



## **INTERNAL AUDIT DIVISION**

### **REPORT 2022/010**

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#### **Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

**There was need to improve programme  
implementation and the quality and  
sustainability of projects**

**28 April 2022**

**Assignment No. AP2021-641-03**

# **Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of quick impact projects (QIPs) in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The objective of the audit was to assess the adequacy and effectiveness of the management of the QIPs programme in MINUSMA. The audit covered the period from 1 July 2018 to 30 June 2021 and reviewed the project management of QIPs.

MINUSMA constituted project review committees to ensure utilization of QIPs funding in accordance with the Mission's established priorities and to oversee their implementation. However, the Mission needed to improve QIPs programme implementation and the quality and sustainability of the review process.

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

- Dedicate at least 15 per cent of the approved funds to projects that support the empowerment of women;
- Ensure that local project review committees schedule meetings regularly to allow projects to be implemented within the year in which the funds are provided; and source the necessary technical expertise during the review process of QIPs proposals to ensure their feasibility, operational sustainability and cost effectiveness;
- Improve the management of QIPs by enhancing local project review committees' oversight of their implementation and ensuring responsible individuals systematically visit project sites to monitor progress and when this not possible, implement remote monitoring techniques;
- Enhance procedures for timely update of the Project Funds Management System including uploading projects' files and disabling accounts of users when they leave the Mission; and
- Evaluate the QIPs programme to assess its overall impact and develop procedures for conducting end of project reviews for lessons learned.

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

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# Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

## I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of quick impact projects (QIPs) in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

2. The Department of Peace Operations (DPO) Policy and Guidelines on QIPs provide guidance on the implementation and administration of QIPs in peacekeeping missions. QIPs are small-scale, low-cost projects not exceeding \$50,000, highly visible, rapidly implementable community-based projects, and expected to be completed within six months. They are meant to establish and build confidence in the Mission and the peace process, thereby improving the environment for effective mandate implementation.

3. The MINUSMA Special Representative of the Secretary-General (SRSG) was setting the overall direction and priorities for QIPs, and projects were identified by the Mission's substantive components in consultation with potential beneficiaries in local communities. The QIPs were being implemented by implementing partners (IPs), normally local government institutions, national non-governmental organizations and civil society organizations under a memorandum of understanding (MoU) that outlined their commitments and that of MINUSMA.

4. Project proposals were submitted and reviewed by Local Project Review Committees (LPRCs) established at each of the Mission's five regional offices, chaired by the regional head of office. The membership of LPRCs comprised representatives from the Force Commander, Director of Mission Support, Police Commissioner, and substantive sections (also known as the sponsoring components) such as Civil Affairs, Political Affairs, Human Rights and Protection and Justice and Corrections and a representative from the Office for the Coordination of Humanitarian Affairs. LPRCs were also responsible to ensure utilization of the QIPs funding in accordance with the Mission's established priorities and QIPs' mandate and to oversee the implementation of the QIPs programme.

5. The QIPs Unit, established under the Stabilization and Recovery (S&R) Section, provides secretariat support to LPRCs and are responsible for: (i) reviewing project proposals prior to LPRCs review, (ii) coordinating the implementation of QIPs; (iii) coordinating with members of the United Nations Country Team to avoid duplication of projects; and (iv) facilitating the signing of the MoU and subsequently the disbursement of funds to IPs. The QIPs Unit is headed by a staff at the P-4 level, who reports through the S&R Chief Programme Officer at P-5 level. The Unit is supported by three national staff and S&R officers and MINUSMA engineers in regional offices who serve as QIPs focal points. Table 1 shows MINUSMA QIPs budgets, the number of approved projects and their implementation status for the three years ending 30 June 2021.

