



INTERNAL AUDIT DIVISION

REPORT 2019/143

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

**The Mission adequately defined its justice
and corrections priorities but needed to
effectively implement all planned activities**

24 December 2019

Assignment No. AP2019/637/05

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The objective of the audit was to assess the efficiency and effectiveness of the justice and corrections programme in MINUSCA. The audit covered the period from 1 July 2017 to 31 March 2019 and included a review of: work planning; work plan implementation; and programme performance monitoring and staff training.

MINUSCA was providing support to the Government of the Central African Republic in strengthening the judiciary and corrections system of the country, including assisting in the establishment of Special Criminal Court, capacity building of judiciary and corrections personnel, and drafting strategic documents. However, to improve its support, MINUSCA needed to effectively implement all the activities indicated in the Justice and Corrections Section work plans.

OIOS made seven recommendations. To address the issues identified in the audit, MINUSCA needed to:

- Establish a mechanism for monitoring the status of prolonged detention cases and escalate unresolved cases to higher levels of government officials through the Special Representative of the Secretary-General, as appropriate;
- Develop a resource mobilization strategy to assist national authorities in improving the infrastructure of the country's prisons and courts;
- Systematically monitor implementation of quick impact projects for construction of prison facilities and court houses to ensure timely completion;
- Allocate resources to implement the electronic prisoner data management system to enable effective and efficient prison administration;
- Conduct needs assessment of the country's judicial and corrections sectors to determine suitable capacity building activities;
- Designate and train focal points, implement procedures for systematic collection, classification/indexing and archiving of data in the COSMOS repository system, and expedite the transfer of all relevant data from personal computers to COSMOS; and
- Formulate a training budget based on staff needs assessment and regularly monitor the utilization of available training funds.

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

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Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).
2. Pursuant to Security Council resolutions 2217, 2387 and 2448, MINUSCA is mandated to provide support to the Government of the Central African Republic in strengthening the judiciary and corrections system of the country. The Justice and Corrections Section (JCS) of MINUSCA is responsible for leading and coordinating activities to strengthen the country's independence of rule of law institutions and their capacity to fight impunity and strengthen the penitentiary system. Specific activities included: (a) recruitment, appointment and training of the Special Criminal Court (SCC) judges, judicial police officers, clerks and support staff; (b) capacity building of magistrates, prosecutors, clerks and prison personnel; (c) improvement of the judicial and prison systems and facilities; (d) support for timely and proper prosecution and legal proceedings against alleged criminals; and (e) the use of a special arrangement called urgent temporary measures (UTM) to arrest, detain and transfer high profile suspected criminals, including those relating to serious human rights violations, when requested by the national authorities of the Central African Republic.
3. JCS was headed by a Chief at the D-1 level who reported to the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator. JCS was made up of five units, namely, Prosecutorial and Judicial Support, Restoration of State Authority and Capacity Building, Corrections, SCC Support and Strategic Planning and Regional Offices. The Section was also supported by 108 Government Provided Personnel (GPPs) supervised by the Corrections Unit.
4. During the financial year 2018/19, JCS had 55 approved posts (31 international staff, 19 national staff and 5 United Nations volunteers), which represented a reduction from 69 approved posts in 2017/18. The approved budgets of JCS 2017/18 and 2018/19 were \$6.6 million and \$6.0 million, respectively.
5. Comments provided by MINUSCA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess the efficiency and effectiveness of the justice and corrections programme in MINUSCA.
7. This audit was included in the 2019 risk-based work plan of OIOS due to the risk that potential weaknesses in management of the programme may affect the achievement of MINUSCA's mandate to support national authorities in strengthening the judiciary and corrections system of the country.
8. OIOS conducted this audit from April to July 2019. The audit covered the period from 1 July 2017 to 31 March 2019. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the justice and corrections programme which included: work planning; work plan implementation; and programme performance monitoring and staff training.

9. The audit methodology included interviews with key personnel, review of relevant documentation, analytical review of data and site visits to three of the nine prison facilities in the country.

