



INTERNAL AUDIT DIVISION

REPORT 2019/048

Audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur

Although the mandate is coming to an end, the Mission still needed to implement measures to achieve its gender mandate and develop a gender transitional strategy to support gender mainstreaming initiatives in Darfur after its closure

20 June 2019
Assignment No. AP2018/634/05

Audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur (UNAMID). The objective of the audit was to assess the adequacy and effectiveness of the Mission's gender mainstreaming and parity strategies and its support to the host government and local population in accordance with its gender mandate. The audit covered the period from 1 July 2016 to 30 June 2018 and included a review of its gender strategic planning; implementation of gender mainstreaming activities; monitoring and reporting on gender mainstreaming/responsiveness; training and awareness; and gender parity.

Although the Mission's mandate is coming to an end, UNAMID still needs to implement measures to achieve its gender mandate and develop a gender transitional strategy to support gender mainstreaming initiatives in Darfur after its closure.

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

- Develop an up to date gender strategy and action plan to advance its gender mainstreaming activities, and in coordination with the United Nations Country Team, develop a plan to ensure sustainability of already established mechanisms for promoting the protection of women against violence and fostering gender equality after the Mission's closure;
- Appoint gender focal points for all Mission components and provide adequate training to strengthen their capacity for the function, as well as ensure they meet regularly to analyze and advocate for the integration of gender activities in the Mission;
- Put in place tools and mechanisms to adequately report on its achievements in implementing the woman, peace and security mandate and other gender mainstreaming activities; and
- Monitor the completion of mandatory courses on gender by its personnel and improve maintenance of attendance records for gender-related training conducted.

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

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Audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

2. In October 2000, the Security Council adopted resolution 1325 on women, peace and security in recognition of the serious impact that armed conflict has on women and children. Resolution 1325 is the blueprint for gender in peacekeeping and mandates the integration of gender perspectives into operations. Also, Security Council resolution 2429 of 13 July 2018 mandated UNAMID to ensure that gender analysis and technical expertise are included throughout all stages of the Mission planning, mandate development and implementation. UNAMID is required to ensure that women and girls' rights are protected, and their needs and participation sustained, despite the Mission's drawdown. The resolution also requested UNAMID to assist in harnessing the capacity of women to participate in the peace process, including through political representation, economic empowerment and protection from gender-based violence.

3. Gender mainstreaming/integration and parity are the two main strategies used by the United Nations to achieve the overarching goal of gender equality and empowerment of women. Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes. Gender parity is a strategy to attain gender equality by ensuring equal representation and participation of women and men at all levels of the Organization.

4. UNAMID's gender affairs programme and gender mainstreaming activities are coordinated by the Gender Advisory Unit (GAU). The Senior Gender Advisor at the P-5 level serves as a technical expert to implement the Mission's gender parity strategy. The Senior Gender Advisor heads GAU, and reports to the Joint Special Representative (JSR)¹. Following a strategic staffing review of the Mission in 2017, the number of authorized posts in GAU was reduced from 23 to 11 as reflected in the revised 2017/18 budget; all 11 posts were encumbered.

5. For 2016/17, GAU did not have a specific budget for its activities. Based on resource availability, gender-related activities were funded from an outreach budget managed by the Communication and Public Information Section. For 2017/18, GAU was allocated programmatic funds of \$193,000.

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 adequacy and effectiveness of the Mission's gender mainstreaming and parity strategies and its support to the host government and local population in accordance with its gender mandate.

¹ Since February 2019, GAU, headed by the Chief at the P-5 level, has been downgraded to the Gender Affairs Unit now headed by the Chief at the P-4 level. The Chief of Gender Affairs Unit was still reporting to the JSR.

8. This audit was included in the 2018 risk-based workplan of OIOS due to operational and reputational risks related to achievement of UNAMID's mandate and the Secretary-General's gender-related priorities.

