



## INTERNAL AUDIT DIVISION

### REPORT 2014/038

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Audit of the Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and the Department of Field Support

Overall results relating to the effective implementation of the mandate of the Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and the Department of Field Support were initially assessed as partially satisfactory. Implementation of five important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

12 May 2014  
Assignment No. AP2013/616/04

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# AUDIT REPORT

## Audit of the Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and the Department of Field Support

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Transportation and Movement Integrated Control Centre (TMICC) in the Regional Service Centre in Entebbe (RSCE) and the Department of Field Support (DFS).

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. DFS established TMICC in January 2010 and presented it in the reports of the Secretary-General (A/64/633 & A/64/643) as part of the business case for the broader global field support strategy approved by the General Assembly in its resolution A/RES/64/269 dated 3 August 2010. This strategy outlined the framework for improving the efficiency and effectiveness of service delivery to field missions and ensuring better use of resources, including through the provision of common services. TMICC was required to provide fully integrated transportation and movement services to missions in Central and East Africa; the goal being to realize efficiencies through integrated planning for the movement of personnel and cargo between missions based on demand analysis using all available transport assets. The client missions of TMICC included:

- United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO);
- African Union-United Nations Hybrid Operation in Darfur (UNAMID);
- United Nations Mission in the Republic of South Sudan (UNMISS);
- United Nations Interim Security Force for Abyei (UNISFA);
- United Nations Support Office for the African Union Mission in Somalia (UNSOA);
- United Nations Assistance Mission in Somalia (UNSOM);
- United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA); and
- United Nations Office in Burundi (BINUB).

4. On 30 September 2010, DFS handed TMICC over to RSCE. TMICC comprised the following six units: (a) Planning and Analysis; (b) Air Mode; (c) Surface Transport; (d) Infrastructure; (e) Transportation and Movement Support; and (f) Quality Assurance and Compliance. It was headed by a Chief at the P-5 level who reported to the Chief of RSCE on administrative and operational matters and to the Air Transportation Section/Transportation and Movement Service, DFS on financial and technical matters.

5. The posts and other operational costs of RSCE, including those of TMICC, were funded by client missions based on an agreed cost-sharing arrangement. As at 30 September 2013, TMICC had 16 posts representing approximately 5 per cent of the posts of RSCE. The RSCE 2013/14 budget for staff and operational cost was \$26.7 million and \$11.7 million respectively.

6. Comments provided by RSCE and DFS are incorporated in italics.

## II. OBJECTIVE AND SCOPE

7. The audit was conducted to assess the adequacy and effectiveness of TMICC governance, risk management and control processes in providing reasonable assurance regarding the **effective implementation of the mandate of TMICC**.

8. The audit was included in the 2013 OIOS risk-based work plan because of the financial and operational risks related to the implementation of the mandate of TMICC as an important component of the global field support strategy.

9. The key controls tested for the audit were: (a) programme management and performance monitoring; and (b) regulatory framework. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Programme management and performance monitoring** - controls that provide reasonable assurance that there is sufficient capacity to achieve mandates and a system exists for the measurement and reporting of cost savings and effectiveness of TMICC operations.

(b) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (i) exist to guide the operations of TMICC; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information.

10. The key controls were assessed for the control objectives shown in Table 1.

11. OIOS conducted this audit from August to October 2013. The audit covered the period from 15 January 2010 to 31 August 2013.

12. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls 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

13. The TMICC governance, risk management and control processes examined were assessed as **partially satisfactory** in providing reasonable assurance regarding the **effective implementation of the mandate of TMICC**. OIOS made five recommendations to address the issues identified. DFS identified appropriate governance and oversight mechanisms, and TMICC was adequately implementing activities, including integrated planning for the movement of staff and cargo. TMICC was also in the initial stages of implementing activities related to the optimization of resources, including infrastructure and airfield support equipment. However, TMICC was not implementing one core mandate relating to a widebody long-range aircraft for troop rotations, which continued to be managed by the Logistics Support Division, DFS. Moreover, a review of available information indicated that the \$106.8 million reported as savings attributed to TMICC in the annual progress reports of the Secretary-General was overstated, and there was insufficient evidence linking reported savings to the establishment of TMICC. DFS subsequently made adjustment for \$7 million in the report of the Secretary-General (A/68/731) on the overview of financing in the United Nations peacekeeping operations stating that the balance had been targeted when TMICC was being conceptualized.

