



INTERNAL AUDIT DIVISION

AUDIT REPORT

Aviation safety in the United Nations Operation in Côte d'Ivoire

Internal controls over aviation safety were weak,
and the mission did not fully comply with safety
requirements

23 December 2009
Assignment No. AP2009/640/01

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. Young-Jin Choi
A: Special Representative of the Secretary-General
United Nations Operation in Côte d'Ivoire

DATE: 23 December 2009

REFERENCE: IAD: 09-03268

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



SUBJECT: **Assignment No. AP2009/640/01 - Audit of Aviation Safety in the United Nations Operation in Côte d'Ivoire**
OBJET: Côte d'Ivoire

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 2, 3, 8, 9, and 10 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. Your response indicated that you did not accept recommendations 7, 12, and 13. In OIOS' opinion however, these recommendations seek to address significant risk areas. We are therefore reiterating them and requesting that you reconsider your initial response based on the additional information provided in the report.
4. 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 6) in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Wallace Divine, Chief Mission Support, UNOCI
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Susanne Frueh, Executive Secretary, Joint Inspection Unit
Mr. Seth Adza, Chief, Audit Response Team, Department of Field Support
Mr. Moses Bamuwamye, Chief, Oversight Support Unit, Department of Management
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INTERNAL AUDIT DIVISION

FUNCTION

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EXECUTIVE SUMMARY

Audit of aviation safety in UNOCI

OIOS conducted an audit of aviation safety in the United Nations Operation in Côte d'Ivoire (UNOCI). The overall objective of the audit was to assess the adequacy and effectiveness of internal controls in implementing the provisions of the Aviation Safety Manual. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

OIOS found that the Mission did not always comply with the requirements of the Aviation Safety Manual. In particular, the following weaknesses were noted:

- The Aviation Safety Unit was understaffed, and this affected its effectiveness;
- The Aviation Safety Council did not meet on a monthly basis as required, and the Council's decisions were not always implemented in a timely manner;
- Formal aviation safety assistance visits and surveys were conducted only once a year, against the minimum of two surveys required annually;
- The Mission's emergency response plan was not updated and adequately tested. The plan did not correctly reflect the contact information of key staff members;
- Search and rescue operations were inadequate;
- Fire rescue personnel had not been trained on the use of crash and rescue equipment;
- Airports and airstrips used by the Mission did not have rescue and fire fighting vehicles; and
- Evaluation of air aircraft maintenance work was not appropriately conducted.

OIOS made a number of recommendations to address the issues identified during the audit to strengthen internal controls over aviation safety in UNOCI.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of aviation safety in the United Nations Operation in Côte d'Ivoire (UNOCI). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.
2. The Mission conducts air operations over the entire territory of the host country and neighbouring countries as needed with a current fleet of 11 aircraft stationed in Abidjan, Bouake and Daloa. During the first six months of 2009, the Mission undertook 3,188 flights and moved 28,744 passengers and 167 tons of cargo. Seven aircraft are planned to be added to the current fleet ahead of presidential elections in Côte d'Ivoire. Of the 96 airfields/helipads/extraction sites available, 18 were more frequently used.
3. The Mission's Aviation Safety Unit (ASU) had one aviation safety assistant who is responsible to advise the Head of the Mission and the Chief of Mission Support on all aviation safety matters. The ASU works under the direct supervision of Chief of Mission Support who also chairs the Mission Aviation Safety Council, which meets to discuss aviation safety issues and to agree upon actions to be taken on specific aviation safety related problems.
4. The ASU works in close cooperation with the Movement Control Section, Aviation Unit of the Mission, and the Department of Field Support's (DFS) Air Safety Unit.
5. Comments made by UNOCI are shown in *italics*.

II. AUDIT OBJECTIVES

6. The main objectives of the audit were to:
 - (a) Assess the adequacy and effectiveness of internal controls in the implementation of air safety programmes; and
 - (b) Assess compliance with the air safety requirements of the United Nations Aviation Safety Manual.

