



INTERNAL AUDIT DIVISION

REPORT 2014/031

Audit of movement control operations
in the United Nations Mission in South
Sudan

Overall results relating to the effective
management of movement control operations
in the United Nations Mission in South Sudan
were initially assessed as partially
satisfactory. Implementation of eight
important recommendations remains in
progress

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

7 May 2014
Assignment No. AP2013/633/06

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AUDIT REPORT

Audit of movement control operations in the United Nations Mission in South Sudan

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of movement control operations in the United Nations Mission in South Sudan (UNMISS).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure: (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. The UNMISS Movement Control (MovCon) Section was responsible for the movement of passengers and cargo using air and surface transportation assets in support of the UNMISS mandate. The operations of movement control were governed by the Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS) Movement Control Manual. The MovCon Section was headed by a Chief Movement Control Officer at the P-5 level and had 100 approved posts for 2012/13. The total expenditure for movement control operations for fiscal year 2012/13 was \$20.3 million. UNMISS transported 230,206 passengers and over 31 million metric tonnes of cargo during the period from 9 July 2011 (the start of the Mission) to 30 June 2013.
4. Comments provided by UNMISS are incorporated in italics.

II. OBJECTIVE AND SCOPE

5. The audit was conducted to assess the adequacy and effectiveness of UNMISS governance, risk management and control processes in providing reasonable assurance regarding the **effective management of movement control operations in UNMISS**.
6. The audit was included in the OIOS 2013 risk-based work plan because of the operational and financial risks relating to movement control operations.
7. The key controls tested for the audit were: (a) regulatory framework; and (b) coordinated management. For the purpose of this audit, OIOS defined these controls as follows:
 - (a) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (i) exist to guide the management of movement control operations; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information.
 - (b) **Coordinated management** - controls that provide reasonable assurance that: (i) potential overlaps in the performance of movement control operations are mitigated; and (ii) a coordinated approach with other sections such as Aviation, Security, Transport and the Mission Support Centre is established to manage movement control operations.

8. The key controls were assessed for the control objectives shown in Table 1.
9. OIOS conducted the audit from May to September 2013. The audit covered the period from 9 July 2011 to 30 June 2013.
10. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, physical observations, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

11. The UNMISS governance, risk management and control processes examined were initially assessed as **partially satisfactory** in providing reasonable assurance regarding the **effective management of movement control operations in UNMISS**. OIOS made nine recommendations to address the issues identified. UNMISS needed to improve procedures to ensure that: (a) cargo movement requests were properly approved by designated officers; (b) the Joint Movement Control Centre was fully operational; (c) movement reports were prepared in a timely manner to improve management oversight over movement control activities; (d) Mission shipments were delivered to their final destination in an efficient and cost-effective manner; (e) the Customs Clearance Unit maintained adequate records of tax exemption letters and customs release forms; and (f) transport vehicles and materials handling equipment were available at origin and destination locations as appropriate for effective cargo movement operations.

12. The initial overall rating was based on the assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of eight important recommendations remains in progress.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of movement control operations in UNMISS	(a) Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(b) Coordinated management	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Regulatory framework

Cargo Movement Requests were not properly approved

13. The DPKO/DFS Movement Control Manual (Manual) stated that a requestor was required to complete a cargo movement request form and submit it to the MovCon Freight Planning Unit in a timely manner to allow the request to be processed and prioritized for movement. The Manual further stated that

the authorising officer must be the Section Chief or a delegated officer of the requesting entity and the authorised signatories must be promulgated in the Mission.

14. A review of 65 of the 2,065 cargo movement requests listed on the master load plan sheet indicated that 20 of them were not properly approved. The MovCon Freight Planning Unit personnel did not require the signature of approving officers prior to accepting goods for shipment, and a list of designated approving officers for cargo movement requests was not maintained. The absence of designated approving officers resulted in an unmitigated risk of the Mission's cargo services being inappropriately used for the shipment of prohibited goods. The lack of an adequate approval process resulted in the transport of non-UNMISS cargo. For example, the UNMISS Security Section investigated two irregularities related to cargo movement requests during the audit period and it was confirmed that staff members utilized the Mission's cargo services for personal gain.

