



## **INTERNAL AUDIT DIVISION**

### **REPORT 2019/134**

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**Audit of support services provided by  
the United Nations Support Office in  
Somalia on a cost recovery basis**

**The Office needed to regularly review and  
update support service agreements and cost  
recovery rates charged for services  
provided, and improve handling of support  
requests to ensure effective service delivery  
and cost recovery**

**20 December 2019  
Assignment No. AP2019/638/03**

# **Audit of support services provided by the United Nations Support Office in Somalia on a cost recovery basis**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of support services provided by the United Nations Support Office in Somalia (UNSOS) on a cost recovery basis. The objective of the audit was to assess the adequacy and effectiveness of support services provided by UNSOS on a cost recovery basis. The audit covered the period from July 2016 to June 2019 and included a review of management of support services and administration of support service requests and cost recoveries.

The Office had implemented effective procedures to ensure that support services were only provided to entities with approved agreements and such services to those entities do not hinder the necessary support to the United Nations Assistance Mission in Somalia and the African Union Mission in Somalia as its core clients. However, the Office needed to regularly review and update support service agreements and cost recovery rates for services provided, improve handling of support requests to ensure effective service delivery and cost recovery process.

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

- Review and adjust its cost recovery rates to exclude some costs that were not attributable to the entities; and establish measures to notify entities provided services of changes in cost rates in a timely manner;
- Periodically review and update memoranda of understanding and service agreements for any changes in support services being provided as well as the applicable cost of those services;
- Collect performance data relevant to support services it provides and include discussions on performance of support services as a standing agenda item of monthly Somalia Operations Management Team meetings;
- Streamline its procedures for handling support service requests to improve efficiency, avoid billing errors and delays in service delivery; and
- Implement effective procedures to ensure timely collection of amounts receivable from support service receivers.

UNSOS accepted the recommendations, has implemented one, and initiated action to implement the remaining four recommendations.

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# Audit of support services provided by the United Nations Support Office in Somalia on a cost recovery basis

## I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of support services provided by the United Nations Support Office in Somalia (UNSOS) on a cost recovery basis.

2. UNSOS is mandated to provide administrative and logistical support to the United Nations Assistance Mission in Somalia (UNSOM) and logistical support to the African Union Mission in Somalia (AMISOM) as its core clients. By resolution 2245 (2015), the Security Council designated UNSOS as a strategic enabler in Somalia to provide support services to some other entities operating in Somalia. As at June 2019, UNSOS provided services to 123 entities (service receivers), consisting of 28 United Nations entities (6 Secretariat departments and 22 agencies, funds and programmes) and 95 non-United Nations entities, such as governmental and international organisations, embassies and commercial contractors. Table 1 shows support services provided by various technical units of UNSOS during 2016/17, 2017/18 and 2018/19.

**Table 1:**  
Support services billed by UNSOS from July 2016 to June 2019 (in \$ thousands)

Technical unit	Support service type	2016/17	2017/18	2018/19
Engineering and Facilities Maintenance Section	1. Living accommodation			
	2. Office space	6,201	4,556	3,691
	3. Camp management			
Aviation Section	4. Hire of UNSOS aircraft			
	5. Aviation testing fuel	806	1,114	551
	6. Airport security screening			
Medical Services Section	7. Medical services	515	669	606
	8. Casualty/medical evacuations			
Field Technology Section	9. Video teleconferencing			
	10. Tetra radio communication service	534	537	456
	11. Internet service			
Life Support Services Section	12. Fuel supplies	503	610	119
Movement Control Section	13. Movement of persons			
	14. Movement of cargo			
	15. Hire of UNSOS air terminal	0.31	388	362
	16. Passenger processing at UNSOS terminal			
Transport Section	17. Vehicle/plant repairs and maintenance	40	167	146
	18. Vehicle dispatch services			
Safety and Security Section	19. Printing of identification cards	68	111	536
Integrated Mission Training Centre	20. Training	-	47	101
	21. Conference facilities			
<b>Total</b>		<b>\$8,667</b>	<b>\$8,199</b>	<b>\$6,568</b>

Source: OIOS analysis of Umoja records

3. Relevant instructions of the Controller and terms and conditions of agreements between UNSOS and those entities receiving services governed the modality of support services provided as well as reimbursement of associated costs. UNSOS established a common memorandum of understanding (MOU)

with the 28 United Nations entities in June 2015 and separate MOUs or support service agreements with the 95 non-United Nations entities. The Somalia Operations Management Team (SOMT), represented by all the United Nations entities in Somalia, and the Director of UNSOS were responsible for the overall coordination and oversight of the implementation of the MOUs and support service agreements.

