



INTERNAL AUDIT DIVISION

REPORT 2021/060

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

Additional focus was needed to systematically mainstream gender into activities

**10 December 2021
Assignment No. AP2020-638-04**

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia (UNSOM) and the United Nations Support Office in Somalia (UNSOS). The objective of the audit was to assess the adequacy and effectiveness of UNSOM and UNSOS gender mainstreaming and parity strategies and their support to the host government in accordance with their gender mandates. The audit covered the period from January 2019 to May 2021 and included planning and guidance; implementation and monitoring of gender mainstreaming activities; initiatives to improve gender parity; training and awareness; and support provided to the host government.

UNSOM considered gender as a cross-cutting issue in implementing mandated activities but needed to formulate a context-specific gender mainstreaming strategy and improve monitoring and reporting of its activities. UNSOS had in place a gender action plan and implemented measures to create a conducive working environment for female staff. However, UNSOS needed to systematically mainstream gender into its activities, including support functions. Both entities needed to improve coordination on implementing joint gender activities and to enhance staff awareness on gender issues.

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

- Establish joint coordination mechanisms for implementation of common gender mainstreaming activities and gender parity measures.
- Analyze staff training needs to address gender capacity gaps, and ensure, to the extent possible, that gender is an integral part of all training offered.
- Ensure that established measures to hold staff accountable for non-completion of mandatory training are enforced.

UNSOM needed to:

- Develop a Mission-specific gender strategy and related guidance, including mechanisms to monitor and track gender mainstreaming activities to ensure effective integration of a gender perspective in its work plans and activities.
- Establish and implement adequate procedures to monitor and report on gender-related activities; and ensure that relevant data is maintained to support reported results.

UNSOS needed to:

- Update its gender action plan to incorporate gender mainstreaming requirements, provide relevant guidance and sensitization to staff on gender mainstreaming, and include gender goals in staff work plans.
- Include baselines and parity goals for various staff categories in its gender action plan, and monitor achievement of its gender parity goals.

UNSOM and UNSOS accepted the recommendations and have initiated action to implement them.

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Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia (UNSOM or “the Mission”) and the United Nations Support Office in Somalia (UNSOS or “the Office”).
2. In October 2000, the Security Council adopted resolution 1325 (2000) on women, peace and security (WPS) in recognition of the importance of women’s equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. Resolution 1325 provides the framework for the integration of gender perspectives in entity operations and subsequent Security Council resolutions on WPS provide guidance on promoting gender equality and strengthening women’s participation, protection and rights in conflict and post-conflict settings.
3. Gender mainstreaming and gender parity are the two main strategies used by the United Nations to achieve the overarching goal of gender equality and empowerment of women. Gender mainstreaming is the process of assessing the implications for women and men by any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making the concerns and experiences of women and men an integral dimension in the design, implementation and monitoring of policies and programmes. Gender parity is a strategy to attain gender equality by ensuring equal representation and participation of women and men at all levels of the Organization.
4. Gender mainstreaming and parity are critical to the advancement of the WPS agenda and the achievement of the United Nations Sustainable Development Goal 5, which aims to achieve gender equality and the empowerment of women and girls to reach their full potential.
5. Security Council resolutions 2158 (2014), 2461 (2019) and 2540 (2020) require UNSOM to implement its mandate consistent with, inter alia, resolution 1325 (2000), and to help build the capacity of the Federal Government of Somalia (FGS) and its Federal Member States (FMS) to promote and protect women’s empowerment including through the provision of gender advisors; and monitor, help investigate and report on violations or abuses committed against women. UNSOM provides policy advice, capacity development and advocacy to the host government institutions and engages in joint programmes with other United Nations entities to support the host country.
6. The UNSOM Integrated Gender Office (IGO) is responsible for developing the Mission’s gender strategy and advising management on the design, implementation, monitoring and reporting of gender affairs and mainstreaming activities. The IGO is headed by a Senior Gender Adviser at the P-5 level who reports to the Special Representative of the Secretary-General (SRSG). The IGO has seven authorized posts comprising two international and five national staff.
7. UNSOS is mandated to provide administrative and logistical support to UNSOM including training and human resources support services and information on gender parity. Following an independent review of UNSOS in May 2018, the General Assembly approved the position of a Gender Affairs Officer (GAO) at the P-4 Level for fiscal year 2019/20. Prior to this, the gender advisory function in UNSOS was provided through an interim arrangement using a United Nations volunteer reporting to the Director of UNSOS. The UNSOS GAO reports to the Head of UNSOS through the Senior Advisor and is responsible for developing

the Office's gender strategy and for advising management on the design, implementation and monitoring of gender affairs and mainstreaming activities.

