



OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

AUDIT REPORT

Audit of maintenance of airfields in MONUC

The inter-agency services agreement with the International Civil Aviation Organization was not effectively used to ensure airfields conform to relevant quality standards

23 March 2009

Assignment No. AP2008/620/10

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Mr. Alan Doss
A: Special Representative of the Secretary-General

DATE: 23 March 2009

REFERENCE: IAD: 09- 02315

FROM: Fatoumata Ndiaye, Acting Director
DE: Internal Audit Division, OIOS

Fatou

SUBJECT: **Assignment No. AP2008/620/10 - Audit of maintenance of airfields in MONUC**
OBJET:

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendation 8 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 1, 2, 3, 6 and 7) in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Hany Abdel-Aziz, Director Mission Support, MONUC
Mr. Francisco Rouillon, OIC Integrated Support Services, MONUC
Mr. Peter Leskovsky, OIC Engineering Section, MONUC
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Maria Gomez Troncoso, Officer-in-Charge, Joint Inspection Unit Secretariat
Mr. Seth Adza, Audit Response Team, Department of Field Support
Mr. Moses Bamuwanye, Chief, Oversight Support Unit, Department of Management
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INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

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EXECUTIVE SUMMARY

Maintenance of airfields in MONUC

OIOS conducted an audit of the maintenance of airfields in the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). The overall objective of the audit was to assess the adequacy and effectiveness of internal controls in the execution of airfield maintenance and rehabilitation works. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Engineering Section was maintaining airfields to ensure continuity of the Mission operations. However, OIOS identified some opportunities for improvement in the following areas:

- There were deficiencies in airfield maintenance plans and specifications, which could result in poor maintenance services.
- The Mission did not effectively use services of the International Civil Aviation Organization (ICAO) consultants engaged to provide project management and expert technical services, technical support and monitoring of engineering work relating to airfield rehabilitation projects.
- There were instances of non-compliance with the ICAO standards and recommended practices regarding maintenance and rehabilitation of airfields.
- Airfield designs and plans were not approved by Regies De Voies Aeriennes, the civil aviation regulatory authority of the Democratic Republic of the Congo, as required by agreement.
- There were delays in completing airfield rehabilitation work in Kisangani.

OIOS has made a number of recommendations to address the issues identified during the audit to further improve the execution of airfield maintenance and rehabilitation works in MONUC. OIOS is pleased to note that MONUC accepted OIOS' recommendations and is taking action to implement them.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the maintenance of airfields in the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. MONUC operates 14 primary and 24 secondary airfields and 30 helipads. Primary airfields are used as bases for MONUC aircrafts and for running fixed schedule flights used to transport Mission personnel and goods, while secondary airfields are used to support the Mission's substantive operations. The Mission's mandate determines the nature of operations, deployment of troops and consequently the extent of usage of airfields. Support for the national army also has considerable impact on usage of Mission flights and airfields.

3. Most of the airfields in the DRC were in dilapidated condition when MONUC was established in the country in 1999. Regies De Voies Aeriennes (RVA), the civil aviation regulatory authority of the DRC, has neither the resources nor the expertise for maintaining airfields. Therefore, the Mission assumed responsibility for the maintenance and rehabilitation of certain airfields.

4. In May 2000, the Department of Peacekeeping Operations requested the International Civil Aviation Organization (ICAO) to conduct a survey of selected airfields in the DRC to determine the state of aerodrome integrity and identify appropriate solutions to ensure safety of MONUC personnel and aircrafts. The ICAO was also engaged in January 2003 to provide project management and expert technical services, air traffic control training, technical support and monitoring of engineering works relating to airfield rehabilitation projects.

5. Priorities for airfield maintenance, including renovations, were established by MONUC based on the Mission's strategies, operational requirements, observed hazard reports, advisories from the ICAO consultants, as well as other air safety considerations. The budget allotment and expenditure figures on maintenance, rehabilitation projects and renovation of airfields and helipads for the fiscal years 2006/07 and 2007/08 are shown in Table 1 below.

Table 1: Budget and Expenditures for 2006/07 and 2007/08

Details	2006/07	2007/08	Total
Allotment	3,020,000	1,100,000	4,120,000
Expenditures	283,967	1,543,744	1,827,711

6. Comments made by the MONUC are shown in *italics*.

II. AUDIT OBJECTIVES

7. The main objectives of the audit were to assess:

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- (a) Adequacy and effectiveness of internal controls in planning and executing airfield maintenance and rehabilitation works;
 - (b) Economy and efficiency in the maintenance of airfields; and
 - (c) Compliance with applicable regulations, rules and policies in planning and execution of airfield maintenance projects.

