



INTERNAL AUDIT DIVISION

AUDIT REPORT

Reconfiguration structures for mandate implementation and accountability in UNMIK

The mandate implementation plan should be developed in line with the reconfigured functions and linked with other planning documents and strategies

18 March 2011

Assignment No. AP2010/650/02

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

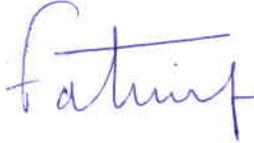
OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Mr. Lamberto Zannier
A: Special Representative of the Secretary-General
UNMIK

DATE: 18 March 2011

REFERENCE: IAD: 11- **00297**

FROM: Fatoumata Ndiaye, Director
DE: Internal Audit Division, OIOS



SUBJECT: **Assignment No. AP2010/650/02 – Audit of reconfiguration structures for mandate implementation and accountability in UNMIK**
OBJET: **implementation and accountability in UNMIK**

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendations 3, 5 and 6 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 high risk (i.e., recommendations 1, 2 and 4) in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Robert Sorenson, Chief of Staff, UNMIK
Ms. Alessandra Cabras, Deputy Chief of Staff, UNMIK
Mr. Anil Vasisht, Regional Representative, UNMIK
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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).

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EXECUTIVE SUMMARY

Audit of reconfiguration structures for mandate implementation and accountability in UNMIK

The Office of Internal Oversight Services (OIOS) conducted an audit of reconfiguration structures for mandate implementation and accountability in the United Nations Interim Administration Mission in Kosovo (UNMIK). The overall objective of the audit was to assess the efficiency and effectiveness of the reconfigured structure for mandate implementation and accountability in UNMIK. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

Following Kosovo's declaration of independence in February 2008, the Mission has been unable to implement most of its original executive functions under Security Council resolution 1244 due to changed circumstances on the ground. In the absence of a new Security Council mandate, the Mission is implementing functions based on the strategic direction provided in the Secretary-General's reports of June (S/2008/354) and November (S/2008/692) 2008. However, the Mission did not conduct a comprehensive risk assessment to identify risks to fulfilling its new role and to guide the formulation of a mandate implementation plan that is linked to other planning documents such as the Results-Based Budget and the Senior Manager's Compact. Such a plan could have been used to enhance effectiveness of controls over mandate implementation.

The Mission, in conjunction with the United Nations Kosovo Team, has developed a United Nations Strategic Framework for Kosovo. However, action plans and strategies for implementing planned strategic activities were yet to be developed. There is also a risk of failure to fully implementing the Strategic Framework due to funding constraints. Development and implementation of outstanding action plans and strategies will strengthen controls over monitoring implementation of planned activities.

The European Union Rule of Law Mission in Kosovo (EULEX) faced difficulties with fully implementing its justice and customs functions in northern Kosovo (Mitrovicë/Mitrovica region) due to lack of agreement between Belgrade and Pristina over key issues relating to jurisdiction, applicable law, method of appointment of local judges and prosecutors, and destination of customs fees collected. Formulation of clearly defined strategies and development of coordination mechanisms between UNMIK and EULEX will mitigate risks in the rule of law area in northern Kosovo.

Four out of nine performance indicators included in the 2009/2010 and 2010/2011 Results Based Budget (RBB) frameworks were neither realistic nor achievable as they related to functions that the Mission no longer performed but were taken over by the Kosovo authorities after Kosovo's declaration of independence. Development of performance indicators based on strategic roles defined in the Secretary-General's reports will serve as an effective tool for monitoring the implementation of the mandate, goals and objectives. Management has revised the 2011/2012 RBB framework.

TABLE OF CONTENTS

Chapter	Paragraphs
I. INTRODUCTION	1-8
II. AUDIT OBJECTIVES	9
III. AUDIT SCOPE AND METHODOLOGY	10-12
IV. AUDIT RESULTS	
A. Structure and strategies for mandate implementation	13-26
B. Monitoring and accountability	27-35
V. ACKNOWLEDGEMENT	36
ANNEX 1 – Status of Audit Recommendations	
ANNEX 2 – UNSF strategies to be developed	

I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of reconfiguration structures for mandate implementation and accountability in the United Nations Interim Mission in Kosovo (UNMIK). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. By its resolution 1244 (1999), the United Nations Security Council established UNMIK in June 1999. UNMIK is mandated to establish a transitional administration and establish and oversee the development of provisional democratic self-governing institutions to ensure a peaceful and normal life for the people of Kosovo.

