



INTERNAL AUDIT DIVISION

REPORT 2015/123

Audit of the management of engineering projects in the United Nations Mission in the Republic of South Sudan

Overall results relating to the effective management of engineering projects in the United Nations Mission in the Republic of South Sudan were initially assessed as unsatisfactory. Implementation of three critical and four important recommendations remains in progress

FINAL OVERALL RATING: UNSATISFACTORY

16 October 2015
Assignment No. AP2014/633/02

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AUDIT REPORT

Audit of the management of engineering projects in the United Nations Mission in the Republic of South Sudan

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the management of engineering projects in the United Nations Mission in the Republic of 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 Engineering Section was responsible for planning, designing, constructing and maintaining buildings and physical infrastructure including utility plants, airports and supply routes. The Section completed 17 projects from July 2011, when the Mission was established, to 31 December 2014. The progress of engineering projects was impacted by the December 2013 crisis and the refocus of the Mission in 2014 on protection of civilians and catering for internally displaced persons.
4. The Engineering Section was headed by an Officer-in-Charge at the P-5 level who was assisted by a Force Engineer. The Section had 300 authorized posts comprising of 46 international staff, 48 United Nations volunteers and 206 national staff. The Section had 10 regional offices, each headed by a State Engineer. The 2012/13 and 2013/14 budgets for UNMISS engineering activities were \$35.6 million and \$49.2 million respectively.
5. Comments provided by UNMISS are incorporated in italics.

II. OBJECTIVE AND SCOPE

6. 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 engineering projects in UNMISS**.
7. The audit was included in the 2014 risk-based work plan of OIOS because of the operational and financial risks relating to engineering projects.
8. The key control tested for the audit was regulatory framework. For the purpose of this audit, OIOS defined this key control as one that provides reasonable assurance that policies and procedures: (a) exist to guide the management of engineering activities in UNMISS; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.
9. The key control was assessed for the control objectives shown in Table 1.
10. OIOS conducted this audit from November 2014 to March 2015. The audit covered the period from 1 July 2011 to 31 October 2014.

11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through interviews and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The UNMISS governance, risk management and control processes examined were initially assessed as **unsatisfactory**¹ in providing reasonable assurance regarding the **effective management of engineering projects in UNMISS**. OIOS made seven recommendations to address the issues identified. In February 2015, UNMISS re-established its Project Management Group, which was suspended as a result of the December 2013 crisis, and resumed providing strategic direction on the implementation of engineering projects and overseeing the planning, execution and monitoring of projects. However, UNMISS needed to: (a) track and monitor engineering projects; (b) promulgate standard operating procedures on all project management activities; (c) expedite the recruitment to fill vacant posts in the Engineering Section; (d) classify, retain and easily retrieve engineering project documents; (e) enforce the requirement on the mobilization of equipment, supplies and workforce by contractors and for them to provide adequate performance bonds; and (f) properly review and certify payments for engineering projects.

13. The initial overall rating was based on the assessment of key control presented in Table 1. The final overall rating is **unsatisfactory** as implementation of three critical and four important recommendations remains in progress.

Table 1: Assessment of key control

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of engineering projects in UNMISS	Regulatory framework	Unsatisfactory	Unsatisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: UNSATISFACTORY					

Regulatory framework

The Mission had re-established its Project Management Group

14. The Departments of Peacekeeping Operations and Field Support (DPKO/DFS) Engineering Support Manual requires UNMISS to implement a mechanism for effective management of projects. In November 2013, UNMISS established a Project Management Group comprising: (a) a Steering Group to provide strategic direction and make decisions on resource allocation; (b) an Integrated Project Team to

¹ A rating of “**unsatisfactory**” means that one or more critical and/or pervasive important deficiencies exist 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.

oversee the planning, execution, monitoring and reporting of projects; and (c) individual project team leaders, also called project managers.

