



INTERNAL AUDIT DIVISION

REPORT 2022/049

Audit of community violence reduction projects in the United Nations Integrated Stabilization Mission in the Central African Republic

MINUSCA needed to enhance its measures to ensure the effectiveness of community violence reduction projects

29 September 2022
Assignment No. AP2021-637-02

Audit of community violence reduction projects 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 community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The objective of the audit was to assess the effectiveness of measures implemented by MINUSCA to manage community violence reduction (CVR) projects. The audit covered the period from 1 July 2018 to 31 December 2021 and included a review of project governance, management, and implementation; and project monitoring and evaluation.

MINUSCA developed and implemented CVR projects aimed at strengthening and promoting security, dialogue, confidence, and reconciliation between returning ex-combatants and local communities by providing selected beneficiaries with short-term sources of income and contribution to social cohesion. The project objectives were in accordance with United Nations integrated disarmament, demobilization, and reintegration standards. The financial agreements which formed the basis for CVR projects were approved by the responsible officials who ensured that the project objectives were in alignment with Special Representative of the Secretary-General's (SRSG) priorities. The Mission had achieved its gender quota and implemented procedures for the selection of project beneficiaries.

However, the Mission needed to strengthen project governance and records management and establish a functioning monitoring and evaluation team to assure that the completed CVR projects were impactful and contributed to communal harmony.

OIOS made five recommendations. To address issues identified in the audit, MINUSCA should:

- Document approval of community violence reduction projects by senior leadership and ensure that the existing Project Steering Committee systematically meets and reviews all projects for effective monitoring.
- Consider Joint Operations Centre's data and analysis on conflict hotspots available in the Unite Aware-Incidents System as part of the process of selecting community violence reduction project locations, and document justification for selecting each project location.
- Enhance the existing database to capture all benefits provided to each beneficiary, support the generation of management review reports for all phases of the projects, and [REDACTED]
- Constitute a monitoring and evaluation team and develop a strategy to systematically monitor and evaluate the effective and efficient implementation of community violence reduction projects.
- Develop a mechanism to evaluate the outcome of the community violence reduction projects, assess their continued relevance, and based on lessons learned, make necessary adjustments in future projects.

