



## **INTERNAL AUDIT DIVISION**

### **REPORT 2021/069**

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#### **Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

**The Mission needed to establish a recruitment plan and strengthen its recruitment process**

**17 December 2021**

**Assignment No. AP2020-637-03**

# **Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The objective of the audit was to assess the adequacy and effectiveness of the recruitment of international staff, consultants and contractors in MINUSCA. The audit covered the period from 1 July 2018 to 28 February 2021 and included a review of international staff recruitment planning; recruitment of international staff; and recruitment of consultants and contractors.

MINUSCA needed to establish a recruitment plan and strengthen its recruitment process.

OIOS made eight recommendations. To address issues identified in the audit, MINUSCA needed to:

- Establish and implement a recruitment plan to ensure that timely action is taken to fill current and projected vacant posts, with consideration given to prioritizing key positions;
- Ensure hiring managers systematically document the reasons for the selection of a male candidate when a qualified female candidate is not selected;
- Provide training to hiring managers on the recruitment process; and streamline the approval process of job openings and recommended candidates;
- Take action to minimize the use of temporary job openings, particularly for prolonged periods; ensure candidate selection is properly documented; and ensure extension/renewal of temporary appointments are completed in a timely manner and based on operational need;
- Ensure the recruitment process is fully documented and recorded in Inspira in a timely manner;
- Ensure hiring managers constitute recruitment panels in line with the requirements of ST/AI/2010/3;
- Adequately coordinate and implement follow up procedures with the on-boarding and separation service line in the Regional Service Centre Entebbe to ensure that reference checks are conducted prior to onboarding of new staff; and
- When contracting services of consultants and individual contractors, systematically comply with ST/AI/2013/4 and ensure that: (a) terms of reference of the work to be delivered are prepared; (b) openings of six months or more are advertised in Inspira; (c) the selection process is competitive; and (d) appropriate reference checks are conducted for recommended candidates.

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

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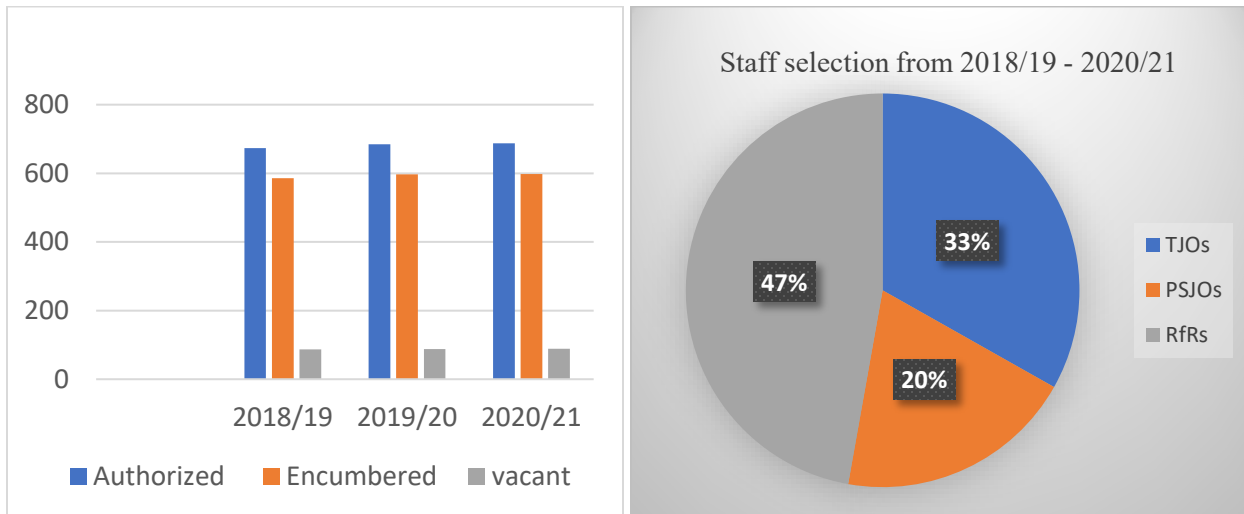
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# **Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).
2. Recruitment of qualified and competent personnel is critical for the implementation of the Mission's mandate. Field missions are required to conduct the recruitment process in accordance with the regulations, rules and procedures governing staff selection as set out in administrative instructions ST/AI/2010/3 and ST/AI/2013/4 for international staff and consultants, respectively.
3. The Special Representative of the Secretary-General (SRSG) of MINUSCA has delegated authority to recruit and select international staff up to the D-1 level and consultants for the Mission. Job applications are received and processed through the Inspira web-based system. The staff selection policy requires missions to use personnel rosters as the primary instrument for recruitment, placement and promotion for generic job opening (GJO) vacancies. However, peacekeeping missions are permitted to use position-specific job openings (PSJOs) for vacancies where there are no suitable candidates within personnel rosters, and temporary job openings (TJOs) where there is a surge requirement in field operations, urgent operational needs dictate so, or for special projects that unexpectedly continue for more than the initial period of 364 days.
4. The Recruitment of International Staff Unit (RIU) within the Human Resources Management Section (HRMS) in MINUSCA is responsible for overseeing the overall international recruitment process, monitoring vacancies, and providing support and training to MINUSCA hiring managers who fill vacant posts from initiation of posts to recommendation of the selection of a qualified candidate. RIU also worked closely with the Staffing Post Management Unit, within HRMS, which administers the Mission's staffing table.
5. RIU was headed by the Chief Recruitment Officer at the P-4 level who reports to the Chief Human Resources Officer (CHRO) at the P-5 level, who in turn reports to the Director of Mission Support (DMS). The Unit consisted of three international staff and a United Nations volunteer.
6. MINUSCA had an average of 682 approved international posts during the period from 1 June 2018 to 28 February 2021, out of which 594 were encumbered. The vacancy rate as of 28 February 2021 was 13 per cent. MINUSCA recruited a total of 214 international staff through PSJOs, recruit from roster (RfRs), and TJOs during the same period, as shown in Figure 1.

