

**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**Office of Audit and Investigations**



*Empowered lives.  
Resilient nations.*

**PERFORMANCE AUDIT**

**OF**

**UNDP EXTERNAL COMMUNICATIONS MANAGEMENT**

**Report No. 1716**  
**Issue Date: 25 November 2016**

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## Report on the Performance Audit of UNDP External Communications Management Executive Summary

The UNDP Office of Audit and Investigations (OAI) conducted a performance audit of UNDP external communications management from 4 July to 9 September 2016. Performance auditing is an independent examination of a programme, function, operation, project, or the management systems and procedures of an entity to assess whether the entity is achieving economy, efficiency and effectiveness in the employment of available resources.

The overall audit objective was to assess how effective UNDP is in achieving its goals for external communications, including strengthening the voice and credibility of UNDP. The audit focused on the following audit questions:

1. Did UNDP establish appropriate organizational structures, policies and procedures in order to manage external communications effectively?
2. Are conditions in place for UNDP to achieve the objectives outlined in the UNDP External Communications Action Plan?

The audit covered external communications management from 1 January 2015 to 30 June 2016. This was the first audit of external communications management.

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

### Overall audit rating

OAI assessed UNDP external communications management as **partially satisfactory**, which means, "Internal controls, governance and risk management processes were generally established and functioning, but needed improvement. One or several issues were identified that may negatively affect the achievement of the objectives of the audited entity."

**Key recommendations:** Total = 7, high priority = 1

The seven recommendations aim to ensure the following: (a) achievement of the organization's strategic objectives (Recommendations 1 through 7); and (b) effectiveness and efficiency of operations (Recommendations 2, 3, and 4).

For high (critical) priority recommendations, prompt action is required to ensure that UNDP is not exposed to high risks. Failure to take action could result in major negative consequences for UNDP. The high (critical) priority recommendation is presented below:

Insufficient resources for external communications (Issue 1)

The Communications Group had a total of 12 vacant positions (out of a total of 44 positions) at the time of the audit. At the Country Office level, from a survey of 65 Country Office communications focal points, 25 percent responded that communication was significantly under-resourced.

Recommendation 1: BERA should develop and implement a plan to justify an increase in resources for external communications. This could include: (a) working with the Executive Office to identify priorities in filling the gaps in resources for communications; and (b) coordinating with relevant Bureaux and

BMS to identify alternative funding mechanisms for external communications, such as allocating a fixed percentage from all Country Office project budgets towards communications, or cost recovery for services provided by BERA to other UNDP units.

#### Management comments and action plan

The Assistant Administrator and Director of the Bureau for External Relations and Advocacy accepted the six recommendations and the Director of the Office of Human Resources accepted the one recommendation and both are in the process of implementing them. Comments and/or additional information provided have been incorporated in the report, where appropriate.

Issues with less significance (not included in this report) have been discussed directly with management and actions have been initiated to address them.



Helge S. Osttveiten  
Director  
Office of Audit and Investigations

## **I. About external communications management**

External communications management is decentralized at UNDP. Country Offices or UNDP Bureaux appoint communications focal points who are responsible for communicating on various activities, including publications and events, and for updating social media and liaising with the local and international press on issues relevant to each office. Further, some development projects implemented by UNDP established project-level communications positions to communicate on project-specific results.

At the corporate level, communications are handled by the Communications Group, a unit within the Bureau for External Relations and Advocacy (BERA). The role of the BERA Communications Group is to lead and manage external communications for UNDP through strategy, media, digital communication, marketing, branding and global storytelling. The BERA Communications Group supports UNDP's outreach, positioning, resource mobilization and human development impact. There are four key functions that comprise the BERA Communications Group. These are:

- Media and Advocacy, which contributes to the overall UNDP communications vision and strategy and serves as the main interface with global media and coordinates large events;
- Marketing and Outreach, which creates products, services and resources to improve and disseminate UNDP's message across all platforms and which produces flagship corporate products such as the UNDP Annual Report and the corporate brochure;
- Online and Digital, which develops and implements UNDP's digital strategy and manages UNDP's multilingual online presence (including websites and social media); and
- Fundraising and Engagement, which is designated to design, build and implement individual giving programmes.

