

**United Nations**

INTEROFFICE MEMORANDUM



**Nations Unies**

MEMORANDUM INTERIEUR

**INTERNAL AUDIT DIVISION I  
OFFICE OF INTERNAL OVERSIGHT SERVICES**

TO: Mr. Alan Doss  
A: Special Representative of the Secretary-General  
United Nations Mission in Liberia

DATE: 12 June 2006

FROM: Dagfinn Knutsen, Acting Director  
DE: Internal Audit Division-I, OIOS

REFERENCE: AUD- 7-5:75(06-00340/06)  
*(06-00340/06)*

SUBJECT: **OIOS Audit No. AP2006/626/12: UNMIL Air Safety Unit**

OBJET:

1. I am pleased to present herewith our final report on the audit of above subject, which was conducted in January and February 2006.

2. I note from the Mission's response to the draft report that UNMIL has accepted all of the recommendations. Based on the response, I am pleased to inform you that we have closed recommendations 1 and 4 in the OIOS recommendations database. In order for us to close the remaining recommendations (i.e. 2, 3, 5, 6 and 7), we request that you provide us with the additional information as discussed in the text of the report. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as critical (i.e., recommendations 2, and 3), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

3. IAD is assessing the overall quality of its audit process and kindly requests that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey form.

4. I take this opportunity to thank the management and staff of UNMIL for the assistance and cooperation provided to the auditors in connection with this assignment.

Copy to: Mr. Jean-Marie Guehenno, Under-Secretary-General for Peacekeeping Operations  
Mr. Philip Cooper, Acting Director, ASD/DPKO  
Mr. Ronnie Stokes, Director of Administration, UNMIL  
UN Board of Auditors  
Programme Officers, OIOS  
Mr. Prances Sooza, Chief Resident Auditor, UNMIL

# Office of Internal Oversight Services

## Internal Audit Division I



### Audit of the UNMIL Aviation Safety Unit

---

**Audit no:** AP2006/626/12

**Report date:** 12 June 2006

**Audit team:** Laud Botchwey, Auditor-in-Charge

## **EXECUTIVE SUMMARY**

### **OIOS Audit of UNMIL Aviation Safety Unit (Assignment No. AP2006/626/12)**

OIOS conducted an audit of the Mission's Aviation Safety Unit in January and February 2006. The main objective of the audit was to assess whether the UNMIL Aviation Safety programme has been planned and executed with due regard for economy, efficiency, effectiveness and accountability within an overarching priority for safety. It aimed at identifying any factors that inhibit satisfactory performance and any areas of high risk to the programme.

The review revealed that internal controls from a programme management perspective were generally satisfactory, with some opportunities for improvement. The operations of the Unit follow the requirements of the UN Aviation Safety Manual. Compliance with the Manual ensures compliance with requisite International Civil Aviation Organization Standards, Practices and Guidelines. Due to external environmental constraints which impose significant impediments to the achievement of programme objectives, UNMIL has had to provide resources to bring infrastructure and safety equipment at the airfields up to acceptable standards.

OIOS makes a number of recommendations including the following:

- UNMIL should expedite the recruitment of an Aviation Safety Officer at the P-3 level to comply with the requirements of the Aviation Safety manual and increase the effectiveness of the Unit.
- UNMIL should follow-up with UN Headquarters a matter concerning malicious acts insurance to mitigate the risk of non-coverage of staff traveling on the UN flights.
- UNMIL should follow-up with the Department of Peacekeeping Operations (DPKO) to ensure that the Distance Measuring Equipment VHF Omni-Directional Range (DVOR) is operational before the onset of the wet season in Liberia.
- UNMIL should introduce additional preventive measures to further reduce or eliminate unauthorized/unsupervised access to UN aircraft, as was the case in instances where theft of aviation fuel had occurred. These measures could include installation of tamper-evident safety devices on the fuel tanks, as well as the possible introduction of security cameras at strategic locations where aircrafts are parked.
- The inclusion of aviation safety training in the staff induction process would help create awareness among staff of their responsibilities and also highlight the priority that the Mission attaches to aviation safety.
- Steps should be taken to ensure that the K-Loaders at Roberts International Airport are operational in time for the next troop rotations, and to procure from the United Nations Logistics Base a conveyor belt and luggage trailers to improve the safety of employees responsible for loading and unloading air cargo.