Table 1  
**Budgets, expenditures, and status of QIPs at of 31 December 2021**  
 (Thousands of US dollars)

	<i>Budget</i>	<i>Expenditure</i>	<i>Number of projects by status</i>			
			<i>Approved</i>	<i>Completed at of 31 December 2021</i>	<i>Ongoing at 31 December 2021</i>	<i>Completed within Budget Year</i>
2018/19	4,000.0	3,849.1	103	103	-	11
2019/20	4,000.0	3,384.0	97	85	12	1
2020/21	4,800.0	4,786.3	105	41	64	8
<b>Total</b>	<b>12,800.0</b>	<b>12,019.4</b>	<b>305</b>	<b>229</b>	<b>76</b>	<b>20</b>

Source: QIPs Project Funds Management System and Umoja

6. Comments provided by MINUSMA are incorporated in italics.

## II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of the management of QIPs programme in MINUSMA.

8. This audit was included in the 2021 risk-based work plan of OIOS due to the significance of the programme in building confidence in the Mission's mandate and the peace process.

9. OIOS conducted this audit from June 2021 to February 2022. The audit covered the period from 1 July 2018 to 30 June 2021. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the implementation of the QIPs programme which included project management.

10. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, (c) analytical review of data from Umoja and QIPs databases, and (d) review of files of a stratified sample of 60 projects out of 305 approved projects. Due to the COVID-19 pandemic, physical inspection and observation were conducted for only five completed projects in the regions of Gao, Mopti and Timbuktu. This was complemented with virtual meetings, interview questionnaires, and site photography and imaging.

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

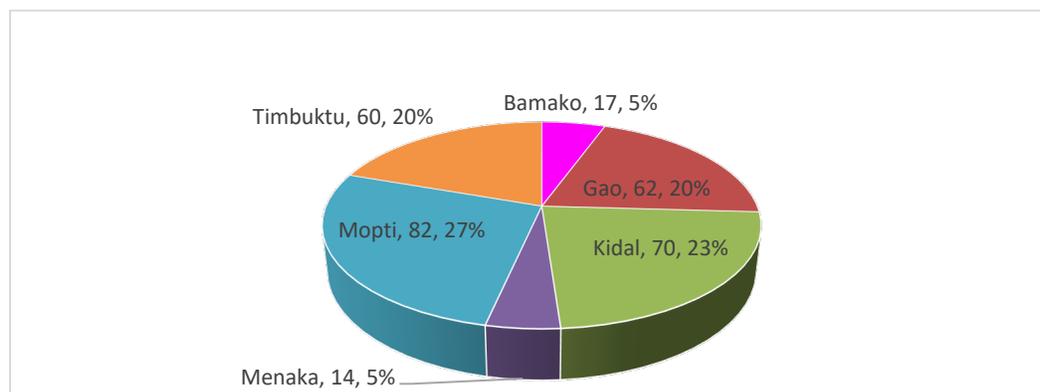
## III. AUDIT RESULTS

### A. Project management

Projects were approved in line with the SRSG's strategic priorities, but additional funding for projects to support empowerment of women needed to be allocated

12. The SRSG established LPRCs at each of the Mission's regional offices, with the committees being responsible for reviewing and approving QIPs in accordance with their terms of reference. During the audit period, LPRCs approved 305 QIPs covering Bamako and all five regions, as shown in Figure 1.

Figure 1  
**QIP approved by region in years 2018/19, 2019/20 and 2020/21**  
(Number and percentage of approved projects per region)



