



## **INTERNAL AUDIT DIVISION**

### **REPORT 2023/072**

---

#### **Audit of aviation safety in the United Nations Mission in the Republic of South Sudan**

**UNMISS needed to implement aviation safety recommendations, enhance aviation emergency response preparedness, and develop an annual schedule for safety assessment visits**

**20 December 2023  
Assignment No. AP2022-633-10**

# **Audit of aviation safety in the United Nations Mission in the Republic of South Sudan**

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of aviation safety in the United Nations Mission in the Republic of South Sudan (UNMISS). The objective of the audit was to assess the efficiency and effectiveness of the implementation of the aviation safety programme at UNMISS. The audit covered the period from July 2020 to March 2023, including safety risk management and oversight, aviation emergency response preparedness, safety assurance, and safety training and promotion.

UNMISS established an Aviation Safety Council, developed an Aviation Safety Plan, and conducted training and awareness programmes. It also implemented an aircrew alcohol consumption prevention programme and developed an emergency response plan and safety performance indicators. However, UNMISS did not: (a) timely implement aviation safety recommendations, (b) develop annual safety assessment plans for field offices, and (c) properly plan and coordinate the Mission-wide testing of aviation emergency response preparedness. Additionally, the same staff assessed and approved the performance of air operators in the contract performance monitoring tool, against the principle of segregation of duties.

OIOS made four recommendations. To address issues identified in the audit, UNMISS needed to:

- Establish a formal engagement process between the Aviation Safety Unit and relevant process owners for the timely implementation of aviation safety recommendations;
- Implement measures for adequate planning and coordination of aviation emergency response plan test exercise;
- Implement an annual safety assessment schedule for field locations, considering the scale and complexity of aviation operations and related risks; and
- Expand access rights in the contract performance reporting tool to more staff within the Aviation Safety Unit to ensure adequate segregation of duties and effective performance evaluation.

UNMISS accepted all recommendations and has initiated actions to implement them. Actions required to close the recommendations are indicated in Annex I.

# CONTENTS

I. BACKGROUND	1-2
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	2
III. AUDIT RESULTS	2-9
A. Safety risk management and oversight	2-4
B. Aviation emergency response preparedness	5
C. Safety assurance	5-9
D. Safety training and promotion	9
IV. ACKNOWLEDGEMENT	9
ANNEX I	Status of audit recommendations
APPENDIX I	Management response

# Audit of aviation safety in the United Nations Mission in the Republic of South Sudan

## I. BACKGROUND

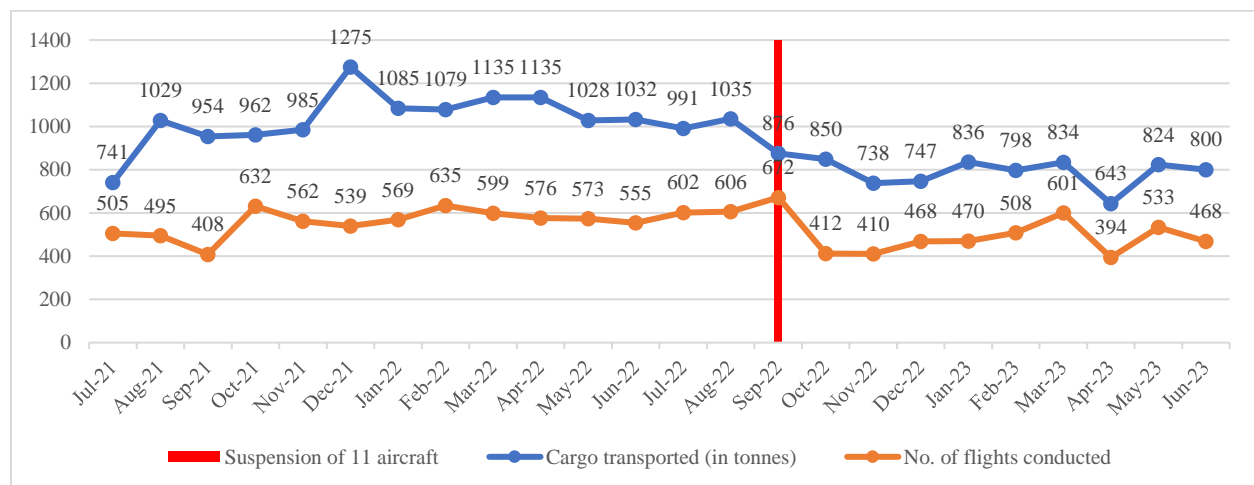
1. The Office of Internal Oversight Services (OIOS) conducted an audit of aviation safety in the United Nations Mission in the Republic of South Sudan (UNMISS).

