



INTERNAL AUDIT DIVISION

OFFICE OF INTERNAL OVERSIGHT SERVICES

AUDIT REPORT

Transport operations – vehicle fleet management in UNMIL

26 June 2007

Assignment No. AP2006/626/09

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE
OIOS · BSCI

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

DATE: 26 June 2007

REFERENCE: AUD-7-5:16 (07- 00288)

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



SUBJECT: **Assignment No. AP2006/626/09: Audit of transport operations – vehicle**
OBJET: **fleet management in UNMIL**

1. I am pleased to present the report on the above-mentioned audit, which was conducted from November 2006 to February 2007.

2. Based on your comments, we are pleased to inform you that we will close recommendations 3, 6, 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. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as critical (i.e., recommendations 4 and 5), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

4. 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.

cc: Mr. Jordan Ryan, Deputy Special Representative of the Secretary-General, UNMIL
Mr. Stephen Lieberman, Director of Administration, UNMIL
Mr. Philip Cooper, Director, ASD/DPKO
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Mr. Jonathan Childerley, Chief, Oversight Support Unit, Department of Management
Mr. Byung-Kun Min, Programme Officer, OIOS
Mr. Prances Soosa, Chief Resident Auditor, UNMIL

INTERNAL AUDIT DIVISION

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

Transport operations – vehicle fleet management in UNMIL

OIOS conducted an audit of vehicle fleet management in UNMIL from November 2006 to February 2007. The main objectives of the audit were to determine: (i) whether UNMIL's vehicle fleet has been well managed to provide adequate and efficient transport services to meet the operational needs of the Mission, and (ii) the effectiveness of the road safety programme in reducing accidents involving UNMIL vehicles. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Mission has been managing its vehicle fleet effectively to meet the operational needs of the various programmes and activities performed by its civilian, military and police components.

The vehicles-off-road (VOR) percentage for the last six months has been between 3.6 per cent and 4.7 per cent as compared to the tolerable limit fixed at 10 per cent. The availability of vehicles also enabled the successful completion of nationwide electoral activities by providing transport facilities to the Mission personnel, UN agencies and the Government officials involved.

The Mission's effective promotion of the road safety programme and continuous training of UN peacekeepers in defensive driving techniques and driving on rough terrain has had results. Since the end of 2006 and early 2007 there has been a remarkable decrease in the number of vehicle accidents. Between December 2006 and March 2007 total vehicle accidents decreased by 28 per cent and the number of major accident dropped by 66 per cent.

The Mission has to address the current shortage created in its fleet of 4WD vehicles as a result of 86 Nissan Patrols being put off the road as at the end of March 2007 due to broken chassis, and another 103 with mileage exceeding 140,000 that are already overdue for replacement.

There is an urgent need for the Mission to tighten its controls on the management of vehicle spare parts to: (i) mitigate the pilferage of parts and determine personal accountability of staff members concerned; (ii) tighten the security at the transport garage to prevent theft of vehicles; and (iii) prevent delays in maintenance/repair of vehicles due to the lack of appropriate spare parts, which could be attributed to delays in the procurement process.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of fleet management in UNMIL between November 2006 and February 2007.

2. The Transport Section is responsible for providing safe, efficient, reliable and cost effective transportation system in supporting UNMIL to carry out its mandate. Specifically, the Chief Transport Officer is responsible for:

(a) Managing, administering and controlling the day-to-day operations in meeting transport needs;

(b) Providing maintenance and repair services to all UN vehicles operating in the Mission area;

(c) Ensuring adequate stock reserve of spare parts and accessories in support of vehicle maintenance and repairs;

(d) Conducting driver tests for all civilian and military staff and issuing driver's permits; and

(e) Ensuring the successful operation of the Mission Road Safety programme.

