



## INTERNAL AUDIT DIVISION

### REPORT 2016/168

---

Audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

There was a need to adequately staff the Aviation Section, develop an aviation support plan and ensure special flight requests were submitted in a timely manner

19 December 2016  
Assignment No. AP2015/637/06

# **Audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

## **EXECUTIVE SUMMARY**

The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over management of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The audit covered the period from 15 September 2014 to 30 September 2016 and it included reviews of: (a) aviation support planning; (b) aircraft utilization reporting; (c) flight following; (d) aviation risk management; and (f) management of aviation contracts and letters of assist.

MINUSCA consistently conducted initial inspections of aircraft prior to their tasking, monitored aircraft maintenance and obtained supporting documents for aircrew qualifications and experience. However, MINUSCA needed to develop an aviation support plan, enhance procedures over special flights, establish procedures for cost-reimbursable of aviation services to third parties, and ensure routine maintenance, repair and resurfacing of landing sites.

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

- Provide guidance to the Aviation Section on development of an aviation support plan and preparation of the air operations explanatory notes as part of the budget process;
- Ensure accuracy of aircraft use reports submitted to the Department of Field Support (DFS);
- Ensure special flight requests are submitted to the Aviation Section in a timely manner;
- Establish formal agreements for provision of cost-reimbursable aviation services to third parties, and maintenance of adequate and up-to-date records of these services and recovery of the related costs;
- Expedite the installation of satellite tracking devices on aircraft, and provide necessary guidance to flight following operators;
- Ensure the requirements for the Air Operations Centre to assess aviation risks and develop and implement appropriate mitigating measures;
- Fill the vacant position of Air Operations Officer to ensure approval of landing sites survey forms and timely certification of all frequently used landing sites;
- Ensure routine maintenance, repair and resurfacing of landing sites by the Engineering Section; and
- Improve monitoring procedures over the preparation of aircraft performance reports and their timely submission to DFS.

MINUSCA accepted the recommendations, have implemented three, and has initiated action to implement the other six recommendations.



# CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	1
III. OVERALL CONCLUSION	1
IV. AUDIT RESULTS	2-8
A. Aviation support planning	2
B. Aircrafts utilization	2-4
C. Flight following	4-5
D. Aviation risk management	5-7
E. Management of aviation contract and letter of assists	7-8
V. ACKNOWLEDGEMENT	8
ANNEX I      Status of audit recommendations	
APPENDIX I   Management response	

# **Audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

## **I. BACKGROUND**

1. The Office of Internal Oversight Services (OIOS) conducted an audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA).
2. As at 30 June 2016, MINUSCA had 14 aircrafts comprising three fixed-wing and 11 rotary wing aircrafts. All three fixed wing were civilian aircrafts whereas the 11 rotary-wing aircrafts comprised three civilian helicopters, two military attack helicopters and six military utility helicopters. MINUSCA had three operational bases in Bangui, Bria and Kaga-Bandoro and it operated its aircrafts from 34 airfields and helipads within the Central African Republic.
3. The MINUSCA Aviation Section is responsible for planning air operations and managing aviation contracts issued by the United Nations Headquarters for transportation of passengers and cargo and aero-medical evacuations. The Section's 2014/15, 2015/16, 2016/17 budgets were \$56.7 million, \$56.6 million, and \$83.8 million, respectively.
4. Comments provided by MINUSCA are incorporated in italics.

## **II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY**

5. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes over management of air operations in MINUSCA.
6. This audit was included in the 2016 risk-based work plan of OIOS due to the risk of the operational and financial risks related to air operations.
7. OIOS conducted this audit from July to October 2016. The audit covered the period from 15 September 2014 to 30 September 2016. Based on an activity-level risk assessment, the audit covered higher and medium risks in the management of air assets, which included reviews of: (a) aviation support planning; (b) aircraft utilization reporting; (c) flight following; (d) aviation risk management; and (e) management of aviation contracts and letters of assist.
8. The audit methodology included: (a) interviews of key personnel, (b) review of relevant documentation, (c) analytical reviews of data, and (d) judgemental sample testing.

