

**INTERNAL AUDIT DIVISION** 

# **REPORT 2017/153**

Audit of fuel management in the United Nations Assistance Mission for Iraq

The Mission needed to improve monitoring of fuel consumption, strengthen inventory controls and develop fuel emergency response plans

22 December 2017 Assignment No. AP2017/812/02

## Audit of fuel management in the United Nations Mission for Iraq

## **EXECUTIVE SUMMARY**

The Office of Internal Oversight Services (OIOS) conducted an audit of fuel management in the United Nations Assistance Mission for Iraq (UNAMI). The objective of the audit was to assess the adequacy and effectiveness of internal controls over fuel operations in the Mission. The audit covered the period from 1 January 2015 to 30 April 2017 and included a review of: monitoring of fuel consumption; fuel safety, security and environmental practices; management of fuel contracts; and billings and payments.

UNAMI had made adequate arrangements for the supply of ground and aircraft fuel and recovered the cost of fuel provided to United Nations agencies, funds and programmes. However, other controls over fuel management needed to be strengthened.

OIOS made five recommendations. To address issues identified in the audit, UNAMI needed to:

- Monitor generator fuel consumption trends;
- Strengthen inventory count and ensuing reconciliation of fuel stockholdings;
- Develop and test fuel emergency response plans;
- Periodically inspect and maintain fuel storage and dispensing equipment; and
- Improve handling and disposal of used oil.

UNAMI accepted the recommendations and has initiated action to implement them.

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## Audit of fuel management in the United Nations Assistance Mission for Iraq

# I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of fuel management in the United Nations Assistance Mission for Iraq (UNAMI).

2. UNAMI acquired and managed fuel for its ground transportation and generators. The Mission had three active bulk fuel provision agreements with a combined not-to-exceed amount of \$7.4 million for its locations at Baghdad, Erbil, Kirkuk and Basra. UNAMI also provided ground fuel to United Nations agencies, funds and programmes (or "United Nations entities") in Iraq on a fee-for-service basis. Air service providers were responsible for the acquisition of aviation fuel, the cost of which was subsequently reimbursed by the Mission. In 2015, 2016 and up to April 2017, UNAMI reimbursed air carriers approximately \$1.1 million for aviation fuel.

3. The Central Warehouse Section, which managed petroleum, oil and lubricants (POL) for ground transportation and generators, was headed by a Chief at the P-4 level, supported by five national staff. The Section Chief reported to the Chief of Supply Chain Management who was accountable to the Chief of Mission Support. The total budget for POL for the years 2015 to 2017 was \$8.6 million and the actual expenditure between 1 January 2015 and 30 April 2017 was \$4.1 million.

4. Comments provided by UNAMI are incorporated in italics.

# II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

5. The objective of the audit was to assess the adequacy and effectiveness of internal controls over fuel operations in UNAMI.

6. This audit was included in the 2017 risk-based work plan of OIOS due to risks relating to fuel management, which could adversely impact the Mission's operations.

7. OIOS conducted this audit from March to October 2017. The audit covered the period from 1 January 2015 to 30 April 2017. Based on an activity-level risk assessment, the audit covered risks areas in UNAMI fuel operations and included a review of: (a) monitoring of fuel consumption; (b) fuel safety, security and environmental practices; (c) management of fuel contracts; and (d) billings and payments.

8. The audit methodology included: (a) interviews with key personnel; (b) reviews of relevant documentation; (c) analytical review of data; (d) review of a sample of transactions and contracts; and (e) physical inspection of the Mission's fuel facilities in Baghdad and Erbil.

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

# **III. AUDIT RESULTS**

# A. Monitoring of fuel consumption

#### The Mission needed to monitor fuel consumption trends

10. The Fuel Operations Manual issued by the Departments of Peacekeeping Operations/Field Support (DPKO/DFS) and the standard operating procedures (SOP) on fuel operations established by UNAMI require the Mission's Fuel Unit to monitor fuel consumption per equipment. The SOP also requires the Engineering Section to maintain daily log sheets pertaining to fuel provided to generators and submit to the Fuel Unit monthly generator log sheets showing the fuel consumed and hours run for accounting and monitoring purposes.

