

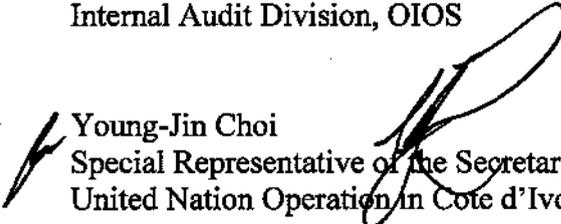


**MEMORANDUM INTERIEUR**

**INTEROFFICE MEMORANDUM**

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

Date: 5 August 2011

**FROM:**  Young-Jin Choi  
Special Representative of the Secretary General  
United Nation Operation in Cote d'Ivoire

**SUBJECT:** **Assignment No. AP2011/640/07 – Follow up audit of aviation safety in UNOCI**

1. Reference is made to the draft report and audit results on the above-mentioned audit. The Mission is pleased to announce that corrective measures have been taken as recommended. **UNOCI, in collaboration with the Force Commander, developed the operational orders of the military component include aviation operational risk management (ORM) in compliance with the ORM policy directives and guidelines. Training is scheduled this month and will be completed by 31 August 2011.**
2. A copy of the summary of recommendations (Annex I) and relevant pages of the revised Aviation Operations SOP - an Annex to the OPO 12 are attached for your information and records.

Best regards.

cc: Ms. Amy Wong, Programme Officer, Internal Audit Division, OIOS  
Mr. Samuel Oliver Nana-Sackey, Resident Auditor OIOS

