



INTERNAL AUDIT DIVISION

AUDIT REPORT

Movement control operations in MONUSCO

While movement control has developed procedures to manage its operations, it needs to enhance the cost-effectiveness of personnel and cargo movements and safety measures at MONUSCO air terminals

29 October 2010
Assignment No. AP2010/620/01

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. Roger Meece
A: Special Representative of the Secretary-General
MONUSCO

DATE: 29 October 2010

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



REFERENCE: IAD: 10- **00911**

SUBJECT: **Assignment No. AP2010/620/01 - Audit of Movement Control Operations in MONUSCO**
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 recommendations 3-5, 8 and 10 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 1-4) in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Paul Buades, Director of Mission Support, MONUSCO
Mr. David Pittfield, Chief Integrated Support Services, MONUSCO
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit
Mr. Seth Adza, Chief, Audit Response Team, DFS
Mr. Jonathan Childerley, Chief, Oversight Support Unit, Department of Management
Mr. Byung-Kun Min, Special Assistant to the USG-OIOS
Ms. Eleanor T. Burns, Chief, Peacekeeping Audit Service, OIOS
Ms. Amy Wong, Professional Practices Section, IAD, OIOS

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).

CONTACT INFORMATION

DIRECTOR:

Fatoumata Ndiaye: Tel: +1.212.963.5648, Fax: +1.212.963.3388,
e-mail: ndiaye@un.org

DEPUTY DIRECTOR:

Gurpur Kumar: Tel: +1.212.963.5920, Fax: +1.212.963.3388,
e-mail: kumarg@un.org

CHIEF, PEACEKEEPING AUDIT SERVICE:

Eleanor T. Burns: Tel: +1.917.367.2792, Fax: +1.212.963.3388,
e-mail: burnse@un.org

EXECUTIVE SUMMARY

Audit of movement control operations in MONUSCO

OIOS conducted an audit of movement control (MovCon) operations in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). The overall objective of the audit was to assess the adequacy and effectiveness of internal controls over movement control. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

In general, the controls over MovCon operations were effective. The Section had reduced cost by increasing its reliance on road versus air by 22 per cent from 2008 to 2009 for cargo movement. However, more can be done to improve the cost-effectiveness of operations and safety measures at air terminals as follows:

- Aircraft UNO-700, a Boeing 737, flies between Kinshasa and Entebbe almost empty (less than 8 per cent utilization) four times a week with an estimated cost of \$160,000 per week. The discontinuation of these flights could result in annual savings of over \$8 million.
- MovCon relies more on aircrafts to move cargo from Entebbe log base to other areas in the Eastern Democratic Republic of Congo where road transportation could be used. As a result, the Mission missed the opportunity for cost savings and mass cargo distribution is slow. The Mission should consider relying more on ground transportation to move cargo by reinforcing its Heavy Truck Unit capacity at Entebbe log base.
- Safety measures in place for movement of troops, personnel and cargo need improvement. Cargo and passenger X-ray screening machines are not operational in 7 out of 23 MovCon stations. Weighing scales at eight stations were either not operational or had not been calibrated for more than two years. Also, transportation of inflammable liquids was not handled adequately and according to applicable guidelines.
- More than 63 per cent of MovCon staff required to be trained in handling dangerous goods (DG) per the International Air Transport Association's standards. Staff had either not attended training or their DG certificates had expired. There were at least two instances in 2010 where weapons were transported in passengers' carryon in MONUSCO aircrafts (for non-United Nations passengers) without being detected by MovCon staff.

OIOS has made a number of recommendations to address the issues identified during the audit and to improve the management of MovCon operations.

