



INTERNAL AUDIT DIVISION

REPORT 2023/053

Audit of capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

UNMISS needed to strengthen the effectiveness of the capacity-building activities and support to the South Sudan National Police Service through improved planning, better internal coordination and enhanced training record management.

**31 October 2023
Assignment No. AP2023-633-06**

Audit of capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of capacity-building and support to South Sudan National Police Service (SSNPS) by the United Nations Mission in the Republic of South Sudan (UNMISS). The objective of the audit was to assess the effectiveness of the planning and conducting capacity-building activities to support SSNPS by UNMISS. The audit covered the period from July 2021 to March 2023 and included: (a) strategic planning; (b) coordination of the capacity-building activities; (c) effectiveness of capacity-building activities and support; and (d) impact evaluation.

UNMISS supported the capacity-building of the SSNPS by conducting trainings and workshops, providing ongoing advice and mentoring, and assisting in police infrastructure improvement through the implementation of quick-impact projects. However, UNMISS needed to strengthen the effectiveness of the capacity-building activities and support to the South Sudan National Police Service through improved planning, better internal coordination and enhanced training record management.

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

- Develop and implement a strategic plan for SSNPS capacity-building, outlining the objectives, timelines and development measures,
- Strengthen the work planning to ensure annual work plans have realistic training targets aligned with identified training needs,
- Improve management oversight over the functioning of the Technical Working Group,
- Improve coordination between its Police Component and substantive sections to avoid duplications and gaps in training activities,
- Provide guidance to field offices regarding the frequency, coverage and implementation plans for monitoring, advising, and mentoring activities for the SSNPS personnel, and
- Strengthen the supervisory control over training document management and prioritize creating a comprehensive training database.

UNMISS accepted all recommendations and has initiated actions to implement them. Actions required to close the recommendations are indicated in Annex I.

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Audit of capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of capacity-building and support to the South Sudan National Police Service (SSNPS) by the United Nations Mission in the Republic of South Sudan (UNMISS).
2. The United Nations Security Council resolutions 2514 (2020) and 2567 (2021) required UNMISS to support SSNPS in protecting civilians, fighting impunity, and promoting accountability. This involved providing technical assistance to enhance the skills and capacity of SSNPS.
3. UNMISS and the Government of the Republic of South Sudan (GRSS) signed a Memorandum of Understanding (MOU) outlining the areas of cooperation and support for developing and strengthening the capacity of SSNPS. The Mission's capacity-building and support to SSNPS was primarily guided by the: (a) Policy on United Nations police in peacekeeping operations and special political missions; (b) United Nations guidelines on police capacity-building and development; and (c) Concept of Operations for the Police Component in UNMISS.
4. The UNMISS Police Component's Capacity-Building and Development Pillar (CBDP) was responsible for assisting SSNPS in its institutional development and capacity-building efforts, including the implementation of the SSNPS five-year National Policing Strategic Plan 2020-2024 (NPSP). The CBDP was headed by a Community Policing Advisor at a P-4 level and reported to the UNMISS Police Commissioner at a D-2 level through the Deputy Police Commissioner at a D-1 level. The head of CBDP was supported by 209 personnel, comprising a Police Reform Advisor at a P-3 level and 208 individual police officers deployed across the Mission.
5. Between July 2021 and March 2023, the UNMISS Police Component conducted 341 training workshops for 13,575 SSNPS personnel for \$1.1 million. Additionally, the Police Component monitored, advised and mentored SSNPS personnel to enhance their proficiency in performing their duties. The Mission also printed and distributed 72,100 informative materials, including brochures, handbooks, standard operating procedures and guidelines to SSNPS personnel, costing \$23,425. Furthermore, the Mission implemented 25 quick-impact projects totalling \$1.2 million¹ to construct or renovate police stations.
6. The budgets allocated for the UNMISS Police Component's capacity-building activities in 2021/22 and 2022/23 were \$1.025 million and \$1.075 million, respectively.
7. Comments provided by UNMISS are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

8. The objective of the audit was to assess the effectiveness of the planning and conducting capacity-building activities and support to SSNPS by UNMISS.
9. This audit was included in the 2023 risk-based work plan of OIOS as capacity-building efforts for SSNPS was a critical mandated task.

¹ The quick-impact projects were funded through the budget allocated to the UNMISS Protection Transition and Reintegration Section.

10. OIOS conducted this audit from April to June 2023. The audit covered the period from July 2021 to March 2023. Based on an activity-level risk assessment, the audit covered higher and medium risks areas in the management of capacity-building activities and support to SSNPS, which included: (a) strategic planning; (b) coordination of the capacity-building activities; (c) effectiveness of capacity-building activities and support; and (d) impact evaluation.

