



INTERNAL AUDIT DIVISION

REPORT 2019/022

Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

The Mission needed to strengthen engagement of its senior leadership in the functioning of the structures and working groups established to facilitate the implementation of mandated activities

29 March 2019

Assignment No. AP2018/685/03

Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the structures established by the United Nations Mission for Justice Support in Haiti (MINUJUSTH) for mandate implementation. The objective of the audit was to assess their adequacy and effectiveness of these structures. The audit covered the period from October 2017 to December 2018 and included higher and medium risk areas in the functioning of various committees and working groups.

MINUJUSTH developed a framework to implement its mandated activities; however, the Mission needed to strengthen the engagement of its senior leadership in its functioning.

OIOS made five recommendations. To address issues identified in the audit, MINUJUSTH needed to:

- Enhance its partnership with a United Nations Agency to implement well designed, mandated programmatic activities;
- Work with the Agency to address the financial and reputational risks resulting from the non-availability of peacekeeping assessed budgets to complete unfinished programmatic activities after the termination of its mandate on 15 October 2019;
- Strengthen the capacity of the Community Violence Reduction and Mobile Teams Units to adequately review project proposals and to properly monitor their implementation;
- Strengthen leadership engagement of the functioning of the Protection of Civilians Working Group; and
- Improve the annual work planning process of the Mobile Teams Unit.

MINUJUSTH accepted the recommendations and has initiated action to implement them.

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Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the structures established by the United Nations Mission for Justice Support in Haiti (MINUJUSTH) for mandate implementation.

2. In its resolution 2350 (2017), the Security Council mandated the closure of the United Nations Stabilization Mission in Haiti (MINUSTAH), at the same time establishing MINUJUSTH to: (a) assist the Government of Haiti to strengthen rule of law institutions in Haiti, and further support and develop the Haitian National Police; (b) engage in human rights monitoring, reporting, and analysis; (c) protect civilians under imminent threat of physical violence within the capabilities of the Mission and areas of deployment, as needed; and (d) take into account gender mainstreaming as a crosscutting issue throughout its mandate and to assist the Government of Haiti in ensuring the participation, involvement and representation of women at all levels.

3. MINUJUSTH put in place several standing structures and working groups as mechanisms for overseeing, managing, implementing, and monitoring and reporting on mandated activities. The structures include: (i) a Senior Leadership Committee responsible for overseeing the implementation of rule of law activities jointly with a United Nations Agency; (ii) a Mission Project Review Committee (MPRC) to review and approve different types of projects, mostly community violence reduction (CVR) projects and quick impact projects (QIPs); (iii) a Contingent-Owned Equipment (COE)/Memorandum of Understanding (MoU) Management Review Board (CMMRB) to assess and monitor the deployment and utilization of COE; (iv) a Protection of Civilians (PoC) Working Group to coordinate the development and implementation of the PoC strategy of the Mission; and (v) a Mobile Teams Unit to implement mandated activities through the deployment of the mobile teams in the regions.

4. The above structures operate as either dedicated, full-time groups (e.g. Mobile Teams Unit) or as ongoing committee-type working groups that require staff time on a regular basis (e.g. Mission Project Review Committee or PoC Working Group). The Mission structures are also used to handle cross-cutting issues that have not been fully staffed but require dedicated staff time from across the Mission.

5. The 2018/19 MINUJUSTH budget provides for the deployment of 295 United Nations police officers, 980 formed police units personnel, 167 international staff (including 1 temporary position), 190 national staff, 14 United Nations Volunteers and 38 Government-provided personnel. MINUJUSTH also allocated \$8.1 million to implement 68 CVR projects and 26 QIPs, reflecting its bottom-up approach in implementing its programme activities by conducting a number of projects. The budget for contingent-owned equipment amounted to \$8.8 million.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess the adequacy and effectiveness of the structures established by MINUJUSTH to support the implementation of its mandate.

7. This audit was included in the 2018 risk-based work plan of OIOS since the failure to carry out mandated activities and address emerging issues may result in reputational risks to the Organization.

