



INTERNAL AUDIT DIVISION

REPORT 2013/144

Audit of aviation operations in the
United Nations Interim Force in
Lebanon

Overall results relating to the effective management of aviation operations in the United Nations Interim Force in Lebanon were initially assessed as partially satisfactory. Implementation of six important recommendations remains in progress.

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

23 December 2013
Assignment No. AP2013/672/03

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AUDIT REPORT

Audit of aviation operations in the United Nations Interim Force in Lebanon

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of aviation operations in the United Nations Interim Force in Lebanon (UNIFIL).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure: (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. UNIFIL deployed one commercial and nine military helicopters for patrols, transportation, medical evacuation and search and rescue operations. The operations related to these helicopters were managed by the Aviation Section of UNIFIL. This Section was headed by a P-4 Chief Aviation Officer and had 10 civilian and 8 military personnel. The approved budget for aviation operations for the fiscal year 2012/13 was \$6.5 million, and covered the cost of commercial leases, reimbursements to troop-contributing countries, fuel, crew subsistence, airport charges and insurance.
4. Comments provided by UNIFIL are incorporated in italics.

II. OBJECTIVE AND SCOPE

5. The audit was conducted to assess the adequacy and effectiveness of UNIFIL governance, risk management and control processes in providing reasonable assurance regarding the **effective management of aviation operations in UNIFIL**.
6. This audit was included in the 2013 OIOS risk-based work plan due to the operational, safety and financial risks associated with planning, coordinating and deploying aviation assets to support the Mission's mandate.
7. The key control tested for the audit was regulatory framework. For the purpose of this audit, OIOS defined this control as the one that provides reasonable assurance that policies and procedures: (a) exist to guide the management of air operations; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.
8. The key control was assessed for the control objectives shown in Table 1.
9. OIOS conducted this audit in July and August 2013. The audit covered the period from 1 July 2012 to 30 June 2013.
10. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

11. UNIFIL’s governance, risk management and control processes examined were initially assessed as **partially satisfactory** in providing reasonable assurance regarding the **effective management of aviation operations in UNIFIL**. OIOS made seven recommendations to address the issues identified. UNIFIL had adequate controls for contract management, and had implemented an aviation safety programme. However, UNIFIL needed to: (a) conduct a formal needs assessment of the Mission’s air assets, as they were under-utilized and the use of ground transport as an alternative had not been properly considered; (b) ensure that non-routine and special flights were authorized in a timely basis and by a person with the correct delegation of authority; (c) improve the monitoring of air assets on board Maritime Task Force vessels for their technical and regulatory compliance with the United Nations aviation policies; (d) ensure that non-United Nations passengers consistently completed the liability waiver form; (e) ensure that aviation personnel and the terms of commercial contracts and Letters of Assist met the established standards; and (f) ensure that the aviation fire-fighting capability was improved.

12. The initial overall rating was based on the assessment of key control presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of six important recommendations remains in progress.

Table 1: Assessment of key control

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of aviation operations in UNIFIL	Regulatory framework	Partially satisfactory	Satisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

Regulatory framework

The Mission needed to rationalize its aviation fleet

13. UNIFIL had seven helicopters at its headquarters, including one commercial MI-8 and six military Bell 212 helicopters leased through a commercial contract and a Letter of Assist with a troop-contributing country. UNIFIL also had three helicopters on board Maritime Task Force vessels provided by three troop-contributing countries.

- (a) An updated needs assessment of air assets was required

14. A needs assessment for the three Maritime Task Force vessels had been done to justify the requirement for these helicopters. However, UNIFIL had not adequately supported the need for the seven helicopters deployed to its headquarters. UNIFIL advised that three military helicopters needed to be available for tasking on a 24/7 basis. However, during 2013 one of the military helicopters was not available for operation due to damage. With the five remaining military helicopters, UNIFIL was able to

ensure that three helicopters were available for tasking on a 24/7 basis, indicating that the current number of air assets was excessive. There was no record justifying the need for the commercial MI-8.

(b) Air assets were underutilized and not always cost effective

15. The MI-8 helicopter was contracted for a maximum 960 flight hours and the military Bells were contracted for a maximum 900 flight hours during the fiscal year 2012/13. Table 2 shows the capacity and cost structure of these helicopters.