11. The audit methodology included: (a) interviews of key personnel involved in capacity-building and support to SSNPS, (b) reviews of relevant documentation; and (c) sample testing and analytical review of training data, UNMISS police personal history profiles and daily situation reports.

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

III. AUDIT RESULTS

A. Strategic Planning

Need to develop a strategic plan for capacity-building and support to South Sudan National Police Service

13. UNMISS Police Component is required to develop a strategic plan with clear objectives, timelines and performance measures to effectively assist the capacity-building of SSNPS in line with the policy on United Nations police in peacekeeping operations and special political missions. The Police Component had not developed a strategic plan due to other prioritized tasks, such as the protection of civilians. However, the Standing Police Capacity Team from Brindisi visited the Mission in April 2023 and guided the police component in developing essential strategic documents, including the capacity-building plan.

14. SSNPS had its own five-year NPSP 2020-2024 with 4 strategic and 23 operational goals for institutional capacity development. The lack of a capacity-building and support strategic plan created a misalignment of UNMISS' priorities to those of the NPSP.

15. OIOS review of the UNMISS results-based budgets, work plans for 2021/22 and 2022/23, and programme reports showed that UNMISS mainly focused on conducting in-service basic police skills training, partial co-location with SSNPS for mentoring, and implementing quick-impact projects for SSNPS infrastructure development. However, it did not adequately support the SSNPS in other key activities outlined in the MOU with GRSS and NPSP such as strategic planning for training, gender equality, background screening of SSNPS personnel and establishment of personnel database, technology acquisition and resource mobilization. As a result, there was a risk of inadequate assistance to SSNPS, potentially hindering the accomplishment of capacity-building objectives for SSNPS.

(1) UNMISS should develop and implement a strategic plan outlining the objectives, timelines and development measures for its capacity-building and support to the South Sudan National Police Service.

UNMISS accepted recommendation 1 and stated that it had taken concrete steps towards the development and subsequent implementation of the capacity-building strategic plan, aligned with the South Sudan National Police Service strategic plan with support from the Standing Police Capacity.

Need to improve training targets and annual work planning

16. The UNMISS Police Component, in conjunction with SSNPS, conducted a Training Needs Assessment (TNA) in 2021 that revealed 81 per cent of SSNPS personnel had basic or no training in all the

17 assessed police skills areas such as criminal investigations, human rights, police operations and community policing. Based on TNA results, the UNMISS Police Component prepared its annual training work plans.

17. The review of annual training work plans and related reports showed gaps in the planning of training workshops as the training targets in the Police Component's result-based budget and annual work plans were not aligned with the aggregated targets from individual field offices' plans. For example, the Police Component aimed to conduct 55 workshops for 4,000 SSNPS personnel in 2021/22, while the combined targets from field office work plans were to conduct 270 workshops to train 10,615 SSNPS personnel in the same period.

18. The field offices conducted 187 workshops, training 6,402 SSNPS personnel, which fell short of their target numbers of workshops by 31 per cent and personnel trained by 40 per cent. Conversely, these trainings exceeded the Police Component's targeted number of workshops by 340 per cent and personnel trained by 160 per cent. The disparities between targets set by individual field offices and the UNMISS Police Component at headquarters indicated that the targets set were under-planned. Moreover, 85 per cent of training workshops were limited to four basic police technical skills: community policing, investigation of human rights, awareness of human rights, and gender-based violence. This resulted in inadequate training coverage for the remaining 13 police skills areas identified in the TNA.

19. The above occurred because the UNMISS Police Component management did not coordinate with the responsible officials at field offices and consider their annual work plans prior to preparing training targets for the results-based budget. Moreover, due diligence was not performed to ensure that the annual training plans adequately covered all the identified training topics in the TNA.

(2) UNMISS should strengthen the work planning to ensure annual work plans have realistic training targets and adequately cover training topics identified in the training needs assessment.

UNMISS accepted recommendation 2 and stated that it would harmonize annual work plans through internal capacity-building and collaboration with the Strategic Planning Unit. In addition, the Mission would prioritize training and ensure the delivery of comprehensive training packages based on the assessment of the needs of the South Sudan National Police Service.