## **TABLE OF CONTENTS**

Chapter	Paragraphs
I. INTRODUCTION	1 – 9
II. AUDIT OBJECTIVES	10
III. AUDIT SCOPE AND METHODOLOGY	11 – 12
IV. OVERALL ASSESSMENT	13
V. AUDIT FINDINGS AND RECOMMENDATIONS	
A. Air safety planning, implementation and reporting	14 - 16
B. Organization of the UNMIL Air Safety Unit	17 - 20
C. Air safety programme monitoring	21 - 22
D. Implementation constraints and risks	23 – 31
E. Air safety awareness and training	32 - 34
F. Other safety related matters	35 - 37
G. Coordination and cooperation with other entities	38 - 40
VI. ACKNOWLEDGEMENT	41

## **LIST OF ACRONYMS**

ASU	Aviation Safety Unit
AVSTADS	UN Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations
DOA	Director of Administration
DPKO	Department of Peacekeeping Operations
DSRSG	Deputy Special Representative of Secretary-General
DVOR	Distance Measuring Equipment VHF Omni-Directional Range
ICAO	International Civil Aviation Organization
LSD	Logistics Support Division
MOVCON	Movement Control
NAVAIDs	Navigational Aids
OIOS	Office of Internal Oversight Services
RIA	Roberts International Airport
SARPs	Standards and Recommended Practices
SRSG	Special Representative of Secretary-General
TCAS	Traffic Collision Avoidance Systems
UNHQ	United Nations Headquarters
UNLB	United Nations Logistics Base
UNMIL	United Nations Mission in Liberia
UNSECOORD	United Nations Security Coordinator
VHF	Very High Frequency
VIP	Very Important Persons
CITS	Communications and Information Technology Section

## I. INTRODUCTION

1. OIOS conducted an audit of the Aviation Safety Unit in the United Nations Mission in Liberia (UNMIL) during January and February 2006. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. UNMIL was established by Security Council Resolution 1509 (2003) dated 19 September 2003. This mandate was later extended by Resolution 1561 (2004) dated 17 September 2004 and Resolution 1626 (2005) dated 19 September 2005. The mandate provided for the deployment of up to 15,000 United Nations military personnel, including up to 250 military observers and 160 staff officers and up to 1,115 civilian police officers, including Formed Police Units to assist in the maintenance of law and order throughout Liberia, and the appropriate civilian component. These activities include air patrols within the Mission area and travel by UN staff including deployment and movement of staff and cargo.

3. The Mission maintains and operates 3 fixed-wing and 22 rotary-wing aircraft. The aim of the Aviation Safety programme is to prevent aircraft accidents thereby improving personal confidence in the safety of air travel, besides preventing injury or fatalities. In general terms, the programme includes aviation safety councils, airfields, helipads and servicing surveys; aircraft, helicopters and maintenance surveys; flight safety briefings and training sessions; in-flight monitoring, emergency response planning, and observed aviation hazard reporting. For the month of January 2006, a total of 1,295 flying hours was clocked for the movement of 12,577 passengers and 578 metric tons of cargo.

4. The appropriation approved by the General Assembly for UNMIL for the period 1 July 2005 to 30 June 2006 is \$760.5 million (gross). Whilst UNMIL Aviation Safety does not have a separate budget, apportionments for "Facilities and infrastructure and air transportation" (which include airfields and air operations) were \$89.8 million and \$61.8 million, respectively.

### Organization and structure of the UNMIL Aviation Safety Unit

5. The UNMIL Aviation Safety Unit (ASU) reports directly to the Director of Administration (DOA) and through him to the Special Representative of the Secretary-General (SRSG). The Unit has a secondary reporting relationship to the Aviation Safety Unit in the Department of Peacekeeping Operations (DPKO), New York. This structure ensures direct access to the DOA, who is the Mission's Risk Manager, and strengthens the independence of the Unit. The Unit currently has two staff (one Mission Aviation Safety Officer P-4 and one Mission Aviation Safety Assistant FS-4). OIOS was informed that efforts are on-going to recruit another Mission Aviation Safety Officer at the P-3 level in compliance with the requirements of the UN Aviation Safety Manual.