The BERA Communications Group also includes a regional network of out posted communications staff, comprised of four Regional Communications Advisers who develop and manage regional communications strategies and provide communications guidance, technical support, training and quality control to Country Offices.

The BERA Communications Group activities are guided by an External Communications Action Plan. The Plan outlines the direction for UNDP's external communications for a two-year period (2016-2017). It is built on the following three main strategic objectives and related actions to achieve them: (a) optimize opportunities for partner visibility and communications for resource mobilization; (b) further Agenda 2030 and the vision of the Strategic Plan; and (c) encourage and support engagement with strategic media.

## **II. Audit objectives**

The overall audit objective was to assess how effective UNDP is in achieving its goals for external communications management, including strengthening the voice and credibility of UNDP. The audit focused on the following audit questions:

1. Did UNDP establish appropriate organizational structures, policies and procedures in order to manage external communications effectively?
2. Are conditions in place for UNDP to achieve the objectives as outlined in the UNDP External Communications Action Plan?

### **III. Audit scope and methodology**

The audit covered external communications management activities from 1 January 2015 to 30 June 2016.

Audit question 1 was addressed through reviews of the communications structure at UNDP, including roles and responsibilities, available policies, procedures and guidelines as well as the resources available to the communications function at UNDP.

Audit question 2 was addressed through a review of the UNDP External Communications Action Plan and an assessment of the status of the different activities set out therein, along with interviews with BERA staff.

The audit approach also involved conducting surveys of 65 UNDP Country Offices and 20 UNDP UN Resident Coordinators/UNDP Resident Representatives.

One of the strategic objectives in the External Communications Action Plan is to “optimize opportunities for partner visibility and communications for resource mobilization.” The audit did not cover the resource mobilization aspect of this objective, as a separate audit of resource mobilization was planned for the fourth quarter of 2016.

### **IV. Audit criteria**

Audit criteria include targets in policies, procedures and requirements against which facts can be assessed. The main audit criteria for this performance audit were the UNDP Strategic Plan including the following sources:

1. Targets in the UNDP External Communications Action Plan 2016-2017 was used to assess progress against key activities conducted by the BERA Communications Group during the period from 1 January 2016 to the end of the audit fieldwork on 12 August 2016. There was no action plan for 2015.
2. The BERA Terms of Reference were used to assess the development of key performance indicators as well as to review the relevance of staff roles and responsibilities.
3. The Administrator’s guidance message (December 2014) to UNDP offices on external communications.
4. Paragraph 36 of the ‘Quadrennial comprehensive policy review of operational activities for development of the United Nations system’ (General Assembly RES/67/226) that “Encourages the United Nations funds, programmes and specialized agencies to further improve their communication to the general public on their mandates and development results, recognizing the important contribution made by those Governments in providing significant core contributions to regular resources of those organizations, and invites the United Nations funds and programmes and specialized agencies to provide information on efforts made in communicating to the general public in their annual reports to the Economic and Social Council from 2013 onwards.”
5. The 2015 Joint Inspection Unit report on ‘Public information and communications policies and practices in the United Nations system’ as well as the UNDP response dated 4 April 2016, which were used to assess the policy framework and communications resources in place at UNDP.
6. The ‘UNDP Programme and Operations Policies and Procedures’ sections on:
  - Guidance and principles for managing partnerships.
  - Programme and project management and guidance on communicating results.

## V. Audit results

OAI made one recommendation ranked high (critical) and six recommendations ranked medium (important) priority.

Low priority issues/recommendations were discussed directly and agreed with the Office and are not included in this report.

### High priority recommendation:

- (a) BERA should develop and implement a plan to increase in resources for external communications (Recommendation 1).