Figure 1  
**Authorized, encumbered and vacant posts, and staff selection through various modes from 2018/19 to 2020/21**



Source: MINUSCA HRMS

7. Comments provided by MINUSCA are incorporated in italics.

## II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

8. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes relating to the recruitment of international staff, consultants and contractors in MINUSCA in ensuring that the Mission recruits qualified and competent staff to implement its mandate.

9. This audit was included in the 2021 risk-based work plan of OIOS due to the risk that potential weaknesses in the recruitment of international staff and hiring of consultants and contractors could have an adverse impact on the implementation of the Mission's mandate.

10. OIOS conducted this audit from May to July 2021. The audit covered the period from 1 July 2018 to 28 February 2021. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in the recruitment of international staff, which included: (a) international staff recruitment planning; (b) recruitment of international staff; and (c) recruitment of consultants and contractors.

11. The audit methodology included: (a) interviews with key personnel, (b) review of relevant documentation, (c) analytical review of data, and (d) detailed examination of a randomly selected sample of 68 out of 214 international staff and a judgmentally selected sample of 14 out of 29 consultants and contractors hired during the audit period.

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

## II. AUDIT RESULTS

### A. International staff recruitment planning

#### Need to develop and implement a recruitment plan

13. An approved recruitment plan, developed in consultation with senior management with its implementation regularly monitored, will assist in monitoring recruitment activities and ensuring that critical vacancies are anticipated and filled in a timely manner. The Mission did not have a formal recruitment plan, but HRMS conducted weekly reviews based on budget documents and staffing tables to establish vacancy rates and gather information on staff movements, retirements and new vacancies. HRMS also issued a monthly workforce overview to Mission management that included the total number of authorized posts, those encumbered and vacant, and statistics on gender representation and geographical distribution. RIU also regularly issued reminders on recruitment status and projected vacancies to hiring managers.

14. However, hiring managers were not filling posts in a timely manner, with Mission management heavily relying on TJOs to fill vacancies instead of recruiting staff on a regular basis. This resulted in both key and senior posts being occupied by staff at the same level or higher level in an acting capacity. This included the DMS, Director of Political Affairs Service, Director of Disarmament, Demobilization and Reintegration Service, Chief Conduct and Discipline Team, Chief Procurement Section, Chief Operations and Resource Management, as well as various heads of field offices. In addition, at least 10 posts (4 P-4s, 4 P-3s, 2 FSs) had been vacant for periods ranging from two to five years.