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

**Table 1: Assessment of key controls**

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
<b>Effective implementation of the mandate of TMICC</b>	(a) Programme management and performance monitoring	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(b) Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
<b>FINAL OVERALL RATING: PARTIALLY SATISFACTORY</b>					

### **A. Programme management and performance monitoring**

The Transportation and Movement Integrated Control Centre was not fully implementing its mandate

15. In accordance with its mandate, TMICC was required to ensure: (a) integrated movement planning to optimize the use of passenger and cargo aircraft, leading to a reduction in the aircraft fleet; (b) coordinated planning and use of the widebody, long-range aircraft for troop rotations, leading to an efficient utilization of aircraft, a reduction in the number of “empty legs” and reduced reliance on short-term charters; and (c) optimization of resources, including infrastructure, airfield support equipment, systems contracts for heavy maintenance handling equipment, transportation governance and associated quality assurance functions, and personnel training. The effective implementation of these mandated activities required prompt recruitment against authorized posts and deployment of qualified staff.

16. TMICC was ensuring integrated planning for the movement of staff and cargo by preparing regional flight schedules for eight medium-haul passenger aircraft, including three each from DFS and MONUSCO and one each from UNAMID and UNMISS. However, TMICC was not coordinating the planning and use of the widebody long-range aircraft for troop rotations as these tasks were performed exclusively by the Movement Control Section of DFS due to the need for DFS to consult with permanent missions of troop-contributing countries on matters relating to troop movement and rotation. However, to ensure accountability and efficient use of resources, DFS needed to ensure that the mandate of TMICC was revised to reflect changes regarding the responsibility of TMICC for the coordinated planning and use of the widebody long-range aircraft for troop rotation.

17. TMICC was also at the initial stages of implementing activities related to its mandate for the optimization of resources, including infrastructure, airfield support equipment, systems contracts for heavy maintenance handling equipment, transportation governance and associated quality assurance functions, and personnel training. For example, from September 2012 to June 2013, TMICC conducted five workshops to identify opportunities and activities to optimize infrastructure, training and airfield support equipment.

18. Delays in the implementation of activities related to the optimization of resources were mainly due to the delayed recruitment of critical staff by RSCE to allow it to redefine the role of TMICC and properly identify the required skills set. The post of the Chief of TMICC had been vacant until June 2012 or 19 months after TMICC was transferred to RSCE. Once the Chief was recruited, TMICC formally established its structure and commenced recruitment. However, the following critical posts had been vacant for prolonged periods:

- One of the two posts of the Surface Mode Unit responsible for planning and executing the movement of freight and passengers by surface had been vacant up to April 2013 or more than 30 months, while the other one remained vacant as at the date of the audit in October 2013;
- The only post of the Planning and Analysis Unit responsible for conducting needs assessment was still vacant as at the time of the audit in October 2013;
- The only post of the Transportation and Movements Support Unit responsible for coordinating the training of missions' transportation and movement staff was unencumbered as of October 2013; and
- The only post of the Regional Infrastructure Unit responsible for developing an integrated infrastructure improvement plan was encumbered in April 2013.

**(1) DFS, in consultation with RSCE, should ensure that the mandate of the Transportation and Movement Integrated Control Centre (TMICC) is revised to reflect changes regarding its responsibility for coordinating the planning and use of the widebody long-range aircraft for troop rotation. If necessary, DFS and RSCE should realign the resources of TMICC with the revised mandate.**

*DFS accepted recommendation 1 and stated that the RSCE Steering Committee, in consultation with DFS, would ensure that the TMICC mandate and procedures accurately reflect agreed responsibilities for the coordination and tasking of aircraft. An analysis of resources would be undertaken. Recommendation 1 remains open pending receipt of the revised mandate and procedures of TMICC reflecting its responsibilities for coordinating and tasking aircraft.*

**(2) RSCE should expedite the recruitment for critical vacant posts of the Transportation and Movement Integrated Control Centre.**

*RSCE accepted recommendation 2 and stated that one of the four posts that had been vacant for extended period had been filled in November 2013 and the lack of a suitable roster candidate further delayed the filling of another post. Recommendation 2 remains open pending receipt of evidence that critical posts have been filled.*

#### Lack of adequate analysis to support cost savings reported to the General Assembly

19. The Secretary-General was required to submit to the General Assembly an annual progress report on the implementation of GFSS providing, among other things, information on the implementation status of each initiative, achievements in such areas as service delivery improvements, efficiency gains, cost savings and reductions. The initial cost-benefit analysis presented to Member States on GFSS (A/64/633 dated 26 January 2010) quantified the net financial benefits at approximately \$45 million representing the rental cost of 29 aircraft expected to be discontinued due to the TMICC integrated movement planning for passenger and cargo aircraft.