11. The Fuel Unit prepared: (a) daily fuel log sheets for each fuel point showing fuel issued to its 325 vehicles; (b) a monthly summary report showing opening and closing stocks and quantities received and issued for each fuel point; and (c) a daily record of fuel drawn by each vehicle, monthly quantity of fuel uplifted and mileage report for each vehicle analyzing fuel consumption against the manufacturer's standards. These reports were used to inform Mission management about the inventory of fuel and advise the Transport Section on ground transport consumption trends. The Aviation Section maintained data on fuel uplift and flight hours per aircraft, which was used to verify reimbursement of fuel payments to air operators. However, UNAMI had not been analyzing and monitoring aircraft fuel consumption against manufacturers' standards. Subsequent to the audit field visit in April 2017, the Aviation Section started to analyze and monitor fuel consumption per aircraft.

12. From January 2015 to April 2017, the Fuel Unit supplied 2.9 million litres of fuel valued at \$2.3 million (73 per cent of total ground fuel) to 29 generators at six locations in Baghdad, Erbil and Kirkuk. The Engineering Section had not implemented adequate controls over the receipt of fuel used for generators and its subsequent consumption. For instance, UNAMI had at only one of the six locations: (a) implemented log sheets to monitor hours run and hourly fuel consumption by generators; and (b) installed flow meters to measure the fuel delivered from United Nations-owned tanks. Inadequate analysis and monitoring of fuel consumption precluded prompt identification of potential misappropriation of fuel or malfunctioning generators.

(1) UNAMI should implement mechanisms to facilitate adequate and effective monitoring of generator fuel consumption by the Fuel Unit. This should include installation of devices to measure quantities of fuel dispensed into generators and submission of monthly generator log sheets to the Unit by the Engineering Section showing actual fuel consumed.

UNAMI accepted recommendation 1 and stated that the Mission would develop an action plan to facilitate effective monitoring of generator fuel consumption by the Fuel Unit. Recommendation 1 remains open pending receipt of evidence of the mechanisms implemented to facilitate adequate and effective monitoring of generator fuel consumption by the Fuel Unit.

Need to ensure accuracy of fuel records and establish allowances for fuel evaporation loss

13. The DPKO/DFS Fuel Operations Manual requires missions to have an overview of fuel stock balances at all locations based on actual and accurate measurement of fuel tank contents. It also requires missions to determine evaporation levels and comply with fuel evaporation loss allowances that correspond to the type of fuel handled, operation performed and ambient temperature. Formal write-off procedures should be initiated in cases where losses exceed evaporation allowances.

14. Bulk fuel for ground transportation and generators was stored in 22 fuel tanks and five fuel stations with a combined storage capacity of 539,000 and 97,000 litres, respectively. UNAMI took daily inventory of fuel in tanks using dipsticks or analog meter readings. However, OIOS noted that these were not always reliable because: (i) physical measurement of fuel tanks on selected dates indicated shortages against inventory records; (ii) 5 of the 12 fuel tanks in Baghdad had no dipsticks or other alternate measuring devices; and (iii) there was no evidence that measuring devices had been calibrated.

15. In addition, UNAMI established evaporation loss allowance of 30 litres per day for only one gasoline fuel station in Baghdad. As a result, 25,530 litres valued at \$22,977 were adjusted for fuel evaporation at this location during the audit period. The adjustments were approved by the Warehouse Supervisor; however, there was no evidence to support how the loss allowance of 30 litres per day was established or whether the monthly write-offs were approved by senior management. OIOS computation of the evaporation loss allowance based on guidance provided in the Fuel Operations Manual indicated estimated evaporation ranging between 6.7 and 8.5 litres per day, which was significantly lower than the Fuel Unit's established allowance. Mission management had not paid adequate attention to establish fuel evaporation allowances as provided for in the Fuel Operations Manual. This exposed UNAMI to the risk of financial loss due to excessive write-off of evaporation losses.

