



INTERNAL AUDIT DIVISION

REPORT 2019/149

Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

**Overall, there was a need to improve
accountability for staff welfare funds and
oversight of welfare activities**

**27 December 2019
Assignment No. AP2019/620/06**

Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). The objective of the audit was to assess the adequacy and effectiveness of the management of staff welfare activities in MONUSCO. The audit covered the period from 1 July 2017 to 30 June 2019 and included a review of: (a) management of staff welfare assets; and (b) implementation, monitoring and evaluation of welfare activities.

Overall, there was a need to improve accountability for staff welfare funds and oversight of welfare activities.

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

- Develop and implement guidelines for managing welfare funds, including accountability lines and procedures for supervisory controls to ensure that all expenditures for welfare activities are reviewed and adequately supported;
- Ensure that welfare committees maintain detailed registers and conduct regular physical verification of all welfare and recreational assets;
- Implement procedures for oversight of financial reporting on the welfare funds to ensure accuracy, timeliness and completeness of the financial statements;
- Ensure that welfare committees maintain all records and documentation in the shared portal to facilitate information exchange and preserve historical information;
- Ensure that welfare committees prepare annual work plans that incorporate activities to improve the wellness of staff, time frames and detailed budgets, and coordinate with and consult the Contracts Management Section prior to finalizing contracts with third party service providers; and
- Establish clear responsibility for monitoring and evaluation of the welfare programme, and implement measures for periodic reporting on how the welfare activities contribute to the achievement of the staff welfare programme objectives.

MONUSCO accepted the recommendations and has initiated action to implement them.

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Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO).
2. MONUSCO established a Mission-wide staff welfare committee and 10 regional staff welfare committees responsible for planning and implementing staff welfare and recreation activities to improve the wellness of its personnel by alleviating the conditions that contribute to stress and isolation, enhancing staff morale and team spirit, and encouraging good conduct and discipline. The committees are required to plan and implement social events and welfare activities, including happy hours, sports and other recreation events. Welfare committees also oversee operations of gymnasiums and guest houses and provide cafeteria, restaurant services and duty-free shops through contracted vendors. MONUSCO established a Staff Welfare Unit to support and coordinate the implementation of welfare activities.
3. There is no dedicated budget for staff welfare and recreation activities, which are funded from resources generated by the welfare committees. The welfare committees are authorized to generate funds through: (a) collection of 2.5 per cent of revenues from cafeterias and duty-free shops; (b) charging fees to Mission personnel for use of welfare and recreational facilities; (c) charging fees for accommodation in guest houses; and (d) organizing happy hour events.
4. In 2017/18 and 2018/19, the Mission Welfare Committee spent \$342,004 and \$358,945 respectively on staff welfare and recreation activities. The Staff Welfare Unit is headed by a National Professional Officer reporting to the Chief Human Resources Officer and is supported by a United Nations volunteer and one national staff.
5. Comments provided by MONUSCO are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess the adequacy and effectiveness of the management of staff welfare activities in MONUSCO.
7. This audit was included in the 2019 risk-based work plan of OIOS due to risks resulting from inadequate staff welfare activities, such as reduced productivity arising from low staff morale and wellbeing, and increased conduct and discipline issues, as well as financial loss due to inadequate accountability for welfare funds.
8. OIOS conducted this audit from June to August 2019. The audit covered the period from 1 July 2017 to 30 June 2019. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in staff welfare activities, which included: management of staff welfare assets and planning, implementation, evaluation of welfare activities.
9. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) field visits to staff welfare facilities in Goma, Kinshasa, Bunia and Bukavu to verify welfare activities implemented at these locations.

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

III. AUDIT RESULTS

A. Management of staff welfare assets

Need to strengthen controls over management of welfare funds

11. MONUSCO is required to ensure that all welfare and recreation funds are managed in accordance with the United Nations Financial Regulations and Rules to ensure accountability and best value for money.