III. AUDIT SCOPE AND METHODOLOGY

7. The audit covered the period from January 2007 to May 2009 and focused on the implementation of relevant aviation policies and procedures and the Mission's accident prevention programmes.
 8. The audit methodology included a review of relevant files, interviews with key the Mission personnel, and visits to airfields at Abidjan, Daloa and Bouake.
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IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Mission aviation safety structure

The Mission's ASU was inadequately staffed

9. Per the United Nations Aviation Safety Manual (ASM), the ASU should have two aviation safety officers (professional staff) and one aviation safety assistant. The ASM specifies the responsibilities of the ASU and stipulates that it be staffed with persons possessing the combination of requisite experience and academic qualifications in relevant disciplines.

10. Contrary to these requirements, the Mission did not have aviation safety officers at the professional level. The Mission had an aviation safety assistant who was expected to perform all tasks of aviation officers. A candidate selected for the post of aviation safety officer at the P-4 level in March 2007 was not recruited and the post was eventually abolished as advised by the Department of Field Support's Air Safety Unit (ASU/DFS). OIOS noted that ASU/DFS had decided to establish the Regional Aviation Safety Office for West Africa (RASOWA) with its headquarters in United Nations Mission in Liberia (UNMIL). However, more than two years after this decision, RASOWA had not been established.

11. The failure of the Mission to adequately staff the ASU could result in inadequate and ineffective aviation safety activities.

Recommendation 1

(1) The UNOCI Office of Mission Support should ensure that the appropriate number and levels of staff are deployed for aviation safety in compliance with the Aviation Safety Manual.

12. *The UNOCI Office of Mission Support accepted recommendation 1 and stated that it would discuss the issue with DFS for advice.* Recommendation 1 remains open pending deployment of staff for aviation safety in compliance with the Aviation Safety Manual.

Decisions of the Aviation Safety Council not implemented in a timely manner

13. The ASU had not established any mechanism for reminding the relevant sections to expedite implementation of decisions taken in the Aviation Safety Council (ASC). The ASC made certain decisions to address aviation safety issues such as runway fencing, airfield grass cutting, apron marking, and construction of fuel farm and fire protection. However, it took the Mission between three months to over a year to implement these decisions.

14. In its report dated 4 June 2007, the aviation safety assistance visits and surveys team from ASU/DFS reported the deteriorating condition of the Abidjan air force base aircraft taxi and parking surface, which is primarily used by UN aircraft. The team recommended early repair, as small stones and gravel could damage the aircraft or their engines. The ASC discussed the matter for over two years, but the repair works had not been done. Meanwhile, the surface had further deteriorated. There were at least two incidents whereby aircraft tires were damaged by the rough surface and loose stones on the taxiway.

15. Similarly, medical and fire fighting support to aviation emergency response, and ground support to aviation operations have not been fully resolved.

Recommendations 2 and 3

The UNOCI Aviation Safety Unit should:

(2) Establish effective mechanisms to ensure that the decisions of the Aviation Safety Council are promptly implemented; and

(3) To reduce the risks of accident, ensure prompt repairs of the taxiway and parking area at the Abidjan Airport.

16. *The UNOCI Office of Mission Support accepted recommendation 2 and stated that the ASU issued task list to those who were required to mitigate risks and it will send reminders to ensure implementation of the decisions of the ASC.* Based on assurance of Management, recommendation 2 has been closed.

17. *The UNOCI Office of Mission Support accepted recommendation 3 and stated that repairs were completed on 11 November 2009.* Based on the action taken by UNOCI, recommendation 3 has been closed.

Formal aviation safety assistance visits and surveys were not in accordance with the Manual

18. Per the ASM, where the permanent fleet comprises ten or more aircraft, ASU/DFS or the Head of Mission should formally a request for aviation safety assistance visit and survey twice a year. The visits and surveys should be conducted by qualified aviation safety staff from DFS.

19. UNOCI has a permanent fleet of more than ten aircraft. However, since establishment of the Mission in April 2004, only one aviation safety assistance visit initiated by ASU/DFS has been conducted every year. No informal aviation safety assistance survey has been conducted.

20. Considering that the Aviation Section does not have aviation safety specialists and ASU/DFS is yet to establish the anticipated RASOWA, biennial safety assistance visits and surveys by ASU/DFS would ensure timely aviation safety assessment.

Recommendation 4

(4) The UNOCI Office of Mission Support should ensure that aviation safety assistance visits and surveys are conducted by the Aviation Safety Unit of the Department of Field Support twice a year in compliance with the Aviation Safety Manual.