8. OIOS conducted this audit from October 2018 to February 2019. The audit covered the functioning of MINUJUSTH structures and the related mandated activities implemented between October 2017 and December 2018.

9. Based on an activity-level risk assessment, the scope of the audit included a review of the work of the established structures focusing on: (i) review and approval of projects; (ii) oversight and monitoring of implementing partners; (iii) assessment and monitoring of the deployment and utilization of COE; (iv) development and implementation of the PoC strategy; and (v) planning and implementation of mandated activities through the deployment of mobile teams. The scope of the audit also included a review of the Senior Leadership Management Team (SLMT) focusing on the SLMT's role in establishing coordination mechanisms among the MINUJUSTH structures and monitoring the implementation of the mandate.

10. The audit methodology included: (a) interviews of key personnel, (b) reviews of relevant documentation, (c) analytical reviews of data, and (d) sample testing of 40 MINUJUSTH projects using a judgmental sampling approach.

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

III. AUDIT RESULTS

A. Senior Leadership Committee

Need for effective leadership engagement to implement programmatic activities under the MoU

12. MINUJUSTH signed an MoU with a United Nations Agency for the implementation of rule of law activities totaling \$2,286,025, with the aim of transitioning responsibilities to the Agency in line with MINUJUSTH's two-year benchmarked exit strategy. According to the MoU, MINUJUSTH is to establish a Senior Leadership Committee to advise on the overall direction of activities under the MoU and monitor implementation progress. The Senior Leadership Committee was established in February 2018 consisting of the Deputy Special Representative of the Secretary-General, the Chief of Mission Support, the Chief of Staff, the Police Commissioner, the Head of Political and Rule of Law, the Chief of Human Rights, Country Director of the United Nations Development Programme and a representative from UN-Women. The Senior Leadership Committee met on seven occasions during the audit period.

13. The strategic objective for selecting the United Nations Agency (Agency A) as the implementing partner was to use programmatic funds as a catalyst to transfer responsibilities to the Agency and to encourage additional funding from other sources for long-term needs as part of MINUJUSTH's transition. However, MINUJUSTH senior leadership and programme managers did not work in close collaboration and in an integrated manner with the Agency to develop well designed programmatic activities and mobilize support from other donors to continue the programme after the closure of MINUJUSTH. According to the MoU, the generic programme activities listed therein was supposed to be fully developed by the Mission and the Agency by preparing project proposals that outline background, justification, budget, outputs and gender markers, and presented to the Senior Leadership Committee for approval. However, the role of the Agency as an implementing partner was limited to a procurement-like process, with the Agency awarding projects to sub-implementing partners based on the generic list without further analysis and justification. As a result, the following were observed:

- The MoU included an activity to purchase 50 desktops and accessories for the General Inspectorate of the Haitian National Police; however, only 26 desktops were purchased due to poor communication between the Mission and the United Nations Agency. At the same time, the Mission had in stock over 200 computers and accessories inherited from MINUSTAH for which an Asset Distribution Project has been designed to dispose of the surplus assets;
- An activity involving training the Haitian National Police on crowd control was not completed because it was already being done by another donor. Another activity to provide psychological support to women in a prison was also already covered by a project under the CVR programme;
- The construction and renovation of three police stations was budgeted at \$487,300 in the MoU, while the actual cost was only \$278,300 following a competitive procurement process; and
- An activity to construct a facility for the tribunal in Section Sud of Port-au-Prince had not started due to lack of government approval.

14. The above occurred because the Senior Leadership Committee did not provide adequate guidance and strategic direction to establish an effective partnership with the United Nations Agency for developing well designed programmatic activities and presenting them for review. Although some aspects of MINUJUSTH's benchmarked exit strategy were aligned with relevant elements in the United Nations Development Assistance Framework (UNDAF) 2017-2021, neither the MoU nor the UNDAF included a shared vision of the United Nations strategic objectives and a set of agreed results, timelines and responsibilities for the implementation of programmatic activities.