6. The ASU has various responsibilities, including but not limited to, advising the SRSG and the DOA on all aviation safety matters and suggesting remedial measures to counter actual or potential causes of accidents in addition to conducting regular aviation safety meetings with civil and military representatives of the air operators providing air services to the Mission. The Unit is also responsible for ensuring adequate monitoring of all aviation procedures/techniques and aircraft types for potential safety hazards as well as ensuring that procedures laid down for the prevention of aviation accidents, incidents, and hostile acts involving aircraft, are thoroughly

carried out and the knowledge gained properly applied. These functions are laid out in the UN Aviation Safety Manual.

#### Programme implementation environment

7. In assessing the performance of the Aviation Safety Unit and the Aviation Safety Programme within UNMIL, the environment within which the programme is implemented needs to be taken into consideration. Air traffic regulation is problematic throughout Africa, at the best of times. There is a preponderance of unregulated traffic in most countries. In Liberia, this has been exacerbated by the lack of proper infrastructure and facilities. In order to safeguard the interests of the UN and UNMIL staff, the Mission has had to make significant improvements and renovations to the infrastructure available. In addition, the Mission has assisted in the re-opening and operation of the various airfields.

8. The local institutions responsible for aviation within Liberia are operationally weak with acute lack of funds and logistics for the proper and effective performance of their functions. In most cases, reliance has been placed on UNMIL for basic safety equipment at the airfields. In order to mitigate the risks associated with unregulated traffic in Liberia, UNMIL requires all of its aircraft to activate the transponder so that they can be seen by other aircraft equipped with Traffic Collision Avoidance Systems (TCAS). In addition, all crews are required to broadcast their position every fifteen minutes on a dedicated VHF frequency.

9. The comments made by the Management of UNMIL on the draft audit report have been included in the report as appropriate and are shown in italics.

### **II. AUDIT OBJECTIVES**

10. The main objective of the audit was to assess whether the UNMIL Aviation Safety programme has been planned and executed with due regard for economy, efficiency, effectiveness and accountability within an overarching priority for safety. It also aimed at identifying any factors that inhibit satisfactory performance and any areas of high risk to the programme.

### **III. AUDIT SCOPE AND METHODOLOGY**

11. The audit was limited to the UNMIL Aviation Safety Unit and programme and did not cover Air Operations, which will be the subject of a separate audit. It however reviewed some operational issues only in so far as they had safety implications for the Mission. Records reviewed covered the period from October 2003 to February 2006 and focused on programme planning, execution and reporting. Generally accepted programme management practices for planning and implementation were used as the base criteria for evaluating programme performance. In doing this, due regard was paid to UN general guidelines as provided in the UN Aviation Safety Manual, relevant International Civil Aviation Organization (ICAO) guidelines and UN Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations (AVSTADS). The audit was limited to the evaluation of internal controls implemented by management to ensure the achievement of the safety objectives set out in the UN Aviation Safety Manual.

12. During the audit, OIOS held several meetings with the Chief of ASU, Chief of Aviation

Section, Security Officer assigned to Spriggs Payne Airfield, and the Chief of Movement Control Section (MOVCON). OIOS also visited various airfields including Roberts International Airport, Harper and Zwedru, and performed in-flight monitoring on one flight from Spriggs Payne Airfield.

#### **IV. OVERALL ASSESSMENT**

13. The audit indicated that internal controls in aviation safety from a programme management perspective were generally satisfactory. However, there were opportunities for improvement. Due to external environmental constraints which impose significant impediments to the achievement of programme objectives, UNMIL has had to provide resources to bring infrastructure and safety equipment at the airfields to acceptable standards. The Mission needs to resolve the matter concerning malicious acts insurance which presents significant risks and constraints, and also needs to take necessary measures to increase staff awareness of aviation safety.

#### **V. AUDIT FINDINGS AND RECOMMENDATIONS**

##### **A. Programme planning, implementation and reporting**

###### Clearly defined and quantifiable goals and objectives

14. OIOS found that the goals and objectives of the ASU were clearly defined and set out in the UN Aviation Safety Manual. The main goal of the Unit is to prevent aircraft accidents and thereby preserve the life and property of UN staff as well as others who may have been placed in the Organization's care. This goal is pursued through a combination of comprehensive practices for aeronautical operations, an effective aviation safety accident prevention programme and related structures. The UN Aviation Safety Manual clearly sets out the responsibilities of the ASU. The Unit's performance is measured in accordance with these requirements.