15. Extensive use of temporary appointments to fill posts is not conducive to effective management of Mission activities, particularly in senior and/or key positions, and may impact on implementation of new initiatives and productivity.

**(1) MINUSCA should establish and implement a recruitment plan to ensure that timely action is taken to fill current and projected vacant posts, with consideration given to prioritizing key positions.**

*MINUSCA accepted recommendation 1 and stated appropriate actions have already been taken and a recruitment plan is under preparation for implementation by 31 March 2022. Recommendation 1 remains open pending receipt of evidence that a recruitment plan has been established and is being implemented.*

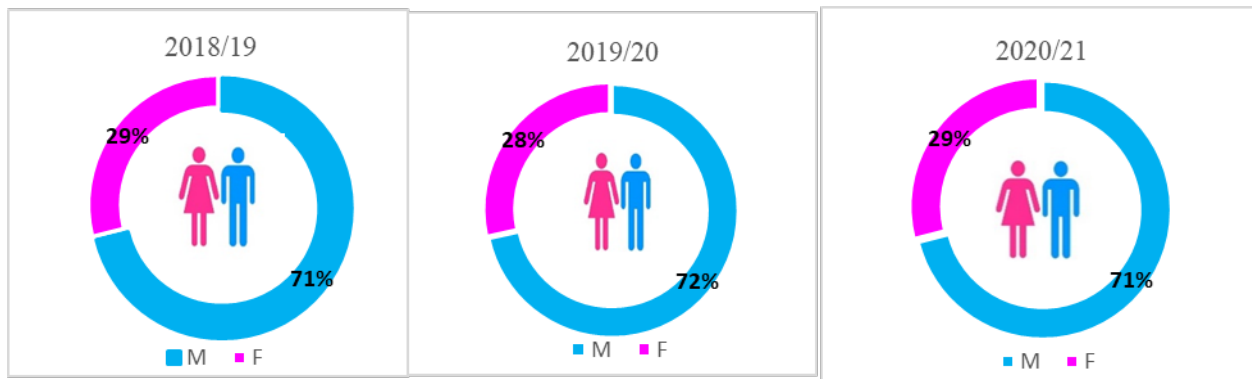
#### The Mission needed to take action to achieve its goals on gender parity

16. The Secretary-General has committed to achieve gender parity for the Organization by 2030 (reset to 2028 by the Gender Task Force). MINUSCA is therefore required to pay due consideration to and implement the gender parity goals set by the Organization. As shown in Figure 2, in 2020/21, the ratio of female to male staff in the Mission was 29 and 71 per cent. This is low considering that MINUSCA had an established target of 43 and 57 per cent for female to male staff. The Mission needed to initiate additional steps to improve the ratio.

17. In OIOS view, to ensure qualified female candidates are systematically given due consideration, hiring managers should be required to properly document reasons for their non-selection, with senior leadership being more involved and questioning the justifications provided by hiring managers to ensure they are adequately supported. However, a review of 32 cases of male candidate recruitments from the 68 sampled cases noted that adequate justification was only provided for 14 cases. For eight cases, hiring

managers did not provide proper justification, but simply stated that the candidate was already occupying the post on a temporary basis, or providing the selected candidate’s qualifications without providing an explanation as to how they were best suited for the post. For the 10 remaining cases, no justification for the selection was provided or any indication as to why an equally qualified female applicant was not selected.

Figure 2  
Gender representation of international staff in MINUSCA from 2018/19 to 2020/21



Source: MINUSCA HRMS

**(2) MINUSCA should ensure hiring managers systematically document the reasons for the selection of a male candidate when a qualified female candidate is not selected.**

*MINUSCA accepted recommendation 2 and stated that it will continue its prior efforts to attract more female candidates. This will be reinforced through the selection recommendation form where hiring managers will be required to justify the selection of a male candidate when an equally qualified female candidate is not selected. Recommendation 2 remains open pending receipt of evidence of systematic documentation of reasons for selection of male candidates when an equally qualified female candidate is not selected.*

**B. Recruitment of international staff**

Need to address delays in recruitment

18. To monitor the recruitment process, Inspira has built-in targets from the close of posting a job opening of: 65 calendar days for recruiting through RfRs; and 90 calendar days for PSJOs. MINUSCA has adopted a target of 57 days for filling a TJO.