2. UNMISS Aviation Safety Unit (ASU) is responsible for monitoring the implementation of the Aviation Safety Programme, delivering timely guidance and advice concerning aviation safety matters and accident prevention in the Mission. The Mission has also established a Mission Aviation Safety Council (MASC), chaired by the Director of Mission Support. The members of the Council include service chiefs from key pillars, the Chief Aviation Safety Officer (CASO), and other relevant staff. MASC meets quarterly to address aviation risk mitigation, formulate safety recommendations, and promote aviation safety awareness. The Mission’s aviation safety activities are primarily guided by United Nations aviation safety policies, manuals and guidelines, standard operating procedures for aviation risk management, and the Mission Aviation Safety Programme (MASP).

3. In December 2020, the Aviation Safety Section at the United Nations Headquarters replaced the Lotus Notes ECCAIRS database with the iAviationSafety reporting database, a SharePoint-based system. This new tool enables aviation personnel to collect, analyze, and share data in real-time, improving safety efforts and streamlining operations and decision-making.

4. In 2022/23, UNMISS had a fleet of 24 aircraft (6 fixed-wing and 18 rotary-wing aircraft). UNMISS suspended 11 of its 18 rotary-wing aircraft in September 2022 due to safety concerns raised by the International Civil Aviation Organization (ICAO). While the suspension was still in force as of 30 June 2023, the Mission utilized suspended aircraft for critical operations such as casualty evacuation and transport of essential cargo. The Mission transported 90,525 and 101,166 personnel in 2021/22 and 2022/23, respectively. Flights conducted and cargo transported for the same period are shown in figure I.

Figure I  
Flight and Cargo Statistics (July 2021 to June 2023)



Source: Aviation and Movement Control Section monthly reports

5. ASU is headed by the CASO at the P-4 level and reports directly to the Director of Mission Support. CASO is assisted by five international staff and one military aviation staff officer. ASU staff are based at the Mission's headquarters in Juba, and Malakal and Wau field offices. The Unit's approved training budgets were \$17,916 and \$21,192 for 2021/22 and 2022/23, respectively.

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

6. The objective of the audit was to assess the efficiency and effectiveness of the implementation of the aviation safety programme at UNMISS.

7. This audit was included in the 2022 risk-based work plan of OIOS due to safety and operational risks associated with air operations.

8. OIOS conducted this audit from April to September 2023. The audit covered the period from July 2020 to March 2023. Based on an activity-level risk assessment, the audit covered higher and medium risk areas in aviation safety management, which included: safety risk management and oversight; aviation emergency response preparedness; safety assurance; and safety training and promotion.

9. The audit methodology included: (a) interviews with key aviation safety personnel within the Mission; (b) review of documents relating to aviation safety activities; (c) analytical review of aviation safety data; (d) random sampling of 20 out of 67 performance evaluation reports; and (e) site visits to 3 of 10 airfields, namely Juba, Malakal and Wau and conducting physical observation and assessment of aviation safety measures implemented at these locations.

10. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

## **III. AUDIT RESULTS**

### **A. Safety risk management and oversight**

#### Need to timely implement aviation safety recommendations

11. In collaboration with process owners<sup>1</sup> like Aviation and Movement Control, ASU conducted safety assessments, surveys, breathalyzer tests, carriers' assessments, and performance evaluations of aircraft providers to identify aviation safety risks. ASU recommended corrective actions and risk mitigation measures to enhance aviation safety when risks were identified. These recommendations were recorded in the findings and hazards register within the iAviationSafety reporting database. However, a review of the register indicated that UNMISS had not implemented 74 (or 51 per cent) of the 144 recommended corrective actions and risk mitigation measures during the audit period. Furthermore, as of 31 March 2023, the 74 recommendations remained unimplemented for an average of 190 days, with 9 pending for over a year. The recommendations addressed various areas of aviation safety, including firefighter training, emergency response plans for field office airfields, backup water tank provision, air operator's non-conformance with insurance provisions in charter agreements, provision of fire trucks for the Kuajok field office, and coordination with local authorities for flight safety assurance required for operations.

---

<sup>1</sup> Process owners are relevant technical sections responsible for specific aviation-related processes, including design, implementation, and monitoring.

12. The relevant process owners had access to the iAviationSafety reporting database but did not promptly act on ASU's recommended corrective actions. To resolve this issue, ASU initiated review meetings with relevant process owners to facilitate the implementation of corrective actions and risk mitigation measures. However, these meetings did not occur as representatives from the process owners did not participate. This lack of formal engagement resulted in delays in implementing safety recommendations, potentially compromising the safety and effectiveness of air operations.