9. OIOS conducted this audit from August to November 2018. The audit covered the period from 1 July 2016 to 30 June 2018. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in gender mainstreaming and responsiveness which included a review of gender strategic planning; implementation of gender mainstreaming activities; monitoring and reporting on gender mainstreaming/responsiveness; training and awareness; and gender parity.

10. The audit methodology included: interviews of key personnel; reviews of relevant documentation; analytical reviews of data; survey of 20 gender focal points; sample testing of 32 recruitment cases for compliance with the Mission's gender parity measures; and observation of a workshop organized by GAU.

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

III. AUDIT RESULTS

A. Gender strategy and planning

A gender strategy which includes actions necessary to handover of certain gender related activities to the United Nations Country Team needed to be developed

12. UNAMID is required to integrate gender into priority functions including having specific gender-related activities in their work plans. Effective integration of gender perspectives should be informed by a gender analysis of priorities and concerns of women and men. Security Council resolutions also mandated UNAMID to gradually hand over certain activities to the United Nations Country Team (UNCT) during its drawdown, including gender related activities.

13. UNAMID developed a gender strategy in 2010; however, this strategy did not include specific objectives, actions, dedicated resources and timelines to implement the strategy. There were also no performance indicators developed to monitor progress of its achievement of its strategic objectives. This impacted on the limited success that UNAMID had achieved in integrating gender related activities into its priority functions. OIOS, in its review of activities implemented by seven main Mission entities/components in 2016/17 and 2017/18 responsible for high priority functions including protection of civilians, monitoring human rights, and mediation between the Government of Sudan (GOS) and armed movements, and of inter-communal and other local conflicts, noted, for example:

- The military component was required to ensure protection of civilians through patrols that were conducted by both male and female troops and when this was not possible, to arrange joint patrols with the police component. However, there was incomplete reporting and record-keeping on the patrol compositions and thus, OIOS was unable to determine whether patrols were gender-responsive;
- The workplans of the Human Rights Section included gender-related activities such as workshops to combat violence against women and on sexual gender-based violence. However, due to cultural barriers, female participation was generally low despite efforts by the Section to encourage them to attend;

- The Political Affairs Section, responsible for facilitating mediation between GOS and armed movements and to provide leadership in the implementation of the Doha Document for Peace in Darfur, did not have specific gender-related activities. However, the Section provided advisory services to GOS to further encourage/promote the participation of women in the peace and mediation process. Nonetheless, no sex-disaggregated data was gathered and analyzed of key gender issues to guide the activities of the Section to ensure priority areas were targeted; and
- The Governance and Community Stabilization Section required its team leaders to include female representation of at least 30 per cent in their respective activities such as trainings and workshops. The Section made good efforts, and in 2017/18, on average 31 per cent of females attended their activities. However, in about 50 per cent of projects, the number of female attendees fell below 30 per cent. No information was available for the activities implemented by the Section in 2016/17, as the responsible staff had left the Mission without proper handover.

14. UNAMID had also not developed a gender transition strategy in coordination with the UNCT to ensure continuity of important gender activities. For instance, UNAMID was supporting the State Committees on Combating Gender-Based Violence (GBV) and had established women protection networks with the aim to provide information on early warnings and hot spots, as well as to support survivors of GBV. Challenges were already foreseen in continuing these activities as for example: (a) State Committees ceased operating soon after being established in 2014, citing lack of funds and expertise; however, through assistance from GAU they were re-activated; and (b) the data collection capacity of women protection networks established across Darfur needed to be continually strengthened.

15. The lack of strategic planning mainly resulted as UNAMID had not taken steps to update its gender strategy to reflect the various changes in its gender mandates, including its transitional and exit strategy of handing over key gender-related activities to the UNCT. The Mission's limited successes was also because Mission leadership, with the assistance of GAU, had not been treating gender mainstreaming as a priority area and was not systematically monitoring and thus reporting on the impact of the gender-related activities it had been implementing. While UNAMID stated that an up-date strategy and plan for gender related issues was not done due to resources constraints, OIOS noted that until 2017/18, GAU had 23 posts and therefore improved efforts could have been made by them to support the implementation of UNAMID's gender mandates.