Table 2: Capacity and cost structure of commercial MI-8 and military Bell 212 helicopter in UNIFIL

Description	Commercial MI-8	Military Bell 212
Passenger seating capacity	21	6
Variable cost per flight hour	\$1,205	\$2,526
Fixed cost per annum	\$2.5 million	\$1.5 million
Maximum flight hours per annum	960 hours	900 hours
Crew allowance and training per annum	0	\$250,000

Source: contract for MI-8 and Letter of Assist and Memorandum of Understanding with the troop-contributing country

16. Utilization of the commercial MI-8 was low since it flew 550 hours (or 57 per cent) of the maximum 960 contract flight hours during fiscal year 2012/13. UNIFIL advised that flight hours were budgeted at 600 hours, and therefore the utilization rate was 92 per cent (550 out of 600). The established maximum 960 flight hours in the contract was to allow the Mission certain flexibility, if surge capacity was required. Each military Bell 212, on average, flew 796 hours (or 88 per cent) of the maximum 900 contract flight hours. While UNIFIL paid only for actual flight hours for its commercial and military helicopters, utilization below the maximum contract flight hours meant poor return on fixed and other related costs such as crew allowance and training cost paid for these air assets. Also, a review of the number of passengers on each sortie indicated under-utilization of seating capacity. For example, the MI-8 that was capable of carrying 21 passengers, on average carried less than 11 passengers in 75 per cent of 876 sorties during the fiscal year 2012/13, and this average included 283 sorties (32 per cent) where only one or two passengers were on-board. The military Bell 212 that was capable of carrying six passengers, on average carried less than 3 passengers in 47 per cent of 883 sorties.

(c) Requests for flights were not submitted 48 hours in advance

17. The United Nations Aviation Standards for Peacekeeping Operations (Aviation Standards) and the UNIFIL standard operating procedures stated that air mission requests were required 48 hours prior to the request for a special flight to facilitate proper planning and better flight utilization.

18. Some 30 per cent of 140 air mission requests reviewed were submitted less than 24 hours in advance. These flight requests were arranged as air assets were normally available. Also, the Director of Mission Support did not always approve these special flights, as required. For instance, of 140 air mission requests reviewed, 13 were approved by staff officers and administrative assistants of the requesting office who did not have the delegated authority to do so. These practices negatively affected the effectiveness of flight planning.

(d) Travel by air was not always cost-effective

19. The UNIFIL standard operating procedures required that all air mission requests for scheduling special flights include the reasons (e.g. security restrictions) for not using ground transportation.

20. UNIFIL did not implement procedures to systematically ensure that the mode of travel (air or by road) was the most cost-effective. For example, as shown in Table 3, OIOS calculated that considerable savings could be made, with minimal extra travel time, if UNIFIL personnel traveled by road rather than air. Therefore, UNIFIL needed to systematically consider alternative modes of transport prior to approving special flights. For instance, 643 of 1,063 passenger flights from July to August 2013 (or 60 per cent) were special flights, costing about \$660,000 higher than ground transportation. UNIFIL needed to provide information on comparative cost and travel time to all approving and authorizing officers. This requirement was not complied with in the 140 air mission requests as the management did not enforce compliance.

Table 3: Comparative analysis of cost and travel time for air and ground transportation

Popular routes for passenger flights	Additional cost flying commercial helicopter compared to car (i)	Additional cost flying military helicopter compared to vehicle (i)	Travel time by flight compared to car (ii)
HQ to Beirut	\$4,713	\$2,587	20 minutes faster
HQ to Position 7-2	\$4,213	\$2,314	25 minutes faster
HQ to Position 4-7A	\$4,207	\$2,308	55 minutes faster
HQ to Yarze	\$4,204	\$2,305	40 minutes faster
Position 9-1 to 7-2	\$3,147	\$1,730	10 minutes faster
Beirut to Yarze	\$503	\$276	15 minutes slower

Source:

- (i) OIOS calculation based on contract for MI-8 and Letter of Assist and Memorandum of Understanding with the troop contributing country
- (ii) Estimates provided by the Movement Control Section of UNIFIL

(1) UNIFIL should conduct a new needs assessment for its commercial and military air assets to avoid overcapacity.