(2) UNAMI should take action to strengthen inventory count and ensuing reconciliation of fuel stockholdings by: (a) regularly calibrating all measuring devices; (b) establishing evaporation allowances for all fuel points in the Mission area in accordance with the guidance provided in the DPKO/DFS Fuel Operations Manual; and (c) ensuring that write-offs exceeding pre-determined thresholds are properly authorized.

UNAMI accepted recommendation 2 and stated that it would take action to strengthen inventory count; reconcile fuel stockholdings; inspect, maintain and repair or replace all fuel meters and dispensers in Baghdad and Erbil; and develop an evaporation level monitoring system. The Mission would also ensure write-offs exceeding pre-determined evaporation thresholds are properly authorized. Recommendation 2 remains open pending receipt of evidence of implementation of these measures.

# **B.** Fuel safety, security and environmental practices

The Mission needed to enhance safety standards for its fuel points

16. The United Nations fire safety guidelines and the Fuel Operations Manual require UNAMI to prepare fire safety risk assessments and conduct two fire drills every year. The Manual requires UNAMI to develop an emergency response plan and regularly test and update it. In addition, fuel facilities are to be equipped with functional firefighting equipment such as fire extinguishers, and acceptable safety and health considerations for staff working with POL need to be implemented.

17. OIOS noted the following exceptions:

(a) UNAMI had conducted two fire risk assessments at the Baghdad International Airport and Diwan compound in March and July 2016. After the audit field visit, the Mission conducted fire risk assessments at all locations in May and June 2017. However, the fire risk assessments were neither approved nor conducted by adequately qualified fuel fire experts to ensure that UNAMI was adequately prepared for major fire incidents considering the large volume of fuel maintained in its premises. The assessments also indicated the need for fire extinguishers at two locations and

fire safety training for staff at three locations. The Mission had not yet implemented these recommendations. During the field visit, fire extinguishers around fuel points at four out of five locations in Baghdad were not labelled with inspection tags. The Mission did not regularly monitor maintenance and refilling of fire extinguishers although there was a contracted vendor to provide this service.

(b) In February 2016, a fire incident occurred at night in a garbage/trash area in the Diwan compound near two fuel stations with a capacity of 40,000 litres. A preliminary report by the Special Investigation Unit indicated that the fire damaged new office furniture valued at \$19,168. The investigation report also confirmed that: (a) the UNAMI-owned fire truck was unable to attend to the fire because its ignition key was not available in the office; and (b) there were no functional fire extinguishers or water sources at the site. The Mission had not yet implemented the recommendations of the investigation report.

(c) At Baghdad and Erbil fuel points, there were no: (i) first aid kits; (ii) emergency exit maps in case of fire; and (iii) personal protective equipment such as hard hats, spill kits and safety shoes for staff working at fuel facilities (except at one location). There were also no "no smoking" signs at two of the five fuel storage areas in Baghdad. UNAMI did not provide training to staff responsible for fuel operations on the use of fire extinguishers, handling of POL products and use of medical first aid kits. Subsequent to the audit field visit, UNAMI installed "no smoking" signs at fuel points in Baghdad.

18. UNAMI did not develop emergency response plans or conduct exercises to assess its capability to handle fuel-related emergencies as required by the Fuel Operations Manual. Although the country security plan covered some aspects of control of fire hazards, evacuation, etc., these did not meet the requirements of the Fuel Operations Manual. UNAMI also did not follow up with fuel vendors to obtain their emergency response plans prior to providing fuel services as required by the scope of works. There were no site-specific procedures to manage fuel spillage or fire incidents.