III. AUDIT SCOPE AND METHODOLOGY

8. The audit covered airfield maintenance and rehabilitation projects executed by the Mission from July 2007 to June 2008.

9. The audit methodology included review of documents, analysis of data, interviews with key personnel and site visits to airfields in Bunia, Dungu, Entebbe and Kisangani.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Planning and execution of airfield maintenance works

Deficiencies in preparation of airfield plans and specifications

10. Airfield maintenance plans and specifications should ensure that airports designs conform to relevant standards. OIOS observed certain deficiencies in the plans and specifications for maintenance and rehabilitation of airfields, taxiways and aprons in Bunia, Dungu and Kisangani. For example:

- ICAO recommends the use of good quality material for construction of airfields which should give more than 80 per cent California Bearing Ratio (CBR). However, the Engineering Section (ES) designed airfields at less than 80 per cent CBR.
- According to ICAO inspection reports, technical specifications should differ from airport to airport. However, ES specified an average ratio of 5 per cent soil/cement stabilization for all the airfields, aprons and taxiways in the Mission area without laboratory tests.
- According to ICAO Project Coordinator, Regies De Voies Aeriennes (RVA) complained about MONUC diversion from ICAO specifications while ES designed a culvert on the edge of the taxiway in Kisangani.

11. The above-mentioned deficiencies were attributed to inadequate in-house airfield structural planning expertise, lack of training in ICAO standards and recommended practices and lack of airport planning manuals. Additionally, the ES did not effectively use the technical services of the ICAO in accordance with the inter-agency services agreement between the ICAO and MONUC valued at

approximately \$5.15 million. Some of the maintenance works carried out by the ES were not certified by ICAO as required. There was thus a high risk of the facilities not conforming to the relevant international standards.

12. The ES explained that designs and plans were prepared in-house to save on ICAO consultancy fees and reduce overall project costs by 10 per cent. Furthermore, runway structures were not different from roads for which ES had adequate expertise. OIOS noted that the Mission incurred fixed cost in accordance with the above-mentioned interagency agreement between the ICAO and MONUC although the services of ICAO were not fully used. In OIOS' opinion, by not using the consultancy, the Mission assumed higher risks including accidents resulting from non-conforming structures and cost overruns resulting from the commissioning of substandard structures.

Recommendations 1 and 2

(1) The MONUC Office of Mission Support should ensure that all engineering staff responsible for airfield maintenance and rehabilitation is trained in international standards and recommended practices and appropriate Airport Planning Manuals are available for reference.

(2) The MONUC Office of Mission Support should ensure that the services of International Civil Aviation Organization are fully and effectively used for maintenance and rehabilitation of airfields.

13. *The MONUC Office of Mission Support accepted recommendation 1 and stated that the airfield maintenance, rehabilitation and supervision are under the scope of ICAO as per inter-agency agreement and further requirements for training will be reviewed and implemented through the ICAO Project Coordinator and the Airports Rehabilitation Project Coordinator. They will also task ICAO for the appropriate airport planning manuals.* Recommendation 1 remains open pending submission of documents showing that the required training for engineering staff responsible for airfield maintenance has been provided and appropriate airport planning manuals are available for reference.

14. *The MONUC Office of Mission Support accepted recommendation 2 and stated that ICAO recommended standards are being used as a reference. Nevertheless, increased use of ICAO consultants will ensure compliance with mandated standards.* Recommendation 2 remains open pending submission of evidence of use of ICAO consultants in airfield maintenance and rehabilitation.

Lack of approval of airfield designs and plans by RVA

15. The RVA is responsible for approving plans for the repair and rehabilitate airfields in the DRC. OIOS found, however, that the ES changed the designs prepared by the ICAO consultant and constructed the runway in Dungu and an apron in Bunia without the prior approval of the RVA. The RVA had approved the construction of apron, taxiway and emergency crash and rescue road in

Kisangani on the condition that work would comply with the ICAO standards and specifications.

16. Furthermore, ES constructed a new terminal at N'djili Airport, Kinshasa, in August 2008 at a cost of \$0.24 million without prior written approval of RVA. RVA expressed strong exception to the unauthorized construction and advised MONUC to dismantle the new terminal. Management explained that verbal approval of the RVA had been obtained and that RVA did not object to airfield construction and maintenance works carried out by MONUC in the past.