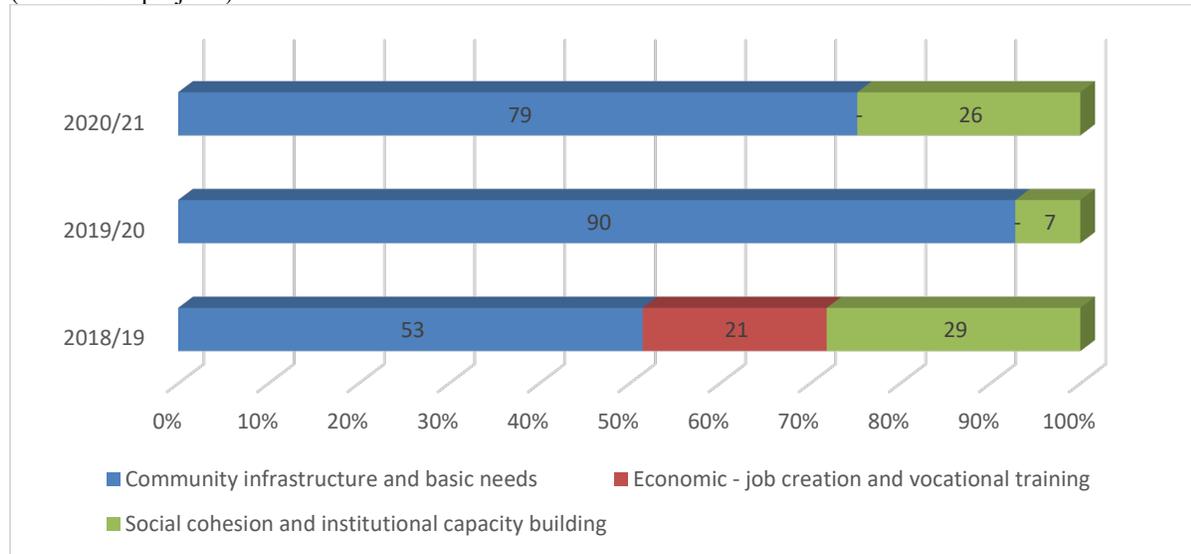
Source: QIPs Project Funds Management System

13. The QIPs were aligned with the Mission’s mandate of stabilizing the centre of Mali in a politically led manner, with a view to protect civilians, reduce intercommunal violence, re-establish state authority, and restore basic social services. As shown in Figure 2, QIPs were in three main categories: (a) improving community infrastructure and basic needs such as refurbishment of school infrastructure, donation of food and medicines; (b) job creation and vocational training such as carpentry and metal fabrication, donation of tools and equipment, water supply and irrigation equipment and income generating activities; and (c) social cohesion and institutional capacity building through intercommunal reconciliation and dialogue, refurbishment of infrastructure and supplies to law enforcement agencies.

Figure 2

**QIPs distribution by mission priority areas for the 305 approved projects**

(Number of projects)



Source: QIPs Project Funds Management System

14. LPRCs considered four thematic areas in its selection of projects that were: (i) gender equality, (ii) youth and children of school age, (iii) environmental protection, and (iv) human rights. For instance: (a) environmental impact was considered in construction projects and other projects involved the use of renewable energy such as solar power; and (b) a representative from the Human Rights and Protection Division attended LPRCs to ensure projects approved and conditions established were in accordance with the Human Rights Due Diligence policy and risk assessment procedures. In addition, 24 projects totaling \$789,000 were implemented for human rights protection such as rehabilitation and supply of equipment to detention centres, and support for children affected by the conflict to return to school. There were also 16 projects costing \$639,000 (5 per cent of the budget) that benefited 39,774 school children, youth and children affected by armed groups, and 18,585 (47 per cent) were female. The projects included economic empowerment of youths through: trades skills training, apprenticeships and provision of tools, equipment and computers; provision of books and other learning materials, and refurbishment of schools and youth centres.

15. There were 477,549 women (52 per cent of all beneficiaries of the 305 QIPs) that directly benefited from: (a) income generating activities from grain milling, food processing, livestock breeding and fresh vegetable farming; (b) accommodation and ablutions for women soldiers; and (c) market infrastructure. However, only 25 projects (8 per cent) of the approved project funds were dedicated to the empowerment of women, which was lower than the benchmark established by DPO of 15 per cent. This is a requirement of the DPO Policy on Gender Responsiveness in the United Nations Peacekeeping Operations. Therefore, MINUSMA needed to establish targets for LPRCs to be systematic in earmarking funds to promote empowerment of women. Although the MINUSMA QIPs strategic plan had included a requirement of gender perspective for all QIPs, it had omitted the requirement to commit 15 per cent of funds for projects dedicated to the empowerment of women.