19. UNAMI provided evidence that a fire safety assessment was conducted in November 2017 and that the Security Section in Iraq had conducted a comprehensive inventory of all fire extinguishers and concluded that more extinguishers needed to be installed. A total of 204 fire extinguishers of various types were being procured, as well as a new auto suppression system. In addition, the Fire Safety Assistant conducted basic fire training for the Engineering Section. However, fuel emergency response plans still needed to be developed and tested.

# (3) UNAMI should develop fuel emergency response plans and test them periodically to ensure the Mission's preparedness for emergencies.

UNAMI accepted recommendation 3 and stated that it would develop, implement and test a fuel *emergency response plan periodically*. Recommendation 3 remains open pending receipt of fuel emergency response plans and after-action reports detailing the test results.

Fuel facilities were secure but needed preventive maintenance

20. The DPKO/DFS Fuel Operations Manual requires missions to periodically maintain fuel storage and dispensing equipment in good working condition for delivery of clean fuel. Fuel installations should be commissioned to ensure that fuel sites, storage tanks and pipes comply with security, environmental and safety aspects relating to fuel operations. Bulk storage tanks are to be inspected and cleaned at least every five years to avoid contamination of fuel.

21. In Baghdad and Erbil, above-the-ground fuel tanks were located in sheds within the Mission's premises and protected from direct weather exposure. However, UNAMI did not: (i) periodically clean or maintain fuel storage tanks; (ii) maintain documentary evidence to show that fuel facilities were properly commissioned; (iii) regularly inspect regulatory valves and underground fuel pipelines from supply lines to fuel tanks; and (iv) conduct regular checks to remove water vapours from fuel tanks. This occurred because the Mission did not plan and implement periodic inspections and maintenance of fuel storage and dispensing equipment. As a result, UNAMI was exposed to risks of fuel loss and quality degradation due to accumulation of water, sediments or microbiological growth, which could affect proper functioning of generators and vehicles.

# (4) UNAMI should plan and implement periodic inspection and maintenance of fuel storage and dispensing equipment to prevent the supply of contaminated fuel.

UNAMI accepted recommendation 4 and stated that it would plan and implement periodic inspection and maintenance of the fuel storage and dispensing equipment to avoid contamination of fuel. Recommendation 4 remains open pending receipt of evidence that periodic inspection and maintenance of fuel storage and dispensing equipment are carried out.

The Mission needed to improve disposal of used engine oil

22. The DPKO/DFS environmental policy for United Nations field missions requires missions to assign accountability and liability to vendors for environmentally responsible behaviours in the collection and disposal of waste, including oil and petroleum by-products. The service contract between UNAMI and the vendor for garbage removal services requires the vendor to submit original certification to the Mission that the waste has been disposed at a government certified disposal area.

23. UNAMI contracted a vendor in Baghdad to remove and dispose of chemical waste including used engine oil from vehicles and generators. The Fuel Unit did not request the Property Management Section to dispose of used oil in 2015 and it was unclear how used oil was disposed of in that year. In 2016, the Mission disposed of 1,600 litres of used oil which was supported by disposal certificates.

24. In Erbil, although the Mission contracted a vendor to remove used engine oil, it was not using the services of this contractor. Instead, the Mission used services of other local vendors, for which it did not maintain procurement case files, raising concern over the transparency of the arrangements. In addition, the Mission in Erbil did not have records and disposal certificates of used engine oil for 2015, 2016 and up to 30 April 2017, which indicated inadequate control over the disposal of used oil collected from the Mission's premises. Therefore, there was no assurance that local companies disposed of used oil in an environmentally responsible manner. Inadequate controls to monitor the collection and disposal of used oil may lead to unsafe practices with the resultant impact on the environment and reputation of UNAMI.

# (5) UNAMI should implement improved practices in handling and disposal of used oil through effective monitoring of its waste disposal contracts and maintaining adequate supporting documentation.

