



# **INTERNAL AUDIT DIVISION**

## **REPORT 2022/007**

---

### **Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

**The Mission needed to strengthen oversight over the implementation of community violence reduction projects**

**06 April 2022**

**Assignment No. AP2020-641-04**

# **Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of community violence reduction (CVR) projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The objective of the audit was to assess the adequacy and effectiveness of the management of CVR projects in MINUSMA. The audit covered the period from 1 July 2018 to 30 June 2021 and included (a) governance, (b) project management, and (c) project closure and evaluation.

MINUSMA constituted project approval committees and implemented measures to publicize and ensure adequate visibility of completed projects. However, MINUSMA needed to better track and monitor the implementation of the recommendations of project review committees, ensure payments to partners are made in a timely manner to avoid delays in project implementation and ensure that focal points systematically conduct monitoring visits and prepare related reports.

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

- Implement a mechanism to track and monitor recommendations from deliberations of project proposals by review committees to ensure they are addressed prior to submitting projects to the Special Representative of the Secretary-General for approval;
- Ensure timely payment of instalments to partners implementing CVR projects by obtaining their banking details earlier in the process and tracking delays for corrective action;
- Improve the management of projects through (a) providing responsible staff the training they need to perform their functions effectively; and (b) visiting project sites to monitor progress, and when this is not possible, implement remote monitoring techniques; and
- Conduct a Mission-wide evaluation of the CVR programme and establish a system to record recommendations made and follow up until implemented.

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

# CONTENTS

I. BACKGROUND	1-2
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	2
III. AUDIT RESULTS	3-7
A. Project management	3-7
IV. ACKNOWLEDGEMENT	7
ANNEX I	Status of audit recommendations
APPENDIX I	Management response

# **Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of community violence reduction (CVR) projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

2. CVR projects are security and stabilization projects not exceeding \$100,000 unless otherwise authorized by the Special Representative of the Secretary-General (SRSG). They are expected to be implemented within a year and intended to support the Mission's disarmament, demobilization and reintegration (DDR) programme, and to strengthen and promote security, dialogue, confidence and reconciliation between returning ex-combatants and community members. CVR projects are meant to be highly visible to the population and authorities and provide beneficiaries with short-term sources of income and contribute to social cohesion at the community level, with a gender quota of 30 per cent. The implementation of CVR projects is guided by the United Nations integrated DDR standards and MINUSMA standard operating procedure for CVR projects.

3. The SRSG was setting the overall strategic direction of CVR projects and was approving them after review and recommendation by a project approval committee (PAC). The PAC was chaired by a representative of the Office of the SRSG and comprised representatives from the offices of the Force Commander, Police Commissioner, Director of Mission Support and Chief of Staff as well as other Mission components and the United Nations Office for the Coordination of Humanitarian Affairs. The PAC is supported by five Local Review Committees (LRCs) each headed by the relevant Head of the Regional Office and included representatives of Mission components, the United Nations Country Team (UNCT) and Malian authorities. LRCs are responsible for coordinating the identification of projects, quality reviewing project proposals prior to submission to PAC and monitoring their implementation. All projects were implemented by partners, normally national non-governmental organizations (NGOs) under a memorandum of understanding (MoU), which outlines the commitments of the partner and MINUSMA.

4. The CVR Unit, within the Security Sector Reform-DDR (SSR-DDR) Section serves as the secretariat for the PAC and LRCs and is responsible together with LRCs, PAC and CVR projects focal points for coordinating their implementation and facilitating disbursement of funds to implementing partners. The Unit is headed by a Chief at P-4 level, who reports to the SSR-DDR Section Chief at D-1 level through the Senior DDR Officer at the P-5 level. The Unit is supported by one international staff, two United Nations volunteers, one national professional officer, and DDR officers in regional offices who serve as CVR project focal points.

5. The budgets and expenditures for CVR projects for 2018/19, 2019/20, and 2020/21 are shown in Table 1.

Table 1  
**Budgets, expenditures, and status of CVR projects from July 2018 to 31 December 2021**  
(Thousands of US dollars)

	<i>Approved projects</i>					
	<i>Budget (\$)</i>	<i>Expenditures (\$)</i>	<i>Approved</i>	<i>Completed As of 31 December 2021</i>	<i>Ongoing As of 31 December 2021</i>	<i>Completed within budgeted year</i>
2018/19	3 000	2 296	35	35	-	16
2019/20	3 000	2 647	33	33	-	8
2020/21	3 500	3 385	20	15	5	7
<b>Total</b>	<b>9 500</b>	<b>8 328</b>	<b>88</b>	<b>83</b>	<b>5</b>	<b>31</b>

Source: CVR status report

6. Comments provided by MINUSMA 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 management of CVR projects in MINUSMA.