8. Comments provided by UNSOM and UNSOS are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

9. The objective of the audit was to assess the adequacy and effectiveness of UNSOM and UNSOS gender mainstreaming and parity strategies and their support to the host government in accordance with their gender mandates.

10. This audit was included in the 2021 risk-based work plan of OIOS due to the operational and reputational risks related to achievement of the UNSOM and UNSOS mandates and the Secretary-General's gender-related priorities.

11. OIOS conducted this audit from March to August 2021. The audit covered the period from January 2019 to May 2021. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in gender mainstreaming and parity, which included: planning and guidance; implementation and monitoring of gender mainstreaming activities; initiatives to improve gender parity; training and awareness; and support provided to the host government.

12. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; (d) survey of all 19 gender focal points (GFP) in UNSOS and 7 of 12 in UNSOM; and (e) sample testing of 6 of the 19 UNSOM section/unit work plans.

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

III. AUDIT RESULTS

A. Gender planning and guidance

UNSOM needed to develop a Mission-specific strategy and guidelines for mainstreaming gender into workplans

14. The Secretary-General, in his annual reports on WPS and gender mainstreaming, repeatedly called on United Nations entities to integrate a gender perspective into all policies and operational activities. Entities are required to take concrete actions including the development of strategies and action plans that are informed by gender-sensitive analyses which consider the experiences, rights, needs and roles of women and girls in the implementation of mandates. The Secretary-General's annual reports also highlight the importance of strengthened accountability and monitoring mechanisms for gender mainstreaming with gender-specific objectives and indicators.

15. The United Nations Country Team (UNCT) in Somalia developed a Somalia Gender Equality Strategy (2018-2020) to guide the United Nations' activities in support of the government's efforts to strengthen gender mainstreaming and advancement of gender equality and women's empowerment. However, UNSOM had not developed a Mission-specific gender strategy to guide integration of a gender perspective in its mandated activities. While the joint strategy showed the UNCT collective and shared responsibility to support the advancement of gender equality in Somalia, it was not sufficiently detailed to guide UNSOM components in mainstreaming gender-related activities into their programme of work.

16. Moreover, although UNSOM participated in meetings of a Gender Theme Group, an inter-entity coordination mechanism whose terms of reference included provision of policy advice, technical leadership and guidance on gender mainstreaming and the WPS agenda, there was no specific guidance developed by the Group to guide UNSOM components in mainstreaming gender in their activities.

17. A key element of effective gender mainstreaming is the extent to which entities integrate gender-sensitive conflict analysis in strategic/operational assessments and reviews and how the results thereof are used to inform/tailor operational activities. Although UNSOM had an Integrated Analysis Team (IAT) that conducted regular cross-cutting analyses of various aspects affecting mandate implementation, including gender-related analyses on female genital mutilation, recruitment of women into armed groups and female suicide bombers, there was no indication, from review of the 2019 and 2020 component work plans, that gender-related results from the IAT analyses and other sources such as the United Nations collective assessment of the host country situation, were used to guide the gender-responsiveness of planned activities.

18. The absence of a Mission-specific strategy and guidance impaired the Mission's ability to effectively mainstream gender in a systematic manner. The review of 6 of 19 section/unit work plans for 2019 and 2020 showed that they did not include gender-related objectives, actions and indicators. Although the Mission in its consolidated work plan for April 2021 to March 2022 indicated how some activities would contribute to advancing gender equality, the plan did not include specific gender-related objectives or activities. In addition, there was a need for UNSOM to develop a mechanism to track and monitor gender mainstreaming activities. One such mechanism could be the development of gender markers, a tracking and scoring tool that can be used to track the gender responsiveness of activities. Other areas that needed Mission-specific guidance included the use of gender-sensitive analysis and reporting on gender activities as discussed further in the report.