TABLE OF CONTENTS

Chapter	Paragraphs
I. INTRODUCTION	1-5
II. AUDIT OBJECTIVES	6
III. AUDIT SCOPE AND METHODOLOGY	7-9
IV. AUDIT FINDINGS AND RECOMMENDATIONS	
A. Safety and Security	10-25
B. Efficiency and economy	26-36
C. Electronic movement (e-MOP)	37-43
D. Contract management and vendors invoices relating to MovCon activities	44-50
V. ACKNOWLEDGEMENT	51
ANNEX 1 – Status of Audit Recommendations	

I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of movement control (MovCon) operations in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

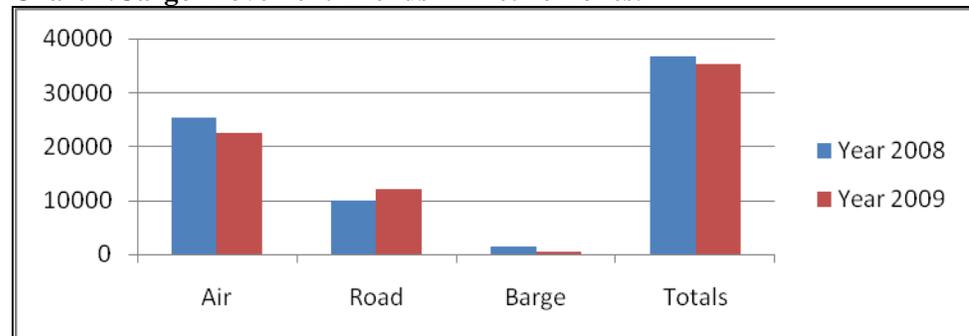
2. The MovCon Section is part of MONUSCO Integrated Support Services. The Section is responsible for planning, managing and controlling the movement of passengers and cargo for MONUSCO troops and its offices and sub-offices. MovCon's approved budget for 2009-2010 was \$1.9 million. The Section had 245 approved posts of which 23 were vacant as of July 2010.

3. Passengers' movement is handled by the following means:

- a) Air: MONUSCO air assets in coordination with the Aviation Section;
- b) Road: MovCon's Heavy Transport Unit (HTU) based in Entebbe and other commercial contractors; and
- c) Barge: MONUSCO RIVERINE (naval) Unit and other commercial barges.

4. Cargo movement is required almost on a daily basis. Chart 1 below shows cargo movement trends, in metric tons, for 2008 and 2009 using the three transportation means mentioned above. Data for 2010 had not yet been compiled by the Mission.

Chart 1. Cargo Movement Trends in Metric Tones.



Mode	2008	2009
Air	25,341	22,504
Road	9,934	12,107
Barge	1,527	583
Total	36,802	35,194

-
5. Comments made by MONUSCO are shown in *italics*.

II. AUDIT OBJECTIVES

6. The main objective of the audit was to assess the adequacy and effectiveness of controls over movement control operations throughout the Mission area, focusing on:

- (i) Safety and efficient management of movement of passengers and cargo;
- (ii) Efficient use of MONUSCO assets allocated to MovCon, in particular air assets; and
- (iii) Compliance with United Nations regulations and rules and other relevant guidelines and procedures.

III. AUDIT SCOPE AND METHODOLOGY

7. The audit covered MovCon activities from 1 July 2009 to 30 June 2010 with limited inclusion of 2008 data where needed. The audit was done in Kinshasa, and field visits were made to Entebbe, Goma, Kisangani and Bunia. These field operations were selected based on the frequency of movements. Field visits had not been conducted in the other 18 MovCon stations (which are less busy) due to limited resources and transportation challenges.

8. During field visits, physical inspections and walk through were conducted to gain an overview of MovCon operations and identify areas of concern. In addition to the interviews conducted with MovCon field staff, relevant records and documents such as budgets, expenditures, contracts and invoices with major vendors were obtained and analyzed.

9. Where possible, 50 or more transactions were selected for testing, depending on the population. Criteria for the audit were based on MovCon, International Air Transport Association (IATA), International Civil Aviation Organization (ICAO) and other applicable United Nations policies and procedures.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Safety and Security

Troops, passengers and cargo screening

10. MovCon's standard operating procedures Section 2.30.2.2 requires its Quality Assurance Unit (QASU) to serve as focal point on all quality assurance aspects of MovCon matters relating to air terminal operations and to coordinate

periodic checks on United Nations equipment. Also, MovCon's work plan goal two states that cargo and passengers are always to be moved safely.