## **III. OVERALL CONCLUSION**

9. MINUSCA consistently conducted initial inspections of aircraft prior to their tasking, monitored aircraft maintenance and obtained supporting documents for aircrew qualifications and experience. However, MINUSCA needed to: (a) develop an aviation support plan and prepare explanatory notes as part of the annual budget process; (b) submit aircraft use reports to the Department of Field Support (DFS) in a timely manner; (c) enhance procedures over special flights; (d) establish agreements for the provision of cost-reimbursable aviation services to third parties, maintain adequate and up-to-date records of these services and recover related costs; (e) expedite the installation of satellite tracking devices on military aircraft; (f) ensure the requirements for the Air Operations Centre to assess aviation risks and

develop and implement appropriate mitigating measures; (g) fill the vacation position of Air Operations Officer to ensure approval of landing sites survey forms and timely certification of all frequently used landing sites; (h) ensure routine maintenance, repair and resurfacing of landing sites by the Engineering Section; and (i) improve monitoring procedures over the preparation of aircraft performance reports and their timely submission to DFS.

## **IV. AUDIT RESULTS**

### **A. Aviation support planning**

MINUSCA needed to develop an aviation support plan and prepare air operations explanatory notes

10. The Department for Peacekeeping Operations (DPKO)/DFS Aviation Manual (the Manual) require MINUSCA to: (i) develop an aviation support plan and periodically review the plan; and (ii) prepare explanatory notes as a separate annex as part of the Mission's air operations budget with information on air operations concept, fleet description and historical usage data, non-budgeted air activity and liberty travel, commercial alternatives and airfield support service requirements.

11. The MINUSCA Aviation Section had not developed an aviation support plan since the inception of the Mission in September 2014 and did not prepare the required air operations explanatory notes as part of its budgets. This occurred because the Mission leadership did not formalize the Mission's operational plan to guide the development of an aviation support plan and did not take action to enforce the preparation of explanatory notes as part of the annual results-based budgetary process. As a result, the Mission did not accurately forecast its requirements for air assets. For instance, MINUSCA spent \$6.5 million or 21 per cent more than its 2015/16 budget of \$31 million for operations.

**(1) MINUSCA should provide guidance to the Aviation Section on development of an aviation support plan and take action to ensure the preparation of the air operations explanatory notes as part of the annual results-based budgetary process.**

*MINUSCA accepted recommendation 1 and stated that the aviation support plan was part of the Mission Support Plan and would submit its budget explanatory notes in the 2017/18 budget. Recommendation 1 remains open pending receipt of a copy of the aviation support plan and 2017/18 air operations explanatory notes that supports the budget submission.*

### **B. Aircrafts utilization**

Need to accurately track asset utilization for financial reporting purposes

12. The Manual requires the Aviation Section to timely obtain from air carriers accurate monthly aircraft use reports to assist in gathering flight information, and to prepare monthly summary reports of flying hours for submission to DFS Air Transportation Section.

13. A review of aircraft use reporting and a sample of 587 (43 reports of the three fixed-wing aircraft and 544 reports of the three civilian and eight military rotary-wing aircraft) of 2,163 aircraft use reports for the period from 15 September 2014 to 30 June 2016 indicated that: (i) the Aviation Section obtained all required reports in a timely manner; and (ii) 168 reports of three fixed-wing and eight rotary-wing (three civilian and five military) aircraft were accurate as the flight hours reported therein were in agreement with the take-off and stop times recorded in the relevant post-flight air tasking orders signed and submitted by pilots after each flight/sortie. However, 419 of the reports of the three rotary-wing

military aircraft were inaccurate as the reports showed that these aircrafts flew a total of 1,514 hours from June 2015 to June 2016 while the number of hours recorded in the relevant post-flight air tasking orders signed and submitted by the pilots was 1,379 hours.

14. The above occurred because the Aviation Section did not implement adequate review procedures to ensure the accuracy of aircraft use reports obtained from contingents. As a result, there was a risk of overpayment since the troop-contributing country was entitled to payment for each flight hour reported in the summary reports submitted to DFS Air Transportation Section.

