



INTERNAL AUDIT DIVISION

AUDIT REPORT 2013/040

Audit of the Office of the High Commissioner for Human Rights Regional Office for the Middle East

Overall results relating to management of the operations of the OHCHR Regional Office for the Middle East were initially assessed as partially satisfactory. Implementation of five important recommendations remains in progress.

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

09 May 2013
Assignment No. AE2012/336/02

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AUDIT REPORT

Audit of the Office of the High Commissioner for Human Rights Regional Office for the Middle East

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Office of the High Commissioner for Human Rights (OHCHR) Regional Office for the Middle East (ROME).

2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations, and rules.

3. ROME was established in Beirut, Lebanon in 2002 and covered ten countries: Bahrain, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, the Syrian Arab Republic, the United Arab Emirates and Yemen. It was one of nine OHCHR field presences in the Middle East and North Africa (MENA) region, which also included a Documentation and Training Centre in Doha, Qatar (the Doha Centre) with a mandate to undertake training and documentation activities in the Middle East and South-West Asia region (including the ten countries covered by ROME).

4. As an OHCHR regional office, ROME was mandated to engage with governments, intergovernmental and non-governmental organizations as well as relevant United Nations partners to advance the promotion and protection of human rights in the countries it covered. For the period 2010-2013, ROME was pursuing nine expected accomplishments dealing with human rights issues relating to: integration of human rights standards and principles into United Nations system policies and programmes (two expected accomplishments); economic and social cultural rights; migrant domestic workers; stateless persons; freedom of expression; national human rights action plan; internal security forces; and national human rights institutions.

5. At OHCHR headquarters in Geneva, the Field Operations and Technical Cooperation Division (FOTCD) supported the field offices. FOTCD was divided into geographical sections, which were grouped into three branches, each headed by a D-1. The MENA Section, which was one of the two geographical sections in the Asia Pacific and MENA Branch, supported ROME. With respect to administration, OHCHR relied on other agencies to provide its field offices with administrative support because it did not have delegated authority to perform all the necessary administrative actions. The Economic and Social Commission for Western Asia (ESCWA) provided administrative support for ROME as it was based in Beirut. The Programme and Management Support Services (PSMS) at headquarters provided overall support and guidance on administrative issues.

6. ROME was headed by a P-5 Senior Human Rights Officer and Regional Representative (head of office) who, like all other heads of field presences in the MENA region, reported to the Chief, Asia Pacific and MENA Branch of FOTCD. Four professional staff and three general service staff supported the ROME head of office. At the time of the audit, the post of head of office was vacant since the previous incumbent retired in June 2012. ROME was funded from extra budgetary funds. Its actual expenditure for the biennium 2010-2011 was \$2.6 million and the budget for 2012 was \$965,000.

7. Comments provided by OHCHR are incorporated in *italics*.

II. OBJECTIVE AND SCOPE

8. The audit was conducted to assess the adequacy and effectiveness of the OHCHR governance, risk management and control processes in providing reasonable assurance regarding the **effective management of the operations of ROME**.

9. The audit was included in the 2012 internal audit work plan at the request of OHCHR management, as the regional office had not been previously audited and management had concerns about its internal organization and coordination with the other regional offices in the Middle East and North Africa region. In addition, there was a concern that oversight over compliance with established procedures and practices at ROME might not be adequate.

10. The key controls tested for the audit were: (a) coordinated management mechanisms; (b) performance monitoring; and, (c) regulatory framework. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Coordinated management mechanisms** - controls that provide reasonable assurance that potential overlaps in the mandate of ROME and other parts of OHCHR are adequately managed through effective coordination and that the office collaborates with other United Nations partners in pursuing its goals.

(b) **Performance monitoring** - controls that provide reasonable assurance that performance metrics are: (i) established and appropriate to enable measurement of the efficiency and effectiveness of ROME's operations; (ii) prepared in compliance with the OHCHR planning guidelines; and (iii) properly reported upon and used to manage ROME's operations appropriately.