3. The Kosovo authorities declared independence in February 2008. In response to the changed circumstances on the ground, the Mission reconfigured many of its functions and adopted new strategies based on the Secretary-General's reports of 12 June 2008 (S/2008/354) and 24 November 2008 (S/2008/692). Paragraph 2 of Secretary General's report (S/2010/5) dated 5 January 2010 elaborates the strategic goal of the Mission as "the promotion of security, stability and respect for human rights in Kosovo and in the region through engagement with all communities in Kosovo, as well as with Pristina and Belgrade and with regional and international actors".

4. On 26 November 2008, the President of the Security Council issued a statement welcoming the efforts of the European Union to advance the European perspective of the Western Balkans. On 9 December 2008, the European Union Rule of Law Mission in Kosovo (EULEX) was deployed to operate under the overall authority and within the status-neutral framework of the United Nations. EULEX assumed operational responsibilities in the rule of law areas of police, justice and customs throughout Kosovo. At the same time, UNMIK ceased performing most of its rule of law functions.

5. The reconfigured Mission has its headquarters in Pristina and field presence in Mitrovicë/Mitrovica and Peje/Peć. The Mission also maintains an office in Skopje, which evaluates political developments and liaises with the Government of Macedonia on the implementation of the Mission's mandate. The United Nations Office in Belgrade, also a part of the Mission, plays an important political/diplomatic role and liaises with the Serbian Government.

6. The overall Mission authorized personnel strength and budget for the fiscal years 2008/09, 2009/10 and 2010/11 are summarized in Table 1 below.

Table 1: UNMIK Budget

Fiscal Year	Budget (\$000,000)	Personnel		
		International	National	Total
2008-09	198.00	608	2038	2646
2009-10	47.00	173	293	466
2010-11	48.36	166	241	407

7. Following the reconfiguration, in addition to the staffing levels above, the budget of the Mission provides for eight military observers, eight United Nations police officers and 28 United Nations volunteers.

8. Comments made by UNMIK are shown in *italics*.

II. AUDIT OBJECTIVES

9. The main objectives of the audit were to assess the efficiency and effectiveness of the reconfigured structure for mandate implementation and accountability in UNMIK. More specifically to determine whether the Mission had formulated:

- (a) Comprehensive strategies to implement its mandate; and
- (b) Sufficient and appropriate criteria for measuring achievement of the mandate.

III. AUDIT SCOPE AND METHODOLOGY

10. The audit covered mandate implementation and the strategies formulated by the Mission. The audit also covered coordination arrangements between UNMIK and EULEX which was performing rule of law functions under the overall authority of the United Nations. The audit did not review the operations of EULEX, since EULEX is an independent organization. As well, the audit did not review the reconfiguration and downsizing of staff as these were covered in OIOS' audit of the retrenchment of staff (AP2009/650/04).

11. The audit methodology involved review of reports, files, correspondence and other relevant documents in different sections and units, analysis of the procedures, and interviews with management and key staff involved in the mandate implementation activities.

12. The audit reviewed in detail the activities in the Office of the Chief of Staff, Office for Community Support and Facilitation, Mitrovicë/Mitrovica Regional Office (MRO), and United Nations Police (UNPOL) Liaison Office. The four offices/sections were selected from twelve offices/sections in the substantive division in the Mission based on the activity-level risk assessment conducted during the planning process.