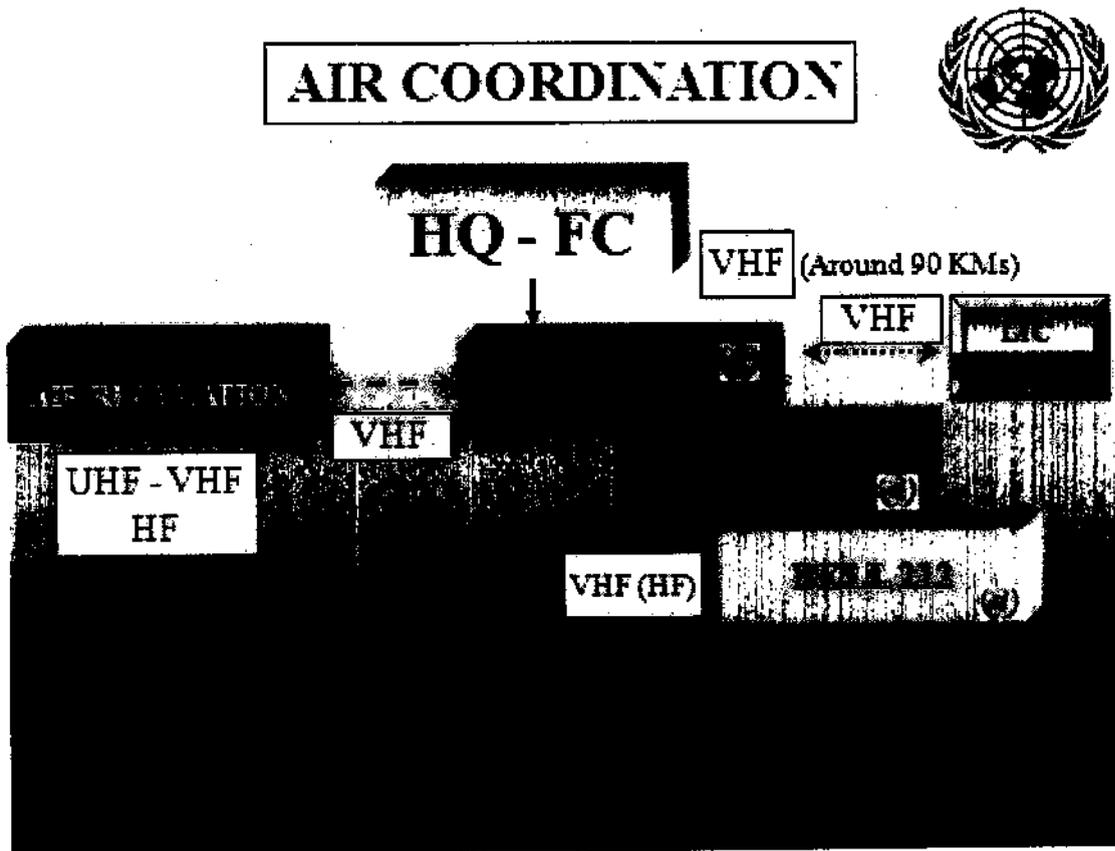
ANNEX I

SUMMARY OF RECOMMENDATIONS

Follow-up audit of aviation safety in UNOCI

Para. no.	Recommendation	Accepted? (Yes/No)	Implementation date	Client comments
15	UNOCI, in collaboration with the Force Commander, should ensure that the operational orders of the military component include aviation operational risk management (ORM) in compliance with the ORM policy directives and guidelines, and offer training to the military component on the ORM processes.	Yes	31 August 2001	The Military has already included ORM in their Aviation Operations SOP an Annex to the OPO 12. Excerpts Copy is attached (page 50). Training on the ORM processes for the military component has been scheduled for 23 August 2011

- (2) A monthly technical exercise including tests has to be done to confirm the viability of all the liaisons between helicopters, FHQ, and SECTORS.



- (3) In order to prepare mission, MOC has to inform Military air operation cell to the planned ground escort mission 2 days in advance confirmed 24 hours before.

j. **Command and Control**

- (1) The command and control will be under the OPCON of the Force Commander.
- (2) The point of contact (POC) for FHQ UNOCI will be Military air operation cell.

- (3) Aviation Tasking of the ONUC aviation assets is accomplished through an ONUC Air Tasking Order process, designed to provide the required Mission aviation support through a centrally coordinated and managed process, with de-centralized execution. After request from Military Air Operation Cell.
- (4) The ONUC Aviation Operations Center (AOC) will produce the ONUC Air Tasking Order (ATO).
- (5) Only flights listed on the ATO are considered "authorized by the Mission" and eligible for reimbursement.
- (6) The CMS is responsible for the ATO as implemented through Aviation Section and CISS.
- (7) Once these assets are scheduled on the ATO, the Military Force Commander has the authority to release the aircraft for designated missions, on occasions there will be unforeseen tactical emergencies where time and as such responsiveness is of the essence. These tasks would normally be received directly from COO through Military air operation Cell into the AOC.
- (8) These situations do not negate the requirement for the laid down tasking procedures, however, assets in these situations can be verbally authorized and all administrative documentation followed up retrospectively.
- (9) At no time, however, does the tactical commander have the authority to further task the aircraft crew beyond the scope of the applicable ATO without prior coordination through the ATO approval process."
- (10) One permanent liaison officer from UAU must be present in FHQ (MOC) for coordination between FHQ and crew of helicopters and FHQ and chief of UAU especially for transmit order open the fire from FC (24/7 in case of emergency).

**6. Operational Risk Management**

(1) Military air operation cell staff must use the ORM process to manage hazards for ONUCI military aviation operations.

(2) Aviation Risk Management Assessment Form shall be completed and signed by the Pilot-in-Command of each military aircraft prior to flight in accordance with the DPKO/DFS Aviation Manual. Irrespective of whether the flight is being performed under Letter of Assist, all flights are to have this Aviation Risk Management Assessment Form permanently filed within the Air Operations Centre (AOC).

(3) The Aviation Security officer in consultation with (MOC) military operation centre and (MOAC) military air operation cell shall provide the overall threat picture and real time information for planned or unplanned flights before 1500 hours daily. Based on the perceived threat, the type of tasks and other considerations, the Military Air Operation Cell shall perform operational risk assessment based the risk management process detailed in ONUCI ORM SOP

**COMMUNICATION INSTRUCTIONS**

1. **Situation**

- a. All the Contingents, Military Components and UNMO Teams are provided with entitled means of communications.
- b. Communication Centre of FHQ and SHQs are functioning since establishment of ONUCI. Respective Signal Platoons of BANSIG Company is manning these Communication Centers.
- c. Sector Signal Platoons are under OPCON of their affiliated SHQs.

2. **Aim.** To lay down details of Signal Instructions in support of OPO 12/2011.

3. **Execution**

a. **Concept of Communication.**

- (1) As existing now, Mission Communications will be maintained with various communication networks connected between FHQ and SHQs plus FHQ / SHQs and Battalion HQs / Independent Company HQs / UNMO Team Sites. These include HF and VHF Radios, Land lines, Lotus, Fax, SAT Phone (on case to case basis) and Cell Phone links. CITS is responsible to provide and engineer these communication links.
- (2) For communicating within Abidjan VHF Channel-2 will be used by all military components.
- (3) All units will be responsible to maintain internal communication with their sub-units and sub-elements, for example: Battalion HQ with Company / Platoon HQs, Check Points etc within AOR with own COE equipment. Few isolated companies or components which are

far away from HQ may be provided with UN Ext and Lotus facilities due to security reasons.