### Medium priority recommendations, arranged according to significance:

- (a) The Office of Human Resources should introduce a requirement for new and updated communications job descriptions/terms of reference to be shared with BERA for feedback (Recommendation 2).
- (b) BERA should discuss the discrepancy noted between the job description and the actual activities of the Project Coordination Specialist with the Executive Office and agree on follow-up actions to remove the discrepancy (Recommendation 3).
- (c) BERA should work with relevant bureaux to introduce policy content into the 'UNDP Programme and Operations Policies and Procedures' on external communications (Recommendation 4).
- (d) BERA should establish a governance group, to monitor and report on the implementation of the External Communications Action Plan (Recommendation 5).
- (e) BERA should establish and report against measurable targets for the global priority media targets to be used in 2017 (Recommendation 6).
- (f) BERA should develop a social media strategy with measurable outcomes and outputs that outlines UNDP's targeted audience and prioritizes the platforms to be used in these efforts (Recommendation 7).

The detailed assessment is presented below, per audit question:

### Question 1: Did UNDP establish appropriate organizational structures and policies and procedures in order to manage external communications effectively?

#### A. Organizational structures

The organizational structure of the BERA Communications Group was clearly defined along with the roles and responsibilities of its staff. Furthermore, the survey of 65 Country Offices conducted by OAI disclosed that 51 (78 percent) had established full-time communications roles in their offices. Additionally, most Country Office staff (based on communication focal point generic job description and a sample of 10 actual job descriptions) had an element of external communications responsibilities included in their job descriptions.. This could affect the consistency of the organizational structure relating to UNDP external communications.

In addition, the level of resources dedicated to external communications was limited, both in comparison to previous years and in comparison to other agencies in the United Nations system. There were a high number of vacancies in the BERA Communications Group and the capacity and levels of Country Office communications staff varied significantly among Country Offices (refer to Issue 1).



## **B. Policies and procedures**

There was no section on external communications management in the 'UNDP Programme and Operations Policies and Procedures' and there were very few mentions of communications in those Procedures (refer to Issue 3). The BERA Communications Group had developed a Communications Toolkit that was used throughout the organization.

Please see below details of issues identified during the audit:

### **Issue 1      Insufficient resources for external communications**

Paragraph 36 of the 'Quadrennial comprehensive policy review of operational activities for development of the United Nations system' (General Assembly RES/67/226) "Encourages the United Nations funds, programmes and specialized agencies to further improve their communication to the general public on their mandates and development results...and invites the United Nations funds and programmes and specialized agencies to provide information on efforts made in communicating to the general public in their annual reports to the Economic and Social Council from 2013 onwards."

The BERA Communications Group had a total of 12 vacant positions (out of a total of 44 positions) at the time of the audit, of which 4 vacant positions were in the Marketing & Outreach and Online & Digital Units. Due to the grouping of BERA staff costs in the Atlas system (enterprise resource planning system of UNDP), it was not possible to determine the staff funding allocation, specifically for the BERA Communications Group. However, data on the general operating expense budget showed a decline from \$1.6 million in 2010 to \$0.4 million (a 75 percent decrease) in 2015. This had limited the range of activities that the BERA Communications Group could perform. It also presented challenges in hiring a firm to perform an exercise to measure the media outreach and overall external communications impact of UNDP, as funds were not available to procure such a service.

