



## **INTERNAL AUDIT DIVISION**

### **REPORT 2018/133**

---

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

**There was need to strengthen planning and  
monitoring of engineering projects to prevent  
delays in implementation and cost overruns**

**13 December 2018  
Assignment No. AP2018/633/05**

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

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of engineering projects in the United Nations Mission in the Republic of South Sudan (UNMISS). The objective of the audit was to assess whether UNMISS effectively and efficiently manages its engineering projects. The audit covered the period from January 2016 to June 2018 and included a review of project governance and oversight, project planning and management and payment to individual contractors.

UNMISS had established a three-tier structure of the Project Management Group with the required membership to oversee the implementation of its projects. However, UNMISS needed to enhance its oversight of engineering projects, including their planning and monitoring to prevent delays in project implementation and cost overruns.

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

- Enhance the governance and oversight of engineering projects by ensuring that the Steering Group is regularly meeting and fulfilling its functions to provide strategic direction on projects, and that the Integrated Project Team and Individual Project Team Leaders are performing their functions effectively;
- Establish critical planning elements for its engineering projects; and implement effective supervisory controls that ensure project managers adequately address the critical planning elements for each project;
- Implement supervisory review procedures over engineering projects by: (a) ensuring that they are properly monitored, and progress assessed through conducting site visits, reviewing progress reports against initial plans, and submitting results to the Integrated Project Team; and (b) training personnel in the use of its project management software tool to enhance management and tracking of engineering projects;
- Ensure project managers complete all project close-out procedures, including project handover documents, financial finalization and closure documents, Umoja completion details, evaluations and final reports; and
- Ensure accurate preparation of attendance records of individual contractors and reconcile these to service entry sheets prior to payment.

UNMISS accepted the recommendations and has initiated action to implement them

# CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	2
III. AUDIT RESULTS	2-7
A. Project governance and oversight	2-3
B. Project planning and management	3-6
C. Payment to individual contractors	6-7
IV. ACKNOWLEDGEMENT	7
ANNEX I      Status of audit recommendations	
APPENDIX I   Management response	

# Audit 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 engineering projects in the United Nations Mission in the Republic of South Sudan (UNMISS).
2. Engineering projects in UNMISS are classified into major and minor projects. Major projects include construction works, facilities infrastructure development, refurbishment or renovation with total estimated value exceeding \$1 million. A project less than \$1 million is classified as minor. UNMISS also designated some engineering projects as essential and high-priority in supporting the implementation of the Mission's mandate and categorized them as Mission Priority Projects (MPPs) regardless of the project value.
3. Engineering activities in UNMISS are governed by the United Nations Financial Regulations and Rules, the United Nations Engineering Support Manual, the Department of Peacekeeping Operations/Department of Field Support Guidelines on Governance of Major Construction Projects in Field Missions (hereafter referred to as DPKO/DFS Guidelines) and UNMISS standard operating procedures (SOP).
4. The UNMISS Engineering Section is responsible for providing all general and field engineering services and managing engineering projects. The Section is headed by a Chief Engineer at the P-5 level, reporting to the Chief, Mission Service Delivery, and has 288 authorized posts.
5. The budgets for the Engineering Section for financial years 2015/16, 2016/17 and 2017/18 were \$38.2 million, \$24.7 million and \$19.7 million respectively. The Engineering Section had 60 construction projects for the period from January 2016 to June 2018. Of the 60 projects, 16 were completed and 38 were ongoing at an estimated cost of \$18.3 million and \$54 million respectively at the time of the audit. Six projects estimated at \$19.8 million were not yet started. Details of the projects are shown in Table 1.