- (4) To meet contingency and to support evacuation plan BANSIG will provide additional HF links to the units/sub units located at Abidjan. Sector signal Platoon will also provide similar support, as required.
- (5) BANSIG will maintain an additional HF network to communicate with LICORNE and all ONUCI Sectors.
- (6) All units will operate Communication Centre at their unit HQ. These will be manned by their internal Signal Platoon or Detachment.
- (7) All communication centres at FHQ and SHQs will have Ground to Air communication system. This communication system will be controlled by FHQ, MOC especially from Air Ops. LO from Attack Helicopters Unit to be placed at FHQ, MOC for better coordination. Other Sec HQ will have the monitoring capability from their Communication Centres. BANSIG will maintain this communication system.
- (8) Force Reserve will have Ground to Air Communication means for their operational requirement.
- (9) All Sector Reserve should have Ground to Air communication system and they should be provided with all sort of CITS communication support as per scale of communication as Minor Unit.
- (10) All Communication Centers at FHQ, and SHQs should have SAT Phone and Cell Phone for maintaining better communication/as a contact point.
- (11) The Operators who are good in English will be placed in Communication Centers including Contingent HQ also.

(12) All Communication Centers should be updated with latest information and situation as well.

b. **Common Tasks- SHQ Abidjan, East and West.**

- (1) Ensure effective operations of Communication Centre with resources provided by ONUCI at SHQ level.
- (2) Provide necessary support to the affiliated Signal Platoon of BANSIG Company in performing their tasks of manning /operating Communication Centre.
- (3) Deploy Eventual HF Radio Detachments of the affiliated Sector Signal Platoon as and when deemed necessary within own AOR.
- (4) Maintain upper and lower communication links respectively with FHQ and under command Unit HQs / UNMO Team Sites.
- (5) Ensure functioning of Communication Centre at all under command unit HQ level with their integral Signal Platoon/ Detachment.

c. **Tasks of BANSIG Company.**

- (1) Ensure effective operations of FHQ Communication Centre at MOC with resources provided by ONUCI.
- (2) Maintain HF Communication to all Sectors, FHQ elements and Team sites using UN communication as per Appendix- 1.
- (3) Maintain additional VHF Communication to units/subunits at Abidjan using UN communication as per Appendix- 2.
- (4) Be prepared to detail 5 x Eventual HF man pack Radio Detachments to provide radio communications to units/subunits at Abidjan for the execution of evacuation plan and to meet eventualities as and when required by FHQ.

- (5) Maintain a separate HF network with LICORNE base as per Appendix- 3.
- (6) Maintain reserve of Ground to Air communication equipment in case of emergency. Maintain Ground to Air Communication System as per Appendix-4.
- (7) Maintain Intermission Communication as per Appendix-5.
- (8) Maintain close coordination with the detached Sector Signal Platoons to ensure smooth function of the mission communications links provided with the resources of ONUCI.

d. **Coordination Instructions.**

- (1) **Manning of Communication Centre.** Communication Centre at all levels to be manned on 24 hours basis. Communication branch of the SHQs and all unit Commanders must ensure this aspect.
- (2) **Manning of Communication Means.** All communications provided to FHQ, SHQs, Unit HQs and UNMO Team Sites by ONUCI for mission communications must be manned and kept functional for 24 hours. All concerned must ensure this aspect.
- (3) **Communication Instructions for SHQ.** SOs (Comm) of sectors will bring out Communication Instructions in coordination with OIC Comcen for their sub units as per present ORBAT.
- (4) **Reporting System.** In case of any breakage / disruption in communication links / means, under mentioned reporting procedure must be followed:
  - (a) FHQ staffs will report their communications problems directly to Force Communications Branch. Problems at the FHQ Communication Centre will be reported to the

concerned section of CITS by BAN SIG Company HQ with intimation to FHQ Communications Branch.