**(1) UNMISS should establish a formal engagement process between the Aviation Safety Unit and the relevant process owners for the timely implementation of aviation safety recommendations.**

*UNMISS accepted recommendation 1 and stated that it would arrange regular formal forums with process owners to review, manage and implement aviation safety recommendations listed in the findings and hazards risk register.*

The Mission Aviation Safety Council was operational and its proposed action plans were followed up

13. MASC met quarterly to discuss various aspects of the aviation safety programme, including quarterly hazards and occurrence reports, progress on implementation of MASC action points, and safety performance indicators. During the audit period, MASC held 11 meetings which were attended by 73 personnel on average, including representatives from air operators. For field locations, the field administrative officers<sup>2</sup> and representatives from the Aviation, Movement Control and Engineering Sections attended MASC meetings.

14. MASC developed 88 action points to address aviation safety concerns but could not assign target implementation dates for 84 (or 95 per cent) due to challenges in determining realistic timelines, especially when budget and procurement processes were involved. Nonetheless, ASU conducted regular follow-ups through the quarterly MASC meetings to ensure the implementation of these action points.

15. However, ASU did not promptly prepare and disseminate minutes of MASC meetings to the Council members. During the audit period, ASU took, on average, 22 days to prepare the minutes after relevant MASC meetings. Specifically, it took 42 days to finalize the minutes of meeting held in July 2021. Such delays could impede the implementation and monitoring of MASC action points. Subsequent to the audit, ASU took action to ensure that minutes were timely prepared and disseminated. OIOS noted that for the MASC meeting held on 6 October 2023, minutes were prepared and distributed on 10 October 2023. Based on the action taken by UNMISS, OIOS did not make a recommendation.

16. Furthermore, in October 2020, the Aviation Safety Section at the United Nations Headquarters conducted virtual aviation safety assessment visits (ASAVs) to assess the Mission's adherence to aviation safety policy and guidelines, and the effective implementation of its MASP. A review of the minutes of MASC meetings showed that the Mission had fully implemented all ASAV recommendations, but the Aviation Safety Section had not formally closed these in the iAviationSafety reporting database. Nevertheless, ASU provided status updates regarding the implementation of these recommendations in January 2022. Since MASC was operational and the Mission followed up on the implementation of its action plans, OIOS did not make a recommendation.

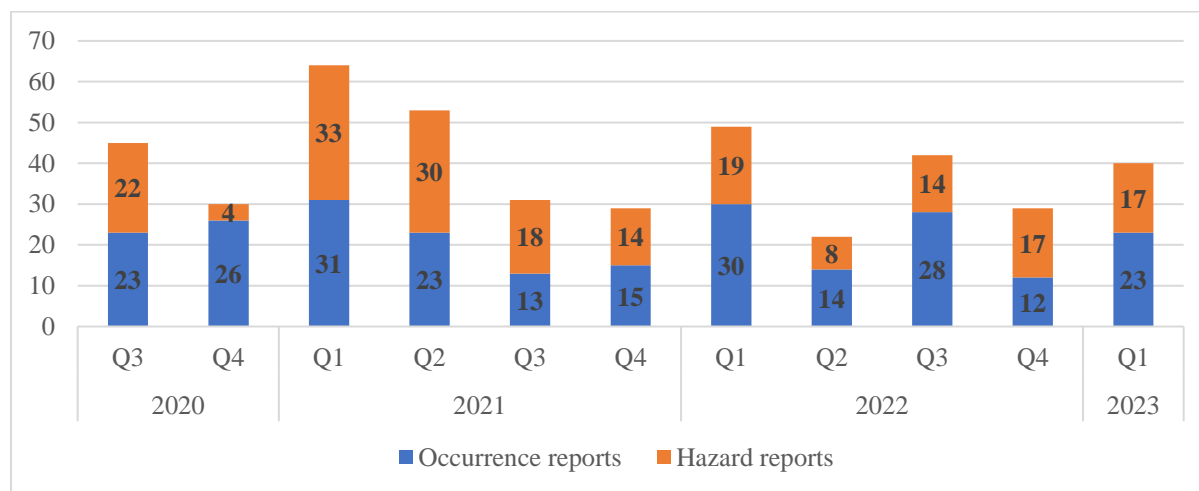
---

<sup>2</sup> Field administrative officers serve as the Mission Support Division's senior representatives in the field offices and have an important decision-making role in prioritizing resources for the implementation of safety-related action points at the field office level.