8. This audit was included in the 2021 risk-based work plan of OIOS due to operational and reputational risks related to the management of CVR projects.

9. OIOS conducted this audit from July to December 2021. The audit covered the period from 1 July 2018 to 30 June 2021. Based on an activity-level risk assessment, the audit covered higher and medium risks areas in the implementation of CVR projects, which included: (a) governance, (b) project management, and (c) project closure and evaluation.

10. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, (c) analytical review of data, and (d) testing of a stratified sample of 40 projects (28 completed and 12 ongoing projects) with an estimated cost of \$4.6 million out of 88 projects with an estimated cost of \$8.3 million. Due to the COVID-19 pandemic, physical verification was conducted for three projects in Timbuktu, although a further 10 projects were selected for an in-depth desktop review across the three regional offices of Kidal, Gao and Mopti, and telephone interviews with implementing partners were conducted.

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

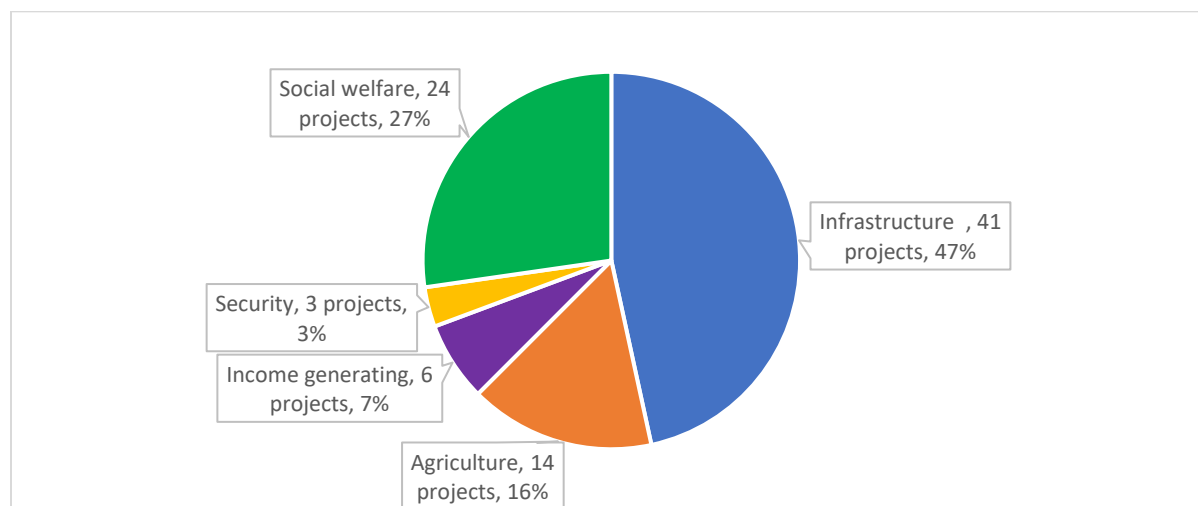
### III. AUDIT RESULTS

#### A. Project management

The projects implemented were aligned with the SRSG’s priority areas and committees were adequately reviewing proposals

12. The established PAC and LRCs conducted reviews of project proposals in accordance with their terms of reference. For the three years to 30 June 2021, the CVR Unit submitted to LRCs 99 project proposals of which 11 were rejected and 88 were submitted to the PAC and subsequently approved by the SRSG. The rejected projects were mainly because of challenges in implementing them in very insecure locations or they duplicated projects being implemented by others in the same location. Moreover, the committees ensured that a gender perspective was integrated into projects with 12 projects valued at \$1.2 million specifically targeting women and about 51 per cent of the 88 projects benefiting women, surpassing the Mission’s minimum established quota of 30 per cent. Figure 1 shows the distribution of projects by the Mission’s priority areas, with projects relating to improving infrastructure (roads, community centres, water dams) accounting for 47 per cent of the 88 approved projects.