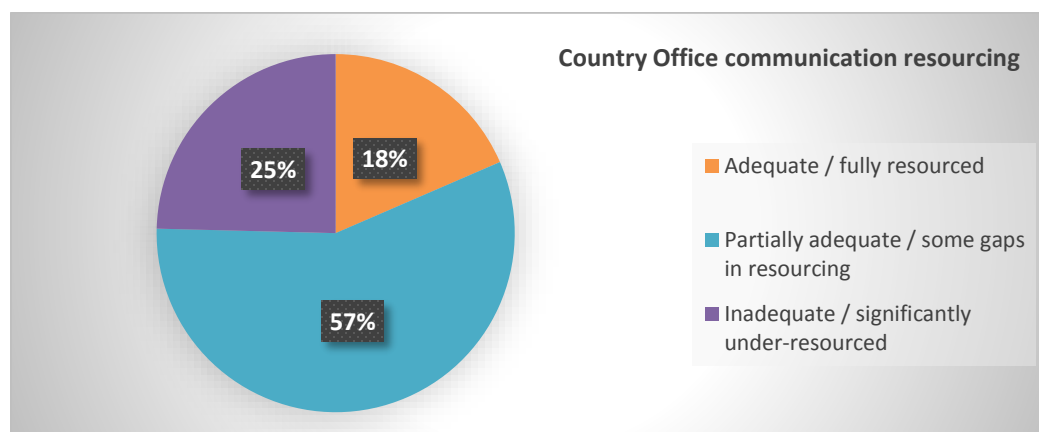
Additionally, the BERA Communications Group had 19 short-term consultants at the time of the audit. According to the BERA Communications Group, hiring staff to replace some of these consultants was difficult since budget allocations were not guaranteed for more than a few months at a time.

Using the 2015 Joint Inspection Unit report to compare external communications funding at UNDP with other similar organizations, the audit team noted that in most cases the 2014-2015 budgets for the 'public information and communication entity' and the number of staff were lower for UNDP. For example, UNDP spent only 0.1 percent of its budget on external communications over the period 2012-2015, compared to 0.2 percent for the World Food Programme, 0.4 percent for the United Nations High Commissioner for Refugees and 0.5 percent for the United Nations Children's Fund. Percentages were significantly higher for the United Nations Secretariat, at 2.2 percent.

At the Country Office level, as shown in Figure 1, from a survey of 65 Country Office communications focal points, 57 percent responded that there were gaps in communications resourcing at their Country Offices and 25 percent responded that communication was significantly under-resourced. Comments provided by the respondents presented a range of concerns around the staffing resources and the general operating expense resources available to the Country Offices.



**Figure 1: Country Office communications resources survey results from 65 respondents**



Limitations in resources may prevent UNDP from implementing planned activities in the External Communications Action Plan, and may result in UNDP not meeting its strategic objectives in regard to external communications.

<b>Priority</b>	High (Critical)
<b>Recommendation 1:</b>  BERA should develop and implement a plan to justify an increase in resources for external communications. This could include: (a) working with the Executive Office to identify priorities to fill the gaps in resources for communications; and (b) coordinating with relevant Bureaux to identify alternative funding mechanisms for external communications, such as allocating a fixed percentage from all Country Office project budgets towards communications, or cost recovery for services provided by BERA to other UNDP units.	
<b>Management action plan:</b>  BERA will initiate a process with the Executive Office to reiterate the need for additional resources, and commence dialogue with relevant Bureaux to identify alternative funding mechanisms for external communications. Initial discussions held with Regional Bureaux regarding Direct Project Costing for external communications will be a constructive start to identifying potential revenue avenues.	
<b>Estimated completion date:</b> April 2017	

## Issue 2 Weaknesses in defining communications roles

Establishing clear communications roles and responsibilities is of key importance in ensuring effective and efficient coordination among different Country Offices, Regional Bureaux and Headquarters.

The audit team reviewed job descriptions / terms of reference for 25 key communications positions within the BERA Communications Group, Regional Bureaux and Country Offices (both actual and generic job descriptions). The following weaknesses were noted:

BERA Communications Group (including outposted staff)

- (a) Of the 25 key communications positions reviewed by OAI and compared with the actual work performed by the incumbents, the outposted Project Coordination Specialist's job description was not in line with the way the incumbent described his roles and responsibilities. His focus was primarily on internal communications, whereas the job description primarily focused on external communications, with roles such as coordination with NGOs and academia.
- (b) Interviews with both the BERA Regional Communications Advisors and their Regional Bureaux counterparts identified instances of overlapping and lack of clarity in regard to roles. For example, both BERA staff and Regional Bureaux staff were being contacted when Country Offices required support related to their communication activities.