The Mission was taking steps to record all safety reports in the reporting database within a reasonable timeframe

17. To ensure effective aviation safety management and accident prevention programme, aviation-related hazards and occurrences should be recorded in the database, and lessons learned and action points implemented following the investigation of accidents and serious incidents. ASU conducted quarterly safety surveys and visits to field office locations, resulting in the recording of 196 hazards and 238 occurrence reports in the iAviationSafety reporting database during the audit period, as shown in figure II.

Figure II  
**Occurrences and hazards reported in UNMISS from July 2020 to March 2023**



Source: Mission Aviation Safety Council reports

18. On average, ASU took five days to record hazards and occurrences in the reporting database. Additionally, as of 31 May 2023, five hazards were not reported in the database for an average of 227 days due to challenges in obtaining necessary information from the air operators. In response to the preliminary results of the audit, UNMISS started taking measures such as reminding aircrew of their responsibility to timely report incidents to ensure prompt recording of all aviation hazards and occurrences in the iAviationSafety reporting database. Therefore, OIOS did not make a recommendation.

19. ASU also recorded 20 serious incidents in the iAviationSafety reporting database relating to bird strikes, component failure, ground collisions, runway incursions, hostile actions and mid-air near misses. However, the investigations had not been completed for five (or 25 per cent) of these incidents, which had been outstanding for an average of 442 days as of 31 May 2023. Two of the five incidents were closed without investigation, while the investigations for the other three were at the preliminary stages. These delays occurred because the air operators, aircraft manufacturers, and the national government that owned the aircraft did not always provide relevant information timely, often due to the technical complexity of air accidents. As a result, there was a lack of information to determine the causes conclusively and close investigations. However, OIOS noted that the ASU had promptly conducted internal investigations following air accidents and provided related inputs to the external stakeholders involved in the investigation process. Therefore, OIOS did not make a recommendation.

## B. Aviation emergency response preparedness

### Need to enhance the Mission's aviation emergency response preparedness

20. UNMISS had a Mission-wide Aviation Emergency Response Plan (AERP), which was reviewed and updated biennially. The Mission conducted tabletop exercises of the response plan in June 2020 and December 2022 but did not conduct any in 2021 due to COVID-19 related travel restrictions and the unavailability of responsible staff due to illness and retirement. However, OIOS review of after-action reports for the tabletop exercises in 2020 and 2022 indicated the following weaknesses:

- ASU used similar scenarios to conduct the exercises in 2020 and 2022. For the aviation emergency response preparedness to be more effective, the scenarios should be diversified to expose participants to a broader range of possible emergency incidents, including those involving adverse weather conditions, bird strikes, pilot incapacitation and search and rescue operations.
- Both tabletop exercises included testing communication capabilities and coordination procedures for emergency response. However, the testing was only limited to the Aviation, Medical, Joint Operations Centre, Security and Movement Control sections. A comprehensive Mission-wide testing had not been conducted to test the Mission's preparedness.
- Critical Mission components that are expected to be actively involved in aviation emergencies, such as the Communication and Public Information, Engineering, Transport, and Field Technology sections did not participate in the tabletop exercises. ASU advised that for the AERP exercise planned to be conducted later in 2023, it intended to utilize the Mission's Technical Working Group<sup>3</sup> for planning and coordination to enhance outreach and coordination.

21. The above occurred because UNMISS had not implemented measures to ensure adequate planning and coordination of AERP exercises. This could lead to inadequate responses to aircraft emergencies.

**(2) UNMISS should implement measures to ensure adequate planning and coordination of Aviation Emergency Response Plan test exercise.**

*UNMISS accepted recommendation 2 and stated that it would expand aviation emergency response planning and coordination by leveraging the Technical Working Group process and utilise scenarios to expand the participation and involvement of the Mission's stakeholders.*

## C. Safety assurance

### Need to develop and implement an annual safety assessment schedule

22. Aviation safety assessment visits and surveys are useful for assessing factors impacting aviation safety in the Mission and provide the basis for recommendations to mitigate aviation safety risks. ASU conducted quarterly safety visits and assessments primarily focusing on evaluating aeronautical facilities, aviation operations and management, passenger services, search and rescue efforts, safety performance indicators, and air operators' compliance with terms of charter agreements.