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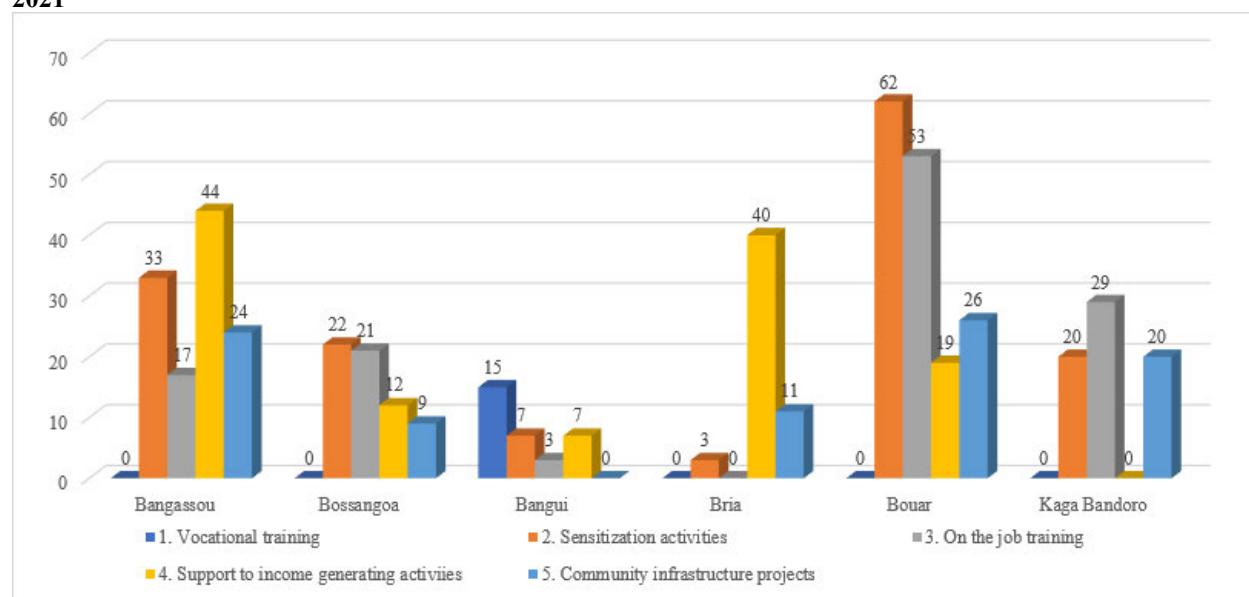
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Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).
2. Security Council resolution 2448 of 13 December 2018 mandated MINUSCA to support the Government of the Central African Republic in developing and implementing: (i) an inclusive and progressive National Disarmament Demobilization, Reintegration, and Repatriation programme for elements of armed groups; and (ii) community violence reduction (CVR) projects for ex-combatants, women, and youth at risk of being recruited into armed groups.
3. CVR projects are projects aimed at strengthening and promoting security, dialogue, confidence, and reconciliation between returning ex-combatants and local communities. The projects should be highly visible to the population and authorities, provide beneficiaries with short-term sources of income and contribute to social cohesion.
4. MINUSCA CVR projects are guided by the Special Representative of the Secretary-General's (SRSG) strategic priority of reducing violence within communities through the implementation of steps to identify, deter and effectively respond to acts of violence. The Khartoum Global Peace Agreement of 6 February 2019 between the Government and 14 armed groups provides the political and legal framework, and the November 2018 National CVR strategy sets the conceptual framework for CVR projects. Implementation of projects is governed by the United Nations integrated disarmament, demobilization, and reintegration (DDR) standards and the United Nations standard operating procedures on CVR projects.
5. The MINUSCA DDR Section has overall responsibility for managing CVR projects including: (a) developing projects in consultation with local committees chaired by the Prefect or Sub-prefect; (b) identifying and engaging implementing partners; (c) drafting financial agreements or memorandum of understanding (MoU) under the United Nations umbrella agreement; and (d) coordinating and monitoring project implementation. The Deputy SRSG (DSRSG) is responsible for approving all projects after review and recommendation by the DDR Section, and the projects are implemented through two United Nations-related implementing partners - Agency A through a financial agreement and Agency B through an MoU.
6. During the period from July 2018 to December 2021, MINUSCA implemented eight projects comprising 497 CVR activities in Bangui and six other field locations (Bouar, Bossangoa, Kaga Bandoro, Bria, Bangassou and Bambari). Each project involves the registration of beneficiaries and five other activities. Figure 1 shows the number of CVR project activities by location and table 1 shows the budget and expenditure for the period ending 31 December 2021.

Figure 1:
Number of community violence reduction project activities by location for the period ending 31 December 2021



Source: DDR Section.

Note: As of May 2019, Bambari field location was closed.

Table 1:
Budget and expenditure of CVR projects during the period from 1 July 2018 to 31 December 2021 (in \$)

Fiscal year	Project name	Implementing partner	Budget	Expenditure	Unspent budget
2018-19	Support to CVR activities in Bangui-Phase 3	Agency A	2,011,727	1,912,469	99,258
	Support to CVR socio-economic reinsertion of ex-combatants	Agency A	4,654,756	4,275,621	379,135
	Support to CVR activities in Bambari	Agency B	1,315,443	1,315,443	0
2019-20	Support to CVR activities in Bangui-Phase 4	Agency A	1,501,192	1,501,192	0
	Support to CVR programme in multiple field locations	Agency A	5,044,172	5,022,393	21,779
	Implementation of CVR projects in Bambari	Agency B	500,000	430,182	69,818
2020-21	Support to CVR activities in Bangui -Phase 5	Agency A	1,911,333	1,888,389	22,944
	Support to CVR programme in multiple field locations	Agency A	4,974,260	4,941,267	32,993
Total			21,912,883	21,286,956	625,927

Source: Financial statements prepared by the implementing partners

7. The MINUSCA DDR Section is headed by a Chief at the D-1 level and is supported by a Section Chief at the P-5 level, 14 international staff, 5 national staff, and 8 United Nations volunteers. The Section has a presence in five field offices in Bangassou, Bossangoa, Bouar, Bria, and Kaga Bandoro.