(1) UNMISS should: (a) develop a list of approving officers for cargo movement request forms and disseminate it to all Mission personnel; and (b) implement a mechanism to ensure that cargo movement requests are properly approved prior to accepting goods for shipment.

UNMISS accepted recommendation 1 and stated that a cargo movement request approval list would be agreed with the Office of the Director of Mission Support and subsequently published to relevant sections and units. UNMISS would also update its standard operating procedures to clarify the process. Recommendation 1 remains open pending receipt of evidence that adequate procedures are in place for ensuring that cargo movement requests are duly approved by assigned officers.

The capacity of the Joint Movement Control Centre needed to be enhanced and standard operating procedures finalized

15. The Manual required the establishment of a Joint Movement Control Centre within the MovCon Section that was responsible for the detailed planning and coordination of all movements. The Manual further stated that the Chief of the Joint Movement Control Centre was required to oversee the execution of the Mission's transportation priorities, determine the appropriate mode of transport and prepare standard operating procedures to guide staff in the day-to-day execution of movement control activities.

16. At the time of the audit, the Joint Movement Control Centre was not fully operational because the position of the Chief had been vacant since October 2012. Consequently, there was inadequate supervision over the implementation of transportation support to the Mission. Moreover, UNMISS had not developed standard operating procedures on movement control operations in South Sudan and this had negatively impacted the Mission's ability to plan and coordinate the movement of cargo. For example, a review of 31 of 65 cargo movement requests indicated that the requests were not included in the monthly load plan sheet. Moreover, 63 cargo movement requests (or 98 per cent) were not provided with a priority rating either on the request form or the load plan sheet.

(2) UNMISS should expedite the recruitment and onboarding of the Chief of the Joint Movement Control Centre to provide adequate supervision over the implementation of transportation support to the Mission.

UNMISS accepted recommendation 2 and stated that the Chief of Joint Movement Control Centre had reported to the Mission in February 2014. Based on the action taken by UNMISS, recommendation 2 has been closed.

(3) UNMISS should finalize the standard operating procedures on movement control operations and disseminate them to all movement control personnel.

UNMISS accepted recommendation 3 and stated that the Distribution and MovCon Section standard operating procedures were in the process of being redrafted and would be finalized in July 2014. Recommendation 3 remains open pending receipt of a copy of the standard operating procedures on movement control operations.

Movement of shipments were not adequately monitored and reported

17. The Manual stated that monitoring of movements was an essential part of movement control operations. All phases of each movement were required to be monitored to determine the overall effectiveness and execution of the movement, and required movement reports were expected to be prepared in a timely manner.

18. UNMISS did not prepare the required reports mainly because the MovCon Section did not realize that these reports were an important management tool to ensure effective oversight of movement control operations. As a result, UNMISS management were not adequately monitoring movement control operations. For example, on request, the MovCon Section was unable to readily determine the status of shipments.

(4) UNMISS should implement procedures to ensure that movement control reports are available and are completed in a timely manner to improve management oversight of movement control activities.

UNMISS accepted recommendation 4 and stated that as part of redrafting its standard operating procedures, the MovCon Section would ensure that reporting requirements were in line with the DFS Movement Control Manual. Recommendation 4 remains open pending receipt of evidence that movement control reports are available and completed in a timely manner.

Ineffective planning resulted in delays in the delivery of cargo and inefficiencies

19. The Manual provided indicative priorities to determine the delivery time for cargo movement requests, which varied depending on mission resources and infrastructure.

20. A review of 75 cargo movement requests indicated that shipments were not delivered to their final destination within established priority timelines. For example, UNMISS took more than 180 days to deliver shipments related to 27 (or 36 per cent) of the 75 cargo movement requests. The shipment delays ranged from 183 to 407 days, and adversely impacted operations.

21. A review of 30 cargo flights between the period from July and September 2013 indicated that the average utilization rate was 55 per cent. Moreover, two special cargo flights were used at a cost of \$252,000 to transport engineering materials and general supply items valued at \$60,000. UNMISS needed to improve its planning to address delays in the delivery of cargo, and ensure cost-effective modes of transport.

(5) UNMISS should improve the planning and coordination of cargo movements to ensure that Mission shipments are delivered to their final destination in an efficient and cost-effective manner.