**(1) MINUSMA should dedicate each year at least 15 per cent of its quick impact project funds to implement projects that supports the empowerment of women.**

*MINUSMA accepted recommendation 1 and stated that the sponsoring components and heads of offices in the regions would ensure the identification of qualifying projects to fully support women empowerment and commit at least 15 per cent of funds to QIPs in line with the DPO Policy on Gender Responsiveness in the United Nations Peacekeeping Operations.*

The overall management of QIPs needed improvement

*LPRCs meetings were not scheduled early enough to ensure projects were completed within the budget year*

16. LPRCs were responsible for reviewing project proposals and approving them based on established criteria. However, LPRCs held most of their meetings in the last half of the fiscal year instead of monthly as required by the MINUSMA standard operating procedures. Consequently, projects were often started towards the last part of the fiscal year. For example, in Gao and Menaka regions, LPRCs approved 24 out of 35 (69 per cent) of the 2020/21 projects during January to June 2021 and 77 per cent in the same period for 2019/20. It was a similar situation for those QIPs approved by LPRCs in Kidal, Mopti, and Timbuktu. This condition was partly responsible for only 20 of the 305 QIPs (7 per cent) being implemented within the year in which the budget was provided.

*Projects were often approved without review by technical experts*

17. The QIPs Unit was responsible for conducting a quality review prior to submission of proposals to LPRCs. As part of this review, they needed to assess risk of ineffective implementation, ensure QIPs met the needs of communities, ensure projects would be cost effective and were supported by well-specified designs and adequately developed budgets. OIOS review found that technical reviews were not always being done, and further due diligence was needed as part of the quality review process. The following were noted:

- There were 19 QIPs for borehole and water supply systems to be powered by solar energy at a total cost of \$909,000. The selected IPs had subdelegated the projects to contractors to implement and the QIPs proposed budget for each borehole was \$45,000. However, when OIOS compared this project to similar ones implemented under the Security Sector Reform (SSR) programme, the cost of the borehole and water systems were on average significantly more expensive, as under the SSR programme they cost \$20,000. This resulted in losses to the programme and more QIPs could have been implemented to assist others.
- Computers supplied to the Regional Reconciliation Team and the Governor's Conference Room in Mopti were underutilised because of a lack of backup solar power, which was omitted from the specifications of the project. This could have been identified if a proper technical review was conducted.
- To build the capacity of journalism and improve radio broadcasts, the Mission through QIPs conducted training and supplied equipment and backup solar energy solutions. The backup solar energy systems were installed without evaluation by technical experts in the Engineering and Field Technology sections. Such expert review would have assured that the sizing, design and specification would result in adequate availability of electricity from the backup system during grid power cuts. Additionally, the Mission did not compare the prices of components for the backup solar systems to assure their competitiveness. For example, the inverters of the backup solar system were priced at \$5,000 each compared to less than \$1,000 in the open market in Bamako.

18. To ensure good quality and sustainable projects are implemented and are of the benefit of the local community, there is a need for the QIPs Unit to ensure that there has been adequate consultation with the local community regarding their needs and seek technical expertise where necessary when reviewing some

project proposals. The Procurement Section could also be consulted to ensure those items budgeted for by IPs are reasonably priced. This is particularly relevant for projects related to construction and engineering works to determine whether projects are feasible and that prices proposed are competitive.

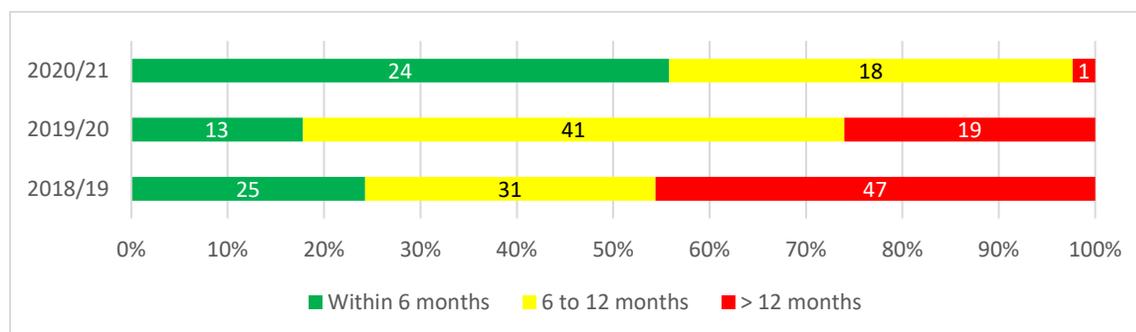
*There was a need for environmental protection measures for projects, where relevant*

