



INTERNAL AUDIT DIVISION

REPORT 2018/028

Audit of police capacity building programme in the African Union-United Nations Hybrid Operations in Darfur

The Mission needed to formulate a comprehensive strategy and plan for the police capacity building programme and ensure its effective and timely delivery

13 April 2018
Assignment No. AP2017/634/07

Audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur (UNAMID). The objective of the audit was to assess the effectiveness of the design and implementation of the police capacity-building programme in UNAMID. The audit covered the period from 1 July 2014 to 30 June 2017 and included: alignment with mandate and strategic priorities of the Mission; and implementation, coordination and impact assessment of the capacity-building programme.

The Mission needed to: formulate a comprehensive capacity-building strategy for the Sudanese Police Force (SPF) and design and implement the programme based on an assessment of SPF needs; strengthen coordination of activities within the Mission and with the United Nations Country Team (UNCT); and establish a system to assess the impact of its capacity-building programme.

OIOS made nine recommendations. To address issues identified in the audit, UNAMID needed to:

- Develop a comprehensive police capacity-building strategy and implementation plan for the SPF with indicative timelines;
- Consolidate capacity-building initiatives and comprehensively cover all the aspects of capacity-building mentioned in the Memorandum of Understanding with the Government of Sudan;
- Include police capacity-building in its results-based budget framework and establish outputs and outcomes for the programme;
- Assess the capacity, needs and requirements of the SPF and formulate a capacity-building plan based on such assessment;
- Reassess the requirements for trainers to include police-related qualifications;
- Manage succession adequately with sufficient overlap and hand-over, and create databases related to police training in a simple manageable format with proper indexing;
- Enter into a formal cooperation agreement with the UNCT and propose adequate funding for capacity-building activities to be carried out by UNAMID;
- Constitute a committee with members from various sections at Mission leadership level to coordinate and discuss capacity-building activities; and
- Implement a performance measurement system to monitor and evaluate the impact of its capacity-building programme.

UNAMID accepted the recommendations, implemented one and has initiated action to implement the remaining recommendations.

CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1-2
III. AUDIT RESULTS	2-8
A. Strategy and design of capacity-building programme	2-3
B. Programme implementation	3-6
C. Coordination of the capacity-building programme for Sudanese Police Force	6-7
D. Monitoring and evaluation of capacity building activities	7-8
IV. ACKNOWLEDGEMENT	8
ANNEX I Status of audit recommendations	
APPENDIX I Management response	

Audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur (UNAMID).
2. Security Council resolution 1769 (2007) establishing UNAMID mandated it to establish and train the community police in camps for internally displaced persons, and to support capacity-building of the Sudanese Police Force (SPF) in Darfur. Subsequent resolutions extended these mandates. To implement these mandates, the Mission and the Government of Sudan (GoS) signed a memorandum of understanding (MOU) on 20 August 2013 specifying areas of cooperation and support in the development and capacity-building of the SPF in Darfur.
3. The UNAMID police component is headed by the Police Commissioner at the D-2 level who directly reports to the Joint Special Representative (JSR). The Police Commissioner is assisted by the Deputy Police Commissioner (DPC) at the D-1 level, Police Chief of Operations (PCOO) at the P-5 level and Police Chief of Staff (PCOS) at the P-5 level. The police in various sectors are headed by Sector Commanders. The DPC assists the Police Commissioner in coordinating with the PCOO, PCOS and Sector Commanders and supervising their activities. The main responsibilities of the PCOO are operational coordination, reform and restructuring, and training. The PCOS is responsible for policy and planning, and support services such as strategy and budget management, human resource management and physical resource management such as logistics and transportation. The police capacity-building is coordinated primarily by the PCOO, who reports to the DPC. Reform and restructuring, and training are the two major components of the SPF capacity-building.
4. The Reform and Restructuring Team, led by the Reform Advisor at the P-4 level, has three components: gender, community policing quick impact projects (QIPs) and SPF liaison. These components are conducting sensitization sessions for reporting of sexual and gender-based violence cases (SGBVs), assisting in the creation of family and child protection desks in sectors and team sites, holding security coordination meetings, recruiting and training community policing volunteers (CPVs), conducting workshops for Sudanese police women networks for gender mainstreaming in Sudanese law enforcement institutions, and creating infrastructure through QIPs. The Police Training Unit (PTU), supervised by the Police Training Coordinator at the P-4 level who reports to the PCOO, is responsible for assessing training needs, developing training policies and programmes for the SPF, assessing the availability of training facilities, materials and logistics, overseeing the overall delivery of training to SPF, and training CPVs.
5. There was no budget allocation for police capacity-building by the Mission except for the overall allocation of \$2 million under QIPs. The police component also coordinated with the United Nations Country Team (UNCT) in pooling additional resources to implement the capacity-building programme.
6. Comments provided by UNAMID are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the effectiveness of the design and implementation of the police capacity-building programme in UNAMID.