UNIFIL accepted recommendation 1 and stated that a needs assessment for military helicopters had been conducted in 2011/12 that required a minimum of five helicopters. The United Nations Headquarters and a troop-contributing country agreed to the deployment of six helicopters to provide sufficient flexibility. UNIFIL also stated that it was finalizing a renewed, formal needs assessment for the commercially contracted helicopter. Recommendation 1 remains open pending receipt of copies of the needs assessments for the Mission’s commercial and military helicopters.

(2) UNIFIL should improve the utilization of its air assets by implementing procedures to ensure that special flights are authorized sufficiently well in advance, and approved by properly delegated personnel.

UNIFIL accepted recommendation 2 and had initiated an evaluation for the establishment of a Mission Support Center where all transport requests would be centralized to ensure effective and efficient transport management. Recommendation 2 remains open pending OIOS verification that adequate procedures are in place to improve utilization of air assets and that special flights are adequately approved in advance.

(3) UNIFIL should improve controls over its special flights by ensuring that: each flight is approved and authorized only after a thorough consideration of comparative costs and travel times for air and ground transportation; and air mission requests contain reasons for not using ground transportation.

UNIFIL accepted recommendation 3 and stated that the centralization of transport requests would ensure that a properly analysis was conducted to determine the most effective and efficient mode of

transport taking into account the prevailing and reported security situation. Recommendation 3 remains open pending OIOS verification that adequate procedures have been implemented to approve special flight requests only after considering comparative costs and travel time for air and ground transportation.

Controls for contract performance and payments at the Mission headquarters were adequate

21. The Aviation Section conducted an inspection of helicopters on the inception of the contract. It verified the validity of the air worthiness license, air operation license, certificate of registration and insurance coverage as stated in the contract. The Section also completed the appraisal of the contractors' performance in a timely manner. All invoices and cost recoveries for the 2012/13 fiscal year had been adequately certified by the Aviation Section. OIOS concluded that the Aviation Section had adequate controls to monitor the performance of contractors.

Management of Maritime Task Force air assets needed to improve

22. UNIFIL did not ensure that the requirements of the Aviation Standards were implemented for Maritime Task Force vessel helicopters as indicated below:

- (a) UNIFIL did not verify aircrew qualifications and training, and ensure that maintenance requirements were complied with;
- (b) UNIFIL did not provide a copy of the Aviation Standards to the Maritime Task Force vessel aircrew;
- (c) UNIFIL was not provided with troop-contributing countries standard operating procedures for their air assets in English, as they were only available in their local language; and
- (d) The UNIFIL Mission Aviation Safety Officer did not conduct independent safety oversight of Maritime Task Force vessels helicopters.
- (e) The following responsibilities had not been assigned to any Mission personnel: (i) monitoring of technical and regulatory compliance with United Nations aviation policies, standards and procedures; (ii) aviation budget management, (iii) safety oversight; and (iv) contract management.

23. As a result of the above, there was an unmitigated risk of reduced aviation safety and unclear accountability of the Mission and troop-contributing countries.

(4) UNIFIL should improve its management of Maritime Task Force air assets by assigning appropriate Mission personnel to perform regulatory and safety oversight of the concerned air assets in accordance with the United Nations Aviation Standards for Peacekeeping Operations.

UNIFIL accepted recommendation 4 and stated that the lack of specific guidance on oversight of the Maritime Task Force air assets was because these assets were considered as part of the ship weapon system. Nevertheless, UNIFIL agreed to establish controls for administrative flights such as flights ashore to transport personnel to and from the ship and for visits. UNIFIL would submit a relevant proposal to the United Nations Headquarters for consideration. Recommendation 4 remains open pending OIOS review of evidence that UNIFIL has submitted a proposal on controls for administrative flights to the United Nations Headquarters and regulatory and safety oversight of

Maritime Task Force air assets are performed by appropriate Mission personnel.

Need to enforce procedures for the movement of personnel

24. UNIFIL standard operating procedures required that all approved non-United Nations passengers complete a liability waiver form prior to their flight. This procedure was to safeguard UNIFIL against third party litigation in the event of injury, loss or death.

25. A review of a sample of flights taken by 335 non-United Nations passengers indicated that 27 did not sign a liability waiver form.

(5) UNIFIL should ensure that all non-United Nations personnel complete the liability waiver forms prior to the flight.

UNIFIL accepted recommendation 5 and issued an instruction to ensure the completion of waivers for all non-United Nations personnel on Mission flights. Based on the action taken, recommendation 5 has been closed.