- (b) At the SHQs levels, for all problems, Communication branch of the respective SHQ will coordinate with Regional CITS Teams. If the problem is prolonged, the Sector Communications branch will inform Force Communications Branch for their further action.
  - (c) UNMO Teams will report their communications problems to their respective SHQ Communications branch, for their necessary actions.
  - (d) Contingents/ battalions will report their problems to their respective SHQ Communications branch, for their necessary action.
- (5) **Frequency and Call Sign.** Existing frequencies and Selected call IDs provided by CITS for UN HF radio nets to be used.
  - (6) **VHF Communication within Abidjan.** VHF Channel-2 with existing call signs to be used for communication within Abidjan by all units/subunits and Staff officers.
  - (7) **VHF Communication less Abidjan.** Existing VHF channels to be used as per CITS network at different zones.
  - (8) **Coordination and Liaison with Force Communication Branch and CITS.** For all purposes of communication, BANSIG Company will maintain close coordination and liaison with Force Communication branch and CITS.
  - (9) **Radio Check.** Radio check to be conducted between FHQ and SHQ, and SHQ and Contingent HQ / UNMO Team Sites as per following:

- (a) During Alert State 'Green' - 12 hourly.
- (b) During Alert State 'Yellow' - 6 hourly.
- (c) During Alert State 'Orange' - 3 hourly.
- (d) During Alert State 'Red' - 2 hourly.

4. **Communication Security.**

- a. Strict radio discipline to be maintained by all users of ONUCI radio sets.
- b. Minimum power to be used during any radio transmission.
- c. Exercise brevity and clarity during any calls made in radio or telephone.
- d. No classified messages to be discussed on radio.
- e. Classified messages are to be transmitted through FAX and Lotus only. On extreme cases, it may be transmitted on Landlines or radio.
- f. SITREPs should always be passed through FAX or Lotus. In case of breakdown of these means, it can be transmitted through Land lines. On extreme grounds and as a last resort, radio can be used for transmission of SITREPs.
- g. Authorized frequencies, Selected Call IDs and Call Signs are to be used during any radio transmission.
- h. In case any interception by unauthorized station is suspected in any radio net, immediately stop transmission and change to alternative frequency for further conversation.
- j. To maintain Information Security, all mails/messages to be forwarded to only concerned persons i.e. need to know basis.
- k. Unnecessary correspondences to be avoided by all concerned.
- l. Ground to Air Communication to be strictly controlled by officers.

5. **Administrative Support.**

- a. BANSIG Company and its Sector Signal Platoons will continue to avail the existing administrative support provided by ONUCI in terms of ration, water, POL and medical.
- b. For all purposes of movement BAN SIG Company including its Sector Signal platoons will use their own transports.
- c. Every individual of BAN SIG Company including Sector Signal platoons will carry their personal arms and ammunition according to the related policy of UN.

6. **Command and Control**

- a. **Operational Control.** For all purposes of operations, the Sector Signal Platoons affiliated to SHQ Abidjan, East and West will continue to remain under OPCON of their respective SHQs. FHQ, Communication Branch will monitor all operational activities of BANSIG COY.

- b. **Locations**

- (1) **Communication Centre.**

- (a) **At FHQ.** MOC of ONUCI FHQ at SEBROKO.

- (b) **At SHQ Abidjan, East and West.** Co-located with the Operations/ Conference room of respective SHQs.

- (2) **Main HQ BAN SIG Company.** Remains in their present location at SEBROKO.

