



# **INTERNAL AUDIT DIVISION**

## **REPORT 2023/096**

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### **Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan**

**UNMISS Protection, Transition and Reintegration Section collaborated with internal and external stakeholders to carry out its mandated activities; however, there was a need to develop guidance for return and reintegration activities, enhance monitoring and reporting, and assess the impact of the Section's work**

**27 December 2023  
Assignment No. AP2022-633-07**

# **Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan. The objective of the audit was to assess the adequacy and effectiveness of the Mission's protection, transition and reintegration activities. The audit covered the period from 1 July 2021 to 30 June 2023 and included governance and strategy, coordination and performance management.

UNMISS Protection, Transition and Reintegration (PTR) Section collaborated with both internal and external stakeholders to carry out its various activities, such as enhancing civilian protection and promoting a conducive environment for the transition and reintegration of internally displaced persons. However, it did not develop guidance for return and reintegration to provide clear direction on implementing related activities. Additionally, the performance indicators were not effectively monitored, and daily situation reports from field offices lacked consistency and accuracy. Furthermore, the PTR Section did not develop procedures to assess the impact of its activities.

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

- Ensure that the Protection, Transition and Reintegration Section's annual workplan was formally approved by the Deputy Special Representative of the Secretary-General/Resident Coordinator and Humanitarian Coordinator for improved accountability.
- Develop and disseminate guidance delineating roles and responsibilities to foster conditions conducive to successful return and reintegration efforts.
- Strengthen oversight over the performance management process through regular monitoring of performance indicators for Protection, Transition and Reintegration activities.
- Strengthen the consistency and quality of field offices' daily situation reports related to protection, transition and reintegration activities.
- Systematically assess the impact of the protection, transition and reintegration programme to verify the achievement of intended results.

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 the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan

## I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan (UNMISS).
2. The United Nations Security Council resolution 2567 (2021) specified that the UNMISS mandate was to: prevent a return to civil war in South Sudan; build durable peace at the local and national levels; support inclusive and accountable governance; and facilitate the conduct of free, fair, and peaceful elections in accordance with the Revitalized Agreement<sup>1</sup>.
3. UNMISS priorities continued to evolve in response to changes in the sociopolitical and operational circumstances of South Sudan and the improved state of political stability<sup>2</sup>. Two significant strategic responses to the evolving circumstances were: (i) the redesignation of 4 of the 5 UNMISS-administered protection of civilian (POC) sites<sup>3</sup> into the more conventional internally displaced persons (IDPs) camps administered by the national authorities of South Sudan; and (ii) the creation of the Protection, Transition and Reintegration (PTR) Section by merging the former Relief, Reintegration and Protection (RRP) Section with the field office capacities of the POC Unit in July 2021.
4. The administration of the POC sites was a significant part of the former RRP Section's responsibility. As a result, maintaining the POC sites placed considerable resource constraints on UNMISS as a whole and the former RRP Section in particular. The redesignation of the POC sites to IDPs camps presented an opportunity for the Mission and the PTR Section to deploy resources, capabilities and activities beyond POC sites and across South Sudan in supporting efforts at addressing both imminent and protracted protection threats and supporting return and reintegration efforts while creating a protective environment and contributing to early recovery opportunities.
5. The work of the PTR Section entailed:
  - a. **Protection:** Enhancing civilian protection through engagement and dialogue with national and sub-national authorities to establish a protective environment for civilians;
  - b. **Transition:** Promoting coherent planning and implementation of integrated strategies for stabilization, the transition of service delivery, and durable peace between peacekeeping, humanitarian and development partners, and the government; and

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<sup>1</sup> The Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan was finalized in September 2018. It marked an attempt to quell violent conflict in South Sudan and ushered in a 'transitional period' that would lead to elections in 2024.