19. OIOS review of a sample of 68 recruitments (29 RfRs, 16 PSJOs and 23 TJOs) showed that while 40 (59 per cent) of the recruitments were completed on target, 28 (or 41 per cent) of them were delayed. This included: 5 RfRs by an average of 231 days, 16 PSJOs by an average of 363 days, and 7 TJOs by an average of 75 days. Feedback received from 15 hiring managers stated that delays were due to: (a) absence of formal training to enhance their understanding of the recruitment process; and (b) the lengthy approval process of job openings and for recommended candidates to be approved by MINUSCA management. OIOS analysis confirmed that delays were mainly attributable to the time taken for hiring managers’ assessment of candidates and management’s approval of recommended candidates. Therefore, additional monitoring of actions of hiring managers by HRMS may expediate the process, including periodic communication with them to take prompt action in the process, even though there were automatic

notifications from Inspira. Delays in filling posts may impact on the productivity of sections/units' work and may unnecessarily prolong staff on temporary appointments.

**(3) MINUSCA should: (a) provide training to hiring managers on the recruitment process; and (b) streamline the approval process of job openings and recommended candidates.**

*MINUSCA accepted recommendation 3 and stated that it will develop a training for hiring managers, highlighting the requirement to undertake a competitive recruitment process for all appointments. Recommendation 3 remains open pending receipt of evidence: (a) of training provided to hiring managers on the recruitment process; and (b) that the approval process of job openings and recommended candidates has been streamlined.*

#### Need to improve the recruitment process of temporary appointments

20. Temporary appointments are short-term requirements that can be extended exceptionally beyond 364 days and up to a maximum of 729 days and are generally for filling posts pending completion of regular recruitment through PSJOs and in cases of prolonged leave of absence of the incumbent.

21. MINUSCA, instead of filling posts on a regular basis through RfRs and PSJOs, was frequently using TJOs to fill vacancies. As of 30 June 2021, there were 45 TJOs which had been filled temporarily since March 2016, albeit, occupied by different individuals. In the case of the 45 TJOs, the average length of time these posts were filled temporarily was 662 days (between 124 to 1,947 days). There was also extensive use of TJOs for certain positions. For example, the Chief Procurement Officer had been filled by different individuals through TJOs for about five years and at the time of the audit had been vacant for over 15 months.

22. From a sample of 23 of the 71 staff recruited on TJOs during the audit period, OIOS noted:

- There was an average delay of 150 days in extending five temporary appointments that had passed the threshold of 364 days, and two temporary appointments were extended without adequate justification;
- In one case, a staff member who separated after 729 days, was reappointed within three months without fulfilling the required break in service. MINUSCA provided an approved memorandum request to support a waiver in this regard and the waiver was approved by the then DMS who did not have the delegation of authority for such approval at the time;
- In three cases, a competitive selection process was not clearly demonstrated in the evaluation reports, as all candidates were given the same rating without adequate justification as to why the selected candidate was the most suitable. In one instance, the hiring manager did not use the same criteria to evaluate all the short-listed candidates.

23. In OIOS view, there is a need for the Mission to revise its current practice of frequent use of TJOs for long periods. Consideration could be given to implementing a more robust process for requesting and granting approval of recruitment through TJOs. This would include hiring managers properly justifying reasons for the temporary appointment, the expected length of the assignment and plans made to fill the post on a regular basis. Regular use of TJOs may impact the work of sections/units due to the temporary nature of such assignments.