Country Offices

- (a) The generic Resident Representative job description provided for 'active' communication in the 'Functions/Key results expected' section. However, it did not include any competencies on communication. Additionally, five of the seven Resident Representative survey respondents identified potential challenges in performing their dual roles (as Resident Coordinators and Resident Representatives) with respect to communication, as they were expected to act both as spokespersons for UNDP and for the United Nations as a whole.

The above discrepancies could be attributed to out-of-date job descriptions and also BERA not having had the opportunity to comment on either the generic or actual job descriptions before they were finalized at the Regional Bureau or Country Office level.

Outdated, inconsistent or conflicting definitions of communications roles and responsibilities may result in the duplication of work, gaps in workflows or communications procedures, and ineffective communications activities.

<b>Priority</b>	Medium (Important)
<b>Recommendation 2:</b>	
The Office of Human Resources should:	
<ul style="list-style-type: none"> <li>(a) develop a procedure requiring new and updated communications job descriptions/terms of reference to be shared with BERA for feedback; and</li> <li>(b) update, with BERA's input, the Country Office senior management's generic job description to include a greater focus on external communications.</li> </ul>	
<b>Management action plan:</b>	
<ul style="list-style-type: none"> <li>(a) The Office of Human Resources unit focused on organizational design and job classification is updating UNDP's full technical competency framework and updating all generic job descriptions in UNDP. The</li> </ul>	

unit will validate all products with all Central and Regional Bureau, BERA included. This concern will be highlighted with BERA and feedback will be welcomed along iterative designs of all communication-focused, generic job descriptions. Existing communications job descriptions can be aligned by the business units, within practical considerations, such as status of position as either encumbered or vacant. Office of Human Resources business partners and advisors can support the business units and assist with the quality assurance of job descriptions.

- (b) BERA's input on the external communications function of the Country Director can be incorporated. Note that Country Director job descriptions may change substantially in light of corporate changes related to the organizational design of Country Offices.

**Estimated completion date:** April 2017

<b>Priority</b>	Medium (Important)
<b>Recommendation 3:</b>	
BERA should discuss the discrepancy noted between the job description and the actual activities of the Project Coordination Specialist with the Executive Office, and agree on follow-up actions to correct the discrepancy.	
<b>Management action plan:</b>	
BERA will discuss the discrepancy between the job description and actual activities of the Project Coordination Specialist with the Executive Office and agree on follow-up actions to fix the discrepancy.	
<b>Estimated completion date:</b> April 2017	

### **Issue 3**      Inadequate external communications policies and procedures

A comprehensive set of policies and procedures helps to achieve greater consistency in the way communications are handled by Country Offices and other units across UNDP and can be a source of guidance for staff working in this area.

The 'UNDP Programme and Operations Policies and Procedures' which is the reference for all UNDP corporate policies across programmatic and management areas, did not include a communications section. Elements of communication were identified in other sections, but not in a consistent manner and not easily accessible.

For example, under the programme and project management section, there was a sub-section on quality assurance for publications. However, there was no requirement to include external communications (both resources and operational arrangements) as part of the Integrated Work Planning and Reporting or the programming standards and principles sub-section. Similarly, the crisis response section of the 'UNDP Programme and Operations Policies and Procedures' only touched upon communications and the role of communications offices.

Throughout the audit, a number of areas lacking policy provisions were identified, including providing for communications at the project design stage, required/minimum skills for communications staff and visibility requirements in agreement with UNDP partners. More specifically:

### Communications strategy at the project design stage

The audit noted that there was no requirement for projects to develop a communications strategy. According to feedback from Regional Communications Advisers and Regional Bureau Communications Officers, Country Offices did not systematically plan for communications at the project design stage. This included developing a project communications strategy or plan as well as allocating part of the project budget to communications.

