceeded that of all other CPIO Chiefs. She was instructed by her supervisor not to take any significant strategic decisions until the new chief arrived. The current Chief of Staff who is also responsible for the overall supervision of the CPIO arrived in November 2008; however, priority was not given to public information strategic management.

12. Each Chief, CPIO had different strategic thinking in setting the priorities of the Office, and they never had enough time to develop and implement their own plans. For example in one case, the first Chief, CPIO's decision to procure a mobile broadcasting van, although budgeted, was abandoned by her successors. The lack of clear direction was confirmed by a visiting DPI Information Officer in July 2007 who reported that the Office had been operating without an approved overall communications plan and without a clear sense of overall direction.

13. At the time of the audit, the current Chief, CPIO who arrived in the Mission in March 2009 was working on a new strategic plan for the Office, and

the CPIO's participation in the Mission's integrated strategic planning processes. Since an overall assessment of the Mission has just been completed by a Technical Assessment Mission (TAM) from Headquarters the results of the TAM can be incorporated in the CPIO strategic plan. The plan should also consider the results of the Communications and Media Survey which is expected to be completed in 2010.

Recommendation 1

(1) The UNMIT Management should ensure that a comprehensive strategic plan for the Mission's communications and public information services is developed and that it is approved by the Head of Mission.

14. *The UNMIT Management accepted recommendation 1 and stated that the CPIO was in the process of developing a comprehensive strategic plan for the new phase of the Mission, between June 2010 to end 2012, as part of the Mission transition plan. This plan will be approved by the Head of Mission. Recommendation 1 remains open pending receipt of a copy of the communications and public information strategic plan approved by the Head of Mission.*

Measurement of the effectiveness of public information services

15. A main component of the CPIO mandate requires that the population of Timor-Leste receive regular information about the mandate, objectives, achievements and key messages of UNMIT. To ensure the achievement of this mandate, the CPIO needs to establish a methodology for measuring its performance.

16. The CPIO was providing objective and accurate information to the Timorese people through its various products, programmes and activities. However, the CPIO did not develop scientific tools to measure the effectiveness of their services, and there was no systematic methodology in place to measure whether the targeted audience was receiving or understanding the Mission's messages, therefore, the impact of the public information services was not fully known. Similarly, there was no mechanism to determine the effectiveness of the specific media tools used for public information services, preventing the Mission from taking corrective actions and modify its strategies accordingly. OIOS, however, noted various efforts by the CPIO in monitoring and evaluating their services including feedback from the local staff and their relatives on the effectiveness of their campaigns and products, an informal survey on outreach and multi-media products in the districts in 2008 and evaluation of certain activities on an adhoc basis i.e., Street Theatre Programme, Model UN event, Domestic Violence Campaign, etc.

17. At the time of the audit, the CPIO was planning to conduct a comprehensive Media and Communications Survey that was expected to be completed in 2010. The survey would provide independently gathered data and

analysis on the outreach and impact of the CPIO television and radio programmes, and on the effectiveness of other tools used by the CPIO.

Recommendation 2

(2) The UNMIT Management should ensure that a mechanism is in place for monitoring and evaluating the effectiveness of its public information services to refocus or re-direct its public information strategy, as appropriate.

18. *The UNMIT Management accepted recommendation 2 and stated that CPIO was incorporating a full programme of monitoring and evaluation in its new comprehensive strategic plan, including capacity building for National staff. Recommendation 2 remains open pending receipt of a copy of the CPIO monitoring and evaluation programme.*

Building local media capacity

19. Another component of the mandate is to contribute in building the capacity of the Timorese media sector and to support the development of professional communications capacity in key State institutions. To achieve this, the CPIO works closely with Television Timor-Leste and Radio Timor-Leste (RTTL), maintains the community radio stringers programme to develop production skills of radio personnel, and maintains and develops the capacity of the AM radio transmitter. In addition, the CPIO is gradually shifting from International to National staff with a view to building the capacity of the local staff in public information services. As shown in Table 2, OIOS found this gradual shift from International to National staff very positive, and noted that the CPIO had the highest ratio of National staff among all other substantive sections in the Mission.