###### Programme results within expected limits

15. OIOS noted that the Unit is well-managed in terms of compliance with the requirements of the UN Aviation Safety Manual, and for that matter, compliance with relevant International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPS). There were good controls in place to ensure compliance with the provisions of the UN Aviation Safety Manual. These provisions cover periodic inspections and risk assessments; pilot and crew certifications and license inspections; competency, qualifications and training requirements for Aviation Safety personnel; safety awareness, and emergency response planning among others.

###### Programme planning

16. Generally, planning for Aviation Safety is coordinated at a whole-of-system level at UNHQ. The Aviation Safety Manual takes account of all aspects of planning for aviation safety including staffing, budgeting, training, qualification, and reporting requirements. OIOS found that programme planning was well-controlled and within expectations.

## **B. Organization of the UNMIL Aviation Safety Unit**

17. OIOS considers that the ASU has been appropriately structured with the Chief of the Unit reporting directly to the DOA. The Unit also has a secondary reporting line to the Chief of Aviation Safety Unit at UNHQ. This structure ensures that the Unit has direct access to the DOA, who is also the Mission's Risk Manager, at all times and enhances its independence.

18. The UN Aviation Safety Manual provides a formula for determining the number of Aviation Safety personnel based on number of operational sites and number of aircraft within the Mission. In respect of UNMIL, based on the number of aircraft, the number of personnel should be at least three. Currently, the ASU is staffed by one Aviation Safety Officer at the P-4 level and one Aviation Safety Assistant at the FS-4 level. A vacancy exists and has existed since the start of the Mission, for an Aviation Safety Officer at the P-3 level. Attempts have been made to fill this vacancy in the past but such efforts have proved futile. An officer who was identified during the last financial year was subsequently recruited by MONUC.

19. Whilst the vacancy does not necessarily translate into significant risk to the Mission, the lack of another professional officer could create problems with assigning duties when the Chief of ASU is away from the Mission area. Officers-in-charge are required to perform duties including managerial tasks, which may not readily or easily be performed by less qualified officers. This appointment would also increase the effectiveness of the Unit. OIOS was informed that the selection process is currently underway to try to fill this vacancy.

### **Recommendation 1**

The UNMIL Management should renew and intensify the search for a P-3 Aviation Safety Officer to comply with the requirements of the Aviation Safety Manual (AP2006/626/12/01).

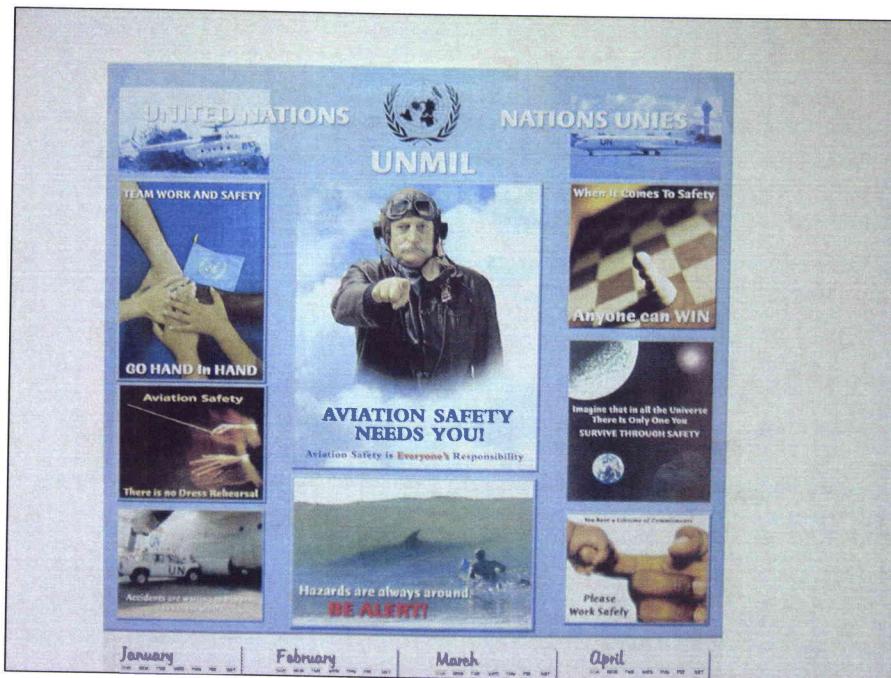
20. *The UNMIL Management accepted recommendation 1 and stated that the Aviation Safety Officer arrived in the Mission on 23 April 2006.* Based on the Mission's response, recommendation 1 has been closed.

