



## **INTERNAL AUDIT DIVISION**

### **REPORT 2025/100**

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#### **Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan**

**UNMISS needed to address the lack of an effective Staff Welfare Executive Committee which led to weaknesses in the management of welfare activities, including oversight over welfare expenditures, and monitoring and evaluation of welfare activities**

**30 December 2025**

**Assignment No. AP2025-633-07**

# **Audit of staff welfare 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 staff welfare activities in the United Nations Mission in the Republic of South Sudan (UNMISS). The objective of the audit was to assess the adequacy and effectiveness of the management of staff welfare activities in UNMISS to enhance staff well-being, working and living conditions. The audit covered the period from July 2023 to September 2025 and included: (a) governance and oversight of welfare activities; (b) implementation of welfare activities; and (c) monitoring and evaluation of welfare activities.

The audit noted governance and oversight gaps, including ineffective functioning of the Staff Welfare Executive Committee (SWEC) and inconsistent performance of Staff Welfare and Recreation Committees (SWRCs) in Field Offices. Key strategic documents such as the mission-wide welfare strategy were not complete and endorsed by the SWEC. OIOS also observed gaps in the management of self-generated welfare funds, including missing approvals, inadequate documentation, non-compliance with the 2.5 per cent concession fee requirement, and inconsistent cost-sharing arrangements for gym facilities.

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

- Strengthen the governance of staff welfare activities by formalizing and enforcing SWEC and SWRCs governance frameworks, including standardized meeting documentation.
- Revise and formalize a comprehensive welfare strategy to ensure it is aligned with strategic objectives and includes monitoring mechanisms.
- Strengthen approval controls, documentation, and post-event reporting for self-generated welfare funds.
- Clarify and enforce the 2.5 per cent concession fee for all vendors and TCC-operated shops.
- Reassess gym membership and cost-sharing arrangements among UNMISS staff members and staff of other entities using gym facilities, through the SWEC.
- Prioritize welfare infrastructure projects by establishing clear timelines and formally closing cancelled projects.
- Enforce compliance with the directive to designate the required officials for Contract Performance Reporting Tool integration of concession vendors.
- Establish and implement a tracking mechanism to monitor and ensure timely resolution of non-compliance issues identified during welfare facility inspections at Field Offices.
- Develop alternative arrangements, including the use of electronic platforms, for monitoring welfare activities across field locations considering the financial and travel constraints.

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

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# Audit of staff welfare 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 staff welfare activities in the United Nations Mission in the Republic of South Sudan (UNMISS).

2. Staff welfare and recreation activities are integral to UNMISS's efforts to ensure the well-being of its personnel, who often work in challenging and high-stress environments characterized by ongoing conflict and political instability. These activities help mitigate stress and provide support for mental well-being, ensure a healthy working and living environment for staff serving in the mission, and are therefore crucial to the successful implementation of the mission's mandate as well as to promote good conduct, discipline and prevent unacceptable behavior by staff members.

3. Staff welfare activities in UNMISS are governed by the Department of Peace Operations Policy Directive and Standard Operating Procedures (SOP) on Welfare and Recreation, and the UNMISS SOP on Welfare and Recreation.

4. The UNMISS Welfare Unit at the Mission Headquarters in Juba is responsible for planning, prioritizing, coordinating, monitoring, and evaluating all welfare related initiatives and programmes, including welfare assets and infrastructure, with oversight provided by the SWEC. It coordinates the logistics, procurement and distribution of welfare assets and service contract management, ensuring financial accountability of its programme. The Unit is headed by a Chief at the P4 level who reports to the Chief, Service Delivery and is supported by 3 international staff, 3 United Nations volunteers, 2 national staff, 1 Military Staff Officer and 1 United Nations Police Officer.

5. Staff welfare activities are primarily funded through the Mission's regular budget, as well as from self-generated funds collected via a 2.5 per cent charge on the total monthly sales of vendors operating within UNMISS premises who provide welfare services to staff. The approved budgets and expenditures of the UNMISS Welfare Unit, both from the Mission's regular budget (including staff salaries) and from self-generated funds, for the financial years 2023/24 and 2024/25 are presented in Table 1 below.

**Table 1: UNMISS Welfare Unit operational budgets and expenditures (including staff salaries) in US\$ for financial years 2023/24 and 2024/25**

Description	P24 (2023/2024)			P25 (2024/2025)		
	Budget	Expenditure	Utilization	Budget	Expenditure	Utilization
Funding from Mission Regular budget	1,478,024	(1,565,923)	106%	1,572,264	(1,508,870)	96%
Funding from Self-generated welfare activities and events	193,512	(164,633)	85%	154,702	(171,652)	111%
<b>Total</b>	<b>1,671,536</b>	<b>(1,730,556)</b>	<b>103.5%</b>	<b>1,726,966</b>	<b>(1,680,522)</b>	<b>97.3%</b>

Source: UNMISS Budget & Finance Section

6. The Welfare Unit does not utilize any specialized or dedicated software systems for processing data related to self-generated income received from concession vendors, nor for tracking expenditures associated with welfare activities and events. Instead, all such data is recorded and maintained manually using Microsoft Excel spreadsheets.

## II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of the management of staff welfare activities in UNMISS to enhance staff well-being, and working and living conditions.

8. This audit was included in the 2025 risk-based work plan of OIOS due to human resources, operational and reputational risks, such as low staff morale, reduced productivity, increased rate of absenteeism, increased conflicts in the workplace and increased level of staff misconduct, associated with inadequate staff welfare activities.

9. OIOS conducted this audit from July to October 2025. The audit covered the period from July 2023 to September 2025 and included: (a) governance and oversight of welfare activities; (b) implementation of welfare activities; and (c) monitoring and evaluation of welfare activities.

10. The audit methodology included: (a) interviews with key staff involved in staff welfare activities; (b) review of relevant documentation, including policies, guidelines, mission-specific directives, reports, meeting minutes, and work plans related to staff welfare; (c) assessment and analytical review of self-generated income data; (d) sample testing of 50 out of 293 welfare expenditure transactions; and (e) field visits to Juba (UN House and Topping sites) and selected field offices of Malakal, Bentiu, and Rumbek to directly observe whether welfare activities were being satisfactorily implemented.