19. Environmental sustainability was a QIPs thematic area, with a requirement for LPRCs to consider as part of the project proposal review process. LPRCs for the Gao and Menaka regions benefited from a staff member from the Environmental Unit who attended meetings to provide technical advice, but the other LPRCs for Mopti, Timbuktu and Kidal did not have such a resource. Moreover, although some project proposals included action to be taken to address environmental risks, it was not sufficiently detailed to ensure appropriate measures would be implemented. For instance, in the case of the QIPs for diesel milling machines, risks related to fuel soil contamination such as the absence of concrete slabs to prevent leakage into the soil were not considered and there was no recommendation by the LPRCs to ensure appropriate mitigating measures would be taken. Adequate representation of environmental expertise at meetings may help LPRCs to fully consider environmental risks and ensure QIPs are implemented in an environmentally friendly manner.

*The period of implementing QIPs normally exceeded six months*

20. OIOS analysis of the 229 completed projects found that 167 (73 per cent) took longer than the six-month timeline, with 67 (29 per cent) of them taking longer than 12 months to complete. However, in the three years reviewed, improvement was noted, with a trend of completing projects more timeously as shown in Figure 3. MINUSMA explained it often took longer to complete projects as many of them were in remote high-risk security areas, with access limited to Mission staff to identify and assist in addressing challenges being faced. This included, for example, the 19 projects in 2019/20 for small community infrastructure such as provision of water supply and support for child education, animal husbandry in remote areas and villages in the regions of Mopti, Kidal and the south of Gao in Ansongo where the security threat was assessed as high due to frequent adverse attacks.

Figure 3  
Numbers of projects completed by time bands in months



Source: QIPs Project Funds Management System

*Need to pay implementing partners timelier*

21. MINUSMA is required to pay the initial 80 per cent of the project cost within two weeks of the signing of the MoU between the Mission and IP. However, following the signing of the MoU with an IP, MINUSMA on average took three months to pay the initial 80 per cent in 2018/19 and 2020/21, and six months in 2019/20. This was mainly due to delays in establishment of business partner identification and bank details in Umoja, which are pre-requisite for issuance of a payment. The project was delayed as the Finance Section and sponsoring components only requested the information after the MoU was signed instead of when the project was approved. This contributed to delays in completing projects, and as shown in Table 1, only 20 of the 305 projects (7 per cent) were completed within the year for which the funds were budgeted

for. Considering the importance of these projects for mandate implementation, the Finance Section, sponsoring components and the QIPs Unit should review reasons for late payment and take action to address them.

22. OIOS made a recommendation to address a similar issue identified in an audit of community violence reduction projects (assignment number AP2020-641-04) and the Mission has been taking action to implement it. Based on this, OIOS does not make a recommendation in this report.

*QIPs were not properly monitored*

23. LPRCs were responsible for monitoring the implementation of QIPs, but committees were not doing this, as it was not included as a standing agenda item, with the QIPs Unit providing status reports to LPRCs to facilitate their monitoring responsibilities. Such information was readily available from the QIPs Project Funds Management System (PFMS) and previously on an Excel spreadsheet.

24. Additionally, there was inadequate project monitoring by the QIPs Unit and sponsoring components (QIPs focal points), citing inability to visit project sites due to heightened security issues followed by travel restrictions imposed by COVID-19. The Mission did not develop alternative measures such as remote monitoring techniques to obtain information on status of projects and challenges being faced in their implementation. For instance, outreach to community leaders through telephone/email and virtual platforms could have been used to obtain feedback on progress being made.