## **C. Air safety programme monitoring**

21. The ASU performs various activities and prepares various reports to measure and monitor performance. These include the holding of Aviation Safety Council meetings, Mission Aviation Safety Assistance visits (performed by officers from the Headquarters Aviation Safety Unit), a rigorous Accident Prevention Programme, Risk Assessments and Emergency Response procedures and practices.

22. Risk assessment guides produced by the Aviation Safety Unit at DPKO Headquarters are used to assess safety within the Mission's aviation operations. These include recommendations for improving safety. The UNMIL ASU follows up on recommendations to ensure that they have been appropriately dealt with. Aviation surveys conducted by the Unit cover such aspects of operations such as the airfield, helipad and ground handling; aircraft operations and maintenance; and aviation safety briefings and training. OIOS noted that these aspects of

Aviation Safety were well-managed and controlled. Picture 1 below is a poster on air safety awareness.



Picture 1: Poster on air safety awareness

#### D. Implementation constraints and risks

##### Malicious acts insurance and air travel

23. OIOS noted that the UN has system-wide insurance coverage for malicious acts resulting from air travel. OIOS reviewed a copy of this policy, which had a limitation stating "notwithstanding the aggregate limit, underwriters will not cover more than thirty passengers from the UN system traveling on any aircraft unless this has been brought to the prior attention of the underwriters and any additional premium paid". OIOS also reviewed various memoranda on this subject, including one from United Nations Security Coordinator (UNSECOORD) reminding various offices of this limitation.

24. In UNMIL, as in other missions, there are times when more than 30 passengers fly on UN aircraft. This is because some of the aircraft have higher capacity, and for operational reasons (including the absence of suitable commercial airlines in Liberia) some UN flights are organized between Sierra-Leone, Liberia and Ghana. The limitation of 30 passengers, if applied to UNMIL, would pose a serious constraint to Mission operations and also negatively impact staff welfare and morale. At the same time, it puts staff at risk of not being covered in case of malicious acts directed at UN aircraft. OIOS noted that a document relating to guidelines for commercial travel seems to exclude peacekeeping missions from this limitation, although this is not expressly stated in the insurance policy document. OIOS was informed that UNMIL had already raised this matter with DPKO in February 2006, and a response was awaited.

## **Recommendation 2**

The UNMIL Management should follow-up on the matter of malicious acts insurance with DPKO and take appropriate action to mitigate the risk of non-coverage of Mission personnel traveling on UN flights (AP2006/626/12/02).

25. *The UNMIL Management accepted recommendation 2 and stated that the Mission had sought clarification from DPKO regarding the limitation of 30 UN passengers traveling on any aircraft under the terms and conditions of Malicious Acts Insurance Policy. DPKO had advised that the issue is under review at Headquarters and that a response would be available shortly.* Recommendation 2 remains open pending receipt of documentation from UNMIL showing the outcome of the clarification sought from DPKO and subsequent action.

### **Navigational aids at airfields**

26. Navigational aids (NAVAIDs) are important to ensure the safety of aircraft operating everywhere. The Distance Measuring Equipment VHF Omni-Directional Range (DVOR) is one such navigational aid. The DVOR at Roberts International Airport in Monrovia has broken down and has not been operational for some time. In the absence of this essential piece of safety device, UNMIL has implemented other safety mechanisms, for example the broadcast of positions every fifteen minutes by aircraft and also the requirement to activate the transponder so that the aircrafts can be seen by other aircrafts equipped with Traffic Collision Avoidance Systems (TCAS).

27. Whilst it is acknowledged that the repair of the DVOR is the responsibility of the Liberian Government, it is clear that the Government lacks the funds or commitment to get this done in a timely manner. Because UNMIL operates in this environment, it is in the interest of UNMIL, and for that matter, staff safety to assist in providing a safe environment for its operations. The absence of an operational DVOR may compromise safety during bad weather conditions and this is even more important during the wet season in Liberia. OIOS noted that the Mission had already started taking steps to try to assist in this regard. The process to procure the parts for the repair of the equipment has started but has been stalled due to some procurement process-related issues, which have been referred to UNHQ for resolution.

## **Recommendation 3**

The UNMIL Management should follow-up with DPKO to expeditiously resolve procurement related issues to ensure that essential navigational aids are functional at Roberts International Airport (AP2006/626/12/03).

