



INTERNAL AUDIT DIVISION

REPORT 2025/054

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

UNTMIS should develop a structured handover plan for Police support activities to ensure a smooth transition while addressing the existing gaps in implementation of support activities

28 October 2025

Assignment No. AP2024-639-04

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Transitional Assistance Mission in Somalia (UNTMIS) support to the Somali Police. The objective of the audit was to assess the effectiveness of UNTMIS support to the Somali Police. The audit covered the period from January 2023 to June 2025 and included: (a) implementation of support activities; (b) reporting of support activities; and (c) transition planning and coordination mechanisms.

UNTMIS implemented its mandate of supporting Somali policing reforms, notably through policy and technical assistance, including in the development of key legislations such as the Federal Police Acts, with gender and multilingualism effectively integrated into the activities. However, UNTMIS's capacity-building efforts were hindered by the absence of mechanisms to track workshop recommendations and inadequate consideration of the United Nations disability inclusion strategy. Additionally, inconsistent documentation of support activities affected knowledge management. Regarding transition planning, including coordination with key partners, UNTMIS had yet to develop a comprehensive operational-level handover document, which is essential for effective transition. It also needed to improve coordination with partners to ensure a smooth transfer of responsibilities.

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

- Document, categorize, and follow up on recommendations from capacity-building workshops.
- Integrate disability inclusion into its support activities, including in capacity building activities, in line with the United Nations disability inclusion strategy.
- Ensure comprehensive documentation of all support activities.
- Develop a comprehensive handover document that details transition plan, recurring challenges, associated risks with their mitigation measures, and key lessons learned to ensure the continuity and effectiveness of future support.
- Enhance its coordination mechanisms with counterparts to facilitate the transition of responsibilities.

UNTMIS accepted the recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I.

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Audit of the United Nations Transitional Assistance Mission in Somalia support to the Somali Police

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the United Nations Transitional Assistance Mission in Somalia (UNTMIS) support to the Somali Police.

2. The United Nations Assistance Mission in Somalia (UNSOM) was established on 3 June 2013 by the Security Council in its 2102 resolution. Its mandate included providing policy advice to the Federal Government of Somalia (FGS) on peacebuilding and state-building in governance, security sector reform, and rule of law (including state formation), as well as constitutional review, democratization, and coordination of international donor support. Starting 1 November 2024, UNTMIS was formed through Security Council Resolution 2753 (2024) at the request of the FGS to oversee a two-year transition from the previous UNSOM and to facilitate the phased transfer of the Mission's functions to the Somali institutions, the United Nations Country Team (UNCT) and other stakeholders by October 2026. UNTMIS's mandate includes supporting the gradual transfer of UNSOM's functions, assisting Somalia's efforts in state-building, promoting human rights, strengthening justice and corrections systems, coordinating security sector reforms, and addressing ongoing security challenges.

3. The first transition phase supports Somalia's governance, security, and development priorities with the transfer of responsibility to the UNCT, FGS, and other stakeholders by 31 October 2025. The second phase aims for full Somali ownership by 31 October 2026, with the UNCT assuming ongoing support roles thereafter, including taking over support to the Somali Police.

4. The UNTMIS Police operates under the Rule of Law and Security Institutions Group (ROLSIG), which includes other sections such as the Joint Justice and Corrections Section; Security Sector Reform; the Defence Sector Reform; and Disarmament, Demobilization and Reintegration. The UNTMIS Police works to enhance the rule of law and to develop a professional, accountable, and rights-based Somali Police. It contributes to implementing the host country's New Policing Model¹ (NPM) in line with the National Security Architecture² (NSArch). It also provides strategic policy advice, facilitates collaboration among the FGS, FMS, and international partners, and ensures international assistance is coherent and aligned with national priorities.

5. Beginning January 2025, the UNTMIS Police was led by a Senior Police Advisor at the P-5 level, appointed to succeed the former Police Commissioner at the D-1 level who departed in September 2024 (with the D-1 level position abolished on 1 January 2025). The Senior Police Advisor reports to the head of ROLSIG at the D-1 level, who in turn reports to the Deputy Special Representative of the Secretary-General (Political) in Somalia. The UNTMIS Police has a reporting line to the Police Division at headquarters. As of 1 January 2025, the Senior Police Advisor headed a team comprising two personnel (P-5 and P-4) on staff contracts and eight Individual Police Officers.