15. Due to the December 2013 crisis and the focus of Mission management on activities to protect civilians during 2014, the Project Management Group was suspended and both the Steering Group and Integrated Project Team did not meet from December 2013 to December 2014. As a result, five major projects including the Mabil county support base, Turalei county support base, 200 Juba houses, Juba apron and two road maintenance projects with an estimated cost of \$24.7 million were managed solely by the Engineering Section without any oversight. In early 2015, UNMISS re-established the Project Management Group. A review of the activities of the Project Management Group indicated that the Group's Integrated Project Team, which comprised project team leaders, met five times from January to June 2015 and was adequately overseeing the planning, execution, monitoring and reporting of projects. As the Mission had re-established the Project Management Group, OIOS did not make a recommendation.

UNMISS needed to implement an adequate project tracking and monitoring system

16. The DPKO/DFS Engineering Support Manual requires UNMISS to track and monitor the implementation of engineering projects and prepare related reports. The Section is also required to maintain a system for recording engineering activities including project budgets and actual costs, planned and start dates of projects, planned and completion dates, details of change orders and progress reports on project implementation.

17. A review of engineering projects' records indicated that the Engineering Section did not have an effective and efficient system for tracking and monitoring of projects. The Engineering Section was using Microsoft Project and Excel spreadsheets to schedule projects, but it did not use these applications to track project costs.

18. The audit results also indicated that Mission's Galileo system had a project estimation and cost tracking module, which could have been used to monitor the status of projects, including estimation of labour, materials and actual cost through work orders. However, the Engineering Section did not use Galileo because the Mission had restricted access only to the Supply Chain Section. As a result, UNMISS was precluded from effectively monitoring and controlling its engineering projects and was unable to determine their timely completion and actual costs.

(1) UNMISS should implement a system to facilitate the tracking, monitoring and reporting of engineering projects.

UNMISS accepted recommendation 1 and stated that the Mission was: (a) using Galileo and Microsoft Project for planning, monitoring and implementing engineering projects; and (b) was strengthening the use of Galileo to monitor the utilization of materials. It was also developing and issuing reports on engineering projects, and had developed a SharePoint project server to handle the scheduling and storage of project information. The system was being tested and would be rolled out across the Mission. Recommendation 1 remains open pending receipt of evidence that UNMISS has implemented a proper project tracking and monitoring system.

UNMISS needed to expedite the recruitment process and issue standard operating procedures

19. The DPKO/DFS Engineering Support Manual requires UNMISS to: adequately assess the feasibility of projects; conduct site inspections/visits; adequately plan engineering projects; and monitor and report on the execution of projects.

20. A review of all 6 outsourced projects and all 48 in-house projects planned for implementation during the period from July 2011 to October 2014 indicated that projects were delayed for reasons mentioned in the examples below:

- Project managers were not always assigned to oversee individual projects. For instance, there were no project managers dedicated to 4 of the 54 projects;
- For the construction of 200 staff accommodations, UNMISS was unable to roof the houses at the rate the contractor was completing the main structures. Therefore, as of February 2014, only 30 of the 100 houses built had been roofed. To address this, the roofing of the remaining 170 houses was outsourced at a cost of \$425,000. For the same project, due to delays in initiating the procurement process and because the contractor selected was unable to deliver required materials on time, UNMISS reverted to less competitive methods of purchasing cables for approximately \$226,000 such as waiving competition by using immediate operational requirements and raising low value acquisitions; and
- Due to inadequate planning, and the interruption of projects because of the December 2013 crisis, eight projects planned to start between January and December 2014, including the construction of troop accommodations, warehouses in Juba, Bentiu and Bor, and the maintenance of roads in all 10 state headquarters, were not yet started as of March 2015. UNMISS also delayed the start of 23 in-house projects by an average of seven months and these included mainly the construction of county support bases in Pariang, Gok Machar, Yirol, Kapoeta and Turalei.

