



## INTERNAL AUDIT DIVISION

# AUDIT REPORT

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## Air operations and operational safety in MINURCAT

Due to operational constraints, as the Mission draws down and goes into liquidation, there is a need to reassess its air operational capability to ensure the provision of safe and reliable air services

29 October 2010  
Assignment No. AP2010/636/03

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United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE

INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Mr. Youssef Mahmoud, Special Representative of the  
A: Secretary-General  
MINURCAT

DATE: 29 October 2010

REFERENCE: IAD: 10- **009/0**

FROM: Fatoumata Ndiaye, Director  
DE: Internal Audit Division, OIOS

*Fatoumata*

SUBJECT: **Assignment No. AP2010/636/03 – Audit of air operations and operational safety in MINURCAT**  
OBJET:

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendations 1 to 2 and 4 to 9 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 1 and 3 to 5), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Guy Siri, Director of Mission Support  
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors  
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit  
Mr. Seth Adza, Chief, Audit Response Team, DFS  
Mr. Jonathan Childerley, Chief, Oversight Support Unit, Department of Management  
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Ms. Eleanor T. Burns, Chief, Peace Keeping Audit Service, OIOS  
Ms. Amy Wong, Professional Practices Section, IAD, OIOS

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## INTERNAL AUDIT DIVISION

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### FUNCTION

*“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).*

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## EXECUTIVE SUMMARY

### Audit of air operations and operational safety in MINURCAT

OIOS conducted an audit of air operations and operational safety in the United Nations Mission in the Central African Republic and Chad (MINURCAT). The overall objective of the audit was to assess the adequacy and effectiveness of internal controls over aviation operations and aviation safety. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Mission was facing a number of difficulties due to a high vacancy rate, which was unlikely to improve as the Mission draws down and goes into liquidation. Due to these constraints, the Mission needed to reassess its operational capability to ensure the provision of safe and reliable air services. The major audit results were as follows:

- The aviation safety programme was not fully effective as: (a) surveys of aviation facilities and ground operations were not done regularly to ensure safety hazards were identified and monitored; (b) aviation safety staff had not attended training since the inception of the Mission; and (c) there was insufficient aviation safety awareness training for all staff.
- The Aviation Emergency Response Plan relied on the limited capability of the host government, without an independent means of assuring search and rescue in the event of an accident.
- There were ineffective fire fighting capabilities at air terminals to ensure adequate emergency services were on hand in the event of a fire increasing the risk of damage to United Nations property and loss of life.
- A number of special flights were arranged by the Mission to the same destinations as regular scheduled flights. This led to additional costs that could have been avoided.

OIOS made a number of recommendations to address the issues identified during the audit. The Mission took prompt action by introducing mitigating measures to reduce identified air safety risks.

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## I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of air operations and operational safety in the United Nations Mission in the Central African Republic and Chad (MINURCAT). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. The MINURCAT Aviation Section is responsible for the supervision of aviation operations, aviation ground services, aviation contract management, and associated budget and administration. The Section is headed by a Chief Aviation Officer (CAO) at the P-4 level, who reports through the Chief of Integrated Support Services to the Director of Mission Support (DMS). The Section is divided into three main units: Air Operations, Air Terminal/Air Field Management, and Technical Compliance and Quality Assurance.

3. MINURCAT's aviation operations were mainly carried out in N'Djamena and eight other strategic locations within Chad and the Central African Republic. In addition, there were flights to Bangui in the Central African Republic, Douala in Cameroun and Entebbe in Uganda. The Aviation Section supervises the operations of ten fixed wing aircrafts and 18 helicopters, with budgeted flight time of 22,700 hours. For the fiscal year 2009/2010, there were 13 contracts for air services. The budget for air operations in 2009/2010 was approximately \$143 million.

4. MINURCAT's Aviation Safety Unit (ASU) is responsible for the Mission's air safety programme. The Unit plans and coordinates safety of passengers, cargo and air assets and for promoting air safety awareness, implementing accident prevention programmes and monitoring aviation related incidents and accidents. The ASU is independent of the Aviation Section and reports directly to the DMS. As at 31 March 2010, the Unit was led by an Aviation Safety Officer at the P-3 level with support from one national staff.

5. In addition, the Movement Control Section (MovCon) is responsible for the movement of passengers and cargo and facilitating customs clearance of incoming and outgoing cargo.