15. As a result, the Senior Leadership Committee could not review and monitor progress in implementation of the MoU, and the minutes of its meetings indicated that the Mission and the United Nations Agency faced challenges to spend funds. For example, a total of \$705,504 (or 30.9 per cent) of the total budget remained unspent or uncommitted as of 30 June 2018, the end of the MoU contractual period. The Mission signed an amendment to extend the MoU until 31 December 2018 and the United Nations Controller authorized, on an exceptional basis, the Mission to use the uncommitted funds to complete all budgeted activities. However, as of 31 December 2018, 15 rule of law activities were still in progress while 14 had not started. MINUJUSTH had not yet identified the activities that could not be completed by 15 October 2019 (the termination of its mandate) to address the financial and reputational risks resulting from the non-availability of peacekeeping assessed budgets to fund incomplete mandated programmatic activities.

(1) MINUJUSTH should take steps to enhance its partnership with United Nations Agency A for implementing well designed, mandated programmatic activities with the aim of transitioning responsibilities to the Agency in line with its two-year exit strategy.

MINUJUSTH accepted recommendation 1 and stated that together with the United Nations Country Team (UNCT), the Mission had designed and was implementing the joint rule of law programme, which was aimed to be a bridging mechanism to ease the transition of the Mission's activities to UNCT. UNCT had also reflected the Mission's mandated tasks and benchmarks in the revised UNDAF work plans. The Mission and UNCT were now developing a transition plan. Recommendation 1 remains open pending receipt of the transition plan and revised UNDAF work

plans reflecting tasks and benchmarks for the implementation of the Mission's mandated programmatic activities.

- (2) MINUJUSTH should work with United Nations Agency A to address the financial and reputational risks resulting from the non-availability of peacekeeping assessed budgets to complete unfinished programmatic activities after the termination of its mandate on 15 October 2019.**

MINUJUSTH accepted recommendation 2 and stated that the current MoU was valid until June 2019 and could be extended, and funds carried over until 15 October for unfinished activities, as feasible. The Mission and UNCT would collaborate and communicate to partners accordingly, to avoid reputational and financial risks. Recommendation 2 remains open pending receipt of evidence of collaboration and communication with partners on this issue.

B. Mission Project Review Committee

Need to allocate resources and expertise to review project proposals and monitor their implementation

16. In accordance with its standard operating procedures, MINUJUSTH established the MPRC in February 2018. The Committee consisted of chiefs and projects managers of the substantive units, representatives of the Head of Mission and Police Commissioner together with the staff of the CVR and Mobile Teams Unit. The MPRC held 15 meetings during the audit period and reviewed all 40 QIPs and CVR project proposals to ensure they were in line with the mandate and made recommendations to the Head of Mission on projects to be approved. However, contrary to its target of 5 days, the MPRC took an average of 63 days from receiving proposals to holding meetings to review and recommend approval of a sample of 15 out of 40 projects.

17. OIOS review of the 15 proposals also showed that the MPRC was not applying adequate diligence in reviewing project proposals and coordinating their work with other MINUJUSTH components. For example, the following projects were approved, despite the shortcoming noted:

- Two legal aid assistance projects totaling \$399,512 within the same facility and for the same purpose, thereby exceeding the \$200,000 budget limits for CVR projects;
- Two proposals totaling \$300,000 in which the name of the implementing partner was not included in the proposal submitted by the responsible section. This indicated that the Committee did not review whether the implementing partner had the required capacity;
- Three proposals totaling \$298,939 in which the information provided in relation to the direct and indirect beneficiaries were either inaccurate or not properly supported;
- One proposal for \$199,677 to provide legal assistance to women detained at the prison in Cabaret; however, a similar activity was already included in the MoU signed with a United Nations Agency to implement rule of law activities;
- One proposal for \$179,991 for the reinsertion of prison detainees into the community, although the implementing partner had not provided all the required documentation (e.g., bylaws) pertaining to its registration with the Host Government; and

- Three proposals in which the overhead costs to be applied by implementing partners were not clearly defined. This resulted in double counting of expenses since the purchase of office equipment was included in both administrative and operational costs.