21. The above also resulted due to: (a) insecurity and severe weather conditions in the UNMISS area of operations; and (b) high vacancy rate in the Engineering Section as UNMISS had difficulty in identifying and recruiting qualified staff. For example, the Engineering Section had an average vacancy rate of 25 per cent in fiscal years 2012/13, 2013/14 and 2014/15; as at 31 January 2015, 41 of the Section's 300 authorized posts had been vacant since July 2011. Also, due to insufficient capacity in the Engineering Section, at the time of the audit, UNMISS had not provided adequate guidance on procedures and controls to be implemented for planning, monitoring and reporting on engineering projects. As a result, UNMISS did not adequately monitor projects to promptly identify and address potential impediments to minimize delays and other negative impacts on the implementation of engineering projects.

(2) UNMISS should expedite the recruitment of vacant posts in the Engineering Section to ensure effective planning, monitoring and implementation of projects.

UNMISS accepted recommendation 2 and stated that it had implemented a targeted recruitment plan to reduce the vacancy rate of the Engineering Section to below 10 per cent by 31 December 2015. As of mid-October 2015, the Engineering Section had 5 international and 52 national vacant posts and recruitment was ongoing. Out of these vacant posts, recruitment of 24 national posts was in its final stage whereas recruitment of 27 national and 2 international posts was in progress. Recommendation 2 remains open pending receipt of evidence that UNMISS has taken adequate action to fill vacant posts in the Engineering Section.

(3) UNMISS should implement a mechanism to ensure timely promulgation of standard operating procedures on engineering project management activities.

UNMISS accepted recommendation 3 and stated that it was developing standard operating procedures on engineering project management activities. Recommendation 3 remains open pending receipt of a copy of the standard operating procedures on engineering project management activities and evidence that they have been implemented.

Inadequate filing and archiving system

22. The United Nations archiving and record management policy requires UNMISS to keep project documents for at least five years after termination, settlement or completion of a project.

23. A review of the files maintained for 16 projects with an estimated cost of \$63.8 million indicated that several important documents such as monthly progress reports, inspection reports, minutes of project management meetings, evaluation reports, bills of quantities, and project cost estimates were not kept on file. This was because UNMISS had not established and implemented an appropriate central filing system and procedures to require project managers to file records centrally and to properly archive them after projects were completed. Inadequate record-keeping controls resulted in: the lack of accountability for resources used in the process; and UNMISS not being able to show that it had adequately monitored implementation of the projects. For example, information about the following projects could not be retrieved: the surge troop camps; county support bases; the aviation troop accommodations; construction of 200 houses in Juba; and the Rajaf training center.

(4) UNMISS should establish a central filing system and procedures to ensure appropriate standards for classifying, retaining and retrieving engineering project documents.

UNMISS accepted recommendation 4 and stated that it engaged a programmer and was developing a SharePoint electronic filing system for project documents. The SharePoint system would form part of the processes for improved planning and monitoring of engineering projects. Recommendation 4 remains open pending receipt of evidence that UNMISS has established adequate filing systems that ensure appropriate standards for classifying, retaining and retrieving engineering project documents.

Mobilization fee requirements were not complied with

24. UNMISS is required to ensure that its contractors satisfactorily mobilize equipment, supplies and workforce. Where a contractor failed to mobilize within 60 days of signing the contract, UNMISS is required to deduct a penalty of 1 per cent of the total contract price from the mobilization fee amount.

25. A review of all 50 payments related to six outsourced projects indicated that the contractors hired for the 200 Juba housing and apron projects were paid the full mobilization fee of \$2 million and \$0.6 million, respectively even though these contractors had not fully mobilized all required equipment. For instance, UNMISS paid the mobilization fee for the Juba apron project in September 2013 and most of the equipment and major materials only started to arrive in October 2014. Similarly, UNMISS paid \$0.9 million to the contractor for the Turalei county support base project in September 2013, representing the full amount of the mobilization fee in September 2013, even though the equipment and materials had not been mobilized. A field visit to the Turalei county support base project site indicated that the contractor had not completed mobilizing more than 20 months after signing the contract.