<sup>2</sup> The assessment of the improved state of political stability in South Sudan was based on the progressive realization of key benchmarks such as the signature of the cessation of hostilities agreement in 2017; the conclusion of the Revitalized Agreement on the Resolution of the conflict in the Republic of South Sudan (R-ACRSS); and the milestone formation of the Revitalized-Transitional Government of National Unity in February 2020.

<sup>3</sup> Since 2013, UNMISS has provided physical protection to hundreds of thousands of civilians at POC sites around the country based on elevated threats concerning their safety. As threats began to be assessed as low, the Mission redesignated the sites as camps for internally displaced persons thereby transferring their administration to the Government of South Sudan. At the time of the audit, only the POC site in Malakal had not been redesignated.

- c. **Reintegration:** Promoting the creation of a secure environment for safe, informed, voluntary and dignified returns, relocation, resettlement, or reintegration into host communities for IDPs.

6. The PTR Section carried out its responsibilities in coordination with various stakeholders including UNMISS mission components, humanitarian partners and South Sudanese National and local authorities.

7. The Section's typical activities included conducting workshops and supporting training sessions for government agencies and community representatives, developing concept notes for training government officials and community stakeholders, facilitating and participating in stakeholder meetings, participating in integrated patrols and integrated field missions, capacity building activities and promoting strategic joint initiatives with internal and external stakeholders in line with the Mission's mandate.

8. The PTR Section was headed by a Chief at P-5 level who reported to the Deputy Special Representative of the Secretary-General and Resident Coordinator and Humanitarian Coordinator (DSRSG-RC/HC). The Section had 68 authorized posts comprising 21 international staff, 35 national staff and 12 United Nations volunteer personnel who were deployed at the Mission Headquarters in Juba and the 10 field offices.

9. Comments provided by UNMISS are incorporated in italics.

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

10. The objective of the audit was to assess the adequacy and effectiveness of the Mission's protection, transition and reintegration activities.

11. This audit was included in the 2022 risk-based workplan of OIOS due to the criticality of the Mission's protection, transition and reintegration activities in supporting the political and social stability of South Sudan.

12. OIOS conducted this audit from February to September 2023. The audit covered the period from 1 July 2021 to 30 June 2023. Based on an activity-level risk assessment, the audit covered higher and medium risk areas related to protection, transition and reintegration activities, which included: (a) governance and strategy, (b) implementation of activities and coordination, and (c) performance management.

13. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, (c) analytical review and sample testing of information related to PTR activities, (d) a review of responses to questionnaires administered by OIOS, and (e) field visits to Malakal, Bentiu, Wau and Yambio.

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

### III. AUDIT RESULTS

#### A. Governance and strategy

##### Need to approve workplan and develop guidance on return and reintegration

15. UNMISS established governance structures at both the Mission Headquarters and field offices to effectively carry out PTR activities and manage resources. This included developing terms of reference outlining the reporting structure, roles and responsibilities, and procedures for PTR activities. At Mission Headquarters, the Chief of PTR and other section chiefs attended weekly Senior Management Meetings (SMMs) chaired by the Special Representative of the Secretary-General. These meetings allowed the Mission leadership to review and provide strategic feedback on sections' activities. Similar meetings were held at field offices, where PTR team leaders and team leaders from other sections met weekly with the Heads of Field Offices (HOFOs) to discuss and analyse activities relevant to their sections. Each PTR field office had annual workplans delineating activities that were aligned with the PTR terms of reference, such as consultation and dialogue with community leaders, providing capacity-building training to members of the judiciary, IDP leadership, women and youth groups and civil society organizations, and coordination with human rights organizations.

16. To ensure effective oversight and strategic direction, the PTR Section Chief reported to the DSRSG-RC/HC, who was also the head of the Protection and Development pillar. OIOS noted that the position of the DSRSG-RC/HC was not filled for the initial nine months following the establishment of the PTR Section, and it has also become vacant since June 2023. During the periods of these vacancies, the Mission had in place officer-in-charge arrangements.