**(4) MINUSCA should take action to ensure: (a) there is a proper and reasonable use of temporary job openings; (b) candidate selection is properly documentation; and (c) extension/renewal of temporary appointments are completed in a timely manner and based on operational need.**

*MINUSCA accepted recommendation 4 and stated that it will take the necessary action to minimize the use of TJOs, ensure proper documentation of the selection of candidates, and that extension or renewal of TJOs are completed in a timely manner and based on operational need. Regular briefings will be provided to senior management and hiring managers, and an internal directive from the SRSG on recruitment is under preparation to address the streamlining of the process. Recommendation 4 remains open pending receipt of evidence of actions taken to ensure proper and reasonable use of TJOs, proper documentation of candidate selection and timely extension/renewal of temporary appointments.*

Need to adequately document the recruitment process and update the recruitment status in Inspira

24. ST/AI/2010/3 on the United Nations staff selection system requires the hiring unit/section to maintain documentation consisting of written, printed or electronic material that provides information or evidence of the recruitment process. The record must be reasoned and objectively justifiable. HRMS is responsible for updating Inspira to reflect the latest status of each job opening.

25. A review of a sample of 68 recruitment files noted that recruitment documents were adequately maintained for 57 of the files reviewed. However, in 11 cases the status of job offers in Inspira was still shown as in progress even though job offers had already been issued and accepted. This resulted as HRMS had not implemented a system to ensure that Inspira is updated in a timely manner. This is necessary to maintain a complete and accurate record of all recruitment actions.

**(5) MINUSCA should take action to ensure that the recruitment process is fully documented and recorded in Inspira in a timely manner.**

*MINUSCA accepted recommendation 5 and stated that it will take the necessary action to fully document the recruitment process and ensure its recording in Inspira in a timely manner. Recommendation 5 remains open pending receipt of evidence of actions taken to fully document the recruitment process in Inspira and that it is being in a timely manner.*

Need to constitute assessment panels appropriately

26. Recruitment assessment panels should consist of: (a) at least three members including two subject matter experts at the same level or higher than the job opening and one from outside the unit/section where the job is located; and (b) one female staff. All panel members must have completed the mandatory United Nations competency-based interview (CBI) training and must hold a fixed-term, permanent or continuing appointment.

27. Hiring managers are responsible for establishing recruitment assessment panels. OIOS review of the composition of 14 assessment panels noted that: (a) a female member was not included in two panels; (b) two members of an assessment panel were on temporary appointment; (c) two assessment panels consisted of two persons and they were from the same section; and (d) for 17 of the 36 panel members (for the 14 panels) there was no evidence that they had completed the CBI training. OIOS was informed that hiring managers were not requesting those selected as panel members to confirm that they had attended CBI training. In OIOS view, as attendance at CBI training is one of the criteria for being a panel member, this information should be requested. This information was available with the Integrated Mission Training

Centre (IMTC) and could be shared with hiring managers by HRMS to assist them in establishing panels in line with ST/AI/2010/3 requirements. Assessment panels that do not have adequately trained staff and appropriate composition may adversely impact the effectiveness of the recruitment process.

**(6) MINUSCA should ensure hiring managers constitute recruitment panels in line with the requirements of ST/AI/2010/3.**

*MINUSCA accepted recommendation 6 and stated that it will continue with its ongoing efforts to ensure that members serving on CBI panels complete the required training for panel members. A list of CBI-trained staff members will be centrally maintained and updated monthly by IMTC. This will ensure that only CBI-trained staff serve on interview panels. Recommendation 6 remains open pending receipt of evidence that recruitment panels are being constituted in accordance with ST/AI/2010/3 and of actions taken to ensure compliance by hiring managers.*

Need to perform and document reference checks for international staff

28. The Departments of Political and Peacebuilding Affairs and of Peace Operations' job openings and TJO selection processes and procedures require the Reference Checking Unit at the United Nations Global Service Centre (UNGSC) in Brindisi to perform reference checks prior to MINUSCA offering an appointment to selected candidates. Reference checks consist of verifying the candidates' educational qualifications and employment history as indicated in their applications. The on-boarding and separation line in Regional Service Centre Entebbe (RSCE) is responsible for the onboarding of MINUSCA staff, including monitoring of reference checks conducted by UNGSC.

29. RSCE informs the Reference Checking Unit in Brindisi to conduct reference checks for the selected PSJO and TJO candidates prior to issuing an offer letter. However, there was no evidence in Inspira to show that reference checks were conducted for a sample of 9 of the 45 selected TJOs and PSJOs recruitment case files, with 5 of the 9 staff still employed in the Mission. This happened due to inadequate coordination and follow-up between HRMS and the on-boarding and separation service line in RSCE to ensure that selected candidates were adequately reference checked. Inadequate reference checks may lead to recruitment of unsuitable candidates for the positions.