17. Failure to comply with the requirements of the RVA exposes the Organization to the risk of financial losses, litigation, and other liabilities that could be attributed to defective structures.

Recommendation 3

(3) The MONUC Office of Mission Support should ensure that the Engineering Section obtains the approval of airfield designs and plans by the Regies De Voies Aeriennes prior to execution of construction and/or rehabilitation work.

18. *The MONUC Office of Mission Support accepted recommendation 3 and stated that MONUC has approached RVA to establish formal clearance procedures. Additionally, since January 2009, MONUC has provided official documents to RVA for formal clearance.* Recommendation 3 remains open pending submission of evidence that written requests for approval of airfield designs and plans from RVA have been reinstated.

Lack of basic engineering tools and plants for maintenance of airfields

19. The ES should use engineering tools and plants for maintenance of airfields to ensure compliance with the requisite specifications and standards. The ES, however, did not have some basic engineering equipment and tools for routine maintenance of runways, taxiways and aprons. For example, airfield maintenance units did not have hand-held mechanical compactors for soil compaction, thermometers for measuring temperature of heated bitumen, and slum cones for determining requisite water content in the concrete mix used for airfields and helipads.

20. The requisite tools and plants were not procured for the Airfield Maintenance Unit by the ES. As a result, the Maintenance Unit relied on human judgment and some rudimentary repair techniques. This presented the risk of repair works not conforming to the relevant standards for ICAO certification and RVA may not accept the substandard works.

Recommendation 4

(4) The MONUC Office of Mission Support should ensure the Engineering Section acquires the necessary tools and plants for the airfield maintenance units.

21. *The MONUC Office of Mission Support accepted recommendation 4 and stated that a requisition had been raised to purchase necessary tools and plants with anticipated delivery date of 31 October 2009. Recommendation 4 remains open pending submission of evidence that necessary tools and plants have been provided to the airfield maintenance units.*

Lack of standard operating procedures for maintenance of airfields

22. Standard operating procedures (SOPs) should be developed and provided to airfield maintenance teams and field engineers to ensure consistency in the performance of tasks and compliance with relevant standards. The Airfield Engineer stated, however, that he was not aware of any specific ICAO standards pertaining to the airfield maintenance. Furthermore, the ES explained that they followed commonly accepted civil engineering standards, but no written guidelines applicable to airfields were available. The field staff was carrying out maintenance works based on past experience and informal guidance of the Airfield /Regional Engineers.

23. The ES had not developed SOPs for maintenance of airfields primarily due to inadequate coordination between ES and ICAO Project Office. In accordance with the agreement between the Mission and ICAO, the Mission should have requested the ICAO Project Office to undertake specific activities such as development of maintenance procedures. In this regard, the Project Office developed maintenance procedures for Beni-Mavivi airfield. However, the Mission did not task the Project Office to develop maintenance procedures for other airfields.

24. The maintenance work carried out by MONUC may not meet the required standard due to lack of formal SOPs and guidelines for the repairs and maintenance of various types of airfields.

Recommendation 5

(5) The MONUC Office of Mission Support should ensure that the Engineering Section develops and implements standard operating procedures for airfield maintenance in consultation with the International Civil Aviation Organization Project Office.

25. *The MONUC Office of Mission Support 5 accepted recommendation 5 and stated that SOPs will be developed. Recommendation 5 remains open pending submission of a copy of the SOPs and evidence of implementation.*

B. Compliance with regulations, rules and policies

Non-compliance with ICAO standards for maintenance and rehabilitation

26. The ES is required to adhere to ICAO specifications and standards for maintenance and rehabilitation of airfields in the Mission and to obtain ICAO certification. The ES did not fully comply with some ICAO standards for

rehabilitation and routine maintenance of runways, taxiways and aprons. ES did not carry out soil tests and laboratory tests to ensure suitability of locally available materials nor verified requisite bonding strength before using them for construction and maintenance. For example, volcanic ash was used in Goma while limonite was used in Bunia and Dungu for maintenance and construction of runways, aprons, helipads and taxiways without laboratory tests. OIOS notes that there were laboratory facilities in Kinshasa, which could have been used for the tests.

