



INTERNAL AUDIT DIVISION

OFFICE OF INTERNAL OVERSIGHT SERVICES

AUDIT REPORT

**Disarmament, demobilization and
reintegration programme in UNMIS**

19 November 2007

Assignment No. AP2007/632/01

United Nations  Nations Unies

INTEROFFICE MEMORANDUM


MEMORANDUM INTERIEUR

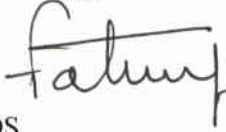
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE
OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTROLE INTERNE

TO: Mr. Ashraf Jehangir Qazi
A: Special Representative of the Secretary-General
United Nations Mission in the Sudan

DATE: 19 November 2007

REFERENCE: AUD-7-5:26 (07- 00762)

FROM:  Dagfinn Knutsen, Director
DE: Internal Audit Division, OIOS



SUBJECT: **Assignment No. AP2007/632/01: Disarmament, demobilization and
OBJET: reintegration programme in UNMIS**

1. I am pleased to present the report on the above-mentioned audit, which was conducted from January to March 2007.
2. Based on your comments, we are pleased to inform you that we will close recommendations 1, 6, 10 and 12 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as critical (i.e., recommendation 5), in its annual report to the General Assembly and semi-annual report to the Secretary-General.
4. IAD is assessing the overall quality of its audit process and kindly requests that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey form.

cc: Ms. Ameerah Haq, DSRSG (RC/HC), UNMIS
Mr. Basil Massey, OIC, UN DDR, UNMIS
Mr. Kiplin Perkins, DOA, UNMIS
Mr. Philip Cooper, Director, DFS
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Mr. Jonathan Childerley, Chief, Oversight Support Unit, Department of Management
Mr. Byung-Kun Min, Programme Officer, OIOS

INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

CONTACT INFORMATION

DIRECTOR:

Dagfinn Knutsen, Tel: +1.212.963.5650, Fax: +1.212.963.2185,
e-mail: knutsen2@un.org

DEPUTY DIRECTOR:

Fatoumata Ndiaye: Tel: +1.212.963.5648, Fax: +1.212.963.3388,
e-mail: ndiaye@un.org

ACTING CHIEF, PEACEKEEPING AUDIT SERVICE:

William Petersen]: Tel: +1.212.963.3705, Fax: +1.212.963.3388,
e-mail: petersenw@un.org

EXECUTIVE SUMMARY

Disarmament, demobilization and reintegration programme in UNMIS

OIOS conducted an audit of the UNMIS disarmament, demobilization and reintegration programme from January to March 2007. The main objective of the audit was to review the planning and implementation of the Interim DDR Programme (IDDRP) in the framework of economy, efficiency and effectiveness and compliance with applicable UN standards, regulations, rules and guidelines. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

The UNMIS DDR Section was not meeting its implementation schedule. Of the 23 main IDDRP activities, the Section completed 3 with considerable delays, was in the process of implementing 7 and had not started the remaining 13 until the end of March 2007, although the entire IDDRP should have been completed by December 2006. Of the 2005-06 assessed budget of \$12.7 million meant for procurement activities and direct payment to beneficiaries of IDDRP, the UNMIS DDR Section spent only \$22,130 of this amount on HIV training following delays in approval of the IDDRP by the national DDR partners and the untimely provision of information on target groups.

The comprehensive peace agreement stipulates that the DDR is a nationally-owned programme of the Government of Sudan and that the United Nations will assist the programme, but will not be the lead agency for the programme. The implementation of the IDDRP depends to a great extent on the cooperation of the South Sudan DDR Commission and the North Sudan DDR Commission. However, these bodies were not forthcoming in implementing the DDR programme. For example, they did not meet during most of 2006 due to disagreements over policy issues. The policy-making body, the National Council for the Coordination of Disarmament, Demobilization and Reintegration Coordination (NCCDDR), created in February 2006, was inactive and thus unable to rectify the situation. The Mission also did not establish formal contact with the NCCDDR. It was not invited to become a member of the national council in Sudan. This situation weakened UNMIS' role in providing policy advice to the national DDR process.

There was a funding gap of \$33 million in voluntary contributions meant for the "Reintegration" component of the IDDRP.