- c. **Telephone Numbers**

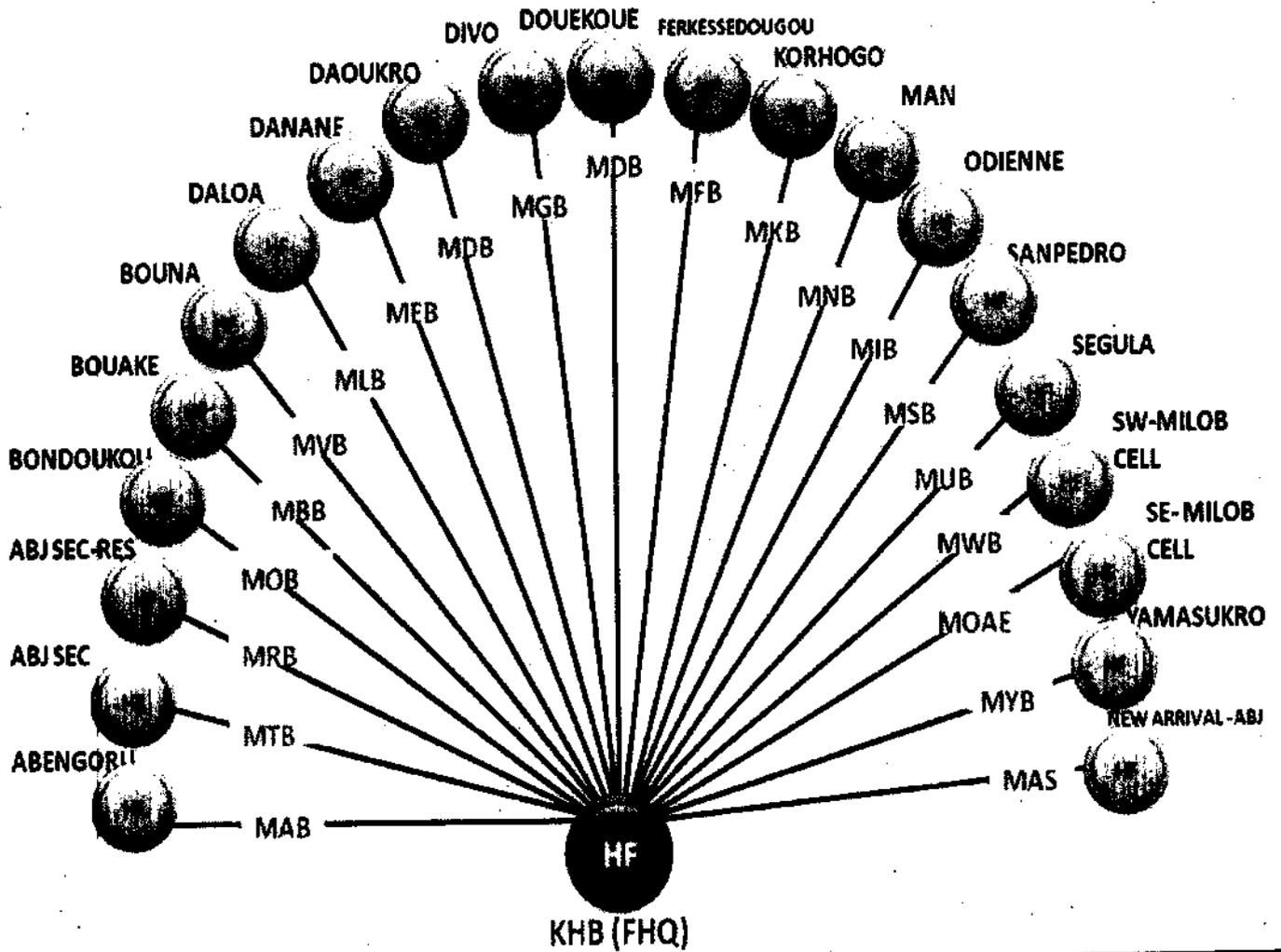
- (1) **FHQ Communication Centre.**

- (a) Land line - ONUCI extension 5340/5627.