UNMISS accepted recommendation 5 and stated that it would review its planning process and reflect required changes in the standard operating procedures. UNMISS would also examine the suitability and feasibility of introducing key performance indicators to the Distribution and MovCon

Section. Recommendation 5 remains open pending receipt of evidence that UNMISS has implemented adequate procedures to improve the time taken for cargo to be delivered to the final destination.

The Mission needed to systematically evaluate and monitor contractors' performance

22. The Manual required the evaluation of each contractor's fulfillment of the contracted requirement with regard to quality, delivery, timeliness as well as all other performance indicators regarding promised goods, services or works.

23. UNMISS engaged third party contractors to provide customs, freight and transportation services. Of the seven contractors, UNMISS did not conduct performance evaluations for five contractors with expenditures totaling \$19.1 million as at 30 June 2013. This resulted in an unmitigated risk of continual use of under-performing contractors.

(6) UNMISS should conduct periodic evaluations of contractors' performance as required by the Department of Peacekeeping Operations / Department of Field Support Movement Control Manual.

UNMISS accepted recommendation 6 and stated the Distribution and MovCon Section had established a dedicated contracts administrator to manage significant contracts procured for movement control services. The terms of reference for this position included periodic evaluations of contractors' performance. Recommendation 6 remains open pending receipt of evidence that UNMISS is systematically evaluating the performance of contractors.

The customs clearance process needed to improve

24. The MovCon Customs Clearance Unit was responsible for raising requests for tax exemptions and obtaining approvals from the Ministry of Foreign Affairs. Once approval letters were obtained, the appointed customs clearing agent performed all necessary liaison and coordination with the Ministry of Finance and customs authorities to obtain tax exemption letters and release of the shipments. In addition, the customs clearing agent was required to acknowledge receipt of the documents by signing in the MovCon Customs Clearance Unit's register book.

25. A review of 55 import case files indicated that the filing system in the Customs Clearance Unit was ineffective as follows:

- The Customs Clearance Unit did not properly maintain its register book. In 11 cases, there were no endorsements by the customs clearing agent in the register. As a result, there was no indication that the relevant approval letters from the Ministry of Finance, and the related shipping documents, were handed over to the customs clearing agent;
- For all 55 cases, a copy of the tax exemption letter was not maintained on file. Other important documents such as Customs Release, Proof of Delivery and Discrepancy Note signed-off by the Customs Officer were also not available; and
- There was no documentation to indicate that the customs clearing agent had submitted the tax exemption letters and shipping documents for all 55 cases to the customs authorities at the bonded warehouse where the cargo was stored.

26. Customs clearance tasks had increased significantly since July 2012 and the staff dedicated to the tax exemption process had increased from one to six over this period. However, these additional personnel were individual contractors that were hired to augment the staffing level until June 2014. These personnel were hired because 34 national staff posts approved for the MovCon Section were utilized by the Security Section, and would only be returned to the Section in July 2014. The reliance on individual contractors placed a training burden on other staff members as individual contractors could only be employed for a period of up to nine months. Moreover, the opportunity to develop staff skills and ensure continuity and quality of output had been difficult to maintain.

(7) UNMISS should: (a) ensure that the register book maintained by the Customs Clearance Unit is accurate and up-to-date; and (b) coordinate with the appointed customs clearing agents to ensure that tax exemption letters and other customs release documents are received and appropriately filed.

UNMISS accepted recommendation 7 and stated that it intended to: (a) implement a monthly review of the Customs Clearance Unit's registers by the Head of Unit; and (b) ensure that tax exemption requests were signed by customs clearing agents and the final tax exemption letter was provided by the clearing agent. Recommendation 7 remains open pending OIOS verification that the Customs Clearance Unit's register is complete and up-to-date, and tax exemption letters and other customs release documents are received and properly filed.

(8) UNMISS should expedite the recruitment of national staff for posts within the Customs Clearance Unit to enable the Unit to become fully operational.

UNMISS accepted recommendation 8 and stated that the recruitment process was on-going. Recommendation 8 remains open pending receipt of evidence that the posts approved for the MovCon Section have been filled.

The Mission was engaging with the Government to expedite the customs clearance process

27. Under the terms of the Status of Forces Agreement signed by UNMISS and the Government of South Sudan, the United Nations and its agents and contractors were allowed to import goods in support of the Mission free from duties and taxes.