11. There are 7 out of 23 MONUSCO air terminals, 30 per cent, where cargo and passenger X-ray screening machines were not functioning or did not exist at all. For example, the cargo screening machine in Kinshasa had not been functioning for more than two years.

12. In addition, weighing scales at 8 out of 23 MONUSCO air stations, 35 per cent, were either not operational or had not been calibrated for more than two years. For example, the new platform scale at MovCon cargo in Kisangani, which is a major transit point for both cargo and passengers, provided wrong readings and needed to be recalibrated.

13. The MovCon QASU, which is composed of three people, had not visited more than 40 per cent of all terminals in 2010. This is partially due to the Section's budget constraints, and a lack of sufficient human resources. Furthermore, the Mission did not take the necessary steps to ensure that all safety equipment at MONUSCO air terminals was inspected regularly and serviced or replaced accordingly.

14. Failure to calibrate the weighing scales for cargo and luggage and the lack of operating passengers screening machines could result in major safety risks. Due to inaccurate reading of weight machines, MovCon cannot always provide assurance that cargo loaded in the aircrafts does not exceed the maximum weight allowed. Also, the lack of functioning screening machines creates a risk of transporting dangerous goods in MONUSCO aircrafts without being detected.

Recommendation 1

(1) The MONUSCO Office of Mission Support should take time bound steps to reinforce the security measures at all movement control stations. In particular, additional resources are necessary to make X-ray screening machines and weighting scales available at all stations and have them inspected and serviced regularly.

15. *The MONUSCO Management accepted recommendation 1 and stated that the Security Section has carried out the assessment of the X-ray machines at various locations. An attempt was also made to repair the X-ray machine at Uvira but it was found that the machine had exceeded its life cycle. One X-ray machine for Dungu air terminal has been procured and should be installed by November 2010. Also, the Security Section has arranged a budget provision for procurement of additional screening machines to be installed in other locations. Recommendation 1 remains open pending evidence of installation of security screening machines in all concerned locations.*

Training in dangerous goods (DG)

16. The IATA Manual, 51st Edition, Section 1.5 mentions that Shippers and Packers, Freight Forwarders, Security screeners, Operators and ground handling agents should be familiar with aspects of DG. Also, DFS Aviation Manual Chapter 3 section 3.2.18.1 states that MovCon is responsible for the planning and coordination of DG.

17. For about 135 out of 213 of MovCon staff that were required to be DG trained or certified per IATA standards, there was no evidence of attending the training.

18. In Bunia, none of the security agents handling luggage and passengers screening are DG certified. In Kinshasa, 18 employees of the contractor (Contractor A) hired by the Mission to handle passengers screening and check-in at eight air stations have expired DG certifications. An additional 44 employees of Contractor A have not attended training in DG awareness.

19. During walk through in Kinshasa, the security screeners did not open luggage for physical check despite the fact that the screening monitor highlighted the contents in red, indicating that there could be DG. Further, at the same station, some passengers were not searched physically by the security officers when the handheld metal detector triggered to indicate that they may be in possession of DG. This is mainly due to lack of adequate training and or supervision by a MovCon manager. Also, MovCon did not implement a cost effective way to provide DG training to all its staff members that are required to attend training.

20. In addition to the safety risks mentioned in paragraph 14 above; there are possibilities for staff members to unknowingly allow DGs to board United Nations aircrafts, which could endanger passengers' lives. For example, in 2010, there were two instances where weapons were transported in passengers' carryon baggage without being detected by the security screeners at Bunia and Bukavu, but were identified in Entebbe.