The Mission needed to ensure that pilots and co-pilots had the required qualifications and experience

26. The United Nations Aviation Standards specified the required qualifications and experience for the professional staff in the Aviation Section to ensure that they were able to properly perform their functions effectively. These standards also stipulated the required experience for pilots and co-pilots for each category of aircraft.

27. A review of the Aviation Section's personnel indicated that staff had the appropriate qualifications and experience, although one staff member, while having the requisite experience did not have the required certification. The pilots and co-pilots had the required qualifications. However, their experience was substantially lower than the level required by the Aviation Standards. This was because the commercial contract and the Letters of Assist with troop-contributing countries, which stipulated 2,500 and 1,000 flight hours for pilots, respectively, did not conform to the Aviation Standard requiring 3,500 flight hours.

(6) UNIFIL should, in consultation with the Department of Field Support, ensure that its aviation personnel as well as the terms of commercial contracts and Letters of Assist meet the level of experience and qualifications required by the United Nations Aviation Standards for Peacekeeping Operations.

UNIFIL accepted recommendation 6 and stated that a revision of requirement for aircrew qualification was ongoing at the United Nations Headquarters. Recommendation 6 remains open pending receipt of evidence that aviation personnel meet the required qualifications in compliance with the Aviation Standards.

Adequate aviation safety management was established

28. For aviation operations, UNIFIL established integrated operational risk management principles and promulgated various standard operating procedures to guide staff on aviation safety. Moreover, the Aviation Emergency Response Plan had been tested, and a safety programme was established in accordance with the Department of Peacekeeping Operations/Department of Field Support Aviation Manual. OIOS concluded that controls over UNIFIL's aviation safety management were adequate.

[Redacted]

[Redacted]

[Redacted]

IV. ACKNOWLEDGEMENT

30. OIOS wishes to express its appreciation to the Management and staff of UNIFIL for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of aviation operations in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNIFIL should conduct a new needs assessment for its commercial and military air assets to avoid overcapacity	Important	O	Receipt of formal needs assessment for commercial and military helicopters.	31 January 2014
2	UNIFIL should improve the utilization of its air assets by implementing procedures to ensure that special flights are authorized sufficiently well in advance, and approved by properly delegated personnel.	Important	O	OIOS review of evidence that UNIFIL implements improved procedures authorizing and approving special flight requests in advance by properly delegated personnel.	31 July 2014
3	UNIFIL should improve controls over its special flights by ensuring that: each flight is approved and authorized only after a thorough consideration of comparative costs and travel times for air and ground transportation; and air mission requests contain reasons for not using ground transportation.	Important	O	OIOS review of evidence that the Mission implements adequate procedures to approve special flight requests only after considering comparative costs and travel time for air and ground transportation.	31 July 2014
4	UNIFIL should improve its management of Maritime Task Force air assets by assigning appropriate Mission personnel to perform regulatory and safety oversight of the concerned air assets in accordance with the United Nations Aviation Standards for Peacekeeping Operations.	Important	O	OIOS review of evidence that UNIFIL has submitted a proposal on controls for administrative flights to the United Nations Headquarters and regulatory and safety oversight of Maritime Task Force air assets are performed by appropriate Mission personnel.	31 January 2014

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ C = closed, O = open

⁴ Date provided by UNIFIL in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of aviation operations in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ⁵ / Important ⁶	C/ O ⁷	Actions needed to close recommendation	Implementation date ⁸
5	UNIFIL should ensure that all non-United Nations personnel complete the liability waiver forms prior to the flight.	Important	C	Action taken.	Implemented
6	UNIFIL should, in consultation with the Department of Field Support, ensure that its aviation personnel as well as the terms of commercial contracts and Letters of Assist meet the level of experience and qualifications required by the United Nations Aviation Standards for Peacekeeping Operations.	Important	O	Receipt of evidence that aviation personnel meet the required in compliance with the Aviation Standards.	31 July 2014 (dependent on confirmation from DFS)

⁵ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

⁶ Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

⁷ C = closed, O = open

⁸ Date provided by UNIFIL in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of aviation operations in the United Nations Interim Force in Lebanon

UNITED NATIONS
INTERIM FORCE IN LEBANON



NATIONS UNIES
FORCE INTERIMAIRE AU LIBAN

Inter Office Memorandum

17 December 2013
R.F.N. 3461-0013/UNIFIL-100

To: Ms. Eleanor T. Burns
Chief Peacekeeping Audit Service
Internal Audit Division, OIOS

From: Major General Paolo Serra
Head of Mission and Force Commander
UNIFIL



Subject: Draft report on an audit of aviation operations (Assignment No. AP2013/672/03)

1. We refer to your memorandum on the audit of aviation operations, reference no. IAD: 13-MO131202 dated 03 December 2013. Please find attached UNIFIL response to the recommendations contained in the subject draft audit report.

