



## INTERNAL AUDIT DIVISION

# REPORT 2014/111

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### Audit of air operations in the United Nations Operation in Côte d'Ivoire

Overall results relating to the effective management of air operations in the United Nations Operation in Côte d'Ivoire were initially assessed as unsatisfactory. Implementation of one critical recommendation and three important recommendations remains in progress

**FINAL OVERALL RATING: UNSATISFACTORY**

24 November 2014

Assignment No. AP2014/640/01

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# AUDIT REPORT

## Audit of air operations in the United Nations Operation in Côte d'Ivoire

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of air operations in the United Nations Operation in Côte d'Ivoire (UNOCI).
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. The Aviation Section was headed by a Chief Aviation Officer at the P-4 level who reported to the Chief of Integrated Support Services. The Section had 54 authorized posts, comprising 11 international, 31 national and 12 United Nations volunteers. The Section provided air services in support of the Mission's mandate and comprised of the Air Terminal Unit, the Air Operations Centre, Technical Compliance and Quality Assurance Unit, and the Budget and Administration Unit.
4. UNOCI had 18 certified airfields and 124 certified helipads in Côte d'Ivoire. In fiscal year 2013/14, the Mission had 14 aircraft, consisting of six commercial and eight military aircraft. Its air operations budgets for fiscal years 2012/13 and 2013/14 were \$41.1 million and \$55.8 million respectively. The budgeted flight hours were 7,995 and 7,849 in fiscal years 2012/13 and 2013/14 respectively.
5. Comments provided by UNOCI are incorporated in italics.

### II. OBJECTIVE AND SCOPE

6. The audit of was conducted to assess the adequacy and effectiveness of UNOCI governance, risk management and control processes in providing reasonable assurance regarding the **effective management of air operations in UNOCI**.
7. The audit was included in the 2014 risk-based work plan because of operational, safety, security and financial risks related to air operations.
8. The key control tested for the audit was regulatory framework. For the purpose of this audit, OIOS defined this key control as the one that provides reasonable assurance that policies and procedures: (a) exist to guide the management of air operations; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.
9. The key control was assessed for the control objectives shown in Table 1.
10. OIOS conducted this audit from January to April 2014. The audit covered the period from 1 July 2012 to 31 December 2013. OIOS visited and observed air operations in Abidjan, Daloa, Boauke and Man.
11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through

interviews and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

### III. AUDIT RESULTS

12. The UNOCI governance, risk management and control processes examined were assessed as **unsatisfactory**<sup>1</sup> in providing reasonable assurance regarding the **effective management of air operations in UNOCI**. OIOS made 10 recommendations to address the issues identified. UNOCI had implemented adequate and effective controls to ensure that air operations radio rooms were properly equipped, maintenance of aircraft was conducted, aircrew and aviation staff members were qualified and experienced, monthly flight summary reports were accurate, and key provisions of the Letters of Assist were complied with. However, UNOCI needed to: (a) develop an aviation support plan; (b) strengthen procedures over non-scheduled flights; (c) comply with flight following procedures; (d) ensure airfields and helicopter landing sites were properly managed and surveyed; (e) conduct aviation emergency response plan exercises regularly; (f) update the search and rescue plan; (g) ensure that the Aviation Safety Council was fully effective; (h) provide adequate training to aviation personnel; and (i) strengthen procedures over technical inspections and performance evaluations.

13. The initial overall rating was based on the assessment of key control presented in Table 1. The final overall rating is **unsatisfactory** as implementation of one critical recommendation and three important recommendations remains in progress.

**Table 1: Assessment of key control**

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of air operations in UNOCI	Regulatory framework	Unsatisfactory	Partially satisfactory	Partially satisfactory	Unsatisfactory

### Regulatory framework

#### The Mission did not develop an aviation support plan

14. The Department of Peacekeeping Operations/Department of Field Support (DPKO/DFS) Aviation Manual required mission aviation officers to develop an annual aviation support plan to ensure that the aviation programme was effectively, efficiently and safely implemented.

15. UNOCI did not develop an annual aviation support plan because the Chief Aviation Officer had not been fully trained on the Aviation Section’s responsibilities for the development of this annual requirement. Due to the lack of aviation support planning, air assets were not adequately utilized. For example, the three MI-24 aircraft were only utilized for about 45 per cent (441 of the 990 budget flight hours were used) in fiscal year 2012/13.