28. *The UNMIL Management accepted recommendation 3 and stated that it considers it vital that essential navigational aids are functional at Roberts International Airport. To that end, UNMIL CITS has completed an assessment and determined that the existing DVOR equipment needs to be replaced. It is however possible for the existing antenna system and counterpoise to be re-used. A request for proposal has been issued and upon completion of this process, an*

*implementation date will be determined.* Recommendation 3 remains open pending receipt of documentation from UNMIL showing that it has been fully implemented.

#### Safety implications of aviation fuel theft

29. OIOS had been aware of some incidents of theft of aviation fuel that had occurred at James Spriggs Payne Airfield. In following up on this issue, OIOS reviewed some reports relating to the thefts and also interviewed the Security Officer at James Spriggs Payne Airfield. Whilst the actual theft of the aviation fuel does not fall within the scope of this audit, there are some safety implications arising from these thefts.

30. The fact that the thefts have occurred implies that unauthorized access has been gained to the aircraft, possibly for prolonged periods (based on the amount of fuel taken). The aircraft located at Spriggs Payne are used to carry staff as well as Very Important Persons (VIPs). Recently, some of the aircraft have been used to carry the President of Liberia. Various measures have been taken by UNMIL to try to reduce the frequency of such thefts. Whilst the frequency has been reduced, it has not been eliminated. There is a serious safety risk if unauthorized access is gained to aircraft, especially in this period of world-wide heightened risks of terrorism. This is further exacerbated by the fact that most of the people suspected of fuel theft in the past have been found to have military backgrounds.

#### **Recommendation 4**

The UNMIL Management should introduce additional preventive measures for further reducing or eliminating the incidence of theft at airfields and thereby reduce safety risks. These measures could include the installation of tamper-evident safety devices on fuel tanks, as well as the introduction of security cameras at strategic locations where aircraft are parked (AP2006/626/12/04).

31. *The UNMIL Management accepted recommendation 4 and agreed that additional preventive measures for further reducing or eliminating incidents of theft at airfields are required. The Mission stated that watchtowers manned by UNMIL military, UNMIL security and the Liberian Domestic Airport Agency security have been constructed at James Spriggs Payne Airfield. During the night, the runway and the parking area are now patrolled by armed security.* Based on the Mission's response, recommendation 4 has been closed.

#### **E. Air safety awareness and training**

32. A central pillar of any safety programme is awareness and training. The ASU runs various awareness programmes within the Mission. The UN Aviation Safety Manual states that "aviation safety is everyone's responsibility". All staff, at some stage during their service with UNMIL, travel by air. In the past, the ASU has requested to make presentations to staff during the induction process. This has not materialized. Safety briefings are therefore limited to aviation staff and crew.

33. Other mission personnel are not generally aware of their responsibilities in regard to

aviation safety apart from the briefing that they receive when they travel. This briefing is limited in nature and does not focus on responsibilities of staff for safety. This could lead to situations where unsafe practices occur. More importantly, a culture could develop where mission personnel who observe safety hazards while they are traveling may not report such hazards to the ASU because they are unaware of their responsibility to do so. The inclusion of aviation safety presentations in the induction process of mission personnel would help reinforce their responsibilities and also highlight the priority that the Mission attaches to aviation safety.

### **Recommendation 5**

The UNMIL Management should include aviation safety presentations in the induction briefings provided to Mission personnel, in order to increase their awareness of aviation safety (AP2006/626/12/05).

34. *The UNMIL Management accepted recommendation 5 and stated that the Air Safety Unit in collaboration with IMTC is preparing a presentation to be included in the UNMIL induction course. IMTC is reviewing how best the additional information can be incorporated in the briefing. Recommendation 5 remains open pending confirmation by UNMIL that the briefings have commenced.*

### **F. Other safety related matters**

35. Movement Control (MOVCON) is responsible for the movement of personnel and cargo on UN aircraft. This process can be tedious and presents some safety challenges. OIOS noted that there are two K-Loaders at the Roberts International Airport in Monrovia, of which one is non-operational. The other one has been sent to Monrovia for repairs. These K-Loaders, when operational are only used for loading and unloading various palletised or containerized cargo on larger aircraft. Additionally UNMIL does not have its own conveyor belt or luggage trailer. MOVCON utilizes the airport's commercial conveyor belt whenever available. At all other times, MOVCON staff manually load and unload the aircraft.



