



INTERNAL AUDIT DIVISION

REPORT 2015/052

Audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti

Overall results relating to the effective management of the community violence reduction programme in the United Nations Stabilization Mission in Haiti were initially assessed as partially satisfactory. Implementation of six important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

18 June 2015

Assignment No. AP 2014/683/05

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AUDIT REPORT

Audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti (MINUSTAH).
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. The Mission's mandate required MINUSTAH to create an environment for the reduction of violence and insecurity through community reconciliation, development of the Haitian National Police, strengthening of state institutions and judicial sectors, and social-economic recovery. MINUSTAH established the Community Violence Reduction (CVR) Section to be responsible for the management and implementation of community violence reduction projects. During fiscal years 2012/13 and 2013/14, MINUSTAH implemented 99 community violence reduction projects across Haiti. The projects had a monetary threshold of \$200,000 and were required to be implemented within a year. The CVR Section was guided by: the Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS) policy and guidelines on reinsertion programmes; the DPKO/DFS standard operating procedures on monitoring and evaluation for disarmament, demobilization and reintegration; and mission specific standard operating procedures.
4. The CVR Section was headed by a Section Chief at the P-5 level and was supported by 35 staff comprising 6 professional staff, 6 United Nations volunteers and 23 national staff. MINUSTAH operating budgets for the CVR programme for fiscal years 2012/13 and 2013/14 were \$10 million for each year.
5. Comments provided by MINUSTAH are incorporated in italics.

II. OBJECTIVE AND SCOPE

6. The audit was conducted to assess the adequacy and effectiveness of MINUSTAH governance, risk management and control processes in providing reasonable assurance regarding the **effective management of the community violence reduction programme in MINUSTAH**.
7. The audit was included in the 2014 risk-based work plan of OIOS because of the operational and reputational risks relating to the implementation of the CVR programme.
8. The key controls tested for the audit were: (a) regulatory framework; and (b) performance monitoring. For the purpose of this audit, OIOS defined these key controls as follows:
 - (a) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (a) exist to guide the management of the CVR programme; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.

(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 the community violence reduction programme; (ii) prepared in compliance with rules and are properly reported on; and (iii) used to manage operations appropriately.

9. The key controls were assessed for the control objectives shown in Table 1. Certain control objectives shown in Table 1 as “Not assessed” were not relevant to the scope defined for this audit.

10. OIOS conducted this audit from August to December 2014. The audit covered the period from 1 July 2012 to 30 June 2014.

11. OIOS conducted 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 and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The MINUSTAH governance, risk management and control processes examined were initially assessed as **partially satisfactory**¹ in providing reasonable assurance regarding the **effective management of the community violence reduction programme in MINUSTAH**. OIOS made six recommendations to address the issues identified. MINUSTAH: established a project appraisal committee (PAC) to review and approve project proposals; ensured payments to implementing partners were supported; and had a project database to track project implementation. However, MINUSTAH needed to: (a) revise the terms of reference of PAC; (b) develop mechanisms to ensure adequate review of proposals and assessment of implementing partners; (c) define the nature and rates of overhead costs paid to implementing partners; (d) conduct baseline surveys for effective evaluation; (e) ensure external evaluations of the programme are conducted and recommendations implemented; and (f) ensure proper coordination between the CVR Section and the civilian/military engineers for monitoring construction projects.

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

¹ A rating of “partially satisfactory” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

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 CVR programme in MINUSTAH	(a) Regulatory framework	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
	(b) Performance monitoring	Partially satisfactory	Partially satisfactory	Not Assessed	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Regulatory framework

Review of project proposals needed improvement

14. The DPKO/DFS reinsertion guidelines required the Special Representative of the Secretary-General to establish a PAC to: (a) coordinate with the Chief of the CVR Section on project priorities; (b) review and recommend project proposals; (c) facilitate joint planning for funding and resource mobilization; and (d) ensure projects were implemented in a timely manner. The MINUSTAH standard operating procedures for community violence reduction projects required the CVR Section to: (i) select projects based on the prioritized needs of local communities, determined in conjunction with government institutions; (ii) review project proposals for technical soundness and assess the capability of implementing partners; and (iii) identify a minimum of three viable implementing partners per project.

15. MINUSTAH established a PAC in June 2009. A review of the minutes of PAC meetings indicated that the Committee: reviewed proposals to ensure they were in line with the community violence reduction mandate; and was making recommendations to the Special Representative of the Secretary-General on projects to be approved. The PAC was also adequately coordinating the work of various MINUSTAH components to avoid duplication of efforts. However, the PAC did not carry out other pertinent roles as required in the DPKO/DFS guidelines such as identifying priority locations and ensuring timely implementation of projects.