IV. AUDIT RESULTS

A. Structure and strategies for mandate implementation

Reconfigured Mission structure for mandate implementation

13. Following Kosovo's declaration of independence in February 2008, the Mission has been unable to implement most of its original executive functions under Security Council resolution 1244 due to changed circumstances on the ground. Therefore, the Mission is implementing functions based on the strategic direction provided in the Secretary-General's reports of June (S/2008/354) and November (S/2008/692) 2008. From June 2008 to June 2009, the Mission reconfigured the international civil presence in Kosovo. As part of the reconfiguration, the Department of Civil Administration and the Office of Communities, Returns and Minority Affairs discontinued most of its operations and reduced its staff. Following EULEX deployment, the UNMIK Police and Department of Justice also ceased operations. New Offices and Sections such as Rule of Law Liaison Office, United Nations Police Liaison Office, and the Office of Community Support and Facilitation were created to carry out necessary reconfigured functions of the former Departments and implement the mandated activities provided in S/2008/354 and S/2008/692.

Mandate Implementation Plan

14. The Secretary-General's reports S/2008/354 and S/2008/692 provide strategic direction to the Mission within the framework of Security Council resolution 1244 (1999). According to the strategic direction, the Mission's major role was: (a) monitoring and reporting; (b) to facilitate Kosovo's participation in regional and international initiatives, in particular those that aim to improve Kosovo's economic situation; (c) to promote dialogue between Belgrade and Pristina on issues of practical concern, including cultural heritage, missing persons, return of internally displaced persons and energy; (d) to facilitate EULEX's preparations to undertake an enhanced operational role in the rule of law area; and (e) to focus on the practical and political challenges that exist in northern Mitrovicë/Mitrovica.

15. The Mission has made significant efforts in clarifying its role and identifying related activities in line with the Secretary-General's strategic direction. In March 2010, the Special Representative of the Secretary-General (SRSG) signed the Senior Manager's Compact with the Secretary-General, which among other things, listed four priority objectives including: (a) peace consolidation and maintenance of stability; (b) pursuing dialogue with Belgrade and promoting regional cooperation; (c) promoting dialogue and reconciliation between Kosovo's communities; and (d) strategic integration of UNMIK with the United Nations Kosovo Team (UNKT¹). Additionally, UNMIK Management held a strategic retreat in October 2010 during which the political and legal

¹ UN Agencies present in Kosovo include OHCHR, UNICEF, UNFPA, UNHCR, IOM, WHO, FAO, ILO, UNDP, UN-HABITAT, UNOPS, UNIFEM (part of UN WOMEN), UNV as well as other Non-resident Agencies, UNESCO, UNEP, UNCTAD, UNODC, and UNIDO. The IMF and WB are also members of the UNKT

context in which UNMIK currently operates and the challenges it faces were discussed and strategies formulated relating to UNMIK's administration of Mitrovicë /Mitrovica, community issues, external facilitation, Pristina-Belgrade dialogue and the future of UNMIK.

16. However, the Mission did not conduct a comprehensive risk assessment to identify risks to fulfilling its new role and to guide the formulation of a mandate implementation plan. The mandate implementation plan would clarify and consolidate the strategic objectives and be used to develop operational plans to strengthen management controls over mandate implementation.

Recommendation 1

(1) The UNMIK Special Representative of the Secretary-General should ensure that a Mission mandate implementation plan is developed that incorporates the objectives in the Senior Manager's Compact signed with the Secretary-General and the strategies developed during the Management retreat. The Mission should develop operational plans based on the Mandate implementation plan.

17. *The UNMIK Management accepted recommendation 1 and stated that the Mission's mandate implementation plan is currently being finalized. Recommendation 1 remains open pending finalization and implementation of Mission's mandate implementation plan.*

United Nations Strategic Framework

18. In June 2010, UNMIK and the UNKT jointly developed a United Nations Strategic Framework (UNSF), which aims to provide a shared analysis, strategic direction and common vision on key peace consolidation and peace-building issues for the entire United Nations System in Kosovo. The UNSF has the overall objective of increasing the impact of the United Nations contribution to Kosovo's realization of a stable and inclusive society firmly integrated into Europe. The UNSF provides for a Kosovo United Nations Planning Team (KUPT) - which is co-chaired by the SRSG and the United Nations Development Coordinator, five thematic working groups to coordinate the implementation of the UNSF, and a joint coordination team of staff to support the KUPT and working groups. The implementation of the UNSF was in the initial phase.