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

## III. AUDIT RESULTS

### A. Governance and oversight of welfare activities

#### Staff Welfare Committees were not functioning effectively

12. The Staff Welfare Executive Committee (SWEC) is mandated to provide oversight, advice, and guidance to the Mission's Staff Welfare and Recreation Committees (SWRCs), including reviewing and approving their work plans. SWRCs are responsible for managing welfare activities in alignment with approved work plans and quarterly budget allocations. These committees play a critical role in fostering staff morale, cohesion, and well-being. Both the SWEC and SWRCs are expected to convene meetings on a quarterly basis and maintain accurate and complete records of their meetings, including: meeting date, list of participants, agenda items, follow-up on action points from previous meetings, decisions taken, responsible persons for implementation and follow-up, and approval details. Timely and complete documentation of the meeting minutes is essential for transparency, institutional memory, and effective implementation of decisions taken.

13. A review of relevant documentation including meeting invitation emails and minutes, and discussions with Welfare Unit personnel and members of committees during OIOS field visits to Malakal, Bentiu, Rumbek, and Juba revealed several deviations from expected practices, as noted below:

- Although the SWEC had been constituted, and despite it being a critical oversight function over staff welfare activities, only two meetings were held during the financial year 2023/2024 (on 28 March and 30 May 2024), falling short of the required quarterly frequency. No meetings were held in 2024/25. Furthermore, SWEC meeting minutes were not consistently approved within the stipulated two-week timeframe. For instance, the minutes of the 7 July 2025 meeting remained

unapproved until 16 September 2025, despite repeated reminders from the Welfare Unit (SWEC Secretariat) to the Office of the Chief of Staff.

- Similarly, not all SWRCs convened quarterly meetings. In 6 of the 9 established Field Offices, fewer than 8 meetings were held during the two-year period (2023/2024 and 2024/2025), despite the expectation of quarterly meetings. Furthermore, SWRCs used varying formats for recording minutes, resulting in inconsistencies and gaps. Several minutes lacked critical information such as meeting agendas, names and titles of participants, follow-up on previous action points, and clearly defined decisions and responsible members. In some cases, minutes were missing entirely, possibly due to poor filing or not being taken.

14. The reduced frequency of SWEC meetings was attributed to the absence of approved terms of reference clearly defining committee members' roles, responsibilities, and reporting requirements. The findings presented throughout this report underscore the ineffective functioning of the SWEC, which has significantly impacted the implementation and oversight of staff welfare initiatives across the Mission. Deficiencies in SWRC documentation of meeting minutes stem from the absence of standardized procedures for minute-taking and record-keeping, as well as insufficient oversight to ensure compliance with documentation requirements.

**(1) UNMISS should strengthen the governance of staff welfare activities by: (a) ensuring the Staff Welfare Executive Committee has approved terms of reference, meets regularly, attendance is enforced, and minutes approved and followed up as required; and (b) develop and implement a standardized template and protocols for documenting Staff Welfare and Recreation Committee meetings across all Field Offices to ensure consistency, completeness, and alignment with mission-wide welfare objectives.**

*UNMISS accepted recommendation 1 and stated that the terms of reference for the SWEC are already formally established, approved, and embedded within the Standard Operating Procedure (SOP) on the Provision of Welfare and Recreation, which was endorsed by the Special Representative of the Secretary-General and became effective on 1 January 2025. While the audit noted reduced SWEC meeting frequency, meeting minutes have consistently been approved at the start of the subsequent meeting, in line with SOP requirements. To strengthen oversight in the Field Offices, the same approved minutes format will be shared and adopted in all SWRC meetings. The Chief of Staff and Heads of Field Offices will establish a standing quarterly SWEC/SWRC meeting schedule, circulated in advance to all members.*

A comprehensive welfare strategy was yet to be formally approved

15. UNMISS is required to develop and implement a comprehensive welfare strategy that outlines minimum standards for welfare and recreation facilities and includes key elements such as strategic objectives, guiding principles, implementation plans, risk management, and monitoring mechanisms.

16. UNMISS has made efforts to develop welfare strategy documents for the periods 2022-2024 and 2025-2027. However, these documents remain incomplete and lack several essential strategic components, including a clear vision and mission statement, strategic objectives, scope and applicability, implementation framework, risk management, coordination mechanisms with various stakeholders, capacity building, and mechanisms for review and continuous improvement. The current documents primarily focus on infrastructure projects, contracts, and procurement activities, without presenting a cohesive strategic direction.

17. While the draft strategy documents were shared with the Chief of the Business Analytics and Compliance Section for input, they were not circulated to SWEC members or senior management for thorough review and formal endorsement. This was attributed to competing priorities and the absence of an established review mechanism. The lack of a comprehensive and approved welfare strategy has impacted the Mission's ability to effectively implement welfare and recreation activities and infrastructure projects, as detailed further in this report. This limitation has also affected the support provided to SWRCs in field offices, particularly in areas such as capacity development, logistical support, and alignment with mission-wide welfare objectives.

**(2) UNMISS should revise and formalize its welfare strategy document to ensure it is comprehensive, strategically aligned, and inclusive of all essential components including a periodic monitoring mechanism.**

*UNMISS accepted recommendation 2 and stated that a comprehensive 3-year Welfare Strategy has already been developed, formally submitted to the Chief of Service Delivery, and is aligned with mission-wide objectives. The strategy will be formally presented and shared at the next Staff Welfare Executive Committee (SWEC) meeting for approval. The Mission is committed to maintaining a dynamic and responsive strategy, with periodic reviews to ensure that evolving staff welfare needs are met and that the strategy remains aligned with overall mission objectives.*

## **B. Implementation of welfare activities**

### Action was taken to ensure timely preparation and submission of 2025/2026 annual welfare work plans by Field Offices

18. SWRCs are required to develop annual work plans detailing planned activities by location and budgeted expenditure, in consultation with all sections and components, incorporating the views of staff in Field Offices or Team Sites. These plans must be endorsed by the Head of Field Office (HoFO) and submitted to the SWEC in May for approval. The SWEC is required to compile a consolidated mission-wide annual welfare activities and facilities work plan, outlining planned activities, projects, budgeted expenditures, and expected outcomes.

19. OIOS review noted that for the fiscal years 2023/2024 and 2024/2025, none of the 10 Field Office SWRCs developed or submitted annual work plans outlining their planned activities to the SWEC for approval, resulting in the absence of consolidated mission-wide annual welfare activities and facilities work plans. SWRCs submitted individual ad-hoc proposals for welfare activities as and when they were identified to the Welfare Unit, by-passing the oversight mechanism. However, following the audit review conducted in June 2025, all Field Office SWRCs, acting on instructions from the Welfare Unit, prepared and submitted their annual welfare plans for the fiscal year 2025/2026.