16. After the Mission closes, it is appreciated that the UNCT and other organizations operating in Darfur will face challenges in implementing additional activities due to lack of resources and capacity. Therefore, there is a need for UNAMID during the transitional period to lead a coordinated effort with the UNCT to sustain the momentum of the already established mechanisms for promoting the protection of women against violence and fostering gender equality.

(1) UNAMID should: (a) develop an up to date gender strategy and action plan, based on gender analysis, to advance its gender mainstreaming activities during its drawdown period; and (b) as part of this strategy, in coordination with the United Nations Country Team, develop a plan to ensure sustainability of already established mechanisms for promoting the protection of women against violence and fostering gender equality after the Mission's closure.

UNAMID accepted recommendation 1 and stated that the gender strategic note with action plan, timelines and key priority areas had been developed in coordination with United Nations Women; and currently under review by the Deputy JSR. Recommendation 1 remains open pending receipt of an up to date gender strategy and action plan including a plan to ensure sustainability of established mechanisms developed in coordination with the UNCT.

B. Implementation of gender mainstreaming activities

GAU was effective in implementing its work plan

17. GAU is responsible for ensuring that gender perspectives are mainstreamed into the Mission's operations, including promoting women's participation in the peace process. The Senior Gender Advisor is required to attend senior management meetings to provide strategic advice and ensure Mission-wide integration of gender perspectives.

18. The GAU workplans for 2016/17 and 2017/18 included 40 activities to assist the Mission in implementing its various mandated responsibilities on gender related issues. Most of the activities under their control were completed. These activities included: organizing workshops and engaging various committees and the Ministry of Social Affairs on promoting and monitoring the implementation of the women, peace and security mandate; lobbying for inclusion of women in decision-making positions; organizing international events against GBV; and promoting women's rights. The Unit was also engaging with the GOS in advocating the government to mainstream gender in their activities. Additionally, GAU planned and executed activities with substantive sections, in particular with the Public Information Section, on gender-related issues including: 16 days of activism which was a yearly sensitization event bringing local women together to raise awareness on GBV and other gender issues; International Women's Day and the Global Open Day for Security Council resolution 1325; and technical support to the police component on its gender training and capacity-building activities.

19. However, although GAU adequately implemented its planned programmatic activities, as demonstrated above, insufficient focus had been placed by Mission leadership and thus GAU on ensuring substantive sections, responsible for implementing priority functions, had systematically included in their work plans activities and programmes that were gender responsive.

Need to appoint and train gender focal points in all Mission components

20. To effectively support planning and implementation of gender equality and women, peace and security mandates, it is important for the Mission to appoint gender focal points to be responsible for identifying entry points for integrating gender within their respective functions and providing day-to-day support, as needed.

21. UNAMID had appointed 20 civilian gender focal points in Mission Headquarters who were responsible for identifying entry points for integrating gender within their respective entities/components. The focal points were also required to meet every two months to analyze and advocate for the implementation of gender issues in the Mission's operations. However, the focal point system was not effective, as work plans were often not gender responsive, and the last gender focal point meeting was held in 2014. In response to an OIOS survey administered to the 20 gender focal points, all 13 respondents stated that they were not trained, focal point activities were not included in their e-performance work plans, and they had not received a job description outlining their gender-related responsibilities. Thus, focal points did not have a clear understanding of their roles and expectations.

22. Nonetheless, a review of meeting minutes for the sectors showed that the focal point system in the sectors was more effective as the focal point was also functioning as a member of the sub cluster working group for GBV and had regular meetings from which their responsibilities and those activities to be implemented were clearly outlined. The police component had two gender officers and police gender focal points in the sectors. The military component had a gender advisor in Mission Headquarters, but due to

frequent rotations and a lack of female military representation in general, military gender focal point had not been appointed in sectors and team sites.

