



## **INTERNAL AUDIT DIVISION**

### **REPORT 2022/044**

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#### **Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

**MINUSMA needed to enhance support for the implementation of the national disarmament, demobilization, and reintegration programme by strengthening the effectiveness of the Strategic Committee and controls over weapons and ammunitions collected from combatants**

**26 September 2022  
Assignment No. AP2021-641-02**

# **Audit of disarmament, demobilization, and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of disarmament, demobilization, and reintegration (DDR) activities 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 Mission's DDR activities in supporting the national DDR programme. The audit covered the period from 1 July 2018 to 31 August 2021 and included governance and management of DDR activities, including gender responsiveness.

MINUSMA provided technical, logistical, and financial support to the national DDR programme, and assisted in building the capacity of national authorities to conduct DDR of combatants. However, the Mission needed to strengthen oversight by the Strategic Committee, improve controls over weapons and ammunitions surrendered by combatants, engage the Technical Committee on Security and the Malian Defence and Security Forces to renovate and secure cantonment sites, and assist the Government of Mali with resource mobilization.

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

- Review the terms of reference for the Strategic Committee to clarify its functions, and organize regular meetings to address ongoing problems and concerns;
- Establish time-bound work plans to monitor the implementation of activities in support of the national DDR programme;
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Enhance its review of registration forms for combatants and periodically reconcile the information with the DDR management information system;
- Provide physical security for DDR-related equipment and materials, conduct regular physical counts and monitor stock levels;
- [REDACTED]
- Engage the Government of Mali, the United Nations Country Team and international partners to develop and implement a joint resource mobilization strategy.

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

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# **Audit of disarmament, demobilization, and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of disarmament, demobilization, and reintegration (DDR) activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).
2. MINUSMA was established in 2013 by Security Council resolution (SCR) 2100 and its mandate was extended annually by subsequent resolutions including SCR 2584 in 2021 which extended the mandate to 30 June 2022. In all its resolutions, the Security Council mandated MINUSMA to, inter alia, assist the transitional authorities of Mali in developing and implementing programmes for DDR of combatants.
3. MINUSMA collaborates with the Government of Mali, signatory armed groups, United Nations Country Team (UNCT) and international partners in supporting implementation of the national DDR programme. This includes: (i) construction of cantonment sites, i.e., facilities for grouping combatants in readiness for the DDR process; (ii) construction of operational coordination mechanisms (MOC) camps which are facilities where disarmament, demobilization and other related activities are conducted and collected weapons and ammunitions are stored; (iii) technical support to the Government of Mali in establishing the National DDR Commission (CNDDR) and the National Integration Commission which are responsible for the DDR and integration programmes; (iv) support to the development of the national DDR strategy and guidelines on cantonment; and (v) provision of relevant training to CNDDR personnel.
4. Following the signing of the Agreement on Peace and Reconciliation in June 2015, the Government of Mali, with support from MINUSMA and in coordination with signatory armed groups and international partners, developed a national DDR strategy in 2016 based on 86,000 combatants registered with CNDDR. Out of these: (i) 26,000 met the criteria for DDR which included persons of 18 years old and above with membership of a signatory armed group and in possession of weapon and ammunition; (ii) 48,000 did not meet the criteria for DDR but they were planned for socio-economic reinsertion by CNDDR; and (iii) the remaining 12,000 were from central Mali which was not covered by the national DDR programme but they were earmarked for support through community rehabilitation projects to be funded by MINUSMA.
5. MINUSMA oversight and coordination mechanism for activities in support of the national DDR programme comprises a Strategic Committee and a DDR Technical Working Group (TWG). The Strategic Committee, chaired by the Special Representative of the Secretary-General (SRSG) and comprising the Deputy SRSG Resident/Humanitarian Coordinator (DSRSG/RC/HC), the Deputy SRSG for Political Affairs, ambassadors from the 18 embassies operating in Mali and representatives of UNCT, is responsible for providing strategic and policy guidance to TWG. TWG, chaired by the Director of the Security Sector Reform-DDR (SSR-DDR) Section, comprises MINUSMA substantive and support sections and it is responsible for coordinating the implementation of all DDR activities.
6. The DDR programme is guided by the integrated DDR standards of 2019, the mode of operation of cantonment sites, standard operating procedures on weapons and ammunitions management, and a MINUSMA cantonment and DDR support plan developed by the Strategic Committee which delineates roles and responsibilities of the Mission's support and substantive sections and UNCT.
7. The SSR-DDR Section provides secretariat support to the Strategic Committee and TWG and it is responsible for implementing activities in support of the national DDR programme in consultation with several stakeholders including MINUSMA substantive and support sections, UNCT, the Government of