**(2) MINUSCA should implement adequate review procedures to ensure the accuracy of the aircraft use reports submitted to the Air Transportation Section of DFS.**

*MINUSCA accepted recommendation 2 and stated that all entries in the aircraft logbooks had been transferred to the aircraft use reports, all aircraft use reports had been reviewed to ensure accuracy, and all concerned contingents had been briefed on how to record entries in air tasking order. Based on the action taken by MINUSCA and OIOS verification, recommendation 2 has been closed.*

Need to enforce controls over special flights

15. The MINUSCA Director of Mission Support circular of July 2015 requires special flight requests to be submitted by the requesting office to the Aviation Section at least 72 hours prior to the planned departure date (except for exceptional cases such as operational exigencies and medical or other emergencies) to provide the Mission sufficient time to properly assess the request.

16. A review of 157 of 864 special flight requests indicated that 29 requests were submitted less than 72 hours before the planned departure of the flights and did not specify exceptional circumstances such as operational exigencies for the flights including: (a) 3 requests submitted on the day of departure; (b) 6 requests submitted 24 hours prior to departure; (c) 16 requests submitted 48 hours prior to departure; and (d) 4 requests that were submitted between one to seven days after the flight departed. This occurred because the Aviation Section did not take action to enforce the Director of Mission Support's instruction on scheduling of special flights. As a result, there was an increased risk of inefficiencies and ineffective use of MINUSCA aircraft.

**(3) MINUSCA should establish a mechanism to ensure special flight requests are submitted to the Aviation Section in a timely manner, and exceptions are properly justified in writing.**

*MINUSCA accepted recommendation 3 and stated that the adaption of electronic Special Flight Request was in progress to enforce the requirement for submitting special flight requests. Recommendation 3 remains open pending receipt of evidence that MINUSCA has adapted the electronic Special Flight Request system and all special flight requests are properly justified and timely submitted to the Aviation Section.*

Need to implement procedures for recovery of cost of air transport services provided to third parties

17. The Manual requires MINUSCA to obtain written agreements from third parties for the provision of cost-reimbursable aviation services. MINUSCA standard operating procedures for aviation services also requires the Aviation Section to maintain adequate and up-to-date records of these services and the Finance Section to recover the related costs.

18. MINUSCA provided air transportation services to United Nations entities, the host government, contractors and diplomatic missions without written agreements for the provision of cost-reimbursable aviation services and the Mission did not maintain adequate and up-to-date records of these services. This occurred because MINUSCA Aviation and Finance Sections had not taken action to enforce the requirements for the provision of aviation services to third parties and recovery of the related costs. As a result, MINUSCA could not recover the costs of aviation services provided to third parties. For example, a review and analysis of available documents of the Aviation Section relating to cost reimbursable aviation services indicated that the Mission had provided services costing approximately \$350,000 to third parties but had not recovered these costs. The waiver requirement for the non-United Nations passengers was covered in a separate audit of movement control operations recently carried out by OIOS, which found the requirement to be complied with.

**(4) MINUSCA should take action to ensure the establishment of written agreements for the provision of cost-reimbursable aviation services to third parties, maintenance of adequate and up-to-date records of these services and recovery of the related costs.**

*MINUSCA accepted recommendation 4 and stated that reimbursable aviation services would be recorded in Umoja and the Aviation Section had taken steps to create master data and commenced training in use of the Umoja roles. Recommendation 4 remains open pending receipt of evidence that MINUSCA has recorded the reimbursable aviation services in Umoja and established formal agreements for the provision of cost-reimbursable aviation services to third parties, maintained adequate and up-to-date records of these services, and recovered the related costs.*

### **C. Flight following**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]


[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Need to improve the conditions of landing sites

26. The Manual and MINUSCA air operations standard operating procedures require the Aviation Section to survey and approve landing sites prior to their use and recertify frequently used airfields every six months. The Manual also required MINUSCA to: (a) maintain in good condition landing strips/runways, taxiways and aprons to prevent damage to aircraft; and (b) install in all landing areas an operational wind indicator visible to the pilot from the air.