17. However, the OIOS review identified the following shortcomings:

a) Need to formally approve the Section's annual workplans

18. The PTR Section had developed annual workplans for 2021/22 and 2022/23 for the Mission Headquarters and the 10 field offices using the results-based budgeting (RBB) framework. The PTR Section's annual workplans were developed under the guidance and responsibility of the Chief of the PTR Section, who collaborated and consulted with the Strategic Planning Unit<sup>4</sup>. The workplans were, however, not formally approved by the DSRSG-RC/HC. Although there had been formal interactions between the DSRSG-RC/HC and the Chief of the PTR Section, including Protection and Development pillar meetings involving the DSRSG-RC/HC (or designate) and the Chief of the PTR Section, none of these was for the purpose of approving the PTR section's annual workplans for 2021/22 and 2022/23.

19. OIOS noted that certain areas, such as PTR's responsibility for managing POC camps and Quick Impact Projects, were absent from the workplans. The lack of review and formal approval of annual workplans may increase the risk that strategic input, critical activities, or targeted accomplishments are omitted or not adequately considered during the development of workplans.

<p>(1) <b>UNMISS should ensure that the Protection, Transition and Reintegration Section's annual workplan is formally approved by the Deputy Special Representative of the</b></p>
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<sup>4</sup> The Strategic Planning Unit, within the Office of the Mission Chief of Staff, was responsible for supporting the Mission's substantive components on the development and implementation of section and office-specific plans and strategies.

**Secretary-General/Resident Coordinator and Humanitarian Coordinator for improved accountability.**

*UNMISS accepted recommendation 1 and stated that it would ensure that the Protection, Transition and Reintegration Section obtains approval for its annual workplan from the Deputy Special Representative of the Secretary-General/Resident Coordinator and Humanitarian Coordinator.*

*b) Need to develop guidance for return and reintegration*

20. To effectively fulfil its responsibilities regarding return and reintegration, the PTR Section needed to establish a comprehensive guidance document. This guidance would have outlined specific roles and the extent of the Mission's involvement in initiatives related to return and reintegration. The guidance would have also helped clarify roles and responsibilities of individual stakeholders, thus preventing unnecessary overlaps. However, the PTR Section did not prioritize the development of such guidance.

21. The field offices' workplans included return and reintegration activities, such as support to the Relief and Rehabilitation Commission in the implementation of National and State Action Plans on return and reintegration. However, the absence of comprehensive guidance poses a risk that the implementation of return and reintegration activities might lack clear direction, good coordination, and efficient execution. This gap could also hinder the creation of a condition conducive to successful return and reintegration efforts.

**(2) UNMISS should develop and disseminate guidance delineating its roles and responsibilities to foster conditions conducive to successful return and reintegration efforts.**

*UNMISS accepted recommendation 2 and stated that while Mission sections and components support returns and reintegration efforts within the existing Government of South Sudan frameworks, the Protection, Transition and Reintegration Section would continue to leverage its comparative advantage as a substantive lead in these areas. It would identify appropriate opportunities for Mission components to support the safe, informed, voluntary, and dignified return, relocation, or integration of internally displaced persons and refugees.*

## **B. Implementation of activities and coordination**

### Protection, transition and reintegration activities were implemented in collaboration with stakeholders

22. PTR activities entailed ongoing engagement with both internal and external stakeholders. This included coordination with the police, military and other substantive sections such as human rights, civil affairs, and rule of law; humanitarian partners such as the United Nations Country Team, United Nations High Commissioner for Refugees, United Nations Office for the Coordination of Humanitarian Affairs and International Organization for Migration; and South Sudanese local authorities such as the Relief and Rehabilitation Commission, State Governors' offices, Municipal councils, State Legislative assemblies, and Security forces. The officials in the PTR Section worked collaboratively with other mission components to minimize or avoid duplication of work in the field offices in activities such as joint field missions, integrated patrols, capacity-building initiatives, workshops and seminars. The PTR also collaborated with external stakeholders such as the Ministry of Humanitarian Affairs Disaster Management and South Sudan National Police Service by participating in working groups, task forces and other committees related to its activities.