Mali, non-governmental organisations, and the signatory armed groups. The Section also implements community violence reduction projects to engage the youth and other citizens in income generating activities and reduce their likelihood of recruitment by armed groups. The Section comprises 46 approved posts which include a Chief at the D-1 level, 20 international staff, 17 national staff, and 8 United Nations volunteers.

8. The budgets for the SSR-DDR Section for the 2018/19, 2019/20 and 2020/21 were \$3.50 million, \$4.03 million, and \$5.20 million respectively.

9. Comments provided by MINUSMA are incorporated in italics.

## **II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY**

10. The objective of the audit was to assess the adequacy and effectiveness of the Mission's DDR activities in supporting the national DDR programme.

11. This audit was included in the 2021 risk-based work plan of OIOS because of the importance of the Mission's DDR activities in achieving its mandate of supporting programmes that promote lasting peace and security in Mali.

12. OIOS conducted this audit from August to December 2021. The audit covered the period from 1 July 2018 to 31 August 2021. Based on an activity-level risk assessment, the audit covered high and medium risks areas in the Mission's DDR activities which included governance and management of activities and gender responsiveness.

13. The audit did not include community violence reduction projects which were covered in a separate OIOS audit of community violence reduction projects in MINUSMA (report number 2022/007). Also, socio-economic reinsertion and community rehabilitation projects were not included as they had not started at the time of the audit.

14. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, (c) analytical review of data, (d) sample testing of documentation related to 103 combatants, and (e) site visits and physical verification of materials and equipment in Timbuktu and Gao.

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

## **III. AUDIT RESULTS**

### **A. Governance of disarmament, demobilization, and reintegration activities**

#### Need to review the terms of reference for the Strategic Committee

16. TWG conducted meetings as the need arose and the Strategic Committee was required to meet bimonthly to carry out required functions. During meetings of the Committee and TWG, members reviewed issues affecting the implementation of the national DDR programme including logistical constraints, registration of combatants, quotas of combatants to disarm and reintegrate, and cantonment and socio-economic reinsertion of combatants. Additionally, the MINUSMA Force and SSR-DDR Section regularly

participated in meetings of the national DDR committees, the Sub-Committee on Defense and Security and Technical Committee on Security (CTS) to discuss progress and challenges in implementing the programme. However, during the audit period the Strategic Committee held only 2 of the 18 expected bimonthly meetings.

17. The Chief of the DDR Unit explained that the terms of reference for the Strategic Committee were outdated as they had been developed in 2014 prior to the establishment of the national DDR committees which were performing some of the previously envisioned functions of the Strategic Committee. This included provision of technical and operational guidance to TWG and advocacy to the armed groups and the Government of Mali to cooperate and ensure adherence to relevant guidelines.

18. The terms of reference needed to be updated with clear roles and responsibilities to avoid possible duplication of efforts and inadequate or untimely action to address key issues as noted later in the report regarding the rehabilitation of cantonment sites.

**(1) MINUSMA should: (a) review the terms of reference for the Strategic Committee to delineate its functions and avoid duplication of tasks with national committees on disarmament, demobilization and reintegration (DDR); and (b) ensure that the Strategic Committee holds regular meetings to warrant timely attention and action on emerging problems and concerns related to the implementation of the national DDR programme.**

*MINUSMA accepted recommendation 1 and stated that the DDR process was a highly political process that was linked to the overall political dynamics in the country. However, revising the terms of reference for the Strategic Committee to enable the international community to speak with one voice on strategic DDR issues could help move the process forward.*

## **B. Management of disarmament, demobilization, and reintegration activities**

### Need to improve annual work planning

19. The SSR-DDR Section developed annual work plans which were aligned with the MINUSMA DDR support plan. However, due to an oversight, activities in the 2019/20 and 2020/21 work plans were not prioritized with prescribed timelines for completion which could prevent the SSR-DDR Section from accomplishing them in a timely manner. Also, of the 84 planned activities in the 2018/19, 2019/20 and 2020/21 work plans, 28 (33 per cent) core DDR activities had not been completed. These included registration of combatants by mobile teams, capacity-building workshops for national institutions on implementing the programme, and advocacy workshops for civil society including women's organizations and community leaders.