Recommendation 2

(2) The MONUSCO Office of Mission Support should seek a cost effective and efficient way to provide dangerous goods training to Movement Control (MovCon) staff members to improve handling passengers and cargo at MONUSCO terminals. For example, a few MovCon staff members can be provided with training to become certified trainers and they, in turn, can train the MovCon staff according to the International Air Transport Association's standards.

21. *The MONUSCO Management accepted recommendation 2 and stated that MovCon personnel must be trained in handling DGs. It should be noted that the Mission cannot issue the IATA certificate, which is a legal document.*

Nevertheless, Management will ensure that MovCon conducts briefings and awareness sessions by experienced staff for all personnel involved in handling DGs. Recommendation 2 remains open pending evidence that responsible staff members are adequately trained and fully aware of how to handle DGs.

Transport of inflammable liquids

22. In an inter-office memorandum dated 10 May 2010, MONUSCO issued an exemption allowing carriage of diesel on cargo aircraft provided that the metal drums are not leaking, not dented, not damaged and are properly sealed.

23. In Goma, on 23 August 2010 about 600 litres of diesel received from the Supply Unit were about to be transported in metal drums that did not meet the IATA and the Mission standards. The drums were dented, rusted and were leaking because they were not sealed properly. This constitutes major safety risks including endangering human lives and exposure of United Nations air assets.

24. There was no effective coordination between MovCon and other relevant sections/units such as the Supply Unit to make certain that security measures are in place to transport inflammable liquids.

Recommendation 3

(3) The MONUSCO Office of Mission Support should, in coordination with the Supply Unit, make an arrangement to replace all metal drums that do not meet Mission and or International Air Transport Association standards. Also, metal drums transporting inflammable liquids should be sealed properly.

25. *The MONUSCO Management accepted recommendation 3 and stated that the following measures have been implemented: (a) Goma Fuel Unit coordinates with Air Operations and MovCon to ensure that all outgoing fuel barrels/drums are inspected by a designated Fuel Supervisor prior to departure; (b) the Fuel Supervisor ensures that drums comply with the Mission and IATA standards on DGs transportation; (c) a fuel supervisor signs and stamps the cargo manifest to certify that the drums are safe for air movement; and (d) dented, rusted and leaking drums are rejected. Based on the action taken, recommendation 3 has been closed.*

B. Efficiency and economy

Uneconomic and inefficient use of air assets

26. A key success indicator for MovCon's 2009-2010 work plan was to move cargo, troops and passenger safely, effectively and efficiently. MONUSCO assets should be used economically, and the freight forwarding budgeted funds will be used prudently.

27. UNO-700, a Boeing 737 flies between Kinshasa and Entebbe almost empty, less than 8 per cent utilization, four times a week. The cost of one sortie

amounts to \$40,000, roughly \$160,000 per week (for two round trips), estimated at \$8,320,000 per year. This figure is composed of \$3,500,000 in operational cost and \$5,000,000 in guaranteed cost. Further, based on passengers and cargo manifests analyzed by OIOS, there were times when the aircraft had less than two passengers but the flights were not cancelled.

28. MovCon did not coordinate with the Aviation Section to come up with an efficient way to manage MONUSCO air assets, which could be viewed as a waste or misuse of United Nations assets.

Recommendation 4

(4) The MONUSCO Office of Mission Support should implement a cost effective way to use the aircrafts allocated to MovCon operations. Friday and Sunday flights on UNO-700 should be discontinued immediately resulting in possible annual saving of \$8,320,000.

29. *The MONUSCO Management accepted recommendation 4 and stated that the four weekly positioning flights of the Transportation Movement Integrated Control Centre, Boeing 737 UNO-700 have been discontinued since 18 September 2010. The revised weekly flight schedule received by OIOS has been circulated to all MONUSCO personnel. Based on the action taken, recommendation 4 has been closed.*

Cargo movement by air versus road:

30. Generally, MovCon is to support MONUSCO and non-MONUSCO operations by the movement of cargo within the Mission area, maximizing the space utilization of United Nations air assets.