20. At the time of the audit, the Secretary-General had issued three annual progress reports to the General Assembly (A/65/643, A/66/591 and A/67/633) on the implementation of GFSS wherein the savings attributed to TMICC amounted to \$106.8 million as shown in Table 2.

**Table 2: Savings achieved by TMICC relating to the optimization of air assets from January 2010 to 30 June 2012**

Mission/activity	Number of aircraft discontinued	Rental and operational cost (excluding fuel) savings	Fuel cost savings	Total savings
MONUSCO	10	\$28,009,281	\$8,485,811	\$36,495,092
United Nations Mission in the Central African Republic and Chad (MINURCAT)	1	3,180,000	1,144,640	4,324,640
UNAMID	11	35,088,191	18,232,479	53,320,670
United Nations Mission in Sudan (UNMIS)	2	6,495,060	1,767,150	8,262,210
Replacement of the MINURCAT short-term charter service with long-term charter service for troop rotation	-	-	-	2,800,000
Widebody long-range aircraft for troop rotation under the purview of the Movement and Control Section of DFS	-	-	-	1,600,000
<b>Total</b>	<b>24</b>	<b>\$72,772,532</b>	<b>\$29,630,080</b>	<b>\$106,802,612</b>

21. While the reported savings exceeded the initial expectation by \$61.8 million, there was insufficient evidence linking some savings to TMICC. OIOS review of available information indicated that \$20.9 million (see Table 3) of the reported savings did not relate to TMICC operations but related to actions that had been taken to discontinue aircraft before GFSS was formally approved.

**Table 3: Savings incorrectly attributed to TMICC from January 2010 to 30 June 2012**

Mission/activity	Number of aircraft discontinued	Total savings
MONUSCO	1	\$3,927,491
MINURCAT	1	4,324,640
UNAMID	1	4,202,623
UNMIS	1	4,131,105
Replacement of the MINURCAT short-term charter service with long-term charter service for troop rotation	-	2,800,000
Widebody long-range aircraft for troop rotation under the purview of the Movement and Control Section of DFS	-	1,600,000
<b>Total</b>	<b>4</b>	<b>\$20,985,859</b>

22. DFS had acknowledged that the above savings of \$20.9 million had been reported previously to Member States for fiscal year 2009/10 and agreed that this would be reviewed and clarified in the next report on the overview of the financing of peacekeeping operations for 2014/15. DFS also stated that although the savings of \$20.9 million were delivered before the formal approval of GFSS and the establishment of TMICC, DFS had targeted the savings in July 2009 when it conceptualized the establishment of TMICC.

23. Moreover, there was insufficient evidence fully linking the other \$85.9 million (\$106.8 million – \$20.9 million) cost savings reported by DFS to the establishment of TMICC, as demonstrated by the following two examples:

- A reported saving of \$22.0 million related to the discontinuation of three aircraft for UNAMID. On record, these aircraft were discontinued due to objections from the host government relating to their operating in its airspace. DFS stated however that the decision to discontinue these aircraft was based on an analysis of overall demand and supply, and a review of aggregate regional capacity alongside UNAMID needs. This led to the determination that UNAMID movement requirements could be delivered through TMICC-coordinated support from other regional assets; and

- A reported saving of \$6.9 million related to an aircraft that MONUSCO leased for the 2011 elections, and subsequently discontinued after the elections. DFS stated however that the aircraft used by MONUSCO for the elections was drawn down because its movement requirements were being met through TMICC-coordinated support. DFS further stated that the initial requirement for \$22.0 million in aviation support was significantly reduced through intensive inter-mission support coordinated through TMICC during the election period to deliver the same requirement through existing regional resources.

24. DFS had also yet to implement an adequate mechanism for documenting, collecting, attributing and reporting efficiency gains and cost savings related to integrated movement planning, coordinated planning and use the widebody aircraft, and optimization of resources such as infrastructure and airfield support equipment. In OIOS view, such a mechanism would improve the reporting of efficiency gains and savings, and assist in the decision-making process.