6. Comments made by MINURCAT are shown in *italics*.

## II. AUDIT OBJECTIVES

7. The main objective of the audit was to assess the adequacy and effectiveness of internal controls over aviation operations and aviation safety in MINURCAT.

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### III. AUDIT SCOPE AND METHODOLOGY

8. The audit covered the year of 31 March 2010 and included a review of air services provided for in-mission and out of mission operations using aircraft from commercial contractors and under Letters of Assist (LOAs). The audit included the activities of the mission's Aviation Section, the ASU and to a limited extent, MovCon.

9. The audit methodology included discussions with key managers and staff, review of selected documents and site visits to areas of operations. The Department of Field Support (DFS) Aviation Manual, the DFS Aviation Safety Manual and MINURCAT's mission-specific standard operating procedures (SOPs) were the primary references used during the audit. The progress made by the Mission in implementing the recommendations of the 2009 DFS Aviation Safety Assistance Visit was also reviewed.

10. The establishment of commercial contracts and LOAs for air services was not covered by the audit. The audit however covered the implementation, monitoring and reporting of the contract arrangements.

### IV. AUDIT FINDINGS AND RECOMMENDATIONS

#### A. Human resources

The Aviation Section and ASU were not adequately staffed to effectively perform their duties.

11. As at 30 June 2010, the Aviation Section had a vacancy rate of 42 per cent. Of the 73 approved posts, 32 were filled, 10 were on loan to other sections/units and 31 were vacant. The high vacancy rate affected the smooth execution of aviation activities as further expounded in the report, as well as shown in the following two situations:

- There was limited aviation personnel located in some Mission sectors notably Birao, Iriba and Goz Beida. As a result, aviation activities had to be coordinated by military personnel deployed to the sectors.
- For most of the year the Mission operated with only two staff for flight following, which is a critical function. Both staff members were based in Abeche.

12. There were concerns regarding the staffing level for aviation safety related functions. For 2009-2010, the ASU had three authorized posts; a P-3, a P-2 and a national staff member. The DFS Aviation Safety Assistance Visit recommended that the staffing of the Unit be increased by two posts; a P-4 Chief Aviation Safety and a P-3 Aviation Safety Officer. However, as of June 2010, there was only one P-3 Aviation Safety Officer supported by a national staff member.

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13. OIOS appreciates the difficulties faced by the Mission due to the high vacancy rate, which is unlikely to improve as the Mission draws down and goes into liquidation. However, as at 30 June 2010, MINURCAT had 28 operational aircraft, and aviation operations were carried out in N'Djamena and eight other strategic locations. Therefore, consideration should be given to reducing the level of air operations including curtailing, as far as possible, unscheduled special flights (referred to in paragraphs 33 and 34 of the report) in order to obtain an acceptable level of risk relating to air operations. Steps should also be taken to redeploy the posts on loan to other sections/units back to the Aviation Section. Assistance for additional resources either from Headquarters or staff on temporary duty assignment should also be considered if air operations have to be maintained at the current level.

### **Recommendation 1**

**(1) The MINURCAT Office of Mission Support should ensure that all critical functions relating to air operations and air safety are carried out to ensure safe and reliable air services are provided by the Mission. If specific aviation standards cannot be maintained and an adequate safety programme cannot be assured, consideration should be given to reducing the level of air operations in the Mission.**

14. *The MINURCAT Office of Mission Support accepted recommendation 1 and stated that notwithstanding insufficient personnel strength, the Mission adequately carried out all critical functions related to air operations activities. The initial budgeted air assets of 37 were reduced to 30 and currently MINURCAT operates 23 aircraft in conformity with personnel strength and Mission mandated objectives.* Based on the assurances provided by Management, recommendation 1 has been closed.

### B. Management of aviation safety

15. In certain areas, there was a lack of sound safety management, mainly due to the lack of aviation staff to ensure all hazards and risks were identified, reported and ultimately mitigated.

#### The Aviation Safety Council (Council) was not fully effective

16. The Council is responsible for ensuring timely action on identified safety-related issues. During 2009/2010 there have been five meetings which occurred on a bi-monthly basis commencing in September 2009. The review of the composition and attendance of members at Council meetings noted:

- Representatives from security or medical services were not present. As permanent members of the Council, they were required to attend all meetings. The Chairperson of the 25 May 2010 Council meeting noted non-attendance of members from these critical sections, and requested them to attend future meetings.