8. Comments provided by MINUSCA are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

9. The objective of the audit was to assess the effectiveness of measures implemented by MINUSCA to manage CVR projects.

10. This audit was included in the 2021 risk-based work plan of OIOS due to the importance of CVR projects in reducing violence in communities at risk of armed conflict, as well as building the host population's confidence in the mandate of the Mission in areas of conflict prevention.

11. OIOS conducted this audit from September 2021 to May 2022. The audit covered the period from 1 July 2018 to 31 December 2021. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in: (a) project governance, management, and implementation; and (b) project monitoring and evaluation.

12. The audit methodology included: (a) interviews of key personnel and three focus groups comprised of community leaders in Bangui, Bangassou, and Bria; (b) review of relevant documentation, policies and guidelines; (c) analytical review of final reports and financial statements relating to seven completed projects out of the eight CVR projects (one was still in progress); and (d) field visits to three of eight CVR projects in Bangui, Bangassou and Bria.

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

III. AUDIT RESULTS

A. Project governance, management, and implementation

Project governance and approval process needed to be strengthened

14. To ensure national ownership, CVR project locations were identified by the DDR Section in consultation with a joint consultative committee co-chaired by the Chief DDR Section and the National DDR Coordinator with the participation of relevant national stakeholders. This approach was to ensure that the strategic direction of projects was consistent with the national CVR strategy and the SRSR's priorities. The DDR Section is responsible for submitting project proposals to the DSRSG for review and approval prior to signing financial agreements/MoUs with the selected implementing partner (i.e., Agency A and Agency B).

15. All financial agreements were appropriately approved by officers with the required financial delegations. However, there was no evidence that project proposals were reviewed and approved by the DSRSG. While the DDR Section confirmed that this was done, there was a need for this process to be documented as evidence of senior management's involvement in the approval of CVR projects.

16. OIOS review of all projects that were initiated in the audit period showed that they were aligned to the priorities of the SRSR. As shown in table 1, each aggregated project involved various activities and contributions to local communities as follows:

- Vocational training - such as artisanal works, electrical engineering, carpentry, masonry and tailoring.
- Support to income generating activities - such as soap making and farming.

- Community projects - such as community-based cash for work projects in areas of construction, including a legal aid centre for victims of gender-based violence in Bria, a marketplace in Bangassou, and boreholes and roads in other communities.
- Sensitization activities - working with the MINUSCA Strategic Communication and Public Information Section and in coordination with the Government to sensitize local communities on peaceful coexistence and violence reduction measures.
- On-the-job training - coaching of selected beneficiaries on implementing income-generating activities such as sewing of masks during COVID-19 pandemic, tailoring, masonry, mechanical, carpentry and pastoral activities.

17. To manage the implementation of approved CVR projects, a Project Steering Committee (PSC) was established and chaired by the Chief DDR Section. Membership of the Committee comprised representatives from Supply Chain Management, Finance and DDR. The terms of reference of the Committee included responsibilities to assess the progress of project implementation, determine its strategic direction and, where necessary, recommend proposed amendments to the financial agreements or MoU. At the field level, MINUSCA established seven local PSCs to oversee the execution of the projects and serve as a consultative committee on issues affecting their implementation. Local PSCs were co-chaired by the relevant prefect/sub-prefect and the respective head of the field office and comprised relevant stakeholders in the local community.