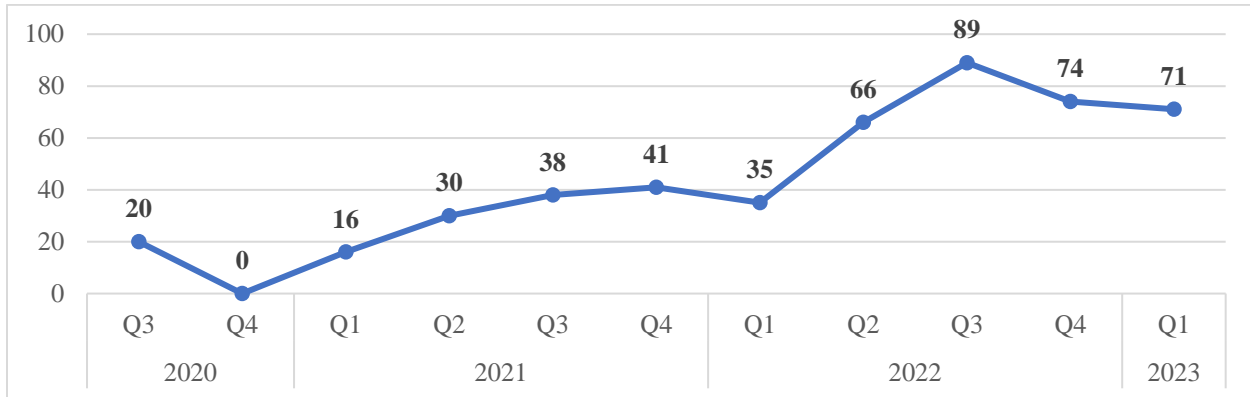
---

<sup>3</sup> The Technical Working Group is responsible for facilitating integrated and coordinated contingency planning among Mission components, as well as with external partners such as the United Nations Country Team. It is chaired by the Chief of Staff and comprised of all Mission components.



23. From July 2020 to March 2023, ASU recorded 480 safety assessment reports in the iAviationSafety reporting database. A relatively low number of assessments was conducted between July 2020 and March 2022 due to COVID-19 travel restrictions and significant ASU staffing shortages due to separation of staff, demise and prolonged absences from duty due to illness. Between July 2020 and June 2022, only 2 out of 5 ASU staff were physically present in the Mission. However, with the easing of travel restrictions and increased ASU staffing, the number of safety assessments conducted by the Unit had increased since the second quarter of 2022 (see figure III).

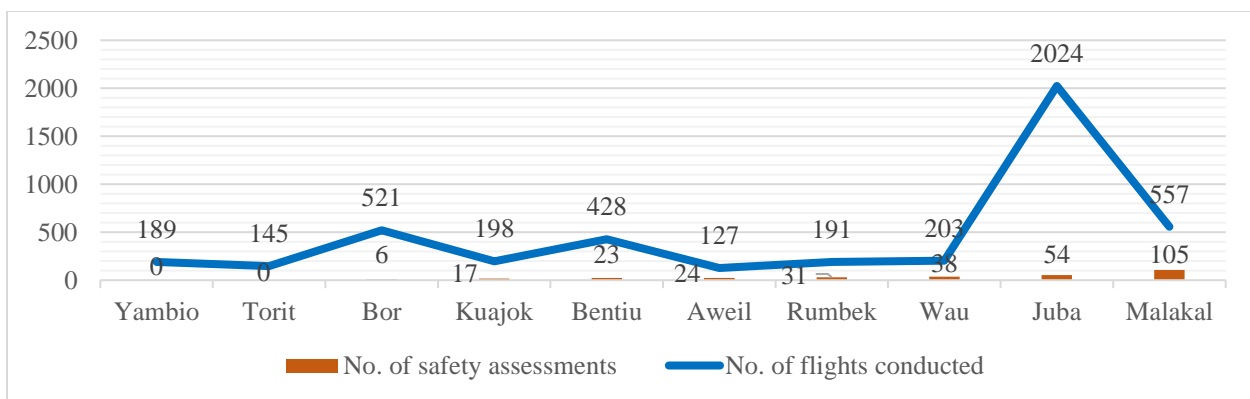
Figure III  
**Quarterly safety assessments conducted in UNMISS from July 2020 to March 2023**



Source: iAviationSafety reporting database

24. However, ASU conducted a disproportionate number of safety assessments compared to the scale of operations in various field office locations. For example, despite the Mission stationing two aircraft in Bor and recording 521 flights (the third highest number of flights) in 2022/23, the least number of safety assessments were conducted in this location. The Unit carried out more safety assessments in locations with fewer air operations, such as Aweil, Kuajok and Rumbek (see figure IV). Furthermore, although Torit and Yambio were two of the Mission’s 10 main operating bases, ASU had not conducted any safety assessments in these locations.