B. Coordination of capacity-building activities

Need to improve management oversight over the functioning of the Technical Working Group

20. The capacity-building MOU between UNMISS and GRSS outlined the creation of an Implementation Task Force (ITF) and an Oversight Committee. The ITF was required to hold monthly meetings to determine the development priority areas, assign tasks, direct funding, and seek donor support. The Oversight Committee was required to meet at least quarterly to monitor the implementation of the MOU. The UNMISS Police Commissioner's office needed to serve as the secretariat for the ITF and the Oversight Committee. Additionally, UNMISS and other relevant partners² formed a Technical Working Group (TWG) in 2018 to meet quarterly to coordinate Technical Assistance and Advice (TAA) to SSNPS.

21. The ITF and the Oversight Committee did not meet during the audit period. The Police Component advised that the ITF and Oversight Committee are nationally owned bodies and currently non-operational.

² The TWG comprises representatives from UNMISS Police, UNDP, SSNPS, National Prisons Service of South Sudan (NPSSS), UNMISS Rule of Law, and Ministry of Justice. The TWG is chaired by Director of Research and Planning and co-chair is Chief-CBDP.

UNMISS had limited authority to enforce the effective functioning of these bodies. Therefore, OIOS did not make a recommendation but encouraged the Mission to continue its advocacy for the operationalization and regular engagement of the ITF and Oversight Committee.

22. The TWG also did not function effectively because the Mission and relevant partners did not clearly define the roles and responsibilities of the group members or provide adequate oversight. As a result:

- (a) Only 2 out of 6 expected TWG meetings were held during the audit period, and the United Nations Development Programme (UNDP), one of the key partners, was not represented in both meetings due to competing commitments; and
- (b) Nineteen important action points from a May 2021 TWG meeting remained unresolved after more than two years. These included: SSNPS obligations related to infrastructure projects, cooperation with UNMISS, evaluation of training impact, coordination of training activities, attendance of some SSNPS personnel in training workshops, and regular TWG meetings for improved coordination of TAA.

23. UNMISS and partners also established three sub-TWGs for infrastructure and logistics, training and development, and policy and guidelines. These subcommittees were supposed to meet monthly to enhance coordination in providing TAA to SSNPS. However, the subcommittees did not have terms of reference, and there was inadequate management oversight. As a result, the subcommittees could not function effectively.

24. Although the UNMISS Police Commissioner, Field Office Police Coordinators and the head of CBDP held ad hoc meetings with SSNPS, UNDP, UNMISS Rule of Law and UNMISS Human Rights Divisions for effective collaboration in providing TAA to SSNPS, the minutes of these meetings were not made available for review by OIOS.

25. The ineffective functioning of ITF, Oversight Committee and TWG resulted in delayed resolution of challenges, leading to ineffective capacity-building and support to SSNPS.

(3) UNMISS should improve management oversight over the functioning of the Technical Working Group and develop terms of references for its sub-committees to improve coordination with the South Sudan National Police Service and other relevant partners.

UNMISS accepted recommendation 3 and stated that it would enhance management oversight of the technical working group by appointing the subcommittee chairpersons responsible for drafting terms of references.

Need to improve coordination with Mission substantive sections

26. United Nations guidelines on police capacity-building and development required the UNMISS Police Component to integrate human rights and gender considerations in training SSNPS personnel. The guidelines also encouraged the Police Component to collaborate with the Mission's substantive components³, the United Nations Country Team and other partners in training SSNPS personnel to broaden coverage of real-life scenarios encountered by the host country police.

27. The Police Component co-facilitated training workshops for SSNPS personnel with staff from the Mission's substantive sections as required. However, there was no coordination in training activities as the substantive sections also conducted separate training workshops covering the same topics for SSNPS

³ Substantive sections included: Child Protection, Human Rights, Rule of Law, and Gender Advisory

personnel. For example, the Human Rights Division conducted 39 human rights training workshops for 1,209 SSNPS and National Prison Service of South Sudan (NPSSS) personnel during the audit period, which were also covered in the Police-led training workshops.

28. Moreover, the UNMISS Rule of Law Division trained NPSSS personnel on various topics such as human rights, investigating and reporting Sexual Gender-Based Violence, and training of trainers. However, a review of 60 randomly selected training reports showed that UNMISS Police also trained 128 NPSSS personnel in 14 workshops that covered topics like those offered by the Rule of Law Division.

29. The inadequate collaboration between the UNMISS Police Component and substantive sections impeded the harmonization of planning and execution of capacity-building activities, leading to inefficient utilization of resources in Mission’s capacity-building efforts of SSNPS.

(4) UNMISS should improve coordination between its Police Component and substantive sections to avoid duplications and potential gaps in training activities for the South Sudan National Police Service.