(c) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (i) exist to guide the operations of ROME in the areas of administration and finance; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information of ROME.

11. The key controls were assessed for the control objectives shown in Table 1.

12. OIOS conducted this audit from August to December 2012. The audit covered the period from January 2010 to September 2012.

13. OIOS performed an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

14. The OHCHR governance, risk management and control processes examined were assessed as **partially satisfactory** in providing reasonable assurance regarding the **effective management of the operations of ROME**. OIOS made five recommendations in the report to address the issues identified in the audit.

15. Coordinated management mechanisms were assessed as partially satisfactory. Internal coordination mechanisms were in place for ensuring collaboration between ROME and OHCHR headquarters sections. However, ROME had not assessed its comparative advantage in relation to other key United Nations and regional and inter-regional partners (key actors), as required by OHCHR guidelines. It had also not researched and considered the role of the other key actors and possible opportunities to collaborate with them in four of the nine expected accomplishments it was pursuing.

16. Performance monitoring was assessed as partially satisfactory. ROME had followed established guidelines in formulating the nine expected accomplishments and associated targets and performance indicators that were contained in its 2012-2013 strategic plan. Arrangements for monitoring of performance of major events were also adequate. However, ROME had not established specific outputs and performance indicators for its public relations work. In addition, the variances between planned and actual outputs were not fully identified and explained and there were no lessons learned noted in the 2012-2013 strategic plan despite the fact that ROME had not achieved most of its planned outputs and activities in 2010-2011.

17. Regulatory framework was assessed as partially satisfactory. Arrangements were in place for ESCWA to carry out administrative actions and provide oversight over ROME's financial transactions to ensure compliance with United Nations Financial Regulations and Rules. However, ROME did not fully comply with the OHCHR Field Office Manual, including in important areas such as budget monitoring, filing and archiving, and mandatory training. There were also gaps in the establishment of internal arrangements, which contributed to inefficiencies in the implementation of administrative actions.

18. The initial overall rating was based on the assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of five important recommendations remains in progress.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of the operations of ROME	(a) Coordinated management mechanisms	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(b) Performance monitoring	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(c) Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Coordinated management mechanisms

Need to put in place a review and supervision mechanism to ensure that the roles of other actors are assessed in compliance with the Office of the High Commissioner for Human Rights requirements

19. In preparing its 2012-2013 strategic plan (referred to as “regional notes” at OHCHR, and henceforth in this report), ROME had not assessed its comparative advantage in relation to other key actors in the human rights field, as required by the OHCHR guidelines. In addition, whilst ROME participated and its activities were included in the United Nations Development Assistance Framework (UNDAF) of Lebanon, Saudi Arabia, Syria and Yemen, it had not specified in its regional notes how the expected accomplishments it was pursuing related to UNDAF. Further, ROME had not researched and considered possible opportunities to collaborate with key actors in four of the nine expected accomplishments it was pursuing. As a result, reasonable assurance could not be provided that ROME had focused its activities on areas where it could add most value, which was essential given the office’s limited budget.

(1) The OHCHR Regional Office for the Middle East should put in place a review and supervision mechanism that will ensure that the roles of other actors are assessed as part of the development of the regional notes, as required by OHCHR guidelines.

OHCHR accepted recommendation 1 and stated that as it moves into a new 4-year planning cycle, 2013 will be a crucial year to implement this recommendation. The MENA regional consultations, to be held from 22 to 24 April 2013, will be an opportunity to highlight key thematic priorities for the region, which will feed into overall OHCHR priorities and strategies for the next cycle. During the regional consultation, the comparative advantages and the roles of key actors will be assessed. ROME will participate in this process. In the preparation of its Sub-regional note for the next cycle and based on the identified thematic priorities, ROME will hold specific discussions with the identified relevant partners. Recommendation 1 remains open pending receipt of evidence that ROME has established a review and supervision mechanism to oversee compliance with important requirements of the OHCHR guidelines for preparing regional notes, including the assessment and documentation of the role of other actors.