18. While the local PSC meetings were held regularly and the minutes showed that project implementation was actively discussed, the main PSC based in Bangui was not very effective in discharging its responsibilities. Even though the Committee was supposed to meet quarterly, it met only twice during the audit period and there was minimal discussion on the status of project implementation and action needed to address any challenges encountered. The DDR Section indicated that this was due to restrictions related to the COVID-19 pandemic. However, OIOS noted that one of the two meetings was held during the height of the pandemic. The DDR Section further indicated that the need for meetings had reduced as it had determined that no significant change in project direction was required. Core monitoring mechanisms that already exist and are used by DDR field teams included daily and weekly reporting on projects, weekly coordination meetings and field visits.

19. In the absence of regular meetings and robust discussions, there is a risk that PSC may not provide adequate assurance to the SRSB that CVR projects were implemented as intended and allocated funds were having the expected impact in reducing violence in areas impacted by conflict.

(1) MINUSCA should: (a) document approval of community violence reduction (CVR) projects by senior leadership; and (b) ensure that the existing Project Steering Committee systematically meets and reviews all CVR projects for effective monitoring.

MINUSCA accepted recommendation 1 and while stating that a monitoring mechanism was already in place including daily and weekly reporting, and routine field visits by the joint DDR and Agency A field teams, agreed that the Mission would ensure documentation of leadership approval of Community Violence Reduction projects and the Project Steering Committee would regularly meet as planned.

Projects were delayed but were justifiably extended by appropriately delegated officers

20. A review of all eight project documents (six financial agreements and two MoUs) showed that MINUSCA duly disbursed 60 per cent of project funds within 15 days of signing the agreements as stipulated in the Mission's CVR standard operating procedure. However, despite funds being disbursed in a timely manner, five of eight projects were not completed within specified timelines, and approved

extensions resulted in cost overruns for five projects. Table 2 shows the time and cost overruns for delayed CVR projects.

Table 2:

Time and cost overruns due to extension of projects during the period from July 2018 to December 2021

Fiscal Year	Project title	Implementing partner	Initial project tenure	Delays	Cost of extension (in \$)
2018-19	1. Support to CVR activities in Bangui - Phase 3	Agency A	12 months	1 month	No cost
	2. Support to CVR: Socio-economic reinsertion of ex-combatants	Agency A	12 months	6 months	313,758
	3. Support to CVR activities in Bambari	Agency B	10 months	completed at additional cost	99,962
2019-20	4. Support to CVR activities in Bangui - Phase 4	Agency A	11 months	1 month	542,632
2020-21	5. Support to CVR activities in Bangui - Phase 5	Agency A	11 months	12 months	614,031
	6. Support to CVR activities in multiple field locations	Agency A	11 months	3 months	1,236,716

Source: *Financial Agreements and MOUs*

21. Project extensions were properly approved by officers with the required financial delegations and amendments were duly attached to the initial financial agreement/MoU. In cases where extensions were requested by implementing partners, relevant justifications were provided to MINUSCA. In other cases, amendments/extensions were initiated by MINUSCA. For example, the Mission had to amend some projects in response to a request from the government to expand to additional beneficiaries. There were also unavoidable extensions due to the restrictions imposed during the COVID-19 pandemic. Given that the circumstances were beyond the Mission's control and the projects were completed within the duly approved extended timelines, OIOS did not make a recommendation.

Gender quotas on projects were achieved

22. In line with the Secretary-General's efforts to expand the role and participation of women in field operations, the standard operating procedures on CVR require a gender quota of a minimum of 30 per cent of women beneficiaries in CVR projects.

23. The DDR Section introduced various activities to increase women's participation in the CVR efforts and for the three years ending December 2021, MINUSCA exceeded the 30 per cent quota as shown in table 3. OIOS concluded that MINUSCA was taking action to ensure adequate participation of women in CVR activities.

Table 3:

Percentage of women's participation in five main CVR activities from July 2018 to December 2021

CVR Activity	2018/19	2019/20	2020/21
Vocational training	33	30	47
Sensitization activities	32	38	49
On the job training	34	36	41
Support to income generating activities	32	37	44
Community projects	50	47	40

Source: *MINUSCA DDR Section*

Need to use available data on conflict hotspots for maximum coverage of project locations

24. Based on conflict analysis, the selection of CVR project locations should be focused on establishing a secure environment in hotspot areas by addressing social and economic risks at the community level. MINUSCA has an integrated field operational and situational awareness tool known as the Unite Aware-Incidents System (UAIS) which is a repository of critical situational information on conflict hotspots, and it can be used by Mission components to collect, analyze and share critical situational information.