12. During the period from 1 July 2017 to 30 June 2019, the Mission Welfare Committee received \$162,254 from duty-free shops. OIOS verified that this amount was correct, based on the expected 2.5 per cent of revenues from all sales made during the 24-month period. A review of a sample of membership records of gymnasiums in Goma, Kinshasa, Bukavu and Bunia also showed that the membership fees agreed with the membership lists in all locations. The membership fees were deposited directly to the regional welfare committees' bank accounts by staff joining the gymnasiums. Additionally, for the two guest houses located in Bukavu and Bunia, amounts collected for accommodation fees were deposited into the welfare committees' respective bank accounts. However, a review of welfare fund records showed that:

- From 1 June 2017 to 31 December 2018, the Kinshasa Welfare Committee spent \$25,615 on happy hour events, which should be self-sustaining. Records showed that only \$9,304 was generated from these events, resulting in a financial loss of \$16,311.
- The Goma Welfare Committee erroneously refunded \$20 for raffle tickets to the January 2018 Christmas party instead of their actual cost of \$2, which resulted in a loss of \$3,700. The Committee also rented bicycles to Mission personnel without collecting the \$10 monthly fees from the users and keeping any records of rentals.
- The Bukavu Welfare Committee disbursed \$5,000 in October 2017 for building improvements and \$4,000 in January 2019 for furniture but did not maintain any documentation supporting the payments. Additionally, in October 2017, the Committee paid \$4,600 for two television sets of 80 and 65 inches but instead received smaller ones of 65 and 55 inches respectively, resulting in a financial loss of over \$1,000. Further, the Committee procured welfare assets worth \$12,650 in Bunia without justification as these items were available in Bukavu. Such actions resulted in increased costs as the Mission had to transport them from Bunia to Bukavu.
- In January 2019, the Mission Welfare Committee erroneously paid \$307,832 for gymnasium equipment costing \$251,379. The overpayment of \$56,453 related to the cost of cleaning materials procured by the African Union-United Nations Hybrid Operation in Darfur (UNAMID), which was erroneously paid by MONUSCO because the same vendor had supplied both the gymnasium equipment to MONUSCO and cleaning materials to UNAMID. OIOS brought this to the attention of the Mission Welfare Committee and the amount was recovered in October 2019.

13. The above occurred because of: (a) inadequate supervision of staff managing welfare funds; and (b) lack of controls to ensure that all expenditures are properly supported.

(1) MONUSCO should develop and implement guidelines for managing welfare funds, including accountability lines and procedures for supervisory controls to ensure that all expenditures for welfare activities are reviewed and adequately supported.

MONUSCO accepted recommendation 1 and stated that guidelines on welfare funds were included in the Welfare standard operating procedures (SOP) that is currently under review. The Welfare SOP also included guidelines on proper management of welfare revenues and expenditures through the introduction of detailed accounting forms, such as, funding requests, payment receipts and updated procedure for fund disbursements, which would enable an enhanced oversight of welfare committees' activities. Recommendation 1 remains open pending receipt of a copy of the SOP detailing guidelines for managing welfare funds and evidence of improved monitoring of expenditures for welfare activities.

Need to strengthen controls over welfare asset management

14. Welfare committees are required to maintain registers of all equipment, materials or furniture purchased through welfare funds and conduct periodic physical verifications to ensure accurate record keeping and safeguarding of assets.

15. Controls over welfare assets were inadequate. For example; (a) the Kinshasa and Bukavu welfare committees did not maintain asset registers and did not conduct regular physical verification to account for them; and (b) the Goma Welfare Committee had last updated its asset register in August 2018 but did not include its gymnasium equipment. OIOS physical verification checks in July 2019, showed that 17 of the 53 bicycles recorded in the asset register were missing and could not be accounted for by the committee. Estimated replacement cost of the missing bicycles was \$3,400.

(2) MONUSCO should ensure that welfare committees maintain detailed registers of their assets, and periodically conduct physical verifications to account for all welfare and recreational assets.

MONUSCO accepted recommendation 2 and stated that it had implemented the recommendation. Detailed registers of welfare assets for all 10 Mission locations were already in place. The new SOP further prescribed that a physical verification of welfare assets must be periodically conducted, and asset registers updated accordingly and submitted to the Welfare Unit on a monthly, quarterly and annual basis. Recommendation 2 remains open pending receipt of evidence that physical verifications of welfare assets are periodically conducted.

Need to improve financial reporting and record keeping of welfare activities

16. The treasurers of welfare committees are required to prepare monthly financial statements detailing all funds received, held, and disbursed for welfare and recreation activities. The Mission Welfare Committee treasurer is required to consolidate all monthly financial statements of the local committees and prepare annual summary financial statements on welfare activities.