26. The above resulted as UNMISS had not enforced the requirements for mobilization prior to making the mobilization fee. The late mobilization of equipment and materials contributed to delays in project implementation and completion.

(5) UNMISS should implement effective procedures to enforce the requirement on the mobilization of equipment, supplies and workforce by contractors.

UNMISS accepted recommendation 5 and stated that it would develop procedures to enforce the requirement on the mobilization of equipment, supplies and workforce by contractors and would follow up with contractors to ensure that they expend all efforts to comply promptly with the contract's conditions taking into consideration the logistical challenges contractors may face due to the situation in South Sudan. Recommendation 5 remains open pending receipt of evidence that UNMISS is enforcing requirements for contractors to promptly mobilize equipment, supplies and workforce.

Additional performance bonds were not obtained when the contract value was revised upwards

27. UNMISS is required to obtain from contractors performance bonds amounting to 10 per cent of the respective contract value, not later than 10 days after the contract was signed. UNMISS is required to ensure that a contractor submitted an additional performance bond when the value of the contract was increased.

28. A review of six contracts indicated that UNMISS did not require two contractors to submit additional performance bonds when the values of their respective contracts were increased as follows: (a) the 200 Juba housing project was extended by eight months, from April to December 2014, with a price increase of \$611,258; and (b) the Juba apron project was extended by 13 months, from January 2014 to February 2015, with a price increase of \$592,144. This was because UNMISS had not implemented effective procedures to enforce the requirement for additional performance bonds. As a result, there was a risk that UNMISS would not be fully compensated if a contractor failed to perform their contractual obligations.

(6) UNMISS should enforce the requirement for contractors to provide additional performance bonds when the values of contracts are increased.

UNMISS accepted recommendation 6 and stated that it would implement procedures to ensure that additional performance bonds were obtained when the value of an engineering contract was increased. Recommendation 6 remains open pending receipt of evidence that UNMISS has implemented procedures to ensure additional performance bonds are received once contracts are increased.

Payments needed to be adequately supported and expedited

29. UNMISS is required to pay its contractors: (a) only after their satisfactory completion of works provided for in relevant contracts; and (b) for the amounts due within 30 days of receiving the relevant invoices.

30. A review of contractors' invoices and related completion certificates for all six outsourced projects indicated the following:

- For three projects, the Engineering Section certified invoices that were not supported by sufficient evidence of work performed such as progress reports detailing the actual amount of work done by a contractor. Project managers made only general comments on completion certificates that the contractors had completed works but did not mention the specific tasks completed by them; and

- For all six projects, the Engineering Section delayed the certification of 30 invoices for periods ranging from 36 to 309 days after receipt of the respective invoices.

31. The above resulted as UNMISS did not have effective procedures on the review and certification of invoices by project managers. As a result, there was a risk of delays in the implementation of projects, as contractors may not have sufficient funds at their disposal to finance project activities, and improper payment of invoices for incomplete or unsatisfactory work.

(7) UNMISS should implement effective procedures for review and certification of payments for engineering projects to ensure full compliance with the provisions of the relevant contracts.

UNMISS accepted recommendation 7 and stated that the Mission would establish a procedure to ensure that the Engineering Section certified payments based on sufficient evidence of work performed in compliance with the relevant contract. Recommendation 7 remains open pending receipt of evidence that UNMISS has implemented effective procedures to review and certify payments for engineering projects.