### There were lapses in documentation and controls over the approval and post-event reporting of self-generated welfare fund proposals

20. The UNMISS SOP on Welfare and Recreation establishes approval thresholds for using welfare self-generated funds. Field Office proposals, based on SWEC-approved work plans, must be submitted through the Field Administrative Officer (FAO), endorsed by the HoFO, and routed to the Welfare Unit for approval. Each proposal should include detailed documentation such as the activity description, estimated number of participants, cost breakdown in United States Dollar (USD) and South Sudan Pound (SSP) currencies, and supporting quotations (or justification if unavailable). Additionally, post-event confirmation with invoices, receipts, and supporting documents should be submitted within five working days.

21. OIOS reviewed the completeness and adequacy of records for a sample of 50 (30 valued at \$80,450.52 for 2023-24 and 20 valued at \$74,623.10 for 2024-25) out of 293 welfare expenditure transactions made from self-generated Funds amounting to \$330,158.12 during the audit period (2023–2025) across all 10 Field Offices. The review found lapses in documentation and compliance with approval and post-event reporting protocols including: (a) missing fund request forms; (b) implementation without approvals by DMS, SWEC, Chief Service Delivery and Chief Welfare Unit; (c) missing financial supporting documents; (d) lack of required quotations; (e) unjustified expenditure; and (f) lack of post event reporting.

22. The Welfare Unit explained that the weaknesses were partly due to misfiling of documentation and also because it operated without a dedicated Finance Assistant during that period, which contributed to challenges in maintaining complete records. Missing approvals, lack of quotations, and absence of supporting documents (invoices/receipts) and post-event reports create opportunities for unauthorized or fraudulent expenditures and undermine the ability to verify whether funds were used for their intended purpose and aligned with welfare objectives.

**(3) UNMISS should strengthen controls over the approval and documentation of welfare self-generated fund proposals and implement a post-event reporting mechanism to enhance accountability and transparency.**

*UNMISS accepted recommendation 3 and stated that the Mission has since taken several steps to strengthen controls over the approval, documentation, and post-event reporting of welfare self-generated fund proposals, in order to enhance transparency and accountability. Measures taken address document management and reporting, compliance with records management standards, and strengthening financial oversight.*

UNMISS did not consistently receive 2.5 per cent in respect of self-generated fund revenue from commercial activities

23. UNMISS requires all vendors operating within its premises to contribute 2.5 per cent of their monthly gross sales to the Staff Welfare and Recreation Fund, as stipulated in standard welfare contracts and the Staff Welfare and Recreation SOP. However, OIOS identified widespread non-compliance with this requirement across both commercial concession vendors (41 in total) and Troop Contributing Country (TCC)-operated Post-Exchange (PX) shops (10 in total). Examples of issues noted included the following:

- Only 12 vendors consistently paid the required fee, while 32 vendors failed to submit monthly sales reports for periods ranging from 3 to 24 months, and even when the reports were submitted, they often lacked certification and supporting documentation.
- Additionally, 29 vendors in field offices were exempted from the 2.5 per cent contribution under a waiver issued on 26 September 2024, approved by Mission Support, citing low returns and operational challenges despite the absence of a mission-wide policy or SWEC guidance.
- Eleven local vendors, including women’s groups providing local cuisine in all 10 Field Offices, have never paid the fee despite receiving free access to space, utilities, and infrastructure.
- One contractor in Bentiu (hair and beauty salon) failed to pay the required fee during the audit period, and their catering contract omitted the mandatory 2.5 per cent clause.
- Two international contractors were exempted from the contribution in nine field offices, resulting in a potential revenue loss of \$49,080.64.

- Furthermore, 10 TCC-operated PX shops across various UNMISS locations were found to be operating outside the scope of the SOP. These shops, accessible by both TCC and UNMISS civilian staff, sold a wide range of goods, thereby competing with the approved supermarkets but were not subject to the 2.5 per cent concession fee and operated without any formal MoUs or contracts.

24. These issues stemmed from inadequate oversight by the Welfare Unit and the SWEC, inconsistent application of policies, and the absence of formal enforcement mechanisms. The lack of standardized procedures for granting waivers and the informal operation of TCC-operated shops have led to significant losses in potential self-generated revenue and financial inequity among vendors.

**(4) UNMISS should clarify the applicability of the 2.5 per cent concession fee from all vendors and TCC-operated Post-Exchange shops, especially those operating commercially, in the Mission’s standard operating procedure.**

*UNMISS accepted recommendation 4 and stated that the issue will be formally discussed at the next SWEC meeting, ensuring senior management oversight and consensus on the applicability of the concession fee. Following SWEC guidance, the SOP on welfare will be updated.*

Arrangements for managing and sharing costs of gymnasium facilities needed to be made coherent and approved by the Staff Welfare Executive Committee

25. In accordance with the Department of Operational Support's Standard Operating Procedures on Welfare and Recreation (dated July 2020), UNMISS welfare activities for civilian staff should, where possible, be accessible to all personnel free of charge. Reasonable membership fees may be applied to support the management and maintenance of these facilities.

26. OIOS discussions with Welfare Unit personnel, along with a review and analysis of relevant documents concerning the management of gymnasium facilities (as detailed in the paragraphs below), noted various changes in cost sharing arrangements and revealed that given the Organization's current financial crisis, the resulting austerity measures imposed by UNMISS, and inefficiencies identified by the audit, there was a need to reassess the existing gym fee arrangements to enhance effectiveness and efficiency. OIOS noted:

- In February 2020, UNMISS signed a Memorandum of Understanding (MoU) with four United Nations Agencies (FAO, UNESCO, UNFPA, and UNOPS) that have co-location arrangements within UNMISS compounds in South Sudan. Under this agreement, each agency agreed to pay UNMISS a monthly flat fee of \$20 per user to cover the use of welfare facilities, including gym access, for their personnel, residents, guests, and visitors.
- In June 2023, UNMISS contracted a vendor to manage gym facilities across 11 locations for a total management fee of \$554,400 over three years. The goal was to ensure consistent, professional oversight of gym operations, including maintenance and service quality. Initially, staff were required to pay monthly membership fees ranging from \$15 to \$40 based on their category, and the contractor was obligated to contribute 2.5 per cent of revenue to the Welfare Fund.
- On 26 October 2023, UNMISS amended its gym management contract, shifting the responsibility for membership fee payments from individual staff to the Mission and removing the contractor’s 2.5 per cent contribution to the Welfare Fund without documented justification. This led to UNMISS paying \$40 per United Nations-Agencies Funds and Programmes international staff member, representing double the \$20 recovered under existing MOUs, while also covering gym access fees for personnel from 13 other United Nations entities and contractors without valid

agreements. Between September 2023 and June 2025, UNMISS paid \$381,325 for 17,522 gym users, in addition to \$184,800 in annual management fees. Meanwhile, the contractor used mission-owned equipment and facilities at no cost, further straining the Welfare Fund.