8. This audit was included in the 2017 risk-based work plan of OIOS due to the financial and operational risks resulting from the failure to effectively accomplish the mandated tasks.

9. OIOS conducted this audit from September to November 2017. The audit covered the period from 1 July 2014 to 30 June 2017. Based on an activity-level risk assessment, the audit covered higher and medium risk areas, which included: alignment of the capacity-building activities with the mandate and strategic priorities of the Mission; and implementation, coordination and impact assessment of the capacity-building programme.

10. The audit methodology included: interviews of key personnel; review of relevant documentation; analytical review of data; testing of training data; and visits to the training facilities and infrastructure maintained by the Mission.

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

III. AUDIT RESULTS

A. Strategy and design of the capacity-building programme

Need to implement a strategy and plan for capacity-building

12. The Revised Concept of Operations for the Police Component in UNAMID dated 8 January 2015 requires formulation of a new comprehensive development strategy followed by needs assessment for the SPF in Darfur in line with the MOU. According to the MOU, UNAMID is required to provide support to the Sudanese police to ensure a secure and stable environment in Darfur, and to cooperate with and support the GoS in developing and building the capacity of the SPF. The terms of reference of the Police Training Coordinator requires the Coordinator to develop a strategic training plan for the SPF with emphasis on community policing.

13. UNAMID had not developed a strategy for the police capacity-building programme. As a result, police capacity-building activities were not structured and there were no medium or long-term plans or goals with defined timelines for implementing mandated activities. This resulted as the Mission did not consider capacity-building of SPF being one of its mandated tasks, even though they had signed an MOU with the GoS related to this. The absence of a well-defined strategy and implementation plan will delay mandate implementation related to capacity-building the SPF.

(1) UNAMID should develop a comprehensive police capacity-building strategy and implementation plan which includes medium- and long-term goals for the Sudanese Police Force including indicative execution timelines.

UNAMID accepted recommendation 1 and stated that it had drafted a strategic plan and capacity-building concept note. Recommendation 1 remains open pending receipt of an approved copy of the UNAMID police strategic development plan.

Need to enhance the scope of capacity-building as agreed in the MOU

14. The MOU between UNAMID and the Ministry of Interior stipulated that the Mission will provide assistance and expertise, and jointly work with the SPF to support capacity-building efforts, development and implementation of community policing strategies, prioritization of infrastructure development plans,

cooperation in strengthening of women and child protection units in Sudanese police stations, facilitate the formulation and implementation of policies and programmes to have fullest respect of human rights.

15. After signing the MOU in 2013 until 2016, the Mission was not able to make headway in developing holistically the capacity of the SPF. There were no meetings and deliberations primarily because of the GoS reluctance and due to the lack of enough push from the Mission.

16. However, in 2016, the Mission constituted the Police Development Committee (PDC) at the national level and the Police Development Coordination Committee (PDCC) at the sector level. The first PDC meeting was held in July 2016 wherein the membership of state committees was also decided. The committees had been meeting since then, but no concrete plan for infrastructure development had yet been formulated due to Mission's lack of commitment to infrastructure development and corresponding resource allocation. As a result, the Mission had not developed community policing strategies jointly with the SPF except for conducting training programmes.