23. The weak gender focal point system resulted as senior leadership had not identified the appointment and training and thus work of gender focal points as a priority. This impacted effective implementation of gender mainstreaming and responsiveness strategies in Mission components, and the Mission's ability to implement its woman, peace and security mandate. It also did not ensure that the Mission's mandated activities in priority areas were meeting the needs of both men and women.

(2) UNAMID should appoint gender focal points for all Mission components and provide adequate training to strengthen their capacity for their function, as well as ensure they meet regularly to analyze and advocate for the integration of gender activities in the Mission.

UNAMID accepted recommendation 2 and stated that it was embracing the new changes in the Mission's geographical footprint and re-launching the new gender focal point system both in its State Liaison Functions and peacekeeping areas. This would include identification, training, appointment of gender focal points, and convening of the first integrated meeting of gender focal points. Recommendation 2 remains open pending receipt of evidence that gender focal points in all Mission components were appointed and trained and regularly met to discharge their responsibilities.

C. Monitoring and reporting of gender mainstreaming/responsiveness

There was a need to strengthen monitoring and reporting of gender mainstreaming and responsiveness

24. The United Nations system-wide strategy on gender equality and empowerment of women highlights the need for indicators and benchmarks to monitor gender mainstreaming results. GAU is responsible for assisting senior leadership in monitoring progress. The gender responsive policy of the Organization requires UNAMID to include sex-disaggregated data in all the Mission activity and performance reports.

25. In September 2018, the Departments of Peacekeeping Operations and Field Support (DPKO/DFS)² developed a gender dashboard as a tool for missions to use to strengthen accountability and gender-responsive analysis and reporting. The dashboard included a set of 15 core mandatory indicators that cover gender mainstreaming activities and the prevention, participation and protection of women in peacekeeping operations.

26. GAU was submitting monthly reports to DPKO/DFS on various gender-related activities such as training conducted, coordination efforts and advocacy, but those reports did not include gender-related activities conducted by other Mission components. Additionally, although the Secretary-General's reports to the Security Council on UNAMID during the audit period reported GBV cases provided by the Human Rights Section, these reports did not include relevant and required sex-disaggregated data and information on gender mainstreaming/responsiveness issues.

27. Insufficient performance management and reporting of the Mission's gender mainstreaming efforts occurred as there had been insufficient attention given by Mission management to develop performance management tools to assess and measure progress towards achieving the Mission's gender mandate. As a

² As of 1 January 2019, functions previously performed by DPKO/DFS have been performed by the Department of Peace Operation and the Department of Operational Support.

result, there was no process for identifying best practices or acting to ensure operations and activities were gender responsive.

(3) UNAMID should put in place tools and mechanisms to adequately report on its achievements in implementing its woman, peace and security mandate and other gender mainstreaming activities.

UNAMID accepted recommendation 3 and stated that the women, peace and security indicators had been launched and the first video-teleconference to launch the women, peace and security dashboard was held in November 2018. The United Nations Headquarters in New York provided 'Gender and Women, Peace and Security Resource Pack' training to the Gender Units of all missions in February 2019 in Brindisi, and the Gender Units were awaiting the finalization of the Resource Pack by the United Nations Headquarters to launch it in their respective missions. UNAMID had started implementing the indicators with its sections. A task force, which would be chaired by the JSR and serve as the main monitoring tool, was expected to be launched soon. Recommendation 3 remains open pending receipt of evidence of the establishment of adequate reporting tools and mechanisms to report on UNAMID's achievements on the women, peace and security and gender mainstreaming activities.

D. Staff training and awareness

Completion of mandatory courses needed monitoring

28. The DPKO/DFS gender-responsive policy calls for adequate training to be provided to all mission personnel on the implementation of gender equality and the women peace and security mandates. Mission personnel are required to complete the mandatory online training "I Know Gender" course.