6. UNTMIS Police operations are governed by several key documents, including the 2014 policy on United Nations Police in Peacekeeping Operations and Special Political Missions, the Department of Peace

¹ The New Policing Model aimed at the establishment of federal and state-level components that report to their respective ministries, and responsible for the recruitment and training of police personnel.

² Introduced in May 2017 and updated in 2023, the National Security Architecture aims to manage the complex security dynamics in Somalia strategically. It is a manual for structuring the Somali Military, Police and other security agencies. It defines composition, command and control, and addresses the financing roles and responsibilities of these institutions.

Operations (DPO) standard operating procedures for Police officers, the UNTMIS Police Concept of Operations (CONOPS), and various Security Council mandates.

7. UNTMIS managed data on police support activities primarily through Umoja and Field Support Suite systems for results-based budgeting and personnel administration. The Strategic Management Application (SMA) was used to track progress against approved work plans and budgets. Additionally, UNTMIS used Excel spreadsheets and Microsoft Teams for work planning and data storage. Situation Awareness Geographical Exploitation (SAGE) is a web-based platform hosted on the "Unite" system, which serves as an information hub for sections of UNTMIS, including the Police, to record data from field activities.

8. Comments provided by UNTMIS are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

9. The objective of the audit was to assess the effectiveness of UNTMIS support to the Somali Police.

10. This audit was included in the 2024 risk-based work plan of OIOS due to the reputational, financial, and operational risks of failing to effectively support the Somali Police. OIOS conducted this audit from February to June 2025. The audit covered the period from January 2023 to June 2025 and included: (a) implementation of support activities; (b) reporting of support activities; and (c) transition planning and coordination mechanisms.

11. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation such as Police work plans and reports, and (c) analytical review of data on capacity building and other support activities.

12. To assess the reliability of data pertaining to UNTMIS support to the Somali Police, OIOS reviewed data in Umoja (including in the SMA and results-based budgeting) for completeness and reliability; related reports and records in Microsoft Teams and SAGE; and verified reported support activities with UNTMIS Police personnel. While the data were considered reliable, not all activities were documented, making the information incomplete and insufficient to fully assess UNTMIS's support to the Somali Police, as highlighted in the report.

13. The audit was conducted in accordance with the Global Internal Audit Standards.

III. AUDIT RESULTS

A. Implementation of support activities

UNTMIS provided strategic policy advice

14. UNTMIS has been consistently tasked by Security Council resolutions to provide strategic policy advice for policing reforms and Somalia's broader security reforms. Specifically, resolutions 2408 (2018) and 2461 (2019) directed support for implementing the NPM in alignment with the NSArch. Resolution 2753 (2024) reinforced this role, prioritizing technical guidance and policy advice as central elements of UNTMIS's mandate.

15. The audit found that UNTMIS provided important strategic policy advice to government institutions, including the police in seven jurisdictions:

- At the national level, UNTMIS collaborated with international partners to support the Ministry of Internal Security and contributed towards updating the NSArch. The support in this regard included assistance in the revision of the structure and roles of federal and state-level institutions. For example, UNTMIS Police commented on the draft Police bill by recommending the addition of procedural details and references to specific laws to limit discretionary interpretation. Further review of records showed that UNTMIS Police, in collaboration with Security Sector Reform and the Human Rights and Protection Group (HRPG), reviewed the Somali Police Force Bill to ensure alignment with the NPM and the NSArch. The Somali cabinet approved the bill in October 2024. UNTMIS also facilitated the endorsement of a national police training strategy and community policing policy.
- At the state level, UNTMIS contributed to the drafting and finalization of the Jubaland Police Act, which was enacted in December 2024. This included guidance on the development of state-level Police Acts aimed at establishing clear legal frameworks for police governance. Similarly, UNTMIS Police provided advice on the Puntland Police Bill, advocating for inclusive, gender-sensitive language, clearer institutional mandates, and the incorporation of human rights-based use of force and oversight mechanisms. OIOS also noted that in partnership with the United Nations Development Programme (UNDP), UNTMIS assisted in drafting the South-West and Hirshabelle State Police Acts, both enacted in September and October 2023, respectively. These laws aimed to formalize governance structures for policing at the state level and support the broader federalization of Somalia's security sector. Four of the five FMS policing jurisdictions (Galmudug, Hirshabelle, SouthWest, and Jubaland) enacted their Police acts.