Roles and responsibilities of UN entities providing assistance to the national DDR partners in an integrated framework were not clear, and the exchange of information among participating UN agencies was inadequate.

The UNMIS DDR Section deployed \$1.2 million of voluntary contributions meant for the 'reintegration' component of IDDRP to implement the "disarmament and demobilization" components although there was an assessed budget allocated for these functions.

The UNMIS DDR Section had not filled 51 of its 108 authorized posts.

OIOS recommended *inter alia* that UNMIS Management regularly monitor the implementation of the DDR programme, formally engage the NCCDDR, address delays in procurement, develop a fund-raising strategy, and fill key posts.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the UNMIS disarmament, demobilization and reintegration (DDR) programme from January 2007 to March 2007.

2. The UNMIS mandate (SRC1590) is to assist in the establishment of a DDR programme as called for in the Comprehensive Peace Agreement (CPA), with particular attention to the special needs of women and child combatants, and its implementation through voluntary disarmament and weapons collection and destruction. The CPA stipulates that the DDR is a nationally owned programme of the Government of Sudan and that the United Nations will assist the programme, but will not be the lead agency for the programme.

3. Prior to implementing the formal DDR programme for ex-combatants, the parties supported by the international community agreed on the formulation and implementation of an interim DDR programme (IDDRP). The main objective of the IDDRP was to build the capacity of the national DDR institutions while initiating basic DDR processes for selected priority target groups namely Children Associated with Armed Forces and Groups (CAAFG), Women Associated with Armed Forces and Groups (WAAFG) and disabled ex-combatants.

4. DDR programme implementing partners are the national institutions, namely the South Sudan DDR Commission and the North Sudan DDR Commission. The activities of these institutions are monitored by the National Council for the Coordination of DDR (NCCDDR) which comprises representatives of ministries, political parties and the DDR Commissions. UNMIS has not been invited to become a member of the National Council in Sudan. Therefore, the United Nations and donors have not been able to influence the DDR policy in Sudan at the appropriate level within the Government.

5. The UN's role is to provide technical and financial support to the National partners in implementing the DDR programme, which was to be accomplished through the formation of an integrated UN DDR Unit consisting of UNMIS, UNDP and UNICEF. UNMIS plays a leading role in disarmament and demobilization activities, UNDP is responsible for reintegration and UNICEF deals with child DDR. The UNMIS DDR Steering Committee is the UN policy-making body for DDR in Sudan. The Committee includes representatives of senior UNMIS management and country representatives of participating UN agencies and is chaired by the SRSG.

6. The Interim DDR Programme envisioned an implementation period of 18 months from July 2005 to December 2006. The total programme budget was estimated at \$69.4 million to be funded through UNMIS assessed budget contributions of \$12.7 million and voluntary contributions from bilateral and multilateral donors of \$56.7 million. The voluntary contributions are administered through the UNDP's Programme Support Unit which forms part of the integrated UN DDR Unit.

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7. Comments made by UNMIS are shown in *italics*.

II. AUDIT OBJECTIVES

8. The main objective of the audit was to assess the economy, efficiency and effectiveness of planning and implementation of the interim DDR programme and compliance with applicable UN standards, regulations, rules and guidelines.

III. AUDIT SCOPE AND METHODOLOGY

9. The audit covered UNMIS support to the Interim DDR Programme as outlined in the Mission's mandate. It, however, did not cover other activities funded through voluntary contributions administered by the UNDP's Programme Support Unit. According to the IDDRP plan, the programme was expected to commence in July 2005. However, this was delayed following its late endorsement by the two governments, (the Government of South Sudan in January 2006 and the Government of North Sudan in May 2006). In view of this delay, the audit reviewed IDDRP activities until March 2007.

10. The audit included interviews with staff of the Integrated UN DDR Unit (UNMIS and UNDP), UNMIS sections collaborating in DDR activities, and officials of the South Sudan and North Sudan DDR Commissions. The auditors reviewed documents and conducted field visits to regional offices.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Implementation of the Interim DDR programme

11. The DDR programme is being implemented in two phases: the interim DDR programme (IDDRP) and the formal DDR programme. According to the joint IDDRP work plan, the programme was to be implemented during the period July 2005 to December 2006. As mentioned, there was a delay in the approval of the IDDRP by both DDR commissions.