(1) UNSOM should develop a Mission-specific gender strategy and related guidance including mechanisms to monitor and track gender mainstreaming activities to ensure effective integration of a gender perspective in the Mission's work plans and activities.

UNSOM accepted recommendation 1 and stated that a gender perspective had been integrated into revised work plans. Recommendation 1 remains open pending receipt of evidence of a Mission-specific strategy and guidance on gender mainstreaming including mechanisms to monitor and track related activities.

B. Implementation and monitoring of gender mainstreaming

UNSOM needed to improve monitoring and reporting of gender activities

19. The Secretary-General's annual reports on WPS highlight the need to strengthen accountability by reinforcing internal monitoring mechanisms and reporting on indicators to measure progress towards implementation of resolution 1325. The United Nations System-wide Action Plan (UN-SWAP) also highlights the importance of indicators and benchmarks to monitor gender mainstreaming results.

20. UNSOM had not established a mechanism to capture gender mainstreaming activities and monitor implementation of gender-related activities, and there was no systematic tracking of progress on its contributions to joint programmes implemented by UNCT. There were instances where monitoring was done by the United Nations in Somalia, for example, for gender activities planned to be implemented under the United Nations Cooperation Framework. However, UNSOM contributions were neither clearly identified nor detailed in reports such as the United Nations in Somalia Country Results Report.

21. UNSOM, through its daily situational reports, reported on occurrences such as meetings held by the FGS/FMS on gender, Gender Theme Group meetings, training by UNCT of host country women groups on gender, and celebrations of special events related to gender. However, these did not adequately capture gender activities and supporting documents were not maintained. To improve on the reporting, the 2021/22 work plan required sections/units to report on whether activities were fully, partially or not achieved. This requirement is yet to demonstrate whether UNSOM fully captures progress in implementing gender and WPS mandated activities.

22. UNSOM advised that because of joint implementation mechanisms with other United Nations entities, programme design, reporting and evaluation were the responsibility of the respective lead entities with which UNSOM implemented joint programmes. However, according to the United Nations Development Group guidance note on joint programmes, individual entities are required to track and document their contributions to joint programmes. Also, although UNSOM contributed to various gender-related reports such as UN-SWAP, the Secretary-General's reports on Somalia and on WPS, there was no systematic process to capture and validate data and ensure the completeness of reporting on gender-related activities. Reporting was done by responding to various questionnaires, emails and completion of templates.

23. UNSOM provided an example of its reporting to UN-Women in response to an indicator on the inclusion of gender-relevant provisions in peace agreements - one of 26 system-wide WPS indicators that were tracked and monitored by UN-Women. However, UNSOM was unable to provide assurance that it was reporting on all applicable system-wide indicators nor provide any evidence of relevant contributions by the Mission to reports of the Secretary-General on WPS and gender mainstreaming. Discussions with section chiefs indicated that their contributions to reports, using templates or emails, did not capture all the sections' achievements on gender mainstreaming. In addition, the performance report on the SRSO's compact included summarized achievements on gender mainstreaming but OIOS was not provided with relevant supporting data.

24. The above was partly due to the absence of guidance on gender mainstreaming and effective procedures to monitor and report on gender activities. This limited the Mission's effort to adequately monitor and report on progress and limits its ability to make informed decisions on gender issues and take corrective actions where necessary.

(2) UNSOM should: (a) establish and implement adequate procedures to monitor and report on gender-related activities; and (b) ensure that relevant data is maintained to support reported results.

UNSOM accepted recommendation 2 and stated that the revised workplans contained a monitoring component to allow adequate reporting on gender-related activities. UNSOM would ensure that procedures are in place to monitor and report on activities and relevant data would be reported to support results. Recommendation 2 remains open pending receipt of evidence: of implementation of procedures to monitor and report on gender-related activities; and that relevant data to support reported results is being maintained.