25. A comparison of UAIS data on conflict hotspots with existing CVR project locations for the period July 2019 to June 2021 showed that project locations were not always aligned with conflict hotspots. For example, although UAIS managed by the Joint Operations Centre recorded over 15,000 incidents of violence during this period and the Mission operated across 16 prefectures, CVR activities to support the reduction in violence were limited to only 6 prefectures. The selection of the 6 prefectures was mainly based on political priorities and conflict assessments conducted by the DDR Section but not on the systematic analysis of data collected in UAIS. Further, interviews with the Prefects of Bria and Bangassou, government officials and beneficiaries also indicated a need to systematically extend CVR projects to neighbouring prefectures as conflicts tend to spread from one locality to another.

26. OIOS acknowledges that it may not always be feasible for CVR projects to cover the entire country due to a lack of resources. However, the use of available data on conflict hotspots would strengthen the selection process for project locations, and therefore it could potentially enhance the effectiveness, reach and impact of CVR projects. Recently, the use of such data led the DDR Section to implement CVR projects in two locations only but not within the seven field locations.

(2) MINUSCA should: (a) consider Joint Operations Centre’s data and analysis on conflict hotspots available in the Unite Aware-Incidents System as part of the process of selecting community violence reduction project locations; and (b) document justification for selecting each project location.

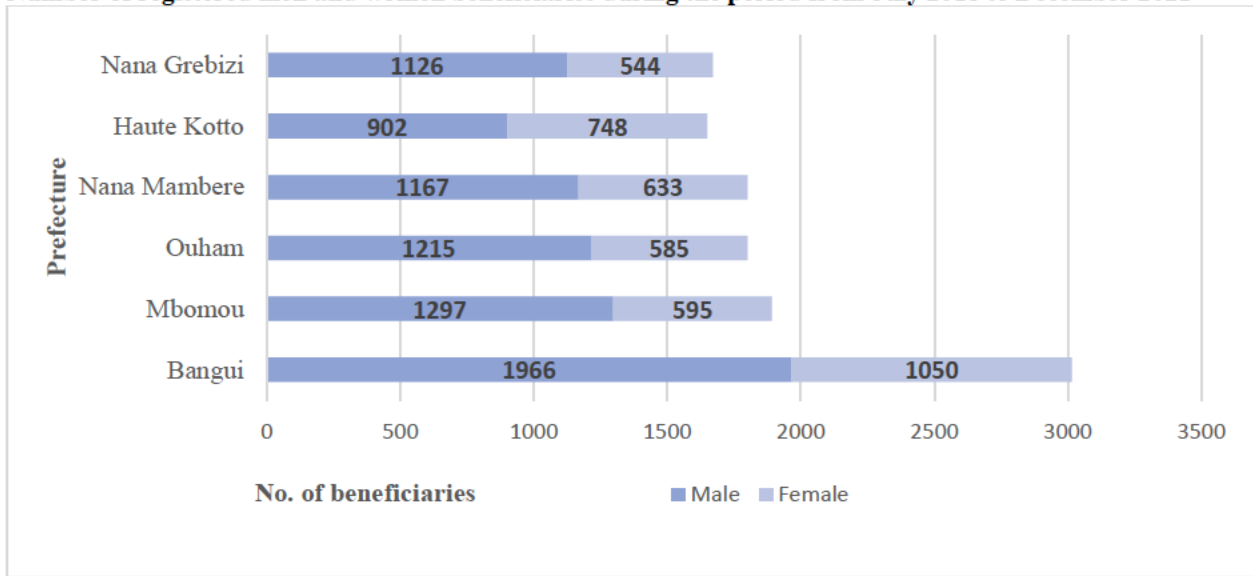
MINUSCA accepted recommendation 2 and stated that the CVR local committees decide about the project priorities, locations, and target beneficiaries. Additionally, the mission would ensure justification for choosing a particular project location is documented and includes the Joint Operations Centre’s data and analysis on conflict hotspots available in the Unite Aware-Incidents System.