### Publicizing UNDP involvement and ensuring donor visibility

Some donors required UNDP to ensure visibility and publicize their involvement in programmes and projects. However, UNDP did not have the same requirement for its implementing partners, which included civil society organizations and non-governmental organizations. This represented a lost opportunity to ensure donor and UNDP visibility. The BERA Communications Group explained that it would not be practical to have a blanket policy on publicizing UNDP involvement, as each agreement, stakeholder and project is different and there may be valid reasons for not publicizing UNDP's involvement in certain cases. Nevertheless, additional guidance on this issue would be beneficial in OAI's view.

### Communication staff levels/skills

There were inconsistencies in the levels and skills of staff designated as communications focal points at Country Offices, including instances where the focal points did not have a communications background. Staff levels ranged from ICS-6 to ICS-10 and there was no requirement for a minimum set of communications skills (refer to Issue 2 on the inconsistency in Country Office communications focal point job descriptions).

The lack of policies and procedures related to communications may result in inconsistencies in the areas mentioned above and in challenges in achieving the objectives of the External Communications Action Plan across UNDP.

<b>Priority</b>	Medium (Important)
<b>Recommendation 4:</b>	
BERA should work with relevant Bureaux to introduce policy content into the 'UNDP Programme and Operations Policies and Procedures' pertaining to developing communications strategy at the project design stage, publicizing UNDP involvement and ensuring donor visibility, and communication staff level/skills.	
<b>Management action plan:</b>	
BERA will work with relevant Bureaux to introduce policy content into the 'UNDP Programme and Operations Policies and Procedures'.	
<b>Estimated completion date:</b> August 2017	

**Question 2: Are conditions in place for UNDP to achieve the objectives as outlined in the UNDP External Communications Action Plan?**

BERA developed an External Communications Action Plan for the period 1 January 2016 to 31 December 2017, which was aligned with the 2014-2017 UNDP Strategic Plan and endorsed by the Organizational Performance Group. The Action Plan detailed indicative key actions for each of the strategic objectives for communications.

Overall, BERA had made some progress in implementing key actions to achieve the strategic objectives outlined in the 2016-2017 External Communications Action Plan. The following describes the progress of implementation of planned key actions per strategic objective for communications as of the audit fieldwork:

Partner visibility and communications for resource mobilization

BERA launched a platform on a trial basis, the Digital Good Platform, to allow individuals, companies and philanthropists to make online donations to UNDP to fund specific activities for major disasters or events (e.g., Ebola, Malawi floods, Nepal earthquake, Yemen crisis, and Ecuador earthquake). Toolkits had been developed to help Country Offices optimize opportunities for partner visibility and to help them in their resource mobilization efforts as well as to publicize events such as UNDP's 50<sup>th</sup> Anniversary celebrations.

Areas where work was in progress during the audit included developing the blog series and videos on the Sustainable Development Goals and publicizing large events such as the Social Good Summit, the World Humanitarian Summit, Confederation of Parties 21 and the Match Against Poverty programmes.

From a survey of Country Offices, 50 out of 62 who responded to the question (81 percent) indicated that they updated their websites with information on project activities at least on a monthly basis. Furthermore, 11 respondents (18 percent) indicated that they updated their websites on a daily basis. This indicated that Country Offices were aware of the importance of communications.

Further Agenda 2030 and the vision of Strategic Plan

BERA published the 'UNDP in Focus' report focusing on UNDP's implementation of the Strategic Plan and reflecting the Administrator's Annual Report and key organizational results. BERA supported efforts to widely disseminate the Administrator's speeches through the use of social media and multimedia in order to position UNDP as a global leader in sustainable development issues. Furthermore, a Sustainable Development Goals Toolkit was developed for Country Offices and Regional Bureaux to assist them with messaging, and designing social media campaigns, posters, infographics and videos.

BERA was also in the process of updating its digital outreach efforts and had conducted small-scale experiments with paid social media campaigns.

Encourage and support engagement with strategic media

The BERA Communications Group succeeded in getting articles on UNDP activities and opinion pieces from senior managers published.