There was a need to mainstream gender into UNSOS priority functions

25. UNSOS had considered gender elements in some of its activities, including: (a) the induction training programme; (b) staff welfare activities; and (c) design and allocation of accommodation facilities. However, gender considerations were not mainstreamed in most of its support functions. Although UNSOS had a gender action plan, which required section chiefs to include gender-related objectives, actions and indicators, and for gender-related goals to be included in staff work plans, this had not been done. According

to the GAO, some section chiefs had not fully embraced the relevance and importance of mainstreaming gender considerations in their activities and often confused parity with mainstreaming.

26. Notwithstanding lack of prioritization by section chiefs, there was a need for UNSOS to provide further guidance and support to section chiefs and to raise awareness on the importance of mainstreaming gender considerations in their operational activities. The gender action plan was mainly focused on measures to achieve gender parity with minimal guidance on mainstreaming. It was noted, however, that the GAO was recruited in February 2020, at the onset of the COVID-19 pandemic, which limited UNSOS work on gender-related issues. For example, the absence of physical interaction with section chiefs limited opportunities to provide appropriate guidance.

(3) UNSOS should update its gender action plan to incorporate gender mainstreaming requirements, provide relevant guidance to and sensitization of staff on gender mainstreaming, and ensure that gender goals are included in staff work plans.

UNSOS accepted recommendation 3 stating that it was in the process of updating its gender action plan to incorporate gender mainstreaming requirements and gender-related guidance. The Gender Unit would provide training and sensitization to enable all section chiefs and gender focal points to incorporate gender-related goals in their work plans, and this will subsequently be done progressively to include all staff. Recommendation 3 remains open pending receipt of evidence of the updated gender action plan that includes gender mainstreaming requirements, and evidence that gender mainstreaming guidance and sensitization has been provided to staff, and gender-related goals incorporated in staff work plans.

C. Gender parity

Measures to create a conducive working environment were implemented

27. The United Nations system-wide strategy on gender parity requires UNSOS to create an enabling work environment to attract and sustain parity gains in UNSOM and UNSOS operational areas.

28. Towards this end, UNSOS established gender-friendly infrastructure, such as accommodation and welfare activities with gender-inclusive designs. For example, the Office gave preference to female staff in allocating self-contained accommodations, contracted a gynecologist in Somalia, and offered female wellness clinics and female-oriented welfare activities to encourage participation of women. In July 2019, UNSOS also participated in the Department of Operational Support-led initiative aimed at improving camp layouts and accommodation facilities to enhance female participation and retention in field missions.

29. UNSOS in collaboration with other United Nations entities in Somalia held a forum for Somali women in September 2020 that was attended by 100 female participants. The UNSOS Human Resources Section collected feedback to help understand the issues and challenges encountered by Somali women in getting and sustaining employment with the United Nations in Somalia. UNSOS was planning to initiate regular use of staff surveys and exit interviews to identify organizational culture barriers and causes of separation and put in place remedial measures.

30. OIOS concluded that, given the difficult living and security environment in Somalia, UNSOS implemented measures to create a conducive working environment for female staff members.

Implementation of temporary special measures to achieve gender parity needed improvement

31. The United Nations system-wide strategy on gender parity requires UNSOS to develop and implement an action plan and establish baselines to achieve gender parity. The action plan should reflect annual parity goals for all staff levels, and parity is attained when the Office achieves a 47 to 53 per cent margin for each staff level.

32. The gender action plan developed by UNSOS for 2019/20 and 2020/21 included a gender parity goal of 4 per cent, for which the basis of establishment was unclear, and the goal was not set in accordance with the requirements of the United Nations system-wide strategy on gender parity. There was no baseline data and parity goals were not set for each staff level based on gap to parity levels, with the highest disparity at the P-5 level and above. Quarterly reports to monitor parity levels and to keep the head of UNSOS and the Secretary-General informed of progress, were also not prepared.

33. According to UNSOS, the late recruitment of the GAO in February 2020, and the COVID-19 pandemic impacted the Office's ability to undertake key activities related to parity. As a result, UNSOS was yet to achieve gender parity at all levels.

(4) UNSOS should: (a) update its gender action plan to include baselines and parity goals for various staff categories; and (b) report on gender parity and monitor progress and achievement of its gender parity goals.