20. The low completion of planned activities was mainly due to delays in the implementation of the national DDR programme owing to lack of consensus between signatory parties on integration criteria and quotas, and the slow pace of institutional reforms which was a precondition for armed groups to surrender their weapons. For example, in response to the armed groups' proposal of integrating 26,000 ex-combatants, the Government proposed to integrate only 13,000. Nevertheless, the target of 3,000 ex-combatants set by Government of Mali for the first phase of the national DDR programme had not been met as 2,158 (72 per cent) had been demobilized with 1,735 integrated in Malian Defence and Security Forces (MDSF) as of 31 August 2021. Delays were also caused by security issues and the outbreak of the COVID-19 pandemic.

21. The SSR-DDR Section explained that work plans were formulated in consultation with many stakeholders including CNDDR and security and political factors were considered. The Section also

explained that the dynamic and unpredictable security and political environment prevented the accomplishment of all planned activities. Further, the SSR-DDR Section conducted mid-year reviews of the work plans to identify challenges and lessons learnt and refocused on activities that were feasible.

**(2) MINUSMA should establish time-bound work plans to monitor the implementation of activities in support of the national disarmament, demobilization and reintegration programme.**

*MINUSMA accepted recommendation 2 and stated that DDR was a highly political process which depended on the political willingness of the signatory parties to abide by the peace agreement. In addition, the DDR process started at short notice and MINUSMA was requested to provide financial and logistical support and technical advice to the national DDR programme. Nevertheless, MINUSMA would attach timelines to planned activities, whenever applicable.*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]





Need to improve the screening process of combatants

30. The MINUSMA screening process requires combatants to properly identify themselves by completing a registration form that captures personal data including the name of the armed group they belong to, and details and quantities of weapons and ammunitions they are surrendering. The completed form is signed by the combatant and representatives from MINUSMA and CNDDR and related information is recorded by MINUSMA in DDR MIS for appropriate follow-up.



32. There was inadequate review by MINUSMA and CNDDR representatives to ensure relevant and accurate information was captured and recorded in DDR MIS. For instance, some ex-combatants discovered at the time of integration that their names were misspelt during data entry which could delay the DDR process as further verifications would be required to correct errors and capture missing information.

- (6) MINUSMA should: (a) ensure adequate review of registration forms for completeness and accuracy prior to signing them; and (b) implement a mechanism for periodically reconciling combatant information on registration forms with that recorded in the disarmament, demobilization and reintegration management information system database.**

*MINUSMA accepted recommendation 6 and stated that it relied on information approved and provided by the Technical Committee on Security which may contain spelling mistakes. Registration in DDR management information system was done in the presence of combatants which allowed data entry staff to correct possible discrepancies on the forms. Nevertheless, it would coordinate with the National DDR Commission to strengthen controls over the registration process.*

Need to strengthen management and safeguarding of materials procured to support the national DDR programme

33. Materials and equipment valued at about \$1.1 million procured by MINUSMA since 2017 in preparation for the national DDR programme had not been utilized as of 30 June 2021 due to the slow implementation of the programme. These included generators, fire extinguishers, mosquito nets, cooking pots, sleeping tents, chairs, and tables which should have been distributed to the ex-combatants in the cantonment sites and training camps. Despite the slow movement of items, MINUSMA continued acquiring additional items. For instance, during 2019/20 and 2020/21, the Mission acquired similar materials valued at \$347,867 and \$547,448 respectively in addition to the materials acquired in prior periods valued at \$199,580.