28. The Mission had not been able to clear its shipments from customs authorities in a timely manner mainly due to the lengthy custom clearance process. Shipments valued at over \$14.4 million were still pending customs clearance at the time of the audit. Consequently, from October 2012 to June 2013, the Mission incurred financial losses totaling \$754,309 resulting from demurrage and storage charges and an additional \$787,000 had been allocated for such charges in the fiscal year 2013/14. Moreover, the completion of Mission projects such as the construction of office and living accommodation in Juba and the regions were delayed considerably. As UNMISS was continuing to engage the Government of South Sudan to ensure compliance with the Status of Forces Agreement, no recommendation was made.

Passenger booking procedures had improved

29. The movement of personnel form was a mandatory document that indicated that a passenger had been authorized to fly on an UNMISS flight. The MovCon Passenger Booking Unit was required to receive the approved movement of personnel form at least 48 hours in advance of the requested travel to allow planning and efficient allocation of assets. The form required the signature of the traveler and the approval of the Section Chief and a Security representative. The signature of the Director of Mission

Support or his designated representative was required for travel with financial implications and travel outside of South Sudan.

30. A review of 268 movement of personnel forms for passengers who traveled during the 12 months ending June 2013 indicated that the forms were not properly completed and approved prior to finalizing the manifest for concerned flights. In 22 cases, the forms were not signed by the passenger and in nine cases, the forms were not duly authorized by the Director of Mission Support or his designated representative. Also, in three cases, the movement of personnel forms were not submitted on time and no justification was provided for the late submission.

31. Subsequent to the audit, UNMISS developed an electronic version of the form where travel was authorized electronically by the approving officials and an electronic copy of the form was automatically saved in the system. OIOS was satisfied that appropriate action was taken to improve the passenger booking procedures.

Non-United Nations passengers were required to sign a Waiver of Limited Liability form

32. MovCon was responsible, before boarding passengers into the aircraft, to ensure that the Waiver of Limited Liability form was signed by each non-UNMISS passengers.

33. A review of movement of personnel forms and waivers for 70 non-UNMISS passengers who traveled during the 12 months ending June 2013 indicated that six passengers did not sign the waiver. Moreover, in 27 cases, the waivers were signed by the passenger but the signatures were not witnessed by a MovCon staff member.

34. The lack of waivers exposed the United Nations to risks of financial liability in the event of any injury or death occurring during a flight. Subsequent to the audit, UNMISS implemented procedures to ensure that all non-United Nations personnel travelling on a United Nations aircraft signed a Waiver of Limited Liability form before they were allowed to travel. As a result of the action taken by UNMISS to improve the process, and that as an additional control, UNMISS was in the process of developing a Quality Assurance Cell to verify adherence to the procedures, no recommendation was made.

B. Coordinated management

There were insufficient transportation assets and materials handling equipment

35. The Manual stated that one of the initial tasks for movement control operations was to establish the requirements for materials handling equipment based on the Mission's needs.

36. UNMISS had not established its requirements for materials handling equipment. As a result, there were no forklifts and low-bed trucks in six Mission locations. The lack of sufficient transportation assets and materials handling equipment resulted in expensive offloading operations. For example, a Mi26 cargo plane was used in four instances at a cost of \$211,853 to airlift a forklift to be used in offloading operations at various Mission locations. For routine movements, the forklift was often transported alongside other cargo items. Since vehicles and materials handling equipment were in the custody of the Transport Section, improved coordination mechanisms needed to be implemented.

<p>(9) UNMISS should improve coordination between the Movement Control and Transport Sections to ensure the availability of transport vehicles and materials handling equipment at origin and destination locations as appropriate for effective cargo movement operations.</p>
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UNMISS accepted recommendation 9 and stated that it would conduct a review of vehicles and shortfalls would be addressed. Recommendation 9 remains open pending receipt of evidence that transport vehicles and materials handling equipment are available at origin and destination locations as appropriate for effective cargo movement operations.