21. *The UNOCI Office of Mission Support accepted recommendation 4 and stated that it will liaise with ASU/DFS as appropriate.* Recommendation 4 remains open pending receipt of evidence showing UNOCI's request for biennial aviation safety assistance visits and surveys in compliance with the ASM.

Aviation Operational Risk Management policy not implemented

22. A new Aviation Operational Risk Management (ORM) policy directive promulgated by DFS became effective on 30 April 2008 to enhance aviation safety and to ensure a harmonized, consistent and coherent aviation risk management process. According to the ORM implementation roadmap provided to DFS by the Mission, the ORM was to be implemented in the Mission in three phases and full implementation was to be achieved by 31 December 2008. However, as at 31 July 2009, only the first phase had been completed with the formation of the implementation task group. The first draft of the ORM's Standard Operating Procedures (SOPs) had not been completed. A revised target date had not been set for the full implementation of the ORM.

Recommendation 5

(5) The UNOCI Office of Mission Support should expedite the implementation of the new Operational Risk Management policy directives issued by the DFS.

23. *The UNOCI Office of Mission Support accepted recommendation 5 and stated that the ORM's draft SOPs had been circulated for final review.* Recommendation 5 remains open pending implementation of the new ORM policy directives issued by the DFS.

B. Mission accident prevention programme

Emergency response plan was not appropriately updated

24. The Mission's Emergency Response Plan (ERP) states that the ASU should periodically review the ERP. In OIOS' view, this means that the ERP should be formally up-dated at least annually, but regularly up-dated with important changes to personnel contact details. The Mission ERP originally prepared in March 2005 was last updated in June 2009.

25. OIOS reviewed the updated ERP and found that it did not correctly reflect the phone numbers and call signs of some essential staff members including the Chief of Mission Support, Chief Aviation Safety Unit, Chief

Aviation Section, etc. These staff members are the key personnel to be notified when an aircraft is overdue or an accident is confirmed and are also members of the Accident Control Team.

Recommendation 6

(6) The UNOCI Office of Mission Support should update names and contact information in the Emergency Response Plan on a regular basis.

26. *The UNOCI Office of Mission Support accepted recommendation 6 and stated that key personnel list is updated periodically by the Air Operation Centre which has responsibility for notification. The next update is due in February 2010. Recommendation 6 remains open pending OIOS' verification that the Mission has established a procedure to regularly update the names and contact information of key personnel in the ERP.*

Emergency response plan was not adequately tested

27. The ASM requires ERP exercises and drills to be conducted on a regular basis to test the validity of the plan, identify areas of improvement and to ensure that concerned personnel are properly trained for the tasks required of them in case of an aircraft emergency. During 2007 and 2008, the ASU conducted one 'On-Base' emergency response drill at Abidjan and one 'On-Desk' and 'On-Base' emergency response drill at the Bouake and Daloa airfields. Two "desk top" drills and one full drill are planned for 2009. However, as at July 2009, no ERP drill had been conducted. Other 15 major airfields frequently used by the Mission aircraft have yet to be covered by any ERP drill.

28. During the ERP exercises conducted in 2007 and 2008, key local institutions such as hospitals, firefighters and law enforcement whose assistance is vital in any search and rescue operation, were not involved. The ERP also did not contain the names and contact numbers of these institutions. As well, although representatives of the United Nations agencies are included in the Accident Control Team and listed among the key personnel to be notified in case of aircraft emergency, they were not involved in the ERP exercises.

29. The Mission will be required to operate more flights and increase its current fleet of air assets during the upcoming election. There is thus the need to identify and address all high risks associated with aviation safety. It is vital that the Mission comprehensively tests the adequacy and effectiveness of all the elements of the ERP to ensure that its clean aviation safety record is maintained.

Recommendation 7

(7) The UNOCI Office of Mission Support should ensure that local institutions including hospitals, firefighters, and law enforcement agencies and United Nations agencies are included, as appropriate, in the Emergency Response Plan.