27. A review of documentation related to MINUSCA landing sites, landing site survey records, and site visits to 7 of the 14 frequently used airfields indicated that the Aviation Section had surveyed all 34 landing sites prior to their use. However, the Chief Aviation Officer did not sign the survey forms to provide evidence of his review and did not document on the forms whether the surveyed landing sites were approved or not approved for use. Also, as at 30 September 2016, 7 of the 14 frequently used airfields had not been recertified for over six months, with an average delay of 21 months. Moreover:

- Windsocks in two airfields were not operational as they were ragged and torn and needed to be replaced;
- Runways in two other airfields were bumpy with loose top soil (laterite) and pot holes increasing the risk of accidents during aircraft landing and take-off; and
- Airfields in two locations were prone to incursions due to lack of adequate fencing and the absence of military personnel to provide security at airfields during aircraft landing and take-off.

28. The above resulted as the Chief Aviation Officer did not implement effective supervisory controls to ensure approval of all survey forms and lack of adequate staff to recertify frequently used landing sites. The Air Terminal Unit responsible for performing landing site surveys was understaffed since one of the two international posts dedicated for landing site surveys had been vacant since the inception of the Mission in September 2014. The Mission had also not allocated resources to procure new windsocks and the Aviation Section had not taken effective actions to ensure routine maintenance, repair and resurfacing of airfields by the Engineering Section.

29. Inadequate surveying and recertification of landing sites and the use of poorly maintained landing sites increased safety and security risk to Mission personnel and air assets.

**(7) MINUSCA should take action to fill the position of the Air Operations Officer and implement effective supervisory controls to ensure approval of all survey forms and timely recertification of all frequently used landing sites.**

*MINUSCA accepted recommendation 7 and stated that the recruitment of the Chief Airfield/Air Terminals Unit had been completed and recertification of all frequently used landing sites would be*

*done.* Recommendation 7 remains open pending receipt of evidence that MINUSCA has completed the recertification of all frequently used landing sites.

**(8) MINUSCA should allocate resources for the procurement of windsocks and take effective actions to ensure routine maintenance, repair and resurfacing of landing sites by the Engineering Section.**

*MINUSCA accepted recommendation 8 and stated that sufficient windsocks were available and would provide replacement fabric cloth to all sector locations. MINUSCA was in the process of procuring 40 additional windsocks and the Aviation Section would hold an airfield maintenance coordination meeting with the Engineering Section to prioritize airfield/landing sites repairs. Recommendation 8 remains open pending receipt of evidence that MINUSCA has provided sufficient windsocks and related replacement fabric cloth to all sector locations and routine maintenance, repair and resurfacing of landing sites have been completed.*

## **E. Management of aviation contract and letter of assists**

### Aircrafts were inspected on arrival

30. The Manual requires MINUSCA to conduct initial inspections whenever a DFS-contracted aircraft arrives in the Mission. A review of the initial inspection reports for the 14 aircrafts in MINUSCA over the period from October 2014 to April 2016 indicated that MINUSCA had inspected all 14 aircrafts against the established criteria. OIOS concluded that adequate procedures were in place to conduct arrival inspections of aircraft.

### Aircrew qualifications were being verified

31. The Manual prescribes the minimum aircrew qualifications and experience for operating a United Nations aircraft. The Manual requires MINUSCA to verify the qualifications and experience of aircrew and maintain related supporting documentation.

32. A review of the credentials of 28 pilots operating MINUSCA aircraft indicated that the Mission had obtained and verified the credentials of all aircrew and implemented adequate measures to properly safeguard their credentials. OIOS concluded that MINUSCA had implemented adequate controls over the verification of the qualifications and experience of aircrew operating United Nations aircraft.

### Mission aircraft maintenance was effectively monitored

33. The air charter contracts with commercial operators and letters of assist for military aircraft requires carriers to be responsible for maintaining their aircraft. The Aviation Section is required to track maintenance days, ensure the aircraft fleet is properly maintained and remains airworthy for the duration of the commercial contract or letter of assist.