4. In March 2016, UNSOS established the Common Services Coordination Unit (CSCU) to coordinate the provision of support services and facilitate cost recoveries from service receivers. CSCU had three authorized posts comprising two international and one national staff and was led by a Chief at the P-3 level, reporting to the Chief of the Operations and Resources Management.

5. Comments provided by UNSOS are incorporated in italics.

## **II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY**

6. The objective of the audit was to assess the adequacy and effectiveness of the support services provided by UNSOS on a cost recovery basis.

7. This audit was included in the 2019 risk-based work plan of OIOS as it was requested by the UNSOS management and also identified by OIOS as a higher risk area due to operational and financial risks associated with the provision of support services.

8. OIOS conducted this audit from February to September 2019. The audit covered the period from July 2016 to June 2019. Based on an activity-level risk assessment, the audit covered higher and medium risk areas of: management of support service; and administration of support service requests and cost recoveries.

9. The audit methodology included: (a) interviews with responsible personnel, (b) reviews of relevant documents, (c) analytical review of data, and (d) detailed testing of invoices, support service agreements and requests.

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

## **III. AUDIT RESULTS**

### **A. Management of support services**

Support service agreements were established only with entities sharing objectives of the United Nations in Somalia

11. The United Nations Financial Rules and the Controller's relevant instructions require UNSOS to provide support services only to entities sharing the objectives of the United Nations in Somalia. To ensure this is complied with, the UNSOS Legal Affairs Unit reviews each request for services and advises the Director of UNSOS accordingly. Subsequently, the Director, in consultation with relevant technical units, determines if UNSOS has the capacity to provide the required services, and decides whether to approve the request. For approved requests, support service agreements between UNSOS and the service receiver are concluded, based on which CSCU creates a business partner in Umoja. A review of all 26 requests confirmed that this procedure was in place and working effectively during the audit period. All support

service agreements and MOUs were duly signed by authorized officials and clearly stipulated the scope of support services, financial arrangements and the roles and responsibilities of the parties.

UNSOS prioritized its support services to UNSOM and AMISOM

12. The audit noted that UNSOS was prioritizing the provision of services to its main mandated activities of supporting AMISOM and UNSOM. To ensure this was achieved, UNSOS established priority lists for requests for support services where it had limited capacity, such as movement of persons on UNSOS flights and available living accommodation and office space. For instance: (a) a review of 93 out of 411 passenger manifests from Nairobi to Mogadishu from January 2018 to June 2019 noted that priority levels, based on the purpose of the travel, such as medical evacuations, UNSOS and AMISOM staff on duty or on leave, were consistently applied; and (b) due to a shortage of security compliant living accommodation and office space, UNSOS prioritized assigning it to personnel from UNSOM, AMISOM and its own personnel over those of the United Nations agencies and other service receivers. Additionally, some services, such as fuel supplies, movement of cargo, vehicle/plant repairs and maintenance provided through third-party commercial contractors, had built-in reserve capacity or clear contract terms to ensure the support requirements of service receivers as well as the needs of UNSOM and AMISOM.

13. OIOS review concluded that UNSOS had effective measures in place to ensure support to service receivers did not hinder the necessary support to UNSOM and AMISOM.

Need to exclude non-chargeable costs from cost recovery rates and periodically update support service agreements

14. According to the instructions of the Controller, UNSOS is required to recover costs that are directly attributable to the support service provided and notify service receivers 30 days in advance of any changes in the support services being requested and their related cost.

a. Cost recovery rates for some services were incorrectly established

15. For 16 of the 21 support service types, UNSOS accurately established cost recovery rates by adequately considering and computing all relevant costs. However, for five support services (living accommodation, office space, medical services, vehicle dispatch services and printing of identification cards), UNSOS when computing the standardized cost recovery rates, incorrectly included costs that were not attributable to service receivers.