2. In following the usual procedure, copies of supporting documents will only be provided to the MERAO based at UNIFIL HQ and will not be transmitted to you with this Mission response.

Best regards.

Cc: Mr. Clark Toes, Officer-in-Charge, Mission Support, UNIFIL
Mr. Effendi Syukur, Chief Compliance Unit, UNIFIL
Ms. Anna Halasan, Professional Practices Section, Internal Audit Division, OIOS

Management Response

Audit of aviation operations in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNIFIL should conduct a new needs assessment for its commercial and military air assets to avoid overcapacity	Important	Yes	Chief Aviation Officer	31 January 2014	<p>With regard to its military air assets the Mission wishes to note that a needs assessment of United Nations Interim Force in Lebanon (UNIFIL) military helicopters was conducted in 2011-2012, based on the Force Commander's operational plan for the use of helicopters.</p> <p>The assessment reviewed the minimum requirement to provide two 24/7 standby assets and one asset for daily operations and was based on a specific scheduled and non-scheduled maintenance programme for the type of asset. Based on the above a minimum of five helicopters are required for UNIFIL to meet its operational requirement. Based on this assessment, United Nations Headquarters and the troop-contributing country agreed to the deployment of six helicopters in order to provide for sufficient flexibility. The number of deployed helicopters by the troop-contributing country does not affect the overall operational costs as only flown hours are paid.</p> <p>In 2012, one asset had an accident and was made unavailable. The flying hours were absorbed by the remaining five, which typically affects the overall maintenance staggerline. The asset is back on line since 21 October 2013 and flying</p>

⁹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

¹⁰ Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of aviation operations in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>hours have been adapted to equalize the staggerline of maintenance schedule.</p> <p>A revised needs assessment would only be required in the event of a change in the Mission’s operational plan for use of military helicopters.</p> <p>With regard to the commercially contracted helicopter, the Mission is finalizing a renewed, formal needs assessment.</p> <p>The Mission stresses that the statement regarding underutilization is incorrect. UNIFIL has budgeted 600 hours for the Mi-8 and flew 550, which equals to 91.6%. The 960 hours are given by the operator as maximum yearly potential based on availability of one single aircrew with a maximum possible flying duty time of 80 hours per month. This allows UNIFIL flexibility, for a surge in use should it be required. The additional hours made available by the operator do not generate extra costs.</p> <p>Training hour costs are based on night currency requirements as per United Nations Aviation Manual and on the minimum number of aircrew required to provide for the standby helicopters as per the mission’s operational plan.</p> <p>The passenger load percentage is only to be considered for scheduled regular flights, not to include special flights, which only concern the requesting party, for example medical evacuation. In UNIFIL, typically, the Head of</p>

Management Response

Audit of aviation operations in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						Mission/Force Commander will travel with a total of three or four passengers. When the Mi-8 is available, this asset is systematically used as the cost is less than half of Bel-212.
2	UNIFIL should improve the utilization of its air assets by implementing procedures to ensure that special flights are authorized sufficiently well in advance, and approved by properly delegated personnel.	Important	Yes	Chief Aviation Officer / Chief Movement Control Section / Chief Joint Logistics Center Under overall oversight of Deputy Director of Mission Support	31 July 2014	<p>On 12 December, Aviation Section initiated an evaluation for the establishment of a Mission Support Center, by co-locating Joint Monitoring Coordination Centre and Joint Logistics Units and centralizing all requests for transport in order to optimize visibility and efficiency capability, in choice and usage of transportation means.</p> <p>It is anticipated that establishment of the Mission Support Center will optimize the use of transport under the control of one accountable manager.</p> <p>The Mission wishes to note that this initiative will require assessment from several parties, review of processes and procedures and approval by Director of Mission Support and Head of Mission after the consultation with all stakeholders.</p>
3	UNIFIL should improve controls over its special flights by ensuring that: each flight is approved and authorized only after a thorough consideration of comparative costs and travel times for air and ground transportation; and air mission requests contain reasons for not using ground transportation.	Important	Yes	Chief Aviation Officer / Chief Movement Control Section / Chief Joint Logistics Center Under overall oversight of Deputy Director of Mission Support	31 July 2014	<p>As referred to UNIFIL comments to recommendation 2, this will be the role of a Joint Monitoring Control Centre to make such determination based on analysis of all available information pertains to ongoing/requested travels as well as the prevailing and reported security situation.</p> <p>The Mission Support Centre, as have been established in other missions, where Joint Monitoring Control Centre and Joint Logistics</p>