BERA had also made progress with planned activities, such as accelerating communications responses in crises, implementing effective approaches to media relations, managing reputational risk issues, supporting Country Offices and Regional Bureaux in reaching their media targets, and developing relationships with strategic media partners.

Please see below details of issues identified during the audit.

**Issue 4** Inadequate governance structure to monitor implementation of the External Communications Action Plan

For any project to be successful, an effective oversight structure needs to be established to review the work plan, monitor the progress against milestones, identify risks and challenges, resolve conflicts, and provide guidance on priority activities. Participation from various Bureaux is also key to ensuring successful outcomes.

The audit team noted that BERA did not establish a governance group to oversee the implementation of the External Communications Action Plan, including ensuring timely and successful implementation of the Action Plan. The audit team also noted that the status of the implementation of the Action Plan was not regularly reported to the Organizational Performance Group. This type of reporting could have been a governance group's responsibility.

The absence of a governance group to provide oversight on the implementation of the External Communications Action Plan, including identifying and addressing risks and challenges, could result in communications objectives not being achieved.

<b>Priority</b>	Medium (Important)
<b>Recommendation 5:</b>	
BERA should establish a governance group, with focal points from all Bureaux, to monitor and report to the Organizational Performance Group on the implementation of the External Communications Action Plan, including achievements and constraints.	
<b>Management action plan:</b>	
BERA will establish a cross-Bureaux group to monitor and report to the Organizational Performance Group on implementation, achievements and constraints. The group will monitor the second year of the 2016-2017 External Communications Action Plan.	
<b>Estimated completion date:</b> January 2017	

**Issue 5** Lack of specific key performance indicators for global priority media targets

Key performance indicators are essential to monitor results of activities, to identify trends and to take corrective action.

The BERA Communications Group had identified global priority media targets, with a view to raise UNDP's profile globally, to support resource mobilization among core donors, and to influence policy makers around the globe. These media targets included the New York Times, Le Monde, CNN, Financial Times, the Economist, Associated Press, and BBC. Following a study conducted by Columbia University in early 2016, BERA identified an additional global priority media target for 2017. The purpose of the study was to identify which media outlet UNDP donors referred to for development news. BERA also identified media targets at the regional level for each region.

Although an analysis was performed in order to identify the global priority media targets, specific measurable performance targets had not been set (i.e., the number of times that UNDP was reported on or referred to in these media outlets or the number of opinion pieces that UNDP aimed to get published in each target). This made assessing UNDP's performance in this area difficult.

The BERA Communications Group informed OAI that the focus of the BERA Communications Group was on delivering UNDP's stories to the global priority media outlets and on monitoring trends.

<b>Priority</b>	Medium (Important)
<b>Recommendation 6:</b>	
BERA should establish and report against measurable targets for each of the global priority media targets to be used in 2017.	
<b>Management action plan:</b>	
BERA will initiate a process of setting measurable targets for global priority media, and will begin reporting against these targets over the duration of the second year of the External Communications Action Plan.	
<b>Estimated completion date:</b> December 2017	

#### **Issue 6**      Insufficient visibility on social media

International organizations, including UNDP, have identified social media channels as key mechanisms for reaching worldwide audiences to raise the awareness of their organizations and their activities, and to mobilize resources. By using social media, UNDP can increase its global presence and gather ideas from the general public to formulate global solutions.

According to UNDP's Social Media Guidelines, three quarters of the world's Internet users visit social networks, spending 22 percent of their time online each month (1 out of every 4.5 minutes) messaging, commenting, blogging, sharing and liking. These Guidelines provide staff with examples and advice on how to use social media, including writing blogs on UNDP activities, and tips on how to live stream UNDP events. As part of the audit, OAI reviewed UNDP's presence in social media and compared it against comparable organizations. Table 1 below showed that, in absolute numbers, UNDP had fewer followers than its peers on LinkedIn, Twitter, YouTube and Google+.