19. The UNSF requires the working groups to develop key strategies and action plans with timelines for their implementation, but this had not been fully done. For example, the UNSF does not clearly identify the strategies for cooperation and coordination with other international actors such as EULEX and the Organization for Security and Co-operation in Europe (OSCE) who have roles to play within the context of Security Council resolution 1244. As well, strategies for cooperation with civil society had not been established. Annex 2 to this report provides examples of strategies that are yet to be developed.

20. The lack of clear strategies and action plans may result in gaps, inefficiencies, and non-achievement of the goals of the strategic framework. There is also a risk that the UNSF may not achieve its intended objectives due to a lack of financing for implementing planned activities. For instance, funding from the United Nations Peace Building Fund is not available for Kosovo due to its unique status. In mitigation, Management explained that the UNKT will seek to raise the resources required to implement the UNSF activities.

Recommendation 2

(2) The UNMIK Special Representative of the Secretary-General in liaison with the United Nations Development Coordinator should ensure that outstanding strategies are developed and implemented to effectively monitor and control planned activities in order to achieve intended objectives.

21. *The UNMIK Management accepted recommendation 2 and stated that the SRSG and the United Nations Development Coordinator were working to ensure that outstanding strategies are developed and implemented. Recommendation 2 remains open pending development of outstanding strategies.*

Gaps in the rule of law area in north Mitrovicë/Mitrovica

22. As stated above, EULEX was deployed to operate under the overall authority and within the status-neutral framework of the United Nations. On 9 December 2008, EULEX assumed operational responsibilities in the rule of law areas of police, justice and customs with the central aim of assisting and supporting the Kosovo authorities. Following EULEX's assumption of these operational responsibilities, UNMIK ceased exercising most of its rule of law functions.

23. EULEX faced difficulties with fully implementing its justice and customs functions in northern Kosovo (Mitrovicë/Mitrovica region) due to lack of agreement between Belgrade and Pristina on key issues relating to jurisdiction, applicable law, the method of appointment of local judges and prosecutors, and destination of customs fees collected. For instance, since March 2008, the District Court in northern Kosovo has been operating exclusively with EULEX judges and prosecutors and only one Municipal Court case has been heard. Management also explained that the Kosovo authorities made a political decision not to set up fully functioning courts for Mitrovicë/Mitrovica region. As a result, the population in the Mitrovicë/Mitrovica court district, which includes six municipalities, has been denied effective access to justice.

24. One of the roles of the Mission is to facilitate the role of EULEX in the rule of law area. However, there were no clearly defined strategies and coordination mechanisms between UNMIK and EULEX on how to resolve the rule of law issues in northern Mitrovicë /Mitrovica region. The reconfigured structure of the Mission includes posts of Senior Coordination Officer (P-5), Legal Officer (P-4) and Police Liaison Officer (P-3) in the SRSG's Office who

will be responsible for coordinating and liaising with EULEX in the rule of law area. Two posts have been filled and one is in the process of being filled. Management explained that the incumbents of the posts were not focused on mitigating risks associated with gaps in the rule of law area in Mitrovicë/Mitrovica region but on broader aspects of unresolved status related issues in northern Kosovo. Management also explained that Mitrovicë/Mitrovica Regional Office holds meetings and maintains contacts with EULEX in the region to discuss risks and possible solutions. In addition, the issue was likely to be a major subject during the upcoming dialogue between Pristina and Belgrade.

Recommendations 3 and 4

(3) The UNMIK Chief of Staff should ensure that the vacant post created for coordination with EULEX is quickly filled to ensure coordination and liaison functions are implemented.

(4) The UNMIK Special Representative of the Secretary-General should liaise with the European Union Rule of Law Mission in Kosovo and assist with developing strategies and coordination mechanisms for mitigating risks associated with gaps in the rule of law area in northern Kosovo.

25. *The UNMIK Management accepted recommendation 3 and stated that the vacant post has been filled.* Based on the action taken, recommendation 3 has been closed.

26. *The UNMIK Management accepted recommendation 4 and stated that the Mission has hired a Senior Coordinator who has started to actively explore possible ways to strengthen coordination with EULEX.* Recommendation 4 remains open pending development of mechanisms and strategies for coordination with EULEX.