**(3) DFS, in coordination with RSCE, should adjust the \$106.8 million reported as savings attributed to the establishment of the Transport and Movement Integrated Control Centre (TMICC) in the progress reports of the Secretary-General on the implementation of the Global Field Support Strategy to more accurately account for the impact of TMICC.**

*DFS accepted recommendation 3 and stated that it had been implemented as indicated in Table A.5 of the Secretary-General's report (A/68/731) on the overview of United Nations financing of peacekeeping operations. A review of A/68/731 indicated that DFS had adjusted the savings by \$7 million, this being a portion of the \$20.9 million referred to in paragraph 21 above, and stated that the adjustment: (a) showed that the savings were not achieved exclusively through TMICC, but also through a concerted programme of reductions by Headquarters, TMICC and missions, which was enabled by the existence of TMICC; and (b) was made to reflect the fact that certain savings were realized in fiscal year 2009/10, which had been targeted under GFSS planning and actualized through TMICC. However, DFS had not made adjustment for the balance \$13.9 million of the \$20.9 million and did not provide evidence linking this amount to the operation of the TMICC. Recommendation 3 remains open pending OIOS verification of documentation indicating that DFS has adjusted the savings by \$13.9 million or that these had been achieved through the operation of the TMICC.*

**(4) DFS, in coordination with RSCE, should further develop its methodology and associated guidelines for collecting, attributing and reporting efficiency gains and cost savings related to the core mandates of the Transport and Movement Integrated Control Centre.**

*DFS accepted recommendation 4 and stated that DFS had developed a common methodology for cost-benefit analysis, which had been rolled out to all Headquarters divisions and several inter-departmental partners, as well as field missions, in 2013. DFS had also established principles for benefits realization. Recommendation 4 remains open pending receipt of the common methodology for cost-benefit analysis and the principles for benefits realization.*

## B. Regulatory framework

The standard operating procedures governing the Transport Management Integrated Control Centre's operations needed to be formalized

25. The Implementation Governance Framework of TMICC required it to implement standard operating procedures to govern its operations and administrative procedures to ensure cost-effective management of assets. Aviation operations were also governed by the DFS Aviation Manual. TMICC established procedures on aircraft use reporting and invoicing related to regional aviation system contracts. TMICC also developed a work flowchart of the Air Mode Unit, which was responsible for planning and executing the movement of freight and passengers by air. However, a review of a sample of 245 out of 618 flights tasked by TMICC during fiscal year 2012/13 indicated the need for RSCE to formalize additional procedures governing the operations of TMICC including those relating to: (a) flight/landing clearances; (b) fuel arrangement; and (c) crew accommodation and ground handling arrangements.

**(5) RSCE should formalize additional standard operating procedures governing the operations of the Transport Management Integrated Control Centre including those relating to (a) flight/landing clearances; (b) fuel arrangement; and (c) crew accommodation and ground handling arrangements.**

*RSCE accepted recommendation 5 and stated that standard operating procedures would be finalized by the third quarter of 2014. Recommendation 5 remains open pending receipt of a copy of the standard operating procedures governing the operations of TMICC.*

## IV. ACKNOWLEDGEMENT

26. OIOS wishes to express its appreciation to the Management and staff of RSCE and DFS 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 Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and the Department of Field Support**

Recom. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	DFS, in consultation with RSCE, should ensure that the mandate of the Transportation and Movement Integrated Control Centre (TMICC) is revised to reflect changes regarding its responsibility for coordinating the planning and use of the widebody long-range aircraft for troop rotation. If necessary, DFS and RSCE should realign the resources of TMICC with the revised mandate.	Important	O	Receipt and review by OIOS of the revised TMICC mandate and the results of the analysis of TMICC resources.	31 March 2015
2	RSCE should expedite the recruitment for critical vacant posts of the Transportation and Movement Integrated Control Centre.	Important	O	Receipt of evidence that critical posts have been filled.	31 March 2015
3	DFS, in coordination with RSCE, should adjust the \$106.8 million reported as savings attributed to the establishment of the Transport and Movement Integrated Control Centre (TMICC) in the progress reports of the Secretary-General on the implementation of the Global Field Support Strategy to more accurately account for the impact of TMICC.	Important	O	OIOS verification of documentation supporting the \$13.9 million of savings achieved under the GFSS planning framework.	31 January 2014
4	DFS, in coordination with RSCE, should further develop its methodology and associated guidelines for collecting, attributing and reporting efficiency gains and cost savings related to the core mandates	Important	O	Receipt and verification by OIOS of the common methodology for cost-benefit analysis and the principles for benefits realization.	31 March 2015