31. MovCon's 2009-2010 work plan goal four is to support the continued development of the MovCon HTU, taking into account the increased development of surface transportation routes in Eastern DRC, in order to reduce air operations and commercial freight forwarding costs.

32. MovCon relies much more on aircrafts to move cargo from Entebbe to other areas in the Eastern DRC where road transportation could be used. This was also confirmed by MovCon Field Office Managers at the various stations visited during the audit.

33. The HTU at Entebbe log base did not have sufficient capacity to deliver cargo to other sectors in Eastern DRC. Consequently, there is a huge cargo backlog in Entebbe due to limitations in air transportation. This could have an adverse impact on the Mission's operations. Moreover, the Mission had an opportunity to save \$2 million (with consideration of investment in additional trucks and associated costs) had the HTU been adequately equipped and more ground transportation was used.

34. Further, most of the power generators within the Mission, about 90 per cent, are sent to Lubumbashi for maintenance and repair. These are transported mainly by air for an average of three hours flight time, and estimated at no less than \$26,000 (round trip). More than 80 per cent of the time, the aircrafts fly back from Lubumbashi empty. Considering these empty flights, the cost of repair and maintenance of generators, there is a need to critically examine the process and explore cost-effective alternatives.

Recommendations 5 and 6

The MONUSCO Office of Mission Support should:

(5) Ensure that Movement Control increasingly uses ground transportation for cargo movement, especially where road conditions are practicable. If necessary, the capacity of the Heavy Transport Unit at the Entebbe log base should be increased with additional trucks. This could result in a possible cost savings of \$ 2 million; and

(6) Ensure that as soon as the current contract to repair and maintain generators in Lubumbashi ends, the Chief of Integrated Support Services, in collaboration with the Engineering Section and Contract Management Section explore alternatives to have generators repaired respective of their locations to increase cost efficiency.

35. *The MONUSCO Management accepted recommendation 5 and stated that ground transportation for cargo movements is increasingly being used where road conditions and security permit. The Engineering Section has been coordinating with the Mission's military units to improve roads and bridges. Variable security conditions limit the use of available contracted transport services. The Mission is consulting with Headquarters to increase the heavy truck capacity in 2011/2012 (cost estimate of ground transportation has been provided). In addition, costs will be limited by the transfer of suitable equipment released by the liquidation of MINURCAT. Based on action taken by the Mission to increase its capacity for the year 2011-2012, recommendation 5 has been closed.*

36. *The MONUSCO Management accepted recommendation 6 and stated that the Engineering Section has initiated new service contracts for generators repair in Kinshasa, Entebbe and Goma. The Lubumbashi contract will not be extended. Recommendation 6 remains open pending evidence of implementation of new service contracts for generators repair in Kinshasa, Entebbe and Goma.*

C. Electronic movement of personnel (e-MOPs) system

Signed MOPs for non-United Nations' passengers

37. It is clearly indicated in MovCon's 2009-2010 work plan that the Section should accurately record all movement of passengers. Electronic copies of e-

MOPs for United Nations and non-United Nations passengers should be kept. Also, Section 2.5.1.2 of the same work plan states that, the travel should be adequately justified, and authorized prior to departure.

38. Copies of MOPs for non-United Nations passengers were not kept at 15 out of 23 MovCon stations as required by MovCon's procedures. This could result in a liability issue in the case of an air accident; the MOPs may not be retrieved.

39. In addition, the Mission's current practices for authorizing and or approving MOPs need to be revised. There are many MOPs that were approved for individuals that should not necessarily travel on MONUSCO flights and the possibility of abuse cannot be ruled out. For example, during the field visit in Entebbe, OIOS randomly interviewed a group of five people in possession of MOPs. One of the interviewees was a DRC national who claimed to be an Administrative Assistant at the DRC embassy in Uganda. This individual was travelling to Kinshasa on a Friday evening and returning on Tuesday to Kampala via Entebbe. The interview revealed that this individual should not have been allowed to fly on a MONUSCO flight as he could not provide evidence that his trip was for duty as specified in his MOP.