Figure 1  
**Types and distribution of CVR projects by mission priority areas**  
(Number and per centage of approved projects per priority areas)



Source: CVR project database May 2021

13. As part of the review process, LRCs completed a checklist to confirm that proposals complied with the established criteria for using CVR funds and to ensure those recommended projects were aligned with the SRSG’s priorities. Criteria included whether: (a) the beneficiaries were eligible (ex-combatants, youths at risk, women associated with armed groups, and vulnerable persons); (b) the project was of benefit to the community; and (c) gender equality and inclusiveness of all social categories in the community had been considered.

14. LRCs in conjunction with the CVR Unit were also assessing project proposals for their viability, including whether the partner making the proposal had the required expertise and technical competence to implement the project. They were also checking that the partners were legally registered in Mali and had the required level of staff and logistical resources to manage and implement the project. The assessment

also determined whether a well formulated budget had been developed for satisfactory project implementation.

15. OIOS sample of 40 project proposals submitted by implementing partners included:

- 29 construction projects (valued at \$3.2 million) related to, for example, construction of roads, water retention dams and water provisioning, market constructions, construction of five multifunctional centres and three public lightning systems.
- 11 for skills acquisition training projects (valued at \$1.4 million) related to, for example, vocational training and support for at-risk-youths, socio professional reintegration for women and young people, revival of business activities for women, and information and awareness raising for communities on prevention and reduction of community violence for peace.

16. Project proposals were comprehensive and included information such as project expected results, verifiable indicators, project timeline, a risk mitigation strategy and information on how the project would be monitored and evaluated, as well as the steps to be taken to ensure its sustainability. For construction projects, engineering drawings and related budgets were signed off by a MINUSMA engineer and local authority engineers to indicate that the proposals met minimum criteria including adequate estimation of time for completion and that the necessary levels of materials, labor and transportation were budgeted for.

There was a need to capture and follow-up on recommendations until implemented

17. As part of the review process, the PAC and LRCs made recommendations for the CVR Unit to address, including for example, to ensure: (a) similar projects were not being implemented by local authorities or UNCT; (b) local authorities authorized the project prior to its initiation; (c) there was an official document confirming that there was no dispute over any land granted for the project; and (d) an environmental impact study was conducted. From OIOS sample of 40 projects, the PAC had made 60 recommendations and LRCs made 114 recommendations. For PAC recommendations, there was evidence of their implementation, but not for those relating to LRCs. The CVR Unit informed that it monitored both PAC and LRCs recommendations, but there was no record for OIOS to verify monitoring of LRC recommendations.

18. Thus, there was a risk that projects were submitted and approved by the SRSG prior to addressing LRCs' recommendations. Therefore, the CVR Unit needed to implement a tracking system to monitor and report on their status. Timely implementation of recommendations would also mitigate risks related to delays that could arise due to disputes after projects have been started and ensure good coordination among others involved in similar activities.

**(1) MINUSMA should implement a mechanism to track and monitor recommendations arising from deliberations of project proposals by review committees to ensure they are addressed prior to submitting projects to the Special Representative of the Secretary-General for approval.**

*MINUSMA accepted recommendation 1 and stated that a tracking mechanism would be implemented to monitor recommendations arising from LRC deliberations.*

Payments to implementing partners were delayed

19. When the CVR project was approved, a MoU was signed with the relevant implementing partner, and once this was done, there was a requirement for MINUSMA to immediately pay the first installment (not exceeding 50 per cent of the total cost). The balance was to be paid in two further installments of 30

per cent and 20 per cent, based on submission by the partner of a mid-term report including a signed list of expenditures with receipts and a final completion report, respectively.

20. A review of the 40 sampled projects showed that payments to implementing partners were duly supported and the CVR Unit checked and certified relevant supporting documentation prior to submitting to the Finance Section for payment. However, initial payments for 13 of the 40 projects were delayed, on average, by 25 days after signing of the MoU. This was mainly due to delays in establishment of business partner identification and banking details in Umoja, which are pre-requisites for issuance of payments. For instance, banking details were only requested by sponsoring components, reviewed and processed by Finance and Budget Section after the MoU was signed instead of when the project was approved. This contributed to delays in completing projects, and as shown in Table 1, only 31 of the 88 projects (35 per cent) were completed within the year for which the funds were budgeted for. Considering the importance of CVR projects for mandate implementation, there was a need for the Mission to take action to reduce the time taken to pay the first installment.