Delays in implementing IDDRP

12. OIOS' review of the implementation of IDDRP activities under the UNMIS DDR Section mandate showed that of the 23 main IDDRP activities, the Section had only completed 3 with considerable delays, was implementing 7 and had not started the remaining 13 activities until the end of March 2007, although the entire programme should have been completed by December 2006.

13. The Sudanese Peoples Liberation Army (SPLA) and Sudanese Armed Forces (SAF) did not provide the names and locations of the target beneficiaries in a timely manner. There were also delays by the DDR commissions in approving the IDDRP. The NCCDDR, responsible for overall policy formulation,

coordination, and evaluation of the DDR programme, was inactive during the entire period of the IDDRP implementation, meeting for the first time in December 2006 and in March 2007. There was no evidence that the UNMIS DDR Steering Committee, had attempted to motivate the NCCDDR to meet its responsibility of facilitating the implementation of the IDDRP. This lack of activity led to the delayed implementation of the IDDRP which in return affected the timely start of the formal DDR programme.

Unused money budgeted for implementation of IDDRP

14. The audit reviewed the use of assessed funds allocated for the IDDRP as an indicator of programme implementation. The total assessed budget for 2005-06 allocated for the IDDRP under the UNMIS mandate was \$12.7 million. Most of these funds were intended for procurement of DDR reinsertion kits, MIS equipment, information counseling and referral services, training and direct payments to beneficiaries. The UNMIS DDR Section only raised two requisitions in the amount of \$1.8 million for the year 2005-06 relating to DDR reinsertion kits and a HIV/AIDS training workshop that took place in Rumbek. Of this amount only \$22,130 relating to the training was spent.

15. UNMIS DDR managers explained that funds could not be obligated following delays by the national DDR partners in providing reliable information on target groups and the late commencement of the DDR programme. OIOS also identified other causes arising from Mission procedures. For example, it took over 400 days to procure DDR reinsertion kits for an estimated 15,000 Special Needs Groups due to the Mission's slow procurement process. On the other hand, the UNMIS DDR Section failed to provide system specifications for the procurement of a management information system infrastructure resulting in delays of over 20 months.

Recommendations 1 to 4

UNMIS Management should:

- (1) Ensure that the UNMIS DDR Steering Committee meets more frequently to effectively oversee and monitor implementation of the national DDR programme;**
- (2) Review its strategy for implementing the formal DDR programme and incorporate lessons learned from the obstacles and delays faced in implementing the IDDRP;**
- (3) Ensure that the UNMIS DDR Section plans procurement requirements and raises requisitions in a timely manner to avoid delays; and**
- (4) Identify the causes of delays in the procurement of DDR supplies and take action to expedite the procurement process.**

16. *UNMIS Management accepted recommendation 1 and stated that the UN DDR Steering Committee was re-constituted in April 2007. The Committee is made up of the leadership of UNMIS, UNDP, UNICEF and WFP and is chaired by the SRSG. The Committee has been meeting on a monthly basis. Based on the action taken by the Mission, recommendation 1 has been closed.*

17. *UNMIS Management accepted recommendation 2 and stated that the UN strategy is determined by the cooperation and timely submission of figures for DDR by the parties concerned. The Mission added that it shall continue to use different approaches to achieve the strategy. Recommendation 2 remains open pending receipt of documentation from the Mission regarding DDR programme review and strategies for implementing lessons learned in the implementation of the DDR programme.*

18. *UNMIS management accepted recommendations 3 and 4 with some reservations and stated that procurement planning depends on a national DDR strategy and implementation plan. Furthermore, the UN DDR Unit is dependent on receiving reliable information on target groups, locations, disarmament and demobilization centres, etc. in advance from the parties. The Government has not yet agreed on a DDR plan with figures and timelines. Hence, procurement planning remains a challenge for the UN DDR Unit. However, the DOA has provided support to the UN DDR Unit by assigning a senior staff member on TDY to the Unit. The critical and expensive items required for the DD process that needs a longer lead time and approval from UNHQ have been procured already. Recommendations 3 and 4 remain open pending receipt from UNMIS of a copy of strategies put in place to expedite the procurement of DDR supplies.*

B. Coordination of activities in implementing IDDRP

Coordination of UNMIS DDR Section with National implementing partners

19. Using a common approach to DDR and managing key policy issues in transitional areas (Blue Nile, South Kordofan and Abyei) are necessary for the successful implementation of the DDR programme. To this effect, the UNMIS DDR Section facilitated joint coordination meetings with the DDR commissions. The two commissions, however, disagreed on policy matters, and as a result they did not meet for most of 2006. Furthermore, the NCCDDR was inactive, having held its first meeting in December 2006 and more recently in March 2007. The Mission had not established formal contact with the NCCDDR since its establishment, which weakened the UN's role in providing policy advice to the national DDR process.