18. In addition, there were significant delays ranging from 40 to 107 days between the approval of CVR projects and the signature of the MoU by the Chief of Mission Support. The Mission could not also provide signed MOUs for 13 of the 17 QIPs.

19. Furthermore, the MPRC did not carry out other pertinent roles required in the Departments of Peacekeeping/Field Support¹ (DPKO/DFS) guidelines on CVR projects and QIPs, such as monitoring implementation and timely completion of projects. As of 31 December 2018, all 40 projects approved during the financial year 2017/18 were still in progress, although the Mission was required to complete QIPs projects within a six-month timeframe and CVR projects within a 12-month period.

20. The above occurred because of inadequate capacity in the MPRC secretariat, composed of the CVR Unit and the Mobile Teams Unit. The CVR Unit did not have enough staff to adequately assess project proposals and monitor their implementation, while the Chief of the Mobile Teams Unit indicated that the Unit's staff did not possess the required technical knowledge and expertise to manage and monitor infrastructure QIPs projects.

(3) MINUJUSTH should strengthen the capacity of the Community Violence Reduction and Mobile Teams Units to adequately review project proposals prior to submission to the Mission Project Review Committee and to properly monitor their implementation.

MINUJUSTH accepted recommendation 3 and stated that the Police, Human Rights, and Political/Rule of Law components already have the technical expertise to review these projects. The Mobile Teams and CVR Units would collaborate with these substantive sections with the technical expertise to review infrastructure/construction projects before being presented to the MPRC. Recommendation 3 remains open pending receipt of evidence that MINUJUSTH has strengthened the resources and technical expertise available to the Mobile Teams and CVR Units to adequately review project proposals and monitor their implementation.

C. COE/MoU Management Review Board

The Mission needed to assess its continuing requirement for COE

21. As required by the COE Manual, MINUJUSTH constituted a CMMRB in January 2018 to oversee the management of COE including, identifying any surplus or underutilized equipment and recommending applicable amendments to MoUs to DPKO/DFS². The CMMRB convened three meetings during the audit period and reviewed compliance of police-contributing countries with the terms of the MoUs, including the results of operational readiness and repatriation inspections. The CMMRB also reviewed the Mission's quarterly COE status report, analyzed shortfalls, surplus and deficiencies and made recommendations to DPKO/DFS for remedial action.

¹ Although these departments have been rebranded as part of ongoing reforms, the guidelines are referred to by the names of the departments when the guidelines were issued.

² Currently the Department of Peace Operations and Department of Operational Support.

22. A review of the minutes of CMMRB meetings indicated that the CMMRB declared as surplus five sewer trucks and two dump trucks. These COE assets were not operationally required because the Mission provided the related services using United Nations-owned equipment and contracted services. Therefore, the CMMRB recommended to exclude the equipment from the MoUs of the respective police-contributing countries effective 30 May 2018. However, the CMMRB did not consider underutilization of other equipment. For example, OIOS analysis of fuel consumption of 27 commercial vehicles and 39 utility trucks deployed by four out of seven police-contributing countries indicated that they had an average fuel consumption of less than 45 litres (12 gallons) per month. A further review of odometer readings indicated that the vehicles were either not used or used very sparingly due to reduced operational requirements following the closure of MINUSTAH. As a result, the Mission reimbursed approximately \$868,966 to police-contributing countries during the audit period for major equipment that remained mostly idle.

23. Subsequent to the audit, two of the above four police-contributing countries were repatriated in compliance with Security Council resolution 2410 (2018). In addition, MINUJUSTH has developed a plan to repatriate the remaining police-contributing countries in anticipation of a Security Council resolution to close the Mission after the termination of its mandate in October 2019. Therefore, OIOS does not make a recommendation on the need to assess the continuing requirements for COE.