17. During the audit period, the Mission Welfare Committee disbursed \$290,531 to the local welfare committees. Only the Mission, Goma, Kinshasa and Bukavu welfare committees prepared the required monthly financial statements, while the remaining seven did not. The Bunia Welfare Committee submitted its bank statements in lieu of the financial statements but did not maintain any supporting documentation for \$31,320 expended from 1 July 2017 to 31 December 2018. A review of the financial statements prepared by the Kinshasa and Bukavu welfare committees noted that they were inaccurate. This was because:

- The Kinshasa Welfare Committee’s closing balance of cash on hand did not agree with the opening balance for the following month in several monthly financial statements, and withdrawals from the bank account amounting to \$32,100 could not be traced because the treasurer did not record all transactions in the cash book. The cash book showed deficits of cash on hand for several months reviewed.
- The Bukavu Welfare Committee financial statements showed deficits of cash on hand for the months of December 2017, November 2018 and December 2018 of \$2,364, \$741, and \$1,867 respectively.

18. Due to the above, the Mission-wide consolidated annual financial summaries incorporating all welfare committees were not prepared as required, and there was no assurance that staff welfare funds were being properly accounted for and reported on.

19. The weaknesses in financial reporting noted above were due to inadequate oversight by the welfare committees. This was partly because the Mission Welfare Committee was not fully formed as of the date of the audit, and 8 out of 22 members had not been replaced since departing the Mission. Also, committees did not meet regularly, and a review of the available meeting minutes showed that there had been no discussion and/or guidance provided related to preparation of financial statements and ensuring accountability of funds entrusted to members of the committees. Additionally, poor record keeping and storing of information and documentation related to welfare and recreation activities in an electronic shared portal limited exchange of information among all welfare committees and resulted in information loss.

(3) MONUSCO should implement procedures for oversight of financial reports on the welfare funds to ensure accuracy, timeliness and completeness of the financial statements.

MONUSCO accepted recommendation 3 and stated that the Welfare Unit was closely following up with all locations on the finalization of financial reports for the current quarter. The submission procedure was being reinforced with a requirement to include discussions on the financial statements in all committee meetings on a monthly basis, and sharing minutes of these meetings with the Welfare Unit for information and/or further analysis as required. It would also nominate a focal point to analyze, validate and submit the financial statements to the Director of Mission Support. Recommendation 3 remains open pending receipt of evidence that all welfare committees properly account for welfare funds and prepare financial reports.

(4) MONUSCO should take action to ensure that welfare committees maintain all records and documentation in the shared portal to facilitate information exchange and preserve historical information.

MONUSCO accepted recommendation 4 and stated that a welfare shared portal was currently in place, and the Welfare Unit was working with the Field Technology Section to grant access to all committees so that the required documentation would get uploaded within the set timeline. Recommendation 4 remains open pending receipt of evidence that all records and documentation, including monthly financial statements and minutes of meetings are uploaded in the shared portal.

B. Implementation, monitoring and evaluation of welfare activities

Welfare activities were not implemented effectively and economically

20. Welfare committees were not effectively and economically implementing welfare and recreation activities as noted from the following:

- During the period September 2018 to April 2019, the Goma Welfare Committee outsourced gymnasium management on unfavorable terms. This was because it allowed the contractor to collect gym membership fees and then only remit 10 per cent to the welfare committee, while benefiting from the infrastructure and equipment belonging to the committee. The welfare committee received \$551 from the contractor under this arrangement against average monthly net receipts from all gymnasium members of \$2,500. The contract was terminated in April 2019 and the Committee reverted to managing the gymnasium and directly receiving all membership fees.
- The Bukavu welfare committee did not collect the 2.5 per cent of sales revenue from the cafeteria contractor despite the committee purchasing kitchen equipment and cafeteria furniture amounting to \$10,620. The Mission was also providing electricity to the cafeteria free of charge. This was because the committee neglected to include a clause requiring payment of 2.5 per cent of the sales revenue in the contract for cafeteria services.
- The Bukavu Welfare Committee spent \$8,150 to acquire equipment and create a massage room and barber shop in October 2017 but had not put these to use as at 31 August 2019.