The management of capacity-building activities needed improvement

16. A review of UNTMIS Police's data in performance reports, SMA and Umoja showed that in 2023 and 2024, UNTMIS Police conducted 23 workshops, engaging 359 participants (212 men and 147 women), focusing on a range of topics, for example on implementing the Hirshabelle Police Act and aligning it with the State Police Plan under the NPM. Additionally, nine non-results-based workshops were held with 258 participants. These workshops also promoted community policing and police oversight, in line with the needs assessment conducted under the Joint Police Programme (JPP).³

17. Best practices recommend following up on recommendations made during training workshops to improve future sessions and ensure that lessons learned are applied. However, a review of UNTMIS Police workshop reports revealed gaps in follow-up and implementation of recommended actions. There was no systematic mechanism to track progress or ensure accountability for the proposed actions, resulting into sector/location-specific recommendations not being acted upon. Examples of unimplemented recommendations included developing comprehensive oversight training for Somali Police inspection officers, organizing multi-stakeholder sessions on gender-based violence, involving clan leaders in community policing, and strengthening logistical support for the newly adopted Hirshabelle Police Act.

18. These proposals were intended to address critical policing needs and improve service delivery. In the absence of a structured and accountable approach, the efforts to reinforce learning, address recurring institutional needs, and support sustainable reforms were likely to be ineffective.

³ The Joint Police Programme (JPP) (2018-2026) in Somalia is a collaborative effort to reform and strengthen the Somali Police in line with the National Security Architecture. Funded by international donors and implemented by United Nations Office for Project Services, UN Women and UNDP, the programme aims to build a professional and community-focused police service. JPP provides financial support, training, infrastructure, and technical assistance to enhance police presence at both federal and state levels.

(1) UNTMIS should document, categorize, and follow up on recommendations from capacity-building workshops.

UNTMIS accepted recommendation 1 and stated that a Police focal point will create a platform that consolidates recommendations made in capacity-building workshops and the relevant follow-up actions. This platform will continue to be used to manage recommendations until the completion of capacity-building workshops by 31 March 2026.

UNTMIS Police support was provided in line with the Human Rights Due Diligence Policy requirements

19. To comply with the Human Rights Due Diligence Policy (HRDDP), UNTMIS was required to conduct risk assessments, implement mitigation measures, monitor conduct, and intervene in cases of human rights violations when supporting non-UN security forces.

20. Discussion with the Senior Police Advisor and review of relevant documents showed that UNTMIS Police Section contributed to the first HRDDP risk assessment for the Somali Police and supported programme-specific assessments for United Nations implementing agencies. Review of records also showed that UNTMIS Police helped vet 40 officers for the Hirshabelle Special Police Unit, ensuring compliance with human rights training and flagging unsuitable candidates. It also contributed to risk assessments for police escorts in various regions and assessed the Darwish paramilitary group due to its elevated risk profile. UNTMIS Police also advised on a Japanese-funded UNDP project aimed at improving police service delivery in fragile areas.

UNTMIS mainstreamed gender and multilingualism, but did not integrate disability inclusion in Police support activities

21. UNTMIS Police mainstreamed gender into its support activities in accordance with its Gender Equality Strategy (2022–2025), by supporting the formulation of the Puntland Gender Equality Strategy, and in September 2024, as per the report of the Secretary General on Somalia, by drafting the Jubaland Police’s standard operating procedures on gender-based violence. A review of capacity-building documents showed six “Women in Uniform Network” workshops in Baidoa and Beledweyne (2023 and 2024) that promoted female officers’ leadership in community policing practices. A review of six radio programme concept notes confirmed broadcasts between February 2023 and January 2024 on domestic violence, women in policing, forensic science and male engagement. These programmes were also shared on YouTube.