16. Further, a review of 25 of the 99 projects initiated in the audit period indicated that there was inadequate review of project proposals. For example:

- On all 25 projects reviewed, MINUSTAH was approving projects based on proposals submitted directly by implementing partners. These proposals were not developed in consultation with representatives of local communities to ensure projects being implemented met the higher priority needs of the local community. MINUSTAH also did not consult with government institutions to avoid overlap on the projects proposed for implementation. As a result, for example, MINUSTAH, based on an implementing partner project proposal, approved a project for the rehabilitation of a public park. The implementing partner was unable to implement the project as the government was implementing a similar project at the same site. Consequently, this necessitated changes to the project details and location and caused both delays in implementation, and ineffective use of MINUSTAH staff and management time.

- The CVR Section did not conduct in-depth reviews of all project proposals prior to submitting them to PAC. For instance, two approved project proposals for street lighting at different locations included the exact details such as crime rates, number of beneficiaries and the list of activities to be undertaken. The projects lack of details and research delayed their implementation. For example, as of November 2014, even though the two lighting projects were planned to be completed in July and December 2014 respectively, the implementing partner had yet to identify the project sites.
- All 25 projects submitted by the CVR Section to PAC did not have documentation showing that a comparison of at least three proposals per project was conducted. Consequently, there was no assurance that the selection of implementing partners was competitive. MINUSTAH explained that due to the high risk of armed violence in areas of interventions, it was not always feasible to obtain three proposals from implementing partners for evaluation. In the opinion of OIOS, the CVR Section should advise the PAC of cases where the Mission was unable to attract at least three bidders.

17. Also, the CVR Section was not sufficiently addressing issues raised by PAC prior to project implementation. For example, for a rehabilitation project of 23 houses, the CVR Section had not developed adequate beneficiary criteria, as recommended by PAC. An inspection of six houses indicated that one house was being rented by the owner and therefore should not have been an eligible beneficiary and selected for project assistance.

18. The above conditions resulted as MINUSTAH had not developed sufficient terms of reference for the PAC. Also, the CVR Section and PAC did not have a mechanism to ensure that the review of projects and assessment of implementing partners adequately met the relevant DPKO/DFS guidelines and MINUSTAH standard operating procedures.

(1) MINUSTAH should revise the terms of reference of the project appraisal committee to include all relevant roles and responsibilities specified in the DPKO/DFS reinsertion guidelines.

MINUSTAH accepted recommendation 1 and stated that the terms of reference of the PAC were under review. Recommendation 1 remains open pending receipt of a copy of the revised PAC terms of reference.

(2) MINUSTAH should develop mechanisms to ensure that the Community Violence Reduction Section and the project appraisal committee adequately review project proposals and assess implementing partners for compliance with relevant requirements.

MINUSTAH accepted recommendation 2 and stated that the required procedures had been reflected in the newly drafted standard operating procedures, which were in the process of being approved by senior management. Recommendation 2 remains open pending receipt of updated standard operating procedures for ensuring that the CVR Section and PAC are adequately reviewing project proposals and assessing implementing partners against the requirements.

Payments to implementing partners were adequately supported

19. MINUSTAH standard operating procedures for community violence reduction projects required that amounts payable to implementing partners be disbursed in three instalments: (a) 40 per cent upon project approval and signing of memorandum of understanding with implementing partners; (b) 40 per cent upon submission of project implementation reports by partners and verification by the CVR Section;

and (c) 20 per cent after project completion and physical verification by the CVR Section. A review of the financial reports and supporting documentation for 25 projects indicated that instalments made were adequately supported and verified by the CVR Section. OIOS concluded that adequate controls were in place over the payment of instalments to implementing partners.

The Mission needed to define and standardize overhead costs payable to partners

20. DPKO/DFS guidelines on reinsertion programmes required the Director of Mission Support in coordination with the head of the community violence reduction programme to define overhead costs to be applied by implementing partners on projects.

21. A review of memoranda of understanding, budgets and financial reports for 25 projects indicated that the overhead costs charged by partners were inconsistent. Some 19 partners charged 7 per cent, 3 partners charged 12 per cent; 1 charged 5 per cent; another charged 14 per cent; and 1 did not charge any overhead cost. In 13 of the 25 projects implemented, partners were charging additional overhead costs that averaged about another 15 per cent per project. An analysis indicated that these additional costs were already covered under the initial overhead cost/percentage applied. For instance the additional charges related to salaries, office equipment, telephone and internet, photocopying and vehicle maintenance.