21. The above was due to inadequate planning and monitoring of the welfare and recreation programme. All welfare committees did not prepare work plans for 2017/18. While the newly established Mission Welfare Committee had developed a work plan for 2018/19 that had 14 planned activities, for which 10 were implemented, 4 planned activities, including the creation of a shared information and record-keeping portal for all local welfare committees and monitoring and coordination of local welfare committee activities through regular video conference meetings, were not implemented. It was also noted that the Goma and Bukavu welfare committees had entered into contracts for the management of the gymnasium and cafeteria services respectively without consulting the Contracts Management Section.

22. The lack of adequate planning precluded the committees from identifying and implementing effective and economical measures to improve the wellness of the staff and the activities were limited to mainly gymnasiums and happy hour events.

(5) MONUSCO should take action to ensure that welfare committees: (a) prepare and implement annual work plans that incorporate activities to improve the wellness of the staff, time frames and detailed budgets; and (b) coordinate with and consult the Contracts Management Section prior to finalizing contracts with third party service providers.

MONUSCO accepted recommendation 5 and stated that the welfare work plan for the period 2019/20 was currently being finalized. Review by the Mission Welfare Committee was conducted on 19 November 2019. The work plan was expected to be submitted to the Director of Mission Support for approval after budget endorsement by the Mission Welfare Committee. The welfare SOP included guidance on how contracts with third party contractors shall be made through the Contracts Management Section. Recommendation 5 remains open pending receipt of approved welfare plans and a copy of finalized contracts with third party service providers.

Effectiveness of the staff welfare programme was not assessed

23. Welfare committees are required to report to the Head of Mission on the activities undertaken and measures being implemented to improve the wellbeing of Mission personnel. The report should demonstrate how the measures implemented have contributed to the eight objectives of the staff welfare programme, which include improvement in the working environment, morale and team spirit of mission personnel, promoting good conduct and discipline, helping manage stress and feelings of isolation, contributing to making mission assignment more manageable and preventing high staff turnover.

24. MONUSCO did not maintain data to enable assessment of how and whether the welfare and recreation activities contributed to the achievement of the established objectives of the Mission's welfare programme. The Staff Welfare Unit conducted Mission-wide field visits in 2018 and through interviews with staff, physical verification of welfare facilities and meetings with local welfare committees, compiled location specific data on issues affecting staff welfare in 10 field offices. The reports included recommendations such as improving cafeteria and gymnasium services, and access to banking and health care facilities, but did not address all eight objectives. Additionally, there was no evidence that gaps identified during field visits had been followed up, addressed or escalated to Mission leadership.

25. The above was due to a lack of clarity as to whether it was the welfare committees or the Staff Welfare Unit that was responsible for analyzing information and compiling reports. The Welfare Committee's terms of reference focused on the roles and responsibilities of the welfare committees and was silent on the Staff Welfare Unit's roles. Consequently, Mission leadership did not receive the required reports and was therefore not monitoring effective implementation of staff welfare activities and assessing how these contributed to the achievement of intended objectives.

(6) MONUSCO should: (a) assign responsibility for monitoring and evaluation of the welfare programme; and (b) implement measures for periodic reporting on how the welfare activities contribute to the achievement of the objectives of the staff welfare programme.

MONUSCO accepted recommendation 6 and stated that relevant roles and responsibilities were clearly specified in the welfare SOP. Quarterly reports, linking welfare activities with the main objectives of alleviating the conditions that contribute to stress and isolation, enhancing staff morale and team spirit and encouraging good conduct and discipline of staff welfare, were to be prepared and submitted as part of the welfare reporting mechanism. The one for the period from July to September 2019 was being finalized by the Welfare Unit. An annual report would be prepared at the end of the budget cycle with compiled data and analyses for all locations. Recommendation 6 remains open pending receipt of a copy of the new SOP assigning monitoring and evaluation responsibility and reports indicating how the welfare activities contributed to the achievement of the objectives of the staff welfare programme.

Contractors' performance monitoring was adequate

26. To ensure quality and value-added welfare and recreation services, the Mission is required to monitor and evaluate performance of contractors, provide regular feedback regarding their performance and resolve any disputes. The Mission contracted a vendor to provide duty-free shops and the welfare committees engaged contractors for cafeteria services.