Recommendation 5

(5) UNMIS Management should engage the National Council for the Coordination of Disarmament, Demobilization and Reintegration at the political level to ensure that it actively takes up its responsibilities with respect to coordination and oversight of the DDR programme.

20. UNMIS Management accepted recommendation 5 and stated that this is a key recommendation for UN support to the DDR process in Sudan. However, it should be noted that the NCCDDR is a national institution. Therefore, the membership is national and although the UN's participation may be desirable, the membership stated, as communicated at the last Joint Coordination Meeting, that the national council prefers its relationship with the UN to be only through the North and South Commissions. The Steering Committee is looking for an opportunity to have another forum that brings together the parties (North and South), UN and donors following the adoption of the national DDR strategy. Recommendation 5 remains open pending receipt of documentation concerning the outcome of the Steering Committee's efforts to bring the various parties together at the next forum.

Coordination with donors

21. The estimated budget for implementing the IDDRP totaled \$69.4 million (\$12.7 million assessed budget and \$56.7 million voluntary contributions). At the time of the audit, the \$12.7 assessed budget and \$24 million of the voluntary contributions were available, leaving a gap of \$33 million in voluntary contributions,

22. The UNMIS DDR Section was responsible for meeting with bilateral and multilateral donors monthly to mobilize support for the DDR programme. However, the DDR Section had not arranged regular meetings with the donor community, and only met with the donors five times during the entire 18 months of IDDRP implementation as shown in Table 5 below. Management explained that it was not possible to persuade donors to contribute in the absence of progress in implementing the programme. OIOS also noted that the Mission had not established a fundraising strategy or a focal point for fundraising.

Table 1: Meetings with donors

Period	Multilateral and Bilateral donors meeting
2005/6	11/12.07.2005
	16.02.2006
	13.06.2006
2006/7	23.08.2006
	20.09.2006

Recommendations 6 and 7

The UNMIS DDR Section should:

- (6) Hold regular meetings with donors to inform them of the funding requirements for implementing the formal DDR programme; and**

(7) Coordinate with the UNDP Programme Support Unit to develop a strategy for ensuring that funds are raised from donors in time to finance the 'reintegration' component of the DDR programme.

23. *UNMIS Management accepted recommendation 6 and stated that regular meetings have been an on-going activity in the last two years. The DSRSG/RC/HC had regular meetings with donors for all components of the humanitarian pillar. A combination of general briefings for all donors and/or bilateral meetings by the UN DDR Unit, especially with DFID, the European Commission and Japanese were held regularly. Donors are supportive of the DDR Programme but will consider funding as and when the Government agrees on an implementation plan for DDR that takes into consideration the concerns of the international community. Based on the action taken by the Mission, recommendation 6 has been closed.*

24. *UNMIS accepted recommendation 7 with some reservations and stated that UNDP as part of the UN DDR Unit carries out its responsibilities to donors regularly, i.e., reporting, information sharing and consultations toward formulating future plans. The Mission had already jointly supported the DDR Commissions in drafting the national DDR strategy for adoption by the NDDRCC and is also working on a draft reintegration strategy with the Commissions. Recommendation 7 remains open pending receipt of a copy of the draft reintegration strategy.*

Coordination between the UNMIS DDR Section and other UN agencies

25. DPKO principles and guidelines call for an integrated approach in planning and implementing DDR programmes. Accordingly, the UNMIS DDR Section and the UN agencies (UNDP and UNICEF) formed the Integrated UN DDR Unit to assist the National partners in developing and implementing the DDR programme. In achieving this objective, the integrated unit developed a joint work plan with the DDR commissions for implementing the IDDRP.