29. The Integrated Mission Training Centre (IMTC) conducted mandatory induction training for all new civilian, military and police personnel which included an awareness session on gender issues. IMTC, together with GAU also conducted some gender-related training on Conflict Related Sexual Violence, but the staff attendance records were not complete. A review of records on the mandatory "I Know Gender" course showed that only 48 per cent of staff had completed the course, although several reminders had been issued by IMTC. The compliance rate was lower for staff at the P-5 level and above, with only 21 per cent of these staff having had completed the course.

30. In addition, the military and police components, in cooperation with IMTC, was required to complete gender focal point training every three months; however, the training and attendance records were incomplete. The planned monthly gender mainstreaming course that was to be organized by the military gender office was also not being done. The military gender advisor provided a monthly briefing on gender mainstreaming activities to the Force Commander, contingent commanders and section chiefs but this did not include all military personnel.

31. The above resulted due to inadequate monitoring by Mission leadership to ensure all staff completed the required mandatory training courses. The poor completion rate may impact on staff awareness of gender-related issues and managers ensuring the integration of gender perspectives into their workplans.

(4) UNAMID should monitor the completion of mandatory courses on gender by its personnel and improve maintenance of attendance records for all gender-related training conducted.

UNAMID accepted recommendation 4 and stated that it would follow up through IMTC/Mission Support Division to improve the compliance rate of undertaking the mandatory gender related training. Recommendation 4 remains open pending receipt of evidence that completion of mandatory courses on gender is monitored and improved and attendance records for all gender-related training is adequately maintained.

E. Gender parity

Actions toward achieving gender parity targets needed to be improved

32. The United Nations system-wide strategy on gender parity required UNAMID to develop and implement an action plan by December 2017 based on its unique context, challenges and baseline for achieving the Organization’s gender parity strategy.

33. As of December 2017, the percentage of international female staff was 29 per cent. To advance gender parity, in February 2018, a Mission-specific gender parity plan was developed and UNAMID, in coordination with the Office of Human Resources (OHR), established a target of 37 per cent for overall number of females and 8 per cent increase at each grade levels by 31 December 2018. However, progress was slow, and as at 31 December 2018 the percentage of international female staff remained at 29 per cent, as shown in the table.

Table: UNAMID parity performance for international staff as at 31 December 2018

Level	31 December 2017	As at 31 December 2018					
	Percent of Women	Women	Men	Total	Percent of Women	Target*	Target Met?
USG	0%	0	1	1	0%	0%	No
ASG	0%	1	1	2	50%	50%	Yes
D-2	50%	1	1	2	50%	50%	Yes
D-1	23%	4	11	15	27%	31%	No
P-5	17%	6	29	35	17%	25%	No
P-4	26%	17	46	63	27%	34%	No
P-3	28%	24	76	100	24%	36%	No
P-2	41%	9	11	20	45%	49%	No
FS (4 to 7)	30%	117	273	390	30%	38%	No
Total	29%	180	450	630	29%	37%	No

Source: UNAMID parity performance report as at 31 December 2018.

34. As part of the Mission’s efforts toward gender parity, hiring managers were required to justify to the Director of Mission Support reasons for selecting a male candidate over an equally qualified female candidate for a post. During the audit period, 113 international staff were recruited, of which 30 (27 per cent) were female and 83 (73 per cent) were male. For 32 of 83 cases where male candidates were selected, the hiring manager provided reasonable justifications such as lack of female applicants. It also included re-assignment of male candidates from other Missions by DFS, without UNAMID’s input. There were no cases where a qualified male was selected over a qualified female. Inability to achieve gender parity targets was due to the challenging environment of the Mission and priorities required to downsize and prepare for the scheduled closure of the Mission in 2020. However, inadequate attention of senior leadership in implementing initiatives, including obtaining advice from the Senior Gender Advisor to increase and or at least maintain the level of female representation was also a contributing factor.