27. The Staff Welfare Unit and Contracts Management Section conducted joint monthly inspections of duty-free shops and held monthly performance meetings with the contractor resulting in the contractor removing expired items and addressing reported inventory shortfalls. The Staff Welfare Unit also conducted staff surveys in March and April 2018 on services provided by the duty-free shops. Review of the survey

results and follow up actions taken showed that the Mission had identified areas for improvement, such as the need to provide seafood and clothing items in the duty-free shops, and provided feedback to the contractors based on the surveys. As a result, the contractors made changes to the range of products offered to meet staff needs.

28. Through random physical inspections, the welfare committees monitored the performance of the cafeteria and gymnasium service contractors. Due to poor performance, the committees initiated changes in contractors for cafeteria services in Bukavu and Goma and terminated the gymnasium contract. The Staff Welfare Unit also conducted staff surveys on services provided by the cafeterias. Review of the survey results and follow up actions taken showed that the Mission identified areas for improvement, such as increasing the variety and offering favorable prices of food served at cafeterias. OIOS also observed that the welfare committees had set up suggestion boxes/books in all gymnasiums to seek feedback from the members regarding the facilities that resulted in for example, the Mission Welfare Committee procuring additional gymnasium equipment in response to suggestions received. Based on above, OIOS concluded that the Mission had established adequate measures to monitor the performance of welfare contractors.

IV. ACKNOWLEDGEMENT

OIOS wishes to express its appreciation to the management and staff of MONUSCO 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 staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	MONUSCO should develop and implement guidelines for managing welfare funds, including accountability lines and procedures for supervisory controls to ensure that all expenditures for welfare activities are reviewed and adequately supported.	Important	O	Receipt of a copy of the standard operating procedures detailing guidelines for managing welfare funds and evidence of improved monitoring of expenditures for welfare activities.	31 December 2019
2	MONUSCO should ensure that welfare committees maintain detailed registers of their assets, and periodically conduct physical verifications to account for all welfare and recreational assets.	Important	O	Receipt of evidence that physical verifications are periodically conducted.	21 November 2019
3	MONUSCO should implement procedures for oversight of financial reports on the welfare funds to ensure accuracy, timeliness and completeness of the financial statements.	Important	O	Receipt of evidence that all welfare committees properly account for welfare funds and prepare financial reports.	31 March 2020
4	MONUSCO should take action to ensure that welfare committees maintain all records and documentation in the shared portal to facilitate information exchange and preserve historical information.	Important	O	Receipt of evidence that all records and documentation, including monthly financial statements and minutes of meetings are uploaded in the shared portal.	31 March 2020
5	MONUSCO should take action to ensure that welfare committees: (a) prepare and implement annual work plans that incorporate activities to improve the wellness of the staff, time frames and detailed budgets; and (b) coordinate with and consult the Contracts Management Section prior to finalizing contracts with third party service providers.	Important	O	Receipt of approved welfare plans and a copy of finalized Contracts with third party service providers.	31 March 2020

¹ 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.

² 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.

³ C = closed, O = open

⁴ Date provided by MONUSCO in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
6	MONUSCO should: (a) assign responsibility for monitoring and evaluation of the welfare programme; and (b) implement measures for periodic reporting on how the welfare activities contribute to the achievement of the objectives of the staff welfare programme.	Important	O	Receipt of a copy of the new standard operating procedures assigning monitoring and evaluation responsibility and reports indicating how the welfare activities contributed to the achievement of the objectives of the staff welfare programme.	31 March 2020

APPENDIX I

Management Response



INTEROFFICE MEMORANDUM

12 December 2019
Ref: SRSR/DMS/769/2019

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

From: Leila Zerrougui
Special Representative of the Secretary-General
and Head of MONUSCO

Subject: **Mission response to the Draft Audit Report on the audit of staff welfare activities in MONUSCO (Assignment No. AP2019/620/06)**

1. Your interoffice memorandum dated 15 November 2019 (Ref: OIOS-2019-32) forwarding the Draft Audit Report on the audit of staff welfare activities in MONUSCO is acknowledged with thanks.
2. Attached please find the Mission's comments on the recommendations in the Draft Report for your consideration.
3. Thank you and best regards.

cc. Mr. Ebrima Ceesay, Director, Mission Support Division
Ms. Cristina Gavazzo, Chief, Operations and Resources Management
Ms. Audrey Serret, Chief, Human Resources Section
Mr. Josiah Obat, Chairperson, Mission Welfare Committee
Mr. Justin Mulamba, Officer-in-Charge, Staff Welfare Unit
Mr. Daniel Maier, Senior Planning Officer
Ms. Judith Atiagaga, Audit Focal Point
Mr. James Okwakol, Chief Resident Auditor for MONUSCO, IAD, OIOS
Ms. Cynthia Avena-Castillo, Professional Practices Section, IAD, OIOS