Figure IV  
**Comparison between safety assessments and flight frequency for UNMISS field offices**



Source: iAviationSafety reporting database

25. The low number of safety assessments conducted at certain field offices was partly attributed to reduced travel opportunities for ASU staff due to the grounding of the 11 rotary aircraft with safety

concerns. However, ASU had not developed and implemented an annual assessment schedule to plan safety assessment visits based on the scale and complexity of its operations and exposure to aviation-related risks in each field location. This increased the possibility of aviation-related risks not being identified and addressed in a timely manner.

**(3) UNMISS should develop and implement an annual schedule for safety assessment visits at field locations based on the scale and complexity of aviation operations and related risks.**

*UNMISS accepted recommendation 3 and stated that it would develop an annual plan for safety assessment visits to field locations, considering both the scale and complexity of aviation operations and perceived risks.*

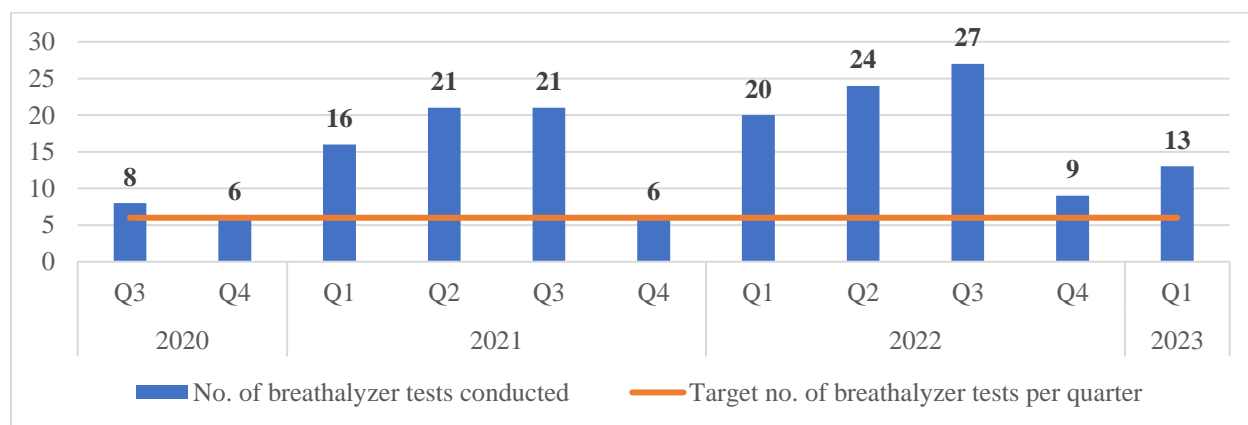
The Mission met targets for aircrew breathalyzer testing

26. UNMISS is required to conduct breathalyzer tests on the aircrew of at least two of the Mission’s aircraft to safeguard the safety and security of personnel. Breathalyzer testing equipment must be calibrated every six months to ensure accurate readings.

27. In March 2022, UNMISS developed standard operating procedures to implement its aircrew alcohol consumption prevention programme. In coordination with the Department of Safety and Security (UNDSS), ASU conducted breathalyzer tests of aircrew members operating across the 10 field offices, and UNDSS calibrated the testing equipment every six months.

28. OIOS review of test records showed that for 6 of 33 months, no breathalyzer tests were conducted, and for another six months, only one test was conducted per month instead of twice monthly. This was attributed to COVID-19 and staffing challenges mentioned earlier. Nonetheless, OIOS analysis indicated that the Mission’s average quarterly testing frequency increased with the easing of COVID-19 related restrictions and improved ASU staffing resources, (see figure V). Overall, the tests conducted met or exceeded the targeted number per quarter. Therefore, OIOS did not make a recommendation.

Figure V  
**Quarterly number of aircraft subjected to breathalyzer tests from July 2020 to March 2023**



Source: Breathalyzer test forms maintained in the iAviation Safety reporting database

Need to extend access rights in the contract performance reporting tool to other ASU staff

29. UNMISS used aircraft inspections, carrier assessments, and performance evaluations as safety enhancement tools to improve the quality of services provided by air operators. ASU was primarily

responsible for conducting initial aircraft inspections to ensure compliance with the terms of contracts and letters of assist, validate crew members' flying licenses, and assess the overall conditions of the aircraft. The Aviation Section in UNMISS also conducted periodic aircraft inspections to ascertain continued airworthiness and compliance with contractual requirements, and ASU provided input as required. Furthermore, ASU conducted periodic carrier assessments of commercial air operators used for troop deployments, rotations and repatriations to verify conformance with the terms of charter agreements.