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- Sections including Engineering, Supply, Transport, Force Headquarters, and the Bangladesh aviation representative, as occasional members, had not attended Council meetings when a specific issue or item pertaining to their area was discussed.

17. The absence of members from meetings may limit the discussion and hence decision making process, compromising the effectiveness of the Council.

### **Recommendation 2**

**(2) The MINURCAT Management should improve the functioning of the Aviation Safety Council by ensuring regular attendance of its permanent members, and ensuring that occasional members are present when a specific issue or item pertaining to their area of work or responsibility is being discussed.**

18. *The MINURCAT Office of Mission Support accepted recommendation 2 and stated that the DMS accords highest priority to safety issues and regularly chairs the Council meetings. The tendency of not attending the Council meetings has been addressed. All members attended the council meeting held on 26 July 2010. Based on the action taken, recommendation 2 has been closed.*

### The aviation safety programme was not effectively implemented

19. The aviation safety programme should promote aviation safety awareness and accident prevention at all levels by providing a systematic basis for identifying operational hazards and other institutional practices that may increase the risk of injury to staff and damage to United Nations property.

20. The aviation safety programme was not fully effective for the following reasons:

- MINURCAT had implemented a programme that provides for the performance of regular surveys of aviation facilities and ground operations, as well as aircraft operations and related maintenance. However, due to staffing limitations, while the ASU were making efforts to comply, surveys of facilities and operations were not done regularly increasing the risk that all safety hazards were not identified and hence monitored. The Council did not question the irregularity of the surveys.
- Due to the changing nature of aviation, training is essential to keep staff abreast with current and modern trends in aviation safety. Since the beginning of the Mission, none of the aviation safety staff attended any training even though this is a requirement of the DFS Aviation Safety Manual.
- Some aviation safety awareness training had been conducted in Abeche as part of the induction process and posters had been circulated in the

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airport. However, no training had been held in N'Djamena or the other operational locations. Furthermore, there are no regular safety campaigns through the electronic mail system. The inability to foster an effective aviation safety culture could lead to accidents/incidents and potential loss of lives.

21. Even though the Mission is moving into liquidation, it is important that Management ensure that there are adequate aviation safety policies, procedures and actions that seek the prevention of accidents through the implementation of International Civil Aviation Standards and DFS recommended practices.

### **Recommendation 3**

**(3) The MINURCAT Office of Mission Support should ensure that during the drawdown and liquidation phases there are adequate aviation safety policies, procedures and actions that seek the prevention of accidents.**

22. *The MINURCAT Office of Mission Support accepted recommendation 3 and stated that it was implemented effective 10 September 2010. The importance of aviation safety is reflected in the drawdown plan where safety personnel will be last to leave. The existing safety policies will become more manageable with reduced air assets operating from fewer airfields. Recommendation 3 remains open pending evidence that adequate safety policies and procedures have been established.*

## C. Technical compliance programme

### Emergency Response Planning in MINURCAT is not effective

23. The DFS Aviation Manual requires an Emergency Response Plan (ERP) to be prepared, implemented and tested regularly. The ERP was prepared and approved, however, it was not implemented and adequately tested. At the time of the audit, the Mission had conducted only one ERP desktop exercise in Abeche, and there were no testing at any of the other operational sites. The results of the exercise for Abeche were not documented to evaluate the responsiveness of the plan and any subsequent actions to be taken.

24. According to the International Civil Aviation Standards, search and rescue remains the responsibility of the host nation. As the host nation has a limited capability, the Mission has drawn on its resources to improve search and rescue within the host nations' aviation framework. Despite this, the Mission has assessed the search and rescue capability within the Mission's area of operations as limited.

25. The ERP relies on the capability and services of the host government. It only describes efforts that MINURCAT would take to coordinate activities from the United Nations side in the event of an emergency without indicating which physical assets would be used for search and rescue. MINURCAT brought in MI-8 helicopters with forward looking infra-red (FLIR) features as part of its

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aircraft range in an effort to improve its capability. However, these were not certified by the vendors for that purpose. To further exacerbate the problem, the Chadian Aviation Authority had banned all night flying in its airspace leaving the Mission without any effective search and rescue capability during this period.