34. OIOS physical verification of materials stored in Gao and Timbuktu indicated that the inventory was well safeguarded in Gao but not in Timbuktu. In Timbuktu, the 26 containers used for the storage of the materials were kept in a location with no perimeter security. A physical verification in June 2021 by MINUSMA of items stored in Gao, Timbuktu, and Kidal identified discrepancies in quantities and deterioration of inventory in Timbuktu and Kidal. OIOS physical verification of 30 of 107 items in Timbuktu also showed that the actual quantities for 13 items including tables, cooking pots, buckets and chairs were less than what was recorded on the schedule of materials. Damages to other items such as tables, generators and sleeping tents were also noted. However, these discrepancies were not analysed for remedial action, exposing the DDR materials to the risk of theft and loss.

35. The SSR-DDR Section explained that prior to June 2021, the United Nations Office for Project Services was responsible for custody and physical verification of materials. The Section started conducting physical verification exercises after the custody of the items was handed over to MINUSMA.

**(7) MINUSMA should: (a) conduct regular physical count of stocks of materials and take action on discrepancies; (b) effectively monitor stocks before procuring additional items to avoid overstocking and wastage; and (c) provide physical security for the storage of containers.**

*MINUSMA accepted recommendation 7 and stated that it only conducted an initial check of the inventory after it was handed over to the Mission by the United Nations Office for Project Services. Materials close to expiration were donated to Malian Defense and Security Forces and the humanitarian community and other items were being monitored for appropriate action. The SSR-DDR Section would complete the handover of all materials to Centralized Warehousing Section, coordinate with Mission Support and the Security Section to conduct regular physical count of materials, provide physical security and continue to monitor stocks to ensure purchases are only made for items needed.*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Need to support the host Government in developing and implementing a resource mobilization strategy

39. MINUSMA assisted the Government of Mali to organise a resource mobilization donors' conference in December 2016 which led to pledges of \$15 million and \$10 million by the World Bank and the Government of Mali, respectively, towards the cost of socio-economic reinsertion estimated at \$50 million for 10,000 combatants. However, there were no other pledges for the remaining \$25 million and the Mission had not engaged the Government, UNCT and international partners to develop and implement a resource mobilization strategy to secure additional funds needed to support DDR activities in Mali.

40. The SSR-DDR Section was of the view that the Mission could use its own resources such as the assessed budget, the Trust Fund for Peace and Security in Mali, and the Peacebuilding Fund. However, during the CTS meeting of March 2019, the President of CTS indicated that the Mission's resources were limited, and a representative of the Government of Mali appealed for additional financial support from international financial partners to implement the national DDR programme.

41. A resource mobilization strategy involving all stakeholders is needed to guide efforts in securing additional resources to effectively implement the national DDR programme, particularly after the Government and the signatory armed groups reach consensus on controversial issues such as integration quotas.

**(9) MINUSMA should engage the Government of Mali, the United Nations Country Team and international partners to develop and implement a joint resource mobilization strategy for effective implementation of the disarmament, demobilization and reintegration programme.**

*MINUSMA accepted recommendation 9 and stated that it would support resource mobilization activities.*

The Mission was active in disseminating information on the national disarmament, demobilization, and reintegration programme

42. MINUSMA developed a DDR sensitization strategy in May 2015 to guide its efforts in increasing awareness of the national DDR programme. Since then, the strategy has been implemented through various activities including public information campaigns and workshops on various DDR topics and sensitization of combatants and the general public through conferences, broadcasts, outreach and concerts. For example, during 2020/21 financial year, the SSR-DDR Section conducted eight workshops to sensitize host communities on the possibility of return and presence of ex-combatants within communities and how it should be reported to relevant authorities. The Mission also allocated resources including a communication officer to strengthen implementation of the sensitization strategy.

43. OIOS concluded that MINUSMA was active in disseminating information to relevant stakeholders on the purpose of the DDR programme and their specific roles and responsibilities.