**(7) MINUSCA should adequately coordinate and implement follow-up procedures with the on-boarding and separation service line in RSCE to ensure that reference checks are conducted prior to onboarding of new staff.**

*MINUSCA accepted recommendation 7 and stated that it will further strengthen existing procedures to ensure that reference checks are systematically and consistently conducted and completed in a timely manner. Recommendation 7 remains open pending receipt of evidence of: (a) reference check results for all cases identified during the audit; and (b) follow-up procedures to ensure systematic, consistent and timely conduct of reference checks for all selected candidates.*

## **C. Recruitment of consultants and contractors**

Need to enhance controls over the hiring of consultants and contractors

30. Procedures for recruiting consultants and contractors include: (a) posting the job opening in Inspira for a minimum of seven working days if services are needed for more than six months; (b) making every effort to shortlist a minimum of three candidates; and (c) preparing and documenting in Inspira a technical evaluation report of applicants and the basis on which the successful candidate was selected. Prior to

issuance of a contract, HRMS is responsible for verifying the academic and professional credentials of the recommended candidate.

31. From a sample of 14 of the 29 consultants and contractors hired in the audit period, the following was noted:

- Five job openings were not posted in Inspira for those consultants/contractors whose services went beyond six months, and none of the five consultants, although selected, went through a competitive selection process;
- For 11 cases, documentation such as terms of reference, job requirements, selection memoranda, and offer letters were not available;
- For nine cases, hiring managers did not complete comparative analysis reports evaluating applicants' academic qualifications, experience and other competencies;
- In one case, the Mission hired a physiotherapist/massage therapist as a consultant for 28 months at a cost of approximately \$212,490. The process followed did not comply with United Nations rules and procedures, as the selection process was driven by the former DMS, who in a memorandum to the CHRO requested the recruitment of a physiotherapist to work with Medical Services Section on a three-month temporary basis and be placed against a Senior Nurse post at the FS-5 level. The former DMS stated that the individual had been providing satisfactory private physiotherapy services to United Nations personnel and senior officials outside the work environment but did not provide justification that these services were needed to augment the Medical Services Section's work, as required by ST/AI/2013/4. OIOS' review of the personal history profile confirmed that the consultant hired did not have any physiotherapy qualifications or work experience in that capacity. The individual, although never selected competitively, had their contract extended various times until the contract ended on 30 April 2021; and
- There was no evidence that a reference check was conducted for the 14 cases reviewed. HRMS are responsible for ensuring that reference checks are conducted before requesting the Mission to issue a contract, but this was not done. Failure to verify a consultant's/contractor's experiences and qualifications prior to issuance of a contract exposed the Mission to the risk of recruiting unqualified candidates.

32. The above resulted as HRMS had not ensured that the recruitment of consultants and individual contractors complied with ST/AI/2013/4. As a result, the process was not always transparent and compliant with the required policies and procedures.

**(8) MINUSCA, when contracting services of consultants and individual contractors, should systematically comply with ST/AI/2013/4 and ensure that: (a) terms of reference of the work to be delivered are prepared; (b) openings of six months or more are advertised in Inspira; (c) the selection process is competitive; and (d) appropriate reference checks are conducted for recommended candidates.**

*MINUSCA accepted recommendation 8 and stated that it will continue with efforts to ensure that selection decisions for consultants and individual contractors are made in strict compliance with ST/AI/2013/4. Recommendation 8 remains open pending receipt of evidence of documented actions*

to ensure that all contracting services of consultants and individual contractors comply with ST/AI/2013/4.

