



Office of Internal Oversight Services

## **INTERNAL AUDIT DIVISION**

### **REPORT 2016/102**

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#### **Audit of management of military camp facilities in the African Union-United Nations Hybrid Operation in Darfur**

**Overall results relating to the effective management of military camp facilities were initially assessed as partially satisfactory. Implementation of one important recommendation remains in progress**

**FINAL OVERALL RATING: PARTIALLY SATISFACTORY**

**15 September 2016**

**Assignment No. AP2015/634/03**

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# AUDIT REPORT

## Audit of management of military camp facilities in the African Union-United Nations Hybrid Operation in Darfur

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of management of military camp facilities in the African Union-United Nations Hybrid Operation in Darfur (UNAMID).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. UNAMID has 42 camps throughout Darfur for its 13 formed police units, 16 military infantry battalions and 13 support units from 19 troop-/police-contributing countries (T/PCCs). The UNAMID Engineering and Environment Protection Section is responsible for planning, designing and constructing camps with the relevant facilities including electrical, water, information and communication systems and fixtures. The memoranda of understanding between the United Nations and the relevant T/PCCs require uniformed personnel to perform minor maintenance works on their camps including minor construction, electrical, plumbing and carpentry works on a self-sustainment basis.
4. The UNAMID Engineering and Environment Protection Section is headed by a staff at P-5 level and has 222 authorized posts.
5. Comments provided by UNAMID are incorporated in italics.

### II. OBJECTIVE AND SCOPE

6. The audit of was conducted to assess the adequacy and effectiveness of UNAMID governance, risk management and control processes in providing reasonable assurance regarding the **effective management of military camp facilities in UNAMID**.
7. The audit was included in the 2015 risk-based work plan of OIOS because of operational risks relating to management of military camp facilities.
8. The key control tested for the audit was regulatory framework. For the purpose of this audit, OIOS defined this key control as the one that provides reasonable assurance that policies and procedures: (a) exist to guide the effective management of military camp facilities in UNAMID; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.
9. The key control was assessed for the control objectives shown in Table 1.
10. OIOS conducted the audit from December 2015 to March 2016. The audit covered the period from 1 July 2014 to 29 February 2016.
11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through

interviews and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

### III. AUDIT RESULTS

12. The UNAMID governance, risk management and control processes examined were initially assessed as **partially satisfactory**<sup>1</sup> in providing reasonable assurance regarding the **effective management of military camp facilities in UNAMID**. OIOS made one recommendation to address the issues identified. UNAMID had provided its uniformed personnel with accommodations, ablution units, kitchen facilities and offices in accordance with established scales. However, the Mission needed to establish and implement effective procedures for: identifying and allocating repairs and maintenance tasks to contingents; processing repairs and maintenance requests of contingents; and preventive maintenance of uniformed personnel camps.

13. The initial overall rating was based on the assessment of key control presented in Table 1. The final overall rating is **partially satisfactory** as implementation of the one important recommendation remains in progress.

**Table 1: Assessment of key control**

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of military camp facilities in UNAMID	Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
<b>FINAL OVERALL RATING: PARTIALLY SATISFACTORY</b>					

### Regulatory framework

#### Need for maintenance of uniformed personnel camps and related facilities

14. The United Nations Engineering Support Manual requires UNAMID to allocate seven square metres of living space to each uniformed personnel and a functional shared-ablution unit to no more than 10 personnel. The Contingent-owned Equipment (COE) Manual requires UNAMID to perform preventive maintenance services at uniformed personnel camps including: fastening loose fixtures (door handles, window brackets, hinges, electrical wiring and fixtures); repairing or replacing broken/damaged items (window panes, electrical wiring and fixtures, door handles and hinges); and repairing toilets and showers. The memoranda of understanding between the United Nations and the relevant T/PCCs and the COE Manual require uniformed personnel to perform minor maintenance works including minor construction, electrical, plumbing and carpentry works on their allocated camps on a self-sustainment basis.

<sup>1</sup> A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

15. The audit work included: visits to 15 of 42 military camps in Darfur; interviews of camp residents and staff of the Engineering and Environment Protection Section; review of the repairs and maintenance process; and inspections of 80 of 706 shared accommodations, 25 of 202 ablution units, 15 kitchen facilities and 30 offices. The audit results indicated that UNAMID had provided the uniformed personnel at these camps with living space and shared-ablution units in accordance with the established accommodation scale. However, some facilities were not functional and needed repairs. For example, the accommodation units for the 162 troops at Sector South had holes in the floor; 6 of the 48 air conditioning units in these units had not been functional for up to five months; 6 of the 12 showers and 6 of the 12 toilets were not functional. At Sector East, 5 of 21 showers and 5 of 21 toilets in four ablution units had not been functional for up to five months. At Sector North, one ablution unit containing three showers and three toilets had not been functional for up to 10 months; another ablution unit containing one shower and a toilet had never been connected to a water source, therefore not operational.