**Table 1: Social media comparison with ranking against comparable organizations as at 12 August 2016** (source: SimilarWeb)

Agency	Instagram followers	Rank	LinkedIn followers	Rank	Twitter followers	Rank	Facebook likes	Rank	YouTube followers	Rank	Google+ followers	Rank
UNDP	42,700	5	244,215	6	996,000	6	1,107,801	4	12,821	6	26,128	6
World Bank	151,000	3	331,831	3	1,940,000	3	2,044,872	3	35,315	4	95,480	5
UNESCO	149,000	4	155,679	4	1,480,000	4	404,567	6	42,042	3	1,240,244	2
UNICEF	1,200,000	1	343,170	2	5,590,000	2	6,304,812	1	84,279	2	1,098,424	3
WFP	3,074	6	66,755	5	1,240,000	5	798,629	5	24,130	5	1,039,073	4
UN	746,000	2	574,800	1	7,520,000	1	2,060,107	2	103,886	1	3,703,069	1



As shown in Table 2 below, the UNDP website was ranked fourth in global ranking among the selected comparators. The global rank is a measure of the reach and engagement of a website based upon the number of unique visitors to a website together with the number of pages viewed, and is based on desktop and mobile web traffic.

In terms of total visits to UNDP website, UNDP was ranked fifth with 4.1 million visitors in the six-month period prior to the analysis being performed. The total visits metric is the sum of non-unique desktop visits to the website. OAI was informed that the BERA Communications Group's focus was more on the quality and type of users (e.g., UNDP donors) reached via social media rather than the number of users.

**Table 2: UNDP ranking against comparable organizations as at 16 September 2016**

Agency	Global ranking	Rank	Total visits	Rank
UNDP	12,454	4	4.1 million	5
World Bank	7,176	2	6.8 million	2
UNESCO	11,326	3	5.2 million	3
UNICEF	14,015	5	4.4 million	4
WFP	36,258	6	1.2 million	6
UN	4,173	1	10.6 million	1

Source: SimilarWeb

Due to budgetary constraints, UNDP had not conducted large-scale paid media campaigns on Facebook and other social media, which did not help to boost brand awareness and engagement with the broader public outside of the development community.

<b>Priority</b>	Medium (Important)
<b>Recommendation 7:</b>	
BERA should develop a social media strategy with measurable outcomes and outputs that outlines UNDP's targeted audience and prioritizes the platforms to be used in these efforts. This should include the use of paid social media campaigns on a larger scale as well providing the requisite training to policy and programme staff, so that they develop more compelling stories to showcase the results of UNDP's work.	
<b>Management action plan:</b>	
BERA will develop a social media strategy. If budget resources are available, BERA will allocate them towards paid social media as a component of this strategy.	
<b>Estimated completion date:</b> May 2017	

## Definitions of audit terms - ratings and priorities

### A. AUDIT RATINGS

- **Satisfactory** Internal controls, governance and risk management processes were adequately established and functioning well. No issues were identified that would significantly affect the achievement of the objectives of the audited entity.
- **Partially Satisfactory** Internal controls, governance and risk management processes were generally established and functioning, but needed improvement. One or several issues were identified that may negatively affect the achievement of the objectives of the audited entity.
- **Unsatisfactory** Internal controls, governance and risk management processes were either not established or not functioning well. The issues were such that the achievement of the overall objectives of the audited entity could be seriously compromised.

### B. PRIORITIES OF AUDIT RECOMMENDATIONS

- **High (Critical)** Prompt action is required to ensure that UNDP is not exposed to high risks. Failure to take action could result in major negative consequences for UNDP.
- **Medium (Important)** Action is required to ensure that UNDP is not exposed to risks that are considered moderate. Failure to take action could contribute to negative consequences for UNDP.
- **Low** Action is desirable and should result in enhanced control or better value for money. Low priority recommendations, if any, are dealt with by the audit team directly with the Office management, either during the exit meeting or through a separate memo subsequent to the fieldwork. Therefore, low priority recommendations are not included in this report.