**(2) MINUSMA should take action to ensure timely payment of instalments to partners implementing community violence reduction projects by: obtaining their banking details earlier in the process; and tracking delays for corrective action.**

*MINUSMA accepted recommendation 2 and stated that the following steps had been taken to streamline processes for timely payments to implementing partners including CVR projects: (a) development of a new standard operating procedure on financial procedures for agreements with implementing partners; (b) issuance of instructions by the Director of Mission Support to stakeholders for early submission of request for banking details to the MINUSMA Cashier's Office to expedite payment process; and (c) the implementation of the Umoja Grantor Module for new agreements signed effective 1 September 2021.*

#### The Mission took action to develop a management information system

21. The CVR Unit maintained a shared drive where documents for each project such as MoUs, project evaluation reports, payment records, and minutes of LRCs and PAC meetings were stored. The shared drive was properly organized, and documents were uploaded in a timely manner. OIOS suggested that it may be more efficient and effective for project information to be available on dashboards for better tracking, monitoring and reporting on their progress. Information could include: name of implementing partner; disbursement schedules and payments made; statistics on beneficiaries by gender and youth; key project lifecycle milestone dates (start, completion, handover to community); results of evaluations; and dates of monitoring visits by CVR officers. In OIOS view, this will also be a valuable tool to monitor project implementation by Mission management and to ensure action is being taken to complete projects in a timely manner.

22. Based on OIOS observations, the Mission allocated staff to develop a database and this was ongoing at the time of the audit.

#### Project monitoring needed to improve

23. Implementing partners consistently prepared mid-term and final project monitoring reports and these reports were reviewed and cleared by CVR focal points and the CVR Unit prior to initiating the next installment.



24. However, CVR focal points did not regularly monitor project implementation, as in 23 of the 40 sampled projects, the required site monitoring visits were not conducted. Although visits were made to 17 of the 40 projects, 9 related to initial site visits and 8 to post closure visits, none were conducted during the project implementation phase, even though this is required in the Mission's standard operating procedures. These 23 projects were delayed for an average of three months, including four projects delayed for between five to nine months after their planned completion dates. The lack of monitoring also meant that issues impacting project implementation were not identified, including for example, the slow administrative process within the local authority in Kidal, which, according to an implementing partner, resulted in delays of about eight months due to the need for several back-and-forth correspondence with the local authority prior to its authorization. Other causes of delays included challenges to mobilize materials and equipment to project sites due to poor infrastructure such as road and water supply. Intervention early-on may have expedited the completion of projects.

25. Monitoring visits were not conducted due to the challenging security situation, and subsequently from March 2020 onwards, because of movement restrictions relating to the COVID-19 pandemic. However, the Mission did not develop alternative measures using remote monitoring techniques of obtaining information on the status of projects including any obstacles to effective implementation. Relevant information could have been obtained from photographic evidence and conducting virtual meetings with beneficiaries and local communities for their feedback.

26. To improve the management of CVR projects, all focal points had not attended relevant training to improve their skills and capacity in project management. For instance, only 7 of 28 focal points involved in CVR projects had completed the project management foundation course available in Inspira.

**(3) MINUSMA should improve the management of community violence reduction projects by ensuring: (a) responsible staff attend training to perform their functions more effectively; and (b) visits to project sites are systematically conducted to monitor progress, and when this is not possible, remote monitoring techniques are used.**

*MINUSMA accepted recommendation 3 and stated that the SSR-DDR Section would ensure that all staff members who have not taken the project management foundation course in Inspira do so before the end of April 2022. Also, SSR-DDR would immediately begin conducting on-site visits to CVR projects once the relevant conditions pertaining to insecurity, unavailability of security patrols, and COVID-19 pandemic have been alleviated. In the meantime, documented remote monitoring techniques would be implemented as needed.*

#### Measures to publicize projects were in place

27. OIOS visits to three CVR projects in Timbuktu, and feedback received through telephone interviews with implementing partners working in Gao, Mopti and Kidal concluded that signposts had been posted at the sites of completed projects showing the involvement of MINUSMA. The MINUSMA Strategic Communication and Public Information Service was also present during formal handover ceremonies and subsequently reported the positive outcomes of the implementation of the CVR projects in building the confidence of Malians on the Mission's mandate. These reports were made through MINUSMA radio programmes, websites and newsletters. This ensured the visibility of CVR projects and their impact on local communities.

External evaluations of closed projects were not adequately completed

28. The Department of Peace Operations Guidelines on the Reinsertion Programme require the CVR Unit to annually evaluate the programme to verify and assess its impact on community violence reduction and to recommend areas for improvement.