22. On multilingualism, OIOS noted that UNTMIS Police incorporated the use of language assistants for interpretation and translation within its mandate. This included translating the radio programme content, the Somali Police Training Strategy, the Community Policing Strategy and State Police Acts. The use of Somali language in workshops and strategic documents facilitated better engagement with Somali Police and communities, contributing to the mission’s transition goals.

23. In contrast, however, disability inclusion was not effectively integrated into UNTMIS police support activities. Discussions with the UNTMIS Police revealed that no disability inclusion activities had been undertaken, primarily due to a lack of awareness.

24. The United Nations disability inclusion strategy requires UNTMIS to integrate the rights of people with disabilities into all aspects of their work, ensure their meaningful participation, and assess the impact of policies and programmes on them. UNTMIS Police expressed a willingness to incorporate disability

considerations into future support activities, particularly in the development of police legislation, aligning with broader UN commitments to inclusion.

(2) UNTMIS should integrate disability inclusion into its support activities, including in capacity building, in line with the United Nations disability inclusion strategy.

UNTMIS accepted recommendation 2 and stated that all Police personnel are to complete training on the United Nations' disability inclusion strategy. Action will be taken to integrate disability inclusion into proposals for capacity-building workshops and relevant workshop reports up to March 2026. Strategic advice will include a reference to disability inclusion where appropriate, and the UNTMIS Police will recommend to the United Nations partners that disability inclusion be incorporated into the implementation of the Joint Police Programme to promote more inclusive policing.

B. Reporting of support activities

There were gaps in record-keeping

25. In line with UN information management guidelines, effective documentation is essential for capturing programme activities and guiding future operations and administrative processes.

26. A review of UNTMIS Police records revealed inconsistencies in documenting the support activities. Key engagements, such as meetings with federal and state officials and strategic discussions, were often not recorded or lacked sufficient detail. While some activities were noted in Daily Situation Reports and SAGE, entries were brief and lacked supporting evidence. In many cases, documentation had to be sourced directly from individual staff members, highlighting gaps in centralized recordkeeping.

27. These documentation gaps compromised institutional knowledge, making it difficult to assess the impact of activities, ensure continuity during staff rotations, and support strategic decision-making. Frequent personnel changes further exacerbated the issue, as incoming staff were often focused on immediate tasks and lacked adequate awareness of the importance of documentation. Strengthening information management practices is critical to preserving the legacy and operational effectiveness of UNTMIS Police.

(3) UNTMIS should ensure comprehensive documentation of support activities, including raising police officers' awareness of effective record-keeping to preserve institutional knowledge, and support sound decision-making and smooth handovers.

UNTMIS accepted recommendation 3 and stated that it will provide evidence of orientation programmes for new Individual Police Officers, including a session on record-keeping. Additionally, minutes from higher-level meetings will be submitted to the audit team. Day-to-day routine support activities will be documented, and the UNTMIS Police will continue to strengthen their records management practices on SharePoint.

Police support activities were regularly reported to senior management

28. The UNTMIS Police standard operating procedures require the Head of the Police Component to submit bi-annual reports to the Police Division at UN headquarters, detailing progress on mandated tasks. A review of records showed UNTMIS Police consistently reported its support to the Somali Police through various channels. For example, OIOS reviewed four bi-annual reports covering 2023 and 2024, five

quarterly newsletters for the period March 2023 to October 2024, four situation reports for March and April 2025 and a sampled strategic code cable.

29. The UNTMIS Police engaged in fortnightly virtual meetings with the Police Division to share progress updates and discuss developments in Somalia. Discussions with the Senior Police Advisor and review of three sample emails showed that the Section also provided regular high-level briefing notes and talking points to Mission leadership, offering strategic and operational insights on policing and broader security issues. These briefings informed United Nations leadership and Somali counterparts on key policing matters.

C. Transition planning and coordination mechanisms

Need to develop a comprehensive handover document

(a) UNTMIS had not commenced development of a comprehensive handover document

30. A review of UNTMIS Police records showed that its CONOPS, developed in collaboration with Police Division in DPO, outlined a strategic approach in supporting Somali Police and considered the integrated roles of the African Union Stabilization Support Mission in Somalia (AUSSOM) and the UNCT, as well as of UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and other partners. The CONOPS emphasized the development of an exit strategy in collaboration with key stakeholders, intended to be implemented in the event of either a “sudden” or planned end of mandate.