#### **Recommendation 4**

**(4) The MINURCAT Office of Mission Support should, given the limited capability of the government, and that the Mission has assessed its capability for search and rescue as limited, enhance its readiness and capability to respond to incidents/accidents.**

26. *The MINURCAT Office of Mission Support accepted recommendation 4 and noted that a full scale search and rescue exercise took place on 4 August 2010. It helped to eliminate many gaps in communication and cooperation between different stakeholders. Moreover, it enhanced the Mission readiness to respond to any kind of emergencies in the area of operation. MINURCAT acknowledges the limited capability for rescue in terms of specialized equipment and trained personnel. Based on the action taken, recommendation 4 has been closed.*

#### MINURCAT has inadequate fire fighting capabilities at some operational airfields

27. Aviation activities were carried out in various locations that did not have adequate fire fighting capabilities. Recently a fire truck was deployed to Abeche, and another in Goz Beida. Due to the lack of trained personnel, the fire truck in Abeche was handed over to the airport authorities to provide these services to MINURCAT's operations. There were no trained or certified personnel for fire fighting in Goz Beida. Other locations do not have any effective fire fighting capabilities. Moreover, the Mission does not have an Aviation Fire Marshall. There have also been problems with the acquisition of a regular supply of chemical foam for the fire tenders in Abeche.

28. Even though the Mission is going into liquidation, Management has to take adequate risk mitigation measures to ensure adequate emergency services are available. Ineffective fire fighting capabilities increase the possibility of damage to United Nations property and loss of life.

#### **Recommendation 5**

**(5) The MINURCAT Office of Mission Support should ensure that effective fire fighting capability is available at all operational airfields. Qualified and certified staff should be in place to operate the equipment in order to ensure safety standards are met.**

29. *The MINURCAT Office of Mission Support accepted recommendation 5 and noted that MINURCAT has employed two qualified fire fighting assistants*

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*(one in Abeche and one in Goz-Beida) who have appropriate skills and training to perform the duties to enhance fire prevention and suppression in the event of a fire. They have also completed equipment training provided by Agence pour la Sécurité de la Navigation Aérienne en Afrique et a Madagascar. The absence of fire fighting equipment in all other operational airfields will be addressed. As a mitigation measure 50 kg fire extinguishers have been dispatched to all airfields. Based on the action taken and assurance that mitigation measures are being taken, recommendation 5 has been closed.*

#### Restrictions have been placed on air operations

30. The Mission needs to work with the Chadian Airport Authority to successfully provide its air services. However, there have been several cases reported where MINURCAT aviation and other staff have been denied access to the airfield. The reasons given were not clear and no prior or formal notice was given. This has, at times, been disruptive to the Mission's aviation activities. Additionally, there have been several reported incidents of misappropriation of equipment through theft at the N'Djamena airport.

31. On a number of occasions, MINURCAT had been directed by the Chadian Airport Authority to move all aircrafts from the N'Djamena airport. At the same time, a ban on night flying within the N'Djamena airspace was imposed, resulting in costly movement of aircrafts to Abeche and leaving no cover for medical evacuation cases potentially putting lives at risk.

32. When this issue was discussed with the Mission, it was confirmed that the Special Representative of the Secretary-General (SRSG) holds regular meetings with the relevant high level government officials on the issue. He has repeatedly been assured that the GoC would spare no effort to facilitate the smooth air operations of MINURCAT and at the appropriate time, the safe and orderly withdrawal of air asset equipment. If problems arise, the SRSG is of the opinion that they can be jointly resolved.

#### D. Utilization of aviation assets

##### MINURCAT conducted flights which were not economical

33. The Aviation Section has established a schedule of regular flights between Mission sectors. Although most of the regular flights are rarely filled to capacity, the Mission has arranged a series of special flights, mostly for senior management, some of which were scheduled to the same destination and take off shortly after the regular flight.

34. The analysis of the months of November 2009 and March 2010 found that the Mission had operated an average of about 100 special flights per month leading to additional costs which may have been avoided with better planning. Considering the difficulties faced by the Mission during this period in ensuring critical air safety functions are performed, the number of special flights needs to be curtailed, and only undertaken in exceptional cases.