#### **IV. ACKNOWLEDGEMENT**

33. OIOS wishes to express its appreciation to the management and staff of MINUSCA 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 recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

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	MINUSCA should establish and implement a recruitment plan to ensure that timely action is taken to fill current and projected vacant posts, with consideration given to prioritizing key positions.	Important	O	Receipt of evidence that a recruitment plan has been established and is being implemented.	31 March 2022
2	MINUSCA should ensure hiring managers systematically document the reasons for the selection of a male candidate when a qualified female candidate is not selected.	Important	O	Receipt of evidence of systematic documentation of reasons for selection of male candidates when an equally qualified female candidate is not selected	30 June 2022
3	MINUSCA should: (a) provide training to hiring managers on the recruitment process; and (b) streamline the approval process of job openings and recommended candidates.	Important	O	Receipt of evidence: (a) of training provided to hiring managers on the recruitment process; and (b) that the approval process of job openings and recommended candidates has been streamlined.	31 March 2022
4	MINUSCA should take action to: (a) minimize the use of temporary job openings, particularly for prolonged periods; (b) ensure a properly documented process for the selection of candidates is followed; and (c) ensure extension/renewal of temporary appointments are completed in a timely manner and based on operational need.	Important	O	Receipt of evidence of actions taken to ensure proper and reasonable use of TJOs, proper documentation of candidate selection and timely extension/renewal of temporary appointments.	30 June 2022
5	MINUSCA should take action to ensure the recruitment process is fully documented and recorded in Inspira in a timely manner.	Important	O	Receipt of evidence of actions taken to fully document the recruitment process in Inspira and that it is being in a timely manner.	30 June 2022
6	MINUSCA should, with the support of HRMS, ensure hiring managers constitute recruitment panels in line with the requirements of ST/AI/2010/3.	Important	O	Receipt of evidence that recruitment panels are being constituted in accordance with ST/AI/2010/3 and of actions taken to ensure compliance by hiring managers.	30 June 2022
7	MINUSCA should adequately coordinate and implement follow-up procedures with the onboarding and separation service line in RSCE to ensure that reference checks are conducted prior to onboarding of new staff.	Important	O	Receipt of evidence of: (a) reference check results for all cases identified during the audit; and (b) follow-up procedures to ensure systematic, consistent and timely conduct of reference checks for all selected candidates.	30 June 2022
8	MINUSCA, when contracting services of consultants and individual contractors, should	Important	O	Receipt of evidence of documented actions to ensure that all contracting services of consultants	30 June 2022

## STATUS OF AUDIT RECOMMENDATIONS

**Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

	systematically comply with ST/AI/2013/4 and ensure that: (a) terms of reference of the work to be delivered are prepared; (b) openings of six months or more are advertised in Inspira; (c) the selection process is competitive; and (d) appropriate reference checks are conducted for recommended candidates.		and individual contractors comply with ST/AI/2013/4.	
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<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 MINUSCA in response to recommendations.

# **APPENDIX I**

## **Management Response**



INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

TO: Ms Eleanor T. Burns  
A: Director Internal Audit Division  
IOS

DATE: 16 December 2021

FROM: Mankeur Ndiaye  
DE: Special Representative of the Secretary-General  
MINUSCA

REFERENCE: MINUSCA/OSRSG/222/2021

SUBJECT: MINUSCA's comments on the Draft report on an audit of recruitment of international staff, consultants and contractors in MINUSCA (Assignment No. AP2020-637-03)  
OBJET:

1. With reference to your email addressed Wednesday 1 December 2021 on the above captioned subject, kindly find attached MINUSCA's comments on the Draft report on an audit of recruitment of international staff, consultants and contractors.
2. I take this opportunity to express our general agreement with the findings and recommendations and, thank you and your staff for their cooperation during the audit.

Annex (1): MINUSCA's comments on the Draft report on an audit of recruitment of international staff, consultants and contractors in MINUSCA

cc: Ms. Fatoumata Ndiaye, IOS  
Mr. Emmanuel K. Agawu, Acting DMS, MINUSCA  
Mr. Souleymane Thioune, Acting Chief of Staff, MINUSCA  
Mr. Sambou Traore, OiC ORM, MINUSCA  
Ms. Arthi Gounder, CHRO MINUSCA  
Ms. Roseline Ginette Kombo-Yaya, Audit focal Point, MINUSCA



## Management Response

**Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional  
Integrated Stabilization Mission in the Central African Republic**