23. The activities of PTR Section were deliberated in weekly management meetings and featured in periodic activity reports of the Mission. OIOS interviewed 25 staff members at the Mission Headquarters and four Field Offices including the DSRSG-HC/RC, the Police Commissioner, three HOFs, key personnel from the Office of the Chief of Staff, substantive components including Rule of Law, Human Rights, Civil Affairs, and the Military Component. The feedback from these interviews indicated that the PTR Section collaborated with relevant stakeholders in the achievement of mandated tasks such as protection of civilians. The UNMISS performance report highlighted the following activities where PTR took the lead:

- Facilitation of 18 workshops in collaboration with humanitarian actors to strengthen government's capacity and accountability towards its primary responsibility to protect civilians;
- Execution of 11 workshops within former POC sites in Bentiu, Bor and Juba engaging representatives from IDP communities and local government. The discussions in these workshops revolved around community-based strategies to establish protective environments within these sites;
- Organization of 7 collaborative sessions, in collaboration with humanitarian actors, across different states, involving local authorities and community leaders. The aim of these sessions was to identify challenges hindering sustainable return and reintegration; and
- Implementation of 29 QIPs aimed at enhancing basic infrastructure, fostering protective environment and improving access to services and justice in areas of return. These projects specifically targeted sectors such as health, water, education and rule of law facilities.

24. Based on the above assessment, OIOS concluded that the PTR Section adequately coordinated and collaborated with stakeholders in implementation of its activities to support the UNMISS mandate.

## **C. Performance management**

### Need to improve the performance management of protection, transition and reintegration activities

25. An effective performance management system must be results-based, enabling the tracking of progress and fostering accountability. It requires well-defined, specific, measurable, achievable, relevant, and time-bound performance indicators. Moreover, it should be complemented by a dependable process for identifying data sources, collecting information, and measuring performance.

26. The PTR Section adopted and incorporated reporting under the comprehensive planning and performance assessment system (CPAS)<sup>5</sup> into its workplan. Consequently, the PTR Section workplans included PTR priorities, expected RBB outputs, expected accomplishments and CPAS indicators to facilitate monitoring and measurement of performance. However, a review of the workplans, PTR CPAS indicator reports, and the associated monitoring process indicated some deficiencies in the performance management process, as described below:

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<sup>5</sup> The Comprehensive Planning and Performance Assessment System (CPAS) is an integrated performance assessment tool designed for peacekeeping missions with the aim of ensuring that regular, evidence-based assessments of a mission's impact inform decision-making for all components, ultimately enhancing overall mandate implementation.



- The targets and action plans in the workplan of the PTR Section at Mission Headquarters were not aligned with those specified in the field offices' workplans. For instance, the PTR Section workplan set targets of 150 integrated patrols and 10 action plans. However, after aggregating the targets across the 10-field office workplans, a total of 247 integrated patrols and 42 action plans were identified. This discrepancy of targets between the PTR Section at Mission Headquarters and field offices raised concerns regarding the rationale behind establishing these targets. Furthermore, this implies that insufficient targets were set for the PTR Section's workplan. This is particularly critical considering that the PTR Section workplan targets serve as the basis for the Mission's performance reporting;
- Field offices had not always collated suitable data necessary for measuring performance. For instance, field offices did not conduct the post-workshop surveys, as instructed to verify the number of participants who confirmed they had learned about the national policy on reintegration;
- The CPAS indicator reports concerning PTR activities were not properly completed. Specifically, there was a lack of performance-related information for the four indicators associated with civilians under threat of physical violence (i.e., Stakeholder Outcome 2.1 in CPAS); and
- The Field Offices' quarterly performance reporting on workplan implementation was discontinued in the second quarter of 2021/22, impeding the opportunity to analyze their performance, provide feedback, and identify areas requiring corrective actions in case of shortcomings.