Need for monitoring and evaluation of the Mission's support to the national disarmament, demobilization and reintegration programme

44. As of 31 August 2021, a total of 2,158 combatants who met the DDR criteria had been disarmed and demobilized, and 1,735 of them were integrated into MDSF. However, MINUSMA had not conducted monitoring and evaluation of its activities in support of the national DDR programme to assess the impact on peace, security and standards of living of the ex-combatants. This was because of the delay in implementing the national DDR programme. The initial phase of implementation targeting 3,000 combatants was planned to be completed in 2020, but political events and the COVID-19 pandemic delayed the plan. However, MINUSMA plans to implement a monitoring and evaluation framework once the initial target of 3,000 combatants was achieved. As a result, OIOS did not make a recommendation in this regard.

### **C. Gender responsiveness**

MINUSMA was supporting the national disarmament, demobilization and reintegration programme in a gender sensitive manner

45. The MINUSMA mandate requires the Mission to consider the specific needs of women associated with armed groups in its support to the national DDR programme. SCR 1325 (2000) on women, peace, and security calls for equal participation of women in the prevention and resolution of conflicts and in peacebuilding to attain sustainable peace and security.

46. MINUSMA had a Gender Affairs Advisory Unit (GAAU) and a gender taskforce with representatives from all Mission components including the SSR-DDR Section to promote gender mainstreaming. The Chief of GAAU was a member of the DDR TWG where she provided technical advice on issues affecting women combatants and ex-combatants. GAAU was also represented on the committee responsible for evaluating proposals for community violence reduction projects to ensure a gender perspective was integrated into all projects.

47. Although the participation of women in the DDR process was a challenge due to customs and traditions in the host country and low level of education for girls, MINUSMA continued its efforts to promote gender responsiveness in the DDR process through advocacy and sensitization. The Mission recorded 11,000 women associated with armed movements and, in coordination with CNDDR, 1,800 were targeted for socio-economic reinsertion which would commence after availability of funds and agreement by the Government of Mali and the armed groups on outstanding issues. Also, the Mission had implemented

193 community violence reduction projects targeting 257,000 beneficiaries including 113,000 women. These projects included vocational training, electrification and security, agriculture and gardening, capacity building, rehabilitation of basic infrastructure and income generating activities.

48. MINUSMA conducted training and provided financial support to 100 women and girls from civil society organizations on their roles in security sector reform and DDR of combatants. During the training held in March 2021, the participants were sensitized on the women, peace and security agenda, the national DDR programme and the role of state and non-state actors in the peace process. Further, in May 2021, the SSR-DDR Section and GAAU organized a workshop for women members of the Peace Agreement Monitoring Committee, civil society, and the Sub-Committee on Defense and Security and CTS members to sensitize them on mainstreaming gender in SSR-DDR programmes and the peace process. The Mission also participated with other women organizations in lobbying the Peace Agreement Monitoring Committee to increase the number of women on the Committee. Consequently, the number of women on the Peace Agreement Monitoring Committee was increased from 9 in October 2021 to 15 in February 2022.

49. MINUSMA also put in place measures to encourage women combatants to participate in the DDR process. These included ensuring that only female members of the DDR team searched, interviewed, and registered female combatants during the DDR of the 1,735 combatants to encourage them to go through the process. Without this initiative, fewer female combatants would be inclined to participate in the process as some may be uncomfortable dealing with male officers. In addition, a gender perspective was integrated in the construction of the MOC camps with specific accommodations for women combatants. OIOS concluded that MINUSMA was supporting the national DDR programme in a gender sensitive manner.

#### **IV. ACKNOWLEDGEMENT**

50. 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.

Internal Audit Division  
Office of Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | C/<br>O <sup>3</sup> | Actions needed to close recommendation  | Implementation date <sup>4</sup> |
|----------|--|---|----------------------|---|----------------------------------|
| 1        | MINUSMA should: (a) review the terms of reference for the Strategic Committee to delineate its specific functions and avoid duplication of tasks with other national committees on disarmament, demobilization and reintegration; and (b) ensure that the Strategic Committee holds regular meetings to warrant timely attention and action on emerging problems and concerns related to the implementation of the national disarmament, demobilization and reintegration programme. | Important   | O                    | Receipt of evidence that the terms of reference for the Strategic Committee have been reviewed and action taken to delineate its functions and ensure regular meetings/action to address ongoing concerns in a timely manner. | 30 June 2023                     |
| 2        | MINUSMA should establish time bound work plans to monitor the implementation of activities in support of the national disarmament, demobilization and reintegration programme.   | Important   | O                    | Receipt of evidence that timelines for completing planned activities are included in the work plans for the SSR-DDR Section.  | 31 October 2022                  |
|          |  |   |                      |   |                                  |
|          |  |   |                      |   |                                  |
|          |  |   |                      |   | 30 June 2023                     |