UNMISS accepted recommendation 4 and stated that it had taken several steps to improve coordination, including the development of the terms of reference between the Human Rights Division and Police Component and the conduct of periodic meetings on training activities with the Rule of Law and Security Institutions Section and the Elections Advisory Division. The Police Component, under the guidance of the Elections Advisory Division, would develop electoral assistance training materials for the South Sudan National Police Service.

C. Effectiveness of capacity-building activities and support

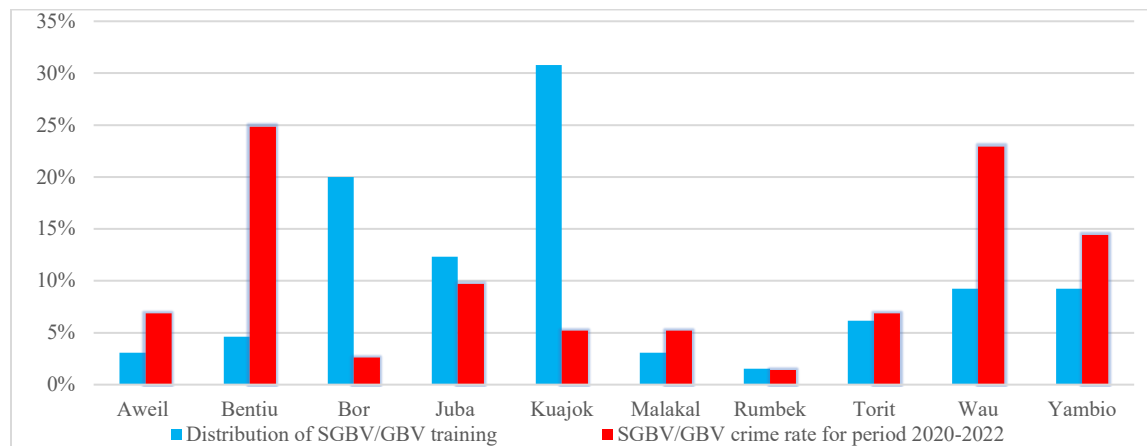
UNMISS aligned training topics with prevalent crimes for its 2023-2024 work plan

30. UNMISS Police Crime Analysis and Intelligent Unit (CA&IU) prepared monthly reports on prevalent crimes, such as Sexual Gender-Based Violence and Gender-Based Violence (SGBV/GBV), theft, murder and cattle raids. These reports are prepared to inform data-driven capacity-building activities for SSNPS personnel.

31. However, the training topics delivered by the UNMISS Police Component were not aligned with prevalent crimes in certain field offices because the Police Component did not consider the crime-intelligence analysis reports. For example, there were higher proportions of SGBV/GBV training workshops in Bor and Kuajok compared to the reported cases, while Bentiu and Wau, with higher reported SGBV/GBV crimes,⁴ had lower corresponding training workshops. Similarly, Bor, Kuajok, Torit and Wau lacked proportional training in investigations and human rights compared to the reported cases of murder, theft and cattle raid crimes, as shown in charts 1 and 2.

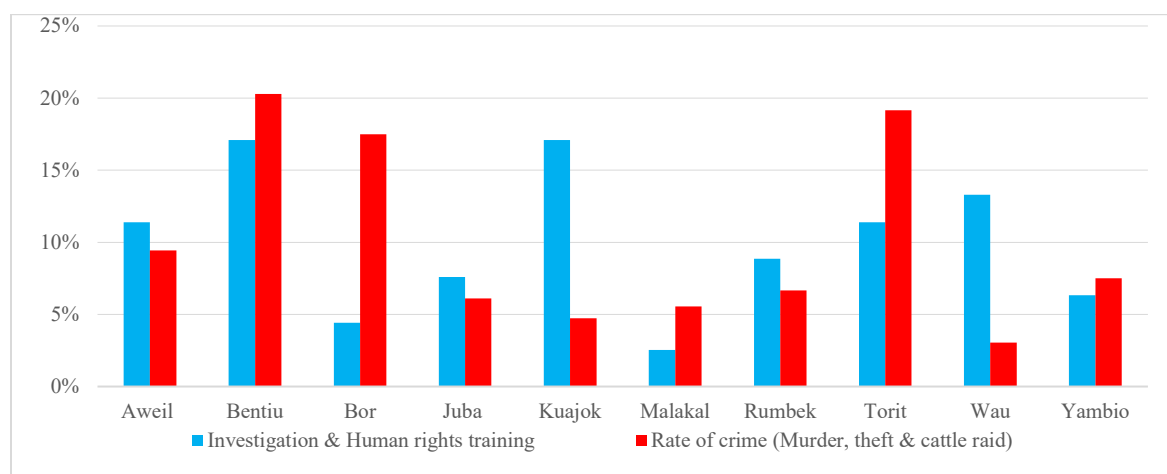
⁴ Average SGBV/GBV crime rates are for a three-year period from 2020 to 2022 and training activities for the period July 2021 to February 2023