**Table 1: Total engineering construction projects from January 2016 to June 2018**

Project category	Estimated cost (\$ in million)	Number of completed projects	Number of ongoing projects	Number of projects not yet started	Total number of projects
Major in-house construction	40.8	1	11	-	12
Minor in-house construction	1.6	4	2	-	6
Major outsourced construction	46.3	2	22	4	28
Minor outsourced construction	3.3	9	3	2	14
<b>Total</b>	<b>92</b>	<b>16</b>	<b>38</b>	<b>6</b>	<b>60</b>

*Source document: UNMISS Engineering Section*

6. Comments provided by UNMISS are incorporated in italics.

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

7. The objective of the audit was to assess whether UNMISS effectively and efficiently its manages engineering projects.
8. This audit was included in the 2018 risk-based work plan of OIOS due to operational and financial risks related to management of engineering projects in UNMISS.
9. OIOS conducted this audit from March to October 2018. The audit covered the period from January 2016 to June 2018. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the management of engineering projects in UNMISS, which included: (a) project governance and oversight; (b) project planning and management; and (c) payment to individual contractors.
10. The audit methodology included: (a) interviews with key personnel involved in engineering support activities, services and works; (b) analytical review of relevant documents and data; and (c) field visits to inspect 10 completed and 25 in progress of 60 construction projects in the audit period.
11. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

## **III. AUDIT RESULTS**

### **A. Project governance and oversight**

#### Need to enhance oversight of engineering projects by the PMG

12. The DPKO/DFS Guidelines required UNMISS to establish a Project Management Group (PMG) with a three-tier structure comprising: a Steering Group to convene quarterly to provide strategic direction and make decisions on resource allocation; an Integrated Project Team (IPT) to convene at least monthly to oversee project planning and execution and conduct regular visits to the field to assess projects' progress; and Individual Project Team Leaders (IPTL) acting as project managers to oversee the day-to-day operations of assigned projects. The PMG's terms of reference prescribed the required membership of the Group including the Director of Mission Support and chiefs of various technical units.
13. UNMISS had established a PMG to oversee the planning and execution of major projects. Its membership and structure were in accordance with its terms of reference. However, UNMISS governance over its engineering projects needed to improve as the Steering Group did not convene formally during the audit period, and there was no evidence that it was providing strategic guidance and direction to the IPT on the adequacy of its management of ongoing projects. This was because, while the IPT convened on 13 occasions during the audit period, it was not performing the required functions such as conducting visits to engineering project sites to assess progress of MPPs and providing direction on how to address project variances. The IPT was also not ensuring that individual project managers submitted regular progress reports on their projects, and therefore IPT was not monitoring individual projects status and initiating any necessary remedial action.
14. In the view of OIOS, the above occurred due to insufficient attention by management to ensure that the Steering Group was meeting regularly to provide strategic direction on construction and engineering projects, as well as ensuring that the IPT was providing overall guidance and direction on MPPs and the IPTL were performing their functions effectively. Absence of properly functioning PMG precluded

UNMISS from effectively preventing delays in the execution of major engineering projects and cost overruns as indicated in the report below.

**(1) UNMISS should enhance the governance and oversight of engineering projects by ensuring that the Steering Group is regularly meeting and fulfilling its functions to provide strategic direction on projects, and that the Integrated Project Team and Individual Project Team Leaders are performing their functions effectively.**

*UNMISS accepted recommendation 1 and stated that the Steering Group held its first meeting on 7 November 2018 and resolved to meet biannually with additional ad hoc meetings when required. The Steering Group requested IPT to meet quarterly. Recommendation 1 remains open pending receipt of evidence that the Steering Group, IPT and IPTL were performing their functions effectively.*

## **B. Project planning and management**

### Inadequate project planning resulted in inefficient and ineffective implementation

15. The DPKO/DFS Guidelines stress the importance of adequate planning, coordination and project supervision to avoid scope changes, poor quality standards, delays and cost overruns.

16. A review of 60 projects, including visits to 35 project sites indicated: (a) inadequate planning and ineffective mechanisms to prevent delays in project implementation and cost overruns; and (b) inadequate surveys, designs and planning documentation to support project implementation, as shown in the following examples:

- In April 2016, the Mission procured solar farm equipment costing \$10.1 million plus \$2.9 million for their installation in eight locations, with the aim to reduce its carbon footprint and diesel usage. UNMISS received the equipment between January to May 2017 and it was still in storage at the time of the audit. This resulted due to insufficient research and analysis at the planning stage to take into account the challenging logistical and operational environment of South Sudan. A later analysis determined that it would be beneficial and cost effective to install the equipment in only two locations. Therefore, in June 2017, the Mission cancelled the procurement related to the installation of the equipment although it was at an advanced stage. In December 2017, the Mission started a new procurement exercise, and this was expected to be completed by the end of 2018;
- In 2015/16, the Mission initiated a project to construct a runway for Mi26 cargo helicopters inside the Malakal campsite at an estimated cost of \$1.6 million. The project had been significantly delayed. This was because at the initial design phase, a detailed survey of the proposed site was not conducted, and it later transpired that there was insufficient space for the 520 meters runway as there was only 400 meters available, and the topography, drainage and nature of the environment were unsuitable for Mi26 cargo helicopters. As a result, a new design plan to fit the available runway space had to be developed and the Mission would have to use smaller helicopters with less cargo capacity such as the Mi8 and Mi17. The construction of the redesigned runway was in progress and expected to be completed by February 2019; and
- Sixteen in-house engineering projects, including nine major projects with estimated cost of \$26.6 million, and seven minor projects estimated at \$3.6 million, were launched without bills of quantities to determine resource requirements. Of the 16 projects: 10 estimated at \$14.6

million did not have task orders showing estimated cost and description of resources required; 4 estimated at \$3.6 million did not have project proposals; 5 estimated at \$4.3 million did not have project designs; and 5 totaling \$4.3 million did not have scope of works. The Engineering Section also did not establish the availability of materials in stock or the potential environmental and social impacts for all 16 projects prior to their initiation.

17. The above was due to insufficient attention to the planning of the projects by project managers, as well as oversight by the PMG. It was also because of inadequate capacity to effectively supervise engineering projects. For example, although a Chief Engineer was in place as of June 2018, prior to this, and since 2015, there has been three different officers-in-charge of the Section. Also, over the period, the Section was seeing an increase demand for engineering services even though the staffing levels in the Section remained the same. This was due to the increase in troop and civilian staff as well as engineering requirements at protection of civilian sites.

18. As a result, the start of 38 projects planned for 2014/15 and 2015/16 were delayed by an average of nine months, including four priority projects namely the water pipeline from Nile river to the United Nations House, construction of warehouses in seven locations, transport workshops in eight locations and the helicopter runway in Malakal. At the time of the audit, six MPPs planned to start in 2016/17 totalling \$19.8 million had not yet started. Delays in projects resulted in increased costs. For instance, the original estimated cost of \$37.4 million for 18 construction projects was increased to \$55.6 million due to scope revisions and delays in project implementation. Of this, \$44.4 million (80 per cent) had already been disbursed as of June 2018.

**(2) UNMISS should: (a) establish critical planning elements for its engineering projects; and (b) implement effective supervisory controls to ensure that project managers adequately address the critical planning elements for each project.**

*UNMISS accepted recommendation 2 and stated that IPT, together with other stakeholders, will establish project categories and critical planning elements and supervisory controls for projects with a value of \$1 million and more. Recommendation 2 remains open pending receipt of evidence that critical planning elements have been established together with associated supervisory controls.*

#### Need to strengthen supervisory procedures and train personnel in monitoring project progress

19. The DPKO/DFS Guidelines require the Engineering Section and project managers to develop a properly integrated schedule and cost control system that includes day-to-day management of activities, work supervision, monitoring and reporting of project works.

20. A review of 25 major and 9 minor ongoing projects totaling \$84 million showed significant deficiencies in project implementation, as follows:

- Due to inferior work performed by a contractor, during 2017/18, UNMISS had to replace tiles and plastering on 85 of the 200 newly constructed staff accommodation units at the United Nations House in Juba. The Engineering Section did not identify these defects during project implementation and certified payments to the contractor at the end of the project. The defects were identified by occupants, and this came to attention of the Mission after the one-year warranty period. UNMISS therefore had to bear the cost of repairs to correct the poor quality of work, resulting in a financial loss estimated at \$263,500;

- In the construction of warehouses in field offices costing \$3.9 million, the contractor for Juba and Malakal warehouses was unable to perform its tasks due to lack of capacity and subsequently abandoned the work. The contractor had already been paid \$289,775 for the partial work completed in constructing the Juba warehouse. If UNMISS had adequately monitored these projects through site visits or receipt of progress reports, this situation would have been identified earlier-on in the process. As a result, the construction for warehouses in Juba and Malakal had been put on hold; and
- Material issue vouchers maintained by the Engineering Warehouse, attendance sheets of Individual contractors and man-hours allotted to engineering projects were not cross-referenced to actual projects. As a result, UNMISS was unable to compare estimates with actual costs for control purposes and to accurately track project costs.