30. *The UNOCI Office of Mission Support did not accept recommendation 8, stating that the Ivorian Government has responsibility of informing the local institutions for appropriate action. All institutions and agencies that are directly involved in response activities are already included in the Mission ERP. During the audit, the Mission was unable to provide OIOS with the requested evidence showing that local authorities had been involved in the testing of the ERP. Also, a review of the ERP provided to OIOS indicated that the local institutions were not included in the plan. Therefore, OIOS is reiterating recommendation 7 and requests the Mission to reconsider its original response. Recommendation 7 remains open pending an update of the ERP to include local authorities and United Nations agencies.*

Adequacy of search and rescue operations continue to be at risk

31. Per the ASM, medium risks activities must be addressed within 30-60 days. The Mission's risk assessment process categorizes search and rescue operations as medium risk activities since June 2008. However, the Mission had not taken appropriate action to address the risks. Search and rescue personnel had not been trained and the Mission did not have a dedicated search and rescue helicopter since October 2007. There were no arrangements in place for use of the Ghanaian Aviation Military Unit although the need for arrangements had been discussed by ASC for over a year. The upcoming presidential elections will mean increased aviation activities with the attendant increased aviation risks which need to be mitigated.

Recommendation 8

(8) The UNOCI Office of Mission Support should take immediate appropriate action to ensure the adequacy and effectiveness of search and rescue operation in the Mission.

32. *The UNOCI Office of Mission Support accepted recommendation 8 and stated that the contract for Ghana Aviation Unit was amended in September 2009 to cover the responsibility of Search and Rescue operation in the mission. Based on the action taken by the Mission, recommendation 8 has been closed.*

Fire rescue personnel were not trained on crash and rescue equipment

33. The Mission fire rescue personnel had never practiced the use of crash and rescue equipment for aircraft on fire evacuation. In November 2008, the ASC discussed the provision of logistical support, like discarded vehicles, to conduct fire suppression training; but there had been no progress in this respect.

Recommendation 9

(9) The UNOCI Office of Mission Support should ensure that the fire rescue personnel are appropriately trained in the use of crash and rescue equipment.

34. *The UNOCI Office of Mission Support accepted recommendation 9 and stated that the training was conducted on 29 September 2009. Based on the action taken by the Mission, recommendation 9 has been closed.*

Airfield, helipad, ground handling surveys were not appropriately conducted

35. According to the ASM, airfield, helipad, and ground handling surveys are core safety activities and the ASU should conduct airfield/helipad surveys either on a regular basis or on an as-needed basis in the event of an incident/accident. Section 2.3 of the ASM states that the identification of aviation safety hazards is an important element of the accident prevention programme, and airfield and helipad inspections help in identifying aviation safety hazards.

36. As per the ASU's weekly calendar for accident prevention activities, four weeks in 2008 and six weeks in 2009 were marked for major and minor airfields/helipads surveys. However, the Mission did not provide OIOS with the requested evidence showing that the anticipated surveys had been conducted to assess safety arrangements at airfields/helipads, such as the condition of runways/taxiway, apron marking and adequacy of firefighting or search and rescue equipment.

37. The ASU stated that it discarded the survey forms after the risk assessment and that the Aviation Section is responsible to conduct periodic inspections. A review of the daily activities diary of 2008 did not reveal any evidence of any airfield/helipad survey conducted during this period. Similarly, ground handling, and aircraft maintenance/operations and performance evaluations, if conducted by the ASU, were not documented. Out of 10 observed hazard reports during January 2007 to May 2009, seven were related to the airfield/helipad and six of them were reported by pilots. Instances of helicopters being unable to land due to hazardous conditions at helipads are regularly brought to the notice of the ASC.

Recommendations 10 and 11

The UNOCI Office of Mission Support should:

(10) Ensure that all airfields/helipads and ground services are regularly inspected in compliance with the Aviation Safety Manual to assure that they are safe for operations; and

(11) Direct the Aviation Safety Unit to always document and maintain records of all its aviation safety related activities detailing the work performed, findings, recommendations and follow up action completed.

38. *The UNOCI Office of Mission Support accepted recommendation 10 and stated that the ASU conducted inspections of all landing sites in July and August 2009. The ASU will continue to conduct landing site inspections in line with the*

mission accident prevention programme. Based on the action taken by the Mission, recommendation 10 has been closed.

39. *The UNOCI Office of Mission Support accepted recommendation 11 and stated that all the aviation safety activities will be documented.* Recommendation 11 remains open pending verification of records.