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

III. AUDIT RESULTS

A. Work planning

Mission adequately defined its justice and corrections objectives and priorities

11. To effectively carry out its mandated responsibility for supporting the justice and corrections system, MINUSCA adequately defined its objectives and priorities in the 2016-2019 Mission Concept and the Corrections Concept of Operations that was being revised to include information on its exit strategy.

12. OIOS' review of the Mission's priority objectives included in JCS work plans for 2017/18 and 2018/19 and aimed at supporting national authorities to strengthen the judiciary and corrections system of the Central African Republic indicated that the objectives were aligned with the key strategic documents and considered the political and security-related developments in the country, particularly relating to the implementation of the National Strategy on Restoration of State Authority for 2018-2020. The work plans described activities, outputs and related targets to achieve priority objectives and identified other partners involved in the implementation of activities.

13. JCS work plans considered the relevant Sustainable Development Goals (SDGs). For instance, in line with SDG 16 promoting peace, justice and strong institutions, in 2017/18 and 2018/19, MINUSCA used UTM to assist the national authorities to arrest, detain and transfer high profile suspected criminals, as discussed later in this report. To advance gender equality as called for by SDG 5, JCS conducted a two-day training on the United Nations Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders (the "Bangkok Rules") for 10 internal security force and national civilian prison personnel (including 5 women) assigned to the Bimbo women's prison. JCS also deployed only female GPPs to the Bimbo women's prison to provide security and advocated for appointing more female judicial personnel in the country (currently 27 out of 178 judicial personnel were women). A previous OIOS audit (Report 2019/045) of gender mainstreaming and responsiveness in MINUSCA had recommended using relevant sex-disaggregated data in the JCS work plans to better focus advocacy work on gender-related issues.

B. Work plan implementation

Mission supported the establishment of the Special Criminal Court

14. JCS was effectively supporting the Government in establishing SCC and implementing a victim and witness protection programme. During 2017/18 and 2018/19, JCS assisted SCC with recruitment of key personnel and provided technical advice on prosecution, investigation, legal, budgetary and administrative matters to magistrates and registrars. JCS drafted the prosecution, investigation, and security strategies, conducted capacity-building and training activities on prosecution, international criminal law, human and children's rights and victims' protection. This enabled SCC to officially start its investigation and judicial process in October 2018.

15. Additionally, in collaboration with the United Nations Development Programme (UNDP) and the United Nations Office on Drugs and Crime, JCS assisted SCC to establish a dedicated unit for its victim and witness protection programme and provided relevant training to magistrates and judicial police officers. JCS was preparing technical guidelines and working with the national authorities to launch a legal aid system for victims and witnesses.

Need to follow up on the status of prolonged detention cases

16. In 2018/19, JCS planned to: (a) support three main criminal courts in Bangui, Bouar and Bambari; (b) support deployment of all nominated judicial personnel to regions; and (c) enable the timely processing of prolonged prisoner cases.

17. During 2018/19, JCS enabled two of the three courts to conduct three criminal sessions processing 97 cases and adjudicating on 68 trials, and supported deployment of all 68 judicial personnel nominated by the Government. However, because banking facilities were not available in the regions, judicial officers frequently traveled to Bangui leaving their posts, impacting the timely processing of pre-trial detainees. Also, due to the security situation, including the presence of armed groups in the regions, some judicial institutions were not actively functioning, further delaying case processing.

18. In its weekly reports, JCS identified prolonged detention cases, their causes and recommended actions to address them, and regularly met with representatives of national authorities. However, JCS did not systematically follow up on the status of the prolonged detention cases raised with national counterparts, and where advocacy had failed to achieve results, did not establish a mechanism to escalate them through the Special Representative of the Secretary-General to higher levels of government officials, as appropriate. This impacted the effectiveness of JCS in supporting the government to reduce the large number of prolonged detention cases, worsening the capacity problem of overcrowded prisons. The number of detainees in the Central African Republic prisons increased by 15 per cent from 2017 to 2019. As of March 2019, 72 per cent of detainees were pre-trial cases, and approximately 27 per cent of these were held between six months to three years without a court hearing.