27. Moreover, the maintenance and rehabilitation work did not comply with the relevant standards. The ICAO consultant drew the Mission's attention to the deviations from standards and specifications in their inspection reports. For instance, the inspection reports issued in March and September 2007, April and July 2008 pointed out non-compliance with the relevant specifications and criteria in maintenance and rehabilitation of airfields and aprons in Bunia, Bukavu, Dungu, Goma, Kalemie, Kisangani, Lubumbashi and Mbandaka. However, the ES did not take corrective action to address the deficiencies.

28. The Airfield Engineer explained that ICAO standards could not be applied to structurally deficient airfields such as those in the DRC. According to him, the ES followed the designs and specifications prepared by the Field Engineers which were checked and approved by the Airfield Engineer and Chief Engineering Officer.

29. OIOS noted that ICAO did not certify the airfields constructed and maintained by MONUC which did not comply with ICAO specifications. For this reason, RVA may not accept the works and may require MONUC to re-do the work or remove the structures leading to financial losses to the Mission. In addition, defective works may cause airplane accidents/incidents leading to litigation and compensation claims against the United Nations.

Recommendation 6

(6) The MONUC Office of Mission Support should ensure that the Engineering Section complies with International Civil Aviation Organization standards for maintenance and rehabilitation of airfields.

30. *The MONUC Office of Mission Support accepted recommendation 6 and stated that MONUC has identified an Airport Engineer who will undergo training on ICAO standards and subsequently train all civil engineers involved in airfields maintenance and repair in the Mission. Despite operational constraints, MONUC met the minimum requirements for smooth running of aircraft ground operations within the established safety parameters with no major occurrence arising from runway conditions. MONUC Air Safety Section is also actively involved in conducting risk assessments. Recommendation 6 remains open pending submission of evidence that airfields constructed and maintained by MONUC are certified by ICAO.*

C. Economy, efficiency and effectiveness in maintenance works

Delays in completion of airfield rehabilitation work in Kisangani

31. Fragmentary Order (FRAGO) 2/06 for the operational order # 46/06 of the Eastern Division for the construction of the apron, taxiway and emergency crash and rescue road at the Bangboka Airport in Kisangani provided that the project must be completed by 30 November 2006. The project was initially planned in December 2003 and the Uruguay Engineering Company (UEC), component of the Uruguay military contingent, started the works in June 2006. The estimated cost was \$0.8 million inclusive of personnel-requirement and self-sustainment charges of UEC for 5 months.

32. In February 2008, 20 months after the commencement of work and a total expenditure of \$2.85 million had been incurred; the project had not been completed. The Mission attributed the delays to frequent breakdown of equipment owned by UEC including the compactor which had been unserviceable for a very long time. As a result of the delays, the Mission incurred additional expenditure of \$1.63 million relating to personnel and self-sustainment of UEC. Further, the Mission will have to bear extra costs estimated at \$77,874 to complete the remaining work and redo the already completed portion which had deteriorated due to weather conditions.

33. The joint inspection team consisting of the Force Engineer and ES, also observed the progress of work as follows:

Table1: Progress of Work at Bangboka Airport, Kisangani

S. No	Description of Work	% of Completion
1	Apron	75.5%
2	Taxiway	97.5%
3	ECR Road	73.5%

34. The joint inspection team recommended the redeployment of UEC and the outsourcing of the remaining work. Moreover, the ICAO Inspection Report of July 2008 stated that the gravel surfaces had deteriorated to the stage where previously completed work by UEC needed to be redone with additional costs. The UEC did not have the necessary equipment for the work. OIOS noted that the Mission monitored the progress of the work, but it did not take timely corrective action.

Recommendation 7

(7) The MONUC Office of Mission Support should ensure that timely corrective measures are taken on matters regarding the rehabilitation of airfields including, for example, the provision of United Nations owned equipment

or renting the required equipment for use by military contingents.

35. *The MONUC Office of Mission Support accepted recommendation 7 and stated that MONUC has been constrained to support military engineering companies who have not provided the required contingent owned equipment either through provision of UN owned equipment or rented equipment. For example, the MONUC compactor was loaned to the Indonesian Engineering Company during the construction of the Dungu Airfield while the Uruguay Military Engineering Company was supported with equipment hired from Kinshasa during the rehabilitation of Manono runway. MONUC will continue to provide such support, where required, to facilitate timely completion of work. Recommendation 7 remains open pending submission of evidence of support provided to the Indonesian and Uruguayan Engineering Companies.*

D. Other issues

Provision of construction material to CAA Uganda and splitting of purchase order

36. The MONUC informally agreed in June 2007 to procure and provide concrete asphalt and ready mix concrete worth \$1.5 million to the Civil Aviation Authority (CAA) of Uganda for upgrading, repair and strengthening of an old apron at the domestic terminal, used by Entebbe Logistical Base for UN aircrafts. However, the undertaking was not covered by any Memorandum of Understanding (MOU) between MONUC and CAA. As a result, the legal basis of the arrangements was not clear. The only existing MOU between MONUC and the Republic of Uganda was signed in August 2003 and provides that MONUC could use facilities such as airfields without the payment of dues, tolls, landing fees, parking and overnight fees.