31. Planning for the Phase 2 transition of UNTMIS began in May 2025, and as part of this process, the ROLSIG started mapping its activities to support the development of the transition roadmap including police support function. However, there was a need for UNTMIS Police to develop a comprehensive handover document for its operation. This document should detail the transition plan, highlight the progress made on the support provided to the Somali Police, challenges encountered, and the proposed way forward. A well-prepared and timely handover report will ensure a smooth transition, preserve momentum in key initiatives, and prevent disruptions. It will also capture institutional knowledge for continuity in police support activities.

(b) UNTMIS did not conduct period assessment of its support activities

32. The Police CONOPS requires the Police Division to conduct periodic assessments of the UNTMIS Police’s work to identify gaps and constraints in the implementation of relevant programmes and determine adjustments needed. However, such an assessment has not been conducted. UNTMIS indicated that it could not conduct a meaningful impact assessment of its own activities due to the Mission’s closure by 31 October 2026, compounded by austerity measures and limited expertise among remaining personnel. UNTMIS needed to conduct an appropriate assessment, results of which would help inform the transition as well.

(4) UNTMIS should develop a comprehensive handover document outlining detailed transition plan, recurring challenges, associated risks with proposed mitigation measures, and key lessons learned to facilitate a smooth transition and ensure continuity and effectiveness of future support efforts.

UNTMIS accepted recommendation 4 and stated that a Standing Police Capacity adviser will be deployed to the Mission to support the development of the comprehensive handover document. The final draft will be available by 30 April 2026.

Need to enhance coordination mechanisms with counterparts

33. To ensure a coherent transition, UNTMIS was required to prioritize coordination with both bilateral and multilateral partners.

(a) Coordination for the Joint Police Programme

34. During the audit period, UNTMIS collaborated primarily with UNDP and United Nations Office for Project Services (UNOPS) to implement the JPP, aimed at enhancing police presence, accountability, and operational capacity as per Somalia's NPM.

35. The UNTMIS Police participated in the Project Steering Committee and co-chaired the Technical Committee, which aimed at strengthening programme governance, service delivery, accountability, and gender equality, and building overall police capacity. OIOS review noted that UNTMIS Police co-chaired the Rule of Law Global Focal Point (GFP) and contributed to drafting outputs for the second phase of the JPP II, including initiatives focused on community policing tailored to local contexts.

36. According to discussions with the UNDP focal point, their field operations heavily depended on UNTMIS Police personnel, particularly for coordinating joint programmes, liaising with the Ministry of Internal Security and FGS, and facilitating information-sharing with Mogadishu. UNTMIS Police had deployed five Individual Police Officers across the five FMS and three in Mogadishu. Accordingly, the reduction in UNTMIS police numbers during the transition would significantly affect field coordination and continuity of support, especially in FMS. However, there was no specific arrangement to mitigate such risks. UNTMIS Police stated that partners under the JPP had recruited six national coordinators to address the identified risk. However, they did not provide supporting documentation for the recruitment. A formal handover framework and enhanced coordination would strengthen operational planning with national and international partners to preserve UNTMIS's legacy and ensure continued effectiveness in JPP.

(b) Coordination on child protection and conflict-related sexual violence

37. The 2019 UNTMIS Police CONOPS outlines the UNTMIS Police's role in promoting child protection and supporting Somalia's federal government action plans on children and armed conflict. To achieve this, the UN relies on two key mechanisms: the Monitoring and Reporting Mechanism (MRM) for tracking grave child rights violations, and the Monitoring, Analysis and Reporting Arrangements (MARA) for documenting conflict-related sexual violence. These mechanisms are supported by Technical Working Groups composed of UN agencies such as, UNDP, UN Women, the United Nations Children's Fund, the United Nations High Commissioner for Refugees, and the International Organization for Migration. However, despite child protection being a stated priority, weak internal coordination and the absence of an internal joint work planning framework among UNTMIS sections hindered the effective implementation of the Police Directive on Child Protection.