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSCA should establish and implement a recruitment plan to ensure that timely action is taken to fill current and projected vacant posts, with consideration given to prioritizing key positions.	Important	Yes	Chief, Recruitment Unit	31 March 2022	<b>MINUSCA accepts the recommendation</b> and wishes to highlight that the appropriate actions have already been taken and a recruitment plan is under preparation for implementation by 31 March 2022.
2	MINUSCA should ensure hiring managers systematically document the reasons for the selection of a male candidate when a qualified female candidate is not selected.	Important	Yes	Chief Human Resources Officer (CHRO) Chief, Recruitment Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and wishes to add that it will continue its prior efforts to attract more female candidates. This will be reinforced through the selection recommendation form where Hiring Managers will be required to justify the selection of a male candidate when an equally qualified female candidate is not selected.

<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 recruitment of international staff, consultants and contractors in the United Nations Multidimensional  
Integrated Stabilization Mission in the Central African Republic**

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3	MINUSCA should: (a) provide training to hiring managers on the recruitment process; and (b) streamline the approval process of job openings and recommended candidates.	Important	Yes	CHRO Chief, Recruitment Unit	31 March 2022	<b>MINUSCA accepts the recommendation</b> and wishes to inform that it will develop a training for hiring managers, highlighting the requirement to undertake a competitive recruitment process for all appointments.
4	MINUSCA should take action to ensure: (a) there is a proper and reasonable use of temporary job openings; (b) candidate selection is properly documented; and (c) extension/renewal of temporary appointments are completed in a timely manner and based on operational need.	Important	Yes	CHRO Chief, Recruitment Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and wishes to inform that it will take the necessary action to: (a) minimize the use of temporary job openings, particularly for prolonged periods; (b) ensure a properly documented selection of candidates process is followed; and (c) ensure extension or renewal of temporary appointments are completed in a timely manner and based on operational need.  In this regard, its Human Resources Section will provide regular briefings on the recruitment process to Senior Management and Hiring Managers,

## Management Response

**Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional  
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Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>monitor all temporary appointments and engage them to initiate, in a timely manner, a competitive recruitment process.</p> <p>Lastly, an internal directive on recruitment from the SRSG is currently under preparation and should address the streamlining of the process.</p>
5	MINUSCA should take action to ensure the recruitment process is fully documented and recorded in Inspira in a timely manner.	Important	Yes	CHRO Chief, Recruitment Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and will take the necessary action to fully document the recruitment process and ensure its subsequent recording in Inspira in a timely manner.
6	MINUSCA should, with the support of HRMS, ensure hiring managers constitute recruitment panels in line with the requirements of ST/AI/2010/3.	Important	Yes	Chief, Recruitment Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and will continue with its ongoing efforts to ensure that members to serve on Competency-Based Interview panels have completed the required training for panel members. Moreover, a list of

## Management Response

**Audit of recruitment of international staff, consultants and contractors in the United Nations Multidimensional  
Integrated Stabilization Mission in the Central African Republic**

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						CBI-trained staff members will be centrally maintained and updated on a monthly basis by its Integrated Mission Training Cell (IMTC). This will ensure that only CBI-trained staff serve on interview panels.
7	MINUSCA should adequately coordinate and follow up procedures with the on-boarding and separation service line in RSCE to ensure that reference checks are conducted prior to onboarding of new staff.	Important	Yes	CHRO Chief, Recruitment Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and will further strengthen existing procedures to ensure that reference checks are systematically and consistently conducted and completed in a timely manner.
8	MINUSCA, when contracting services of consultants and individual contractors, should systematically comply with ST/AI/2013/4 and ensure that: (a) terms of reference of the work to be delivered are prepared; (b) openings of six months or more are advertised in Inspira; (c) the selection	Important	Yes	CHRO Chief, Client Support Unit	30 June 2022	<b>MINUSCA accepts the recommendation</b> and will continue with ongoing efforts to ensure that selection decisions for consultants and individual contractors are made in strict compliance with ST/AI/2013/4, ensuring that (a) terms of reference of the work to be delivered are prepared; (b) openings of six months or more are advertised

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	process is competitive; and (d) appropriate reference checks are conducted for recommended candidates.					in Inspira; (c) the selection process is competitive; and (d) appropriate reference checks are conducted for recommended candidates.