- For living accommodation and office space, there were instances where the cost of construction was included. The cost of construction was fixed and did not change with the number of occupants. For example, in June 2018, UNSOS issued an invoice to a United Nations agency for \$1,023 for a prefabricated single module with bath capsule living accommodation, which included a construction cost element of \$270, resulting in an over recovery of 26 per cent. However, as all cost recoveries related to living accommodation and office space were recorded in one Umoja account, OIOS was unable to calculate the total over recovery for the audit period.

- For medical services, the rates charged included an apportioned contract cost element of \$145 per patient per visit. The contract cost was fixed and did not change with the number of patients treated. For example, in June 2018, a commercial vendor was billed \$599 for medical services, which included the contract cost element, resulting in over recovery of \$290 (48 per cent). Due to a wide range of medical services provided, it was difficult to estimate the total amounts over-charged for the audit period.

- For vehicle dispatch services, the rates included purchase cost elements, which were not attributable to the vehicle despatch service provided as there were no additional costs in providing vehicle dispatch services to other entities, except for fuel usage, driver costs, and maintenance fees that were charged separately. For example, in May 2018, UNSOS issued an invoice to a United Nations agency for \$4,378, which included a purchase cost element, resulting in over recovery of \$397 (9 per cent). It was not feasible to estimate total amounts over-charged during the audit period, because records related to vehicle dispatch services were kept manually.

- For printing of identification cards, the charge included a setup cost of \$105,600 in the total contract cost of \$129,649. The setup cost was incurred by UNSOS for its use of printing services and did not increase because of other service receivers. This resulted in estimated over recoveries of \$55,366, \$90,283 and \$433,940 for 2016/17, 2017/18 and 2018/19, respectively.

b. Service receivers were not always promptly notified of rate changes

16. UNSOS revised cost recovery rates for some support services such as living accommodation, office space, camp management, and movement of cargo on UNSOS flights. Although these revisions were based on valid justifications, UNSOS did not always notify its service receivers of the changes in rates in a timely manner. The delays, although not significant, may result in confusion and unnecessary follow up efforts for service receivers to clarify correct rates being charged.

c. The MOU with the United Nations entities was not updated

17. Ten of the 21 support services provided by UNSOS, such as training, conference facilities and travel on UNSOS regular flights, were not included in the service agreements signed with the various service receiving entities. Also, UNSOS management incorrectly included non-chargeable elements in the cost recovery rates when formulating the common MOU in 2015 and there was no mechanism to periodically review and update the MOU for any changes. Although invoices were based on revised rates which service receivers had not disputed, such practice may result in incorrect billing and/or disputes between UNSOS and service receivers. CSCU was revising the MOU incorporating changes in support services provided and rates charged, but it was yet to be reviewed by SOMT and approved by the Director.

**(1) UNSOS should: (a) review the cost recovery rates to exclude non-chargeable elements such as set-up and construction cost; and (b) establish measures to notify service receivers of changes in cost recovery rates in a timely manner.**

*UNSOS accepted recommendation 1 and stated that it would review the established cost recovery rates to exclude non-chargeable elements and ensure that service receivers are notified at least 30 days in advance of any rate changes. Recommendation 1 remains open pending receipt of evidence that UNSOS has reviewed the cost recovery rates to exclude non-chargeable elements.*

**(2) UNSOS should, in collaboration with the Somalia Operations Management Team, implement a mechanism to periodically review and update the Memorandum of Understanding for any changes in support service provision and cost recovery rates.**

*UNSOS accepted recommendation 2 and stated that there was existing provision for MOU amendment. At the end of every MOU period, UNSOS reviews MOUs in consultation with concerned entities. These reviews had taken place in 2019 and some entities had already signed the revised MOUs. Based on the evidence provided, recommendation 2 has been closed.*

Need to systematically assess performance of support services

18. UNSOS and SOMT were not regularly assessing the effectiveness of support services during their monthly meetings. A review of minutes noted that performance of support services was only occasionally discussed, such as in the January 2018 meeting where United Nations agencies indicated office space and living accommodations provided to them were not sufficient and requested improvements.