17. Nonetheless, the Mission in September 2017 consolidated initiatives started in 2016, such as operationalizing the committees envisaged in the MOU and engaging with GoS on a regular basis and at various levels in coordinating with the SPF. As a result, UNAMID got a request from the SPF for assistance in developing standard operating procedures (SOPs) in the areas of police tactics and techniques, riot control, conducting arrests, conducting initial investigations, gathering evidence, taking statements and complying with relevant requirements, conducting all forms of patrol duties, suspects surveillance, enforcing road traffic legislations and complete administrative procedures. The SPF had requested the Mission's assistance in attaching 5 to 10 police officers from UNAMID to work with the SPF in developing and designing the SOPs. The co-location was done and SOPs were being developed.

18. In the absence of adequate coverage of capacity-building such as infrastructure development, co-location and development of joint strategies, the Mission would not be able to effectively build a modern, democratic and professional police force for Sudan, which is critical for establishing a protective environment in the region.

(2) UNAMID should consolidate capacity-building initiatives and comprehensively cover all the aspects of capacity-building mentioned in the memorandum of understanding with the Government of Sudan.

UNAMID accepted recommendation 2 and stated that it had enhanced the capacity-building coverage to include all aspects mentioned in the MOU and drafted a capacity-building concept note. Recommendation 2 remains open pending receipt of an approved copy of the capacity-building concept note evidencing inclusion and implementation of all capacity-building aspects and initiatives mentioned in the MOU.

B. Programme implementation

Capacity-building activities needed to be reflected in the budget

19. General Assembly resolution 70/286 requires the Mission to ensure that results-based budget (RBB) frameworks adequately permit consideration of progress towards achieving mandated tasks and effective use of resources. The Mission also needs to ensure that its RBB framework reflected all police capacity-building activities.

20. A review of the UNAMID RBB framework for 2014/15, 2015/16 and 2016/17 indicated that police capacity-building was limited to training and implementation of QIPs. The RBB framework for 2014/15 included 15 QIPs for developing infrastructure of GoS police and the 2015/16 framework included rehabilitation of 10 GoS police facilities as models for replication by GoS across all Darfur states along with the training programmes for GoS police. However, the framework for 2016/17 consisted only of training programmes for GoS without the other aspects of capacity-building such as those related to infrastructure development, co-location and joint development of policies. Further, a review of performance reports indicated that the QIPs in 2014/15 were not implemented due to the reprioritization of funds by the Mission towards the development of water sources projects. In 2015/16, the Mission rehabilitated weapons and ammunition storage facilities for the GoS police across the five Darfur states to mitigate the risks of pilferage and accidental detonation from insecure storage of weapons and ammunition in Government-owned storage facilities which was different from the intended creation of model facilities.

21. The RBB performance with regards to training courses was exceeded for certain courses while it fell short for some of the courses. To illustrate, for 2016/17: 27 of 40 training sessions on community policing for 1,065 CPVs instead of 1,800 CPVs; 13 courses for 256 police officers on computer skills instead of target of 5 courses for 100 police officers; 25 of 40 training sessions on human rights and SGBV for 1,317 CPVs instead of 1,800 CPVs; 6 courses for 273 police officers on public order management instead of target of 2 courses for 100 police officers; and 2 of 10 courses on detention and treatment of suspects for 40 police officers instead of 300 police officers.

22. The Mission's RBB framework had not adequately considered capacity-building activities for the SPF and it was limited to the number of trainings conducted. The primary reason for inadequate attention towards police capacity-building was the Mission's interpretation that capacity-building was not specifically mentioned in the Security Council resolutions until 2017. As a result, there was no allocation made for other police capacity-building activities in the budget except for those related to QIPs. This therefore impacted on the effective implementation of the mandate.

(3) UNAMID should include police capacity-building in its results-based budget framework and establish outputs and outcomes for the programme.

UNAMID accepted recommendation 3 and stated that it had now included capacity-building initiatives in its RBB framework including related outputs and outcomes for the programme in the 2017/18 budget. In light of the action taken by UNAMID, recommendation 3 has been closed.