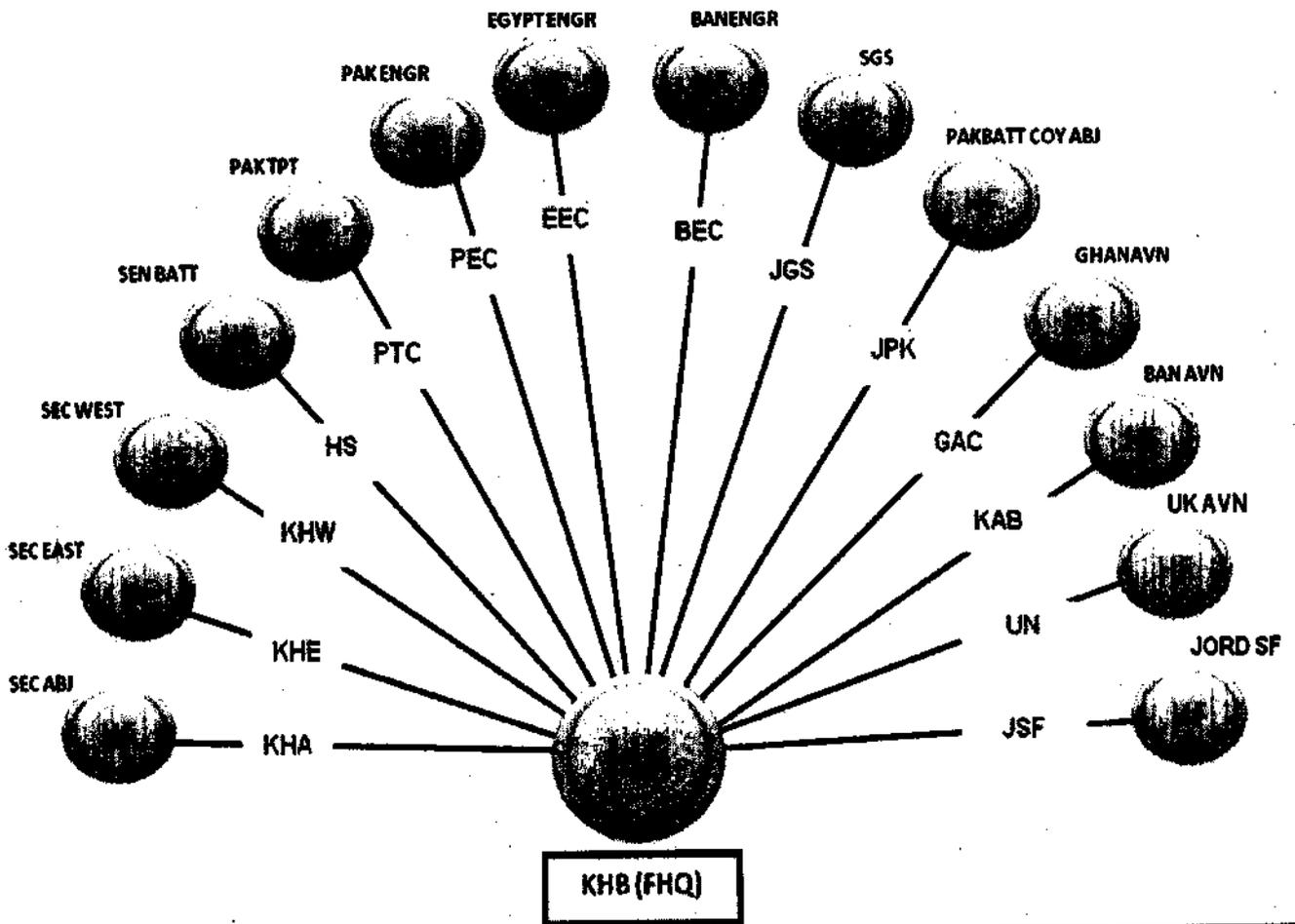
- (b) Fax - ONUCI extension 5602.
- (2) **SHQ Abidjan Communication Centre.**
  - (a) Land Line --ONUCI Extension \_\_\_\_ (To be installed later).
  - (b) Fax - ONUCI Extension \_\_\_\_\_ (To be installed later).
- (3) **SHQ East Communication Centre.**
  - (a) Land line - ONUCI extension 4038.
  - (b) Fax - ONUCI extension 4043.
- (4) **SHQ West Communication Centre.**
  - (a) Land line - ONUCI extension 2036.
  - (b) Fax -ONUCI extension 2030.
- (5) **FHQ Communication**
  - (a) Chief Comm Offr: 5614/05990481.
  - (b) SO 1 Comm : 5891/5638