38. In March 2024, the UNTMIS Police Commissioner mandated the integration of child protection into all police support activities and appointed a focal point to coordinate incident reporting, liaise with Somali Police leadership, and participate in MRM meetings. A review of UNTMIS Police meeting records showed that between August 2024 and May 2025, the focal point participated in seven MRM-Technical Working Group meetings. However, a review of the UNTMIS police work plans and staff interviews revealed coordination challenges between the Police and other UNTMIS sections, particularly the Children and Armed Conflict (CAAC) unit.

- The CAAC unit stressed the need for more active implementation of the MRM recommendations and stronger engagement with Somali Police, including through detention monitoring, follow-up at mapped police stations, and advocacy for the release of detained minors. Access to detailed information was limited due to confidentiality protocols, which restricted the availability of victim-related data.
- Similarly, the police gender focal responsible for coordinating with the HRPG on conflict-related sexual violence reported limited access to case details in MARA meetings. UNTMIS stated that during the audit, ROLSIG held internal meetings to discuss this matter.

39. The Secretary-General's annual reports on CAAC for the years 2023 and 2024 confirmed that Somali Police were involved in the recruitment and use of 9 and 13 children, confirmed that the Somali Police were involved in the recruitment and use of 9 and 13 children, respectively. However, UNTMIS did not engage with the Somali Police regarding these incidents, nor did it utilize the MRM findings to inform training programs, capacity-building efforts, or policy recommendations.

40. These challenges also limited the mission's ability to provide strategic support for child protection and conflict-related sexual violence. Given that coordination on CAAC and sexual violence through the MRM and MARA mechanisms involves multiple UN agencies, UNTMIS is advised to strengthen coordination mechanisms and clarify them in its handover document.

(5) UNTMIS should take measures to enhance its coordination mechanisms with counterparts to facilitate the transition of Police support responsibilities.

UNTMIS accepted recommendation 5 and stated that the UNTMIS transition will be governed by consultations between representatives of the United Nations and the Federal Government of Somalia. These parties will develop the Phase 2 roadmap, outlining the tasks to be handed over to the Federal Government of Somalia or to the United Nations Country Team, with relevant timelines. UNTMIS Police will provide evidence of the roadmap's implementation, which commences on 1 November 2025. Most of the police-related tasks are expected to be handed over, closed, or completed by 30 June 2026.

IV. ACKNOWLEDGEMENT

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

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

Rec. no.	Recommendation	Critical ⁴ / Important ⁵	C/ O ⁶	Actions needed to close recommendation	Implementation date ⁷
1	UNTMIS should document, categorize, and follow up on recommendations from capacity-building workshops.	Important	O	Receipt of a platform used to document, categorize, and follow up on recommendations from capacity-building workshops.	31 March 2026
2	UNTMIS should integrate disability inclusion into its support activities, including in capacity building, in line with the United Nations disability inclusion strategy.	Important	O	Evidence of disability inclusion in Police support activities, including completion of training on disability inclusion, reports showing its inclusion in capacity-building, and in the Joint Police Programmes.	31 March 2026
3	UNTMIS should ensure comprehensive documentation of support activities, including raising police officers' awareness of effective record-keeping to preserve institutional knowledge, and support sound decision-making and smooth handovers.	Important	O	Evidence of comprehensive documentation and sensitization on Police support activities.	30 May 2026
4	UNTMIS should develop a comprehensive handover document outlining detailed transition plan, recurring challenges, associated risks with proposed mitigation measures, and key lessons learned to facilitate a smooth transition and ensure continuity and effectiveness of future support efforts.	Important	O	Receipt of a comprehensive handover document that identifies recurring challenges, associated risks with their mitigation measures, and lessons learnt.	30 April 2026
5	UNTMIS should take measures to enhance its coordination mechanisms with counterparts to facilitate the transition of Police support responsibilities.	Important	O	Receipt of action taken to enhance coordination with counterparts on the transition of UNTMIS Police responsibilities.	30 June 2026

⁴ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

⁵ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

⁶ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁷ Date provided by UNTMIS in response to recommendations.