D. PoC Working Group

Need to strengthen leadership engagement in the functioning of the PoC Working Group

24. The DPKO/DFS policy on the protection of civilians in United Nations peacekeeping requires the establishment of a PoC programme, including an operational coordination structure involving all components of the Mission.

25. The Mission established a PoC Working Group involving civilian and police components to plan, implement, report, measure and evaluate the implementation on its PoC programme. The PoC working group reviewed situations of impending physical violence on civilians as threats and evaluated the risks associated with each threat through quarterly risk assessments based on the likelihood of occurrence and the potential impact. Following the risk assessment, the Mission prepared a MINUJUSTH PoC action plan and indicators to measure the achievement of the expected accomplishments. However, the PoC programme in MINUJUSTH was yet not fully effective. For example, MINUJUSTH had not:

- Finalized its PoC strategy prepared during between February and May 2018 as it was pending the approval of the Head of Mission at the time of writing this report;
- Established a mechanism to monitor and report on the qualitative and quantitative indicators used to measure the achievement of the expected accomplishments;
- Provided evidence of regular collaboration with external stakeholders, including the United Nations Office for the Coordination of Humanitarian Affairs even though the quarterly risk assessment indicated the occurrence of a natural disaster as a direct threat to civilians;
- Prioritized patrolling resources to selected hotspot areas. Instead, the patrol plans prepared by the Police Component covered the main roads without reassessing risk levels and/or priorities based on the results of the risk assessments;

- Developed a PoC communication and outreach plan, including the allocation of enough time and resources to conducting training on PoC related issues; and
- Considered gender equality in the recruitment of language assistants in support of the Police component. As a result, all 16 language assistants were men.

26. The above occurred because of inadequate involvement of the SLMT in providing strategic, vision and policy guidance and periodic monitoring. For example, the SLMT did not assess the functioning of the PoC Working Group or monitor the implementation of the PoC action plan and the achievement of the expected accomplishments. The PoC Working Group was chaired by a PoC Focal Point at the P-3 level who was struggling to enforce mandatory attendance of members at PoC Working Group meetings and hold staff members accountable for providing information and statistics on PoC related issues.

(4) MINUJUSTH should strengthen leadership engagement in the functioning of the Protection of Civilians (PoC) Working Group and establish a mechanism to monitor the implementation of action plans on PoC operations.

MINUJUSTH accepted recommendation 4 and stated that management would continue to ensure stronger integration of PoC concerns and tools into all relevant Mission documents and/or operations and monitor progress made and challenges experienced in the implementation of the PoC strategy as well as two-way communication vis-à-vis the PoC Working Group. Recommendation 4 remains open pending receipt of evidence of measures implemented to strengthen the functioning of the PoC Working Group.

E. Mobile Teams Unit

Work planning needed to improve

27. In the absence of regional offices, the Mission Concept requires the Mobile Teams Unit to: (i) maintain bottom-up outreach with the population; (ii) perform monitoring and early warning tasks in the areas of the rule of law and human rights; and (iii) engage closely with the police and corrections experts deployed to the regions ensuring an integrated approach.

28. MINUJUSTH established a Mobile Teams Unit in October 2017. The Unit was headed by a staff at the P-4 level supported by a professional at the P-3 level, 11 National Professional Officers and one national staff at the G-5 level. The Mission disbursed \$146,172 from 16 October through 30 September 2018, to the mobile teams as daily subsistence allowance payments to travel to the nine government departments to conduct activities as required by the MINUJUSTH mandate. A review of all 25 task orders and 17 weekly reports indicated that the Mobile Teams Unit facilitated dialogue between interested groups and assisted in addressing issues related to the functioning of the judiciary, police and prisons. However, the Unit did not:

- Produce activity reports for 6 of the 25 task orders even though the Unit had maintained evidence that the travel was completed;
- Carry out all the planned activities in 9 of the 25 task orders. For example, the activity report did not include pertinent information regarding a conference on rule of law held in two departments. Instead, the mobile team reported on burglaries in private houses and government offices, roads blocks and demonstrations;

- Organize coordination meetings and debriefings with the relevant sections, including Corrections, Human rights and Institutional Support to seek their inputs or feedbacks in relation to activities within their areas of expertise;
- Maintain any documentary evidence of close engagement with United Nations police officers and correction experts deployed to the regions; and
- Develop measurable performance indicators and timelines for achievement of its activities.