34. A review of all aircraft maintenance records indicated that carriers properly scheduled and conducted maintenance of all 14 aircrafts. The Aviation Section also monitored the maintenance allowance days under the charter contracts/letters of assist. The operators provided MINUSCA with a maintenance release certificate after an aircraft had undergone either scheduled or unscheduled maintenance to attest that the aircraft was serviceable for flight tasks. OIOS concluded that MINUSCA had implemented adequate controls over the maintenance of aircraft.

Aircraft performance evaluation reports were not regularly prepared and submitted to DFS

35. The Manual requires MINUSCA to: (a) evaluate the performance of commercial aircrafts on a quarterly basis and military aircrafts every six months; (b) evaluate the performance of contractors upon termination of the contracts; and (c) submit the performance evaluation reports to the Air Transport Section of DFS within one week of completion of the evaluation.

36. A review of all 21 performance evaluation reports for the four commercial aircraft contractors and three troop-contributing countries indicated that the completion of the evaluation was delayed by an average of 96 days. As at 30 September 2016, these reports were pending the approval of Chief Aviation Officer and Director of Mission Support in the lotus notes based database and had not been submitted to the Air Transport Section of DFS. Also, a review of all three end-of-contract evaluation reports involving four aircrafts that were terminated during the audit period indicated that the completion of the evaluation was delayed by an average of six months.

37. The above resulted as the Chief Aviation Officer had not: (a) adequately supervised and monitored the performance evaluation process; and (b) dealt with technical issues with the electronic lotus notes database system to ensure the timely transmission of reports to the Air Transport Section of DFS.

38. Failure to complete and submit performance reports on time may result in issues not being addressed in a timely manner or underperforming contractors being re-engaged by the United Nations. For example, one of the three terminated contractor's performance was rated as unsatisfactory, and delay in communicating this information to DFS could result in this contractor being re-engaged in another Mission.

**(9) MINUSCA should improve monitoring procedures over the preparation of aircraft performance reports and their timely submission to the Air Transport Section of DFS.**

*MINUSCA accepted recommendation 9 and stated that the Aviation Technical Compliance Unit would implement an electronic calendar to alert initiators of the reports three days prior to due date and that an alternate method of submission would be implemented when the electronic database fails. Recommendation 9 remains open pending receipt of evidence that MINUSCA is adequately monitoring and evaluating contractors' performance and submitting related reports to DFS in a timely manner.*

## V. ACKNOWLEDGEMENT

39. OIOS wishes to express its appreciation to the management and staff of MINUSCA for the assistance and cooperation extended to the auditors during this assignment.

(Signed) Eleanor T. Burns  
Director, Internal Audit Division  
Office of Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

c. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1.	MINUSCA should provide guidance to the Aviation Section on development of an aviation support plan and take action to ensure the preparation of the air operations explanatory notes as part of the annual results-based budgetary process.	Important	O	Receipt of a copy of the aviation support plan and 2017/18 air operations explanatory notes that supports the budget submission.	30 June 2017
2.	MINUSCA should implement adequate review procedures to ensure the accuracy of the aircraft use reports submitted to the Air Transportation Section of DFS.	Important	C	Action taken.	Implemented
3.	MINUSCA should establish a mechanism to ensure special flight requests are submitted to the Aviation Section in a timely manner, and exceptions are properly justified in writing.	Important	O	Receipt of evidence that MINUSCA has adapted the electronic Special Flight Request system and all special flight requests are properly justified and timely submitted to the Aviation Section.	31 Jan 2017
4.	MINUSCA should take actions to ensure the establishment of written agreements for the provision of cost-reimbursable aviation services to third parties, maintenance of adequate and up-to-date records of these services and recovery of the related costs.	Important	O	Receipt of evidence that MINUSCA has recorded the reimbursable aviation services in Umoja and established formal agreements for the provision of cost-reimbursable aviation services to third parties, maintained adequate and up-to-date records of these services, and recovered the related costs.	28 February 2017