There was a need to assess SPF capabilities, needs and requirements

23. The MOU requires joint technical assessments of the capabilities to be conducted, as well as needs and requirements for the development of a comprehensive strategic development plan for the SPF in Darfur. The United Nations Police guidelines on capacity-building and development require the Mission to base its capacity-building and police development activities on a thorough assessment of existing host state capacities and resources, their absorption capacity, current and future security trends, and policing and protection needs.

24. The Mission had not been able to conduct an assessment of the capabilities, needs and requirements for the technical assistance and was relying on the GoS assessment. The minutes of PDC meetings of 2016 recorded that the SPF was not open to the UNAMID police component conducting a needs assessment as they felt it was their prerogative to undertake such an exercise, and they had the capacity and experience to do so. SPF indicated its requirements related to various aspects of capacity-building such as training needs; infrastructure requirements related to construction and maintenance of police stations/sub-stations, prisons and cells, and training centres; requirements for aid and equipment such as trucks including fire trucks, and

an ambulance, and computer and software requirements. However, without conducting a joint assessment exercise validating the requirements projected by the SPF, it was difficult for UNAMID to formulate a comprehensive capacity-building plan. This impacted on the effectiveness of the capacity-building programme.

(4) UNAMID should assess the capacity, needs and requirements of the Sudanese Police Force and formulate a capacity-building plan based on such assessment.

UNAMID accepted recommendation 4 and stated that it was discussing the possibility of a joint assessment with the SPF and were awaiting their concurrence. Recommendation 4 remains open pending receipt of results of the joint impact assessment and action taken on such results.

Improve training delivery through enhanced coverage, modular curriculum and trainers' job description

25. The MOU requires development and implementation of training programmes that meet international standards of democratic policing and public order management. UNAMID is also required to prepare a cadre of specialist trainers and field training staff in criminal intelligence and threat assessment, criminal investigations, forensics, public order management, and traffic management.

26. The trainers delivering the courses were selected through a process wherein they were required to conduct a training as part of the assessment exercise. The job description for the trainers did not include any police-related qualification but included qualifications in generic areas related to management, education and administration. A review of the qualifications of the trainers indicated that only 5 of the 34 trainers had certification in training and were graduates in various disciplines while 7 of the 34 trainers did not have the degrees prescribed in the job descriptions.

(5) UNAMID should reassess the requirements for trainers to include police-related qualifications.

UNAMID accepted recommendation 5 and stated that the Police Commissioner's Training Directive had been revised to include the requirement for police experience. Recommendation 5 remains open pending receipt of evidence of implementation of the police training directive requiring trainers to have police experience.

Inadequate record keeping by the Mission

27. The United Nations Police guidelines on capacity-building and development require UNAMID to maintain a trainee profile. SOPs for police officers on assignment with UNAMID require its police chief at Mission headquarters to develop a policy for the creation, maintenance and disposal of all UNAMID police records and to be responsible for the coordination of police records in the Mission.

28. The UNAMID Police Training Section did not maintain adequate records related to their capacity-building activities. It did not have centralized records on courses administered and conducted by its trainers, including dates of courses, list of attendees, curriculum and the training modules delivered. While there were some hard copies of PowerPoint presentations, the electronic version was not available, and those available electronic training folders, were not indexed and were not organized in a logical manner. There was also no system such as a database to record trainees' profiles. Additionally, there were no hand-over of records; the previous incumbents had left before the new ones joined without any hand-over notes. The training curriculum and delivery was administered by individual police officers (IPOs) who were normally assigned to the Mission for a year; therefore, a system for the transfer of knowledge/records from the predecessor to successor was critical for the Mission to maintain continuity.

29. The main cause for the issue was inadequate management of succession of incumbents and regular turnover of IPOs (handling a major part of training) and lack of efforts towards computerization of records. Absence of records would lead to inconsistency, loss of institutional knowledge and inefficiencies in designing, developing and administering the training programmes.

(6) UNAMID should manage police succession with appropriate hand-over of duties and records, and initiate the creation of databases related to police training.

UNAMID accepted recommendation 6 and stated that management of police succession had been included in the Police Commissioner's Training Directive. Recommendation 6 remains open pending receipt of the approved Police Commissioner's Training Directive and evidence of implementation of provisions for managing succession in the police component.