Internal coordination arrangements within the Office of the High Commissioner for Human Rights had improved and were being further strengthened

20. There were overlaps in the mandates of ROME, the Doha Centre, and the MENA Section at headquarters in the areas of training, engagement with partners, and monitoring of the human rights situation of countries. OHCHR management confirmed that the overlaps were necessary, but had to be effectively managed to minimize the risk of major duplications or gaps. A common five-year OHCHR strategy in the MENA region (the “MENA strategy”) was established for the first time in October 2012 to, *inter alia*, facilitate collaboration at the strategic level in the next planning period. The MENA strategy assigned leadership roles for coordinating the three overlapping mandates. With respect to information sharing and consultation arrangements for coordinating the overlapping areas, a set of action points had been agreed upon at a MENA region regional retreat organized in 2011. This included essential practices, such as the need to share monthly reports and minutes of individual offices’ meetings; organize quarterly meetings of the field presences and MENA section; and consult more effectively on ideas instead of only final products. The Asia Pacific and MENA Branch indicated that it would re-iterate these arrangements and fully implement them. Further, OHCHR indicated that effective February 2013, the Asia Pacific and MENA Branch was planning to improve information sharing and coordination among field presences with overlapping mandates in the MENA region through regular telephone

contacts for all field presences in the region. As the arrangements proposed in the MENA regional retreat and the MENA strategy were considered satisfactory and there were on-going action plans to implement them, OIOS does not make any recommendation in this regard.

Mechanisms for collaboration between the Regional Office for the Middle East and headquarters substantive sections were in place

21. The mechanisms for collaboration between ROME and headquarters sections were operating as intended. ROME communicated with other headquarters sections through the MENA Section and consulted them directly with respect to issues relating to its work programme, where appropriate. Consultations with the Gender Section and the Communication Section at headquarters were particularly close because ROME had a Gender Advisor and a Public Information Officer who both had dual reporting lines to ROME as well as the headquarters sections dealing with gender and communications respectively. The two officers worked closely with their headquarters counterparts in formulating work plans and strategies. The Gender Advisor also sent monthly reports to the Gender Section at headquarters.

B. Performance monitoring

Need to undertake a lessons learned exercise in advance of preparing or revising the regional notes of the Regional Office for the Middle East

22. In 2010-2011, ROME did not fully identify and explain variances between the planned and actual outputs and activities in its performance reports, as required by the guidelines for preparing regional notes, despite the fact that there were significant variations between planned and actual outputs and activities. Only 11 out of the 33 activities reported in the monthly reports were planned or linked to the expected accomplishments that the office was pursuing. In addition, the ROME 2012-2013 regional notes did not specify any strategic lessons learned from its past performance as required by the guidelines for preparing regional notes. As a result, despite not achieving most of its planned outputs in 2010-2011, ROME continued to pursue the same level of expected accomplishments in 2012-2013, including three broad expected accomplishments that it did not consider were achievable during the biennium. ROME appeared to be pursuing too many expected accomplishments and there was a risk that it was not adequately focusing on those that would optimize the impact of its interventions. For example, ROME continued to pursue some of its expected accomplishments, such as the one on the national human rights action plan, for over five years without a lessons learned assessment of what had worked and what had not, and whether the expected accomplishments were still considered achievable. A new performance monitoring system was implemented in February 2013 with in-built controls to ensure that field offices explain variations for each expected accomplishment. However, OHCHR had not established controls to ensure that lessons learned from past performance were identified and incorporated in the regional notes as part of the strategic planning process.

(2) The OHCHR Regional Office for the Middle East should establish a practice to undertake a lessons learned exercise to assess any corrective actions needed to its work programme in advance of preparing or revising the regional notes, as required by the OHCHR guidelines.