<sup>1</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or 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 MINUSCA in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

c. 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>
7.	MINUSCA should take action to fill the position of the Air Operations Officer and implement effective supervisory controls to ensure approval of all survey forms and timely recertification of all frequently used landing sites.	Important	O	Receipt of evidence that MINUSCA has completed the recertification of all frequently used landing sites.	31 March 2017
8.	MINUSCA should allocate resources for the procurement of windsocks and take effective actions to ensure routine maintenance, repair and resurfacing of landing sites by the Engineering Section.	Important	O	Receipt of evidence that MINUSCA has provided sufficient windsocks and related replacement fabric cloth to all sector locations and routine maintenance, repair and resurfacing of landing sites have been completed	31 January 2017
9.	MINUSCA should improve monitoring procedures over the preparation of aircraft performance reports and their timely submission to the Air Transport Section of DFS.	Important	O	Receipt of evidence that MINUSCA is adequately monitoring and evaluating contractors' performance and submitting related reports to DFS in a timely manner.	31 December 2016

# **APPENDIX I**

## **Management Response**

## Management Response

## Audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSCA should provide guidance to the Aviation Section on development of an aviation support plan and take actions to ensure the preparation of the air operations explanatory notes as part of the annual results-based budgetary process.	Important	Yes	Chief Aviation Officer	30 Jun 2017	The Aviation Support Plan is part of the Mission Support Plan. The air operations budget explanatory notes gives account of the budget performance of the previous year. Aviation Unit will submit its budget explanatory notes in the next budget cycle for FY 2017/2018.
2	MINUSCA should implement adequate review procedures to ensure the accuracy of the aircraft use reports submitted to the Air Transportation Section of DFS.	Important	Yes	OIC Technical Compliance Unit	Completed	The responsible contingent officer was briefed again on how to record entries in the Air Tasking Orders. All Aircraft Use Reports are reviewed to ensure accuracy. Completed.
3	MINUSCA should establish a mechanism to enforce the requirement for special flight requests to be timely submitted to the Aviation Section or written justification of requests not timely submitted clearly stating the exceptional nature of the related flights.	Important	Yes	Chief Mission Air Ops Center	31 Jan 2017	The adaption of electronic special flights request (eSFR) is in progress to enforce the requirements for submitting special flight requests. MINUSCA GITTS, Movement Control and Aviation Sections are working on this project. Expected date of implementation is 31.01 2017.
4	MINUSCA should take actions to ensure the establishment of written agreements for the provision of cost-reimbursable aviation services to third parties, maintenance of adequate and up-to-date records of these services and recovery of	Important	Yes	Chief Aviation Officer	28 Feb 2017	Transactions on cost reimbursable aviation services will be recorded in Umoja Sales & Distribution Module. Aviation Unit has taken the steps to create masterdata in the system and also to get Umoja roles and training.

<sup>1</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or 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 air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	the related costs.					Training has commenced and the MasterData request is still pending.
7	MINUSCA should take action to fill the position of the Air Operations Officer and implement effective supervisory controls to ensure approval of all survey forms and timely recertification of all frequently used landing sites.	Important	Yes	Chief Aviation Officer	31 Mar 2017	Recruitment of Chief Airfield/Air Terminals Unit has been completed and expected to be on board by 15 Dec 2016. Landing sites recertification will be completed by 31 March 2017.
8	MINUSCA should allocate resources for the procurement of windsocks and take effective actions to ensure routine maintenance, repair and resurfacing of landing sites by the Engineering Section.	Important	Yes	Chief Air Terminal Unit	31 Jan 2017	Sufficient Windsocks are available and will ensure replacement fabric cloth is in stock at each sector location with RAO. Additional (40) forty windsocks is under acquisition process through 2016- 2017 budget. An airfield maintenance coordination meeting will be held with Engineering Section to prioritize airfield/landing sites repairs. All

## Management Response

## Audit of air operations in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						MINUSCA Airfield assessment will be updated by 31 January 2017.
9	MINUSCA should improve monitoring procedures over the preparation of aircraft performance reports and their timely submission to the Air Transport Section of DFS.	Important	Yes	OIC Technical Compliance Unit	31 Dec 2016	Aviation Technical Compliance Unit will implement an electronic calendar in Microsoft Outlook to alert initiators of the reports 3 days prior to due date. An alternate method of submission to be implemented when the electronic database fails. Expected date of implementation is 31 December 2016.