Chart 1: Comparison of SGBV/GBV training and crime rates in field offices



Source: UNMISS Police training and crime analysis & intelligence reports

Chart 2: Comparison of investigation and human rights training and crime rates in field offices⁵



Source: UNMISS Police training and crime analysis & intelligence reports

32. The above scenario posed a risk that SSNPS personnel may not receive adequate training to effectively address the prevalent crimes in their areas of responsibility.

33. After the audit, the Police Component identified and prioritized training topics for its 2023-2024 annual work plan, aligning them with the crime patterns in different parts of the country. Additionally, it had developed a co-location plan, supported by the Standing Police Capacity, to address performance gaps in SSNPS through on-the-job training on prevalent crimes during co-location.

UNMISS identified needed police skills for its capacity-building activities and support

34. The Department of Peace Operations at the United Nations Headquarters is responsible for recruiting skilled police personnel based on the Mission’s requirements. UNMISS Police Component identified required police skills and communicated them to the Department of Peace Operations every six months for recruitment purposes. Based on proactive assessments of skills needed, the Police Component established specialized police teams for SGBV and Conflict-Related Sexual Violence (CRSV), Cattle Raid and Elections Policing. The Component also assigned police personnel to the teams based on their

⁵ Analyzed crimes related to cattle raid cases for the period January 2022 to January 2023 and murder and theft cases for the months of September and October 2022.

qualifications and suitability, as determined through interviews and profile reviews. OIOS review of 30 randomly selected curriculum vitae of police personnel in the CBDP confirmed that the personnel had requisite qualifications and experience. Therefore, OIOS concluded that the Police Component appropriately identified needed police skills for its capacity-building activities.

Need to strengthen the monitoring, advising and mentoring activities of the South Sudan National Police Service personnel

35. UNMISS was required to conduct monitoring, advising and mentoring (MAM) activities to consolidate the capacity obtained through training workshops for SSNPS personnel. UNMISS Police Commissioner’s directive 14/2019 dated 6 September 2019 also required UNMISS police personnel to conduct MAM activities with SSNPS through partial co-location.

36. OIOS review of daily situation reports from field offices over a 121-day period from 1 December 2022 to 31 March 2023 showed that UNMISS police regularly co-located with SSNPS personnel, conducted MAM activities and obtained crime data. However, shortcomings were observed, such as MAM activities not regularly conducted in some field offices, insufficient police personnel below the required minimum of three, and lack of gender representation in some MAM teams, as shown in table 1 below:

Table 1: Assessment of the conduct of MAM activities (1 December 2022 to 31 March 2023)

Field Office	Number of days when MAM activities were not conducted out of 121 days		MAM activities conducted with less than the prescribed number of police personnel (out of activities in the field office)		MAM activities without both genders in UNMISS police teams	
	No of days	Extent of non-implementation	No of activities	Extent of non-compliance	No of activities	Extent of non-compliance
Aweil	6	5 %	136	55 %	60	24 %
Bentiu	0	0 %	701	66 %	283	26 %
Bor	29	24 %	103	37 %	96	34 %
Juba	34	28 %	58	27 %	38	18 %
Kuajok	38	31 %	215	93 %	118	51 %
Malakal	82	68 %	28	52 %	34	63 %
Rumbek	11	9 %	289	82 %	38	11 %
Torit	16	13 %	105	64 %	18	11 %
Wau	70	58 %	27	29 %	34	36 %
Yambio	1	1 %	8	3 %	85	27 %

37. Moreover, MAM activities were primarily conducted at specific SSNPS headquarters and stations, with limited activities conducted in most parts of the Mission. For example, in the Yambio field office, 305 (or 98 per cent) out of 311 MAM activities were conducted at just 2 out of 14 SSNPS facilities. Similar patterns were observed in other field locations, such as Aweil, Bentiu, Juba, Kuajok, Malakal and Torit, where MAM activities were mainly conducted at 2 to 5 SSNPS police stations. Overall, MAM activities were not conducted at 116 (or 76 per cent) out of 153 SSNPS stations across the Mission area as per the geographic information systems map.