<sup>1</sup> A rating of “**unsatisfactory**” means that one or more critical and/or pervasive important deficiencies exist 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.

**(1) UNOCI should provide additional guidance and support to the Aviation Section to ensure that it develops an annual aviation support plan to improve the effectiveness and efficiency of air operations.**

*UNOCI accepted recommendation 1 and stated that based on guidance provided by the Mission Support Plan, the Aviation Support Plan had been developed and approved. Based on the action taken by UNOCI, recommendation 1 has been closed.*

There was a need to strengthen procedures over non-scheduled flights

16. The DPKO/DFS Aviation Manual required the tasking of air assets to be done through an approved air tasking order. The UNOCI aviation standard operating procedures required air mission requests for non-scheduled flights to be: made at least 72 hours prior to travel; cleared by the Chief Movement Control Section and Chief Aviation Officer; and approved by the Chief of Mission Support, if properly justified. The Aviation Section was required to conduct a cost-benefit analysis for each proposed flight against other options or alternative means of transportation.

17. A review of 97 of the 435 air mission requests for non-scheduled flights indicated that: (a) 37 requests only mentioned the destination of the flight, and did not include the reason for scheduling it; (b) 6 requests were approved after the completion of the flight; (c) 22 requests, while approved by the authorized UNOCI official, were not dated; and (d) 66 requests were received less than 72 hours prior to travel, with 47 of them received less than 24 hours beforehand. Additionally, a review of all 435 requests indicated that the Aviation Section did not conduct a cost-benefit analysis prior to tasking aircraft.

18. The above conditions were due to an ineffective review and approval process together with the lack of action when the 72-hour requirement to submit special air mission requests was not complied with. As a result, special flights were conducted without proper justification, cost-benefit analysis and approval.

**(2) UNOCI should implement procedures that enforce the requirement for the submission and approval of flight requests before any aircraft is allowed to operate a special or non-scheduled flight, including the need for each request to have a cost-benefit analysis for the proposed flight.**

*UNOCI accepted recommendation 2 and stated that the revised Aviation Section standard operating procedures would outline procedures for special flight requests, including the need to carry out a cost-benefit analysis. Recommendation 2 remains open pending receipt of evidence that procedures have been implemented that requires flight requests to be properly completed and submitted in a timely basis approved after review of a cost-benefit analysis.*

Air operations radio room equipment was adequate

19. The DPKO/DFS Aviation Manual and UNOCI Aviation standard operating procedures required the availability of short- and long-range radios, telephones, fax machine and computer for adequate flight following. An inspection of the air operations radio rooms in Abidjan, Daloa, Bouake and Man showed that the radio rooms had the required equipment. OIOS concluded that adequate procedures were in place to ensure that radio rooms were fully equipped.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Controls over aircraft maintenance were effective

23. UNOCI aviation standard operating procedures required air carriers and military aviation units to be responsible for the maintenance and quality assurance of their respective aircraft. The procedures further required the Aviation Section to ensure that the aircraft fleet was properly maintained and remained airworthy for the duration of the commercial contract or letter of assist. A review of all quarterly maintenance plans and monthly scheduled reports submitted to the Technical Compliance and Quality Assurance Unit indicated that the maintenance of all 14 aircraft was performed on schedule and up-to-date. OIOS concluded that controls over the maintenance of aircraft were in place and operating effectively.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**(5) UNOCI should review all survey reports of helicopter landing sites to ensure that these sites meet the United Nations requirements.**

*UNOCI accepted recommendation 4 and stated that all survey reports had been properly reviewed. Based on the action taken by UNOCI, recommendation 5 has been closed.*

Required aviation emergency response exercises were not conducted regularly

26. The DPKO/DFS Aviation Safety Manual required missions to conduct annual full scale and semi-annual desktop exercises of the aviation emergency response plan to: test its validity and effectiveness; identify related weaknesses; and prepare concerned personnel to respond promptly to aircraft accidents or incidents.

27. UNOCI had an aviation emergency response plan but had not regularly tested it. For example, UNOCI conducted a full scale emergency drill to test its effectiveness in 2012 in Bouake (Sector East) and identified major weaknesses in search and rescue operations; however it did not conduct another exercise in 2013 to determine whether the weaknesses identified in 2012 had been corrected. Also, UNOCI only conducted one desktop exercise in Sector West and East in 2013. UNOCI did not conduct aviation emergency response plan exercises as frequently as required. This was because the Mission had only one aviation safety officer to perform aviation safety functions.