19. OIOS interviews with representatives of the 28 United Nations agencies based in Somalia indicated that the service receivers were generally satisfied with the services provided. However, 3 of the 28 raised concerns regarding the poor quality of cleaning services as part of camp management and sub-standard living accommodations and office space. Also, they stated in some cases, their staff were not allowed to board UNSOS flights although UNSOS earlier approved movement of personnel forms to allow them on board. This happened due to low priority given to the United Nations agencies staff to board UNSOS flights where UNSOS was accommodating other passengers with higher priorities, even though their flight requests were previously approved. UNSOS was not aware of these concerns because they had not been discussed in the SOMT meetings, and because UNSOS and SOMT were not periodically surveying service receivers to obtain details on performance issues to ensure appropriate action was taken to improve the services provided.

**(3) UNSOS should, in collaboration with the Somalia Operations Management Team (SOMT), implement an effective mechanism to collect and maintain reliable and accurate data related to the performance of support services and include discussion on performance of support services provided by UNSOS as a standing agenda item of monthly SOMT meetings.**

*UNSOS accepted recommendation 3 and stated that it would propose the inclusion of support provided by UNSOS as a standing agenda point at the monthly SOMT meetings. Recommendation 3 remains open pending receipt of evidence that UNSOS has implemented an effective mechanism to collect and analyse data related to performance of support services on a regular basis.*

**B. Administration of support service requests and cost recoveries**

Need to streamline procedures for handling support service requests

20. UNSOS needed to streamline the process for requesting support services to improve the efficiency of the process. For instance, for requesting vehicle dispatch services, there was no standard form or method of making the request such as an email account in the Office of the Director of UNSOS. Additionally, service receivers requesting various services, such as living accommodation, medical services and printing of identification cards, had to contact the respective technical unit and submit a separate service request to each service. This process caused delays and was prone to billing errors. For example, some service receivers submitted a request for office space to Engineering and Facilities Management Section (EFMS) and a separate request for internet service to the Field Technology Section (FTS). Both EFMS and FTS billed the service receiver for the internet service using the respective cost recovery rates. However, the cost recovery rate for office space had a built-in element for internet service, resulting in double charging. Also, a request for vehicle dispatch services through an interoffice memorandum took 12 days before the request reached the service provider.

21. Subsequent to audit fieldwork, UNSOS revised the recovery rate to include internet service fee in the living accommodation and office space only. However, there was a potential risk of double charging for other services. The above happened because UNSOS had not reviewed its procedures for handling

requests for support services to ensure they were efficient and easy to comply with resulting in inconvenience to service receivers, billing errors and delays in service delivery.

**(4) UNSOS should streamline its procedures for handling support service requests to improve efficiency, avoid billing errors and delays in service delivery.**

*UNSOS accepted recommendation 4 and stated that the Mission would develop an automated system for processing requests for services from clients, which would address the observation. Recommendation 4 remains open pending receipt of evidence that UNSOS has streamlined and improved its system for receiving and processing support service requests.*

#### UNSOS billed service receivers timely and accounted for cost recovered accurately

22. OIOS review of 93 out of 2,331 cost recovery invoices, and relevant support service reports of technical units indicated that UNSOS billed service receivers accurately and within 30 days of the end of the month in which the service was rendered, except for the internet service where administrative fee was charged by both FTS and CSCU. As a result, service receivers were charged an additional monthly administrative fee of \$4,403 for the internet service, resulting in over recovery of \$52,836 per annum. As FTS discontinued such practice during the audit, OIOS did not make a recommendation on this issue. Moreover, OIOS noted that administrative fees collected were credited to a separate account in Umoja as required and not used to offset expenditures of technical units. The offset was done by the Controller's Office as indicated in the recovered revenue allotment reports, and properly disclosed as expenditures financed by recovered funds in the general ledger.

#### Need to ensure timely collection of outstanding balances

23. Service receivers are required to pay UNSOS for support services within 30 days of receipt of the invoice. As of June 2019, UNSOS was owed \$2.6 million for the provision of support services, mostly due from the United Nations agencies. An analysis of the \$2.6 million showed that \$1.7 million (64 per cent) was outstanding for more than 30 days, and \$830,560, including \$661,053 due from United Nations agencies, was outstanding for more than one year.