38. The above occurred because UNMISS Police Component management did not: (a) provide detailed guidance to the field offices on the frequency of MAM activities or the development of MAM implementation plans; (b) deploy sufficient police personnel, including female personnel, from the Mission Headquarters to field offices; and (c) monitor the compliance with the Police Commissioner’s directive. Furthermore, the lack of suitable infrastructure at some SSNPS police stations and posts hindered regular and effective MAM activities. The Police Component advised that the Mission encountered challenges in deploying female police personnel to Bentiu and Malakal due to inadequate accommodation facilities

suitable for female officers. This had hindered effective implementation of MAM activities at all SSNPS stations. As a result, the MAM activities were not conducted effectively at all SSNPS stations.

(5) UNMISS should provide guidance to field offices regarding the frequency, coverage and development of implementation plans for monitoring, advising and mentoring activities for the South Sudan National Police Service personnel.

UNMISS accepted recommendation 5 and stated that it had taken steps to address the gaps, including developing reporting templates on monitoring, advising, and mentoring (MAM), thereby streamlining reporting processes between field offices and Mission Headquarters. The frequency and coverage of MAM activities would be determined by various factors such as the operational context, needs of local communities, number of police stations in a state and challenges like adverse weather conditions or security situations affecting accessibility.

Need to establish a training database and enhance document preparation and retention for training activities

39. The Police Component Planning and Budget Unit developed a spreadsheet-based monitoring tool to help oversee and report on training workshops for SSNPS personnel. A review of documents relating to 100 randomly selected training workshops costing \$375,000 during the audit period showed the following shortcomings in the management training activities:

- (a) Eighteen workshops costing \$67,079 had missing or unsigned attendance lists;
- (b) Sixteen workshops costing \$60,407 had signed attendance lists but had no after-action reports;
- (c) The number of female training attendees was overstated by 129 in the monitoring tool compared to signed attendance lists for 33 workshops. The monitoring tool had a planned number of participants and was not updated with the actual number of female participants after the training completion;
- (d) There were inconsistencies in the format and content of the after-action reports prepared by field offices. Some field offices' after-action reports lacked minimum information such as materials covered in the training, challenges faced, training evaluation, lessons learned, and recommendations; and
- (e) The attendance list and after-action reports for 36 workshops costing \$126,219 were not made available for audit reviews.

40. Moreover, CBDP had not developed a central database with pertinent training information such as training dates, participants' names and modules delivered. This hindered the generation of trainee profile reports that could assist SSNPS in assigning its personnel to appropriate functions.

41. The above occurred due to inadequate supervisory controls over the preparation and central retention of training documents, despite the importance of such retention given the high turnover of UNMISS police personnel. The lack of training records led to inaccurate reporting of gender-disaggregated data and inefficiencies in training program design and administration.

(6) UNMISS should: (a) strengthen the supervisory control over training document preparation and retention; and (b) prioritize the establishment of a comprehensive training database for the South Sudan National Police Service personnel to capture relevant and complete training information to facilitate decision-making.

UNMISS accepted recommendation 6 and stated that it would strengthen the management and supervisory control over training documents. Furthermore, it had started developing an internal training database, with support from the Standing Police Capacity Information Technology expert.

D. Impact evaluation

UNMISS was taking action to evaluate the impact of capacity-building activities and support to South Sudan National Police Service

42. UNMISS did not conduct a systematic impact evaluation of capacity-building activities and support to SSNPS during the audit period. It also had not established key performance indicators to assess the effectiveness of its capacity-building program. The existing key performance indicators in the work plans focused on the targeted number of workshops and SSNPS personnel to be trained, which are output rather than outcome measures. Also, the benchmarks outlined in the Police Concept of Operations indicated the need for an increase in the number of trained SSNPS personnel and improved capacity without clear guidelines for an objective evaluation of outcomes. Though the trainers conducted end-of-course surveys to gather participant feedback, such surveys were not conducted consistently.

43. Furthermore, the CBDP officials advised that the trainers informally followed up with SSNPS personnel to assess their improvement after attending Mission-administered training, but these assessments were not recorded. UNMISS, in collaboration with UNDP, was in the process of engaging DCAF⁶ to conduct an evaluation of capacity-building activities and support to SSNPS. The evaluation report will also guide the development of a new NPSP for 2025-2029. The new NPSP is expected to incorporate specific key performance indicators. Since UNMISS had already taken steps to ensure evaluation OIOS did not make a recommendation.

IV. ACKNOWLEDGEMENT

44. 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.