(1) MINUSCA should establish a mechanism for monitoring the status of prolonged detention cases and escalate unresolved cases to higher levels of government officials through the Special Representative of the Secretary-General, as appropriate.

MINUSCA accepted recommendation 1 and stated that JCS had developed a mechanism for identifying and monitoring cases of prolonged detention based on internal communication and data shared weekly between the Corrections Unit and the Support to Judiciary Unit. It was currently adjusting its daily, weekly and monthly statistics monitoring to improve data collection on prolonged detention. The Section would follow up and advocate in cases of prolonged detention with national authorities, keeping track of updates and steps to undertake. Further, the Section was looking into enhancing its follow up with national authorities by establishing a regular procedure to involve, where relevant, senior leadership for follow up action. Recommendation 1 remains open pending receipt of evidence that an effective follow-up system on prolonged detention cases has been established.

Need to better support prison security management and improve prison and court facilities

19. JCS planned several activities to contribute to the improved functioning of judicial institutions and prison facilities. In January 2019, the national authorities endorsed a demilitarization strategy to gradually replace the security services provided by the national military/internal security forces at prison facilities with civilian corrections officers employed by the prison administration. To assist national authorities in

implementing the strategy, JCS worked together with UNDP, an international non-government organization, and the Mission's justice support cluster and helped recruit 150 corrections officers to replace the national military/internal security forces. However, due to delays by the Government to deploy corrections officers to prisons, only 23 per cent of the new recruits and 37 per cent of military personnel were trained on prison security management in 2017/18. JCS also deployed 68 GPPs to two prisons in Bangui to co-locate with and support national corrections officers on prison security management. However, GPPs at one of the two prisons (Camp de Roux prison) could not operate on a 24/7 basis due to lack of office and sanitation facilities, which was adequately addressed after the audit fieldwork.

20. In 2017/18 and 2018/19, JCS initiated seven quick impact projects (QIPs) for the rehabilitation of four court houses and three prisons. Although there were no cost over-runs, and quality of work was good, six projects were delayed by an average of 161 days from the planned completion time. Mainly due to inadequate monitoring of projects, JCS missed the opportunity to timely address the challenges responsible for the delays. For example, the site visit to the Bouar regional court house was only conducted at the end of the construction project. Also, implementing partners caused delays by: (a) submitting incomplete documentation; (b) inadequately planning to ensure sufficient construction materials, such as imported solar panels; and (c) not providing financial reports for incurred expenditures in a timely manner.

21. During the audit period, JCS made little progress to assist national authorities to mobilize funds for structural and logistical improvements of prison security infrastructure, as the Section had not developed a resource mobilization strategy to guide its effort. As a result, prison security remained weak, and the number of prisoners escaping increased by 12 per cent from 2017 to 2018. Additionally, magistrates in Bouar were working in a makeshift building which affected their productivity and potentially compromised confidentiality. Also, magistrates in Bangassou could not resume work due to construction delays, which also contributed to prolonged detention cases and overcrowding of prisons.

(2) MINUSCA should develop a resource mobilization strategy to assist national authorities in improving the infrastructure of the country's prisons and courts.

MINUSCA accepted recommendation 2 and stated that in collaboration with the Prison Reform International an international non-government organization, JCS would develop a resource mobilization plan by 31 December 2019. JCS intended to include resource mobilization on the agenda of the prison demilitarization steering committee which was attended by national and international stakeholders, including ministers and Member States. JCS had developed a resource mobilization paper for the construction of a new prison in Bangui and for the rehabilitation of the courts across the country. It was important to note that for courts, the resource mobilization strategy was focused on QIPs, programmatic funding, joint projects and MINUSCA's yearly mandate, which limited long-term planning. Recommendation 2 remains open pending receipt of a copy of a resource mobilization strategy to assist national authorities in improving the infrastructure of the country's prisons and courts.

(3) MINUSCA should take action to systematically monitor implementation of quick impact projects and conduct the required site visits and inspections to minimize project delays.