MINUSCA implemented procedures for the selection of project beneficiaries but there was a need to strengthen records management

27. MINUSCA had established a CVR beneficiary screening process and coordinated the selection process with local committees, chaired by a State representative (Prefect or Sub-Prefect). For the period from July 2018 to December 2021, MINUSCA registered 11,828 beneficiaries in Bangui and six other prefectures, of which 4,155 (35 per cent) were women. Figure 2 provides the number of registered beneficiaries by gender disaggregated data.

Figure 2:

Number of registered men and women beneficiaries during the period from July 2018 to December 2021



Source: MINUSCA DDR Section

28. Beneficiaries' registration information was maintained in a database developed and managed by an Agency A staff member deployed alongside the DDR Section. However, the database did not have adequate fields to capture project-related benefits that were provided to each registered beneficiary to prevent duplication of beneficiaries and to ensure that unqualified armed elements or spoilers of the peace process do not benefit from CVR projects. Moreover, the features of the existing database do not support the generation of management reports for review and mid-course corrections during each phase of the projects such as project design, implementation, monitoring and evaluation.

29.

(3) MINUSCA should enhance the existing database to: (a) capture all benefits provided to each beneficiary; and (b) support generation of management review reports for all phases of the projects such as project design, implementation, monitoring and evaluation, and

MINUSCA accepted recommendation 3 and stated that it would enhance the existing database by capturing the CVR activities, all benefits provided to each beneficiary, and support the generation of management review reports for all phases of the projects including design, implementation, monitoring and evaluation.

Project activities addressed community needs at selected locations

30. CVR projects can be an effective tool to support the implementation of a national DDR programme¹ that is aimed at reintegration and/or socio-economic reinsertion of ex-combatants. MINUSCA implemented several CVR projects to complement the national DDR programme including a sensitization activity aimed at preventing the recruitment of youth by armed groups and other projects to prevent disruptions to the DDR process and mitigate the resumption of instability.

31. To address the needs of beneficiaries, the CVR teams conducted training needs assessments by involving community leaders and developed various training modules considering the local community context, local market conditions and sustainability of projects. Using training partners, MINUSCA established seven training centres in Bangui and trained beneficiaries (ex-combatants, women including victims of gender-based violence and youth) to acquire skills in various income generating activities. The trained beneficiaries were provided with start-up kits, such as sewing machines and basic tools to start their own workshop and businesses. Similarly, support provided for beneficiaries in field locations focused on sensitization of peace and communal harmony, and income generation and on-the-job trainings. OIOS interviews with various project beneficiaries, community leaders and government officials confirmed that CVR projects contributed to improving the skill set of beneficiaries and helped reduce threats to the peace process.

32. OIOS concluded that MINUSCA implemented projects aimed at preventing the recruitment of ex-combatants and which addressed community needs of other groups such as women and youth and provided various activities to achieve its objective.

B. Project monitoring and evaluation

Need to establish monitoring and evaluation team and systematically evaluate projects effectiveness

33. Due to inadequate staffing resources imposed by budget cuts in the DDR section, MINUSCA did not establish a project monitoring and evaluation team to systematically monitor the implementation of CVR project activities. To mitigate this, the DDR Section stated that it held weekly coordination meetings remotely with the field offices to discuss the status of projects and any challenges. However, there was no evidence that this was systematically done. There was also no mechanism to ensure evaluation of projects to determine their effectiveness. Furthermore, although the implementing partners submitted substantive narrative reports on the project delivery, including challenges faced to close out projects, the DDR Section did not systematically review them to identify lessons learned and challenges that needed to be addressed for future projects.