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

|   |   |           |   |  |              |
|---|---|-----------|---|--|--------------|
|   |   |           |   |  |              |
| 6 | MINUSMA should: (a) ensure adequate review of registration forms for completeness and accuracy prior to signing them; and (b) implement a mechanism for periodically reconciling combatant information on registration forms with that recorded in the disarmament, demobilization and reintegration management information system. | Important | O | Receipt of evidence that the Mission has taken action to ensure adequate review of registration forms and periodic reconciliation of combatant information on the forms with what was recorded in DDR Management Information System. | 30 June 2023 |
| 7 | MINUSMA should: (a) conduct regular physical count of stocks of materials and take action on discrepancies; (b) effectively monitor stocks before procuring additional items to avoid overstocking and wastage; and (c) provide physical security for the storage of containers.  | Important | O | Receipt of evidence that the Mission conducts regular physical count of materials, takes corrective action on discrepancies, monitors stocks prior to procurement and provides physical security for materials.                      | 30 June 2022 |
|   |   |           |   |  |              |
| 9 | MINUSMA should engage the Government of Mali, the United Nations Country Team and international partners to develop and implement a joint resource mobilization strategy for effective implementation   | Important | O | Receipt of evidence that a joint resource mobilization strategy involving MINUSMA, the Government of Mali, United Nations Country Team and international partners has been developed and implemented.                                | 30 June 2023 |

<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. [Insert "Implemented" where recommendation is closed; (implementation date) given by MINUSMA.]

## STATUS OF AUDIT RECOMMENDATIONS

**Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  | of the disarmament, demobilization, and reintegration programme. |  |  |  |  |
|--|--|--|--|--|--|



# **APPENDIX I**

## **Management Response**

## Management Response

## Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual                                | Implementation<br>date | Client comments  |
|----------|--|---|-----------------------|--|------------------------|--|
| 1        | MINUSMA should: (a) review the terms of reference for the Strategic Committee to delineate its specific functions and avoid duplication of tasks with other national committees on disarmament, demobilisation and reintegration; and (b) ensure that the Strategic Committee holds regular meetings to warrant timely attention and action on emerging problems and concerns related to the implementation of the national disarmament, demobilisation and reintegration programme. | Important   | Yes                   | Director of SSR-DDR, supported by Chief of Staff and Chief Mediation | 30 June 2023           | The Mission concurs with the recommendation. The disarmament, demobilization, and reintegration (DDR) process is a highly political process linked to overall political dynamics in the country. In addition, the Special Representative of the Secretary-General is leading the Strategic Committee (established since 2015) and co-chairing the <i>Comité du Suivi du present Accord</i> , the Peace Agreement Monitoring Committee. Nevertheless, adapting the terms of reference of the Strategic Committee to the new context to facilitate the International Community speaking with one voice on DDR strategic issues could help to move forward the stalled DDR process. |
| 2        | MINUSMA should establish time bound work plans to monitor  | Important   | Yes                   | Chief DDR of the SSR-DDR Section                                     | 31 October 2022        | MINUSMA concurs with the recommendation. Since this practice has already been established by SSR-DDR section, it is important to note that DDR is a highly political process that  |

<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 disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual | Implementation<br>date | Client comments   |
|----------|--|---|-----------------------|---------------------------------------|------------------------|---|
|          | the implementation of activities in support of the national disarmament, demobilisation and reintegration programme. |   |                       |                                       |                        | depends on the political willingness of the signatory parties to abide by the peace agreement. It should be noted that the DDR process started at short notice requesting MINUSMA to provide financial and logistical support as well as technical advice to the National DDR program. MINUSMA will attach timelines to planned activities whenever applicable. |
| 1        | [REDACTED]   | [REDACTED]  | [REDACTED]            | [REDACTED]                            | [REDACTED]             | [REDACTED]  |
| 2        | [REDACTED]   | [REDACTED]  | [REDACTED]            | [REDACTED]                            | [REDACTED]             | [REDACTED]  |