21. Also, a review of 38 invoices related to completed and ongoing projects totaling \$1.9 million indicated that UNMISS made payments to contractors without a review of the inspection reports, that were required to be certified and attached to the invoice. There were only general remarks on invoices such as the contractor had completed the required works. There was no reference about the specific tasks completed by the contractor to support the amounts disclosed on the invoices being charged. For example, the contractor for the construction of warehouses in Juba was paid \$289,775 without a progress report on the work done, a detail certification of the works performed, and evidence that the Mission had physically inspected the projects.

22. UNMISS advised that this resulted due to insufficient capacity within the Engineering Section to supervise and inspect the progress of projects. In addition, although the Engineering Section had a project tracking tool, the Section did not use the tool to monitor projects' milestones and accurately track in-house and outsourced project costs, as its staff had not been trained on its use. The Section maintained separate project lists using Excel spreadsheets, but the lists did not include pertinent information on budgeted and actual costs, planned and actual project start and completion dates, change orders and explanations of deviation from plans.

23. Inadequate tracking, supervision and monitoring of projects resulted in poor quality work, waste of resources, delays in project completion and cost overruns. As a result, there was a risk of invoices being settled prior to completion of satisfactory work, resulting in additional costs to the Mission to repair substandard work.

**(3) UNMISS should implement adequate supervisory and review procedures over engineering projects by: (a) ensuring that projects are properly monitored, and progress assessed through conducting site visits, reviewing progress reports against the initial plans, and submitting results of these to the Integrated Project Team; and (b) training personnel in the use of its project management tool to enhance management and tracking of engineering projects.**

*UNMISS accepted recommendation 3 and stated that IPT will develop an inspection schedule for approved projects in line with the procedures developed for various categories of projects. The Engineering Section will recruit a staff to be responsible for monitoring and managing the projects and the application of the project tracking tool. Recommendation 3 remains open pending receipt of evidence of: (a) implementation of supervisory procedures for proper monitoring of engineering projects; and (b) training provided to staff in the use of Mission's project management tool.*



### Project close-out process needed to be improved

24. The DPKO/DFS Guidelines require project managers to prepare a project completion report showing a summary of project performance, results against initial plans, scope changes with justifications, variances from estimated costs, lessons learned, and best practices identified.

25. The Engineering Section did not prepare project completion reports for 16 projects (11 outsourced and 5 in-house) costing \$16 million that were finalized by 30 June 2018. Also, as required by the guidelines, the Engineering Section did not prepare for any of its projects, project handover documents, financial finalization and closure documents, Umoja completion details, evaluations and final reports. This resulted because the Engineering Section did not request project managers to conduct the necessary project close-out process that included preparing related documents and financial information. As a result, UNMISS did not have accurate project costs on construction projects and there were no documented lessons learned to improve future project performance.

**(4) UNMISS should ensure project managers complete all project close-out procedures, including project handover documents, financial finalization and closure documents, Umoja completion details, evaluations and final reports.**

*UNMISS accepted recommendation 4 and stated that it had now established project close-out procedures in its SOP on engineering projects. Recommendation 4 remains open pending receipt of evidence that project close-out procedures are implemented.*

### **C. Payment to individual contractors**

#### There was need to enforce controls over the attendance and payment of individual contractors

26. Contracts with individual contractors require UNMISS to pay individual contractors upon certification that services have been satisfactorily performed in accordance with the requirements of the contract. The Engineering Section draft standard operating procedures require the use of service entry sheets in Umoja and attendance sheets to confirm delivery of related services.