MINUSCA accepted recommendation 3 and stated that the Mission would monitor the implementation of QIPs and conduct the required site visits and inspection to assess and attempt to minimize project delays and help to reduce complications caused by external factors. Recommendation 3 remains open pending receipt of evidence of an action plan to systematically monitor implementation of projects.

Need to expedite development of the prisoner data management system

22. As part of its prison support efforts, JCS planned to computerize five prison registries by 30 June 2019 to accurately account for all prisoners, their dates of admission to and release from the facility.

23. JCS assisted national authorities to develop and maintain prisoners' individual files manually, including court proceedings and medical records. Building on the manual files, JCS, with the approval of national authorities, launched a project to establish an electronic prisoner data management system in April 2018. However, as of September 2019, JCS had not completed the planned electronic data management system for any of the five prisons, which impacted efficiency and accuracy of data maintenance related to detention of prisoners. The delay was because a GPP assigned to implement the project was prematurely recalled by the home country, and JCS did not timely assign a replacement to complete the project.

(4) MINUSCA should allocate resources to implement the electronic prisoner data management system to enable effective and efficient prison administration.

MINUSCA accepted recommendation 4 and stated that funds have been allocated and recruitment was underway for a national consultant to implement the prisoner data management system. Also, JCS has assigned one GPP to assist the national consultant and would report every two weeks on the progress of the implementation of data management system through its project management progress matrix. Recommendation 4 remains open pending receipt of evidence of the implementation of electronic prisoner data management system.

MINUSCA supported the government to fight against impunity

24. To support national authorities to fight against impunity, MINUSCA was required to respond to UTM requests by the national authorities to apprehend individuals alleged to have committed serious crimes, and to assist with the prosecution of the apprehended individuals. Through its UTM task force, the Mission effectively coordinated the completion of all 13 UTM requests by the national authorities in 2017/18 and 2018/19, resulting in apprehending 83 individuals, including 3 high profile criminals and senior armed group leaders. In 2017/18 and 2018/19, JCS also provided logistical, administrative and technical support to national authorities with the prosecution of 103 individuals apprehended through UTM.

Capacity building activities were not based on needs assessment

25. In 2017/18 and 2018/19, JCS conducted several capacity building activities to train magistrates, prosecutors, judges, registrars, prosecutors' office secretaries, and civilian correction officers. JCS conducted 15-day workshops on criminal and juvenile justice for 95 magistrates and court personnel; and 9-day training on the management of evidence for 37 registrars and secretaries of the prosecutor's office, as planned. However, due to delays by the national authorities in appointing and deploying staff to be trained, JCS trained approximately 80 per cent of targeted staff and conducted 69 per cent of planned courses on investigations, sentencing and case management, and prison management.

26. Although JCS staff considered the input from some magistrates, prosecutors and civilian corrections officers on potential training areas, it did not conduct a comprehensive needs assessment to identify gaps in skills of national counterparts. For example, while JCS planned four training workshops on techniques for complex investigations for 20 specialized police and gendarmerie officers, this training was not based on specifically identified needs or gaps.

27. The above resulted because JCS did not conduct the training needs assessment before budget preparation due to other operational commitments. As a result, the capacity-building activities were not necessarily tailored to the learning needs of beneficiaries.

(5) MINUSCA should conduct needs assessment of the country’s judicial and corrections sectors to determine the capacity building activities to be included in the work plan of the Justice and Corrections Section.

MINUSCA accepted recommendation 5 and stated that this recommendation was already partially implemented, to the extent possible and limited by the available budget. JCS was awaiting responses to its questionnaire on training activities, which was developed to support the Coordination Committee of the Ministry of Justice and sent out to all judicial personnel to map out all capacity-building activities undertaken and participation of personnel to date. JCS stated that it regularly conducted needs assessments of the country’s judicial and corrections sectors through reviews, assessment missions of various activities led by the Section and assessments of partners, to suggest areas of capacity building for validation by the Ministry of Justice. Recommendation 5 remains open pending receipt of a copy of the learning and development needs assessment of the country’s judicial and corrections sectors.