16. The above occurred because preventive maintenance activities had been left unattended as UNAMID had not established and implemented effective procedures for: identifying and allocating repairs and maintenance tasks to contingents; processing repairs and maintenance requests of the contingents; and maintaining a schedule for preventive maintenance of the camps. For example, interviews of the commanders at the 15 camps indicated that they only reported identified defects verbally to the Engineering and Environment Protection Section through their respective chain of command. As a result, there was no assurance that the Section actually received requests for maintenance services from the contingents. Moreover, the Chief Engineer advised that some of the defects identified by the audit were considered as minor and were therefore the responsibility of the respective contingents. However, there was no evidence that UNAMID had identified these defects and delineated responsibility to address them. The non-functional facilities posed health and safety risks.

**(1) UNAMID should establish and implement effective procedures for: identifying and allocating repairs and maintenance tasks to contingents; processing repairs and maintenance requests of contingents; and preventive maintenance of uniformed personnel camps.**

*UNAMID accepted recommendation 1 and stated that it: (a) had developed and implemented the recommended procedures; and (b) was in the process of developing and implementing a preventive maintenance schedule to inspect and maintain United Nations-provided accommodations. Recommendation 1 remains open pending receipt of a copy of the newly developed procedures and evidence that UNAMID is implementing them, as well as a copy of the preventive maintenance schedule with evidence that United Nations-provided accommodations are being systematically inspected and maintained.*

#### IV. ACKNOWLEDGEMENT

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

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

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of management of military camp facilities in the African Union-United Nations Hybrid Operation in Darfur

Recom. 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	UNAMID should establish and implement effective procedures for: identifying and allocating repairs and maintenance tasks to contingents; processing repairs and maintenance requests of contingents; and preventive maintenance of uniformed personnel camps.	Important	O	Receipt of a copy of the newly developed procedures and evidence that UNAMID is implementing them, as well as a copy of the preventive maintenance schedule with evidence that United Nations-provided accommodations are being systematically inspected and maintained.	31 December 2016

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

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

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

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

# **APPENDIX I**

## **Management Response**

AFRICAN UNION

الاتحاد الأفريقي



UNAMID



UNITED NATIONS

الأمم المتحدة

**African Union – United Nations Hybrid Operation in Darfur**

23 August 2016

**To:** Mr. Bolton Tarleh Nyema, Chief  
Peacekeeping Audit Service  
Internal Audit Division, OIOS

**From:** *jer* Martin Ihoeghian Uhomoibhi  
Joint Special Representative and Joint Chief Mediator  
UNAMID

**Subject:** Draft report on an audit of military camp facilities management in the African Union-United Nations Hybrid Operation in Darfur (Assignment No. AP2015/634/03)

1. With reference to your memorandum of 7 August 2016, on the captioned-subject matter, please find attached UNAMID's response (Appendix I) to the draft report for your consideration.
2. All related portfolios of evidence have been submitted to the office of the Chief Resident Auditor for verification.
3. I further confirm on the factual accuracy of the report.

Thank you.

**cc:** Mr. Anthony Nweke, Officer-in-Charge, Mission Support Division, UNAMID  
Mr. Yonas Araia, Chief Engineer, UNAMID  
Mr. Khalid Younis, Chief, Contingent Owned Equipment, UNAMID  
Ms. Eleanor T. Burns, Director, Internal Audit Division, OIOS  
Mr. Velayutham Gopal, Audit Focal Point, UNAMID  
Mr. Edward Zormelo, OIC, UNAMID Resident Audit Office, Internal Audit Division, OIOS  
Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS



**Management Response**  
**Audit of military camp facilities in the African Union-United Nations Hybrid Operation in Darfur**

Rec. no.	Recommendation	Critical/ <sup>6</sup> / Important <sup>7</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1.	UNAMID should establish and implement effective procedures for: identifying and allocating repairs and maintenance tasks to contingents; processing repairs and maintenance requests of contingents; and preventive maintenance of uniform personnel camps.	Important	Yes	Force Engineer  Chief, Contingent-Owned Equipment Unit  All the Logistics Officers of Military units.	31 December 2016	UNAMID has at present developed and implemented procedures for identifying and allocating repairs and maintenance tasks to contingent, processing repairs and maintenance requests of contingents; and preventive maintenance of uniform personnel camps. The Mission provided the auditors with sample formats for initiating and identifying repairs and maintenance tasks at UNAMID Camps.  Additionally, UNAMID Engineering is in the process of developing and implementing a preventive maintenance schedule to inspect and maintain UN-provided accommodations on a quarterly basis.  For any unscheduled repairs and maintenance of uniformed personnel camps, contingents are to submit engineering works/material requests to Engineering Section at sector level through Contingent-Owned Equipment Focal Points for initiating action of requested repair and maintenances.

<sup>6</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>7</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.