28. UNOCI had fewer aviation safety staff than the recommended number in the DPKO/DFS Aviation Safety Manual. This was because the Regional Aviation Safety Office for West Africa, located in the United Nations Mission in Liberia and established in 2010, was responsible for complementing the functions of aviation safety officers in the region, as well as providing aviation safety oversight services. However, the Regional Aviation Safety Office for West Africa had not adequately assisted UNOCI in implementing aviation safety activities, having conducted only three visits from 2010 to 2013 to perform a general assessment of the Mission's aviation safety activities. These oversight visits did not result in any reduction of the workload of the UNOCI Aviation Safety Unit.

**(6) UNOCI should liaise with DFS to address the inadequate capacity of its Aviation Safety Unit and follow up with DFS to ensure that the Mission is adequately supported by the Regional Aviation Safety Office for West Africa.**

*UNOCI accepted recommendation 6 and stated that the Regional Aviation Safety Office for West Africa adequately complemented the UNOCI Aviation Safety Officer in implementing and supporting aviation safety activities in the Mission through frequent visits in fiscal year 2014/15. Based on the action taken to increase the number of visits by the Regional Aviation Safety Office, recommendation 6 has been closed.*

Mission search and rescue plan was not updated

29. The DPKO/DFS Aviation Manual required missions to revise annually their search and rescue plans. The UNOCI search and rescue plan had not been updated since 2010. As a result, the plan did not reflect lessons learned from aviation accident emergency response exercises conducted and changes in fleet composition, aviation equipment and personnel. UNOCI started updating the search and rescue plan in fiscal year 2012/13, but did not complete the update because the task was not assigned to an appropriate aviation staff member after the Chief of the Technical Compliance and Quality Assurance Unit left the Mission in September 2013. Without an updated plan, there was a risk that the Mission may not be able to conduct effective and timely search and rescue operations in case of an air accident.

**(7) UNOCI should assign the responsibility of updating the aviation search and rescue plan to an appropriate aviation staff member and ensure that the updating is completed.**

*UNOCI accepted recommendation 7 and stated that the responsibility of updating the search and rescue plan had been assigned to Chief Air Operations Centre and that the plan had been finalized and approved. Based on the action taken by UNOCI, recommendation 7 has been closed.*

The Aviation Safety Council was not fully effective

30. The DPKO/DFS Aviation Safety Manual required UNOCI to establish a Mission Aviation Safety Council, and for the Council to meet once every three months. UNOCI had established a Council, which met three times during the period from 1 July 2012 to 31 December 2013.

31. A review of the minutes of Council meetings indicated that procedures had not been implemented to ensure that action was taken on decisions and recommendations made. For example, the Council meeting on: (a) 10 July 2012 tasked the Chief Transport Officer to follow up on repairs of the Abidjan airfield fire truck, but no action had yet been taken; and (b) 18 July 2013 directed the Chief Aviation Officer and Aviation Safety Officer to follow up on the training of the air liaison officers, but this was not done. Further, the Council was not aware of the Regional Aviation Safety Office for West Africa's assessment visit to UNOCI from 31 March to 5 April 2013 and the DFS Aviation Safety Assessment visit from 1 to 3 August 2013. As a result, the Council neither discussed nor followed up on the seven recommendations on air safety issues highlighted during those assessment visits.

32. The Council did not have any formal meeting schedules to ensure that it met regularly to identify and address safety issues. The Council was therefore not able to perform its functions effectively, which could impact the safety of air operations in the Mission.



**(8) UNOCI should take steps to ensure that: the Mission Aviation Safety Council meets quarterly to identify and address aviation safety issues; and the recommendations of the Mission Aviation Safety Council and aviation safety assessment visits are implemented.**

*UNOCI accepted recommendation 8 and stated that it would establish quarterly meetings of the Aviation Safety Council as soon as the recruitment of the Aviation Safety Officer was completed the Officer had assumed official duties. UNOCI further stated that during the audit period it conducted nine Aviation Safety Council meetings in Abidjan, Daloa, and Bouake. Recommendation 8 remains open pending receipt of evidence that steps have been taken to ensure that the Council meets regularly to address aviation safety issues.*

Aircrew and aviation staff members were qualified and experienced

33. The DPKO/DFS Aviation Manual required that all contracted commercial pilots be qualified, with current and appropriate licenses for their respective roles. The Manual also required that the minimum flight experience per the agreed terms and conditions in the Letters of Assist be met by military pilots. A review of the qualifications and experience of 24 of 64 aircrew showed that they were qualified and experienced.