Table 2: Composition of staff

	2007-8	2008-9	2009-10
International	19	16	14
National-General Service	9	20	17
National Professional Officer (NPO)	2	7	13
UNV	3	3	3
Total	33	46	47

RTTL capacity building

20. In line with the recommendations of the start-up assessment mission to utilize the existing broadcasting infrastructure and help build the national capacity, the CPIO negotiated with the public broadcasting service, RTTL, to regularize the working relationship between UNMIT and RTTL and their mutual commitments. A Memorandum of Understanding (MOU) was drafted in November 2006, however, due to lack of input from the Office of the Chief of Mission Support and the Legal Adviser, it was withdrawn by UNMIT at the last minute. A revised MOU was signed much later in January 2008.

21. The MOU stipulates that UNMIT would provide advice and methodological assistance in capacity building for RTTL based on a one year action plan to be negotiated and agreed to by both parties. There was no such plan and UNMIT did not provide RTTL with methodological assistance. OIOS notes that the CPIO and RTTL met regularly and CPIO assisted when requested by RTTL. The CPIO also stated that UN programmes broadcasted via RTTL helped them in developing their own programme formats and therefore, contributed to capacity building.

Recommendation 3

(3) The UNMIT Communications and Public Information Office should clearly define its role in supporting the development of the local media and increase its efforts in local capacity building.

22. *The UNMIT Management accepted recommendation 3 and stated that it will clearly define its future role in local media development as part of its comprehensive strategic plan in the Mission's transition plan. Efforts in local media capacity building will be increased, in line with the overall Mission strategy to intensify capacity building in key sectors.* Recommendation 3 remains open pending receipt of a copy of the CPIO strategic plan in which its role in local media development is clearly defined and other documentation evidencing efforts in local media capacity building.

B. Operational management

Budget performance

23. The budget performance of the CPIO in the last three years is shown in Table 3 below. The budget performance of CPIO in the last two financial periods was lowest in the Mission. Unclear strategic direction and ineffective supervision of the Office, changes in the priorities of the CPIO, short-staffing and frequent changes in staff were among the main reasons for the low budget utilization.

Table 3: Appropriation and expenditures for the fiscal years from 2006-2007 to 2008-2009

Object Code and Description	FY 2006-2007		FY 2007-2008		FY 2008-2009	
	App.	Exp.	App.	Exp.	App.	Exp.
Travel	\$0	\$0	\$76,200	\$6,855	\$52,900	\$7,099
Training	\$0	\$16,740	\$162,360	\$50,558	\$0	\$16,886
5211-Acquisition of public infor. equip.	\$639,500	\$150,552	\$100	\$22,800	\$402,500	\$119,002
3979-Public infor. infrastructure	\$196,200	\$52,869	\$1,178,700	\$395,940	\$1,244,100	\$544,442
4622-Supplies-maintenance	\$1,194,200	\$1,301,985	\$152,300	\$240,369	\$105,300	\$60,151
Total	\$2,029,900	\$1,522,146	\$1,569,660	\$716,522	\$1,804,800	\$747,580
Performance ratio		75 %		46 %		41 %

24. As a result of such shortcomings, many projects had to be either cancelled, or funds earmarked for other projects had to be used. For example, the

Media and Communications Survey with an estimated cost of \$195,000 could not be conducted using the 2008-2009 budget due to the late submission of the request, and instead, the CPIO redeployed funds from other budget items in the 2009-2010 budget.

25. The audit noted similarities in the performance of the travel budget: 9 and 13 per cent performance in 2007-2008 and 2008-2009 budgets respectively. This raised the question whether the CPIO was inflating some of its needs and requirements in the budgeting process.

Recommendation 4

(4) The UNMIT Management should ensure that the Communications and Public Information Office reassesses its budget requirements and develops more realistic budgets.

26. *The UNMIT Management accepted recommendation 4 and stated that the CPIO budget for 2010-2011, represents a significant cut from previous budgets in line with realistic Mission needs in this transitional period.* OIOS verified that the CPIO budget was reduced by 38 per cent in 2010-2011 compared to the previous year. Based on the action taken, recommendation 4 has been closed.