27. There was no evidence of the ad-hoc changes having passed through SWEC. The above issues arose due to: (a) weak oversight of MoU implementation, which led to inconsistent cost-sharing arrangements; and (b) an unjustified contract amendment that removed the contractor's Welfare Fund contribution without corresponding adjustments in services or costs. Gym-related expenses consumed more than 80 per cent of the Mission annual welfare budgetary funds, severely limiting resources for other staff welfare initiatives such as events, facility maintenance, and well-being programmes. Given ongoing budget constraints, there was a need for SWEC to discuss and approve a coherent policy on gym membership and associated costs.

**(5) UNMISS, through the Staff Welfare Executive Committee, should reassess and decide on the gym membership related cost-sharing arrangement among UNMISS staff members and staff of other entities using gym facilities.**

*UNMISS accepted recommendation 5 and stated that the SWEC will formally reassess gym membership arrangements and establish clear cost-sharing mechanisms aligned with existing MOUs with United Nations Agencies, Funds and Programmes (UNAFPs) and usage by UNMISS personnel, contractors, and other entities. The Mission will reinstate or revise contributions from contractors and UNAFPs to ensure fair cost allocation.*

#### Need to prioritize the implementation of approved welfare infrastructure projects

28. Welfare infrastructure projects including the establishment, repair, and refurbishment of welfare facilities across the Mission are funded through two main sources: (a) UNMISS budget and (b) internally generated funds, both managed by Mission's Budget and Finance Section. Disbursements from these funds require approval by the Director of Mission Support (or designee), in consultation with the Chief Welfare Unit, and projects are to be implemented internally by the Mission's Engineering Section.

29. OIOS's review and discussions with Welfare Unit personnel revealed that, although the Welfare Unit and SWRCs in the Field annually identified and submitted their infrastructure needs for approval by SWEC, a significant number of projects proposed during the 2023/2024 and 2024/2025 financial years that were to be funded from Mission budgeted funds remain pending implementation. As of September 2025, 67 welfare infrastructure projects were still pending, with some dating back to 2023 and 2024.

30. These pending projects include, for example: (a) the construction or renovation of sports and recreational facilities such as basketball, volleyball, badminton, football, and tennis courts, as well as multipurpose sports arenas; (b) upgrades to infrastructure and facilities, including walkway improvements, roofing repairs, water line installations, and graveling of container areas; (c) the construction or refurbishment of tukuls (traditional huts) for welfare use or vendor operations; and (d) enhancements to gym and fitness facilities.

31. The Engineering Section indicated that the backlog was due to the financial constraints on the Mission, which led to projects being de-prioritized or cancelled. However, projects funded through internally generated funds were still being pursued. As a result, staff access to essential amenities that support health, morale, and overall working conditions was significantly limited, undermining efforts to promote staff well-being.

- (6) UNMISS should formally identify projects that have been cancelled and inform the Staff Welfare Executive Committee accordingly and establish clear timelines for projects being carried forward.**

*UNMISS accepted recommendation 6 and stated that certain projects have been temporarily put on hold due to operational, logistical, or resource-related constraints. The Mission recognizes the need for timely communication on project status to ensure proper oversight and informed decision-making by SWEC. The SWEC will review project statuses during its scheduled meetings, ensuring oversight, guidance, and timely decision-making for projects being carried forward.*

### **C. Monitoring and evaluation of welfare activities**

#### Need to conduct impact assessments of welfare measures to mitigate operational risks and enhance the effectiveness of welfare initiatives

32. In accordance with Paragraph 19 of the Department of Peace Operations (DPO) Policy Directive on Welfare and Recreation, the Head of Mission is required to maintain and analyze comprehensive data and statistics on welfare and recreation provisions for mission personnel to demonstrate the impact of welfare programmes.

33. The Welfare Unit maintains weekly welfare reports containing statistics on various welfare events and activities conducted mission wide. However, no analysis/assessment has been performed on these statistics to demonstrate how the welfare measures have contributed to the objectives outlined in the DPKO Policy Directive. The absence of analytical reporting appears to be due to a lack of established procedures and/or capacity within the Welfare Unit to conduct impact assessments on welfare activities. Without evaluation of welfare programmes, the mission cannot demonstrate the effectiveness of welfare initiatives in achieving strategic personnel and operational goals, opportunities to improve welfare programming based on evidence are missed, and risks related to staff morale, misconduct, and turnover may not be adequately addressed or mitigated. However, in October 2025, UNMISS promulgated its evaluation policy which covers all Mission components. Therefore, no recommendation is made.

#### Performance monitoring of welfare service contractors at Field Offices was not effective

34. Following the Mission's decision in August 2024 to decentralize contract management functions for welfare contracts, nominated by Heads of Field Offices (HOFOs) in consultation with their respective Field Administrative Officers (FAOs), Welfare and Recreation Committees, National Staff Associations (NSAs), and Field Staff Unions (FSUs), Field Offices were mandated to assume full responsibility for the day-to-day administration of the technical and operational aspects of these contracts.

35. Further, in accordance with the United Nations contract management framework and the Inter-Office Memorandum dated 16 July 2024 on Contract Management for Local Contractors at Field Offices, issued by the Chief Welfare Unit and endorsed by the Chiefs of Service Delivery and Supply Chain Management, and approved by the Chief of Operations and Resource Management Service, all welfare-related contracts, including those with concession vendors, must be entered into the Contract Performance Reporting Tool (CPRT) and subjected to quarterly performance evaluations. The memorandum outlines the responsibilities of Field Office personnel, including the requirement to: (a) convene regular Contract Performance Review Meetings (CPRMs) with vendor representatives to identify areas for performance improvement, and (b) complete quarterly performance assessments in CPRT.