34. Section 3 of the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations outlined the personnel qualification requirements for air transport management, aviation safety management, and aviation quality assurance management. A review of documentation pertaining to 21 (or 55 per cent) of 38 UNOCI aviation and aviation safety staff members performing specific air operations functions showed that they had the relevant qualifications and experience to perform their respective aviation functions. OIOS concluded that adequate procedures were in place to ensure that aircrew and aviation staff had the appropriate qualifications and experience to perform their respective aviation functions.

Training of aviation personnel and aircrew was inadequate

35. The DPKO/DFS Aviation Manual required mission aviation personnel to receive ongoing aviation training to maintain and enhance their knowledge of aviation operations management, aircraft operations standards and safety management. The DPKO/DFS Policy Directive on Operational Risk Management required missions to ensure that initial and recurrent operational risk management training was budgeted and implemented to guarantee adequate training at all levels. The United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations required all crew members to undergo training on handling dangerous goods, security and crew resource management

36. From 1 July 2012 to 31 December 2013, UNOCI did not provide aviation training to 24 of the 38 aviation staff, and no aviation staff attended the required operational risk management training. The shortfall in the training of aviation staff resulted mainly because of a reduction in the training budget. However, a training needs assessment had not been done to ensure that available funds were targeted in higher risk areas such as ramp operations, rescue and firefighting, and flight following. Inadequate training affected the awareness, knowledge, skills, and readiness of aviation personnel to effectively provide aviation services in accordance with established standards.

37. Moreover, a review of 18 commercial aircrew records indicated that 13 aircrew did not submit certifications confirming that they had completed the required training. This was because the UNOCI Technical Compliance and Quality Assurance Unit did not ensure that aircrew complied with the training requirement.

**(9) UNOCI should conduct a training needs assessment to ensure that training funds are targeted at the priorities of and risks to air operations, and enforce the requirement for aircrew members to attend the mandatory training courses on handling dangerous goods, safety and crew resource management.**

*UNOCI accepted recommendation 9 and stated that it had completed the training assessment for fiscal year 2014/15 and established training priorities. UNOCI further stated that all crew documentation had been reviewed and was current. Based on the action taken by UNOCI, recommendation 9 has been closed.*

#### Monthly flight summary reports were accurate

38. The DPKO/DFS Aviation Manual stipulated that flight data in the aircraft use report be used as the main basis for preparing the monthly flight summary report. From July 2012 to December 2013, UNOCI submitted 18 monthly flight summary reports to the Air Transport Section, DFS. The flight summary reports provided the monthly flight activities undertaken by aircraft operating in the Mission and was used as support for payments and performance evaluations for the aircraft. The review of a sample of two monthly flight summary reports (containing 446 aircraft use reports) showed that the reports were accurate and complete. OIOS concluded that adequate procedures over the preparation of monthly flight summary reports were in place and operating as intended.

#### Procedures over technical inspections and performance evaluations needed strengthening

39. The DPKO/DFS Aviation Manual and UNOCI aviation procedures required that: (a) aircraft be inspected upon their arrival in the mission area and before the initiation of the renewal of contract or Letter of Assist; and (b) other stipulated assessments and evaluations of commercial and military aircraft be carried out.

40. A review of inspections and performance evaluations conducted during the audit period showed some weaknesses due to the lack of supervisory reviews:

- Three new aircraft inspected were reported fit for operation despite having some non-compliance issues including the lack of life rafts and automatic deployable oxygen equipment;
- Two of the six long-term charter aircraft inspected were reported fit for operation despite having some non-compliance issues including inaccessible safety card, and lack of secure attachments in the ceilings and power for medical equipment;
- Seven of the eight military aircraft inspected were reported fit for operation despite having some non-compliance issues including the lack of floating devices and a minimum equipment list, and the non-compliance of the helicopter winch capacity with the terms of the relevant Letters of Assist; and
- For six commercial aircraft reviewed, performance evaluations for two of these aircraft were not done quarterly.