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35. The mandate of MINURCAT includes a provision of logistical support to other United Nations agencies and entities in Chad on a cost reimbursable basis. The cost of air services were not being reimbursed, as follows:

- On 23 November 2009, a flight was approved to transport 18 personnel from N'djamena to Mongo for a women sensitization programme. The personnel transported included two staff from MINURCAT, one from UNFPA, one from UNICEF and 14 from the GoC, costing \$80,360. The cost was only shared equally between MINURCAT and UNFPA. No justification was provided for excluding UNICEF and the GoC from meeting their part of the cost. It was also not clear why MINURCAT was involved in this activity, as it is not directly related to the Mission's mandate and Mongo is not within MINURCAT's area of operation.
- Although the Détachement Intégré de Sécurité (DIS) have a Trust Fund for their expenses, the Mission regularly provided air travel to them free of charge.

#### **Recommendations 6 and 7**

##### **The MINURCAT Office of Mission Support should:**

**(6) Encourage sections to tighten their travel plans to make use of regular flights and reduce the scheduling of special flights. Also, the Chief Aviation Officer should always explore options prior to authorizing additional and special flights whose timing and routing may not significantly differ from regular flights; and**

**(7) Ensure that costs for joint logistical support are shared by all beneficiary organizations in accordance with the cost sharing principles of the Field Financial guidelines. Costs specifically relating to the Détachement Intégré de Sécurité should be funded from the Trust Fund.**

36. *The MINURCAT Office of Mission Support accepted recommendation 6 and stated that the recommendation has been discussed with Senior Management and different Sections in the Mission. Use of special flights will be exclusive to operational requirements where routing and timing are in conflict with the established Weekly Regular Flight Schedule. The special flights are mainly requested for urgent tasks and are usually combined with regular flights to ensure the efficiency and cost-effectiveness of provided support where applicable. Based on the assurances by Management, recommendation 6 has been closed.*

37. *The MINURCAT Office of Mission Support accepted recommendation 7 and stated that the use of regular flights for the transportation of DIS passengers and/or cargo is strictly on space available basis and is prepared by MovCon. No special DIS flights have been undertaken except for Casualty and Emergency Evacuation (CASEVAC) flights involving DIS personnel. The Aviation Section*

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*initiates cost-recovery procedures for every flight in support of non-MINURCAT entities through official correspondences from the Office of the DMS, and recoveries are made by the Finance section. Based on the assurances from Management that adequate procedures are now in place for the recovery of air transportation costs provided to non-MINURCAT entities, recommendation 7 has been closed.*

Travel authorization for non-United Nations personnel were not adequately supported

38. For the 12 month period to 31 December 2009, the Aviation Section carried approximately 70,000 passengers between Mission Sectors. Some 9,000 (13 per cent) of the passengers were non-United Nations personnel. DFS passenger movement procedures require adequate approval and justification for any movement of non-United Nations personnel. Also, in principle any logistical support provided to non-MINURCAT staff should relate to the Mission's mandate. Although the air travels of these passengers were approved by MINURCAT, their transport was not properly justified. Travel authorizations were normally supported by a statement of "liaison administrative". This was insufficient to confirm that the travel was linked to the Mission's mandated activities. OIOS acknowledges that sometimes the Mission has to provide logistical assistance to third parties and the GoC officials, but this should be properly justified and in compliance with the relevant rules and procedures.

39. Considering the drawn down of the Mission and the lack of staff to ensure air operations are always safe and reliable, the transport of non-MINURCAT staff, particularly on non-MINURCAT activities should be limited. A detailed justification should be provided and properly approved before travel.

**Recommendation 8**

**(8) The MINURCAT Office of Mission Support should ensure that adequate justification is provided in respect of non-United Nations passengers on MINURCAT flights and ensure prior approval is given.**

40. *The MINURCAT Office of Mission Support accepted recommendation 8 and stated that approval for non-United Nations passengers on flights has been restricted to certain respective MINURCAT officials. On 31 August 2010 an Administrative Instruction was issued to all MINURCAT staff, outlining the procedures for justification of non-United Nations passengers traveling on United Nations flights. Based on the action taken, Recommendation 8 has been closed.*

MINURCAT lacks the capability to operate and maintain specialized aviation equipment

41. MINURCAT has a number of specialized aviation equipment including K-loaders, forklifts and other auxiliary equipment for which the Mission has no capability to maintain. The Mission also lacks sufficient certified and qualified

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operators of the equipment. This has increased the risk of mishandling of equipment and increasing the risk of accidents. The ineffective usage of the equipment may lead to failure of the equipment at critical times.