OHCHR accepted recommendation 2 and stated that the regional consultations in April 2013, the Mid-Year Review and the Annual retreat will be milestones ahead of the preparation of the ROME 2014 Annual Work Plan, which will ensure that relevant lessons learned will inform the drafting of the new regional note for the upcoming 4-year cycle and the 2014 Annual Work Plan.

Recommendation 2 remains open pending receipt of details of the lessons learned to be incorporated in the 2013-2017 regional notes.

Expected accomplishments had not been formulated for the public relations work of the Regional Office for the Middle East

23. ROME had formulated targets and performance indicators in its 2012-2013 regional notes for the nine expected accomplishments that it was pursuing, in accordance with established guidelines. However, it had not included in the regional notes any specific outputs, targets and performance indicators for its public relations work although they were essential to effectively monitor performance and identify lessons learned where appropriate. This was attributed to the fact that the post of the Public Information Officer was new and ROME was not aware that it could establish outputs, targets and performance indicators for this area of work using the office wide global management outputs.

(3) The OHCHR Regional Office for the Middle East should establish specific outputs, targets and performance indicators with respect to its public relations work.

OHCHR accepted recommendation 3 and stated that the Public Information Officer will be closely involved in the selection of outputs, targets and performance indicators in the new planning cycle. Recruitment is underway. Recommendation 3 remains open pending receipt of evidence that specific outputs, targets and performance indicators with respect to ROME's public relations work have been established.

Monitoring of performance of major events was adequate

24. OHCHR organized workshops, training and meetings with stakeholders and partners in the countries covered by the region, which were the main means through which ROME implemented its activities. For major events, the staff responsible prepared concept notes that defined the objectives of the events and post event reports that reported the outcome of the events and follow up action needed. There was also a requirement to prepare mission reports with respect to meetings or activities that took place outside of the duty station. These mission reports outlined the achievements and lessons learned from the missions. To further strengthen controls and ensure that the mission reports were consistently prepared, OHCHR indicated that it would task the new head of office with monitoring compliance with this requirement. ROME, therefore, had adequate arrangements in place for monitoring the performance of its major events.

C. Regulatory framework

There was no written agreement with the Economic and Social Commission for Western Asia on the administrative support services and information that it provided to the Regional Office for the Middle East

25. ESCWA carried out administrative actions and provided oversight over ROME's financial transactions to ensure compliance with United Nations Financial Regulations and Rules. However, ROME had not established a written agreement with ESCWA for the provision of these services. As a result, the responsibilities and accountability of ESCWA and ROME were not clearly defined and there was a risk of gaps and unnecessary duplication in the review processes. For example, there were gaps in the review of overtime claims as neither ROME nor ESCWA was reviewing ROME's staff attendance records in detail. Further, ROME and ESCWA had not explored and agreed on the range of additional administrative support services and information that ESCWA could provide. This could include, *inter*

alia, ESCWA providing ROME with copies of its internal procedures and workflow processes; inviting ROME staff to its training and orientation programmes on administrative issues; and sharing with ROME financial information and other administrative monitoring reports of relevance (e.g., the statistics on compliance with the 14-day ticketing rule for travel). The OIOS audit of administrative management in field offices in the Europe and Central Asia region (AE2012/330/01) issued in December 2012 recommended that OHCHR issue instructions to field offices to establish a written agreement with their Local Service Providers. As there is an outstanding recommendation to OHCHR to address the issue organization-wide with a target date for implementation of June 2013, no further recommendation is made in this report.

Need to include compliance with established procedures as part of annual staff performance appraisals

26. ROME did not fully comply with the requirements of the OHCHR Field Office Manual because staff members were not aware of or sensitized to the requirements of the Manual, which was promulgated in 2008. For example, with respect to budget monitoring ROME had not established appropriate arrangements and systems to generate financial information to effectively monitor its budget. As a result, over \$300,000 of the office's authorized spending budget was not utilized in 2011 and staff were not aware of this prior to the audit. There were also weaknesses in filing and archiving, staff compliance with mandatory training activities, preparation and review of monthly fuel consumption reports and hand over by departing staff. ROME, in consultation with the Programme Support and Management Services, took or initiated immediate corrective action to address the non-compliance issues identified in the audit. However, the accountability of staff over compliance issues, which is essential in ensuring regular monitoring of compliance, had not been addressed.