30. OIOS observation of one initial aircraft inspection showed that ASU staff followed the standard checklists to evaluate air operator and aircraft conformance to required safety standards. During the audit period, ASU conducted 11 carrier assessments, taking, on average, 69 days to complete, and provided input to the Aviation Safety Section's periodic performance evaluations in the contract performance reporting tool. OIOS review of 20 of the 67 completed performance evaluation reports indicated that ASU took, on average, 13 days to provide its input into the system. The Unit advised that timely performance assessments of air operators and their aircraft were occasionally impeded due to other operational priorities. ASU staff also faced challenges in using the contract performance reporting tool used for contract management because it was not compatible with the iAviationSafety reporting database.

31. Additionally, the OIOS review of periodic performance evaluation reports in the contract performance reporting tool showed a lack of segregation of duties. Specifically, for 20 air operators' performance evaluations reviewed, the same staff performed both the roles of an aviation safety officer and the approving role assigned to the CASO. This occurred because the Air Transportation Service at the United Nations Headquarters had granted access rights to the contract performance reporting tool to only two staff in ASU (CASO and another staff). However, due to other operational priorities, CASO was often unable to review and approve safety-related assessments in the tool, and the only other staff with access to the tool had to perform both tasks.

32. To mitigate this risk and ensure effective performance evaluations, the Mission needed to assign roles in the tool to additional ASU staff members. This would ensure that in the absence of CASO, an aviation staff could objectively review the performance assessment conducted by another staff in the tool. The lack of segregation of duties increased the risk of ineffective performance evaluations.

**(4) UNMISS, in coordination with the Air Transportation Service at the United Nations Headquarters, should expand access rights in the contract performance reporting tool to more staff within the Aviation Safety Unit to ensure adequate segregation of duties and effective performance evaluation.**

*UNMISS accepted recommendation 4 and stated that it would work with the Air Transportation Service at the United Nations Headquarters to increase the access rights of Aviation Safety Unit's staff to the contract performance reporting tool to further segregate reporting roles and duties within the system and individual reports.*

The Mission developed adequate performance indicators to assess its aviation safety performance

33. Monitoring the safety performance of aviation-related activities is imperative for safety assurance and involves verification against established policies and objectives.

34. The implementation of the iAviationSafety Reporting database led to the creation of safety performance indicators by the Aviation Safety Section at the United Nations Headquarters, with quarterly performance reporting across all missions. In accordance with ICAO standards, the indicators are grouped into four main areas of aviation safety management, namely: safety statement and objectives; safety risk management; safety assurance; and safety training and promotion. ASU conducted quarterly self-

assessments of its activities, collated the data and recorded it in the iAviationSafety reporting database to measure against targets established in the database. OIOS review of the quarterly reporting in the database showed that the Mission met or exceeded the performance metrics. For example, it met the targets of MASC meetings held, safety reporting of hazards and occurrences, aviation risk management assessments conducted, safety training provided, and performance assessments and evaluations conducted. OIOS concluded that UNMISS had established adequate controls to assess the aviation safety performance against established metrics.

## **D. Safety training and promotion**

### The Mission raised safety-related awareness and provided relevant training to staff

35. To enhance skills and awareness of technological advancements, procedural upgrades and new regulatory requirements in the aviation industry, relevant training should be provided to staff with aviation-related responsibilities. Additionally, safety-related promotional activities are needed to foster a positive safety culture among personnel.

36. OIOS review of training records indicated that UNMISS provided aviation safety-related training to personnel with aviation-related responsibilities in areas such as ARM, aviation safety management, airside driving, aviation refueling operations, aircraft inspections, performance evaluation and carrier assessments, and accident prevention efforts. ASU staff participated in aviation-related training, including aviation internal auditing, airport cargo operations oversights, safety management systems, aviation security risk and crisis management, and aircraft accident investigation.

37. Additionally, ASU provided safety briefings to newly arrived Mission personnel, delivered passenger awareness briefings, conducted safety awareness sessions for contingent personnel, participated in regular air operations, service chiefs' and safety-related meetings, and disseminated monthly safety broadcasts to all Mission staff. The Mission also broadcasted safety messages through its intranet and prominently displayed aviation safety-related messages in areas near its air operations.

38. OIOS concluded that UNMISS had provided relevant training to Mission personnel with aviation safety responsibilities and raised aviation safety awareness among Mission personnel.