35. Additionally, although the system-wide gender strategy called for downsizing missions to apply special measures that foster gender parity, UNAMID did not use gender as a criterion in identifying staff to be separated by December 2018 to ensure that the streamlining exercise did not negatively affect the positions encumbered by female staff. This was contrary to the recommendations of the Mission's staffing review in 2017 conducted by DFS and OHR to address the low percentage of females in the Mission. For instance, it was projected that by 30 June 2019, 132 international positions would be abolished of which 46 (25 per cent) are occupied by female staff and 86 (19 per cent) occupied by male staff further reducing the already low 29 per cent of female staff in the Mission to 27 per cent.

36. Going forward, OIOS suggested that UNAMID consider changing its comparative review methodology and criterion in identifying staff to be separated to maintain the Mission's gender parity performance. UNAMID informed OIOS that they would engage with the Department of Operational Support, as they were responsible for reviewing and authorizing the change of the comparative review methodology and criterion being used in Mission's drawdown phases. Based on the explanation provided and proposed action by UNAMID, no recommendation was made.

IV. ACKNOWLEDGEMENT

37. 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 gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur

Rec. no.	Recommendation	Critical ³ / Important ⁴	C/ O ⁵	Actions needed to close recommendation	Implementation date ⁶
1	UNAMID should: (a) develop an up to date gender strategy and action plan, based on gender analysis, to advance its gender mainstreaming activities during its drawdown period; and (b) as part of this strategy, in coordination with the United Nations Country Team, develop a plan to ensure sustainability of already established mechanisms for promoting the protection of women against violence and fostering gender equality after the Mission's closure.	Important	O	Receipt of an up to date gender strategy and action plan including a plan to ensure sustainability of established mechanisms developed in coordination with the United Nations Country Team.	30 June 2019
2	UNAMID should appoint gender focal points for all Mission components and provide adequate training to strengthen their capacity for their function, as well as ensure they meet regularly to analyze and advocate for the integration of gender activities in the Mission.	Important	O	Receipt of evidence that gender focal points in all Mission components were appointed and trained and regularly met to discharge their responsibilities.	30 July 2019
3	UNAMID should put in place tools and mechanisms to adequately report on its achievements in implementing its woman, peace and security mandate and other gender mainstreaming activities	Important	O	Receipt of evidence of the establishment of adequate reporting tools and mechanisms to report on UNAMID's achievements on the women, peace and security and gender mainstreaming activities.	15 July 2019
4	UNAMID should monitor the completion of mandatory courses on gender by its personnel and improve maintenance of attendance records for all gender-related training conducted.	Important	O	Receipt of evidence completion of mandatory courses on gender is monitored and improved and attendance records for all gender-related training is adequately maintained.	31 August 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 UNAMID in response to recommendations.

APPENDIX I

Management Response

AFRICAN UNION

الاتحاد الأفريقي



UNAMID



UNITED NATIONS

الأمم المتحدة

African Union – United Nations Hybrid Operation in Darfur

Office of the Joint Special Representative

10 June 2019

To: Mr. Daeyoung Park, Chief
Peacekeeping Audit Service
Internal Audit Division, OIOS

From: Jeremiah Mamabolo, Joint Special Representative
UNAMID

Subject: **Draft report on an audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur (Assignment No. AP2018/634/05)**

1. With reference to your memorandum dated 21 May 2019, on the captioned-subject, please find attached UNAMID response (Appendix I) to the draft report for your consideration.

Thank you.

cc: Ms. Anita Kiki Gbeho, Deputy Joint Special Representative, UNAMID
Lieutenant General Leonard Ngondi, Force Commander, UNAMID
Mr. Sultan Azam Temuri, Officer-in-Charge, Police Commissioner, UNAMID
Mr. Pierre Ubalijoro, Chief, Governance and Community Stabilization Section, UNAMID
Ms. Judith Mirembe, Chief, Gender Affairs Unit, UNAMID
Mr. Marcel Clement Akpovo, Chief, Human Rights Section, UNAMID
Mr. Aggrey Kedogo, Chief, Human Resources Officer, UNAMID
Ms. Francoise Simard, Chief, Rule of Law Section, UNAMID
Ms. Elizabeth Mgaya, Officer-in-Charge, Political Affairs Section, UNAMID
Ms. Ruth Kibiti, Senior Women Protection Advisor, UNAMID
Mr. Samuel Kiiru, Chief, Risk Management and Compliance Unit, UNAMID
Mr. Alexandre Etocke, Chief Resident Auditor, Internal Audit Division, OIOS, UNAMID
Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS

Management Response

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Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title responsible individual of	Implementation date	Client comments
1	UNAMID should: (a) develop an up to date gender strategy and action plan, based on gender analysis to advance its gender mainstreaming activities during its drawdown period; and (b) as part of this strategy, in coordination with the United Nations Country Team, develop a plan to ensure sustainability of already established mechanisms for promoting the protection of women against violence and fostering gender equality after the Mission's closure.	Important	Yes	Gender Unit/ State Liaison Functions (SLF) of UNAMID/United Nations Women	30/06/2019	UNAMID had developed an up to date Gender Strategic Note after the Gender Unit/UN Women Retreat in 10-11 March 2019 in El Fasher, with an action plan and time lines, key priority areas were also identified. This being the final one with an Annex to it. The Strategic Note is currently under review by the Deputy Joint Special Representative. An approved copy of the Strategic Note will be availed to OIOS in due course.
2	UNAMID should appoint gender focal points for all Mission components and provide adequate training to strengthen their capacity for the function, as well as ensure they meet regularly to analyze and advocate for the integration of gender activities in the Mission.	Important	Yes	Gender Unit/SLF/United Nations Women	30/07/2019	UNAMID Gender Unit is embracing new changes in the Mission's geographical footprint and is re-launching the new Gender Focal Point system, both in SLF and the peacekeeping areas (i) Identify the Gender Focal Point, (ii) train the Gender Focal Point and updated them on the Terms of Reference (iii) appoint Gender Focal Point (iv) Convene 1 st integration meeting of Gender Focal Points in order to address the recommendation.

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.

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3	UNAMID should put in place tools and mechanisms to ensure to report on its achievements in implementing its woman, peace and security mandate and its other gender mainstreaming activities.	Important	Yes	Gender Unit/ Section Heads	15/07/2019	The Women Peace and Security (WPS) indicators are launched (Code Cable 1597 of 28/09/2018). First video teleconference to launch the Women Peace and Security dashboard was held in November 2018 between Gender Units Sector Headquarters and Gender Units of all Missions. The Gender and WPS Resource Pack training was completed in February 2019 in Brindisi. Gender Units in Field Missions are awaiting the finalized Resource Pack from the United nations Headquarters in new York to launch it in respective Mission area. This, therefore, is work in progress. The mission has started implementing the indicators with the different sections. A task force is expected to be launched soon. The Joint Special Representative chairs the task force which is a main monitoring tool.
4	UNAMID should monitor all personnel to complete mandatory courses on gender and improve record keeping for all training conducted.	Important	Yes	Integrated Mission Training Center (IMTC)/Human Resources Section	31/08/2019	While noting that the Gender Unit has no control on compliance on mandatory training, the Mission accepts the recommendation and will follow up through IMTC and Mission Support Division on improving the compliance rate on the mandatory gender training.

Management Response
Audit of gender mainstreaming and responsiveness in the African Union-United Nations Hybrid Operation in Darfur

5	UNAMID, in cooperation with the Department of Operational Support, should evaluate the comparative review methodology and criterion being used in Mission's drawdown phases to ensure gender is used as a criterion to promote gender parity.	Important	No	Gender /Human Resource/ Field Personnel Division	Not applicate	In consultation with the senior management UNAMID is of the opinion that the recommendation cannot be implemented at the UNAMID level therefore; UNAMID is requesting OIOS to refer the recommendation to UNHQ Field Personnel Division as the review of rules and policies on recruitment and retention, falls under there purview. Nevertheless, UNAMID will engage UNHQ in advocating for a revision of the policy to allow the amendment of the comparative review methodology to include gender as one of the criteria.
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