UNSOS accepted recommendation 4 and stated that the gender parity targets would be included in its 2022 gender action plan with targets determined against the baseline to achieve parity by 2026. The targets would be refined by level when end-of-year parity figures are available. Quarterly reports on gender parity and mainstreaming were being prepared to track progress towards annual targets. Recommendation 4 remains open pending receipt of evidence of: (a) an updated gender action plan with gender parity baselines and goals; and (b) evidence of monitoring and progress reporting on gender parity goals.

Need for improved coordination between UNSOM and UNSOS on implementing gender parity measures in UNSOM

34. In February 2018, UNSOM and UNSOS developed a Joint Gender Parity Strategy Implementation Plan (2018-2024) and submitted it to the then Office of Human Resources Management. However, the joint implementation plan was not implemented. This was because UNSOS developed and implemented a separate gender parity action plan in December 2019, leaving UNSOM as the sole owner of the Joint Gender Parity Strategy.

35. UNSOM had developed action points to implement gender parity measures. However, except for awareness and sensitization activities, other proposed actions such as the formation of an UNSOM and UNSOS Gender Task Force and networking campaigns by the UNSOM Chief of Staff and UNSOS Human Resources Section were not implemented. In addition, UNSOM did not collaborate with UNSOS to obtain information and guidance to develop and implement relevant gender parity measures including setting and monitoring gender parity goals and submitting quarterly reports to the Secretary-General on progress towards gender parity.

36. As a result, as of 31 May 2021, UNSOM was yet to achieve gender parity for all staff levels. According to UNSOM, the recruitment freeze due to the liquidity crisis and the COVID-19 pandemic contributed to the non-achievement of gender parity. For example, as of 31 August 2020, UNSOM had 56 (30 international and 26 national) vacant posts.

37. Although the heads of UNSOM and UNSOS had separate delegation of authorities for human resources activities and accountability for achieving gender parity, both entities could benefit from enhanced coordination to address areas of commonalities in implementing their gender mainstreaming and parity strategies.

(5) UNSOM and UNSOS should establish joint coordination mechanisms for implementation of common gender mainstreaming activities and gender parity measures.

UNSOM and UNSOS accepted recommendation 5 stating that the UNSOM IGO and the UNSOS Gender Advisor would ensure implementation of common gender mainstreaming activities. UNSOS would continue implementing its gender action plan and engage with UNSOM for relevant support requirements, such as medical and accommodation and where opportunities for collaboration arise. These commitments were also included in the UNSOS-UNSOM compact. Recommendation 5 remains open pending receipt of evidence on the establishment of coordination mechanisms between UNSOM and UNSOS for implementation of common gender mainstreaming activities and gender parity measures.

D. Staff training and awareness

Need to enhance staff awareness of gender issues

38. Between January 2020 and May 2021, the Gender Advisory Units in UNSOM and UNSOS in collaboration with the Integrated Mission Training Centre (IMTC) provided 13 mandatory induction training sessions, which included a module on gender, to 146 staff including all 22 newly recruited staff. The UNSOS Gender Advisory Unit also conducted 10 stand-alone trainings and workshops on gender sensitization and awareness raising for 153 UNSOM and UNSOS staff in 2020.

39. As of 7 July 2021, Inspira training records showed that 80 per cent of UNSOM staff and 79 per cent of UNSOS staff had completed the mandatory online course “I Know Gender”. The review also indicated that 72 and 67 per cent of UNSOM and UNSOS senior staff, respectively, at the P-5 level and above had completed the mandatory course. UNSOS had put in place a mechanism for holding staff accountable, which included generating periodic statistics to identify instances of noncompliance and providing relevant staff with a deadline for completion and reflecting noncompliance in their performance records. However, UNSOM and UNSOS section chiefs did not enforce the above measures, which impaired 100 per cent completion rate.