C. Programme performance monitoring and staff training

Need for adequate recordkeeping to support evidence-based performance management

28. MINUSCA is required to evaluate the effectiveness and continued relevance of its activities and assess the progress towards the achievement of its objectives and maintain appropriate evidence to support performance management.

29. JCS had not assessed the effectiveness and impact of its activities since the inception of the Mission but in 2019/20, MINUSCA began implementing the Comprehensive Performance Assessment System, an evidence-based performance measurement tool that links activities to outcomes and impact across all areas of the Mission. At the time of the audit, JCS has completed the first three phases, namely: (a) mapping the context (based on the mandate); (b) defining the results to be achieved; and (c) defining the evidence of the changes (indicators). The Mission stated that it intended to conduct self-evaluations as the next step of this process. In view of the actions underway, OIOS did not make a recommendation on this issue.

30. However, JCS did not properly maintain information generated in the course of its work to enable effective data collection for performance assessment. Weekly reports, documents relating to capacity building, training and workshops, and activity reports were not stored in the COSMOS repository system which, as of the audit date, included limited information and lacked systematic organization, classification and archiving. This resulted because JCS had not: (i) designated COSMOS focal points in each of the units; (ii) implemented procedures for systematic collection, classification/indexing, and archiving of data; and (iii) trained staff on the use of COSMOS. Subsequent to the audit fieldwork, JCS started using COSMOS, and migration of documents from individual computers to COSMOS was ongoing.

(6) MINUSCA should ensure that the Justice and Corrections Section: (a) designates COSMOS repository system focal points and trains staff on the system; (b) implements procedures for systematic collection, classification/indexing and archiving of data; and (c) expedites the transfer of all relevant data from personal computers to COSMOS.

MINUSCA accepted recommendation 6 and stated that it was designating focal points to be trained on using the COSMOS system. JCS would work with COSMOS focal points in the Field Technology Services Section to transfer relevant data from personal computers to COSMOS. Recommendation 6 remains open pending receipt of evidence of designated and trained focal points and a copy of procedures for systematic collection, classification/indexing, and archiving and transfer of all relevant data from personal computers to COSMOS.

Staff training needs were not analyzed to fully utilize available resources

- 31. To effectively deliver the work plan, adequate professional development of staff is essential.
- 32. During 2017/18 and 2018/19, 65 out of 79 eligible JCS staff did not receive any professional development, while a limited number of staff were repeatedly attending training courses. Furthermore, JCS utilized only 45 and 60 per cent of its training budgets for 2017/18 and 2018/19, respectively. As JCS did not analyze staff training needs and adequately monitor its training budget, it could not fully utilize available resources to enhance staff skills. While JCS attributed this to mid-year changes in the Mission’s priorities to accommodate other spending, OIOS observed that training and travel funds remained unspent at the end of both periods.

(7) MINUSCA should ensure that the training budget of the Justice and Corrections programme is formulated based on staff needs assessment and the utilization of available training funds is regularly monitored.

MINUSCA accepted recommendation 7 and stated that JCS was monitoring its training budget on a quarterly basis. The needs assessment would be modest in scope and run internally within the Section, as the total amount allocated for training was not sufficient to involve expensive external actors. Recommendation 7 remains open pending receipt of results of the staff learning needs assessment and receipt of evidence that the training budget is regularly monitored.

IV. ACKNOWLEDGEMENT

- 33. OIOS wishes to express its appreciation to the management and staff of MINUSCA 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 justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission
in the Central African Republic**