IV. ACKNOWLEDGEMENT

37. OIOS wishes to express its appreciation to the Management and staff of UNMISS for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of movement control operations in the United Nations Mission in South Sudan

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNMISS should: (a) develop a list of approving officers for cargo movement request forms and disseminate it to all Mission personnel; and (b) implement a mechanism to ensure that cargo movement requests are properly approved prior to accepting goods for shipment.	Important	O	Receipt of evidence that adequate procedures are in place for ensuring that cargo movement requests are duly approved by assigned officers.	30 June 2014
2	UNMISS should expedite the recruitment and onboarding of the Chief of Joint Movement Control Centre to provide adequate supervision over the implementation of transportation support to the Mission.	Important	C	Action taken	Implemented
3	UNMISS should finalize the standard operating procedures on movement control operations and disseminate them to all movement control personnel.	Important	O	Receipt of a copy of the standard operating procedures on movement control operations.	31 July 2014
4	UNMISS should implement procedures to ensure that movement control reports are available and are completed in a timely manner to improve management oversight of movement control activities.	Important	O	Receipt of evidence that movement control reports are available and completed in a timely manner.	30 June 2014
5	UNMISS should improve the planning and coordination of cargo movements to ensure that Mission shipments are delivered to their final destination in an efficient and cost-effective manner.	Important	O	Receipt of evidence that UNMISS has implemented adequate procedures to improve the time taken for cargo to be delivered to the final destination.	31 July 2014

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses 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.

² 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.

³ C = closed, O = open

⁴ Date provided by UNMISS

STATUS OF AUDIT RECOMMENDATIONS

Audit of movement control operations in the United Nations Mission in South Sudan

Recom. no.	Recommendation	Critical⁵/ Important⁶	C/ O⁷	Actions needed to close recommendation	Implementation date⁸
6	UNMISS should conduct periodic evaluations of contractors' performance as required by the Department of Peacekeeping Operations / Department of Field Support Movement Control Manual.	Important	O	Receipt of evidence that UNMISS is systematically evaluating the performance of contractors.	30 June 2014
7	UNMISS should: (a) ensure that the register book maintained by the Customs Clearance Unit is accurate and up-to-date; and (b) coordinate with the appointed customs clearing agents to ensure that tax exemption letters and other customs release documents are received and appropriately filed.	Important	O	OIOS verification that the Customs Clearance Unit's register is complete and up-to-date, and tax exemption letters and other customs release documents are received and properly filed.	30 June 2014
8	UNMISS should expedite the recruitment of national staff for posts within the Customs Clearance Unit to enable the Unit to become fully operational.	Important	O	Receipt of evidence that the posts approved for the MovCon Section have been filled.	31 May 2014
9	UNMISS should improve coordination between the Movement Control and Transport Sections to ensure the availability of transport vehicles and materials handling equipment at origin and destination locations as appropriate for effective cargo movement operations.	Important	O	Receipt of evidence that transport vehicles and materials handling equipment are available at origin and destination locations as appropriate for effective cargo movement operations.	30 June 2014

⁵ Critical recommendations address significant and/or pervasive deficiencies or weaknesses 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.

⁶ 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.

⁷ C = closed, O = open

⁸ Date provided by UNMISS

APPENDIX I

Management Response

United Nations  Nations Unies
UNITED NATIONS MISSION IN SOUTH SUDAN
(UNMISS)

Tel: +1-917 367 5023 || Fax: +1 917 367 3523

To: Ms. Eleanor T. Burns
Chief, Peacekeeping Audit Service
Internal Audit Division, OIOS
Date: 22 April 2014
Reference: 2014-DMS-10

From: Hildé F. Johnson, Special Representative
of the Secretary-General

Subject: Draft report on the audit of Movement Control Operations in the United Nations Mission in South Sudan (Assignment no. AP2013/633/023)

1. Reference is made to your memorandum on the audit of Movement Control Operations in UNMISS dated 16 November 2013.
2. Attached please find our comments on the specific recommendations listed as Annex 1 of the draft report of the auditors.
3. UNMISS would like to thank the auditors for their assistance and recommendations aimed at improving the overall Movement Control Operations in UNMISS.
4. Should you have additional questions, please do not hesitate to contact us.

Thank you and best regards.