36. The audit noted that vendors with United Nations contracts whose payments are processed through Purchase Orders (POs) in Umoja are automatically captured in CPRT. However, welfare concession vendors, such as PX Shops, Local Cuisine Catering Services, Mini Markets for fresh produce, Hair Salons, and Bakeries, that remit a fixed percentage (e.g., 2.5 per cent) of their sales revenue to the Mission are not automatically integrated into CPRT due to the absence of Purchase Order-based transactions. Discussions with UNMISS contract management personnel confirmed that these vendors must be manually entered into CPRT, and that three responsible officials (a Technical Officer, a Contract Management Officer, and an Approver) must be designated for each vendor to enable performance reporting.

37. On 29 August 2024, the Chief Welfare Unit issued a directive to all HOFs and FAOs to nominate the required officials for each of the 27 local welfare concession vendor contracts operating in the Field Offices. However, as of the audit review date (October 2025), only the Welfare Unit, acting as the SWRC in Juba as designated officials, convened regular CPRMs with vendor representatives, and completed quarterly performance assessments using the CPRT. The remaining nine Field Offices had not appointed the required personnel, and the mandated CPRMs and quarterly performance evaluations had not been conducted, neither through CPRT nor manually using the previously utilized Contractor Performance Reporting Form.

38. The above shortcomings were attributed to: (a) lack of enforcement and follow-up on the directive issued by the Welfare Unit, and (b) reluctance by Field Office personnel to assume contract management responsibilities. This has resulted in increased risk of service delivery issues and a lack of accountability for vendor performance. The OIOS review further noted that 5 of the 27 contracts are due to expire between November and December 2025, and without performance evaluations, there will be no basis for their renewal.

**(7) UNMISS should enforce compliance with the directive to designate the required officials for Contract Performance Reporting Tool integration of concession vendors.**

*UNMISS accepted recommendation 7 and stated that the Office of the Chief Operations and Resource Management will reinforce compliance with the August 2024 directive. Quarterly follow-up and reporting mechanisms will be implemented to track the designation of officials, conduct of Contract Performance Review Meetings, and completion of performance evaluations.*

**Monthly hygiene inspections were conducted regularly, but Field Offices need to establish follow-up mechanisms for addressing non-compliance identified in previous inspections**

39. SWRCs in Field Offices were required to assist the FAOs in overseeing the operations of welfare facilities established at Field Office level (e.g., PX outlets, cafeterias, gyms etc.) to ensure that the interests of Mission personnel are properly served, including regular inspections of hygiene and maintenance requirements.

40. OIOS review of all monthly hygiene and maintenance requirements inspection reports of welfare contractors (including PX outlets, cafeterias, gyms, catering and bar services) established in Juba, Malakal, Bentiu, and Rumbek for the three months ending August 2025, indicated that the required monthly inspections were conducted. These reports noted several issues of which some were consistently noted in subsequent reports without being resolved. These issues included for example the need for the contractors to address several key issues to meet UNMISS standards, including: maintaining strict hygiene and food safety practices, ensuring regular fumigation and pest control, training staff on health and safety protocols, keeping updated medical records for food handlers, ensuring kitchen staff wear proper protective gear, maintaining a steady supply of hot water, repairing faulty kitchen equipment, ensuring consistent

availability of essential items in PX shops, improving food quality, quantity, and variety in cafeterias, and ensuring the regular supply of fresh fruits and vegetables, etc.

41. Further, OIOS noted that while the Welfare Unit acting as the SWRC in Juba maintained an Excel spreadsheet tool to document follow-up actions on the correction of compliance and engineering issues noted during inspections in Juba (UN House and Topping Sites), however; there was no evidence that SWRCs in all other 9 Field locations and Team sites were regularly following up on issues raised in prior inspections to ensure that these were timely resolved. As a result, several previously reported deficiencies remained unresolved. OIOS observed during its field visits to Malakal, Bentiu, Juba, and Rumbek instances where:

- Contractors' staff working in catering facilities were found to be non-compliant with health and hygiene requirements. Specifically, medical certificates for food handlers were either missing or had expired and they often failed to wear appropriate protective gear including gloves, aprons and caps for hair protection.
- Post-Exchange shops in some locations suffered from frequent stockouts of essential items, and cafeteria services were marked by poor food quality, limited variety, and pricing that did not reflect the quantity or quality of meals. Fresh fruit and vegetables were not regularly available in all the locations visited except Juba, further contributing to substandard service delivery.
- Overall cleanliness in kitchens of local cafeterias/catering services and surrounding outdoor areas was poorly maintained and food safety protocols were not consistently followed. Faulty kitchen equipment, including refrigerators, exhaust fans, and water boilers, remained unrepaired, and records of routine cleaning and pest control were either missing or incomplete.

42. This was because UNMISS had not established procedures for tracking, monitoring, and following up issues previously raised until resolved by contractors. Failure to resolve previously identified non-compliance issues may compromise the health, safety, and overall well-being of UNMISS personnel.

**(8) UNMISS should establish and implement a tracking mechanism to monitor and ensure timely resolution of non-compliance issues identified during welfare facility inspections at Field Offices.**

*UNMISS accepted recommendation 8 and stated that Field Administrative Officers, as the Contract Managers will standardize and formalize the tracking mechanism for the Field Offices. Each Field Office SWRC will be required to maintain a central follow-up log, documenting any non-compliances, reporting quarterly to the Welfare Unit in Juba on progress in addressing previously identified issues. The Welfare Unit will provide guidance, oversight, and capacity building to ensure timely resolution of issues related to hygiene, equipment maintenance, food safety, and overall service delivery. Any non-compliance that remains unresolved within the agreed timelines will be escalated to the Office of Chief Operations and Resource Management for corrective action.*

#### Welfare monitoring field visits were not regularly conducted

43. The Welfare Unit was required to carry out regular visits to Field Offices to monitor and expedite the implementation of the welfare work plan and ensure that SWRCs and FAOs receive the necessary logistical, technical, and administrative support. Regular field visits are essential to identify challenges early, provide timely support, and maintain accountability, thereby improving the overall impact of staff welfare initiatives.

44. However, discussions with the Chief Welfare Unit and review of relevant documentation, including field visit reports, revealed that the Welfare Unit did not systematically conduct the required field visits during the audit period (July 2023 to September 2025). For example:

- In 2023/2024, none of the 23 planned field visits were conducted across various Mission locations including Aweil, Bentiu, Bor, Kuajok, Malakal, Rumbek, Torit, Wau, Yambio, and Pibor. Additionally, no visits were planned for Juba and Yei.
- In 2024/2025, although 45 field visits were planned Mission-wide, only 6 were conducted, specifically in Aweil, Kuajok, Malakal, Wau, and Yei. No visits were conducted in Bentiu, Bor, Rumbek, Torit, Yambio, Pibor, or Juba.