**Picture 2: Non-operational K-Loader at Roberts International Airport**

36. Until recently, staff members responsible for loading and unloading aircraft were not equipped with gloves, safety belts and boots during the performance of their duties. When large and bulky items are loaded or unloaded from the aircrafts manually, there is an increased risk of injury, leading to potential compensation claims against the Mission. OIOS noted that the Chief of MOVCON had already initiated a process to procure the required conveyor belt and

luggage trailers from the United Nations Logistics Base (UNLB) where some spare ones were reportedly available.

### **Recommendation 6**

The UNMIL Management should ensure that the K-Loaders at Roberts International Airport, Monrovia are operational in time for the next troop rotations, and also expedite the transfer of the conveyor belt and luggage trailers from UNLB to improve the safety of employees responsible for loading and unloading the Mission's aircraft (AP2006/626/12/06).

37. *The UNMIL Management accepted recommendation 6 and stated that the K-Loader which had been out of service has now been repaired by UNMIL Transport Section and will be used during troop rotations. Transport Section has raised a requisition for a baggage loader and three baggage trailers.* Recommendation 6 remains open pending confirmation by UNMIL that the baggage loader and trailers have been received and put to use.

### **G. Coordination and cooperation with other entities**

38. OIOS noted a high degree of coordination between the ASU and the UNMIL Aviation Section. There were daily meetings with the various aviation operators and staff, and a healthy tension exists between the Aviation Safety and Aviation Units. OIOS became aware of some differences between the requirements of the Aviation Safety Manual and the Aviation Manual. For example, in respect of Carrier's Assessment Report, the Aviation Safety Manual provides that in the absence of an Aviation Safety Officer, the MOVCON Officer conducting the inspection will fill in the section relating to MOVCON only, and all information relating to the Aviation Safety sections will be left blank. The Aviation Manual does not address this issue.

39. Other differences relate to End-of-contract Air Carrier Performance Evaluation and Short term Air Carrier Assessment Reports. Whilst the differences are not considered to be significant, the lack of unity in direction/instruction could result in different approaches by Aviation Safety Officers as against Aviation Officers. This matter has been raised by the Chief of Aviation Safety to the Aviation Safety Unit in UNHQ.

### **Recommendation 7**

The UNMIL Management should request DPKO to review the differences between the Aviation Safety Manual and the Aviation Manual in order to ensure unity of direction and consistency (AP2006/626/12/07).

40. *The UNMIL Management accepted recommendation 7 and stated that in addition to earlier correspondence, a fax had been sent to DPKO requesting clarification of the differences and standardized guidelines.* Recommendation 7 remains open pending confirmation by UNMIL that the necessary clarifications have been received.

## VI. ACKNOWLEDGEMENT

41. We wish to express our appreciation to the Management and staff of UNMIL for the assistance and cooperation extended to the auditors during this assignment.

*Fatimah*  
for Dagfinn Knutsen, Acting Director  
Internal Audit Division-I, OIOS

**UNITED NATIONS**



**OIOS Client Satisfaction Survey**

**Audit of: UNMIL Air Safety Unit**

**(AP2006/626/12)**

	1	2	3	4	5
<b>By checking the appropriate box, please rate:</b>	Very Poor	Poor	Satisfactory	Good	Excellent
1. The extent to which the audit addressed your concerns as a manager.	<input type="checkbox"/>				
2. The audit staff's understanding of your operations and objectives.	<input type="checkbox"/>				
3. Professionalism of the audit staff (demeanour, communication and responsiveness).	<input type="checkbox"/>				
4. The quality of the Audit Report in terms of:					
• Accuracy and validity of findings and conclusions;	<input type="checkbox"/>				
• Clarity and conciseness;	<input type="checkbox"/>				
• Balance and objectivity;	<input type="checkbox"/>				
• Timeliness.	<input type="checkbox"/>				
5. The extent to which the audit recommendations were appropriate and helpful.	<input type="checkbox"/>				
6. The extent to which the auditors considered your comments.	<input type="checkbox"/>				
<b>Your overall satisfaction with the conduct of the audit and its results.</b>	<input type="checkbox"/>				

Please add any further comments you may have on the audit process to let us know what we are doing well and what can be improved.

Name: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

*Thank you for taking the time to fill out this survey. Please send the completed survey as soon as possible to:  
Director, Internal Audit Division-I, OIOS*

*By mail: Room DC2-518, 2 UN Plaza, New York, NY 10017 USA*

*By fax : (212) 963-3388*

*By E-mail: iadlsupport@un.org*