(4) The OHCHR Regional Office for the Middle East should include compliance with established procedures as goals or success criteria in the performance appraisals of its staff.

OHCHR accepted recommendation 4 and stated that the new e-performance cycle - April 2013 to March 2014 - will incorporate compliance with procedures as established in the Field Office Manual in the performance appraisals of the staff. Recommendation 4 remains open pending receipt of evidence that appropriate goals or success criteria related to compliance with established procedures have been established in the performance appraisals of staff.

Need to strengthen internal arrangements for implementation of administrative actions

27. There were gaps in the assignment of responsibilities and establishment of internal practices for the implementation of administrative actions at ROME. Substantive staff did not have access to ESCWA internal procedures and were not fully conversant with the procedures and requirements, particularly with respect to procurement. Further, the involvement of substantive staff in technical evaluation of bids, evaluation of the performance of vendors, travel arrangements and processing of payments had not been clarified to ensure effective coordination with administrative staff. Other basic issues that had not been addressed or enforced included the arrangements for transferring mail between ESCWA and ROME; the practices on who should be copied on what correspondence; leave planning; and updating of the leave and mission schedules to ensure that staff were aware of each other's absences. These weaknesses contributed to inefficiencies stemming from frustration and misunderstanding when staff did not have a common understanding of what should be done and by whom. This was evident from review of correspondence, interviews with staff and observations of staff interactions in the course of the audit.

(5) The OHCHR Regional Office for the Middle East should review its arrangements for implementation of administrative actions and issue clear instructions addressing all

important administrative issues.

OHCHR accepted recommendation 5 and stated that the new Regional Representative, upon taking up his functions, will be required to give priority to establishing a new administrative structure taking into account the merger with the OHCHR Regional Office for North Africa and including a larger administration team with competent leadership. This will include the preparation of internal specific guidance on implementation of administrative rules and regulations and their application in the local context. Recommendation 5 remains open pending receipt of the results of the review of the office structure and organization for implementation of administrative actions in ROME.

IV. ACKNOWLEDGEMENT

28. OIOS wishes to express its appreciation to the Management and staff of OHCHR for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of OHCHR Regional Office for the Middle East

Recom. no.	Recommendation	Critical ¹ / important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	The OHCHR Regional Office for the Middle East should put in place a review and supervision mechanism that will ensure that the roles of other actors are assessed as part of the development of the regional notes, as required by OHCHR guidelines.	Important	O	Submission to OIOS of evidence that ROME has established a review and supervision mechanism to oversee compliance with important requirements of the OHCHR guidelines for preparing regional notes, including the assessment and documentation of the role of other actors.	30/09/2013
2	The OHCHR Regional Office for the Middle East should establish a practice to undertake a lessons learned exercise to assess any corrective actions needed to its work programme in advance of preparing or revising the regional notes, as required by OHCHR guidelines.	Important	O	Submission to OIOS of details of the lessons learned to be incorporated in the 2013-2017 regional notes.	31/07/2013
3	The OHCHR Regional Office for the Middle East should establish specific outputs, targets and performance indicators with respect to its public relations work.	Important	O	Submission to OIOS of evidence that specific outputs, targets and performance indicators with respect to ROME's public relations work have been established.	30/09/2013
4	The OHCHR Regional Office for the Middle East should include compliance	Important	O	Submission to OIOS of evidence that appropriate goals or success criteria related	31/05/2013

1 Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

2 Important recommendations address important deficiencies or weaknesses in governance, risk management or internal 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 OHCHR in response to recommendations.