32. 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, Acting Head
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the management of engineering projects in the United Nations Mission in Republic of South Sudan

Recom. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	UNMISS should implement a system to facilitate the tracking, monitoring and reporting of engineering projects.	Critical	O	Receipt of evidence that UNMISS has implemented a proper project tracking and monitoring system.	30 June 2016
2	UNMISS should expedite the recruitment of vacant posts in the Engineering Section to ensure effective planning, monitoring and implementation of projects.	Critical	O	Receipt of evidence that UNMISS has taken adequate action to fill vacant posts in the Engineering Section.	31 December 2015
3	UNMISS should implement a mechanism to ensure timely promulgation of standard operating procedures on engineering project management activities.	Important	O	Receipt a copy of the standard operating procedures on engineering project management activities and evidence that they have been implemented.	31 December 2015
4	UNMISS should establish a central filing system and procedures to ensure appropriate standards for classifying, retaining and retrieving engineering project documents.	Critical	O	Receipt of evidence that UNMISS has established adequate filing systems that ensure appropriate standards for classifying, retaining and retrieving engineering project documents.	30 June 2016
5	UNMISS should implement effective procedures to enforce the requirement on the mobilization of equipment, supplies and workforce by contractors.	Important	O	Receipt of evidence that UNMISS is enforcing requirements for contractors to promptly mobilize equipment, supplies and workforce.	31 December 2015
6	UNMISS should enforce the requirement for contractors to provide additional performance bonds when the values of contracts are increased.	Important	O	Receipt of evidence that UNMISS has implemented procedures to enforce the requirement for additional performance bonds	31 December 2015
7	UNMISS should implement effective procedures for review and certification of payments for engineering projects to ensure full compliance with the provisions of the relevant contracts.	Important	O	Receipt of evidence that UNMISS has implemented effective procedures to review and certify payments for engineering projects.	31 December 2015

² 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.

³ 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.

⁴ C = closed, O = open

⁵ Date provided by UNMISS in response to recommendations.

APPENDIX I

Management Response

United Nations




Nations Unies

UNITED NATIONS MISSION IN SOUTH SUDAN
(UNMISS)

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Office of the Director of Mission Support

To: Ms. Eleanor T. Burns, Director
Internal Audit Division, OIOS Date: 14 October 2015

From: Matthew R. Carlton
Officer-in-Charge
Mission Support Division
UNMISS 

Subject: **Draft report on an audit of the management of engineering projects in UNMISS (Assignment No. AP2014/633/02)**

1. Reference is made to OIOS draft report and to a number of discussions with OIOS resident auditors on an audit of the management of engineering projects in UNMISS.
2. On behalf of UNMISS Special Representative of the Secretary-General, Ms. Ellen Margrethe Løj, please find attached UNMISS comments on the recommendations listed in Appendix 1 of the draft report.
3. UNMISS would like to take this opportunity to express its appreciation for the work of the auditors and for the valuable recommendations made by the auditors as a result of this audit.

Thank you and best regards.

cc: Mr. Bolton Tarleh Nyema, Chief, Peacekeeping Audit Service, IAD, OIOS
Ms. Cynthia Avena-Castillo, Professional Practices Section, IAD, OIOS
Ms. Ellen Margrethe Løj, Special Representative of the Secretary-General, UNMISS
Mr. Paul Egunsola, Chief of Staff, UNMISS
Ms. Stephani L. Scheer, Director Mission Support, UNMISS
Mr. Rahul Batra, OiC Service Delivery and Engineering Section, UNMISS
Ms. Corinne Clavé, Audit Focal Point, UNMISS