26. OIOS' review of the working relations among the UN entities carrying out their mandates showed the following:

- There were no guidelines governing the operational and administrative aspects of the integrated approach to DDR. While there was a joint work plan, responsibilities for carrying out plan activities were not divided among the UN entities. It was difficult to separate the tasks in the joint work plan according to mandate, and often the UNMIS DDR Section cited collective rather than individual responsibility for performing a task. As a result, there was no effective accountability framework among the UN entities to address non-performance.
- There was no free sharing of information among the UN entities on their respective activities and mandates. For instance, the UNMIS DDR Section did not have access to UNICEF's database on child DDR.

Therefore, OIOS could not verify the information provided in the RBB performance report on child DDR.

- Joint activities could not be performed effectively due to different levels of access to UNMIS facilities by implementing partners. For example, UNMIS staff has priority 1 for UN flights while the UN agencies have a lower priority. In certain cases, staff of the UN agencies could not participate in joint activities. The Mission signed an agreement with UNDP in February 2007 providing access to UN flights for the UNDP DDR staff, which will help address the access problem.

Recommendations 8 and 9

(8) The UNMIS DDR Steering Committee should ensure that responsibilities for each participating UN entity in implementing the DDR Programme are clearly delineated.

(9) UNMIS Management should ensure that agreements such as memorandums of understanding are adopted by the UN entities implementing the DDR programme delineating their respective roles and responsibilities.

27. *UNMIS accepted recommendations 8 and 9 and stated that a review of the “Integrated” UN DDR Unit in February/March 2007 made recommendations on how the participating entities work together rather than separately. Although UNMIS takes the lead on the disarmament and demobilization aspects of the programme, UNDP also relies on UNMIS’ support for the reintegration programme and support to the DDR Commissions. The Memorandum of Understanding on these arrangements is being finalized between DPKO/UNDP/HQ and the leadership of UNMIS and UNDP in Khartoum. MOUs also exist for the management of all donor funds and roles and responsibilities are spelled out for the UN entities. There is a Letter of Agreement between UNDP and UNMIS, signed on 20 February 2007 and distributed to UNMIS section chiefs, setting out the support to be provided to the UN DDR Unit. Administrative and operational guidelines to be signed between UNDP and UNMIS are being finalized. Recommendations 8 and 9 remain open pending receipt of copies of administrative and operational guidelines to be signed between UNDP and UNMIS.*

28. *With regard to information sharing among the participating UN entities in connection with implementing the DDR programme, the Mission explained that weekly and monthly reports are prepared according to areas of responsibility – UNICEF reports on DDR issues affecting children, UNDP/PSU reports on the use of voluntary contributions, and UNMIS reports on all DD related activities in the field. These reports are shared and followed up in regular meetings at Senior Management Team (SMT) and regional meetings.*

C. Management of funds for the Interim DDR programme

29. A total of \$69.4 million was allocated for implementing the IDDRP. Of this amount, \$12.7 million of the assessed budget was earmarked for operational support and initial DDR activities including registration, screening, demobilization and reinsertion support as spelled out in the UNMIS DDR mandate. The remaining \$56.7 million, which was to be funded from voluntary contributions, was intended for re-integration activities. The voluntary fund was managed by the UNDP's Programme Support Unit (PSU).

30. The Integrated UN DDR Unit committed almost US\$1.2 million of the voluntary contribution meant for the reintegration component of the IDDRP to the 'disarmament and demobilization' components of the programme. (See Table 2 below).

31. In OIOS' view, this action constituted circumvention of the established funding mechanisms as the voluntary contributions were strictly intended for the 'reintegration' component only.

Table 2: Expenditures on disarmament and demobilization from voluntary contributions