40. Out of a 100 amended MOPs selected for review, 38 were not approved properly. About 18 of these MOPs were for non-United Nations passengers. In addition, there were MOPs amended more than three times but their holders were allowed to travel, which should not have been allowed per MovCon procedures.

41. There were inadequate controls over approving MOPs, which increases the risk persons travelling under fraudulent MOPs. For example, in 2010 alone, an average of four fraudulent MOPs per station was identified by the Mission at three field offices.

Recommendations 7 and 8

The MONUSCO Office of Mission Support should:

(7) Ensure that copies of Movement of Personnel forms for non-United Nations passengers are invariably kept in electronic form (scanned copy) by Movement Control offices at the concerned stations/airports. If necessary, an electronic database should be created to maintain these records; and

(8) Establish clear guidelines on requesting, authorizing and approving new and amended electronic Movement of Personnel (e-MOPs) forms; especially for non-United Nations passengers. The list of approvers in the e-MOP system should be restricted to the minimum.

42. *The MONUSCO Management accepted recommendation 7 and stated that while it acknowledged the requirement to hold copies of the signed MOPs for non-United Nations passengers, it was not practical to implement this in all*

locations due to facility constraints. Where practicable, copies of MOPs for non-United Nations passengers will be made at the point of origin and retained until the travel has been completed. Recommendation 7 remains open pending evidence of record of MOPs for non-United Nations passengers where practicable.

43. *The MONUSCO Management accepted recommendation 8 and stated that it had established guidelines for the processing of MOPs, and the provisions relating to non-United Nations passengers were reinforced in September 2010. Based on a review of the action taken by Management, recommendation 8 has been closed.*

D. Contract management and vendors invoices relating to MovCon activities

Contracts and performance bonds

44. The performance bond Section in the current contracts stipulates that a performance bond should be issued to MONUSCO no later than five days after a contract has been executed.

45. MovCon uses a vendor (Contractor A) in Entebbe without a valid contract and a performance bond. This could result in a liability risk, as well as a financial exposure. Also, the MovCon Office in Entebbe was not in possession of copies of contracts with three other vendors. Consequently, there is no evidence that the Field Office performed a vendor performance evaluation to ensure that services rendered met the contracts' requirements.

Recommendation 9

(9) The MONUSCO Office of Mission Support should establish a contract with Contractor A as soon as possible and request a performance bond from the vendor. Also, Movement Control field offices should familiarize themselves with provisions of the existing contracts and evaluate the contractors on a periodic basis.

46. *The MONUSCO Management accepted recommendation 9 and stated that it has been implemented by: (a) submitting a proposal to award a contract to Contractor A to Headquarters for approval;; (b) obtaining a performance bond from the vendor; (c) providing technical inputs into the Quarterly Performance Logistics Support Division Report; (d) evaluating contractors on the six-monthly performance review report; and (e) MovCon staff attending monthly performance review meetings. Recommendation 9 remains open pending evidence that the contract with Contractor A has been fully executed.*

Payment of vendors' invoices

47. The Field Finance Procedure Manual, dated February 2006; Section 3 instructs that invoices should be paid timely, 30 days after they are received.

48. Vendors' invoices are not paid timely. Contractor A had submitted invoices for which payments were overdue by up to 108 days. As of 16 August 2010, there was an outstanding balance of \$1,207,550 of which \$765,900 was past due. During the audit, a payment of \$511,600 was made, leaving an overdue balance of \$254,300 to Contractor A.

49. These deficiencies in contract management could result in a decrease of the quality of services rendered by the vendor, as well as a legal or financial exposure in case of a legal pursuit, and could also affect the Organization's reputation.

Recommendation 10

(10) The MONUSCO Office of Mission Support should ensure that MONUSCO pays the outstanding overdue balance to Contractor A expeditiously and ensure timely payment for future invoices keeping in view the 30 day period.