40. UNSOS and UNSOM appointed 19 and 12 GFPs respectively, to support implementation of gender equality and WPS mandates, and provided them with a three-day training on gender and women’s empowerment in June 2019 to enhance their capacity to conduct gender-related activities. However, only 17 out of the 31 GFPs (13 from UNSOS and 4 from UNSOM) attended the training. In addition, due to frequent changes in the composition of the GFPs, 23 of 28 current GFPs (12 from UNSOM and 11 from UNSOS) had not been trained. In November 2020, UNSOM conducted training for 61 staff and GFPs on gender equality, gender-responsive mediation and peace negotiations. However, responses from 19 out of 26 UNSOS and UNSOM GFPs surveyed showed that they needed additional training on gender mainstreaming to enable them to effectively undertake their gender-related responsibilities.

41. Although the GAO had provided sensitization to staff as mentioned above, UNSOS had not provided relevant gender-related training to section chiefs but was planning to do so towards the end of 2021. There was also a need to incorporate gender aspects in the design and delivery of training courses on

various topics such as client service orientation to ensure integration of a gender perspective. None of the 240 trainings delivered from January 2019 and June 2021 incorporated gender aspects.

42. The above was because UNSOM and UNSOS Gender Advisory Units had not identified staff capacity gaps and developed plans to provide the necessary training. In September 2020, UNSOS conducted a training needs analysis but the scope was limited to gender aspects in induction training. Inadequate training may hamper staff awareness of gender-related issues and impact effective integration of gender perspectives into work plans and priority functions. Inadequate staff capacity also contributed to gaps in work planning, gender analysis, and monitoring and reporting activities.

(6) UNSOM and UNSOS should: (a) conduct a training needs analysis to identify gender capacity gaps and develop plans to strengthen staff capacity; and (b) ensure that gender is an integral part of all training offered, to the extent possible.

UNSOM and UNSOS accepted recommendation 6 and stated that the UNSOS Gender Adviser and the IMTC would conduct a training needs analysis, develop a training plan and review trainings developed to ensure that gender perspectives are incorporated. Recommendation 6 remains open pending receipt of evidence of the results of the gender training needs analysis for UNSOM and UNSOS and the training plan to address capacity gaps, and evidence that gender perspectives are being incorporated in trainings.

(7) UNSOM and UNSOS should ensure that established measures to hold staff accountable for non-completion of mandatory training are enforced.

UNSOM and UNSOS accepted recommendation 7 and stated that a system has been put in place in UNSOS to monitor full compliance with mandatory training by 31 December 2021. Concerned staff have been advised to complete outstanding mandatory training within a given deadline. Recommendation 7 remains open pending receipt of evidence of implementation of measures to ensure staff compliance with mandatory training requirements.

E. Support to the host government

UNSOM considered gender as a cross-cutting issue in implementing its mandate

43. UNSOM is required to consider gender as a cross-cutting issue throughout every aspect of its mandate implementation and assist the host government in ensuring the participation, involvement and representation of women at all levels.

44. Gender activities to be implemented by UNSOM components were not sufficiently detailed in their work plans and documents were not properly maintained, but discussions with six section chiefs indicated that gender perspectives were being considered in implementation of mandated activities. For example, UNSOM provided support to the Somali National Independent Electoral Commission to strengthen its capacity and, as a result, as of 31 May 2021, 43 per cent of the national advisors were women. UNSOM also supported women's participation in the 2021 elections with the aim of achieving at least 30 per cent representation of women in the FGS parliament. In addition, UNSOM provided support to FGS and its FMS through various gender activities and joint programmes with other United Nations entities in Somalia including justice and corrections; human rights; disarmament, demobilization and reintegration; and the police support programme.

45. To further assist the host government in ensuring the participation, involvement and representation of women at all levels, there needs, as outlined in this report, improved work planning, monitoring and reporting of its activities. This will also ensure that the results of UNSOM gender activities are assessed, lessons learned are identified and sufficient documents are available to showcase achievements in more concrete terms.