RADIO DIAGRAM

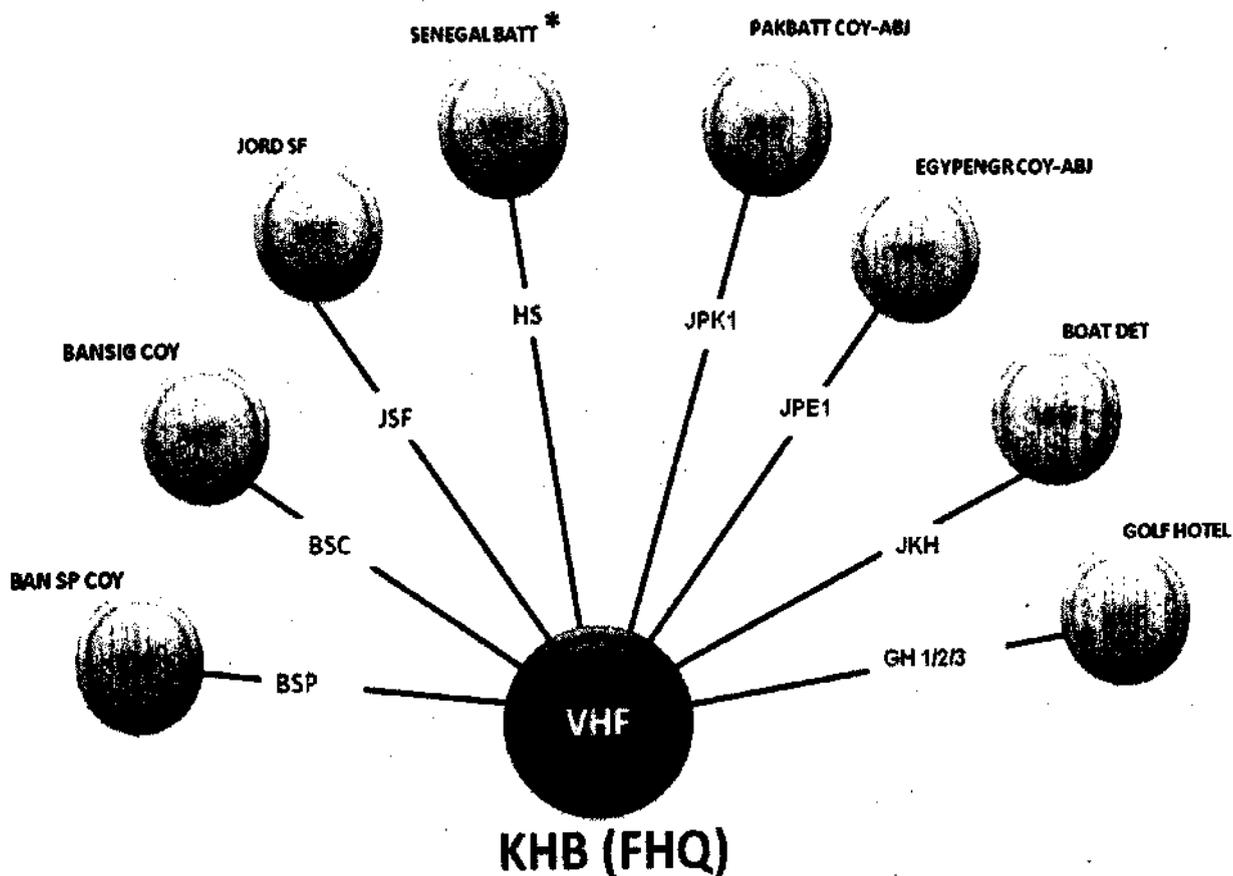
HF-1



RADIO DIAGRAM  
MILITARY OPERATION CENTER (MOC)  
HF-2



RADIO DIAGRAM  
VHF



\* Upon depl within repeater range.

RADIO DIAGRAM

HF

LICORNE

LICORNE



TH



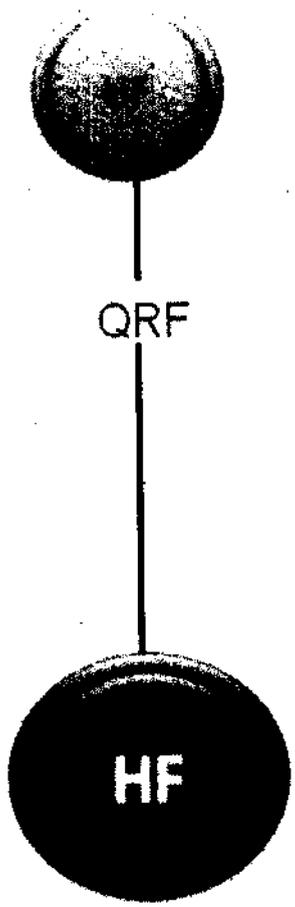
GY (FHQ)