Attachments: Annex 1

cc: Ms. Stephani L. Scheer, Director of Mission Support
Mr. Christopher Father, Chief Supply Chain Management Service
Mr. Paul Egunsola, Chief of Staff
Mr. Ibrahim Bah, Chief Resident Auditor

Management Response

Audit of movement control operations in United Nations Mission in South Sudan

Rec. no.	Recommendation	Critical/ ¹ Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMISS should: (a) develop a list of approving officers for cargo movement request forms and disseminate it to all Mission personnel; and (b) implement a mechanism to ensure that cargo movement request forms are properly approved prior to accepting goods for shipment.	Important	Yes	Chief, Movement Control Section	30 June 2014	Cargo Movement Request (CMR) approval list to be agreed with the Office of the Director of Mission Support (ODMS) and published to all Self Accounting Units (SAUs), Distribution/Movement Control (Dist/Movcon), Freight Planning Unit (FPU), Consolidated Cargo Movement Unit (CCMU) and detachments to maintain record of authorized approvers. Standard Operating Procedures (SOPs) to be amended accordingly.
2	UNMISS should expedite the recruitment and onboarding of the Chief of Joint Movement Control Centre to provide adequate supervision over the implementation of transportation support to the Mission.	Important	Yes	Chief, Movement Control Section	Implemented.	Candidate already on board as of February 2014. Request closure of this recommendation.
3	UNMISS should finalize the standard operating procedures on movement control operations and disseminate approved procedures to all Movement Control personnel.	Important	Yes	Chief, Movement Control Section	31 July 2014	Dist/MovCon SOPs are in the process of a complete re-write. A draft is ready and Dist/MovCon will workshop the SOPs in July 14 to finalise it.
4	UNMISS should implement procedures to ensure that movement control reports are available and are completed in a timely	Important	Yes	Chief, Movement Control	30 June 2014	As part of SOP re-write MovCon reporting requirements will be cross referred with draft MovCon Manual

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses 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.

² 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.

Management Response

Audit of movement control operations in United Nations Mission in South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	manner to improve management oversight of movement control activities.			Section		published by Headquarters (HY) New York (NY) to ensure mandatory MovCon reports are incorporated .
5	UNMISS should improve the planning and coordination of cargo movements to ensure that Mission shipments are delivered to their final destination in an efficient and cost-effective manner.	Important	Yes	Chief, Movement Control Section	31 July 2014	Dist/MovCon will conduct a review of the UNMISS planning procedure and ensure any changes that can be made to facilitate Dist/Movcon's part in the mission's planning and coordination of cargo movements are reflected in the Dist/Movcon SOP re-write. Dist/MovCon will examine the suitability and feasibility of introducing Key Performance Indicators (KPI) that monitor Dist/Movcon's inputs to the mission's performance in this area, taking due regard of the significant operational constraints imposed by the minimal transport infrastructure within South Sudan and the climatic conditions that impact on the ability to physically move equipment during the protracted wet season.
6	UNMISS should conduct periodic evaluations of contractors' performance as required by the Department of Peacekeeping Operations / Field Support Movement Control Manual.	Important	Yes	Chief, Movement Control Section	30 June 2014	Dist MovCon has established a dedicated contracts administrator to manage the significant contracts held by MovCon. The Terms of Reference (ToR) for this position includes periodic evaluations of contractor's performance.
7	UNMISS should: (a) ensure that the	Important	Yes	Chief,	30 June 2014	UNMISS intends to implement the

Management Response

Audit of movement control operations in United Nations Mission in South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	register book maintained by the Customs Clearance Unit is accurate and up-to-date; and (b) coordinate with the appointed customs clearing agents to ensure that the tax exemption letter and other customs release documents are received and appropriately filed.			Movement Control Section		following : <ul style="list-style-type: none"> • Monthly review of Customs Clearance Unit (CCU) registers to be conducted by Head CCU. • Initial Tax Exemption requests to be signed for by all customs clearing agents. • Copy of final tax exemption letter to be provided by UNMISS clearing agent.
8	UNMISS should expedite the recruitment of national staff for posts within the Customs Clearance Unit to enable the Unit to become fully operational.	Important	Yes	Chief, Movement Control Section	31 May 2014	Recruitment process is ongoing.
9	UNMISS should improve coordination between the Movement Control and Transport Sections to ensure the availability of transport vehicles and materials handling equipment at origin and destination locations as appropriate for effective cargo movement operations.	Important	Yes	Chief, Movement Control Section	30 June 2014	Noted. Vehicle review to be conducted and shortfalls identified to Transport Section.