27. A review of daily attendance and service entry sheets for 125 of 259 individual contractors for 8 of the 30 months covered by the audit period showed that:

- Some individual contractors were paid although they were marked absent in the respective attendance sheets. For example: (a) 2 individual contractors were paid \$1,528 from 21 April to 20 June 2018 although they were marked absent in the attendance sheet; (b) 2 individual contractors were marked absent from 21 November to 20 December 2016 but were paid about \$100; and (c) 14 individual contractors were paid \$16,419 from 21 April to 20 June 2018 although they were marked as absent for periods ranging from 1 to 12 days, representing overpayment of \$1,365. These payments were not recovered in the subsequent periods; and
- The Electrical Unit of the Engineering Section did not provide signed individual daily attendance sheets for any of its seven and nine contractors for the pay periods 21 April to 20 May 2018 and 21 May to June 2018 respectively. Instead, as a practice of the Unit, consolidated attendance sheets which were not certified by a supervisor were used to calculate amounts due to individual contractors. Without individual daily attendance sheets, there was no evidence that all individual contractors were present and provided services for which they were paid.

28. The above resulted because of inadequate supervision of the Engineering Section to enforce accurate preparation of attendance records of individual contractors, and reconciliation prior to payments. The above led to financial losses and possibly a part of delays in project delivery.

**(5) UNMISS should take measures to ensure accurate preparation of attendance records of individual contractors and reconcile these to service entry sheets prior to payment.**

*UNMISS accepted recommendation 5 and stated that procedures to maintain proper attendance records for individual contractors will be developed and the attendance records will be reconciled with service entry sheets for all future payments. UNMISS will take the necessary actions to reconcile the past payments to individual contractors with service entry sheets. Recommendation 5 remains open pending receipt of evidence of measures taken to ensure accurate payments to individual contractors.*

#### **IV. ACKNOWLEDGEMENT**

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

## STATUS OF AUDIT RECOMMENDATIONS

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

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	UNMISS should enhance the governance and oversight of engineering projects by ensuring that the Steering Group is regularly meeting and fulfilling its functions to provide strategic direction on projects, and that the Integrated Project Team and Individual Project Team Leaders are performing their functions effectively.	Important	O	Receipt of evidence that the Steering Group, Integrated Project Team and Individual Project Team Leader were performing their functions effectively.	30 June 2019
2	UNMISS should: (a) establish critical planning elements for its engineering projects; and (b) implement effective supervisory controls to ensure that project managers adequately address the critical planning elements for each project.	Important	O	Receipt of evidence that critical planning elements have been established together with associated supervisory controls.	30 June 2019
3	UNMISS should implement adequate supervisory and review procedures over engineering projects by: (a) ensuring that projects are properly monitored, and progress assessed through conducting site visits, reviewing progress reports against the initial plans, and submitting results of these to the Integrated Project Team; and (b) training personnel in the use of its project management tool to enhance management and tracking of engineering projects.	Important	O	Receipt of evidence of: (a) implementation of supervisory procedures for proper monitoring of engineering projects; and (b) training provided to staff in the use of the Mission's project management tool.	30 June 2019
4	UNMISS should ensure project managers complete all project close-out procedures, including project handover documents, financial finalization and	Important	O	Receipt of evidence that project close-out procedures are implemented.	30 June 2019

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

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

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

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

**STATUS OF AUDIT RECOMMENDATIONS**

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

	closure documents, Umoja completion details, evaluations and final reports.				
5	UNMISS should take measures to ensure accurate preparation of attendance records of individual contractors and reconcile these to service entry sheets prior to payment.	Important	O	Receipt of evidence of measures taken to ensure accurate payments to individual contractors.	30th June 2019

# **APPENDIX I**

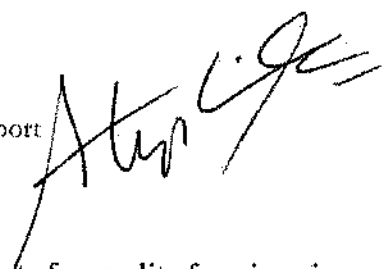
## **Management Response**

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

DATE: 10 December 2018

REF: AP2018/633/05

FROM: Stephani L. Scherer  
Director of Mission Support  
UNMISS



SUBJECT: Response to draft report of an audit of engineering projects in the United Nations Mission in the Republic of South Sudan (Assignment No. AP2018/633/05)