UNAMI accepted recommendation 5 and stated that it would review the current practices for disposing of used oil for effective monitoring and ensure adequate documentation of the audit trail. Recommendation 5 remains open pending receipt of evidence that the Mission has strengthened monitoring controls over disposal of used oil.

# C. Management of fuel contracts

#### Action was being taken to strengthen monitoring of vendors' performance

25. The Procurement Manual requires procurement officers, requisitioners and contract management staff to monitor and document contractors' performance through performance meetings on a monthly or quarterly basis in accordance with contractual provisions.

26. Performance measurement criteria were established in the statements of works for the fuel contracts in force during the audit period. Only one performance meeting was held for one of the contracts in 2015 and 2016 despite reminders from the Contract Management Unit to the Fuel Unit to hold vendor performance meetings. However, effective February 2017, regular monthly performance review meetings with the two main bulk fuel suppliers. Minutes of meetings held in March and April 2017 indicated satisfactory delivery and quality of fuel. OIOS concluded that UNAMI was taking action to strengthen monitoring of vendors' performance.

### **D.** Billings and payments

#### The Mission was taking steps to ensure independent verification of fuel prices charged by air carriers

27. The long-term air charter agreement between the United Nations and air carriers requires the carriers to initially procure and pay for all aviation fuel and subsequently claim reimbursements from the missions. The Finance and Budget Manual requires certifying officers to obtain proper supporting documentation, explanations or justifications prior to certifying invoices for payment.

28. UNAMI had paid 65 invoices totaling \$1.1 million to air carriers for aviation fuel provided to the aviation fleet during the audit period. However, UNAMI did not independently verify the fairness and validity of fuel prices charged by the air carrier, despite their variability over time. For instance, in Erbil, invoices with prices varying from \$0.86 to \$1.17 per litre were reimbursed in the same month without seeking justification for the price differentials. Inadequate controls to verify fuel prices increased the risk of overpricing by air carriers and financial loss to the Mission. UNAMI explained that prices were fixed by the host Government and the air operators procured fuel from state-owned oil companies. The Mission stated that it would be implementing control mechanisms to independently verify the validity of fuel prices submitted for reimbursement by the air carriers. In light of the planned action, OIOS did not make a recommendation on this issue.

#### Cost of fuel provided to United Nations entities had been recovered

29. UNAMI SOP on fuel operations provide that the Mission may supply fuel to United Nations entities on a "fee-for-service" basis. Staff at fuel points are required to ensure that these entities are clearly identified on the appropriate fuel forms and accounted for separately for cost recovery.

30. UNAMI issued fuel to various United Nations entities operating in Iraq and had put in place adequate mechanisms for documenting and invoicing the quantity of fuel uplifted by the entities. For the years 2015, 2016 and 2017 (up to 30 April), the Mission had recovered the cost of 67,406 litres valued at \$63,665; 114,599 litres valued at \$119,468 and 59,905 litres valued at \$52,125, respectively. OIOS therefore concluded that UNAMI had adequate mechanisms in place to recover the cost of fuel provided to various United Nations entities.

# IV. ACKNOWLEDGEMENT

31. OIOS wishes to express its appreciation to the management and staff of UNAMI 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 of fuel management in the United Nations Mission for Iraq