Asset management

27. At the time of the audit, the purchase value of CPIO assets was \$1.5 million. The audit identified items that were not utilized effectively such as the storage disk drives, computer palmtops, video recorders, etc. Four storage disk drives with a total value of \$44,000 were not operational since their purchase in March 2009. The CPIO stated that these drives could not be installed in the absence of a skilled technician. Similarly, four firewires with a total value of \$17,000 could not be used due to incompatibility with the existing systems. Since communications items become obsolete within a short period, the Mission should initiate the write-off process for unutilized CPIO equipment.

28. OIOS could not physically verify some assets due to the absence of one asset holder who had significant amount of assets under her custody. However, based on the feedback received from other staff members, some assets, i.e., computer notebooks recorded in Galileo could not be located.

Recommendation 5

(5) The UNMIT Office of Mission Support should ensure that physical verification of assets in the Communications and Public Information Office is conducted on a regular basis and initiate the write-off process for those that are not required or effectively utilized.

29. *The UNMIT Management accepted recommendation 5 and stated that UNMIT conducted physical verification of all assets in its inventory on an annual*

basis. Assets identified as surplus are made available for other Missions or disposed of in accordance with the existing guidance. The CPIO is responsible for reviewing its own asset requirements in light of operational circumstances and then requesting CITS to make the necessary inventory adjustments on its behalf. This process is ongoing. At the time of the audit, OIOS found that the Property Control and Inventory Unit (PCIU) was unable to complete its physical verification of the CPIO assets and 163 assets, with a total value of \$507,000, was still pending verification. Recommendation 5 remains open pending confirmation that a complete physical verification of the PCIU assets has been done and appropriate procedures have been implemented with regard to missing and surplus assets.

Radio transmitter project and FM transmitter

30. The audit noted inefficiencies in the overall implementation of the radio transmitter project, both in terms of the percentage of the population reached and the timeline of the completion of the project. As per the initial assessment report prepared by the then Head of Radio Unit in April 2007, 99 per cent of the population could be reached after the completion of the project, but at the time of the audit, the exact coverage area and the percentage of the population reached by the AM transmitter was not known.

31. The main reasons for the delay of the project were: (a) late signing of the MOU between the Mission and RTTL; (b) delays in clearing the site by RTTL; and (c) the late delivery of equipment by the vendor. After the refurbishment project of the AM transmitter, initial tests indicated that the Antenna Tuning Unit (ATU) also required upgrading in order to be able to run the transmitter at full power and increase the coverage area, a factor which was not taken into account during the initial stages of the project. As per the CPIO, ATU power level was currently running at 20 per cent and a new procurement for upgrading the ATU was ongoing.

32. As stated in the Secretary-General report S/2006/628, UNMIT does not have broadcasting capacity, and it relies on the national broadcasting agency, RTTL. An FM radio transmitter was purchased as a contingency for emergency or crisis situation so that UNMIT could provide accurate and timely information to the Timorese people using its own resources. However, this was never needed and FM equipment with a value over \$100,000 has been stored in the warehouse since 2007. The future of the FM and AM transmitters should be re-assessed by the Mission.

Recommendation 6

(6) The UNMIT Management should re-assess the need to upgrade the AM transmitter and the future of the AM and FM transmitters.

33. *The UNMIT Management accepted recommendation 6 and stated that they have invited the Field Broadcasting Coordinator of the Information and Communications Technology Division, Department of Field Support (DFS) to*

undertake a mission to Timor-Leste to assess the need to upgrade or repair the AM Transmitter, and to assist the Mission to plan for the future of the AM and FM transmitters in the context of the Mission transition plan. Recommendation 6 remains open pending receipt of the results of the assessment by the Field Broadcasting Coordinator of the Information and Communications Technology Division, DFS.

Release of public information

34. The policy for public information in peacekeeping operations requires that the CPIO develop written clearance procedures for the release of public information through radio and video programmes, print materials and presentations. The CPIO did not document its procedures. This may pose a risk to the Mission's image and reputation if any inaccurate, unreliable or biased public information product is released. A written and documented clearance mechanism is essential for institutional knowledge, and it helps in determining the responsibility and accountability of concerned staff.