25. As a result of inadequate monitoring, issues impacting project implementation were not identified and addressed in a timely manner. For example, OIOS identified that IPs failed to implement four projects totaling \$160,000 related to water supply systems, a carpentry workshop in Kidal and a farming project in Gao. No monitoring visits were conducted during the project implementation phase, even though this is required in the Mission standard operating procedures. The Mission discontinued working with the concerned IPs and initiated action to recover the amounts paid to IPs. However, earlier intervention would have identified these poor performing IPs for earlier remedial action.

- (2) MINUSMA should ensure that Local Projects Review Committees: (a) schedule meetings regularly to allow projects to be implemented within the budget year in which the funds are provided; and (b) source the necessary technical expertise to assist in the project proposal review process to ensure proper assessment of the feasibility, operational sustainability and cost effectiveness of projects approved.**

*MINUSMA accepted recommendation 2 and stated that the heads of offices in the regions would convene LPRCs at regular intervals throughout the fiscal year with the support of S&R regional teams serving as secretariat of LPRCs. The S&R Section would also require stakeholders to provide relevant technical expertise to support the project review processes.*

- (3) MINUSMA should improve the management of quick impact projects (QIPs) by: (a) enhancing oversight of QIPs implementation by Local Projects Review Committees; and (b) strengthening monitoring of QIPs by sponsoring sections including establishing alternative remote monitoring techniques to obtain evidence of their status and to take any necessary remedial action.**

*MINUSMA accepted recommendation 3 and stated that heads of offices in the regions would ensure that all meetings of LPRCs systematically review the status of the implementation of projects for appropriate action. Also, heads of offices and sponsoring components would ensure the monitoring (preferably through on-site visits but remotely if circumstances do not permit) of all QIPs taking appropriate courses of action and decisions as necessary.*

*Need for timely update of the Project Funds Management System to enhance reliability of management information on QIPs*

26. To enable monitoring and reporting, the QIPs Unit maintained an Excel spreadsheet listing approved projects according to the strategic objectives they were supporting. Information such as payments made and due were captured, as well as key project implementation dates (start, closure, evaluation completed). The Mission rolled out in early 2021 a QIPs PFMS to replace the spreadsheet. However, PFMS was not updated timely. For example, final project evaluation and closure reports and final payments for seven projects made between April and September 2021 had not been recorded by January 2022. There were also at least four staff that had left MINUSMA one year ago and their access had not been disabled. This mainly resulted as the QIPs Unit was not monitoring and tracking updates of PFMS and informing the Field Technology Section to provision and deprovision access. Reliable and an up-to-date information is needed for effective monitoring of QIPs implementation.

**(4) MINUSMA should enhance procedures for timely update of the Project Funds Management System including uploading projects' files and disabling accounts of the users when they leave the Mission.**

*MINUSMA accepted recommendation 4 and stated that the SER Section would ensure the timely update of PFMS and communicate to MINUSMA Field Technology Section the need to disable accounts whenever a user leaves the Mission.*

*Need to conduct individual project evaluations and finalize the evaluation for 2018/19 to 2020/21*

27. The SER Section's Monitoring and Evaluation Unit (M&E) had conducted an evaluation of the QIPs programme covering 258 projects implemented from 2013/14 to 2016/17. The evaluation concluded that the QIPs programme had yielded positive outcomes. For example, respondents (including beneficiaries and community leaders) to a survey stated that in their view social cohesion had improved especially in Kidal and Mopti regions (those most affected by the conflict). Also, 70 per cent of respondents stated that project outcomes had remained operational post-handover.

28. The evaluation issued 10 recommendations including the need to: (a) better formulate project objectives and criteria of success; (b) involve regional technical organs of the Government such as the Department of Hydrology in projects being implemented; (c) take care not to create excessive expectations among beneficiaries; (d) take steps to conduct an evaluation of the sustainability of projects post-handover; and (e) enhance mechanisms for the selection of IPs and service providers. The recommendations had been implemented except sustainability evaluation post-handover, which the outbreak of COVID-19 and increased security threats had made it difficult to implement.