24. Since October 2018, CSCU analysed outstanding balances and reported them to the Director on a monthly basis, and followed up with service receivers on a weekly basis. However, UNSOS needed to report to SOMT more frequently to resolve the issue of late payments and establish effective mechanism such as advance payment arrangements or requirement to open deposit accounts with UNSOS. Long outstanding accounts receivables increase the risks that amounts may not be recoverable.

**(5) UNSOS, in collaboration with the Somalia Operations Management Team, should implement effective procedures to ensure timely collection of amounts owed from support service receivers.**

*UNSOS accepted recommendation 5 and stated that it had put in place advance billing arrangements where appropriate for various entities based on their payment record. Most bills were based on actual usage and could only be issued after details of services provided were received from the providing sections. Recommendation 5 remains open pending receipt of evidence of procedures implemented and collection of most of outstanding balances.*

Steps were taken to enhance safeguarding cash on hand

25. During the audit period, UNSOS received \$56,500 in cash for the movement of persons on UNSOS flights from Nairobi to Mogadishu on a \$100 per person basis, which was collected by a third-party contractor in Nairobi. OIOS confirmed that the contractor was depositing all cash collected into the designated bank account.

26. However, for the cash received in Mogadishu, improvements were necessary. For instance, from July 2017 to June 2019, UNSOS received \$203,892 for services provided such as short-term living accommodation, medical services and movement of persons on UNSOS flights. A review of cash collection records indicated that UNSOS implemented adequate procedures for receiving and recording of cash from individual service receivers. The Budget and Finance Section released \$104,865 (51 per cent) of \$203,892 to a transfer agency to transmit the money into the UNSOS bank account in Nairobi, but the remaining \$99,027 was hand-carried from Mogadishu to Nairobi by the Budget and Finance Section staff without appropriate security measures and deposited into the UNSOS bank account in Nairobi. This may expose the staff to a safety risk and result in loss of cash. This happened because UNSOS due to an oversight was not always making sure that all cash collected from service receivers in Somalia is transferred to the designated bank account through the money transfer agency. During the audit, UNSOS ceased the carrying of cash to Nairobi, and all cash deposited with the money transfer agency in Mogadishu.

UNSOS had procedures to recover equipment and cost of lost or damaged equipment

27. UNSOS was required to recover equipment upon termination of service provision or when the equipment was lost or damaged. The only equipment that UNSOS provided to service receivers were tetra radios. As at June 2019, FTS provided 81 radios to 11 entities and kept up-to-date records. During the audit period, FTS recovered all 13 tetra radios from those service receivers who terminated radio communication service and initiated recovery of \$1,100 from a service receiver for replacement of a tetra radio that was reported as lost. OIOS concluded that UNSOS had adequate procedures to recover equipment upon service termination or its replacement cost when equipment was lost or damaged.

#### **IV. ACKNOWLEDGEMENT**

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

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

## STATUS OF AUDIT RECOMMENDATIONS

**Audit of support services provided by the  
United Nations Support Office in Somalia on a cost recovery basis**

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	UNSOS should: (a) review the cost recovery rates to exclude non-chargeable elements such as set-up and construction cost; and (b) establish measures to notify service receivers of changes in cost recovery rates in a timely manner.	Important	O	Receipt of evidence that UNSOS has reviewed the cost recovery rates to exclude non-chargeable elements.	30 June 2020
2	UNSOS should, in collaboration with the Somalia Operations Management Team, implement a mechanism to periodically review and update the Memorandum of Understanding for any changes in support service provision and cost recovery rates.	Important	C	Implemented	8 December 2019
3	UNSOS should, in collaboration with the Somalia Operations Management Team (SOMT), implement an effective mechanism to collect and maintain reliable and accurate data related to the performance of support services and include discussion on performance of support services provided by UNSOS as a standing agenda item of monthly SOMT meetings.	Important	O	Receipt of evidence that UNSOS has implemented an effective mechanism to collect and analyse data related to performance of support services on a regular basis.	30 June 2020
4	UNSOS should streamline its procedures for handling support service requests to improve efficiency, avoid billing errors and delays in service delivery.	Important	O	Receipt of evidence that UNSOS has streamlined and improved its system for receiving and processing support service requests.	30 August 2020
5	UNSOS, in collaboration with the Somalia Operations Management Team, should implement effective procedures to ensure timely collection of amounts owed from support service receivers.	Important	O	Receipt of evidence of procedures implemented and collection of most of outstanding balances.	30 June 2020

<sup>1</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

<sup>3</sup> C = closed, O = open

<sup>4</sup> Date provided by UNSOS in response to recommendations.