C. Coordination of the capacity-building programme for the Sudanese Police Force

Need to implement improved mechanisms to coordinate police capacity-building activities and obviate funding uncertainty

30. UNPOL Guidelines on Police Capacity-building and Development provide for synergy between the Global Focal Point partners with relevant expertise such as the United Nations Development Programme (UNDP), Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Office on Drugs and Crime, United Nations Women, United Nations International Children Emergency Fund and the World Bank to arrive at joint needs and avoid duplication of efforts. The Guidelines also require cooperation with various components within the Mission such as Civil Affairs, Human Rights, Rule of Law and Gender in mapping the legal landscape, drafting policies and planning the police capacity-building programme. Secretary-General's report A/69/808 requires UNAMID police component to conduct capacity-building training with the assistance of the UNCT.

31. The UNAMID police component engaged with the UNCT and requested members to fund capacity-building initiatives. Various proposals related to training programmes, creation of infrastructure and provision of equipment were sent to the UNCT for financing on a case-by-case basis. Once the UNCT agreed on the proposal, the funding was made available. However, due to UNCT funding constraints not all the planned training programmes could be completed. Also, some other infrastructure projects such as strengthening of women and child protection units in Sudanese police stations, as mentioned in the MOU, could not be completed due to lack of funding. To illustrate, the Family and Child Protection Unit (FCPU) in Menawashie was not operational due to inadequate funding to procure furniture. The FCPU for Kass and Habila, initially planned to be completed through QIPs, were not implemented due the Mission's decision to reprioritize QIPs resources to other activities. UNAMID conducted 91 out of 98 training programmes planned for 2015/16 and 68 out of 104 training programmes for 2016/17. Funding constraints led to the performance shortfalls. Some of the training were funded by UNCT and others were done through personal contributions of IPOs.

32. The Integrated Strategic Framework between UNAMID and UNCT, which formed the basis of cooperation, did not include holistic police capacity-building into it, and was limited to training. A cooperation mechanism to identify training and projects jointly before the start of the year with a funding arrangement would help in making the coordination mechanism more robust.

33. Moreover, the Mission did not have an effective mechanism to coordinate between the various substantive sections such as Human Rights, Gender, Civil Affairs and Rule of Law on the police capacity-building initiatives. While the UNAMID police component sent requests for input and assistance, responses came after weeks and sometimes months without any consideration of priority. There was also no forum at which this common issue could be discussed in the Mission. For example, the police capacity-building concept note, while circulated to various sections did not receive any comments, despite a follow-up. Also, a Human Rights pocket book was prepared by UNAMID police component without prior discussion with the Human Rights Section which already had a pocket book; prior engagement and cooperation would have saved time and resources.

34. The absence of a formal arrangement between UNAMID and UNCT, and the ad hoc arrangement resulted in unnecessary delays and adversely impacting on the effectiveness of the capacity-building initiatives by the Mission. Additionally, in the absence of an intra-mission coordination mechanism, the police capacity-building initiatives did not get sufficient inputs from substantive sections, which was also adversely affecting the police capacity-building training design and delivery.

(7) UNAMID should enter into a formal cooperation agreement, including a proposed funding arrangement, with members of the United Nations Country Team to assist UNAMID in implementing its police capacity-building activities.

UNAMID accepted recommendation 7 and stated that it has developed a proforma MOU to be signed with UNCT as and when funds were available for programmes to be implemented together with UNAMID police. Recommendation 7 remains open pending receipt of a sample of formal cooperation agreements with UNCT members in implementing police capacity-building activities.

(8) UNAMID should constitute a committee or forum with members from various sections at Mission leadership level to coordinate and discuss police capacity-building activities.

UNAMID accepted recommendation 8 and stated that the police component had proposed the constitution of the coordination committee to the JSR. Recommendation 8 remains open pending receipt of evidence of the implementation of improved coordination mechanisms for police capacity-building activities.