IV. ACKNOWLEDGEMENT

46. OIOS wishes to express its appreciation to the management and staff of UNSOM and UNSOS for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns
Director, Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

Rec. no.	Recommendation	Critical/ Important²	C/ O³	Actions needed to close recommendation	Implementation date⁴
1	UNSOM should develop a Mission-specific gender strategy and related guidance including mechanisms to monitor and track gender mainstreaming activities to ensure effective integration of a gender perspective in the Mission's work plans and activities.	Important	O	Receipt of evidence of a Mission-specific strategy and guidance on gender mainstreaming including mechanisms to monitor and track related activities.	30 May 2022
2	UNSOM should: (a) establish and implement adequate procedures to monitor and report on gender-related activities; and (b) ensure that relevant data is maintained to support reported results.	Important	O	Receipt of evidence: of implementation of procedures to monitor and report on gender-related activities; and that relevant data to support reported results is being maintained.	30 April 2022
3	UNSOS should update its gender action plan to incorporate gender mainstreaming requirements, provide relevant guidance to and sensitization of staff on gender mainstreaming, and ensure that gender goals are included in staff work plans.	Important	O	Receipt of evidence of an updated gender action plan that includes gender mainstreaming requirements, and evidence that gender mainstreaming guidance and sensitization has been provided to staff, and gender-related goals incorporated in staff work plans.	March 2022
4	UNSOS should: (a) update its gender action plan to include baselines and parity goals for various staff categories; and (b) report on gender parity and monitor progress and achievement of its gender parity goals.	Important	O	Receipt of evidence of: (a) an updated gender action plan with gender parity baselines and goals; and (b) evidence of monitoring and progress reporting on gender parity goals.	December 2021
5	UNSOM and UNSOS should establish joint coordination mechanisms for implementation of common gender mainstreaming activities and gender parity measures.	Important	O	Receipt of evidence on the establishment of coordination mechanisms between UNSOM and UNSOS for implementation of common gender mainstreaming activities and gender parity measures.	March 2022
6	UNSOM and UNSOS should: (a) conduct a training needs analysis to identify gender capacity gaps and develop plans to strengthen staff capacity; and (b) ensure that gender is an	Important	O	Receipt of evidence of the results of the gender training needs analysis for UNSOM and UNSOS and the training plan to address capacity gaps, and evidence that gender	February 2022

STATUS OF AUDIT RECOMMENDATIONS

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

	integral part of all training offered, to the extent possible.			perspectives are being incorporated in trainings.	
7	UNSOM and UNSOS should ensure that established measures to hold staff accountable for non-completion of mandatory training are enforced.	Important	O	Receipt of evidence of implementation of measures to ensure staff compliance with mandatory training requirements.	December 2021

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.

³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁴ Date provided by UNSOM and UNSOS in response to recommendations

APPENDIX I

Management Response



Interoffice Memorandum

To: Ms. Eleanor T. Burns, Director
Internal Audit Division, OIOS

Date: 24 November 2021

Ref:

From: James Swan, SRSG, Head of UNSOM

A handwritten signature in blue ink that reads "James Swan".

Lisa Filipetto, Head of UNSOS

A handwritten signature in black ink that reads "Lisa Filipetto".

Subject: Draft report on an audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia (Assignment No. AP2020-638-04)

1. Further to your memorandum reference OIOS-2021-01676 of 11 November 2021, please find attached the response to the subject audit.
2. We thank you for your continued support to the work of UNSOM and UNSOS.

cc: Ms. Fatoumata Ndiaye, Under-Secretary-General, Office of Internal Oversight Services
Ms. Anita Kiki Gbeho, Deputy Special Representative of the SG, UNSOM
Ms. Madeleine Akpene Gaba, Chief Resident Auditor, UNSOS, Internal Audit Division, OIOS
Mr. Amadu Kamara, Director of Mission Support
Mr. Normand Halde, Chief, Joint Planning Unit, UNSOM
Mr. Dolapo Kuteyi, Senior Administrative Officer, UNSOS
Mr. David Garside, Senior Advisor to the Head of UNSOS
Ms. Judith Mirembe, Gender Affairs Officer, UNSOS
Ms. Rosalie Piezas, Risk Management & Compliance Officer, UNSOS