Recommendation 8

(8) The MONUC Office of Mission Support should ensure that in future, all financial commitments with countries providing services to the Mission are covered by Memorandum of Understanding.

37. *The MONUC Office of Mission Support accepted recommendation 8 and stated that official amendments to existing MOUs will be established prior to any financial commitments in countries providing services to the Mission. Based on the response provided, recommendation 8 has been closed.*

Lack of mine risk education for the airfield maintenance staff

38. Mine risk education (MRE) should be provided to personnel who are exposed to hazardous working conditions in the airfields to mitigate the risk of mines and unexploded objects (UXO). The airfield maintenance staff consisting of engineering supervisors and the casual daily workers, who were exposed to minefields and UXO hazards, were not provided with MRE.

39. According to the United Nations Mine Action Coordination Cell (UNMACC) report, mine explosions incidents had resulted in 1,800 mine victims in the DRC since 1999 including 4 MONUC employees.

40. The Airfield Engineer as well as the Field Engineering Office were not aware of the training facility arranged by UNMACC. In addition, casual daily workers were not trained because they were not considered MONUC staff members. Lack of MRE poses a risk of injuries, loss of lives, litigation and financial liabilities in case of accidents/incidents due to explosion of mines or UXO.

Recommendation 9

(9) The MONUC Office of Mission Support should ensure that the mine risk education is provided to the airfield maintenance staff including casual daily workers.

41. *The MONUC Office of Mission Support accepted recommendation 9 and stated that they have already started providing mine risk education to airfield maintenance staff in Bunia. Other airports identified for MRE are Bukavu, Goma, Manono, Kananga, Kisangani and Kamina. Recommendation 9 remains open pending submission of evidence showing that mine risk education has been provided to staff in the remaining locations in the Mission.*

Discrepancy of 3,633 cement bags in engineering stores

42. The MONUC Engineering SOP for Material Management requires proper accounting and recording of inventories received and issued using the Galileo inventory management system. In addition, the SOP requires that circumstances of loss should be thoroughly investigated and appropriate action taken in compliance with the provisions of Financial Rule 105.21.

43. In January and June 2007, the ES office in Kisangani received a total of 5,900 bags of cement for the airfield project at Bangboka Airport. The Galileo System showed consumption of 1,166 bags from April 2007 to September 2008 including 229 bags adjusted through inventory cycle vouchers without proper investigation. According to the Galileo System, 4,734 bags of cement bags were available in the stores including 1,235 bags valued at \$21,884 that were damaged due to their prolonged exposure to air, rain and humidity. The damaged cement was being written off, but there was no evidence an investigation having been conducted.

44. OIOS physical verification showed only 1,101 bags in the stores, representing a discrepancy of 3,633 bags compared to the balance shown in the Galileo System. A former worker at the stores presented a hand-written summary record showing that 1,787 bags had been delivered to the UEC, with the instruction of the Officer-in Charge (OIC) of ES, without material request forms. The issued materials were not recorded in the Galileo System and there were no Issue Vouchers showing that the cement had been received by the intended

recipient. The remaining 1,846 cement bags valued at \$32,711 were also unaccounted for. The internal controls were overridden resulting in a possible misappropriation of the materials.

Recommendations 10 to 12

(10) The MONUC Office of Mission Support should ensure that the self accounting unit managers comply with the inventory management controls.

(11) The MONUC Office of Mission Support should investigate the shortage of cement valued at \$32,711 and loss of \$21,884 and take appropriate action in compliance with the provisions of Financial Rule 105.21.

(12) The MONUC Office of Mission Support should ensure that the supply of cement is staggered; properly stored considering the weather conditions; and efficiently managed by adopting First in First Out (FIFO) principle to avoid financial losses.