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> C = closed, O = open

<sup>4</sup> Date provided by DFS

## STATUS OF AUDIT RECOMMENDATIONS

**Audit of Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and  
the Department of Field Support**

Recom. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
	of the Transport and Movement Integrated Control Centre.				
5	RSCE should formalize additional standard operating procedures governing the operations of the Transport Management Integrated Control Centre including those relating to (a) flight/landing clearances; (b) fuel arrangement; and (c) crew accommodation and ground handling arrangements.	Important	O	Receipt of a copy of the standard operating procedures governing the operations of TMICC.	30 September 2014

# **APPENDIX I**

## **Management Response**

CONFIDENTIAL

Routine

TO: Ms. Eleanor Burns, Director,  
A: Internal Audit Division, OIOS

DATE: 29 April 2014

THROUGH:  
S/C DE:

REFERENCE: UNHQ-AR-BOI-Memo-2-  
2014-683

FROM: Anthony Banbury, Assistant Secretary-General  
DE: Department of Field Support



SUBJECT: **Draft report on an audit of the Transportation and Movement Integrated  
Control Centre in the Regional Service Centre in Entebbe and the  
Department of Field Support (Assignment No. AP2013/616/04)**

1. I refer to your memorandum dated 4 April 2014 regarding the above-mentioned audit. Please find attached our comments on the recommendations and issues contained in the report. In formulating our response, we have conferred with the respective officials in DFS and the Regional Service Centre Entebbe (RSCE), and their comments, where appropriate, have been incorporated in this reply.
2. Thank you for the opportunity to comment on the draft report. We stand ready to provide any further information that may be required.

cc: Ms. Anna Halasan

**AP2013/616/04 - Draft report on an audit of the Transportation and Movement Integrated Control Centre in the Regional Service Centre in Entebbe and the Department of Field Support**

**AUDIT RESULTS**

**Programme management and performance monitoring**

**Paragraph 18**

1. DFS reiterates that the Transportation and Movement Integrated Control Centre (TMICC) tasked only four aircrafts, as set out below, and not eight as indicated in paragraph 18 of the OIOS report.

Type	Call sign
MD83	UNO-769
B737-Combi	UNO-853
B737-400	UNO-799
ATR-72	UNO-514

Other aircrafts were tasked by the missions as follows:

Type	Call sign	Mission
L-100 (C-130)	UNO-854	MONUSCO
IL76	UNO-824	MONUSCO
AN-26	UNO-808	MONUSCO
DHC-8	UNO-800	MONUSCO
L-410	UNO-520	UNMISS
DHC-7	UNO-360	UNISFA

2. While the TMICC planned and coordinated these regional ad-hoc flights, the tasking responsibility rested with the missions which has the formal DFS tasking authority. Evidence that the aircrafts were tasked by the missions and a detailed explanation of the Tasking Order Process were provided to OIOS under separate cover.

**Paragraphs 23 – 27**

3. DFS wishes to clarify that it has already implemented the recommendation and adjusted the reporting, including attribution of the savings achieved from aviation optimization. The adjustment shows that the savings were not achieved exclusively through the TMICC. The savings were also due to a concerted programme of reductions by Headquarters, TMICC and missions, enabled through the existence of the TMICC and its ability to improve the coordination of mission air assets to meet regional requirements. In addition, the reported savings were amended to reflect the fact that certain savings were realized in the fiscal year 2009/10. Although the 2009/10 savings were realized before the formal approval of GFSS, DFS maintains its position that these savings had been targeted under GFSS planning from as early as July 2009, and the TMICC had been operational since January 2010 to actualize the plan. These changes

are reflected in Table A.5 of the Secretary-General's report (A/68/731) on the "Overview of the financing of United Nations peacekeeping operations".

**Paragraph 28**

4. DFS requests greater precision in the language in this paragraph to clarify which comments are attributable to DFS and those made by the OIOS Audit Team. In addition, DFS disagrees with the following statement: "The lack of accurate information on cost savings reduced DFS and Member States' ability to make informed decisions about GFSS and more specifically the TMICC". The Department is not aware of any specific decisions that were poorly informed as a result of the information available on cost savings at that time.

**Paragraph 29**

5. Based on the comments in paragraph 3 above, DFS requests that paragraph 29 of the report be amended accordingly.

**Paragraph 31**

6. DFS wishes to clarify that the Operational Technical Board is an advisory body and therefore its recommendations are subject to approval of the RSCE Steering Committee. With regards to paragraph 31 (a), RSCE wishes to clarify that the requirements of the RSCE Steering Committee were met. Specifically, the TMICC produced a monthly summary of savings and reported the savings on a yearly basis. Also, the TMICC's targets for 2012/13 were prepared and incorporated in the budget submission as part of the results-based budgeting framework, while the verification of the 2010/11 savings was done in cooperation with DFS and thereafter reported in Table B.2 of Annex II in the Secretary-General's report (A/67/723) on the "Overview of the financing of United Nations peacekeeping operations".