B. Monitoring and accountability

Results-based budgeting framework

27. The results-based budgeting (RBB) framework included in the annual budgets for the period 1 July 2009 to 30 June 2010 and 1 July 2010 to 30 June 2011, sets out the goals and expected accomplishments for the Mission and the related performance indicators. Out of a total of nine performance indicators related to mandate implementation, four indicators were neither realistic nor achievable as they related to functions that the Mission no longer performed because they were taken over by the Kosovo authorities following Kosovo's declaration of independence. Affected indicators include the following:

- Increase in the total number of resolved cases of missing persons in Kosovo;
- Decrease in number of cases of serious inter-ethnic violence in Kosovo;

-
- Maintenance of the number of municipalities with sustainable returns; and
 - Increased access of the communities to Kosovo's public services, especially through the distribution of ID Cards.

28. The Mission no longer exercises executive authority in most areas and therefore, the Mission cannot ensure the implementation of activities measured by these indicators. Consequently, the performance indicators do not serve as an effective tool for monitoring the implementation of the Mission's mandate, goals and objectives.

29. Furthermore, the RBBs were insufficiently aligned with Mission's operational plans. For example, three expected outputs included in the 2009-2010 RBB framework were not reflected in any of the operational plans for the Mission sections, as follows.

- Facilitation of up to 12 meetings with representatives from Belgrade and Pristina on the implementation of the provisions relating to police, courts, customs, transportation and infrastructure, boundaries and Serbian patrimony;
- Facilitation of 6 meetings between Belgrade and Pristina on issues of mutual concern, such as energy, missing persons and returns; and
- Eighteen briefings (approximately) to Member States, regional organizations and United Nations Agencies on cooperation between Belgrade and Pristina.

30. Management explained that elements of the outputs were reflected in the work plans for the Offices of Chief of Staff, Rule of Law Liaison, and Community Support and Facilitation. Furthermore, the outputs in question have not been included in the 2011-2012 RBB. Instead, modified and reformulated versions of outputs have been included in the updated RBB framework.

31. The changed circumstances following Kosovo's independence have required the Mission to adjust its functions and develop new strategies as it takes on a more "political role". The Mission is implementing functions based on the Secretary-General's strategic direction provided in his reports of June (S/2008/354) and November (S/2008/692) 2008. The RBB framework, therefore, should be developed based on the role provided by the Secretary-General's strategic direction and the mandate implementation plan as discussed in paragraphs 14-17.

Recommendation 5

(5) The UNMIK Management should ensure that the results-based budgeting framework and performance indicators are developed based on the functions as provided by the Secretary-General's strategic direction which the Mission is implementing.

32. *The UNMIK Management accepted recommendation 5 and stated that the RBB framework for the substantive component was comprehensively revised for the Mission's 2011-2012 budget proposals. Based on the action taken, recommendation 5 has been closed.*

End of assignment reports and evaluation

33. The Department of Peacekeeping Operations (DPKO) through the Best Practices Section has established a system of collecting lessons learned information, which is used for planning, managing and supporting peacekeeping operations by learning from experience, problem solving and transferring best practices. Since the reconfiguration of the Mission, three different teams from United Nations Headquarters have visited the Mission to collect lessons learned information on Rule of Law, United Nations Police and Gender issues. Draft reports from the lessons learned studies have not yet been issued to the Mission.

34. Similarly, End of Assignment Reports, which are normally prepared by Senior Executives upon completion of their contracts, provide useful lessons learned information. The Mission did not retain End of Assignment Reports from past SRSGs and the Principal Deputy SRSGs (PDSRSG) and other senior staff. In the absence of these reports, the Mission was deprived of a valuable source of information to draw lessons and develop appropriate strategies for the Mission where applicable. Management explained that former SRSGs and PDSRSGs prepared end of assignment reports but they were addressed to the Under-Secretary-General for DPKO and copies were not retained in the Mission.

Recommendation 6

(6) The UNMIK Management should ensure that copies of end of assignment reports prepared by senior staff before leaving the Mission are retained in the Mission and used by Senior Management to draw lessons and formulate strategies.