29. There was also no evaluation or review of individual projects when completed and closed for lessons learned to improve the focus and type of QIPs the Mission should be implementing, and to better address challenges faced in their implementation. This would be a good practice to adopt to feed into decision making processes by LPRCs for future projects. Such evaluations would also gauge whether QIPs were contributing to the acceptance of the Mission mandated tasks and its credibility amongst beneficiaries. OIOS noted that no procedures had been developed to guide those responsible for monitoring project implementation and their closure and handover to assess the outcomes as part of the project cycle.

**(5) MINUSMA should: (a) dedicate resources for conducting an evaluation of the quick impact projects programme to assess its impact; and (b) develop procedures for conducting end of project reviews for lessons learned.**

*MINUSMA accepted recommendation 5 and stated that SER Section would request resources from the Mission senior leadership to carry out an independent impact assessment of QIPs. Also, the Section would develop procedures to guide the monitoring of project implementation, project closure and*

*assessment of project outcomes as part of the project life cycle. This would ensure that lessons are learned to enhance project implementation and LPRCs decision-making.*

#### **IV. ACKNOWLEDGEMENT**

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

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

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	MINUSMA should dedicate each year at least 15 per cent of its quick impact project funds to implement projects that supports the empowerment of women.	Important	O	Receipt of evidence that at least 15 per cent of QIPs funds are dedicated to promoting the empowerment of women.	31/10/2022
2	MINUSMA should ensure that Local Projects Review Committees: (a) schedule meetings regularly to allow projects to be implemented within the budget year in which the funds are provided; and (b) source the necessary technical expertise to assist in the project proposal review process to ensure proper assessment of the feasibility, operational sustainability and cost effectiveness of projects approved.	Important	O	Receipt of evidence that LPRCs meet regularly, and project proposals are reviewed by relevant technical expertise.	31/10/2022
3	MINUSMA should improve the management of quick impact projects (QIPs) by: (a) enhancing oversight of QIPs implementation by Local Projects Review Committees; and (b) strengthening monitoring of QIPs by sponsoring sections including establishing alternative remote monitoring techniques to obtain evidence of their status and to take any necessary remedial action.	Important	O	Recommendation 3 remains open pending evidence that heads of offices and sponsoring sections monitor the implementation of the projects by enforcing the requirement for progress reporting, monitoring visits either physically or remotely and tracking the status of project implementation for remedial action.	31/12/2022
4	MINUSMA should enhance procedures for timely update of the Project Funds Management System including uploading projects' files and disabling accounts of the users when they leave the Mission	Important	O	Recommendation 4 remains open pending evidence that PFMS is timely updated.	31/12/2022
5	MINUSMA should: (a) dedicate resources for conducting an evaluation of the quick impact	Important	O	Receipt of evidence of the evaluation of the impact of the QIPs programme.	31/12/2022

<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 [entity] in response to recommendations. [Insert "Implemented" where recommendation is closed; (implementation date) given by the client.]

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

	projects programme to assess its impact; and (b) develop procedures for conducting end of project reviews for lessons learned.				
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# **APPENDIX I**

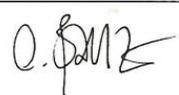
## **Management Response**



FACSIMILE

19 April 2022

Reference: MINUSMA/OCOS/2022/004

<b>TO:</b> Mr. Eleanor T. Burns Director Internal Audit Division OIOS.	<b>FROM:</b> Claudia Banz Chief of Staff 
<b>ATTN:</b> Mr. Seydou Sirpe Chief Resident Auditor Bamako	
<b>FAX #:</b> <b>TEL #:</b>	<b>FAX #:</b> Email: <a href="mailto:MINUSMA-mars@un.org">MINUSMA-mars@un.org</a> <b>TEL #:</b>
<b>SUBJECT: MINUSMA response to the draft report on the audit of quick impact projects in the in the United Nations Multidimensional Integrated Stabilization Mission in Mali (Assignment No. AP2020-641-03)</b>	
Total number of transmitted pages including this page: 4	
<p><i>Reference Facsimile, IAD-20/641/03, dated 04 April 2022 and, Peacekeeping Audit Service, OIOS, memorandum of 04 April 2022, OIOS-2022-00463</i></p> <ol style="list-style-type: none"><li>1. In reply to the referenced correspondence, please find attached MINUSMA's Management Response to the OIOS findings and recommendations, as presented in the subject report.</li><li>2. Note has been taken of the areas warranting the Mission's attention, and an action plan for implementing the recommendations issued is attached.</li></ol> <p>Best regards.</p>	
<b>Drafted by:</b> Boniface Mailu, Admin Assistant Risk Management & Compliance Unit (RMCU) Office of the Chief of Staff (OCOS)	<b>Authorized by:</b>  Ron Kamwendo, Chief Risk Management & Compliance Unit Office of the Chief of Staff (OCOS)