RADIO DIAGRAM

HF

INTER MISSION

UNMIL

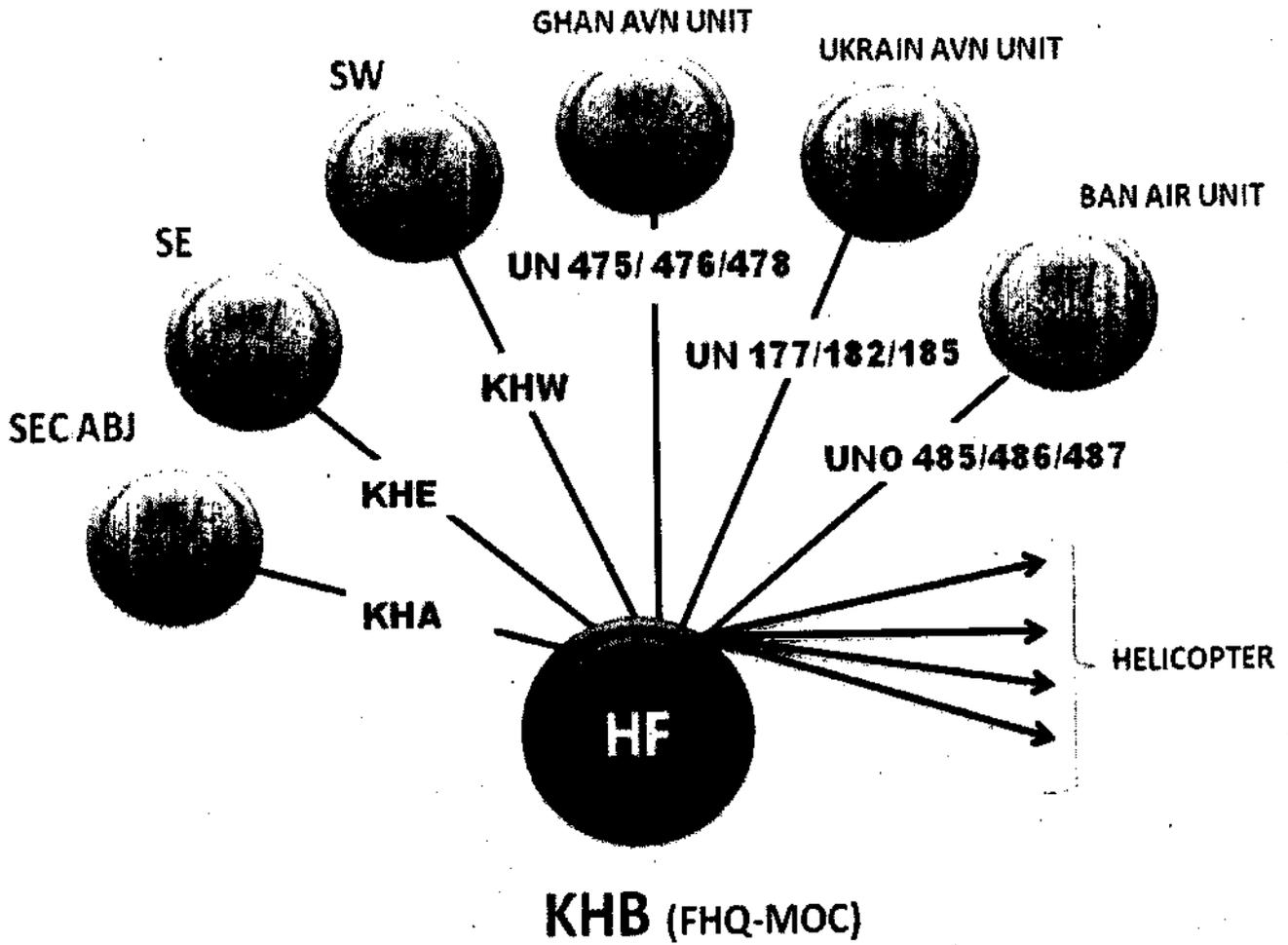


KHB (ONUCCI, FHQ)

RADIO DIAGRAM

HF / VHF

GROUND TO AIR



**MILITARY ENGINEERING SUPPORT PLAN**

1. **Situation.**

- a. **General.** No change from Operational order.
- b. **Enemy Force.** No change from Operational order.
- c. **Friendly Forces.** No change from Operational order.
- d. **Assumptions**

(1) **Political.** No change from Operational order.

(2) **Military.** No change from Operational order.

(3) **Engr.** Presently three engineer companies are deployed in the mission area. BANENGR deployed in SW and EGYPENGR and PAKENGR are deployed in SE. Planning is under way for EGYPENGR to be deployed in Abidjan Sector. Force commander exercises operational control over these engineering elements and Chief Integrated Support Services exercises tasking authority for daily routine/ periodic tasks. FC fixes priorities to these units according to CONOPS.

2. **Mission.** To provide effective and sustainable military engineering support to the UNOCI Forces during all phases of operations.

3. **Execution.**

a. **General.** Operational level military engr capabilities and resources are required to provide general support to the UNOCI Forces in all phases of an operation. Any combat engineering tasks to be undertaken, are assigned by the Force commander. Remaining Military engr support throughout the area of

operations is coordinated by the Engr Sec, Mil Engr Cell and their staffs based on FC priorities. Specialist engr support such as architecture design, civilian contracting or fire protection services (FPS) which exceed the component engr capabilities are part of the engr general support provided to the forces by the Engr Sec.

b. **Concept of Engr Operations.**

(1) **The Role of Military Engrs in Operations.** The role of military engrs in operations is to assist friendly forces to live, move and fight, and to deny the same ability to the enemy. Land force engrs have the secondary role of fighting as infantry when required. Military engr support, as a whole, includes the entire spectrum of those functions of combat engineering, airfield engineering, construction engineering, geomatics and fire protection services. The application of the principles of employment will guide any of the three environmental component engrs in the type of engineering support given to any operation.

(2) **Levels of Military Engineer Support.**

(a) **Strategic Level.** At the strategic level, FC and SRSG are responsible for planning and coordinating engr support to operations.

(b) **Operational Level.** In the area of operations, FHQ/ Engr Section is responsible to the mission for coordinating engr support to the forces.

(c) **Tactical Level.** The component engrs are responsible for coordinating tactical level engr support to the components.