29. The CVR Unit was generally evaluating individual projects and from the sample selected, all but one of the 28 closed projects had a final evaluation report. However, global evaluation reports were only prepared for four of the five regions in both 2018/19 and 2019/20, although the CVR Unit informed that it was in the process of hiring a consultant to conduct an evaluation of the current Mission-wide programme. Moreover, while evaluations for individual projects and former global evaluations issued a combined total of 75 recommendations, there was no process in place for the CVR Unit to record and monitor their implementation. This resulted in missed opportunities for lessons learned to improve future projects.

**(4) MINUSMA should conduct a Mission-wide evaluation for the community violence reduction programme and establish a tracking system to ensure recommendations from evaluations are systematically followed-up until implemented.**

*MINUSMA accepted recommendation 4 and stated that SSR-DDR would include provision for a project evaluation consultant in the 2023/24 budget with the expectation of ensuring that a Mission-wide evaluation of the CVR programme is conducted in the same year. Also, a tracking mechanism would be implemented to monitor recommendations arising from the Mission-wide evaluation.*

#### **IV. ACKNOWLEDGEMENT**

30. OIOS wishes to express its appreciation to the management and staff of MINUSMA 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 community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	MINUSMA should implement a mechanism to track and monitor recommendations arising from deliberations of project proposals by review committees to ensure they are addressed prior to submitting projects to the Special Representative of the Secretary-General for approval.	Important	O	Receipt of evidence that Local Review Committees recommendations are being tracked for appropriate follow up and implementation.	31 December 2022
2	MINUSMA should take action to ensure timely payment of instalments to partners implementing community violence reduction projects by: obtaining their banking details earlier in the process; and tracking delays for corrective action.	Important	O	Receipt of the standard operating procedures on financial procedures for agreements with implementing partners, and evidence that the changes in the payment process for new agreements has expediated the payment process.	30 June 2022
3	MINUSMA should improve the management of community violence reduction projects by ensuring: (a) responsible staff attend relevant training to perform their functions more effectively; and (b) visits to projects sites are systematically conducted to monitor progress, and when this is not possible, remote monitoring techniques are used.	Important	O	Receipt of evidence that staff members of community violence reduction Unit attend relevant project management training, and project monitoring visits are conducted for all community violence reduction projects either on site or remotely.	30 September 2022
4	MINUSMA should conduct a Mission-wide evaluation for the community violence reduction programme and establish a tracking system to ensure recommendations from evaluations are systematically followed-up until implemented.	Important	O	Receipt of evidence that a Mission-wide evaluation of the community violence reduction programme has been conducted and that recommendations arising from all evaluations are tracked for appropriate follow-up and implementation to improve future projects.	30 June 2024

<sup>1</sup> Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

<sup>2</sup> Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

<sup>3</sup> Please note the value C denotes closed recommendations whereas O refers to open recommendations.

<sup>4</sup> Date provided by MINUSMA in response to recommendations.

# **APPENDIX I**





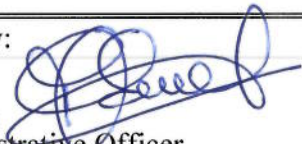
## **Management Response**



FACSIMILE

30 March 2022

Reference: MINUSMA/OCOS/2022/003

<b>TO:</b> Mr. Eleanor T. Burns Director Internal Audit Division OIOS.	<b>FROM:</b> Claudia Banz For/ Chief of Staff 
<b>ATTN:</b> Mr. Seydou Sirpe Chief Resident Auditor Bamako	Anton Antchev Director of Mission Support 
<b>FAX #:</b> <b>TEL #:</b>	<b>FAX #:</b> Email: <a href="mailto:MINUSMA-mars@un.org">MINUSMA-mars@un.org</a> <b>TEL #:</b>
<b>SUBJECT: MINUSMA response to draft report on an audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali (Assignment No. AP2020-641-04)</b>	
Total number of transmitted pages including this page: 5	
<i>Reference Facsimile, IAD-20/641/04, dated 22 March 2022 and, Peacekeeping Audit Service, OIOS, memorandum of 22 March 2021, OIOS-2022-00427</i>	
<ol style="list-style-type: none"><li>1. In reply to the referenced correspondence, please find attached MINUSMA's Management Response to the OIOS findings and recommendations, as presented in the subject report.</li><li>2. Note has been taken of the areas warranting the Mission's attention and an action plan for implementing the recommendations issued is attached.</li></ol>	
Best regards.	
<b>Drafted by:</b> Boniface Mailu, Admin Assistant Risk Management & Compliance Unit (RMCU) Office of the Chief of Staff (OCOS)  <b>Cleared by:</b> Ron Kamwendo, Chief RMCU/OCOS 	<b>Authorized by:</b> Audrey Serret, Senior Administrative Officer Office of the Director of Mission Support 