Management Response

Audit of the management of engineering projects in the United Nations Mission in Republic of South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
1	UNMISS should implement a system to facilitate the planning, tracking, monitoring and reporting of engineering projects.	Critical	Yes	Chief Engineer	30 June 2016	<p>The Mission has a system in place for planning, monitoring, and implementing its Engineering projects. Such system includes the use of Galileo and of the commercial software Microsoft Project. The Mission has also developed Stoplight Reports and State derived weekly reports.</p> <p>However, noting the shortfalls in Galileo as a stand-alone tool and those of Microsoft Project, the Mission has developed a share-point project server to handle the scheduling and storage of project information. The system is going through its testing phase and will be rolled out across the mission within six months. In addition, the Mission is strengthening the use of Galileo as a monitoring tool for the utilization of materials, labor and equipment on projects.</p>
2	UNMISS should expedite the recruitment of vacant posts in the Engineering Section to ensure effective planning, monitoring, and implementation of projects.	Critical	Yes	Chief Engineer and Chief Human Resources	31 December 2015	<p>Since the audit the Mission has started implementing a targeted recruitment plan to reduce the vacancy rate of the Engineering section below 10% by 31 December 2015.</p> <p>The current status of this targeted</p>

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.

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Audit of the management of engineering projects in the United Nations Mission in Republic of South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
						<p>recruitment plan can be summarized as follows:</p> <ul style="list-style-type: none"> • <i>National Posts</i>: Out of 183 authorized national posts 131 are encumbered and the remaining 52 vacant posts are at different recruitment stage as outlined below: <ul style="list-style-type: none"> - For 24 posts, selection is completed and on boarding is in progress; - For 27 posts, recruitment is in progress; - For 1 post, recruitment action has not been initiated yet; <p>In addition, out of these 183 authorized national posts, 6 posts will be abolished due to the closure of county support bases.</p> <ul style="list-style-type: none"> • <i>International Posts</i>: Out of 105 authorized international posts 100 are encumbered and the remaining 5 vacant posts are at different recruitment stage as shown below: <ul style="list-style-type: none"> - For 2 FS posts, recruitment is in progress; - For 3 posts (1 P-3 and 2 UNV), recruitment action has not been initiated yet.
3	UNMISS should implement a mechanism to ensure timely promulgation of standard	Important	Yes	Chief Engineer	31 Dec 2015	The Mission is currently developing the required Standard operating

Management Response

Audit of the management of engineering projects in the United Nations Mission in Republic of South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
	operating procedures on project management activities.					<p>procedures on Engineering projects management activities.</p> <p>However, with regards to OIOS statement in the findings of the draft report related to two outsourced projects performance evaluations (para. 23 of the draft report), UNMISS wishes to stress that Projects Performance Reports reflect the final status of projects. Hence such performance reports do not reflect interim issues/challenges that a contractor may have faced in the course of implementation of a project and that were addressed prior to completion of the concerned project.</p>
4	UNMISS should establish a central filing system and procedures to ensure appropriate standards for classifying, retaining and accessing engineering project documents.	Critical	Yes	Chief Engineer	30 June 2016	In order to address this, Engineering Section has engaged a Management Information System programmer who is developing a SharePoint electronic filing system for project documents. This SharePoint system will form part of the processes for improved planning and monitoring of Engineering projects.
5	UNMISS should implement effective procedures to enforce the requirement on the mobilization of equipment, supplies and workforce by contractors.	Important	Yes	Chief Engineer	31 December 2015	UNMISS will develop procedures to enforce the requirement on the mobilization of equipment, supplies and workforce by contractors and will follow-up with contractors to ensure that they expend all efforts to comply promptly with the relevant contract

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Audit of the management of engineering projects in the United Nations Mission in Republic of South Sudan

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation Date	Client comments
						conditions. Consideration will however also be made of logistical challenges, contractors may face due to the situation in South Sudan.
6	UNMISS should enforce the requirement for contractors to provide additional performance bonds when the values of contracts are increased.	Important	Yes	Chief Engineer/ Chief Procurement	31 December 2015	The Mission will ensure issuance of additional performance bond if and when required.
7	UNMISS should implement effective procedures for the processing of invoices for engineering projects to ensure full compliance with the provisions of the relevant contracts.	Important	Yes	Chief Engineer	31 December 2015	UNMISS will establish a procedure to ensure that its Engineering section certifies payments based on sufficient evidence of work performed in compliance with the relevant contract.