APPENDIX I

Management Response

**United Nations Transitional Assistance Mission in Somalia (UNTMIS)**

Interoffice Memorandum

To: Mr. Byung-Kun Min, Director
Internal Audit Division, OIOS

Date: 19 October 2025

Ms. Fatoumata Ndiaye, Under-Secretary-General
for Internal Oversight Services

Ref.: 2025/001

From: James Swan 
Special Representative of the Secretary-General for Somalia and Head of
the United Nations Transitional Assistance Mission in Somalia (UNTMIS)

Subject: **Response to the draft report on an audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police (Assignment No. AP 2024-639-04)**

1. Further to your memorandum reference no. OIOS-2025-01969 of 7 October 2025, please find attached the UNTMIS management response to the subject audit.
2. Please also find attached the draft audit report with comments.
3. We thank you for your continued support provided to the work of UNTMIS.

cc: Ms. Judith Gotz, UNTMIS
Ms. Qurat-ul-Ain Sadozai, UNTMIS/UNSOS
Ms. Nasrin Khan, UNTMIS
Mr. Gerard Smith, UNTMIS
Mr. Cong Lu, DPO
Mr. Kiril Serafimov, UNSOS
Ms. Anshu Saxena, UNTMIS
Ms. Sachiyo Miwa, UNTMIS

Management Response

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNTMIS should document, categorize, and follow up on recommendations from capacity-building workshops.	Important	Yes	Senior UN Police Adviser, UNTMIS Police	31 March 2026	An UNTMIS Police focal point will create a platform that consolidates recommendations made in capacity building workshops and the relevant follow-up actions. This platform will continue to be used to manage recommendations until the completion of capacity-building workshops by 31 March 2026.
2	UNTMIS should integrate disability inclusion into its support activities, including in capacity building, in line with the United Nations disability inclusion strategy.	Important	Yes	Senior UN Police Adviser, UNTMIS Police	31 March 2026	▪ All UNTMIS staff in the Police Section to complete training on the United Nations' Disability Inclusion Strategy-Putting Words into Action. ▪ Actions will be taken to integrate the topic of disability inclusion in proposals for capacity building workshops and relevant workshop reports up to 31 March 2026. Strategic advice will include a reference to disability inclusion when appropriate. ▪ The Police Section will recommend that UNDP and UN Women increase disability inclusion in the implementation of Joint Police Programme activities

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						to promote more inclusive and accessible policing practices and align the United Nations's broader human rights and protection mandates.
3	UNTMIS should ensure comprehensive documentation of support activities, including raising police officers' awareness of effective record-keeping to preserve institutional knowledge, and support sound decision-making and smooth handovers.	Important	Yes	Senior UN Police Adviser, UNTMIS Police	30 May 2026	▪ Evidence of orientation programmes for new Individual Police Officers, including a session on record-keeping, will be provided. ▪ Minutes prepared for higher-level meetings will be provided as evidence to the audit team. ▪ Day-to-day and routine support activities will be recorded in SAGE/UNTMIS Daily Situation Reports. ▪ Police Section will continue to enhance the management of its records on SharePoint in accordance with the SOP on Information and Records Management in Field Missions (pg. 43).
4	UNTMIS should develop a comprehensive handover document outlining detailed transition plan, recurring challenges, associated risks with proposed mitigation measures, and key lessons learned to facilitate a smooth transition and ensure continuity and effectiveness of future support efforts.	Important	Yes	Senior UN Police Adviser, UNTMIS Police	30 April 2026	A Standing Police Capacity Adviser will be deployed to UNTMIS to support the development of the comprehensive handover document. The final draft will be available by 30 April 2026.

Management Response

Audit of United Nations Transitional Assistance Mission in Somalia support to the Somali Police

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	UNTMIS should take measures to enhance its coordination mechanisms with counterparts to facilitate the transition of Police support responsibilities.	Important	Yes	Senior UN Police Adviser, UNTMIS Police	30 June 2026	The UNTMIS transition will be governed by consultations between representatives of the United Nations/the Federal Government of Somalia. The United Nations and the Federal Government of Somalia will develop the UNTMIS Phase 2 roadmap that identifies the tasks to be handed over to the Federal Government or the United Nations Country Team with relevant timelines. The Police Section will provide evidence of the implementation of the Phase 2 Roadmap that commences on 1 November 2025, with most of the police tasks to be handed over/closed or completed by 30 June 2026.