Internal Audit Division
Office of Internal Oversight Services

⁶ DCAF is a Geneva based intergovernmental think tank that provides research and project support to states and international actors in improving security sector governance and reform.

STATUS OF AUDIT RECOMMENDATIONS

Audit of capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical ⁷ / Important ⁸	C/ O ⁹	Actions needed to close recommendation	Implementation date ¹⁰
1	UNMISS should develop and implement a strategic plan outlining the objectives, timelines and development measures for its capacity-building and support to the South Sudan National Police Service.	Important	O	Receipt of evidence of development of the capacity-building strategic plan, aligned with the SSNPS strategic plan.	31 December 2024
2	UNMISS should strengthen the work planning to ensure annual work plans have realistic training targets and adequately cover training topics identified in the training needs assessment.	Important	O	Receipt of evidence of harmonized annual work plans with realistic training targets and adequate coverage of training topics identified in the training needs assessment.	31 December 2024
3	UNMISS should improve management oversight over the functioning of the Technical Working Group and develop terms of references for its sub-committees to improve coordination with the South Sudan National Police Service and other relevant partners.	Important	O	Receipt of evidence of improved management oversight.	31 December 2024
4	UNMISS should improve coordination between its Police Component and substantive sections to avoid duplications and potential gaps in training activities for the South Sudan National Police Service.	Important	O	Receipt of evidence of improved coordination between the Police Component and other substantive sections in conducting training activities.	31 December 2024
5	UNMISS should provide guidance to field offices regarding the frequency, coverage and development of implementation plans for monitoring, advising and mentoring activities for the South Sudan National Police Service personnel.	Important	O	Receipt of evidence of improved planning and reporting of monitoring, advising and mentoring activities.	31 December 2024
6	UNMISS should: (a) strengthen the supervisory control over training document preparation and retention; and (b) prioritize the establishment of a	Important	O	Receipt of evidence of strengthened supervisory controls over training document and establishment of training database.	31 December 2024

⁷ 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.

⁸ 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.

⁹ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

¹⁰ Date provided by UNMISS in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

**Audit of capacity-building and support to South Sudan National Police Service
by the United Nations Mission in the Republic of South Sudan**

Rec. no.	Recommendation	Critical? Important ⁸	C/ O ⁹	Actions needed to close recommendation	Implementation date ¹⁰
	comprehensive training database for the South Sudan National Police Service personnel to capture relevant and complete training information to facilitate decision-making.				

APPENDIX I

Management Response

UNITED NATIONS

United Nations Mission
in South Sudan



NATIONS UNIES

Mission des Nations Unies
en Soudan du Sud

Date: 25 October 2023

To: Byung-Kun Min,
Director,
Peacekeeping Audit Service
OIOS

From: Nicholas Haysom
Special Representative of the Secretary-General
United Nations Mission in South Sudan

A handwritten signature in blue ink, appearing to read "N. Haysom", is written over the printed name and title of the sender.

Subject: **Management Response to the Draft Report of an Audit of Capacity Building and Support to South Sudan National Police Service by the United Nations Mission in South Sudan (Assignment No. AP2023-633-06)**

1. UNMISS gratefully acknowledges receipt of the detailed results of the audit dated 11 October 2023.
2. UNMISS accepts the 6 recommendations. An action plan for each recommendation is attached in the Appendix as requested.
3. I would like to thank OIOS for the continued support and consideration provided towards enhancing the work of UNMISS.

cc: Mr. Guang Cong, Deputy Special Representative of the Secretary-General - Political, UNMISS
Ms. Christen Fossen, Police Commissioner, UNMISS
Ms. Leda Limann, Chief of Staff, UNMISS
Ms. Victoria Browning, Director of Mission Support, UNMISS
Ms. Daniela Wuerz, Chief Business Analytics and Compliance, UNMISS
Ms. Oanh-Mai Chung, Substantive Audit Focal Point, UNMISS
Mr. Jeffrey Lin, Professional Practices Section, Internal Audit Division, OIOS

Management Response

Audit of capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

S, I Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMISS should develop and implement a strategic plan outlining the objectives, timelines and development measures for its capacity-building and support to the South Sudan National Police Service.	Important	Yes	UNPOL	31 December 2024	<p>The Mission accepts the recommendation and has already taken concrete steps towards the development and subsequent implementation of the UNPOL Capacity Building Plan (CBP).</p> <p>Through the support and collaboration with the Standing Police Capacity (SPC), UNPOL is currently developing the UNPOL CBP, in line with SSNPS Strategic Plans.</p>
2	UNMISS should strengthen the work planning to ensure annual work plans have realistic training targets and adequately cover training topics identified in the training needs assessment.	Important	Yes	UNPOL	31 December 2024	<p>The Mission accepts the recommendation and remains committed to ensuring feasible targets that adequately cover the training topics identified.</p> <p>However, the Mission would like to note that the formulation of outputs for the Results Based Budget is drafted 10- 20 months ahead of implementation. Given that Mission Mandate is published annually and is</p>