Date	Activity	Total commitments	Amount paid	Balance of commitments
May05- Nov06	Nancy Baron – Consultant, survey on disabled	\$29,722	\$29,722	\$-
April 2006	SPLA Pre-registration session I for Rumbek	42,500	42,500	-
Mar 06-Jan 07	Gina Illie – Consultant, survey on WAAFG	58,155	58,155	-
April-June 06	Christine Marie - Consultant on Development of communication/ Media Strategy	23,639	23,639	
June 2006	Sensitization on SGBV and DDR for key partners	51,158	51,158	-
July 2006	Survey on Reintegration opportunities and Mapping - Transitional International	69,825	23,042	46,783
July/Aug 2006	Reinsertion Support Package for SNGs	11,000	11,000	-
July/Aug 2006	Cash Package for reinsertion of SNGs	20,400	20,400	-
August 2006	SPLA Pre-registration session Nimule	19,781	19,781	-
August 2006	SPLA Pre-registration session Yei	20,123	20,123	-
August 2006	SPLA Pre-registration session Yei/Nimule	5,000	5,000	-
Sept 2006	DDR Strategic Planning Workshop	5,762	5,762	-
Sept 2006	Pilot Project for reinsertion of SNGs	28,273	28,273	-
July-Nov 06	Gebresdakan Bayru - Consultant to SPLA on SSR	33,370	33,370	-
Nov 2006	SPLA Pre-registration session for Tonj and Rumbek	31,953	31,953	-
Nov 2006	Supplies, Equipment and DSA for Data Collectors	32,850	32,850	-
January 2007	Pre-registration session for SAF and OAG	271,205	216,964	54,241
	Pilot Project for registration of SNGs	52,000	-	52,000
	Pre-registration for SPLA	389,127	-	389,127
	Total	\$1,195,843	\$653,692	\$542,151

Recommendation 10

(10) UNMIS Management should ensure that the disarmament and demobilization components are funded from the UNMIS assessed budget rather than from voluntary contributions.

32. UNMIS Management accepted recommendation 10 and stated that it will continue to fund disarmament and demobilization activities. In this context, however, payment from the assessed budget is dependant on the receipt of a request for funding from the UN DDR Unit. UNMIS was not informed that these expenditures were being incurred by UNDP until a DDR review was conducted by a UNHQ team in early 2007. At that point, it was agreed that UNMIS would reimburse UNDP for the expenditures incurred pending the receipt of supporting documentation. Subsequent to this, UNDP advised that it was no longer feasible to be reimbursed by UNMIS for these expenditures as UNDP had already reported the expenditures to donors who had approved them as being in line with the intent of their contributions. Based on the action taken by the Mission, recommendation 10 has been closed.

D. Approved posts for the DDR programme

33. According to the 2005/06 and 2006/07 budgets, a staff of 122 was approved for implementation of the DDR programme. However, in 2006, the DDR office in Kassala was closed resulting in the loss of 14 posts. Further cuts were proposed for the year 2007/08 which would reduce staffing to 81.

Vacancy rate in the DDR Section

34. The UNMIS DDR Section (excluding other UN agencies) had not filled 51 of the 108 authorized posts excluding the 14 posts cut when the Kassala office was closed. The Section's overall vacancy rate at the end of March 2007 was 47 percent (Table 3). Vacancy rates in the different post categories range between 9 and 73 per cent. National staff (NS) posts have the highest vacancy rates; 73 percent for all NS posts, 54 percent for General Service (GS) posts, and 53 percent National UNV posts. Table 3 below shows the authorized and vacant posts as at the end of March 2007.

Table 3: Staffing of UNMIS DDR Section

Post Category	Authorized	Filled	Vacant (%)
D-1	1	1	-
P-5	2	1	1
P-4	7	4	3
P-3	14	9	5 (36)
P-2	11	10	1 (9)
FS	1	1	-
UNV- International	16	10	6 (37.5)
UNV National	13	5	8 (61.5)
NPO	21	10	11 (52.4)
NS	22	6	16 (72.7)
Total	108	57	51 (47%)

Vacancy rates among National staff posts

35. Management attributed the high vacancy rates among NS posts to three factors: (a) unavailability of suitable candidates; (b) unwillingness of identified candidates to be deployed in the regions, and (c) delayed recruitment following the slow pace of programme implementation in the absence of target beneficiaries.

Vacancies in key posts

36. The 2005/06 approved budget provided a P-5 position for a Regional Coordinator for South Sudan, and a P-4 position for a DDR Information System Officer at the Mission Headquarters. The P-5 position was not filled by the end of March 2007. The P-4 was filled but not by an Information System expert. As a result of this lack of expertise, the Section could not develop system requirements for the Management Information System infrastructure required to register DDR participants. OIOS is concerned about the adverse effect that the absence of key personnel could have on the DDR programme.