## **IV. ACKNOWLEDGEMENT**

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

Internal Audit Division  
Office of Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of aviation safety in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>4</sup> / Important <sup>5</sup>	C/ O <sup>6</sup>	Actions needed to close recommendation	Implementation date <sup>7</sup>
1	UNMISS should establish a formal engagement process between the Aviation Safety Unit and the relevant process owners for the timely implementation of aviation safety recommendations.	Important	O	Receipt of evidence of establishment of a formal engagement process between the Aviation Safety Unit and the relevant process owners.	31 December 2024
2	UNMISS should implement measures to ensure adequate planning and coordination of Aviation Emergency Response Plan test exercise.	Important	O	Receipt of evidence of measures implemented to ensure adequate planning and coordination of Aviation Emergency Response Plan test exercise.	31 December 2024
3	UNMISS should develop and implement an annual schedule for safety assessment visits at field locations based on the scale and complexity of aviation operations and related risks.	Important	O	Receipt of evidence of the development and implementation of an annual schedule for safety assessment visits at field locations based on the scale and complexity of aviation operations and related risks.	31 December 2024
4	UNMISS, in coordination with the Air Transportation Service at the United Nations Headquarters, should expand access rights in the contract performance reporting tool to more staff within the Aviation Safety Unit to ensure adequate segregation of duties and effective performance evaluation.	Important	O	Receipt of evidence of expanded access rights in the contract performance reporting tool to more staff within the Aviation Safety Unit.	31 December 2024

<sup>4</sup> Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

<sup>5</sup> Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

<sup>6</sup> Please note the value C denotes closed recommendations whereas O refers to open recommendations.

<sup>7</sup> Date provided by UNMISS in response to recommendations.

# **APPENDIX I**

## **Management Response**

**UNITED NATIONS**

United Nations Mission  
in South Sudan




**NATIONS UNIES**

Mission des Nations Unies  
en Soudan du Sud

Ref: DMS-2023-171

Date: 14 December 2023

To: Mr. Byung-Kun Min  
Director  
Internal Audit Division, OIOS

From: Victoria Browning   
Director of Mission Support  
United Nations Mission in South Sudan

Subject: **Draft Report of an Audit of Aviation Safety in the United Nations Mission in the Republic of South Sudan (Assignment No. AP2022-633-10)**

1. UNMISS acknowledges the receipt of the draft report on the Audit of Aviation Safety from OIOS, dated 9 December 2023.
2. Attached herewith are the Mission's comments addressing the recommendations outlined in the report.
4. Thank you for your consideration and support.

cc: Mr. Matthew Carlton, UNMISS  
Mr. Aggrey Kedogo, UNMISS  
Mr. Keith Hughes, UNMISS  
Ms. Daniela Wuerz, UNMISS  
Mr. Saumendra Nath De, OIOS  
Mr. Jeffrey Lin, OIOS

## Management Response

## Audit of aviation safety in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNMISS should establish a formal engagement process between the Aviation Safety Unit and the relevant process owners for the timely implementation of aviation safety recommendations.	Important	Yes	Chief Aviation Safety Officer (CASO)	31 Dec. 24	The Mission will organize regular formal forums with process owners to review, manage and implement the proposed aviation safety recommendations within the Findings and Hazard Risk Register (FiHR).
2	UNMISS should implement measures to ensure adequate planning and coordination of Aviation Emergency Response Plan test exercise.	Important	Yes	Chief Aviation Safety Officer (CASO)	31 Dec. 24	The Mission will enhance its Aviation Emergency Response Plan planning and coordination by leveraging the Technical Working Group process and utilize a scenario to increase participation and involvement of UNMISS stakeholders.
3	UNMISS should develop and implement an annual schedule for safety assessment visits at field locations based on the scale and complexity of aviation operations and related risks.	Important	Yes	Chief Aviation Safety Officer (CASO)	31 Dec. 24	The Mission will develop an annual plan for conducting scheduled safety assessment visits to field locations, to incorporate both scale and complexity of aviation operations and perceived risks.

<sup>1</sup> Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

<sup>2</sup> Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.



## Management Response

## Audit of aviation safety in the United Nations Mission in the Republic of South Sudan

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
4	UNMISS, in coordination with the Air Transportation Service at the United Nations Headquarters, should expand access rights in the contract performance reporting tool to more staff within the Aviation Safety Unit to ensure adequate segregation of duties and effective performance evaluation.	Important	Yes	Chief Aviation Safety Officer (CASO)	31 Dec. 24	The Aviation Safety Unit (ASU), representing UNMISS, will work with the Air Transport Service at UNHQ to enhance ASU's access rights within the CPRT, to further segregate reporting roles and responsibilities within the system and individual reports.