29. The above occurred because the Mobile Teams Unit did not have a formal process to prepare, monitor and update work plans to reflect past performance and to incorporate new activities and challenges in coordination with the other substantive units. In addition, the Unit did not use its work plan as an instrument for ensuring greater ownership and accountability on the part of the staff of the Mobile Teams Unit with respect to the delivery of activities. As a result, MINUJUSTH was not able to comprehensively measure and report on the accomplishments of the mobile teams against established targets and indicators.

(5) MINUJUSTH should integrate the annual work planning process of the Mobile Teams Unit with the workflow of other substantive units and ensure that the work plan includes: (a) agreed goals and activities to be implemented in the year; and (b) appropriate performance indicators and timelines to improve monitoring and reporting of achievements.

MINUJUSTH accepted recommendation 5 and stated that joint goals and performance indicators have been included in the result-based budget. The work plan of the Mobile Teams Unit will be developed in conjunction with the work plans of the rest of the Units, as relevant. Recommendation 5 remains open pending receipt of the revised work plan of the Mobile Teams Unit.

IV. ACKNOWLEDGEMENT

30. OIOS wishes to express its appreciation to the management and staff of MINUJUSTH 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 structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

Rec. no.	Recommendation	Critical ³ / Important ⁴	C/ O ⁵	Actions needed to close recommendation	Implementation date ⁶
1	MINUJUSTH should take steps to enhance its partnership with United Nations Agency A for implementing well designed mandated programmatic activities with the aim of transitioning responsibilities to the Agency in line with its two-year exit strategy.	Important	O	Receipt of the transition plan and revised UNDAF work plans reflecting tasks and benchmarks for the implementation of the Mission's mandated programmatic activities.	30 June 2019
2	MINUJUSTH should work with United Nations Agency A to address the financial and reputational risks resulting from the non-availability of peacekeeping assessed budgets to complete unfinished programmatic activities after the termination of its mandate on 15 October 2019.	Important	O	Receipt of evidence of collaboration and communication with partners regarding funding for unfinished programmatic activities.	30 June 2019
3	MINUJUSTH should strengthen the capacity of the Community Violence Reduction and Mobile Teams Units to adequately review project proposals prior to submission to the Mission Project Review Committee and to properly monitor their implementation.	Important	O	Receipt of evidence that MINUJUSTH has strengthened the resources and technical expertise available to enable the Mobile Teams and CVR Units to adequately review project proposals and monitor their implementation.	30 June 2019
4	MINUJUSTH should strengthen leadership engagement into the functioning of the Protection of Civilians (PoC) Working Group and establish a mechanism to monitor the implementation of action plans on PoC operations.	Important	O	Receipt of evidence of measures implemented to strengthen the functioning of the PoC Working Group.	30 June 2019
5	MINUJUSTH should integrate the annual work planning process of the Mobile Teams Unit with the workflow of other substantive units and ensure that	Important	O	Receipt of the revised work plan of the Mobile Teams Unit.	30 June 2019

³ 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.

⁴ 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.

⁵ C = closed, O = open

⁶ Date provided by MINUJUSTH in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

Rec. no.	Recommendation	Critical ³ / Important ⁴	C/ O ⁵	Actions needed to close recommendation	Implementation date ⁶
	the work plan includes: (a) agreed goals and activities to be implemented in the year; and (b) appropriate performance indicators and timelines to improve monitoring and reporting of achievements.				