## Management Response

## Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1.	MINUSMA should implement a mechanism to track and monitor recommendations arising from deliberations of project proposals by review committees to ensure they are addressed prior to submitting projects to the Special Representative of the Secretary-General for approval.	Important	Yes	Chief of Community Violence Reduction (CVR) Unit.	31 December 2022	The Mission Concur with the recommendation. Since the report has endorsed the checklist/tracking mechanism put in place by the Community Violence Reduction (CVR) Unit to implement the Project Approval Committee (PAC) recommendations, the Security Sector Reform / Disarmament, Demobilization and Reintegration (SSR-DDR) Section will implement this recommendation by using this checklist/tracking mechanism for the Local Review Committee (LRC) recommendations beginning the fiscal year 2022 – 2023. Note: No Committee – LRC or PAC – approves any proposal without considering prior recommendations provided during the review process.
2.	MINUSMA should take action to ensure timely payment of instalments to partners implementing community violence reduction projects by: obtaining their banking details earlier in the process; and tracking delays for corrective action.	Important	Yes			The Mission accepts the recommendation. The Finance and Budget Section has already taken the following steps to streamline processes for timely payments to implementing partners on MINUSMA projects, including CVR projects:

<sup>1</sup> Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

<sup>2</sup> Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

## Management Response

## Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
				Director Mission Support(DMS)/Chief Finance & Budget Officer(CFBO)	30 June 2022	1. A new Standard Operating Procedure (SOP) on ' <i>Financial Procedures for Agreements with Implementing Partners</i> ' has been drafted and reviewed by the Office of the Director of Mission Support (DMS). This SOP, which includes all the requirements and business process workflows involved in the financial management of projects with implementing partners, including CVR projects, will be shared with all stakeholders upon signature.
				CFBO	Completed – August 2021	2. The DMS issued instructions to all stakeholders to submit requests for banking details early in the process to MINUSMA Cashier's Office to expedite payment processes and avoid unnecessary delays after full approval of Memorandums of Understanding. A memo will be shared with the OIOS team.
				CFBO	Completed – September 2021	3. The recent implementation of the Umoja Grantor Module in MINUSMA for new agreements signed effective 1 September 2021 has streamlined and systematized various processes leading to payments to implementing partners. It also ensures full

## Management Response

## Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						accountability throughout the business process. Relevant training has been provided by the Finance and Budget Section as well as guidance on procedures and pre-requisites, including validation of Business Partners (BPs) and submission of banking details on behalf of Implementing Partners (IPs). The DMS memo will be shared with the OIOS team.
3.	MINUSMA should improve the management of community violence reduction projects by ensuring: (a) responsible staff attend relevant training to perform their functions more effectively; and (b) visits to projects sites are systematically conducted to monitor progress, and when this is not possible, remote monitoring techniques are used.	Important	Yes	Chief of (CVR) Unit	30 September 2022	MINUSMA agrees with these recommendations as they will serve as an added value to the Management skills of staff members involved with CVR projects in the regions. As a result, SSR-DDR Section will ensure that all staff members who have not taken the Project Management Foundation course in INSPIRA do so before the end of April 2022. However, it should be noted that not all SSR-DDR staff are involved with CVR projects. We shared the CVs of staff engaged with CVR projects with the Audit team to demonstrate this. Regarding systematic monitoring visits to project sites, the SSR-DDR Section desires to immediately begin conducting on-site visits to CVR projects once the relevant conditions on insecurity, unavailability of



## Management Response

## Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						security patrols, and COVID-19 pandemic have been alleviated. Meanwhile, documented remote monitoring techniques will be implemented as needed.
4.	MINUSMA should conduct a Mission-wide evaluation for the community violence reduction programme and establish a tracking system to ensure recommendations from evaluations are systematically followed-up until implemented.	Important	Yes	Chief of (CVR) Unit	30 June 2024	MINUSMA concurs with the recommendation. However, an independent and external evaluation was not budgeted for FY 2022-2023. As a result, the Section will include the evaluation in the 2023-2024 budget to ensure its implementation the same year. Regarding the tracking of recommendations, a mechanism will be put in place by the CVR Unit to ensure follow-up of the pertinent/realistic recommendations raised by the external evaluator.