| Rec.<br>no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | C/<br>O <sup>3</sup> | Actions needed to close recommendation  | Implementation<br>date <sup>4</sup> |
|-------------|--|---|----------------------|---|-------------------------------------|
| 1           | UNAMI should implement mechanisms to facilitate<br>adequate and effective monitoring of generator fuel<br>consumption by the Fuel Unit. This should include<br>installation of devices to measure quantities of fuel<br>dispensed into generators and submission of monthly<br>generator log sheets to the Unit by the Engineering<br>Section showing actual fuel consumed.  | Important   | 0                    | Submission of evidence of the mechanisms<br>implemented to facilitate adequate and effective<br>monitoring of generator fuel consumption by the<br>Fuel Unit.   | 31 March 2018                       |
| 2           | UNAMI should take action to strengthen inventory<br>count and ensuing reconciliation of fuel stockholdings<br>by: (a) regularly calibrating all measuring devices; (b)<br>establishing evaporation allowances for all fuel points in<br>the Mission area in accordance with the guidance<br>provided in the DPKO/DFS Fuel Operations Manual;<br>and (c) ensuring that write-offs exceeding pre-<br>determined thresholds are properly authorized | Important   | 0                    | Submission of evidence of actions taken to<br>strengthen inventory count; reconcile fuel<br>stockholdings; inspect, maintain and repair or<br>replace all fuel meters and dispensers in Baghdad<br>and Erbil; develop an evaporation level<br>monitoring system; and ensure write-offs<br>exceeding pre-determined evaporation thresholds<br>are properly authorized. | 31 March 2018                       |
| 3           | UNAMI should develop fuel emergency response plans<br>and test them periodically to ensure the Mission's<br>preparedness for emergencies.  | Important   | 0                    | Submission of fuel emergency response plans<br>and after-action reports detailing the test results.   | 30 June 2018                        |
| 4           | UNAMI should plan and implement periodic inspection<br>and maintenance of fuel storage and dispensing<br>equipment to prevent the supply of contaminated fuel.   | Important   | 0                    | Submission of evidence that periodic inspection<br>and maintenance of fuel storage and dispensing<br>equipment are carried out.   | 30 June 2018                        |
| 5           | UNAMI should implement improved practices in<br>handling and disposal of used oil through effective<br>monitoring of its waste disposal contracts and<br>maintaining adequate supporting documentation.  | Important   | 0                    | Submission of evidence that the Mission has<br>strengthened monitoring controls over disposal<br>of used oil.   | 30 June 2018                        |

<sup>&</sup>lt;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>&</sup>lt;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>&</sup>lt;sup>4</sup> Date provided by UNAMI in response to recommendations.

# **APPENDIX I**

# **Management Response**



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To: Ms. Muriette Lawrence-Hume, Chief New York Audit Service International Audit Division, OIOS Date: 21 Dec 2017 Ref.: CMS-017/035

From: Asim Chughtai, OIC 1/sun f **Chief Mission Support** UNAMI HQ, Baghdad

#### Subject: <u>UNAMI Management Response to the Draft Report on Audit of Fuel Management</u> <u>in UNAMI (AP2017/812/02</u>

- 1. I refer to your IOM dated 21 Dec 2017 on the above-mentioned draft report of on audit of fuel management in UNAMI.
- 2. Please find attached UNAMI Management Response indicating our acceptance of all 5 provided recommendations.
- 3. UNAMI takes this opportunity to thank you for the positive collaboration and guidance.

- cc: Mr. Mark Rutgers, Chief of Staff, UNAMI
  - Mr. Quentin Adams, OIC Chief Mission Support, UNAMI
  - Mr. Bruno Henn, Principal Security Adviser, SSI
  - Mr. Saeed Ahmed, Senior Administrative Officer, UNAMI
  - Mr. Mladen Mladenov, OIC Central Warehouse Section, UNAMI
  - Mr. Ferdinand Schafler, Audit Focal Point, UNAMI
  - Mr. Zulfiqar Gill, Chief Resident Audit Office Kuwait, Internal Audit Division, OIOS
  - Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS

#### **Management Response**

#### Audit of fuel management in the United Nations Assistance Mission for Iraq

| Rec.<br>no. | Recommendation   | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual | Implementation<br>date | Client comments   |
|-------------|--|---|-----------------------|---------------------------------------|------------------------|---|
| 1           | UNAMI should implement mechanisms to<br>facilitate adequate and effective<br>monitoring of generator fuel consumption<br>by the Fuel Unit. This should include<br>installation of devices to measure<br>quantities of fuel dispensed into generators<br>and submission of monthly generator log<br>sheets to the Unit by the Engineering<br>Section showing actual fuel consumed.  | Important   | Yes                   | Chief Central<br>Warehouse<br>Section | By 31-Mar-2018         | UNAMI will develop an action plan<br>to implement fully this audit<br>recommendation in regards to<br>facilitate adequate and effective<br>monitoring of generator fuel<br>consumption by the Fuel Unit.  |
| 2           | UNAMI should take action to strengthen<br>inventory count and ensuring<br>reconciliation of fuel stockholdings by: (a)<br>regularly calibrating all measuring<br>devices; (b) establishing evaporation<br>allowances for all fuel points in the<br>Mission area in accordance with the<br>guidance provided in the DPKO/DFS fuel<br>operations manual; and (c) ensuring that<br>write-offs exceeding pre-determined<br>thresholds are properly authorized. | Important   | Yes                   | Chief Central<br>Warehouse<br>Section | By 31-Mar-2018         | UNAMI will take action to strengthen<br>inventory count and ensuring<br>reconciliation of fuel stockholdings<br>through: (a) inspecting, maintaining<br>and repairing or replacing all gasoline<br>fuel meters and dispensers in<br>Baghdad and Erbil; (b) developing an<br>evaporation level monitoring system<br>based on the DPKO/DFS Fuel<br>Operations Manual which will track<br>and reconcile fuel stock holdings,<br>deliveries, consumption/issue and<br>evaporation levels by location and<br>type of fuel; (c) ensuring write-offs<br>exceeding pre-determined<br>evaporation thresholds will be<br>properly authorized. |

<sup>&</sup>lt;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>&</sup>lt;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 fuel management in the United Nations Assistance Mission for Iraq

| Rec.<br>no. | Recommendation                             | Critical <sup>1</sup> /<br>Important <sup>2</sup> | Accepted?<br>(Yes/No) | Title of<br>responsible<br>individual | Implementation<br>date | Client comments                       |
|-------------|--|---|-----------------------|---------------------------------------|------------------------|---------------------------------------|
| 3           | UNAMI should develop fuel emergency        | Important   | Yes                   | OIC                                   | By 30-Jun-2018         | UNAMI will develop Fuel               |
|             | response plans and test them periodically  |   |                       | Operations                            |                        | Emergency Response Plan which will    |
|             | to ensure the Mission's preparedness for   |   |                       | Support &                             |                        | be put in place and will be tested    |
|             | emergencies.                               |   |                       | Coordination                          |                        | periodically.                         |
|             |  |   |                       | Unit                                  |                        |                                       |
| 4           | UNAMI should plan and implement            | Important   | Yes                   | Chief Central                         | By 30-Jun-2018         | UNAMI will plan and implement         |
|             | periodic inspection and maintenance of     |   |                       | Warehouse                             |                        | periodic inspection and maintenance   |
|             | fuel storage and dispensing equipment to   |   |                       | Section                               |                        | for fuel storage and dispensing       |
|             | prevent the supply of contaminated fuel.   |   |                       |                                       |                        | equipment in order to prevent supply  |
|             |  |   |                       |                                       |                        | of contaminated fuel.                 |
| 5           | UNAMI should implement improved            | Important   | Yes                   | Chief Property                        | By 30-Jun-2018         | UNAMI will review its current         |
|             | practices in handling and disposal of used |   |                       | & Facilities                          |                        | practices for used oil with the       |
|             | oils through effective monitoring of its   |   |                       | Management                            |                        | objective to monitor more effectively |
|             | waste disposal contracts and maintaining   |   |                       | Section                               |                        | the waste disposal and ensure         |
|             | adequate supporting documentation.         |   |                       |                                       |                        | adequate audit trail documentation.   |