



UNMIL

*Office of the Special Representative of the Secretary-General  
and Co-ordinator of United Nations Operations in Liberia*

3 April 2012

Dear Ms. Burns,

Thank you for the audit report dated 21 March 2012 on UNMIL's support to the Security Sector Reform programme.

The Mission has reviewed the draft report and supports the recommendations outlined in Annex I. As requested, detailed information has been provided in Annex I in order to set out a roadmap in terms of how the Mission intends to implement all three specific audit recommendations.

I am also satisfied that the main body of the report has taken into consideration previous comments provided by the Mission. Before finalizing the report, I would highlight three points for your consideration. Firstly, the Mission fully acknowledges the importance of the linkage between Security Sector Reform and Rule of Law and the Mission will remain focused on ensuring policy and programmatic linkages between the two. Secondly, while the Mission closely monitors the reform of the Armed Forces of Liberia (AFL), we have not played a direct role as this work has been led by the US Government in line with the Comprehensive Peace Agreement (2003). Finally, in the area of police reform we are very much aware of the need for specialized capacity building. However, recruitment of staff with specialized skills is a challenge. In addition to encouraging the Police Contributing Countries (PCC) to provide high quality police officers to the UNPOL, we will also look towards other alternatives to get a limited number of required *niche* experts in place, such as financial controllers for examples.

Ms. Eleanor T. Burns  
Chief, Peacekeeping Audit Service  
Internal Audit Division, OIOS  
New York

The Mission very much appreciates the audit of UNMIL work in the security sector given that it is a very important area in view of UNMIL transition.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M. Soumaré', with a long horizontal flourish extending to the left.

Moustapha Soumaré  
Officer-In-Charge  
United Nations Mission Mission in Liberia

**AUDIT RECOMMENDATIONS**  
**UNMIL support to Security Sector Reform programme**

Rec. no.	Recommendation	Critical/ <sup>1</sup> important <sup>2</sup>	Accepted? <sup>2</sup> (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMIL should clarify and formalize the role of its substantive components in the Security Sector Reform (SSR) of Liberia including the requirement to clearly identify SSR support activities in the work plans of the respective substantive components' Results-Based Budget, and performance reports.	Important	Yes	The SSR Advisor will coordinate on this issue with the RBB focal point in the O/SRSG to ensure that SSR issues are mainstreamed across the RBB.	From the start of the next RBB process officially commencing on 1 July 2012.	In order to ensure success, the RBB focal points in each UNMIL section will be requested by UNMIL leadership to consult with the SSR Advisor before submitting their RBB submissions to the O/SRSG RBB focal point.
2.	UNMIL should clarify the role of the Advisor to the Special Representative to the Secretary-General on Security Sector Reform (SSR) and formalize the SSR coordination mechanisms including regular meetings, standard reports and procedures for monitoring the achievement of the SSR mandate of the Mission.	Important	Yes	The job description of the SSR Advisor to the SRSG will be reviewed and revised in order to better clarify the role of the SSR Advisor	This will be initiated in July 2012 and will be led by the SRSG.	The Mission will await the appointment of a new SRSG before moving on this recommendation. The mission will also consult closely with human resources regarding this recommendation.

<sup>1</sup> Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Rec. no.	Recommendation	Critical/ <sup>1</sup> important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3.	UNMIL should formally assess the training needs of Liberia's security institutions, particularly the Liberian National Police, to identify where additional capacity building is required and initiate appropriate action including; for example, obtaining the necessary skills to address the identified training needs.	Important	Yes	UNPOL will assess the Liberia National Police Training needs together with the Government of Liberia.	Ongoing	UNPOL will work closely with Bi-lateral partners and UNDP to ensure that support for LNP training is provided through the Liberia National Police Training Academy. In addition to training, UNPOL will also need to focus on capacity building of the LNP. In some cases specialized capacity building will be necessary and therefore efforts will be required to ensure that UNPOL has the right skill set in place to provide such specialized support.
				In order to enhance coordination mechanisms the SSR Advisor will initiate bi-monthly SSR coordination meetings with relevant UNMIL and UNDP staff to ensure good coordination and delivery of SSR UNDAF outputs.	To begin when new UNDAF is in place – July 2012.	The new UNDAF includes a specific outcome on SSR, which includes five specific outputs that have been jointly developed by the UNCT and UNMIL.