D. Monitoring and evaluation of capacity-building activities

Need to adequately evaluate capacity-building of SPF

35. The MOU requires development and implementation of mechanisms for review, monitoring and evaluation of programmes.

36. UNAMID had developed monitoring reports for various capacity-building activities, which were being produced weekly, monthly, quarterly and annually. The reports pertaining to reform and restructuring activities broadly covered activities such as number of family and child protection units created, number of security coordination meetings held, number of seminars for Sudanese police women network, number of CPVs recruited and trained, and number of workshops on community policing. However, UNAMID had not developed any benchmarks or expected accomplishments in these areas and had not conducted any evaluation of the effectiveness of these programmes.

37. For capacity-building through training, the police component prepared end-of-course reports summarizing participants' feedback. However, although UNAMID police advised that feedback/course

evaluation forms from participants from all five sectors were completed at the end of the training course, UNAMID was unable to provide copies of these evaluations. The Police Training Unit did not conduct any other type of assessment to measure the impact and relevance of the training delivered to SPF. This was because the police component was monitoring its performance only by the number of trainings conducted as against that planned in the RBB process instead of developing and implementing key performance indicators (KPIs) for evaluating the effectiveness of the SPF capacity-building training.

38. Also, while UNPOL had initiated joint impact assessment exercises, and SPF agreed to these assessments, they had not taken place as they had been postponed by SPF. In the absence of KPIs, UNAMID was unable to measure the effectiveness of its capacity-building activities, to conclude whether the Mission's resources were efficiently utilized, and take remedial action to improve such activities, if necessary.

(9) UNAMID should implement a performance measurement system to monitor and evaluate the impact of its capacity-building programme.

UNAMID accepted recommendation 9 and stated that the UNAMID police had been discussing the possibility of a joint impact assessment with the SPF and was awaiting their concurrence. Recommendation 9 remains open pending receipt of evidence of monitoring and evaluation of the impact of the Mission's capacity-building programme.

IV. ACKNOWLEDGEMENT

39. OIOS wishes to express its appreciation to the management and staff of UNAMID for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNAMID should develop a comprehensive police capacity-building strategy and implementation plan which includes medium- and long-term goals for the Sudanese Police Force including indicative execution timelines.	Important	O	Receipt of an approved copy of the UNAMID police strategic development plan.	30 March 2018
2	UNAMID should consolidate capacity-building initiatives and comprehensively cover all the aspects of capacity-building mentioned in the memorandum of understanding with the Government of Sudan.	Important	O	Receipt of an approved copy of the capacity building concept note evidencing inclusion and implementation of all capacity-building aspects and initiatives mentioned in the MOU.	30 March 2018
3	UNAMID should include police capacity-building in its results-based budget framework and establish outputs and outcomes for the programme.	Important	C	Action taken.	Implemented
4	UNAMID should take action to assess the capacity, needs and requirements of the Sudanese Police Force and formulate a capacity-building plan based on such assessment.	Important	O	Receipt of results of the joint impact assessment and action taken on such results.	30 October 2018
5	UNAMID should reassess the requirements for trainers to include police-related qualifications.	Important	O	Receipt of evidence of implementation of the police training directive requiring trainers to have police experience.	30 June 2018
6	UNAMID should manage police succession with appropriate hand-over of duties and records, and initiate the creation of databases related to police training.	Important	O	Receipt of the approved Police Commissioner's Training Directive and evidence of implementation of provisions for managing succession in the police component.	30 June 2018
7	UNAMID should enter into a formal cooperation agreement, including a proposed funding arrangement, with members of the United Nations	Important	O	Receipt of sample formal cooperation agreements with UNCT members in implementing police capacity-building activities.	30 April 2018

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies 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.