## Management Response

## Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>5</sup> / Important <sup>6</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSMA should dedicate each year at least 15 per cent of its quick impact funds to implement projects that supports the empowerment of women.	Important	Yes	Chief of Gender Unit  Head of Regional Offices	31/10/2022	The mission accepts this recommendation. Quick Impact Projects (QIPs) sponsoring sections and Heads of Offices will ensure the identification of qualifying projects fully supporting women empowerment and commit at least 15% of the QIPs to such projects in line with the DPO Policy on Gender Responsiveness in the United Nations Peacekeeping Operation
2	MINUSMA should ensure that Local Projects Review Committees: (a) schedule meetings regularly to allow projects to be implemented within the budget year in which the funds are provided; and (b) source the necessary technical expertise to assist in the project proposal review process to ensure proper assessment of the feasibility, operational sustainability and cost effectiveness of projects approved.	Important	Yes	Chief of Staff (COS)  Head of Regional Offices	31/10/2022	The mission accepts these recommendations. The Heads of Offices will convene the Local Project Review Committees at regular intervals throughout the fiscal year, with the support of Stabilization and Recovery (S&R) regional Teams serving as secretariat of the LPRC. S&R shall also consult with relevant Mission stakeholders to provide necessary technical expertise to support project review processes.
3	MINUSMA should improve the management of quick impact projects (QIPs) by: (a) enhancing oversight of QIPs implementation by LPRCs; and (b)	Important	Yes	Chief Stabilization and Recovery (S&R)	31/12/2022	The mission accepts these recommendations. The Heads of Offices shall ensure that the agenda of all LPRC meetings systematically

<sup>5</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>6</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 quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>5</sup> / Important <sup>6</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	strengthening monitoring of QIPs by sponsoring sections including establishing alternative remote monitoring techniques to obtain evidence of their status and to take any necessary remedial action,			Head of Regional Offices		includes a project monitoring agenda item which shall examine project status reports submitted to the committee. The Heads of Offices and sponsoring sections shall further ensure the monitoring (preferably through on-site visits but remotely if circumstances do not permit) of all QIPs projects. The sponsoring sections shall keep track of the status of implementation and take appropriate courses of action and decisions where necessary.
4	MINUSMA should enhance procedures for timely update of the Project Funds Management System including uploading projects' files and disabling accounts of the users when they leave the Mission.	Important	Yes	Chief S&R	31/12/2022.	The mission accepts this recommendation. The S&R section will ensure the timely update of the Project Funds Management System (PFMS) and regular tracking of PFMS updates which shall further ensure timely communication to the Field Technology Section (FTS) of the need to disable accounts whenever a user leaves the mission.
5	MINUSMA should: (a) dedicate resources for conducting an evaluation of the quick impact projects programme to assess its impact; and (b) develop procedures for conducting end of project reviews for lessons learned.	Important	Yes	Chief S&R	31/12/2022	The mission accepts this recommendation. The S&R section shall request resources from the Mission Senior Leadership to conduct an independent impact assessment of QIPs. Furthermore, it shall develop procedures to guide the monitoring of project implementation, project closure, and assessment of project

## Management Response

## Audit of quick impact projects in the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical <sup>5</sup> / Important <sup>6</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						outcomes as part of the project cycles, as well as handovers. This shall ensure the collection of lessons learnt, challenges and opportunities, which shall be utilized to enhance LPRC decision-making processes.