27. The above occurred due to inadequate management oversight over the PTR performance management processes and inadequate monitoring of performance indicators. As a result, the performance of the PTR Section could not be effectively measured to allow areas of underperformance to be timely and effectively addressed.

**(3) UNMISS should strengthen oversight over the performance management process through regular monitoring of performance indicators for protection, transition and reintegration activities.**

*UNMISS accepted recommendation 3 and stated that the Protection, Transition and Reintegration (PTR) Section undertook performance measurement of its activities using the Mission's Results Based Budget and Comprehensive Planning and Performance Assessment System. Additionally, the Mission would ensure that the PTR Section develops and rolls out a progress reporting tool to monitor the implementation of activities and related performance indicators.*

Need to strengthen controls over activities reporting

28. Reporting is key to ensuring accountability for activities performed by the PTR Section. It is, therefore, essential to ensure that reports are timely, complete, accurate and adequately analyzed.

29. OIOS reviewed the reporting procedures and noted that the PTR Section had established reporting arrangements for different stakeholders for its activities. These included reporting from field offices to the Chief of PTR and the HOFOs and from the PTR Section at Mission Headquarters to the DSRS/HC/RC. The PTR Section developed templates for the Daily Situation Reports (DSRs) and Weekly Situation Reports to facilitate reporting. The templates covered various activities pertaining to the core functions of the Section, which mainly focused on the protection of civilians. These activities were further classified

into sub-categories that reflected granular activities of the Section, such as integrated response and advocacy for the protection of civilians, transition and recovery.

30. OIOS analytical review of 502 DSRs from nine field offices over seven randomly selected months between July 2022 and April 2023 indicated the following issues:

- Out of 1520 expected DSRs over the seven months reviewed, only 502 were available on the Mission Headquarters shared drive. Missing DSRs included Rumbek field office with no reports throughout the period; Kuajok with no reports for July 2022 and April 2023; and Yambio with no DSRs for November 2022;
- In some instances, the reports did not provide gender-disaggregated data, as required. For example, 3,916 returnees had been registered in Ikotos between January and March 2023. However, the report did not disaggregate returnees by gender;
- Certain field offices reported little or no activities under specific sub-categories, such as POC engagement and advisory planning activities; coherent and integrated responses and advocacy; and reintegration. A regular analysis of DSRs could have highlighted this for follow-up; and
- PTR reports at field offices were stored on individual devices rather than systematically in shared drives, making them susceptible to the risk of loss.

31. The above resulted due to a lack of due diligence by the PTR team leaders at field offices to ensure the consistency and quality of DSRs and the lack of adequate oversight to take corrective actions to remediate such inconsistencies. This led to inaccuracies in the reports and reduced accountability for the reports generated by the team leaders at field offices.

**(4) UNMISS should make arrangements to strengthen the consistency and quality of field offices' daily situation reports related to protection, transition and reintegration activities.**

*UNMISS accepted recommendation 4 and stated that it would ensure that the relevant officials of the Protection, Transition and Reintegration (PTR) Section both at headquarters and field offices enhance the regular review and production of quality reports. Furthermore, the PTR Section would conduct a review of the reporting template to ensure its effectiveness in serving the needs of all field teams.*

Need for effectively assessing the impact of the protection, transition and reintegration programme

32. Conducting a systematic assessment of substantive activities is imperative for determining their relevance, effectiveness, impact and sustainability. In the absence of such an assessment, it becomes difficult to ascertain whether the intended results are being realized, which can impede the appraisal of benefit realization and the identification of deviations or undesirable trends.

33. The PTR Section terms of reference and section workplan set out the objectives and activities of the section with performance targets. For instance, the PTR Section's workplan outlined key objectives such as capacity-building for state and national authorities to enhance their knowledge. The PTR Section did not establish a structure for the assessment of their activities. Without a structured assessment process,

the PTR section lacked the ability to gauge whether this objective was achieved. Additionally, it could not identify necessary changes or improvements when the objectives were not met.