42. MINURCAT also acquired X-ray equipment for installation and use at the airports/airfields and other locations used by the Mission. The cost of the X-ray equipment requested from the Strategic Deployment Stocks was over \$600,000. Apart from one machine which is operational in Abeche, all the machines are still in containers or are being kept without being used due to lack of qualified and certified personnel to install and operate them, as well as lack of areas to operate them. The Mission is therefore exposed to an increased risk of equipment being damaged or becoming obsolete due to poor storage conditions and long delays to use the equipment. Also, with the liquidation of the Mission, the unused equipment may need to be redeployed.

#### **Recommendation 9**

**(9) The MINURCAT Office of Mission Support should ensure there is adequate security measures in place, and engage qualified personnel to install, operate and maintain its X-ray machines and other specialized equipment without delay. If installation is not considered possible, the equipment should be deployed to other missions.**

43. *The MINURCAT Office of Mission Support accepted recommendation 9 and stated that as MINURCAT prepares its drawdown and liquidation processes, X-ray equipment has been included in category 1 in order to be transferred to other missions.* Recommendation 9 remains open pending the transfer of the unused X-ray equipment to other missions.

## V. ACKNOWLEDGEMENT

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

## STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O <sup>1</sup>	Actions needed to close recommendation	Implementation date <sup>2</sup>
1.	The MINURCAT Office of Mission Support should ensure that all critical functions relating to air operations and air safety are carried out to ensure safe and reliable air services are provided by the Mission. If specific aviation standards cannot be maintained and an adequate safety program cannot be assured, consideration should be given to reducing the level of air operations in the Mission.	Operational	High	C	Action taken.	Implemented
2.	The MINURCAT Management should improve the functioning of the Aviation Safety Council by ensuring regular attendance of its permanent members, and ensuring that occasional members are present when a specific issue or item pertaining to their area of work or responsibility is being discussed.	Operational	Moderate	C	Action taken.	Implemented.
3.	The MINURCAT Office of Mission Support should ensure that during the drawdown and liquidation phase there are adequate aviation safety policies, procedures and actions that seek the prevention of accidents.	Operational	High	O	Evidence that adequate safety policies and procedures have been established.	10 September 2010.
4.	The MINURCAT Office of Mission Support should, given the limited capability of the government, and that the Mission has assessed its capability for search and rescue as limited, enhance its readiness and capability to respond to incidents/accidents.	Operational	High	C	Action taken.	Implemented.
5.	The MINURCAT Office of Mission	Operational	High	C	Action taken.	Implemented

Recom. no.	Recommendation	Risk category	Risk rating	C/O <sup>1</sup>	Actions needed to close recommendation	Implementation date <sup>2</sup>
	Support should ensure that effective fire fighting capability is available at all operational airfields. Qualified and certified staff should be in place to operate the equipment in order to ensure safety standards are met.					
6.	The MINURCAT Office of Mission Support should encourage sections to tighten their travel planning to make use of regular flights and reduce the incidence of special flights. The Chief Aviation Officer should always explore available alternative options prior to authorizing any special flights and combine special flights requests whose timing and routing may not significantly differ from the regular flights.	Operational	Moderate	C	Action taken.	Implemented.
7.	The MINURCAT Office of Mission Support should ensure that costs for joint logistical support are shared by all beneficiary organizations in accordance with the cost sharing principles of the Field Financial guidelines. Costs specifically relating to the Détachement Intégré de Sécurité should be funded by the Trust Fund.	Financial	Moderate	C	Action taken.	Implemented.
8.	The MINURCAT Office of Mission Support should ensure that adequate justification is provided in respect of non-United Nations passengers on MINURCAT flights and ensure prior approval is given.	Compliance	Moderate	C	Action taken.	Implemented.
9.	The MINURCAT Office of Mission Support should ensure there is adequate security measures in place, and engage qualified personnel to install, operate and maintain its X-ray machines and other specialized equipment without delay. If installation is not considered possible, the	Operational	Moderate	O	Installation and use of X-ray equipment or delivery to other Missions.	Not provided.

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<b>Recom. no.</b>	<b>Recommendation</b>	<b>Risk category</b>	<b>Risk rating</b>	<b>C/O<sup>1</sup></b>	<b>Actions needed to close recommendation</b>	<b>Implementation date<sup>2</sup></b>
	equipment should be deployed to other missions.					

1. C = closed, O = open
2. Date provided by MINURCAT in response to recommendations.