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 capacity-building and support to South Sudan National Police Service by the United Nations Mission in the Republic of South Sudan

S, I Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>divorced from the approval of the Mission budget, and taking note of the frequent rotations of IPOs, providing realistic training targets in a dynamic context acts as a significant constraint for the Mission.</p> <p>However, the mission will take the necessary steps to ensure greater harmonization, or adequate justification for modified planning. This will be done through various activities including, but not limited to, internal capacity building, and collaboration with SPU.</p> <p>In addition, the Mission will continue to guide its training priorities through training needs assessments and will ensure that more comprehensive training packages are delivered and meet the needs of the SSNPS.</p>
3	UNMISS should improve management oversight over the functioning of the Technical Working Group and develop terms of references for its sub-committees to improve coordination with the South	Important	Yes	UNPOL	31 December 2024	The Mission notes the recommendation and will continue to collaborate and reinforce the Implementation Task Force (ITF) and Oversight Committee when feasible.

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	Sudan National Police Service and other relevant partners.					However, the Mission would like to acknowledge that the ITF and the subsequent Oversight Committee remains nationally owned bodies, that are currently not operational. As such, UNMISS is not able to dictate and define management and oversight mechanisms, as this authority falls under the authority of the Host state. As such, the Mission will continue to advocate and support the ITF in enhancing management and oversight. This includes ensuring the nomination and appointment of chairpersons to the subcommittees, who will be responsible for drafting ToRs in each responsible area.
4	UNMISS should improve coordination between its Police Component and substantive sections to avoid duplications and potential gaps in training activities for the South Sudan National Police Service.	Important	Yes	UNPOL	31 December 2024	The Mission notes the recommendation and remains committed to improving coordination between the Police component and substantive sections. The Mission has already taken concrete steps to address the recommendation. This includes the development of ToRs between HRD and UNPOL and the conduct of

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						periodic meetings between ROLAS, EAD, and UNDP on training activities. Additionally, under the guidance of EAD, UNPOL will work with EAD to develop training materials for electoral assistance for the SSNPS.
5	UNMISS should provide guidance to field offices regarding the frequency, coverage and development of implementation plans for monitoring, advising and mentoring activities for the South Sudan National Police Service personnel.	Important	Yes	UNPOL	31 December 2024	<p>The Mission accepts the recommendation and has taken steps to address the gaps.</p> <p>As such, UNMISS UNPOL will continue to work with SPC Brindisi to develop reporting templates on MMA, thereby streamlining reporting processes between FO and HQ. These plans will take into consideration the frequency, and coverage of MMA activities.</p> <p>However, the Mission would like to note that the frequency of distribution of Monitoring, Mentoring and Advising (MMA) activities is defined by the operational context, the needs of the local communities and the SSNPS. As such, while limited activities were conducted in certain states, it was due to an assessment,</p>

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						<p>analysis and prioritization, based on the operational context.</p> <p>For example, the Bentui FO has the highest frequency of MMA activities, in part due to UNMISS efforts to support the handover and management of the UNMISS POC site, which has been transitioned into an IDP camp managed by the host government. Furthermore, considering the elevated rates of SGBV cases reported in the state, MMA activities have been accorded higher priority to effectively address the needs of the community.</p> <p>It is additionally worth noting that the number of police posts/ stations differ from state to state, vis-a-vis UNPOL manpower. Moreover, UNPOL also faced various types of challenges such as inaccessibility to some areas due to weather conditions/patterns (e.g., floods, harsh terrain) and security clearance approval to reach planned visits/operational sites.</p>
6	UNMISS should: (a) strengthen the supervisory control over training document preparation and retention; and	Important	Yes	UNPOL	31 December 2024	The Mission takes note of the recommendation and will ensure that measures are adopted to strengthen

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	(b) prioritize the establishment of a comprehensive training database for the South Sudan National Police Service personnel to capture relevant and complete training information to facilitate decision-making.					<p>the management and supervisory control over training documents, as well as develop an internal database of trainings conducted and personnel trained.</p> <p>UNPOL have already started developing internal database with support from SPC IT expert for use by UNPOL and SSNPS.</p>