APPENDIX I

Management Response

UNITED NATIONS
United Nations Mission for
Justice Support in Haiti



NATIONS UNIES
Mission des Nations Unies pour
l'appui à la justice en Haïti

MINUJUSTH

Date : 29 March 2019
Ref: SRS/19/OM/010

To: Muriette Lawrence-Hume
Chief, New York Audit Service
Internal Audit Division, OIOS

From: Helen La Lime
Special Representative of the Secretary-General

A handwritten signature in blue ink, appearing to read "Helen La Lime", with the words "Acting for" written below it in a smaller, cursive script.

Subject: **Draft report on an audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation (Assignment No. AP2018/685/03)**

1. Your interoffice memorandum IAD OIOS-2019-685-04 dated 25 March 2019 refers. Please find attached the Mission's comments on the above-mentioned audit report.
2. Thank you and best regards.

Management Response

Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

Rec. no.	Recommendation	Critical ⁷ / Important ⁸	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUJUSTH should take steps to establish an effective partnership with United Nations Agency A for implementing well designed mandated programmatic activities with the aim of transitioning responsibilities to the Agency in line with its two-year exit strategy.	Important	Yes	Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator/Integrated Office; Chief of Staff; United Nations Country Team	30 June 2019	An effective partnership is in place between MINUJUSTH and the United Nations Country Team (UNCT) on programmatic activities and the transition. MINUJUSTH together with UNCT has designed and is implementing the Joint Rule of Law programme which is aimed to be a bridging mechanism to ease transition. UNCT has also reflected Mission mandated tasks and the benchmarks in the revised UNDAF workplans. The Mission and the country team are now developing a transition plan.
2	MINUJUSTH should work with United Nations Agency A to address the financial and reputational risks resulting from the non-availability of peacekeeping assessed budgets to complete unfinished programmatic activities after the termination of its mandate on 15 October 2019.	Important	Yes	Deputy Special Representative of the Secretary-General/ Resident Coordinator/Humanitarian Coordinator/Integrated Office; Chief of Staff; United Nations Country Team	30 June 2019	The current MOU is valid till June 2019. The MOU can be extended, and funds carried over until 15 October for unfinished activities, as feasible. MINUJUSTH and UNCT will collaborate and communicate to partners accordingly to avoid reputational and financial risks.
3	MINUJUSTH should allocate resources and technical expertise to the Community Violence Reduction	Important	Yes	Chief of Political and Rule of law	30 June 2019	MINUJUSTH Police component, Human Rights Service and Political/Rule of Law already have

⁷ 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.

⁸ 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.

Management Response
Audit of the structures established by the United Nations Mission for Justice Support in Haiti for mandate implementation

Rec. no.	Recommendation	Critical⁷/ Important⁸	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	and Mobile Teams Units to enable the Units to adequately review project proposals prior to submission to the Mission Project Review Committee and to properly monitor their implementation.					the technical expertise to review these projects. Mobile Teams and CVR team will collaborate with these substantive sections with the technical expertise to review the infrastructure/construction projects before being presented to MPRC.
4	MINUJUSTH should strengthen leadership engagement into the functioning of the Protection of Civilians (PoC) Working Group and establish a mechanism to monitor the implementation of action plans on PoC operations.	Important	Yes	Chief of Human Rights Service	30 June 2019	MINUJUSTH management will continue to ensure stronger integration of PoC concerns and tools into all relevant Mission documents and/or operations, monitoring of progress made and challenges in the implementation of the PoC strategy as well as two-way communication vis-à-vis the PoC Working group.
5	MINUJUSTH should integrate the annual work planning process of the Mobile Teams Unit with the workflow of other substantive units and ensure that the work plan includes: (a) joint goals and activities to be implemented in the year; and (b) appropriate performance indicators and timelines to improve monitoring and reporting of achievements.	Important	Yes	Chief of Political and Rule of law	30 June 2019	Joints goals and performance indicators have been included in the result-based budget. The work plan of the Mobile Teams Unit will be done in conjunction with the work plans of the rest of the Units, as relevant.