35. *The UNMIK Management accepted recommendation 6 and stated that the recommendation will be implemented as senior staff leaves the Mission. Based on Management's response, recommendation 6 has been closed.*

V. ACKNOWLEDGEMENT

36. We wish to express our appreciation to the Management and staff of UNMIK for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	The UNMIK Special Representative of the Secretary-General should ensure that a Mission mandate implementation plan is developed that incorporates the objectives in the Senior Manager's Compact signed with the Secretary-General and the strategies developed during the Management retreat. The Mission should develop operational plans based on the Mandate implementation plan.	Strategy	High	O	Provide finalized Mission mandate implementation plan and operational plans	April 2011
2	The UNMIK Special Representative of the Secretary-General in liaison with the United Nations Development Coordinator should ensure that outstanding strategies are developed and implemented to effectively monitor and control planned activities in order to achieve intended objectives.	Strategy	High	O	Provide strategies developed in liaison with the United Nations Development Coordinator for monitoring and controlling planned UNSF activities.	Not provided
3	The UNMIK Chief of Staff should ensure that the vacant post created for coordination with EULEX is quickly filled to ensure coordination and liaison functions are implemented.	Operational	Medium	C	Action taken.	Implemented
4	The UNMIK Special Representative of the Secretary-General should liaise with the European Union Rule of Law Mission in Kosovo and assist with developing strategies and coordination mechanisms for mitigating risks associated with gaps in the rule of law area in northern Kosovo.	Strategy	High	O	Provide mechanisms and strategies for coordinating with the European Union Rule of Law Mission in Kosovo for mitigating risks associated with gaps in the rule of law area in northern Kosovo.	Not provided
5	The UNMIK Management should ensure that the results-based budgeting framework	Operational	Medium	C	Action taken	Implemented

Recom. no.	Recommendation	Risk category	Risk rating	C/O¹	Actions needed to close recommendation	Implementation date²
	and performance indicators are developed based on the functions as provided by the Secretary-General's strategic direction which the Mission is implementing.					
6	The UNMIK Management should ensure that copies of end of assignment reports prepared by senior staff before leaving the Mission are retained in the Mission and used by Senior Management to draw lessons and formulate strategies.	Compliance	Medium	C	Action taken.	Implemented

1. C = closed, O = open

2. Date provided by UNMIK in response to recommendations.

**UNITED NATIONS STRATEGIC FRAMEWORK FOR UN KOSOVO TEAM
STRATEGIES TO BE DEVELOPED**

Objective	Activity or strategy to be developed
Increased inclusiveness in multi-ethnic communities (municipalities).	Establish communications/coordination mechanisms for technical issues between municipalities and central counterparts
	Develop Community Action Plans in a participatory, inclusive manner that is ethnically and gender balanced
	Develop mechanisms/services to promote multi-ethnic entrepreneurship/business collaboration
	Establish communication and coordination mechanisms between UNMIK and the UN agencies to serve as a platform for the exchange of data and as a basis for assessing the impact of joint activities.
Returnees have access to effective structures and mechanisms that ensure sustainable returns and reintegration.	Establish a mechanism for the frequent sharing of information and reporting on returns
	Strengthen the capacities of local authorities and other relevant stakeholders to address the needs of returnees and ensure their (re)integration in safety and dignity.
	Re-establish technical dialogue and cooperation between the authorities in Pristina and Belgrade on return-related issues and ensure women's participation in negotiations.
	Raise communities' awareness about return-related issues and the right of all persons, regardless of ethnicity and gender, to return and enjoy their fundamental rights.
Human rights and gender equality compliance by Kosovo authorities and international institutions present in Kosovo is monitored and support is provided to Kosovo's engagement with treaty bodies.	Make international human rights accountability mechanisms operational and/or more effective.
	Systematically support Kosovo's engagement with UN treaty bodies and European human rights and gender monitoring mechanisms.
	Develop a mechanism for the systematic exchange of information and consultations among UN actors towards strategic advocacy and human rights reporting.
UN activities in the Mitrovica region are harmonized.	Crete an enabling environment for dialogue and cooperation between North and South, including on returns.
	In conjunction with the support provided by USAID and ECLO for the closure of the lead-contaminated camps, facilitate the reintegration of Roma, Ashkali and Egyptian returnees through access to social services and livelihood activities, as well as through dialogue with the receiving community.