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UNITED NATIONS ASSISTANCE MISSION IN AFGHANISTAN
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Office of the Chief of Mission Support

27 July 2011

To: Ms. Eleanor T. Burns
Chief Peacekeeping Audit Service
Internal Audit Division, OIOS

From: Stephani L. Scheer
Chief, Mission Support

A handwritten signature in black ink, appearing to read 'Steph L. Scheer', written over the printed name.

Subject: UNAMA - Revised Management Response on Audit of Aviation Safety

1. In continuation of our response on audit of aviation safety dated 30 June 2011, I am pleased to provide the Mission's revised response in the attached Annex I.
2. Should you require further information or clarification, please do not hesitate to contact my office.

Best regards.

cc: Mr. Peter Schmitz, Chief of Staff, UNAMA
Mr. Zulfiqar Gill, Chief Resident Auditor, UNAMA

ANNEX I
SUMMARY OF RECOMMENDATIONS
Audit of Aviation Safety in UNAMA

Para. no	Recommendation	Accepted? (Yes/No)	Implementation date	Client comments
12	UNAMA should, with the assistance of the Department of Field Support, ensure that the Chief Aviation Safety Officer's post is filled to strengthen the UNAMA aviation safety programme.	Partially	June 2012	<p>Currently, UNAMA Aviation Safety Unit consists of one qualified and experienced aviation safety specialist at FS-6 level and one national staff member at NOB level.</p> <p>UNAMA Mission Support will continue to consult with the Aviation Safety Unit at UNHQ to keep under review the appropriate staffing levels for the UNAMA ASU, including the level of the MASO. Based on the findings of the Aviation Safety Assessment Visit, UNAMA may adjust its ASU staffing table.</p> <p>The report of the ASAV in June 2011 is expected to be received by the Mission soon. And the next Visit will most likely take place in Spring 2012.</p> <p>In must be noted that, due to the present adverse security environment, UNAMA is focusing on reducing the number of international staff required in country not increasing numbers where possible.</p> <p>Nevertheless, UNAMA with the assistance of the DFS will continue to review the Aviation Safety Unit Staffing Table in line with changing circumstances on the ground and the number of air assets.</p>
19	UNAMA should seek further guidance and support from the Department of Field Support on the implementation of the Aviation Operational Risk Management policy. Also, UNAMA needs to ensure that all decision-makers involved in aviation safety management are made aware of their responsibilities	Yes	March 2012	Since 2009, UNAMA has established procedures for AORM implementation related to all aviation-related activities and at all management decision-making levels. Currently, UNAMA is complying with the AORM implementation process and in this

through initial and recurrent training as directed by the Aviation Safety Manual.

regard the following actions have been taken by the mission:

- UNAMA established an Implementation Task Group (ITG) in 2009. The ITG drafted an ORM implementation Roadmap and identified implementation steps.
- The AORM Implementation Roadmap was revised and adopted in January 2010;
- The AORM Handbook with checklists and risk assessment forms, was created and issued in April 2010;
- UNAMA with assistance from ICAO conducted an initial AORM training course in January 2011,
- Internal AORM Workshops are going to be arranged by the ASU in August-September 2011 in order to ensure that all decision-makers involved in aviation operational risk management are aware of their responsibilities.

Furthermore, the Aviation Safety Section/LSC/DFS conducted an Aviation Safety Assessment Visit to UNAMA in June 2011. the following recommendation were provided during the visit:

- UNAMA to create a risk level matrix in order to compare the effect and probability of risks;
- The Air Operation SOP should contain a flowchart outlining the process for determining who will formally accept / retain the risk associated with identified hazards, and the SOP should integrate all Aviation and Movcon activities in accordance with respective SOPs in order to properly reflect all operations.

Finally, UNAMA will continue to work closely with the Aviation Safety Section/ LSD/DFS in order to further enhance mission AORM actions and policies and in the implementation of any training as well as current and future recommendations.