34. The absence of systematic project monitoring and evaluation team exposes the Mission to the risk that projects may not always achieve intended objectives and deviations may not be timely addressed. Nonetheless, OIOS discussions with community leaders in Bangui, Bangassou and Bria indicated that projects have had a positive impact on communities. For example, in Bria, leaders commented that CVR projects had led to communal harmony, and others expressed gratitude to MINUSCA CVR-related efforts towards ensuring that communities previously affected by conflict were working together.

¹ GoCAR formally launched DDR programme on 19 April 2019 in Bangui, covering reinsertion, social and economic reintegration of ex-combatants' activities. The "Accord sur le Principes du DRR et 'intégration dans les corps en uniforme de la RCA" of May 2015 defines the eligibility criteria for the DDR Programme.

(4) MINUSCA should constitute a monitoring and evaluation team and ensure development of a monitoring strategy to systematically monitor and evaluate the effective and efficient implementation of community violence reduction projects.

(5) MINUSCA should develop a mechanism to evaluate the outcome of the community violence reduction projects, assess their continued relevance and, based on lessons learned, make necessary adjustments in future projects.

MINUSCA accepted recommendations 4 and 5 stated that the current budget did not cater for a Monitoring and Evaluation Officer and thus limited its ability to develop a mechanism to systematically evaluate the outcome of the CVR projects. However, the Mission would recruit a consultant to assess the continued relevance and based on lessons learned, make necessary adjustments in future projects.

IV. ACKNOWLEDGEMENT

35. 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.

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 the Central African Republic**

Rec. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	MINUSCA should: (a) document approval of community violence reduction (CVR) projects by senior leadership; and (b) ensure that the existing Project Steering Committee systematically meets and reviews all CVR projects for effective monitoring.	Important	O	Receipt of evidence that the DDR Section has documented all CVR projects approvals by senior leadership and Project Steering Committee systematically met to review and effectively monitor all projects.	30 December 2022
2	MINUSCA should: (a) consider Joint Operations Centre's data and analysis on conflict hotspots available in the Unite Aware-Incidents System as part of the process of selecting community violence reduction project locations; and (b) document justification for selecting each project location.	Important	O	Receipt of evidence that the Mission has considered the Joint Operations Centre's data and analysis on conflict hotspots available in the Unite Aware-Incidents System and documented justification for selecting each project location.	30 June 2023
3	MINUSCA should enhance the existing database to: (a) capture all benefits provided to each beneficiary; and (b) support generation of management review reports for all phases of the projects such as project design, implementation, monitoring and evaluation, and [REDACTED]	Important	O	Receipt of evidence that the Mission has enhanced the existing database by capturing all activities and benefits provided to each beneficiary; and generated management review reports for all phases of the projects such as project design, implementation, monitoring and evaluation, and [REDACTED]	30 June 2023

² 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.

³ 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.

⁴ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁵ Date provided by MINUSCA in response to recommendations

STATUS OF AUDIT RECOMMENDATIONS

**Audit of community violence reduction projects in the United Nations Multidimensional Integrated Stabilization Mission
in the Central African Republic**

4	MINUSCA should constitute a monitoring and evaluation team and ensure development of a monitoring strategy to systematically monitor and evaluate the effective and efficient implementation of community violence reduction projects.	Important	O	Receipt of evidence that the Mission has constituted a team, developed a monitoring strategy as required and taken steps to allocate necessary resources for effective and efficient monitoring and evaluation of the CVR projects.	30 June 2023
5	MINUSCA should develop a mechanism to evaluate the outcome of the community violence reduction projects, assess their continued relevance and, based on lessons learned, make necessary adjustments in future projects.	Important	O	Receipt of evidence that the Mission has developed and put in place a mechanism for evaluation of the outcome of the CVR projects.	30 June 2023

APPENDIX I

Management Response

**INTEROFFICE MEMORANDUM****MEMORANDUM INTERIEUR**

TO: Ms. Fatoumata Ndiaye
A: Under-Secretary-General for Internal Oversight
Services, UNHQ – New York

DATE: 20 September 2022

FROM: Valentine Rugwabiza
DE: SRSG & Head of MINUSCA

REFERENCE: MINUSCA/OSRSG/132/2022

SUBJECT: **MINUSCA's comments on the draft report on an audit of community violence
reduction projects in MINUSCA (Assignment No. AP2021-637-02)**
OBJET:

1. With reference to your interoffice memorandum from Thursday 25 August 2022 on the above captioned subject, kindly find attached MINUSCA's comments on the draft report of an audit of community violence reduction projects in MINUSCA.
2. I take this opportunity to thank your team for the findings and recommendations issued in this audit.