22. The CVR Section explained that overhead cost rates were based on an established practice of 7 per cent for all partners except for one partner for which 12 per cent was charged. The Chief of the CVR Section had communicated the standard 7 per cent rate in a memorandum to the Section's staff in July 2012. MINUSTAH however had not defined the nature of overhead costs to be charged in its standard operating procedures and memorandum of understanding with implementing partners and did not consistently enforce the rates prescribed by the Chief of the CVR Section. As a result, some excessive overhead costs were being charged.

23. The lack of clear guidance on overhead and administrative costs resulted in partners being treated differently and lost opportunity to use the excessive overhead costs to implement additional projects.

(3) MINUSTAH should define in its standard operating procedures the nature and rates of overhead costs and administrative expenses applicable to community violence reduction projects and ensure that the approved rates are consistently applied.

MINUSTAH accepted recommendation 3 and stated that it would update its standard operating procedures to ensure the standard rates of overhead costs and administrative expenses on community violence reduction projects were defined and applied consistently. Recommendation 3 remains open pending receipt of a copy of the standard operating procedures showing the nature and rates of overhead costs and administrative expenses applicable to community violence reduction projects, and evidence of the consistent application of the standard rates.

B. Performance monitoring

Community violence reduction projects were in line with the Mission's mandate

24. MINUSTAH was mandated to create an enabling environment for the reduction of community violence and to strengthen the social-economic recovery of Haiti. DPKO/DFS guidelines on reinsertion programmes required that projects selected and approved were in line with the Mission's mandate relating to the reduction of community violence.

25. Visits to 25 project sites and review of documents related to projects implemented throughout the country indicated that the relevant projects were in line with the MINUSTAH mandate to reduce community violence, and covered areas such as: installing solar lighting in crime prone areas; providing youth empowerment through vocational training and placement opportunities; developing housing in informal settlements; enhancing schools infrastructure; and providing legal assistance to prisoners. MINUSTAH also implemented projects for rehabilitating canals in flood prone areas and public roads, building a water treatment facility, and training and promoting good practices in the areas of water sanitation and hygiene. Interviews with the local population indicated that the completed projects were relevant and benefited the local community. OIOS concluded that MINUSTAH implemented adequate controls to ensure community violence reduction projects were in line with the Mission's mandate.

Monitoring and evaluation function needed to be improved

26. The DPKO/DFS standard operating procedures on monitoring and evaluation of disarmament, demobilization and reintegration required the CVR Section to: (a) develop a detailed internal monitoring and evaluation plan for each project; and (b) engage an external evaluator each year to conduct an overall evaluation of the community violence reduction programme.

27. A review of project documents for 25 projects indicated that the CVR Monitoring and Evaluation Unit developed a project logical framework document in conjunction with implementing partners based on the initial proposal submitted. The Unit used this document as the basis for conducting monitoring and internal evaluation of the projects. The logical framework contained details such as project objectives, activities to be implemented, performance indicators and means of verification. However, these project logical frameworks lacked important monitoring and evaluation details such as process indicators, baselines and targets. Similar shortcomings were identified in an external evaluation completed in October 2012 for the projects implemented in 2010 and 2011.

28. This resulted as the CVR Section did not: (a) conduct baseline surveys at areas of intervention to establish baseline indicators and agree targets with implementing partners; and (b) implement a tracking system to monitor and follow up recommendations made by an external evaluator to ensure they were implemented.

29. Moreover, the CVR Section did not always ensure that the programme was evaluated by an external evaluator in a timely manner. For example, as at November 2014, external evaluations for calendar years 2012 and 2013 were still ongoing. The CVR Section attributed the delays to difficulties in obtaining qualified consultants in Haiti to conduct the evaluation.

(4) MINUSTAH should: conduct baseline surveys at the start of projects to ensure that their impact can be properly measured and reported; and update the monitoring and evaluation plans with all relevant details such as baselines and targets for all indicators.

MINUSTAH accepted recommendation 4 and stated that it would conduct a baseline survey at the start of projects to ensure that impacts could be adequately measured, and update monitoring and evaluation plans with all relevant details. Recommendation 4 remains open pending receipt of evidence that baseline surveys are conducted, and monitoring and evaluations plans are updated and implemented.

(5) MINUSTAH should take steps to ensure that: external evaluations of the community violence reduction programme are conducted in a timely manner; and a tracking system is established to ensure recommendations from external evaluation reports are systematically followed up and implemented.