Aviation safety information was not adequately disseminated to staff

40. Dissemination of aviation safety information to all United Nations staff is one of the core activities of the Mission's accident prevention programme. This activity is intended to raise awareness among staff members.

41. Safety issues in the Mission were not being regularly disseminated via broadcast, printed material to Mission staff members and the staff members of UN agencies, programmes and funds working in the country. OIOS noted that the ASU's web page at the Mission's intranet portal was created in June 2009, but staff members were yet to be informed about it.

Recommendation 12

(12) The UNOCI Aviation Safety Unit should ensure that comprehensive aviation safety related information is disseminated to all the United Nations staff members in the Mission area including publishing of the material on its intranet page.

42. *The UNOCI Office of Mission Support did not accept recommendation 12 stating that the ASU conducts induction training for new staff on arrival. There is enough safety information on intranet page and on aircraft for the Mission staff who are just passengers on its aircraft.* As indicated above, there is the need for the Mission to increase the dissemination of information on aviation safety. Therefore, OIOS is reiterating recommendation 12 and requests the Mission to reconsider its initial response. Recommendation 12 remains open pending its implementation.

C. Performance evaluation of air operators on aircraft maintenance

Performance evaluation of air operators on aircraft maintenance

43. Per the ASM, quarterly performance evaluation in respect of aircraft maintenance should be conducted by the Technical Compliance Officer (TCO) of the Aviation Section and the ASU. TCO and ASU are to evaluate maintenance work and establish that certified aviation parts are used.

44. There were indications that evaluations were not effective in establishing the use of functional parts. Whereas TCO and ASU had rated the maintenance of aircraft as "outstanding or very good", there were indications that aircraft were not properly maintained. OIOS notes that 14 aircraft incidents reported during

period from November 2007 to December 2008 related to the Mission's aircraft fleet of 11. One aircraft alone accounted for six occurrences of technical nature during its one year deployment. Investigation findings showed that all six occurrences were due to malfunction of important machine parts mainly attributed to "wear and tear". Therefore, there were questions regarding the efficacy of the quarterly performance rating conducted by the Mission Aviation Unit and the ASU.

45. OIOS noted that the performance ratings on aircraft maintenance of "outstanding or very good" were primarily based on operators' documents such as maintenance requests. The ratings were not based on a systematic and independent verification of maintenance work and inventory records. The TCO stated that the Aviation Standard Operating Procedures (SOP) does not require the verification of job cards and use of certified parts.

Recommendation 13

(13) The UNOCI Office of Mission Support should ensure the establishment of appropriate performance evaluation procedures, in line with the Aviation Safety Manual, to ensure that only certified spare parts are used and that performance ratings of aircraft maintenance are based on reliable records and adequate review of job cards and inventory records.

46. *The UNOCI Office of Mission Support did not accept recommendation 13 stating that the Mission strictly followed the performance evaluation procedures established in the ASM. Also, the contract with the carrier requires the carrier to maintain the aircraft in a fully safe and operative condition and completely airworthy for the duration of the charter agreement. It is not technically feasible to ensure that only certified parts are used for repairs and the Mission will be exposing itself to undue risk if it confirms that a spare part is a certified one and turns out to be a bogus part. As underscored above, the ASM requires the used of certified spare parts on aircraft to ensure their safety. OIOS is reiterating recommendation 13 and requests the Mission to reconsider its initial response. Recommendation 13 remains open pending its implementation.*

D. Random alcohol checks of crew members were not conducted

47. The ASM states that a crew member may be required to submit to a breathalyzer test 12 hours prior to or immediately after acting or attempting to act as a crew member when requested by the Chief of Mission Support.

48. The Mission had not been conducting random alcohol tests of the crew members and did not establish any mechanism for conducting such tests. The ASU stated that they did not conduct alcohol tests as it is not in the air operators' contract. The ASU, which is expected to oversee safety issues and was aware of the need for the test, did not advise the ASC to consider requiring mandatory alcohol tests of crew.

Recommendation 14

(14) The UNOCI Office of Mission Support should establish procedures for conducting random alcohol tests of crew members in compliance with the Aviation Manual.