45. The Chief Welfare Unit explained that the inability to conduct all intended field visits was due to travel bans resulting from the Organization’s ongoing financial constraints and instead ad-hoc engagements with individual SWRCs were relied on. However, OIOS found these efforts to be inconsistent and insufficient in addressing systemic welfare concerns across field locations. While the Welfare Unit emphasized the role of Heads of Field Offices in coordinating welfare meetings, the voluntary nature of SWRC members highlights the need for a formal, centrally coordinated mechanism such as quarterly virtual meetings led by the Welfare Unit to ensure consistent engagement and oversight.

46. OIOS noted during field visits to Juba, Malakal, Bentiu, and Rumbek, and through discussions with respective SWRCs, several logistical challenges affecting the implementation of welfare initiatives that required Welfare Unit interventions, such as delays in upgrading agreed welfare infrastructure; slow response to equipment and item requests; inconsistent availability of essential items in post-exchange shops; and limited supply of fresh vegetables and fruit in local markets. Limited field visits and the absence of a structured engagement mechanism further reduced the Welfare Unit’s ability to monitor progress, address issues promptly, and support field teams effectively, ultimately impacting the overall efficiency and effectiveness of staff welfare activities across the Mission.

**(9) UNMISS should develop alternative arrangements, including the use of electronic platforms, for monitoring welfare activities across field locations considering the financial and travel constraints.**

*UNMISS accepted recommendation 9 and stated that Heads of Field Offices will be requested to ensure mandatory participation of designated field office representatives in scheduled video-conferences and to enforce timely submission of required documentation.*

#### **IV. ACKNOWLEDGEMENT**

47. 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

## Audit of staff welfare activities 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 strengthen the governance of staff welfare activities by: (a) ensuring the Staff Welfare Executive Committee has approved terms of reference, meets regularly, attendance is enforced, and minutes approved and followed up as required; and (b) develop and implement a standardized template and protocols for documenting Staff Welfare and Recreation Committee meetings across all Field Offices to ensure consistency, completeness, and alignment with mission-wide welfare objectives.	Important	O	Receipt of evidence of full implementation of the recommendation.	1 July 2026
2.	UNMISS should revise and formalize its welfare strategy document to ensure it is comprehensive, strategically aligned, and inclusive of all essential components including a periodic monitoring mechanism.	Important	O	Receipt of evidence of approval of the strategy by the Staff Welfare Executive Committee.	1 July 2026
3.	UNMISS should strengthen controls over the approval and documentation of welfare self-generated fund proposals and implement a post-event reporting mechanism to enhance accountability and transparency.	Important	O	Receipt of evidence of full implementation of the recommendation.	28 February 2026
4.	UNMISS should clarify the applicability of the 2.5 per cent concession fee from all vendors and TCC-operated Post-Exchange shops, especially those operating commercially, in the Mission's standard operating procedure.	Important	O	Receipt of evidence of clarification and approval of the concession fee.	1 July 2026

<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.

<sup>3</sup> Please note the value C denotes closed recommendations whereas O refers to open recommendations.

<sup>4</sup> Date provided by [entity] in response to recommendations. [Insert "Implemented" where recommendation is closed; (implementation date) given by the client.]

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of staff welfare activities 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>
5.	UNMISS, through the Staff Welfare Executive Committee, should reassess and decide on the gym membership related cost-sharing arrangement among UNMISS staff members and staff of other entities using gym facilities.	Important	O	Receipt of evidence of full implementation of the recommendation.	1 March 2026
6.	UNMISS should formally identify projects that have been cancelled and inform the Staff Welfare Executive Committee accordingly and establish clear timelines for projects being carried forward.	Important	O	Receipt of evidence of the Staff Welfare Executive Committee having reviewed the statuses of projects being carried forward.	1 July 2026
7.	UNMISS should enforce compliance with the directive to designate the required officials for Contract Performance Reporting Tool integration of concession vendors.	Important	O	Receipt of evidence that required officials for the Contract Performance Reporting Tool integration of concession vendors have been designated.	1 July 2026
8.	UNMISS should establish and implement a tracking mechanism to monitor and ensure timely resolution of non-compliance issues identified during welfare facility inspections at Field Offices.	Important	O	Receipt of evidence that a tracking mechanism for staff welfare-related non-compliance issues has been established and implemented.	1 July 2026
9.	UNMISS should develop alternative arrangements, including the use of electronic platforms, for monitoring welfare activities across field locations considering the financial and travel constraints.	Important	O	Receipt of evidence of monitoring of the welfare activities across field locations by the Welfare Unit	1 July 2026

# **APPENDIX I**

## **Management Response**



Date: 29 December 2025

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

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

Subject: **Draft report on an audit of Staff Welfare Activities in the United Nations  
Mission in the Republic of South Sudan (Assignment No. AP2025-633-07)**

1. UNMISS acknowledges receipt of the draft report on the Audit of Staff Welfare Activities in UNMISS dated 17 December 2025.
2. Please find attached the Mission's comments on the recommendations in Appendix 1
3. Thank you for your consideration and support.

cc: Ms. Victoria Browning, UNMISS  
Ms. Leda Limann, UNMISS  
Mr. Qazi Ullah, UNMISS  
Mr. Aggrey Kedogo, UNMISS  
Ms. Sara Goerg, UNMISS  
Ms. Daniela Wuerz, UNMISS

## Management Response

## Audit of staff welfare 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 strengthen the governance of staff welfare activities by: (a) ensuring the Staff Welfare Executive Committee has approved terms of reference, meets regularly, attendance is enforced, and minutes approved and followed up as required; and (b) develop and implement a standardized template and protocols for documenting Staff Welfare and Recreation Committee meetings across all Field Offices to ensure consistency, completeness, and alignment with mission-wide welfare objectives.	Important	Yes	Chief of Staff (Chair, SWEC), supported by Chief Welfare Unit	1 July 2026	UNMISS accepts this audit recommendation. The Mission wishes to clarify that the Terms of Reference (ToRs) for the Staff Welfare Executive Committee (SWEC) are already formally established, approved, and embedded within the Standard Operating Procedure (SOP) on the Provision of Welfare and Recreation, which was endorsed by the Special Representative of the Secretary-General and became effective on 1 January 2025. The SOP clearly outlines: <ul style="list-style-type: none"> <li>the mandate, composition, quorum, voting procedures, and roles of SWEC (Sections 18.1–18.10);</li> <li>the responsibilities of SWEC in overseeing self-generated funds, providing strategic guidance to SWRCs, and supporting compliance with internal controls (Section 18.10);</li> <li>requirements for regular quarterly meetings and the designation of alternates to ensure continuity</li> </ul>