41. Failure to address non-compliance issues identified during aircraft inspection and the lack of quarterly performance evaluations increased the safety risks of the aircraft for UNOCI.

**(10) UNOCI should perform supervisory reviews of all aircraft inspection and evaluation reports to ensure adequacy and completeness of the coverage of inspections and performance evaluations.**

*UNOCI accepted recommendation 10 and stated that supervisory review had been performed on all inspection and evaluation reports and all inaccuracies had been corrected. Based on the action taken by UNOCI, recommendation 10 has been closed.*

The Mission complied with the key provisions of the Letters of Assist

42. The DPKO/DFS Aviation Manual required military aircraft operating under Letters of Assist to comply with the terms and conditions of the Letters of Assist. UNOCI operated eight rotary wing aircraft from three contributing countries under Letters of Assist. A review of the key provisions of all eight Letters of Assist between UNOCI and troop-contributing countries showed that contributing nations complied with the key provisions of the Letters of Assist. For example, the services rendered were in support of the Mission mandated activities, the contributing nations provided the required types and numbers of helicopters and the aircraft met the major equipment requirements. OIOS concluded that UNOCI had procedures in place to ensure that the three troop-contributing nations complied with their respective Letters of Assist.

#### **IV. ACKNOWLEDGEMENT**

43. OIOS wishes to express its appreciation to the Management and staff of UNOCI 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 air operations in the United Nations Operation in Côte d'Ivoire

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	UNOCI should provide additional guidance and support to the Aviation Section to ensure that it develops an annual aviation support plan to improve the effectiveness and efficiency of air operations.	Critical	C	Action taken.	Implemented
2	UNOCI should implement procedures that enforce the requirement for the submission and approval of flight requests before any aircraft is allowed to operate a special or non-scheduled flight, including the need for each request to have a cost-benefit analysis for the proposed flight.	Critical	O	Receipt of evidence that procedures have been implemented to ensure that flight requests are properly submitted and approved and that the tasking of aircraft is based on a cost-benefit analysis.	31 December 2014
5	UNOCI should review all survey reports of helicopter landing sites to ensure that these sites meet the United Nations requirements.	Important	C	Action taken.	Implemented
6	UNOCI should liaise with DFS to address the inadequate capacity of its Aviation Safety Unit and follow up with DFS to ensure that the Mission is adequately supported by the Regional Aviation Safety Office for West Africa.	Important	C	Action taken.	Implemented

<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 UNOCI in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of air operations in the United Nations Operation in Côte d'Ivoire

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>
7	UNOCI should assign the responsibility of updating the aviation search and rescue plan to an appropriate aviation staff member and ensure that the updating is completed.	Important	C	Action taken.	Implemented
8	UNOCI should take steps to ensure that: the Mission Aviation Safety Council meets quarterly to identify and address aviation safety issues; and the recommendations of the Mission Aviation Safety Council and aviation safety assessment visits are implemented.	Important	O	Pending receipt of evidence that steps have been taken to ensure that the Council meets regularly to address aviation safety issues.	30 June 2015
9	UNOCI should conduct a training needs assessment to ensure that training funds are targeted at the priorities of and risks to air operations, and enforce the requirement for aircrew members to attend the mandatory training courses on handling dangerous goods, safety and crew resource management.	Important	C	Action taken.	Implemented
10	UNOCI should perform supervisory reviews of all aircraft inspection and evaluation reports to ensure adequacy and completeness of the coverage of inspections and performance evaluations.	Important	C	Action taken.	Implemented

# **APPENDIX I**

## **Management Response**



**FACSIMILE TRANSMISSION**

OUTGOING FAX NO: 023	DATE: 13 November 2014
TO: Ms. Eleanor Burns, Chief Peacekeeping Audit Service Internal Audit Division, OIOS UNHQ, New York	FROM: Robert Cannon Chief of Mission Support ONUCI, Abidjan
FAX NO: 1 212 963 2498	FAX NO:
NUMBER OF PAGES: 04	REF:
SUBJECT: <b>Draft Report on an audit of Air Operations in United Nations Operation in Côte d'Ivoire (Assignment No. AP2014/640/01)</b>	

1. Reference is made to my facsimile dated 7 November in response to your memorandum IAD: 14-640-16 of 15 October 2014.
2. I am pleased to inform you that following consultation with OIOS Regional Office and clarifications provided in response to ONUCI concerns, the Mission reviewed and accepted Recommendation 6. We wish to reiterate that the Regional Aviation Safety Office West Africa adequately complemented the UNOCI Aviation Safety Officer in implementation and support to aviation safety activities in the Mission Area. The Regional Office conducted frequent visit to Côte D'Ivoire during the audit period particularly in the fiscal year 2014/15. Recommendation 6 is therefore considered fully implemented.