Recommendation 7

(7) The UNMIT Management should ensure that clearance procedures for the release of public information are documented to prevent release of inaccurate and unreliable information.

35. *The UNMIT Management accepted recommendation 7 and stated that the procedures in place for clearance of public information will be documented. Recommendation 7 remains open pending receipt of a copy of the documented procedures for the release of public information.*

Media monitoring

36. Media monitoring is a routine public information task that provides information to assist the Mission and UN Headquarters in effectively carrying out the mandate of the Mission. The model staffing table in the policy documents suggests that a monitoring and analysis sub-unit be established under the Media Relations Unit.

37. In UNMIT, this function was mostly outsourced to a local vendor, Timor-Leste Media Development Center (TLMDC). The Mission obtained services from this vendor from June 2007 through September 2007, however, the then Chief CPIO decided that media monitoring services by TLMDC be discontinued due to quality concerns. Nonetheless, the CPIO resumed obtaining services from this vendor effective December 2008. The auditors were not provided with a clear justification for this.

38. The Head of the Media Relations Unit, who is primarily responsible for media monitoring stated concerns about the quality and content of the vendor's services, and added that his team put extra efforts to enhance the quality of the deliverables by the vendor, in a way duplicating the work. The Chief CPIO, on

the other hand, was of the opinion that outsourcing media monitoring to a local vendor was necessary to enable the Media Relations Unit to focus more on its core work and to intensify its activities on building the capacity of local journalists.

Recommendation 8

(8) The UNMIT Management, considering the availability of resources in the Communications and Public Information Office and other factors, should review existing media monitoring outsourcing arrangements.

39. *The UNMIT Management accepted recommendation 8 and stated that a review will be undertaken, keeping in mind the full balance of media relations responsibilities including contributing to the intensification of media sector capacity building in line with recommendation 3. Recommendation 8 remains open pending receipt of the results of the review of media monitoring arrangements.*

C. Staffing

Critical posts were vacant

40. At the time of the audit, 9 out of 47 posts (5 out of 14 international staff) were vacant, and the Head of the Publications Unit was on maternity leave. The majority of international staff vacancies were in the Radio Unit: Head of Radio Unit (P-4), Radio Producer (P-3) and Radio Technician (FS-5).

41. The critical P-3 Radio Producer post has been vacant since July 2008. The first recruitment effort for the P-3 failed when the only preferred candidate declined the appointment offer in August 2008. After this failed attempt, the Chief, CPIO requested new long-lists from the Personnel Section in November 2008, but no further action was taken. The CPIO was provided with two new long-lists in March 2009 and June 2009, however, this time the introduction of the new recruitment policies in the Organization further delayed the process, and at the time of the audit, the recruitment was still ongoing.

42. The P-4 Head of Radio Unit has been vacant since July 2009, and the delay was attributable to the introduction of the new recruitment policies. The Field Central Review Body requested interviews of other candidates who were originally in the long-list but not short-listed. Since there is a broad consensus that the radio is the most wide-reaching media platform, every effort should be made to expedite the recruitment process.

43. Similarly, the P-4 Administrative Officer post was vacant since July 2009, and an FS-6 post was borrowed from the Joint Mission Analysis Cell (JMAC) temporarily and a staff member from another mission was assuming this function on Temporary Duty (TDY). At the time of the audit, the staff member on TDY returned to his parent duty station, and the regular recruitment process was ongoing.

44. Despite continuing staffing shortages, UNMIT staff were sent on TDY to other missions. For example, the former Chief of CPIO was on TDY for two months to another mission before he assumed his duties in March 2008. Similarly, the former Head of Radio Unit was sent on TDY in mid-2008, and the former radio broadcast technician was sent on TDY in late 2008.

Recommendation 9

(9) The UNMIT Management should increase its efforts to fill vacant posts in the Radio Unit and Administrative Support of the Communications and Public Information Office.