34. OIOS noted that the PTR section had not prioritized the establishment of procedures for assessing the impact of its activities. This resulted in missed opportunities to identify areas where deviations and undesired trends in results could be detected, and corrective actions taken.

**(5) UNMISS should systematically assess the impact of the protection, transition and reintegration programme to ascertain if it is achieving the intended results.**

*UNMISS accepted recommendation 5 and stated that it would ensure that the Protection, Transition and Reintegration Section, supported by the Mission's Best Practices Unit, develops a tool for use in the conduct of regular assessment of the impact of its activities.*

#### **IV. ACKNOWLEDGEMENT**

35. 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

**STATUS OF AUDIT RECOMMENDATIONS**

**ANNEX I**

**Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan**

<b>Rec. no.</b>	<b>Recommendation</b>	<b>Critical<sup>6</sup>/ Important<sup>7</sup></b>	<b>C/ O<sup>8</sup></b>	<b>Actions needed to close recommendation</b>	<b>Implementation date<sup>9</sup></b>
1	UNMISS should ensure that the Protection Transition and Reintegration Section's annual workplan is formally approved by the Deputy Special Representative of the Secretary-General/Resident Coordinator and Humanitarian Coordinator for improved accountability.	Important	O	Receipt of evidence of the approval of the Section's annual workplan by the Deputy Special Representative of the Secretary-General / Resident Coordinator and Humanitarian Coordinator.	31 May 2024
2	UNMISS should develop and disseminate guidance delineating its roles and responsibilities to foster conditions conducive to successful return and reintegration efforts.	Important	O	Receipt of evidence that UNMISS has developed and disseminated guidance delineating its roles and responsibilities pertaining to return and reintegration efforts in South Sudan.	28 June 2024
3	UNMISS should strengthen oversight over the performance management process through regular monitoring of performance indicators for protection, transition and reintegration activities.	Important	O	Receipt of evidence of measures taken to strengthen the performance management processes for protection, transition and reintegration activities.	31 March 2024
4	UNMISS should make arrangements to strengthen the consistency and quality of field offices' daily situation reports related to protection, transition and reintegration activities.	Important	O	Receipt of evidence that UNMISS has taken measures to strengthen the consistency and quality of field offices' daily situation reports.	31 May 2024
5	UNMISS should systematically assess the impact of the protection, transition and reintegration programme to ascertain if it is achieving the intended results.	Important	O	Receipt of evidence of appropriate tools for systematically assessing the impact of the protection, transition and reintegration programme.	30 June 2024

<sup>6</sup> 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.

<sup>7</sup> 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.

<sup>8</sup> Please note the value *C* denotes closed recommendations whereas *O* refers to open recommendations.

<sup>9</sup> Date provided by UNMISS in response to recommendations.

# **APPENDIX I**

## **Management Response**

**UNITED NATIONS**

United Nations Mission  
in South Sudan





**NATIONS UNIES**

Mission des Nations Unies  
en Soudan du Sud

20 December 2023

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

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

Subject: **Management Response to the Draft Report of an Audit of the Protection, Transition and Reintegration Activities in the United Nations Mission in South Sudan (Assignment No. AP2023-633-07)**

1. The United Nations Mission in South Sudan (UNMISS), gratefully acknowledges receipt of the draft audit response dated 14 December 2023.
2. UNMISS accepts the 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: Ms. Victoria Browning, UNMISS  
Ms. Leda Limann, UNMISS  
Mr. Aggrey Kedogo, UNMISS  
Ms. Daniela Wuerz, UNMISS  
Mr. Saumendra Nath De, OIOS, UNMISS  
Ms. Oanh-Mai Chung, UNMISS  
Mr. Jeffrey Lin, OIOS