Resource requirements need to be re-assessed

37. The UNMIS DDR Section did not establish an optimum level of staffing for implementing the DDR programme. For the periods 2005-06 and 2006-07, a staff of 122 was authorized for the Section. For the following budget year (2007-08) a staff of 81 was proposed. Management could not explain the basis for these staffing levels. In OIOS' view, this reflects the absence of a needs assessment prior to determining the staffing requirements. OIOS is concerned that failure to conduct a staffing needs assessment will lead to a mismatch between requirements and resources needed to meet the Mission's mandate.

Recommendations 11 and 12

UNMIS Management should:

(11) Ensure that key posts in the UNMIS DDR Section are filled with individuals who have the required expertise as soon as possible to accomplish the DDR mandate; and

(12) Review UNMIS DDR Section staffing requirements for 2007/08 with a view to revising the budget to the optimum level needed to meet its mandate.

38. *UNMIS Management accepted recommendation 11 and stated that a review of job descriptions and required skills sets has been done for all required staff levels, and HR has been informed so that they can facilitate the replacement of generic DDR job vacancy announcements for UNMIS. However, identifying qualified candidates remains difficult. In this regard, it will be necessary for the mission to provide training for recruited staff on skills that are not available on the market. The filling of vacancies also now depends on the reinstatement of the 13 professional level posts abolished in the 2007-08 budget. Recommendation 13*

remains open pending recruitment of staff to fill all key posts in the UNMIS DDR Section.

39. *UNMIS Management accepted recommendation 12 and stated that a case for reinstating the abolished professional level posts has already been submitted for consideration by the Fifth Committee. The Planning, Monitoring and Evaluation, Management Information System and Field Coordination sections need very definite support in the next 12 to 18 months to cope with the growing momentum of the programme in North and South Sudan. Based on the action taken by the Mission, recommendation 12 has been closed.*

V. ACKNOWLEDGEMENT

40. We wish to express our appreciation to the Management and staff of the UNMIS DDR Section for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	C	Action completed	Implemented
2	O	Submission to OIOS of documentation on DDR programme review and strategies for implementing lessons learned with regard to the implementation of DDR programme	Implemented
3	O	Submission to OIOS of strategies put in place to expedite the procurement of DDR supplies.	Partially implemented
4	O	Submission to OIOS of strategies put in place to expedite procurement of DDR supplies.	Partially implemented
5	O	Submission to OIOS of a copy of the report on the outcome of the Steering Committee's efforts to bring together the various parties together at its next forum	Implemented
6	C	Action completed	Implemented
7	O	Submission to OIOS of a copy of the draft reintegration strategy	Not provided
8	O	Submission of the Administrative and Operational Guidelines to be signed between UNDP and UNMIS	Not provided
9	O	Submission to OIOS of copies of administrative and operational guidelines to be signed between UNDP and UNMIS	Not provided
10	C	Action completed	Implemented
11	O	Submission to OIOS of status reports on the recruitment of staff to fill all key posts in the UNMIS DDR Section.	Not provided
12	C	Action completed	Implemented

¹ C = closed, O = open

² Date provided by UNMIS in response to recommendations

UNITED NATIONS



OIOS Client Satisfaction Survey

Audit of: Disarmament, demobilization and reintegration programme in UNMIS

(AP2007/632/01)

	1	2	3	4	5
By checking the appropriate box, please rate:	Very Poor	Poor	Satisfactory	Good	Excellent
1. The extent to which the audit addressed your concerns as a manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The audit staff's understanding of your operations and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professionalism of the audit staff (demeanour, communication and responsiveness).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The quality of the Audit Report in terms of:					
• Accuracy and validity of findings and conclusions;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Clarity and conciseness;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Balance and objectivity;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Timeliness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The extent to which the audit recommendations were appropriate and helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The extent to which the auditors considered your comments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall satisfaction with the conduct of the audit and its results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please add any further comments you may have on the audit process to let us know what we are doing well and what can be improved.

Name: _____ Title: _____ Date: _____

*Thank you for taking the time to fill out this survey. Please send the completed survey as soon as possible to:
 Director, Internal Audit Division, OIOS
 By mail: Room DC2-518, 2 UN Plaza, New York, NY 10017 USA
 By fax: (212) 963-3388
 By E-mail: knutsen2@un.org*