45. *The MONUC Office of Mission Support accepted recommendation 10 and stated that MONUC Engineering Section has complied with the recommendation by sending reminders to the concerned self-accounting unit and warehouse managers to ensure compliance with inventory management controls. Recommendation 10 remains open pending submission of copies of reminders to the self-accounting unit and warehouse managers.*

46. *The MONUC Office of Mission Support accepted recommendation 11 and stated that an incident report has been prepared for security investigation. Recommendation 11 remains open pending submission of result of security investigation and appropriate action taken by the MONUC Office of Mission Support on the findings.*

47. *The MONUC Office of Mission Support accepted recommendation 12 and stated that MONUC Engineering has already complied with the recommendation by sending reminders to self accounting unit and warehouse managers to ensure compliance with the audit recommendation. Recommendation 12 remains open pending submission of evidence of reminders sent to SAU and warehouse managers to ensure compliance with the recommendation.*

V. ACKNOWLEDGEMENT

48. We wish to express our appreciation to the Management and staff of MONUC for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	The MONUC Office of Mission Support should ensure that all engineering staff responsible for airfield maintenance and rehabilitation is trained in International Standards and Recommended Practices and appropriate Airport Planning Manuals are available for reference.	Human resources	High	O	Provide evidence that training has been provided to engineering staff responsible for airfield maintenance and appropriate airport planning manuals have been made available for reference.	31 May 2009
2	The MONUC Office of Mission Support should ensure that the services of International Civil Aviation Organization are fully and effectively used for maintenance and rehabilitation of airfields.	Operational	High	O	Provide evidence of use of ICAO consultants in airfield maintenance and rehabilitation.	Not provided
3	The MONUC Office of Mission Support should ensure that the Engineering Section obtains the approval of airfield designs and plans by the <i>Regies De Voies Aeriennes</i> prior to execution of construction and/or rehabilitation work.	Compliance	High	O	Provide evidence that written requests for approval of airfield designs and plans from RV A have been reinstated from January 2009.	Not provided
4	The MONUC Office of Mission Support should ensure the Engineering Section acquires the necessary tools and plants for the airfield maintenance units.	Operational	Medium	O	Provide evidence that necessary tools and plants have been provided to the airfield maintenance units.	31 October 2009
5	The MONUC Office of Mission Support should ensure that the Engineering Section develops and implements standard operating procedures for airfield maintenance in consultation with the International Civil Aviation Organization Project Office.	Operational	Medium	O	Provide a copy of the SOPs and evidence that the standard operating procedures have been implemented.	31 May 2009
6	The MONUC Office of Mission Support should ensure that the Engineering Section complies with International Civil Aviation	Compliance	High	O	Provide evidence that airfields constructed and maintained by MONUC are certified by ICAO.	Not provided

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
7	Organization standards for maintenance and rehabilitation of airfields. The Office of Mission Support should ensure that timely corrective measures are taken on matters regarding the rehabilitation of airfields including, for example, the provision of United Nations owned equipment or renting the required equipment for use by military contingents.	Governance	High	O	Submit evidence of support provided to the Indonesian and Uruguayan Engineering Companies.	Not provided
8	The MONUC Office of Mission Support should ensure that in future, all financial commitments with countries providing services to the Mission are covered by Memorandum of Understanding.	Governance	Medium	C	Action taken	Implemented
9	The MONUC Office of Mission Support should ensure that the mine risk education is provided to the airfield maintenance staff including casual daily workers.	Operational	Medium	O	Provide evidence that all airfield maintenance staff has received the mine risk education.	Not provided
10	The MONUC Office of Mission Support should ensure that the self accounting unit managers comply with the inventory management controls.	Compliance	Medium	O	Submit copies of reminders to the self-accounting units and warehouse managers to comply with inventory management controls.	Not provided
11	The MONUC Office of Mission Support should investigate the shortage of cement valued at \$32,711 and loss of \$21,884 and take appropriate action in compliance with the provisions of Financial Rule 105.21.	Governance	Medium	O	Submit result of security investigation and action taken by MONUC management on the findings.	Not provided
12	The MONUC Office of Mission Support should ensure that the supply of cement is staggered; properly stored considering the weather conditions; and efficiently managed by adopting First In First Out (FIFO) principle to avoid financial losses.	Operational	Medium	O	Provide evidence that the self accounting unit and warehouse managers have been instructed to adopt First In First Out (FIFO) principle for issuing inventories.	Not provided

C = closed, O = open