Management Response

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Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						Operations Centre have centralized vision, access and management capability of all movement requests. This is the only approach to effective and efficient transport management.
4	UNIFIL should improve its management of Maritime Task Force air assets by: (a) renewing expeditiously the relevant Letters of Assist; and (b) assigning appropriate Mission personnel to perform regulatory and safety oversight of the concerned air assets in accordance with the United Nations Aviation Standards for Peacekeeping Operations.	Important	Yes	Chief Aviation Officer	31 January 2014	<p>(i) The first part of the recommendation is outside of UNIFIL control/purview. United Nations Headquarters is the sole authority to renew the relevant Letters of Assist.</p> <p>(ii) Currently there is no specific guidance on oversight of the Maritime Task Force air assets. This is due to the fact that these assets are considered as part of the ship weapon system. Nevertheless, UNIFIL agrees that specific guidance should be established from a regulatory and safety perspective and to establish adequate control of flights performed outside the framework of the ship's operational activities (i.e. flights ashore in order to transport personnel to/from the ship, visits, etc.). These flights are of administrative nature in United Nations terms and should fall under a similar approval/authorization process as any other UNIFIL administrative flight.</p> <p>UNIFIL will submit a proposal, to United Nations Headquarters/Department of Field Support/Air Transport Section for consideration.</p>
5	UNIFIL should ensure that: (a) all non-United Nations personnel complete the liability waiver forms prior to the flight; and (b) the movement of personnel forms are submitted in a timely manner.	Important	Yes	Chief Movement Control Section	11 November 2013 (Implemented)	<p>The procedures have been fully implemented and are in place.</p> <p>(i) All non-United Nations personnel complete the liability waiver forms prior to boarding United Nations flights. The procedures were reinforced through</p>

Management Response

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Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						<p>issuance of reminder to all Movement Control staff and Information Circular number 2013/106 to all UNIFIL Personnel.</p> <p>(ii) UNIFIL complies with the policy. The electronic Movement of Personnel forms submitted less than 48 hours in advance are accepted for regular flights in order to maximise utilisation of seats in helicopters and exceptions are restricted to only apply to special flights and evacuation case.</p>
6	<p>UNIFIL should, in consultation with the Department of Field Support, ensure that its aviation personnel as well as the terms of commercial contracts and Letters of Assist meet the level of experience and qualifications required by the United Nations Aviation Standards for Peacekeeping Operations.</p>	Important	Yes	<p>Chief Aviation Officer in Coordination with United Nations Headquarters/ Air Transport Section</p>	<p>Implementation date is pending confirmation from United Nations Headquarters regarding aircrew qualification requirements</p>	<p>All UNIFIL Aviation Section personnel are adequately qualified. Commercial contractor qualifications are verified by Aviation Technical Compliance personnel upon arrival in the mission area. For Military Personnel the Memorandum of Understanding or Letters of Assist are very generic and broad and do not call for detailed specific qualifications. In 2011 and 2012 UNIFIL through several teleconferences, discussed with United Nations headquarters to address the issue of Aircrew qualifications, mainly the lack of Instrument Flight Rules qualification, inherent to Italian Army Aviation Policy.</p> <p>UNIFIL mitigates this risk through maximizing use of commercial helicopter when under strict Instrument Flight Rules requirements.</p> <p>A revision of aircrew qualification requirements is ongoing at United Nations Headquarters/Department of Field Support/Air</p>

Management Response

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Rec. no.	Recommendation	Critical ⁹ / Important ¹⁰	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						Transport Section level, mainly regarding night flying policy.
1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]