## Management Response

## Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMISS should ensure that the Protection Transition and Reintegration Section's annual workplan is formally approved by the Deputy Special Representative of the Secretary-General/Resident Coordinator and Humanitarian Coordinator for improved accountability.	Important	Yes	DSRSG-RC-HC	31 May 2024	<p>The Mission accepts the recommendation and will ensure that PTR Section seeks and receives endorsement for its annual workplan from the DSRSG-RC-HC.</p> <p>PTR Section proposes OIOS use of "DSRSG-RC-HC" in line with the Mission-specific designation of the post holder, also indicated in PTR Section's Terms of Reference that articulate the continuation of section's reporting to the DSRSG-RC-HC</p>
2	UNMISS should develop and disseminate guidance delineating the roles and responsibilities of UNMISS to foster a condition conducive to successful return and reintegration efforts.	Important	Yes	DSRSG-RC-HC	28 June 2024	<p>The Mission takes note of the recommendation.</p> <p>The UNMISS POC Strategy, PTR Terms of Reference, Strategy, and Workplan, guide the Mission's efforts to foster a secure environment for the safe, informed, voluntary, and dignified return, relocation, resettlement, or integration into host communities for IDPs and refugees, in collaboration with the UN Country</p>

<sup>1</sup> 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.

<sup>2</sup> 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 the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>Team, and in line with the 2021 – 2024 Mission Vision and Strategy.</p> <p>Mission sections and components support returns and reintegration efforts within existing Government of South Sudan Returns and Reintegration and Solutions frameworks and action plans, noting that support for returns and reintegration is a UN systemwide undertaking. While UNMISS cannot develop and disseminate guidance on the roles/responsibilities of external stakeholders, PTR has continued to leverage its comparative advantage and enhance cooperation with different mission components to support the implementation of the various objectives outlined in the strategic documents/guidelines. Within the Mission, PTR both as a substantive lead and in its advisory capacity identifies appropriate opportunities for Mission components to support the facilitation of safe, informed, voluntary, and dignified return, relocation, or integration of Internally Displaced Persons (IDPs) and refugees. It also affords focal points to engage in associated</p>



Management Response

Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						planning and coordination, including the Durable Solutions Area-based planning processes, RSRTF, State-level taskforces on solutions, amongst others.
3	UNMISS should strengthen oversight over the performance management process through regular monitoring of performance indicators for Protection, Transition and Reintegration activities.	Important	Yes	Chief PTR Section	31 March 2024	<p>The Mission takes note of the recommendation but would like to clarify that PTR Section undertakes performance measurement of the section’s activities using the Mission’s Results Based budget-RBB (twice annually) and Comprehensive Planning and Performance Assessment System-CPAS (quarterly) mechanisms.</p> <p>For this reason, the Mission will ensure that PTR Section develops and rolls out a progress reporting tool to monitor implementation of activities and related performance indicators.</p>
4	UNMISS should make arrangements to strengthen the consistency and quality of field offices’ daily situation reports related to protection, transition and reintegration activities.	Important	Yes	Chief PTR Section	Monthly, 31 May 2024	<p>The Mission accepts the recommendation and will ensure that PTR Section HQ and Team Leaders in the field enhance the regular review and production of quality reports, through regular communications and reminders to Team Leaders.</p> <p>Further, the Mission will ensure that PTR Section conducts a review of the</p>

## Management Response

## Audit of the protection, transition and reintegration activities in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						reporting template to ensure a fit-for-purpose tool which has utility to all field teams.
5	UNMISS should systematically assess the impact of the protection, transition and reintegration programme to ascertain if it is achieving the intended results.	Important	Yes	Chief PTR Section  Best Practices Officer	Ongoing, 30 June 2024	The Mission accepts the recommendation and will ensure that PTR Section, supported by the Mission's Best Practices Unit, develops a tool for use in the conduct of regular assessment of the impact of activities implemented by PTR Section.