Best regards.

Drafted by: Jasmin Kanza SAO 	Cleared by: Robert Cannon Chief of Mission Support
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## Management Response

## Audit of air operations in the United Nations Operation in Cote d'Ivoire

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNOCI should provide additional guidance and support to the Aviation Section to ensure that it develops an annual aviation support plan to improve the effectiveness and efficiency of air operations.	Critical	Yes	Chief Aviation Officer	21 Oct 2014	Implemented as per Standard Operating Procedure, Aviation Support Plan was developed as per guidance from the Mission Support Plan and approved.
2	UNOCI should implement procedures that enforce the requirement for the submission and approval of flight requests before any aircraft is allowed to operate a special or non-scheduled flight, including the need for each request to have a cost-benefit analysis for the proposed flight.	Critical	Yes	Chief Aviation Officer	31 Dec 2014	Revised UNOCI Aviation Section Standard Operating Procedure 2014 will clearly outline procedures for special flight requests including the need to carry out cost benefit analysis.
5	UNOCI should review all survey reports of helicopter landing sites to ensure that these sites meet the United Nations requirements.	Important	Yes	OIC Air Terminal Unit	10 Sep 2014	Implemented as per Standard Operating Procedure. All survey reports have been properly reviewed. Evidence is provided.
6	UNOCI should liaise with DFS to	Important	Yes	Regional Aviation	31 Oct 2014	The Regional Aviation Safety

<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 air operations in the United Nations Operation in Cote d'Ivoire

Rec. no.	Recommendation	Critical/ Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	address the inadequate capacity of its Aviation Safety Unit and follow-up with DFS to ensure that the Mission is adequately supported by the Regional Aviation Safety Office for West Africa.			Safety Officer		Office - West Africa adequately complemented the UNOCI Aviation Safety Officer in implementation and support to aviation safety activities in the Mission Area. The Regional Office conducted frequent visits to Cote D'Ivoire during the audit period particularly in the fiscal year 2014/15.
7	UNOCI should assign the responsibility of updating the aviation search and rescue plan to an appropriate aviation staff member and ensure that the updating is completed.	Important	Yes	Chief Air Operations Centre	24 Oct 2014	Implemented as per Standard Operating Procedure, the responsibility of updating the Search and Rescue Plan was assigned to Chief Air Operations Centre and the Plan has been finalized and approved.
8	UNOCI should take steps to ensure that: the Mission Aviation Safety Council meets quarterly to identify and address aviation safety issues; and the recommendations of the Mission Aviation Safety Council and aviation safety assessment visits are implemented.	Important	Yes	Regional Aviation Safety Officer	30 Jun 2015	UNOCI will establish quarterly meetings of the ASC s soon as the recruitment process for Air Safety Officer is completed and incumbent is on board. It is important to take into consideration the fact the during the audit period UNOCI conducted nine (9) Air Safety Council meetings in Abidjan, Daloa and Bouaké. UNOCI does not confine itself to only ASC meetings when resolving or implementing aviation safety issues.
9	UNOCI should conduct a training needs assessment to ensure that training funds	Important	Yes	Chief Technical Compliance and	1 Jul 2014	Training assessment has been concluded for 2014-2015 and

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## Management Response

## Audit of air operations in the United Nations Operation in Cote d'Ivoire

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	are targeted at the priorities of and risks to air operations, and enforce the requirement for aircrew members to attend the mandatory training courses on handling dangerous goods, safety and crew resource management.			Quality Assurance		training priority established. All crew documentations have been reviewed and are current. Please find attached evidence.
10	UNOCI should perform supervisory reviews of all aircraft inspection and evaluation reports to ensure adequacy and completeness of coverage of the performance evaluation.	Important	Yes	Regional Aviation Safety Officer/ Chief Technical Compliance and Quality Assurance	15 Oct 2014	Supervisory review has been performed on all inspection and evaluation reports and all inaccuracies have been corrected. Please find attached evidence.

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