# **APPENDIX I**

## **Management Response**



### Interoffice Memorandum

**To:** Mr. Daeyoung Park, Chief  
Peacekeeping Audit Service  
Internal Audit Division, OIOS

**Ref:** UNSOS/1219/M.049

**From:** Amadu Kamara, Director  
UNSO

**Date:** 8 December 2019

A handwritten signature in black ink, appearing to read "Amadu", written over the printed name of the sender.

**Subject:** Draft report on an audit of support services provided by the United Nations Support Office in Somalia on cost recovery basis (Assignment No. AP2019/638/03)

1. Further to your memorandum reference OIOS-2019-638-28 of 26 November 2019, please find attached the UNSOS response to the subject audit.
2. We thank you for your continued support to the work of UNSOS.

Best regards.

cc: Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS  
Mr. Abdinasir Issa, Acting Chief Resident Auditor, UNSOS, Internal Audit Division, OIOS  
Mr. Harjit Dhindsa, Chief Operations and Resource Management, UNSOS  
Mr. Herbert Pechek, Chief, Supply Chain Management, UNSOS  
Mr. Clark Toes, Chief, Service Delivery management, UNSOS  
Mr. Dolapo Kuteyi, Senior Administrative Officer, UNSOS  
Ms. Aki Vaidya Notake, Head, Common Services Coordination Unit, UNSOS

## MANAGEMENT RESPONSE

## Audit of support services provided by the United Nations Support Office in Somalia on a cost recovery basis

Rec. no.	Recommendation	Critical <sup>5</sup> / Important <sup>6</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNSOS should: (a) review the cost recovery rates to exclude non-chargeable elements such as set-up and construction cost; and (b) establish measures to notify service receivers of changes in cost recovery rates in a timely manner.	Important	Yes	Service Delivery Pillar	30 June 2020	Management accepts the recommendation and will: a. Review the established cost recovery rates to exclude non-chargeable elements. b. Ensure that service receivers are notified at least 30 days in advance of any changes in cost recovery rates.
2	UNSOS should, in collaboration with the Somalia Operations Management Team, implement a mechanism to periodically review and update the Memorandum of Understanding for any changes in support service provision and cost recovery rates.	Important	Yes	Common Services Coordination Unit (CSCU)	Implemented	Management seeks to advise the auditors that there is existing provision for MOU amendment as required. At the end of every MOU period, UNSOS reviews MOUs in consultation with concerned entities. These reviews have taken place in 2019 and some entities have already signed the revised MOUs. Management therefore requests that this recommendation be recorded as implemented.

<sup>1</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

## MANAGEMENT RESPONSE

## Audit of support services provided by the United Nations Support Office in Somalia on a cost recovery basis

Rec. no.	Recommendation	Critical <sup>7</sup> / Important <sup>8</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3	UNSOS should, in collaboration with the Somalia Operations Management Team (SOMT), implement an effective mechanism to collect and maintain reliable and accurate data related to the performance of support services and include discussion on performance of support services provided by UNSOS as a standing agenda item of monthly SOMT meetings.	Important	Yes	Senior Administrative Officer (SAO)/CSCU	30 June 2020	Management seeks to advise the Auditors that the mission will propose the inclusion of support provided by UNSOS as a standing agenda point for SOMT.
4	UNSOS should streamline its procedures for handling support service requests to improve efficiency, avoid billing errors and delays in service delivery.	Important	Yes	Service Delivery Pillar	30 August 2020	Management is developing an automated system for processing requests for services from clients, which will address the observation.
5	UNSOS, in collaboration with the Somalia Operations Management Team, should implement procedures to ensure timely collection of amounts owed from support service receivers.	Important	Yes	Service Delivery Pillar	Implemented	Management has put in place advance billing arrangements where appropriate, for various entities based on their payment record. Most bills are based on actual usage and can only be issued after details of services provide are received from the providing sections. UNSOS usually sends invoices to clients by the 20th day of the following month.  Management therefore requests the auditors to consider this recommendation as implemented.