Management Response

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation ³ date	Client comments
1	UNSOM should develop a Mission-specific gender strategy and related guidance including mechanisms to monitor and track gender mainstreaming activities to ensure effective integration of a gender perspective in the Mission's work plans and activities.	Important	Yes	Office of the Chief of Staff, UNSOS HR, and UNSOM Senior Gender Advisor	30 May 2022	UNSOM Response: The revised workplans being developed as part of the Integrated Gender Office 2021 annual work plans have taken into account the integration of gender perspectives.
2	UNSOM should: (a) establish and implement adequate procedures to monitor and report on gender-related activities; and (b) ensure that relevant data is maintained to support reported results.	Important	Yes	JPU, UNSOM Senior Gender Advisor	On going 30 April 2022	UNSOM Response: The revised Sections' workplans include a monitoring component which will allow adequate reporting on gender-related activities. UNSOM will ensure that procedures are in place to monitor and report on gender-related activities, and relevant data will be reported to support gender related results through the monitoring component of the revised workplans.
3	UNSOS should update its gender action plan to incorporate gender mainstreaming requirements, provide relevant guidance to and sensitization of staff on gender mainstreaming, and ensure that gender goals are included in staff work plans.	Important	Yes	Gender Advisor	March 2022	UNSOS is in the process of updating its Gender Action Plan to incorporate gender mainstreaming requirements and gender-related guidance. The Gender Unit will provide training and sensitization to enable all section chiefs and gender focal points to include gender-related goals in their work plans. This will be done to progressively include all staff.
4	UNSOS should: (a) update its gender action plan to include baselines and	Important	Yes	Gender Advisor	December 2021	Gender Parity Targets are being specified in the 2022 Action Plan with the targets determined

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.

³ Please indicate feasibility and realistic timelines for implementation of the recommendation.

Management Response

Audit of gender mainstreaming and gender parity in the United Nations Assistance Mission in Somalia and the United Nations Support Office in Somalia

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation ³ date	Client comments
	parity goals for various staff categories; and (b) report on gender parity and monitor progress and achievement of its gender parity goals.					against the baseline to achieve parity by 2026. The targets will be refined by level when end-of-year parity figures are available. Quarterly reports on gender parity and mainstreaming are now implemented, which track progress towards annual targets.
5	UNSOM and UNSOS should establish joint coordination mechanisms for implementation of common gender mainstreaming activities and gender parity measures.	Important	Yes	Senior Gender Advisor Office of the Chief of Staff, UNSOM	March 2022 2021-2022	<p>The Integrated Gender Office, working jointly with the Gender Advisor of UNSOS ensure that common gender mainstreaming activities are implemented. It should be noted that the implementation of gender mainstreaming for a support mission differ from those of a special political mission.</p> <p>Each Mission implements its gender parity measures. Thus, for each recruitment exercise in UNSOM, the Mission ensures that gender parity measures are applied. The Human Resources Section of UNSOS, in supporting UNSOM, strives to ensure that the Mission achieves the established gender parity goal.</p> <p>UNSOS will continue to have its own Gender Action Plan tailored to its environment, circumstances, and mandate; and will engage with UNSOM and include in its action plan, relevant mandated support requirements, such as medical and accommodation, and where there are opportunities for collaboration. Human Resources will coordinate with UNSOM for gender parity measures, through the provision of relevant information and guidance where necessary. These</p>

Management Response

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Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation ³ date	Client comments
						commitments are also included in the annual UNSOS-UNSOM Compact.
6	UNSOM and UNSOS should: (a) conduct a training needs analysis to identify gender capacity gaps and develop plans to strengthen staff capacity; and (b) ensure that gender is an integral part of all training offered, to the extent possible.	Important	Yes	UNSOS Gender Advisor / IMTC	February 2022	The UNSOS Gender Affairs Unit and Integrated Mission Training Centre will conduct a training needs analysis, develop a training plan, and review UNSOS provided training to ensure that gender perspectives are incorporated.
7	UNSOM and UNSOS should ensure that established measures to hold staff accountable for non-completion of mandatory training are enforced.	Important	Yes	Office of the Chief of Staff, and UNSOS Training Section	December 2021	<p>A system has been put in place in UNSOS to monitor and enforce full compliance with mandatory training, with the current target for outstanding compliance being 31 December 2021.</p> <p>UNSOM in coordination with IMTC has been sending out monthly reminders and broadcasts to all staff to complete mandatory training. The Office of the Chief of Staff has also advised defaulting individual staff members to complete their outstanding mandatory training within a given deadline.</p>