Recom. no.	Recommendation	Critical¹/ important²	C/ O³	Actions needed to close recommendation	Implementation date⁴
	with established procedures in the goals or success criteria in the performance appraisals of its staff.			to compliance with established procedures have been established in the performance appraisals of staff.	
5	The OHCHR Regional Office for the Middle East should review its arrangements for implementation of administrative actions and issue clear instructions to address all important administrative issues.	Important	O	Submission to OIOS of a copy of the results of the review of the office structure and organization for implementation of administrative actions in ROME.	30/09/2013



MEMORANDUM INTERIEUR • INTEROFFICE MEMORANDUM

A: Mr. Gurpur Kumar, Deputy Director
TO: Internal Audit Division
Office of Internal Oversight Services

DATE: 4 April 2013

DE: Kyle Ward, Chief
FROM: Programme Support and Management Services

OBJET: **Assignment No: AE2012/336/02 – Audit of the OHCHR Regional Office for the**
SUBJECT: **Middle East**

1. I refer to your memorandum of 12 March 2013 attaching the draft report on the above-mentioned audit. On behalf of the Deputy High Commissioner, please find Appendix 1 to the report completed as requested with regard to our comments and implementation plans in respect of the five recommendations contained therein.
2. All five recommendations are accepted.
3. I would like to take this opportunity to thank you and your audit team for this substantial review of the management and the operations of the Regional Office for the Middle East.

cc: Mr. A. Kompass
Mr. H. Megally
Mr. F. Fenniche
Ms. A. Halasan

AUDIT RECOMMENDATIONS

Audit of OHCHR Regional Office for the Middle East

Rec. no.	Recommendation	Critical/ Important?	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The OHCHR Regional Office for the Middle East should put in place a review and supervision mechanism that will ensure that the roles of other actors are assessed as part of the development of the regional notes, as required by OHCHR guidelines.	Important	Yes	Regional Representative	30 September 2013	As OHCHR moves into a new 4 year planning cycle, 2013 will be a crucial year to implement this recommendation. The MENA regional consultations, to be held from 22 to 24 April, will be an opportunity to highlight key thematic priorities for the region, which will feed into overall OHCHR priorities and strategies for the next cycle. During the regional consultation the comparative advantages and the roles of key actors will be assessed. ROME will participate in this process. In the preparation of its Sub-regional note for the next cycle and based on the identified thematic priorities, ROME will hold specific discussions with the identified relevant partners.
2	The OHCHR Regional Office for the Middle East should establish a practice to undertake a lessons learned exercise to assess any corrective actions needed to its work programme in advance of preparing	Important	Yes	Regional Representative	31 July 2013	The regional consultations in April 2013, the Mid-Year Review and the Annual Retreat will be milestones ahead of the preparation of the ROME 2014 Annual Workplan,

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Rec. no.	Recommendation	Critical/ Important?	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	or revising the regional notes, as required by OHCHR guidelines.					which will ensure that relevant lessons learned will inform the drafting of the new regional note for the up-coming 4 year cycle and the 2014 Annual Workplan.
3	The OHCHR Regional Office for the Middle East should establish specific outputs, targets and performance indicators with respect to its public relations work.	Important	Yes.	Regional Representative	30 September 2013	The Public Information Officer will be closely involved in the selection of outputs, targets and performance indicators in the new planning cycle. Recruitment is underway.
4	The OHCHR Regional Office for the Middle East should include compliance with established procedures in the goals or success criteria in the performance appraisals of its staff.	Important	Yes	Regional Representative	31 May 2013	The new e-performance cycle -- April 2013 to March 2014 will incorporate compliance with procedures as established in the Field Office Manual in the performance appraisals of the staff.
5	The OHCHR Regional Office for the Middle East should review its arrangements for implementation of administrative actions and issue clear instructions to address all important administrative issues.	Important	Yes	Regional Representative	30 September 2013	The new Regional Representative, upon taking up his functions, will be required to give priority to establishing a new administrative structure taking into account the merger with RONA and including a larger administration team with competent leadership. This will include the preparation of internal specific guidance on implementation of administrative rules and regulations and their application in the local context.