MINUSTAH accepted recommendation 5 and stated that it would take steps to identify suitable external evaluators to conduct required evaluations in a timely manner and establish a tracking system to ensure implementation of recommendations. Recommendation 5 remains open pending receipt of external evaluation reports and a tracking system for monitoring recommendations in evaluation reports.

There was a need to strengthen monitoring of engineering projects

30. The DPKO/DFS reinsertion guidelines required the CVR Section to consult with the Mission's civilian and military engineers on matters relating to construction materials and equipment in project proposals and plans submitted by implementing partners for construction and rehabilitation projects. The DPKO/DFS standard operating procedure on monitoring and evaluation of disarmament, demobilization and reintegration required the CVR Section to conduct routine field visits to validate implementation progress and results. The MINUSTAH standard operating procedure on community violence reduction projects required the CVR Section to monitor projects weekly.

31. Forty of the 99 projects initiated in the audit period involved construction and rehabilitation activities. A review of two months' project implementation reports for 25 projects indicated that regional offices monitored project implementation weekly and submitted monitoring reports to Mission headquarters in Port-au-Prince. The Chief of the CVR Section adequately reviewed these reports. However, the CVR Section did not adequately consult with the civilian/military engineering units to ensure adequate review of relevant project proposals and plans and to conduct routine field visits to validate implementation progress and results. For example, as at October 2014, a review of 18 construction/rehabilitation projects indicated that only 6 projects had been inspected by the CVR project engineer. This resulted as the CVR Section relied solely on one engineer assigned to the CVR Section to review and monitor construction and rehabilitation activities, and did not coordinate with other civilian and military engineering components to enhance capacity for inspection of construction related projects.

(6) The MINUSTAH Community Violence Reduction Section should coordinate with other engineering components of the Mission to ensure adequate monitoring of construction projects relating to the community violence reduction programme.

MINUSTAH accepted recommendation 6 and stated that efforts were underway to ensure adequate monitoring of construction projects. Recommendation 6 remains open pending receipt of evidence of adequate inspection of construction projects.

Data collection and document archiving systems were adequate

32. The DPKO/DFS policy on reinsertion programmes required the programme manager to establish an archiving system including a database filing system for all project documents. The CVR Monitoring and Evaluation Unit stored and retrieved its reports in a share drive which was properly organized and regularly updated with relevant information. The Unit also maintained a separate database for collating monitoring data such as project listings, disbursement schedules, name and address of implementing partners, and statistics on beneficiaries. Access to the shared drive and database was appropriately limited to authorized staff. OIOS concluded that adequate controls were in place over data collection and document retrieval processes.

IV. ACKNOWLEDGEMENT

33. OIOS wishes to express its appreciation to the Management and staff of MINUSTAH 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 the community violence reduction programme in the United Nations Stabilization Mission in Haiti

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	MINUSTAH should revise the terms of reference of the project appraisal committee to include all relevant roles and responsibilities specified in the DPKO/DFS reinsertion guidelines.	Important	O	Receipt of a copy of the revised PAC terms of reference to ensure adequate reviews of project proposals are being conducted.	31/12/2015
2	MINUSTAH should develop mechanisms to ensure that the Community Violence Reduction Section and the project appraisal committee adequately review project proposals and assess implementing partners for compliance with relevant requirements.	Important	O	Receipt of updated standard operating procedures for ensuring that the CVR Section and PAC are adequately reviewing project proposals and assessing implementing partners against the requirements set out in the DPKO/DFS guidelines and MINUSTAH standard operating procedures.	31/12/2015
3	MINUSTAH should clearly define in its standard operating procedures the nature and rates of overhead costs and administrative expenses applicable to community violence reduction projects and ensure that the approved rates are consistently applied.	Important	O	Receipt of evidence that the Mission has defined the nature and rates of overhead costs and administrative expense applicable to community violence reduction projects, and applied the standard rates consistently.	30/06/2016
4	MINUSTAH should: conduct baseline surveys at the start of projects to ensure that their impact can be properly measured and reported; and update the monitoring and evaluation plans with all relevant details such as baselines and targets for all indicators.	Important	O	Receipt of evidence that baseline surveys are conducted, and monitoring and evaluations plans properly updated and implemented.	30/06/2016
5	MINUSTAH should take steps to ensure that: external evaluations of the community violence reduction programme are conducted in a timely	Important	O	Receipt of external evaluation reports and a tracking system for monitoring recommendations in the evaluation reports.	30/06/2016

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.