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	MINUSCA should establish a mechanism for monitoring the status of prolonged detention cases and escalate unresolved cases to higher levels of government officials through the Special Representative of the Secretary-General, as appropriate.	Important	O	Receipt of evidence that an effective follow up system on prolonged detention cases has been established.	31 January 2010
2	MINUSCA should develop a resource mobilization strategy to assist national authorities in improving the infrastructure of the country's prisons and courts.	Important	O	Receipt of a copy of a resource mobilization strategy to assist national authorities in improving the infrastructure of the country's prisons and courts.	30 June 2020
3	MINUSCA should take action to systematically monitor implementation of quick impact projects and conduct the required site visits and inspections to minimize project delays.	Important	O	Receipt of an action plan to systematically monitor implementation of projects.	30 June 2020
4	MINUSCA should allocate resources to implement the electronic prisoner data management system to enable effective and efficient prison administration.	Important	O	Receipt of evidence of the implementation of electronic prisoner data management system.	30 June 2020
5	MINUSCA should conduct needs assessment of the country's judicial and corrections sectors to determine the capacity building activities to be included in the work plan of the Justice and Corrections Section.	Important	O	Receipt of a copy of the learning and development needs assessment of the country's judicial and corrections sectors.	30 June 2020
6	MINUSCA should ensure that the Justice and Corrections Section: (a) designates COSMOS repository system focal points and trains staff on the system; (b) implements procedures for systematic	Important	O	Receipt of a copy of procedures for systematic collection, classification/indexing, and archiving of data and the list of COSMOS focal points.	31 March 2020

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 MINUSCA in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

**Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission
in the Central African Republic**

	collection, classification/indexing and archiving of data; and (c) expedites the transfer of all relevant data from personal computers to COSMOS.				
7	MINUSCA should ensure that the training budget of the Justice and Corrections programme is formulated based on staff needs assessment and the utilization of available training funds is regularly monitored.	Important	O	Receipt of the results of the staff learning needs assessment and copy of an action plan to regularly monitor training budget.	31 December 2020

APPENDIX I

Management Response

United Nations

United Nations Multidimensional Integrated
Stabilization Mission in the Central African Republic



MINUSCA

Nations Unies

Mission Multidimensionnelle Intégrée des Nations Unies
pour la Stabilisation en République centrafricaine

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

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

DATE: 17 December 2019

REFERENCE MINUSCA-
COS-RMCU/05/2019

FROM: Mr. Mankeur Ndiaye
DE: Special Representative of the Secretary-General
United Nations Multidimensional Integrated Stabilization
Mission in the Central African Republic

A handwritten signature in blue ink, appearing to read 'Mankeur Ndiaye', written over the typed name.

SUBJECT: **Draft Report on an audit of Justice and Corrections Programme in the United Nations**
OBJET: **Multidimensional Integrated Stabilization Mission in the Central African Republic**
(Assignment No. AP2019/637/05)

1. With reference to your memorandum of 6 December 2019 (OIOS:2019-637-05-04), on the above captioned-subject matter, please find attached MINUSCA's response (Appendix 1) for your consideration.

Regards,

Cc:

Ms. Denise Brown, Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator, MINUSCA
Ms. Vivian van de Perre, Chief of Staff, MINUSCA
Mr. Frank Dalton, Chief Justice and Corrections Section, MINUSCA
Ms. Tiphaine Dickson, Risk Management and Compliance Officer, MINUSCA
Mr. Richard Glass, Strategic Planning Officer, MINUSCA
Mr. Laud Botchwey, Chief Resident Auditor for MINUSCA, OIOS
Ms. Cynthia Avena-Castillo, Professional Practices Section, OIOS

Management Response

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSCA should establish a mechanism for monitoring the status of prolonged detention cases and escalate unresolved cases to higher levels of government officials through the Special Representative of the Secretary-General, as appropriate.	Important	Yes	Head of Corrections Unit Head of Judicial and Prosecution Support Unit	January 2020	Justice and Corrections Section has developed a mechanism aimed at identifying, monitoring and following up on cases of prolonged detention based on internal communication and data shared weekly between the Corrections Unit and the Support to Judiciary Unit. Justice and Corrections Section is currently adjusting its daily, weekly and monthly statistics monitoring to improve data collection on prolonged detention. Justice and Corrections Section follows up and advocates in cases of prolonged detention with national authorities, keeping track of updates and steps to undertake. Justice and Corrections Section is currently looking into enhancing its follow up procedures by establishing a regular procedure to involve, where relevant, senior leadership (transfer of information beyond current weekly meetings with Deputy Special Representative of the Secretary

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.