**Management Response**

**Audit of the Transportation and Movement Integrated Control Centre**

<b>Rec. no.</b>	<b>Recommendation</b>	<b>Critical<sup>1</sup>/ Important<sup>2</sup></b>	<b>Accepted? (Yes/No)</b>	<b>Title of responsible individual</b>	<b>Implementation date</b>	<b>Client comments</b>
1	DFS, in consultation with RSCE, should ensure that the mandate of the Transportation and Movement Integrated Control Centre (TMICC) is revised to reflect changes regarding the Centre's responsibility for coordinating the planning and usage of the wide-body long-range aircraft for troop rotation and tasking of other aircraft for the regional movement of cargo and personnel. If necessary, DFS and RSCE should realign the resources of TMICC with the revised mandate.	Important	YES	Chief, RSCE	First quarter of 2015	The RSCE steering committee, in consultation with DFS, will ensure that the TMICC mandate and procedures accurately reflect agreed responsibilities for the coordination and tasking of aircraft. An analysis of resources will be undertaken in the context of an upcoming civilian staffing review for the RSCE.
2	RSCE should expedite the recruitment for critical vacant posts of the Transportation and Movement Integrated Control Centre.	Important	YES	Chief, RSCE	First quarter of 2015	Of the two vacant posts referred to in paragraph 20 of the report, the one at the Surface Mode Unit was filled in November 2013. For the remaining post at the Policy and Planning Unit, no suitable candidate was identified from the roster, given the specialized nature of the function. A post specific job opening was therefore initiated. The post is expected to be filled by the first quarter of 2015.

<sup>1</sup> 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.

<sup>2</sup> 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 the Transportation and Movement Integrated Control Centre**

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
3	DFS, in coordination with RSCE, should adjust the \$106.8 million reported as savings attributed to the establishment of the Transport and Movement Integrated Control Centre in the progress reports of the Secretary-General on the implementation of the Global Field Support Strategy to more accurately account for the impact of the Centre.	Important	YES	N/A	N/A	The recommendation has been implemented. Please refer to our comments in paragraph 3 of Annex 1.
4	DFS, in coordination with RSCE, should further develop its methodology and associated guidelines for collecting, attributing and reporting efficiency gains and cost savings related to the core mandates of the Transport and Movement Integrated Control Centre.	Important	YES	Team Leader, GFSS Implementation Coordination Team	First quarter of 2015	The RSCE Steering Committee and DFS are committed to strengthening the methodology and guidance for collecting, attributing and reporting efficiency gains and costs savings related to the TMICC. This includes better documentation of decisions relating to targeted and actual savings to be achieved through the TMICC. DFS has developed a common methodology for cost-benefit analysis, which was rolled out to all Headquarters Divisions and several inter-departmental partners, as well as field missions, in 2013. This will allow for earlier and better identification and tracking of planned benefits. The Department has also established principles for benefits realization, which have been applied to GFSS benefits reporting for financial period 2012/13 and are contained in the Secretary-General's fourth progress report on GFSS implementation (A/68/731).

## Management Response

## Audit of the Transportation and Movement Integrated Control Centre

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	RSCE should implement appropriate procedures to ensure that the Transportation and Movement Integrated Control Centre complies with the requirements of the Steering Committee and Operational Technical Board.	Important	NO	N/A	N/A	DFS does not accept the recommendation since the findings in paragraph 31 of the report on which the recommendation is based are not factually accurate, as stated in paragraph 6 of Appendix 1. In addition, the procedures ensuring implementation of the RSCE Steering Committee's decisions are already in place. Specifically, the status of all the decisions made by RSCE Steering Committee is reported and reviewed at each session of the Committee. In support of this, the Steering Committee decided on 3 November 2013 that "the decisions will be progressively closed on a monthly basis by the Executive Secretary and circulated to the Steering Committee members."
6	RSCE should formalize additional standard operating procedures governing the operations of the Transport Management Integrated Control Centre including those relating to (a) flight/landing clearances; (b) fuel arrangement; and (c) crew accommodation and ground handling arrangements.	Important	YES	Chief, RSCE	Third quarter of 2014	The standard operating procedures will be finalized by the third quarter of 2014.