³ C = closed, O = open

⁴ Date provided by MINUSTAH in response to recommendations

STATUS OF AUDIT RECOMMENDATIONS

Audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti


Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
	manner; and a tracking system is established to ensure recommendations from external evaluation reports are systematically followed up and implemented.				
6	The MINUSTAH Community Violence Reduction Section should coordinate with other engineering components of the Mission to ensure adequate monitoring of construction projects relating to the community violence reduction programme.	Important	O	Receipt of evidence of adequate inspection of construction projects.	30/06/2016

APPENDIX I

Management Response




TELEFAX TRANSMISSION

Outgoing fax msg no:		Page 1 of 3
To:	Ms. Eleanor T. Burns Chief, Peacekeeping Audit Service, IAD, OIOS, UNHQ, NY	From: Sandra Honoré Special Representative of the Secretary-General MINUSTAH 
Fax no:	3-3388 (via email)	Fax no: 7-9080
Info:	Ms. Cynthia Avena-Castillo IAD, OIOS, UNHQ, NY Mr. Iswari Bhattarai Chief Resident Auditor OIOS MINUSTAH (bhattarai2@un.org)	Date: 02 June 2015
Subject:	Ref: IAD: AP2014/683/05 Assignment No AP2014/683/05 – Audit of Community Violence Reduction Programme in MINUSTAH	

1. Reference is made to your memorandum of 16 April 2015 on the above mentioned subject, under cover of which you forwarded the OIOS draft report relating to the Audit of Community Violence Reduction Programme in MINUSTAH.

2. Please find attached MINUSTAH's comments on the recommendations as requested. I would like to take this opportunity to thank you for your understanding and flexibility with regards to the original deadline.

Best regards.

Drafted by:		Cleared by:
K. Zillner, Audit Response Focal Point		

Management Response

Audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSTAH should revise the terms of reference of the project appraisal committee to include all relevant roles and responsibilities specified in the DPKO/DFS reinsertion guidelines.	Important	Yes	Rule of Law (RoL) Pillar Head	31/12/2015	The Mission accepts the recommendation and wishes to advise that terms of reference are currently under review with the Mission hierarchy.
2	MINUSTAH should develop mechanisms to ensure that the Community Violence Reduction Section and the project appraisal committee adequately review project proposals and assess implementing partners for compliance with relevant requirements.	Important	Yes	RoL Pillar Head	31/12/2015	The Mission accepts the recommendation and wishes to advise that the referenced procedures are already in place and practiced and are reflected within the Section's new draft Standing Operating Procedure's which are currently under discussion pending approval by Senior Management.
3	MINUSTAH should clearly define in its standard operating procedures the nature and rates of overhead costs and administrative expenses applicable to community violence reduction projects and ensure that the approved rates are consistently applied.	Important	Yes	RoL Pillar Head	30/06/2016	The Mission accepts the recommendation and wishes to advise that discussions have been initiated with Mission Support to receive the relevant guidance. The CVR Standing Operating Procedures will be updated accordingly to ensure that standard rates of overhead costs and administrative expenses are defined and applied consistently.
4	MINUSTAH should: conduct baseline surveys at the start of projects to ensure that their impact can be properly measured	Important	Yes	Chief of Section		The Mission accepts the recommendation. The Mission will conduct baseline surveys at the start

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.

Management Response

Audit of the community violence reduction programme in the United Nations Stabilization Mission in Haiti

Rec. no.	Recommendation	Critical/ Important ¹	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	and reported; and update the monitoring and evaluation plans with all relevant details such as baselines and targets for all indicators.			Community Violence Reduction (CVR)	30/06/2016	of projects to ensure that impacts can be adequately measured and ensure that monitoring and evaluation plans are updated with all relevant details such as baselines and targets for all indicators.
5	MINUSTAH should take steps to ensure that: external evaluations of the community violence reduction programme are conducted in a timely manner; and a tracking system is established to ensure recommendations from external evaluation reports are systematically followed up and implemented.	Important	Yes	Section Chief (CVR)	30/06/2016	The Mission accepts the recommendation. While noting that it has significant cost implications as the in-country capacity to implement the required evaluations is extremely limited, the Mission will take steps to identify suitable external evaluators to conduct the required evaluations in a timely manner and establish a tracking system to ensure implementation of recommendations.
6	The MINUSTAH Community Violence Reduction Section should coordinate with other engineering components of the Mission to ensure adequate monitoring of construction projects relating to the community violence reduction programme.	Important	Yes	Section Chief (CVR)	30/06/2016	The Mission accepts the recommendation and acknowledges that adequate monitoring of construction projects relating to the community violence reduction programme should be ensured. The Mission wishes to advise that efforts are already underway in this regard.