Management Response

Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MONUSCO should develop and implement guidelines for managing welfare funds, including accountability lines and procedures for supervisory controls to ensure that all expenditures for welfare activities are reviewed and adequately supported.	Important	Yes	Office of the Director of Mission Support	31 December 2019	Guidelines on welfare funds are included in the Welfare standard operating procedures that is currently under review. This document, upon final approval, will be disseminated for compliance by all Welfare Committees. The Welfare standard operating procedures also include guidelines on proper management of welfare revenues and expenditures through the introduction of detailed accounting forms, such as, funding requests, payment receipts, etc., and updated procedure for fund disbursements, which will enable an enhanced oversight of welfare committees' activities.
2	MONUSCO should ensure that welfare committees maintain detailed registers of their assets, and periodically conduct physical verifications to account for all welfare and recreational assets.	Important	Yes	Welfare Unit	21 November 2019	This recommendation has been implemented. Detailed registers of welfare assets for all ten Mission locations already exist and have been provided for verification by the Audit Team. The new standard operating procedures further prescribes that a physical verification of welfare assets must be periodically conducted, and asset registers updated accordingly and submitted to the Welfare Unit on a monthly, quarterly and annual basis.
3	MONUSCO should implement procedures for oversight of financial reports on the welfare funds to ensure accuracy, timeliness and completeness of the financial statements.	Important	Yes	Welfare Unit	31 March 2020	Welfare Unit is closely following up with all locations on the finalization of financial reports for the current quarter. The submission procedure is being reinforced with the following: 1-Requirement that all Committee meetings include, on a monthly basis, discussions on the financial statements and that minutes of these meetings are recorded, signed, safeguarded, and shared with the Welfare Unit for information and/or further analysis as required. 2-Nomination of a focal point to analyze, validate and submit the financial statements to the Director of Mission Support who has overall oversight of welfare activities implementation.

¹ 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.

² 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.

Management Response

Audit of staff welfare activities in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
4	MONUSCO should act to ensure that welfare committees maintain all records and documentation in the shared portal to facilitate information exchange and preserve historical information.	Important	Yes	Welfare Unit	31 March 2020	A Welfare shared portal is currently in place, and the Welfare Unit is working with the Field Technology Section to grant access to all committees so that the required documentation gets uploaded within the set timeline.
5	MONUSCO should take action to ensure that welfare committees: (a) prepare and implement annual work plans that incorporate activities to improve the wellness of the staff, time frames and detailed budgets; and (b) coordinate with and consult the Contracts Management Section prior to finalizing contracts with third party service providers.	Important	Yes	Mission Welfare Committee	31 March 2020	a) The Welfare workplan for the period 2019/20 is currently being finalized. Review by the Mission Welfare Committee was conducted on 19 November 2019. The workplan is expected to be submitted to the Director of Mission Support for approval after budget endorsement by the Mission Welfare Committee. b) The MONUSCO Welfare standard operating procedures includes guidance on how contracts with third party contractors shall be made through Contracts Management Section, notably for the individual contractors hired for the cafeterias and gymnasiums.
6	MONUSCO should: (a) assign responsibility for monitoring and evaluation of the welfare programme; and (b) implement measures for periodic reporting on how the welfare activities contribute to the achievement of the objectives of the staff welfare programme.	Important	Yes	Office of the Director of Mission Support	31 March 2020	a) In performing his overall responsibility for monitoring and evaluation of welfare programmes, the Director of Mission Support is supported by the Welfare Committees (mission-wide and local) and the Welfare Unit. Roles and responsibilities of these entities are clearly specified in the Welfare standard operating procedures. b) Quarterly reports linking welfare activities with the main objectives of alleviating the conditions that contribute to stress and isolation, enhancing staff morale and team spirit and encouraging good conduct and discipline of staff welfare, are to be prepared and submitted as part of the welfare reporting mechanism. The one for the period July-September 2019 is currently being finalized by the Welfare Unit. An annual report will be prepared at the end of the budget cycle with compiled data and analyses for all locations.