50. *The MONUSCO Management accepted recommendation 10 and stated that it will ensure that payments are made within 30 days of invoicing. In addition, all payments to Contractor A from March 2010 to June 2010 have been completed on 15 September 2010. Based on the action taken, recommendation 10 has been closed.*

V. ACKNOWLEDGEMENT

51. We wish to express our appreciation to the Management and staff of MONUSCO 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 MONUSCO Office of Mission Support should take time bound steps to reinforce the security measures at all movement control stations. In particular, additional resources are necessary to make X-ray screening machines and weighing scales available at all stations and have them inspected and serviced regularly.	Operational	High	O	Evidence of installation of security screening machines in all concerned locations.	31 March 2011
2.	The MONUSCO Office of Mission Support should seek a cost effective and efficient way to provide dangerous goods training to Movement Control (MovCon) staff members to improve handling passengers and cargo at MONUSCO terminals. For example, a few MovCon staff members can be provided with training to become certified trainers and they, in turn, can train the MovCon staff according to the International Air Transport Association's standards.	Compliance	High	O	Evidence that responsible staff are adequately trained and fully aware of how to handle DGs	30 November 2010
3.	The MONUSCO Office of Mission Support should, in coordination with the Supply Unit, make an arrangement to replace all metal drums that do not meet Mission and or IATA standards. Also, metal drums transporting inflammable liquids should be sealed properly.	Compliance	High	C	Action taken	Implemented
4.	The MONUSCO Office of Mission Support should implement a cost effective way to use the aircrafts allocated to MovCon operations. Friday and Sunday flights on UNO-700 should be	Financial	High	C	Action taken	Implemented

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	discontinued immediately resulting in possible annual saving of \$8,320,000.					
5.	The MONUSCO Office of Mission Support should ensure that Movement Control increasingly uses ground transportation for cargo movement, especially where road conditions are practicable. If necessary, the capacity of the Heavy Transport Unit at the Entebbe log base should be increased with additional trucks. This could result in a possible cost savings of \$2 million.	Governance	Medium	C	Action taken	Implemented
6.	The MONUSCO Office of Mission Support should ensure that as soon as the current contract to repair and maintain generators in Lubumbashi ends, the Chief of Integrated Support Services, in collaboration with the Engineering Section and Contract Management Section explore alternatives to have generators repaired respective of their locations to increase cost efficiency.	Operational	Medium	O	Provide evidence of implementation of new service contracts for generators repair by end of December 2010	31 December 2010
7.	The MONUSCO Office of Mission Support should ensure that copies of Movement of Personnel forms for non-United Nations passengers are invariably kept in electronic form (scanned copy) by Movement Control offices at the concerned stations/airports. If necessary, an electronic database should be created to maintain these records.	Operational	Medium	O	Provide evidence of record of MOPs for non-UN passengers where practicable	31 December 2010
8.	The MONUSCO Office of Mission Support should establish clear guidelines on requesting, authorizing and approving new and amended electronic Movement of Personnel (e-MOPs) forms; especially for	Operational	Medium	C	Action taken	Implemented

Recom. no.	Recommendation	Risk category	Risk rating	C/O¹	Actions needed to close recommendation	Implementation date²
	non-UN passengers. The list of approvers in the e-MOP system should be restricted to the minimum.					
9.	The MONUSCO Office of Mission Support should establish a contract with Contractor A as soon as possible and request a performance bond from the vendor. Also, Movement Control field offices should familiarize themselves with provisions of the existing contracts and evaluate the contractors on a periodic basis.	Compliance	Medium	O	Pending evidence of full execution of the contract with Contractor A in Entebbe.	October 2010
10.	The MONUSCO Office of Mission Support should ensure that MONUSCO pays the outstanding overdue balance to ENHAS expeditiously and ensure timely payment for future invoices keeping in view the 30 day period.	Compliance	Medium	C	Action taken	Implemented

1. C = closed, O = open

2. Date provided by MONUSCO in response to recommendations.