## Management Response

## Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation  | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual                  | Implementation<br>date | Client comments  |
|----------|---|---|-----------------------|--|------------------------|--|
|          |   |   |                       |  |                        |  |
| 5        |   |   |                       |  |                        |  |
| 6        | MINUSMA should: (a) ensure adequate review of registration forms for completeness and accuracy prior to signing them; and (b) implement a mechanism for periodically reconciling combatant information on registration forms with that recorded in the disarmament, | Important   | Yes                   | Chief DDR of SSR-DDR section and Regional Team Leaders | 30 June 2023           | MINUSMA concurs with the recommendation. SSR-DDR section works with lists approved and provided by the Technical Committee on Security (CTS) and the National DDR Commission (CNDDR). Some spelling mistakes on the names of combatants may have occurred leading to some discrepancies during the data entry. It should be noted that the registration in the DDR Management Information System is done in the presence of the combatant, and it allows data entry staff to correct some future possible discrepancies on the forms. SSR-DDR section will coordinate with the CNDDR to strengthen controls over the registration process. |

Management Response

Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of responsible individual   | Implementation date | Client comments   |
|----------|--|---|-----------------------|---|---------------------|---|
|          | demobilization and reintegration management information system.  |   |                       |   |                     |   |
| 7        | MINUSMA should: (a) conduct regular physical count of stocks of materials and take action on discrepancies; (b) effectively monitor stocks before procuring additional items to avoid overstocking and wastage; and (c) provide physical security for the storage of containers. | Important   | Yes                   | SSR-DDR Section units in Bamako, Regional Team Leaders, and Chief CWS/MSD | 30 June 2023        | <p>MINUSMA agrees with the recommendation. The security of containers is a general issue that applies to all containers within MINUSMA premises. More specifically, United Nations Office for Project Services, (UNOPS) containers were only handed over in early 2021, and only then the initial inventory check was done by the SSR-DDR section. SSR-DDR will complete the handover of all material to Centralized Warehousing Section (CWS).</p> <p>On the effectiveness of stock monitoring before procuring items, it is important to note that there is rigorous monitoring of existing stocks. Several donations of items close to expiration date (medicines) were made to the benefit of the Malian Defense and Security Forces (MDSF) and the humanitarian community to assist in the crisis currently occurring in the Menaka region. This has allowed the SSR-DDR section to avoid wasting resources. As to the items that were in the custody of UNOPS, the inventory was done after the handover, and donations of office equipment (computers, copiers, printers, etc.) were handed over to MDSF; the Mission is monitoring the other items to decide on the best action to be taken. The SSR-DDR section will coordinate with the Mission Support Division (MSD) and the United Nations Department of Safety and Security (UNDSS) in MINUSMA to ensure regular physical count of stocks and security arrangements are in place.</p> |
|          |  |   |                       |   |                     |   |

## Management Response

## Audit of disarmament, demobilization and reintegration activities in the United Nations Multidimensional Integrated Stabilization Mission in Mali

| Rec. no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual               | Implementation<br>date | Client comments  |
|----------|--|---|-----------------------|---|------------------------|--|
|          |  |   |                       |   |                        |  |
| 9        | MINUSMA should engage the Government of Mali, the United Nations Country Team and international partners to develop and implement a joint resource mobilization strategy for effective implementation of the disarmament, demobilization, and reintegration programme. | Important   | Yes                   | SRSG,<br>DSRSG-RC-<br>HC,<br>Director of<br>SSR-DDR | 30 June 2023           | The Mission agrees with the recommendation and notes that since 2015, the donors have to support the DDR process. As of now, MINUSMA has supported the Malian-owned DDR process within its programmatic budget and support from some donors. MINUSMA will support the Malian Government in finding donors to support the eventual rehabilitation of DDR camps, the global DDR process and the handover of the infrastructures to the benefit of the local communities at the end of the DDR process as stipulated in the National DDR Program. |