45. *The UNMIT Management accepted recommendation 9 and stated that the HR reform has caused prolonged delays in the recruitment process, which in turn has affected the recruitment outcomes and filling of key vacancies in CPIO. Despite these delays, steps have been taken to finalize the recruitment for the Radio Unit, Radio Producers and Broadcast Technician. On the Broadcast Technician, the selected candidate is expected to deploy to UNMIT in mid-May. The position of Administrative Officer was filled as of 1 April 2010. Recommendation 9 remains open pending confirmation that all critical vacancies are filled.*

Training of staff

46. As shown in Table 3, the CPIO did not effectively utilize its training budget in previous years, and in 2008-2009 no appropriation was made for training, although expenditures were incurred. Also, the CPIO did not maintain a system to track training received by staff and to ensure fair distribution of training opportunities to all staff. The Chief, CPIO stated that he has intentions of bringing trainers to Timor-Leste and provide training to a larger group of local staff rather than sending each individual to training outside the Mission area, which appears to be a positive and cost-effective initiative.

Recommendation 10

(10) The UNMIT Communications and Public Information Office should develop a comprehensive training programme for all staff based on their needs.

47. *The UNMIT Management accepted recommendation 10 and stated that the CPIO has submitted a training programme with its 2010-2011 budget proposal; it is completing a comprehensive training plan for 2010-2011 to supplement the budget proposal as part of the Mission transition plan and its comprehensive strategic plan. Recommendation 10 remains open pending receipt of the comprehensive 2010-2011 CPIO training plan.*

V. ACKNOWLEDGEMENT

48. We wish to express our appreciation to the Management and staff of UNMIT for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	The UNMIT Management should ensure that a comprehensive strategic plan for the Mission's communications and public information services is developed and that it is approved by the Head of the Mission.	Strategy	High	O	Receipt of a copy of the communications and public information strategic plan approved by the Head of the Mission	31 August 2010
2	The UNMIT Management should ensure that a mechanism is in place for monitoring and evaluating the effectiveness of its public information services to refocus or re-direct its public information strategy, as appropriate.	Governance	High	O	Receipt of a copy of the CPIO monitoring and evaluation programme.	31 August 2010
3	The UNMIT Communications and Public Information Office should clearly define its role in supporting the development of the local media and increase its efforts in local capacity building.	Strategy	High	O	Receipt of a copy of the CPIO strategic plan in which its role in local media development is clearly defined and other documentation evidencing efforts in local media capacity building.	31 August 2010
4	The UNMIT Management should ensure that the Communications and Public Information Office reassesses its budget requirements and develops more realistic budgets.	Financial	High	C	Action taken.	Implemented
5	The UNMIT Office of Mission Support should ensure that physical verification of assets in the Communications and Public Information Office is conducted on a regular basis and initiate the write-off process for those that are not required or effectively utilized.	Operational	Medium	O	Confirmations of complete physical verification of CPIO assets, and appropriate procedures have been implemented with regard to missing and surplus assets.	May 2010
6	The UNMIT Management should re-assess the need to upgrade the AM transmitter and the future of the AM and FM transmitters.	Strategy	Medium	O	Receipt of the results of assessment of the Field Broadcasting Coordinator of the Information and Communications Technology Division, Department of Field	1 October 2010

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
					Support.	
7	The UNMIT Management should ensure that clearance procedures for the release of public information are documented to prevent release of inaccurate and unreliable information.	Operational	High	O	Receipt of a copy of the documented procedures for the release of public information.	30 June 2010
8	The UNMIT Management, considering the availability of resources in the Communications and Public Information Office and other factors, should review existing media monitoring outsourcing arrangements.	Operational	Medium	O	Receipt of the results of the review on media monitoring arrangements.	31 August 2010
9	The UNMIT Management should increase its efforts to fill vacant posts in the Radio Unit and Administrative Support of the Communications and Public Information Office.	Human Resources	High	O	Confirmation that all critical vacancies are filled.	Ongoing
10	The UNMIT Communications and Public Information Office should develop a comprehensive training programme for all staff based on their needs.	Human Resources	Medium	O	Receipt of the comprehensive 2010-11 CPIO training plan.	31 August 2010

1. C = closed, O = open

2. Date provided by UNMIT in response to recommendations.