<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 staff welfare 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>and enforced attendance (Section 18.5 and 18.4).</p> <p>While the audit noted reduced SWEC meeting frequency, the Mission wishes to clarify that meeting minutes have consistently been approved at the start of the subsequent meeting, in line with SOP requirements. The minutes format used was approved by the former Chief of Staff (CoS) and has always been followed, ensuring consistency, completeness, and alignment with governance standards. To strengthen oversight in the Field Offices, the same approved minutes format will be shared and adopted in all SWRC meetings. In addition:</p> <ul style="list-style-type: none"> <li>• The CoS and HoFOs will establish a standing quarterly SWEC/SWRC meeting schedule, circulated in advance to all members.</li> <li>• The Welfare Unit will continue to prepare agendas, track action points, and monitor follow-ups, ensuring compliance with SOP requirements and timely decision implementation.</li> <li>• Attendance will be maintained and monitored; repeated absences will be escalated to the Chair as per Section 18.3.</li> </ul>

## Management Response

## Audit of staff welfare 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
						These measures reinforce transparency, accountability, and effective governance, ensuring that SWEC and SWRCs continue to provide strategic guidance and oversight of the staff welfare programme.
2	UNMISS should revise and formalize its welfare strategy document to ensure it is comprehensive, strategically aligned, and inclusive of all essential components including a periodic monitoring mechanism.	Important	Yes	Chief Service Delivery, in coordination with Welfare Unit	1 July 2026	<p>UNMISS accepts this audit recommendation. The Mission wishes to clarify that a comprehensive 3-year Welfare Strategy has already been developed, formally submitted to the Chief Service Delivery (CSD), and is aligned with mission-wide objectives. The strategy encompasses all Field Offices and incorporates requests and feedback received throughout the year, ensuring inclusivity of all staff categories.</p> <p>Key features include:</p> <ul style="list-style-type: none"> <li>• Comprehensive Coverage: The strategy addresses welfare and recreation needs across e.g. UNV, Medical, Transport, and all Engineering projects (including sports facilities such as football fields and volleyball grounds) for the benefit of all staff members.</li> <li>• Stakeholder Engagement: Development of the strategy involved consultations with Field Offices and relevant</li> </ul>

Management Response

Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						<p>stakeholders, and it will be formally presented and shared at the next Staff Welfare Executive Committee (SWEC) meeting for approval.</p> <ul style="list-style-type: none"> <li>• Monitoring and Feedback Mechanisms: <ul style="list-style-type: none"> <li>○ Regular surveys and comment books are circulated across all welfare facilities.</li> <li>○ A dedicated generic email account allows staff to raise concerns or provide feedback.</li> <li>○ The Welfare Unit reviews and follows up on all requests and updates on a weekly basis, ensuring continuous responsiveness.</li> <li>○ Certain project updates, particularly those involving engineering or infrastructure, is coordinated with the Engineering Section to ensure timely completion and monitoring.</li> </ul> </li> </ul> <p>UNMISS is committed to maintaining a dynamic and responsive strategy, with periodic reviews to ensure that evolving staff welfare needs are met and that the strategy remains aligned with overall mission objectives.</p>

## Management Response

## Audit of staff welfare 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
3	UNMISS should strengthen controls over the approval and documentation of welfare self-generated fund proposals and implement a post-event reporting mechanism to enhance accountability and transparency.	Important	Yes	Chief Welfare Unit	28 February 2026	<p>UNMISS accepts this audit recommendation. The Mission has taken several steps to strengthen controls over the approval, documentation, and post-event reporting of welfare self-generated fund proposals, in order to enhance transparency and accountability:</p> <ol style="list-style-type: none"> <li>1. Document Management and Reporting: <ul style="list-style-type: none"> <li>○ All fund proposals, approvals, and related documents are now stored and maintained on SharePoint, providing a centralized, secure, and easily accessible repository.</li> <li>○ Weekly reports on welfare fund activities, including requests, approvals, and follow-ups, are generated and monitored by the Welfare Unit.</li> <li>○ A standardized post-event report template has been developed and is completed for every event, with the completed reports saved on SharePoint for audit and reference purposes.</li> </ul> </li> <li>2. Compliance with Records Management Standards: <ul style="list-style-type: none"> <li>○ All documents are managed in accordance with the Peacekeeping File Classification</li> </ul> </li> </ol>

## Management Response

## Audit of staff welfare 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>Scheme and Records Retention Schedule, ensuring proper archiving, retention, and retrieval.</p> <p>3. Strengthening Financial Oversight:</p> <ul style="list-style-type: none"> <li>○ UNMISS is planning to nationalize the position of the retired Staff Welfare Assistant, who will focus on enhancing financial oversight, documentation, and record-keeping procedures for self-generated funds.</li> </ul>
4	UNMISS should clarify the applicability of the 2.5 per cent concession fee from all vendors and TCC-operated Post-Exchange shops, especially those operating commercially, in the Mission's standard operating procedure.	Important	Yes	Staff Welfare Executive Committee (SWEC), chaired by Chief of Staff	1 July 2026	<p>UNMISS accepts this audit recommendation.</p> <p>Current Waiver:</p> <ul style="list-style-type: none"> <li>• On 26 September 2024, the Welfare Unit issued a waiver exempting 29 vendors in Field Offices (catering, mini-markets, bakeries, beauty salons) from the 2.5% contribution.</li> <li>• The waiver was approved by the Officer-in-Charge, Mission Support, citing low returns and operational challenges.</li> <li>• No mission-wide policy or HQ guidance exists to support the exemption.</li> </ul> <p>Planned Actions:</p> <ul style="list-style-type: none"> <li>• The issue will be formally discussed at the next SWEC</li> </ul>