³ C = closed, O = open

⁴ Date provided by UNAMID in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
	Country Team to assist UNAMID in implementing its police capacity-building activities.				
8	UNAMID should constitute a committee or forum with members from various sections at Mission leadership level to coordinate and discuss police capacity-building activities.	Important	O	Constitution of a coordination committee to provide evidence for improved coordination mechanism.	30 September 2018
9	UNAMID should implement a performance measurement system to monitor and evaluate the impact of its capacity-building programme.	Important	O	Receipt of evidence of monitoring and evaluation of the impact of the Mission's capacity-building programme.	30 October 2018

APPENDIX I

Management Response

AFRICAN UNION

الإتحاد الأفريقي



UNAMID



UNITED NATIONS

الأمم المتحدة

African Union - United Nations Hybrid Operation in Darfur

12 April 2018

To: Mr. Arnold Valdez, Officer in Charge,
Peacekeeping Audit Service
Internal Audit Division

From: Jeremiah Mamabolo,
Joint Special Representative
UNAMID

Subject: Draft audit report on an audit of police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur (AP2017/634/01).

1. With reference to your memorandum of 30 March 2018 on the abovementioned audit report, please find attached UNAMID's response (Appendix I) and the related supporting documentation for your consideration.
2. I also confirm the factual accuracy of the report.

Best regards,

cc: Ms. Priscilla Makotse, Police Commissioner, UNAMID
Mr. Frank Kwofie, Deputy Police Commissioner, UNAMID
Mr. Peter Sibanda, Police Training Coordinator, UNAMID
Ms. Florence Ndungu, Senior Administrative Officer, UNAMID
Ms. Dorothy Choto, Audit focal Point, UNAMID
Mr. Alexandre Etocke, Chief Resident Auditor, UNAMID
Ms. Cynthia Avena-Castillo, Professional Practices Section, IAD-OIOS

APPENDIX I

Management Response

Audit of the police capacity-building programme in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNAMID should develop a comprehensive police capacity-building strategy and implementation plan which includes medium- and long-term goals for the Sudanese Police Force including indicative execution timelines.	Important	Yes	Training Officer	30 March 2018	UNAMID Police has drafted a Strategic Plan and Capacity-building Concept Note. The two documents are attached for closing of recommendation.
2	UNAMID should consolidate capacity-building initiatives and comprehensively cover all the aspects of capacity-building mentioned in the memorandum of understanding with the Government of Sudan.	Important	Yes	Training Officer	30 March 2018	UNAMID Police has drafted a Capacity-building concept note as directed by Code Cable 1320 of 3 July 2017. Please refer to the attached Capacity-building Concept Note.
3	UNAMID should include police capacity-building in its results-based budget framework and establish outputs and outcomes for the programme.	Important	Yes	Training Officer	30 March 2018	Recommendation closed in the draft report.
4	UNAMID should take action to assess the capacity, needs and requirements of the Sudanese Police Force and formulate a capacity-building plan based on such assessment.	Important	Yes	Training Officer	30 October 2018	UNAMID Police has been discussing the possibility of a joint assessment and awaits Sudanese Police Force concurrence.
5	UNAMID should reassess the requirements for trainers to include police-related qualifications.	Important	Yes	Training Officer	30 June 2018	UNAMID Police has drafted a revised Police Commissioner's Training Directive, which is awaiting promulgation.
6	UNAMID should manage police succession with appropriate hand-over of	Important	Yes	Training Officer	30 June 2018	UNAMID Police has included the management of police succession in

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies 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.

APPENDIX I

Management Response

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Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	duties and records, and initiate the creation of databases related to police training.					the Police Commissioner's Training Directive.
7	UNAMID should enter into a formal cooperation agreement, including a proposed funding arrangement, with members of the United Nations Country Team to assist UNAMID in implementing its police capacity-building activities.	Important	Yes	Training Officer	30 April 2018	UNAMID Police has a profoma MoU to be signed as and when UNCT has funds available for programmes to implement together with UNAMID Police. As the funding of UNCT is beyond the Mission's control UNAMID requests the recommendation be closed based on the profoma MOU
8	UNAMID should constitute a committee or forum with members from various sections at Mission leadership level to coordinate and discuss police capacity-building activities.	Important	Yes	Training Officer	30 September 2018	UNAMID Police has escalated the request for the constitution of the committee to the office of the JSR.
9	UNAMID should implement a performance measurement system to monitor and evaluate the impact of its capacity-building programme.	Important	Yes	Training Officer	30 October 2018	UNAMID Police has been discussing the possibility of a joint assessment and awaits Sudanese Police Force concurrence.