49. *The UNOCI Office of Mission Support accepted recommendation 14 and stated that an Administrative Circular is being reviewed by the Security Section and the alcohol tests of crew members will be conducted upon its publication. Recommendation 14 remains open pending receipt of the Administrative Circular requiring alcohol tests of crew members.*

V. ACKNOWLEDGEMENT

50. We wish to express our appreciation to the Management and staff of UNOCI 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 ¹	Actions needed to close recommendation	Implementation date ²
1	The UNOCI Office of Mission Support should ensure that the appropriate number and levels of staff are deployed for aviation safety in compliance with the Aviation Safety Manual.	Human Resources	High	O	Deployment of additional personnel for the Aviation Safety Unit in compliance with the Aviation Safety Manual.	December 2009
2	The UNOCI Air Safety Unit should establish effective mechanisms to ensure that the decisions of the Aviation Safety Council are promptly implemented.	Operational	Medium	C	Action taken.	Implemented
3	The UNOCI Office of Mission Support to reduce the risks of an accident should ensure prompt repairs of the taxiway and parking area at the Abidjan Airport.	Operational	High	C	Action taken.	Implemented
4	The UNOCI Office of Mission Support should ensure that aviation safety assistance visits and surveys are conducted by the Aviation Safety Unit of the Department of Field Support twice a year in compliance with the Aviation Safety Manual.	Operational	Medium	O	Action from the UNOCI initiating biennial formal safety assistance visits and surveys in compliance with the Aviation Safety Manual.	December 2009
5	The UNOCI Office of Mission Support should expedite the implementation of the new Operational Risk Management policy directives issued by the Department of Field Support.	Operational	High	O	Implementation of the new ORM policy directives issued by the Department of Field Support.	January 2010
6	The UNOCI Office of Mission Support should update names and contact information in the Emergency Response Plan on a regular basis.	Operational	Medium	O	Audit verification that the Mission has established a procedure to constantly update the list of key personnel to keep their names and contact information current.	February 2010
7	The UNOCI Office of Mission Support should ensure that local institutions including hospitals, firefighters, and law	Operational	Medium	O	Local institutions including hospitals, firefighters, and law enforcement agencies and United Nations agencies are included	.

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	enforcement agencies and United Nations agencies are included, as appropriate, in the Emergency Response Plan.				in the Emergency Response Plan.	
8	The UNOCI Office of Mission Support should take immediate appropriate action to ensure the adequacy and effectiveness of search and rescue operation in the Mission.	Operational	Medium	C	Action Taken.	Implemented.
9	The UNOCI Office of Mission Support should ensure that the fire rescue personnel are appropriately trained in the use of crash and rescue equipment.	Operational	Medium	C	Action Taken.	Implemented.
10	The UNOCI Aviation Safety Unit should ensure that all airfields/helipads and ground services are regularly inspected in compliance with the Aviation Safety Manual to assure that they are safe for operations.	Operational	High	C	Action taken.	Implemented.
11	The UNOCI Office of Mission Support should direct the Aviation Safety Unit to always document and maintain records of all its aviation safety related activities detailing the work performed, findings, recommendations and follow up action completed.	Operational	Medium	O	Audit verification that the Aviation Safety Unit documents and maintains records of all its aviation safety related activities detailing the work performed, findings, recommendations and follow up action completed.	January 2010
12	The UNOCI Aviation Safety Unit should ensure that comprehensive aviation safety related information is disseminated to all the United Nations staff members in the Mission area including publishing of the material on its intranet page.	Compliance	Medium	O		.
13	The UNOCI Office of Mission Support should ensure the establishment of appropriate performance evaluation procedures, in line with the Aviation Safety Manual, to ensure that only certified spare parts are used and that performance ratings of aircraft maintenance are based on	Compliance	Medium	O	The establishment of appropriate performance evaluation procedures, in line with the Aviation Safety Manual, to ensure that only certified spare parts are used and that performance ratings of aircraft maintenance are based on reliable records and adequate review of job cards,	

Recom. no.	Recommendation	Risk category	Risk rating	C/O¹	Actions needed to close recommendation	Implementation date²
	reliable records and adequate review of job cards and inventory records.				inventory records.	
14	The UNOCI Office of Mission Support should establish procedures for conducting random alcohol tests of crew members in compliance with the Aviation Manual.	Compliance	Medium	O	Receipt of the Administrative Instruction Circular requiring alcohol tests of crew members	January 2010

1. C = closed, O = open

2. Date provided by UNOCI in response to recommendations.