## Management Response

## Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						<p>meeting, ensuring senior management oversight and consensus on the applicability of the concession fee.</p> <ul style="list-style-type: none"> <li>• A memo/decision brief will accompany the discussion to provide clarity and document the rationale for any decision regarding exemptions or collections.</li> <li>• Following SWEC guidance, the SOP on welfare will be updated to explicitly clarify the applicability of the 2.5% fee for all vendors, including TCC-operated Post-Exchange shops and commercially operating vendors, ensuring alignment with mission-wide financial and operational standards.</li> </ul>
5	UNMISS, through the Staff Welfare Executive Committee, should reassess and decide on the gym membership related cost-sharing arrangement among UNMISS staff members and staff of other entities using gym facilities.	Important	Yes	Staff Welfare Executive Committee (SWEC), chaired by Chief of Staff, Office of the Director Mission Support for MOUs	01 March 2026	<p>UNMISS accepts this audit recommendation.</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. The SWEC will formally reassess gym membership arrangements and establish clear cost-sharing mechanisms aligned with: <ul style="list-style-type: none"> <li>○ Existing MOUs with UN AFPs;</li> <li>○ Usage by UNMISS personnel, contractors, and other entities;</li> </ul> </li> <li>2. UNMISS will reinstate or revise contributions from contractors and</li> </ol>

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## Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						UN AFPs to ensure fair cost allocation.
6	UNMISS should formally identify projects that have been cancelled and inform the Staff Welfare Executive Committee accordingly and establish clear timelines for projects being carried forward.	Important	Yes	Chief Engineer, in coordination with Chief Welfare and Mission Support Center	1 July 2026	<p>Clarification:</p> <ol style="list-style-type: none"> <li>UNMISS confirms that projects have not been cancelled in general; rather, certain projects have been temporarily put on hold due to operational, logistical, or resource-related constraints.</li> <li>The Mission recognizes the need for timely communication on project status to ensure proper oversight and informed decision-making by SWEC.</li> <li>The Welfare Unit already has clear reporting mechanisms in place, including regular monitoring, follow-ups, and documentation of all welfare-related projects</li> </ol> <p>Actions Taken and Planned:</p> <ol style="list-style-type: none"> <li>The Engineering Section will provide regular updates to the Welfare Unit regarding the status of all projects, including any delays, pending approvals, or operational constraints causing projects to be put on hold.</li> <li>The Engineering Section will compile and submit periodic reports to SWEC detailing</li> </ol>

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## Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						<p>projects on hold, anticipated timelines for resumption, and any adjustments to work plans or budgets.</p> <p>3. SWEC will review project statuses during its scheduled meetings, ensuring oversight, guidance, and timely decision-making for projects being carried forward.</p> <p>These measures aim to enhance project oversight, ensure SWEC is fully informed, and improve planning and implementation of staff welfare initiatives.</p>
7	UNMISS should enforce compliance with the directive to designate the required officials for Contract Performance Reporting Tool integration of concession vendors.	Important	Yes	Chief Operations and Resource Management Service (CORMS)	1 July 2026	<p>UNMISS accepts this audit recommendation regarding the enforcement of compliance with the directive to designate the required officials for the Contract Performance Reporting Tool (CPRT) integration of concession vendors.</p> <p>1. The Field Administrative Officers (FAOs), in their capacity as Contract Managers for Field Office welfare contracts, are primarily responsible for ensuring that all vendors are entered into CPRT and that performance monitoring is conducted as required.</p> <p>2. Juba Field Office has successfully designated officials, convened Contract Performance Review</p>

## Management Response

## Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						<p>Meetings (CPRMs), and completed quarterly performance assessments, demonstrating the process is operational when implemented.</p> <p>Actions Taken and Planned:</p> <ol style="list-style-type: none"> <li>1. The Office of CORMS will reinforce compliance with the August 2024 directive, issuing reminders to all Heads of Field Offices (HOFOs) and FAOs to designate the required officials for each concession vendor contract.</li> <li>2. Quarterly follow-up and reporting mechanisms will be implemented to track the designation of officials, conduct of CPRMs, and completion of performance evaluations.</li> </ol>
8	UNMISS should establish and implement a tracking mechanism to monitor and ensure timely resolution of non-compliance issues identified during welfare facility inspections at Field Offices.	Important	Yes	Field Administrative Officers (FAOs)	1 July 2026	<p>UNMISS accepts thjs audit recommendation regarding the need to establish a mechanism to track and ensure timely resolution of non-compliance issues identified during welfare facility inspections at Field Offices.</p> <ol style="list-style-type: none"> <li>1. Monthly inspections on hygiene and maintenance standards are regularly conducted across UNH and Tomping.</li> <li>2. The Welfare Unit has implemented an Excel-based tracking tool to monitor follow-</li> </ol>

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Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						<p>up actions on previously identified deficiencies. This practice has proven effective in resolving issues at UN House and Topping Sites.</p> <p>Actions Taken and Planned:</p> <ol style="list-style-type: none"> <li>1. The FAO as the Contract Manager will standardize and formalize the tracking mechanism for the Field Offices, ensuring consistent documentation, monitoring, and follow-up of non-compliance issues.</li> <li>2. Each Field Office SWRC will be required to maintain a central follow-up log, documenting:               <ul style="list-style-type: none"> <li>o Non-compliance issues identified</li> <li>o Responsible contractors and staff</li> <li>o Action plan and timelines for resolution</li> <li>o Status updates until full compliance is achieved</li> </ul> </li> <li>3. Field Offices will report quarterly to the Welfare Unit in Juba on progress in addressing previously identified issues.</li> <li>4. The Welfare Unit will provide guidance, oversight, and capacity building to SWRCs in Field Offices to ensure timely resolution of issues</li> </ol>

## Management Response

## Audit of staff welfare activities in the United Nations Mission in the Republic of South Sudan

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						related to hygiene, equipment maintenance, food safety, and overall service delivery. 5. Non-compliance that remains unresolved within the agreed timelines will be escalated to the Office of CORMS for corrective action and, if necessary, enforcement measures against contractors.
9	UNMISS should develop alternative arrangements, including the use of electronic platforms, for monitoring welfare activities across field locations considering the financial and travel constraints.	Important	Yes	Heads of Field Offices (HOFOs), supported by Welfare Unit	1 July 2026	UNMISS accepts this audit recommendation to develop alternative arrangements, including the use of electronic platforms, to monitor welfare activities across Field Offices in light of financial and travel constraints. Clarification: 1. Numerous efforts have already been made by the Welfare Unit to strengthen remote monitoring, including repeated requests to Field Offices to provide updates through virtual means. 2. However, in several instances, these requests—such as participation in VTCs and timely submission of reporting inputs—were not acted upon by some Field Offices. As oversight of welfare activities at the Field Office level falls under the responsibility of the Heads of Field Offices (HOFOs), their full

Management Response

Audit of staff welfare 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
						cooperation remains essential to effective remote monitoring. Actions Taken and Planned: HOFOs will be requested to ensure mandatory participation of designated Field Office representatives in scheduled VTCs and to enforce timely submission of required documentation.