Management Response

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						General which provide information for follow up and action).
2	MINUSCA should develop a resource mobilization strategy in order to raise funds to assist national authorities in improving the infrastructure of the country's prisons and courts.	Important	Yes	Head of Corrections Unit Head of Judicial and Prosecution Support Unit	June 2020	In collaboration with Prison Reform International, Justice and Corrections Section will develop a resource mobilization plan to be finalized by the end of December 2019. Justice and Corrections Section intends to include resource mobilization on the agenda of the prison demilitarization steering committee (attended by national and international stakeholders, including ministers and Member States). Justice and Corrections Section already has developed a resource mobilization paper for the construction of a new prison in Bangui, as well as an evaluation and resource mobilization plan for the rehabilitation of the courts across the country. It is important to note that for courts, the resource mobilization strategy is focused on Quick Impact Projects, programmatic funding, joint projects and MINUSCA's yearly mandate, which limits long-term planning.
3	MINUSCA should take action to systematically monitor implementation of quick impact projects and conduct the	Important	Yes	Head of Corrections Unit	June 2020	MINUSCA will monitor the implementation of quick impact projects and conduct the required site visits and inspections, in order to

Management Response

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	required site visits and inspections to minimize project delays.			Head of Judicial and Prosecution Support Unit		assess and attempt to minimize project delays and help to reduce complications caused by external factors.
4	MINUSCA should allocate resources to implement the electronic prisoner data management system to maintain accurate and complete data on prisoners for effective prison administration.	Important	Yes	Head of Corrections Unit	June 2020	Funds have already been allocated and a recruitment is underway for a national consultant to implement the prisoner data management system. Justice and Corrections Section has assigned 1 Government Provided Personnel (GPP) to assist the national consultant. Corrections Unit will report every two weeks on the progress of the implementation of data management system through its project management progress matrix.
5	MINUSCA should conduct needs assessment of the country's judicial and corrections sectors to determine the capacity building activities to be included in the work plan of the Justice and Corrections Section.	Important	Yes	Head of Corrections Unit Head of Judicial and Prosecution Support Unit Marie Guiraud	June 2020	This recommendation is already partially implemented, to the extent possible and limited by the available budget. Justice and Corrections Section has supported the Ministry's Coordination Committee on training activities of judicial personnel, by drafting a questionnaire sent out to all judicial personnel in order to map out all capacity-building activities undertaken and participation of personnel to date. Justice and Corrections Section is currently awaiting responses, which will

Management Response

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>provide Justice and Corrections Section will a better needs assessment of capacity building requirements.</p> <p>Justice and Corrections Section also regularly conducts needs assessments of the country's judicial and corrections sectors through reviews and evaluation and assessment missions of various activities it leads and assessments of partners. Justice and Corrections Section then suggests areas of capacity building for validation by the Ministry of Justice.</p>
6	MINUSCA should ensure that the Justice and Corrections Section: (a) designate COSMOS repository system focal points and train staff on the system; (b) implement procedures for systematic collection, classification/indexing and archiving of data; and (c) expedite the transfer of all relevant data from personal computers to COSMOS.	Important	Yes	<p>Chief of the Justice and Corrections Section</p> <p>Head of Corrections Unit</p> <p>Head of Judicial and Prosecution Support Unit</p> <p>Head of the Special Criminal</p>	March 2020	<p>All Justice and Corrections Section units are currently in the process of designating a focal point, after which focal points will be trained on using the COSMOS system.</p> <p>Considering the relatively small size of some of the units, the implementation of (b) and (c) will have to be done at the Section level, not at the level of the units.</p> <p>The Justice and Corrections Section reporting office will work with COSMOS focal points in Field Technological Services (FTS) to transfer relevant data from personal computers to the COSMOS system.</p>

Management Response

Audit of the justice and corrections programme in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
				Court Support Unit		
7	MINUSCA should ensure that the training budget of the Justice and Corrections programme is formulated based on staff needs assessment and the utilization of available training funds is regularly monitored.	Important	Yes	Chief of Justice and Corrections Section	December 2020	Justice and Corrections Section currently monitors its training budget on a quarterly basis. The needs assessment will be modest in scope and run internally within the Section, as the total amount allocated for training does not justify expensive external actors.