1. UNMISS acknowledge receipt of the draft audit report referenced OIOS-2018-AP633-35, and dated 30 November 2018, on the audit of engineering projects in the United Nations Mission in the Republic of South Sudan (Assignment No. 2018/633/05).
2. In this connection, please find attached UNMISS comments on the recommendations of the draft audit report provided in Appendix I.
3. Thank you for your consideration and support.

cc: Mr. Timothy Crowley, Deputy, Director Chief Mission Support, UNMISS  
Mr. Qazi Ullah, Chief, Service Delivery, UNMISS  
Mr. Rahul Barra, Chief Engineer, Engineering Section, UNMISS  
Ms. Gulen Muftuoglu, Audit Focal Point, UNMISS  
Mr. Arnold Valdez, Chief, Resident Audit Coordination, IAD-OIOS  
Ms. Maria Elena Munoz, Acting Special Assistant to the USG-OIOS  
Ms. Cynthia Avena-Castillo, Professional Practices Section, IAD, OIOS

## Management Response

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

Rec. no.	Recommendation	Critical <sup>5</sup> / Important <sup>6</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMISS should enhance the governance and oversight of engineering projects by ensuring that the Steering Group is regularly meeting and fulfilling its functions to provide strategic direction on projects, and that the Integrated Project Team and Individual Project Team Leaders are performing their functions effectively.	Important	Yes	Chairperson Steering Group	30 <sup>th</sup> June 2019	The Mission held the first Steering Group meeting on the 7 <sup>th</sup> of November 2018. The meeting resolved that the Committee will meet biannually with additional ad hoc meetings to be held when required. The meeting also resolved that the Integrated Project Team (IPT) to meet quarterly.
2	UNMISS should: (a) establish critical planning elements for its engineering projects; and (b) implement effective supervisory controls to ensure that project managers adequately address the critical planning elements for each project.	Important	Yes	Chief Service Delivery as Chairperson of IPT	30 <sup>th</sup> June 2019	In accordance with the guidance provided in the DPKO guidelines on major construction projects in field missions, the IPT, together with other stakeholders, will establish project categories and critical planning elements and supervisory controls for projects with a value of \$1 million and more.
3	UNMISS should implement adequate supervisory and review procedures over engineering projects by: (a) ensuring that projects are properly monitored, and progress assessed through conducting site visits, reviewing progress reports against the initial plans, and submitting results of	Important	Yes	Chief Engineer	30 <sup>th</sup> June 2019	The IPT will develop an inspection schedule for approved projects in line with the procedures developed for various categories of projects.  The Engineering Section is strengthening the Project

<sup>5</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>6</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

<b>Rec. no.</b>	<b>Recommendation</b>	<b>Critical<sup>5</sup>/ Important<sup>6</sup></b>	<b>Accepted? (Yes/No)</b>	<b>Title of responsible individual</b>	<b>Implementation date</b>	<b>Client comments</b>
	these to the Integrated Project Team; and (b) training personnel in the use of its project management software tool to enhance management and tracking of engineering projects.					Management Team with the recruitment of a person responsible for monitoring and managing the monitoring of projects and the application of the MS Project software tool. This person will have the responsibility for the tracking of engineering project implementation, in line with the procedures depicted in the SOP for Management of Engineering Projects.
4	UNMISS should ensure project managers complete all project close-out procedures, including project handover documents, financial finalization and closure documents, Umoja completion details, evaluations and final reports.	Important	Yes	Chief Engineer	30 <sup>th</sup> June 2019	Project close out procedures are now established through the SOP for Managing Engineering Projects which introduces a consistent project close out procedures.
5	UNMISS should take measures to ensure accurate preparation of attendance records of individual contractors and reconcile these to service entry sheets prior to payment.	Important	Yes	Chief Engineer	30 <sup>th</sup> June 2019	Procedures to maintain proper attendance records for individual contractors will be developed and the attendance records will be reconciled with service entry sheets (SES) for all future payments.  UNMISS will take the necessary actions to reconcile the past payments to individual contractors with SES