Annex (1): -MINUSCA's comments on the draft report on an audit of community violence reduction in MINUSCA

cc: Mr. Kemal Karaseki, Acting Chief
Peacekeeping Audit Service, Internal Audit Division, OIOS
Mr. Jeffrey Lin, OIOS
Ms. Maya Fridman, Professional Practices Section, Internal Audit Division, OIOS
Ms. Lizbeth Cullity, DSRSG, MINUSCA
Mr. Pierre Emmanuel Ubalijoro, Chief DDR, MINUSCA
Ms. Tiphaine Dickson, Risk Management and Compliance Officer, MINUSCA

Management Response

Audit of community violence reduction projects 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: (a) document approval of community violence reduction (CVR) projects by senior leadership; and (b) ensure that the existing Project Steering Committee systematically meets and reviews all CVR projects for effective monitoring.	Important	Yes	Chief DDR Section	30/12/2022	<p>(a) The Mission Leadership approval of Community Violence Reduction Projects is already in place. The Mission will ensure that such approval is documented as requested in the recommendation.</p> <p>(b) The Mission submits that monitoring mechanism already in place are the following: daily and weekly reporting, routine field visits by the joint DDR & UNOPS field teams deployed in the MINUSCA field offices where CVR is implemented, weekly coordination meetings with all the DDR Team Leaders and UNOPS to address all types of project implementation obstacles, funding related issues, negative impact on procurement activities, etc. and Project Steering Committee (Project Board) meetings to address problems that go</p>

¹ 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.

² 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 the Central African Republic

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						beyond routine monitoring. The Mission will ensure that the existing Project Steering Committee will regularly meet as initially planned.
2	MINUSCA should: (a) consider Joint Operations Centre's data and analysis on conflict hotspots available in the Unite Aware-Incidents System as part of the process of selecting community violence reduction project locations; and (b) document justification for selecting each project location.	Important	Yes	Deputy Chief DDR Section	30/06/2023	The second part of the recommendation is already implemented through the minutes of the CVR Local Committees meetings that decide and prioritize which projects to implement, where and the target beneficiaries. The DDR Section can ensure that it will also reflect the "why" the locations are chosen, this will also include Joint Operations Centre's data and analysis on conflict hotspots available in the Unite Aware-Incidents System.
3	MINUSCA should enhance the existing database to: (a) capture all benefits provided to each beneficiary; (b) support generation of management review reports for all phases of the projects such as project design, implementation, monitoring and evaluation; and [REDACTED]	Important	Yes	Chief DDR Unit	30/06/2023	MINUSCA will enhance the existing database to: (a) capture the activities undertaken and benefits provided to each beneficiary; (b) support generation of management review reports for all phases of the projects such as project design, implementation, monitoring and evaluation; and [REDACTED].

Management Response

Audit of community violence reduction projects 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
4	MINUSCA should constitute a monitoring and evaluation team and ensure development of a monitoring strategy to systematically monitor and evaluate the effective and efficient implementation of community violence reduction projects.	Important	Yes	Chief DDR Unit	30/06/2023	The current section's budget does not cater for a M& E officer. Such post should be created in order for the section to be able to effectively meet and satisfy this recommendation.
5	MINUSCA should develop a mechanism to evaluate the outcome of the community violence reduction projects, assess their continued relevance and, based on lessons learned, make necessary adjustments in future projects.	Important	Yes	Chief DDR Unit	30/06/2023	A consultant will be recruited for this proposed task.