3. As at the end of February 2007, the Transport Section managed a fleet of 1,486 vehicles with an original value of \$45,950,000 categorized as follows: 1,097 four-wheel drive vehicles, 220 heavy and medium vehicles including trucks, 104 buses, 43 engineering and materials handling vehicles, 16 light vehicles (ambulance and communication vehicles) and 6 VIP saloon cars.

4. To support its operations, the Transport Section has a staff of 243, comprising 22 international staff, 24 UNVs, 141 national staff and 56 individual contractors. The section is divided into two main divisions. The Fleet Maintenance and Management Division is responsible for headquarters and sector workshops, spare parts stores, driving assessment and accident estimates, accident damage repair and special projects. The Fleet Operations Division is responsible for fleet monitoring, dispatch, fleet operations and inventory control/asset management. For the budget period 2005/06 an amount of \$7,220,000 was budgeted and \$6,790,000 spent. For the current budget period 2006/07 \$5,430,000 has been allotted, and as at the end of December 2006 \$1,660,000 was spent.

5. Comments made by UNMIL are shown in *italics*.

II. AUDIT OBJECTIVES

6. The major objectives of the audit were to determine:
- (a) Whether UNMIL's vehicle fleet has been well managed to provide adequate and efficient transport services to meet the operational needs of the Mission; and
 - (b) The effectiveness of road safety programme to reduce accidents involving UNMIL vehicles.

III. AUDIT SCOPE AND METHODOLOGY

7. The review covered the budget period 2005/06 and 2006/07. The operations of the Transport Section with particular emphasis on fleet management and vehicle safety were documented by survey questionnaire and interviews with key personnel. Visits were made to workshops operated by the Transport Section and to private workshops that provided repair and maintenance services to UNMIL vehicles. Random test checks of work orders and spare parts inventory pertaining to vehicle repair/maintenance were performed at headquarters and sectors.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Adequacy of vehicles to meet operational needs of the Mission

Allocation of vehicles

8. The UNMIL Vehicle Establishment Committee (VEC) is the supreme authority for deciding and approving the Mission's vehicle establishment (i.e., the total number of vehicles required by the Mission to conduct its operations), acquisition and disposal of vehicles and the Mission's personnel to vehicle ratios (VEC ratio). However, the actual vehicle allocation may vary from the ratios established depending on the nature of programme and activities of the respective offices. Periodically, the VEC convenes to decide on the changes to the vehicle establishment originating from the Units and Sections. The VEC also decides on the minimum vehicle reserve to provide temporary support to cover contingencies including emergency operational needs and replacement of vehicles off the road. The VEC, in its minutes of the 2 March 2006 meeting, stipulated that the Mission should keep a reserve of five per cent of its vehicles to replace vehicles that were in accidents.

9. As per the CTO's analysis of the vehicles needed for effective support of the Mission's operations, there were 1,486 vehicles on hand compared to the actual requirement of 1,470 vehicles. However, a further analysis of the conditions of the available vehicles indicated 102 vehicles in non-operational state and a shortage of seven light vehicles as shown in Table 1.

Table 1: Analysis of vehicles and their operational state as at end of February 2007

Vehicle category	Qty. needed	Qty. available	Qty. in Operational state	Qty. in non-operational state (VOR)
Nissan Patrols	694	694	611	83
Pickups	181	181	171	10
Light vehicles	23	16	16	0
Heavy vehicles	19	19	13	6
Buses	102	104	100	2
4Runners	206	206	205	1
Others	245	266	266	0
TOTAL	1,470	1,486	1,382	102

10. Of the 83 Nissan Patrols, 69 became non-operational as a result of cracked chassis, which is common to this model. During the exit conference with the Chief Transport Officer, OIOS was informed that the number of Nissan Patrols with cracked chassis increased to 86. Currently, the problem of cracked chassis is being addressed by the Nissan representatives. This matter has been handled by DPKO because procurement was done through a NYHQ systems contract. The CTO explained that Nissan has agreed to repair these vehicles even though the warranty period just ended to maintain its goodwill with the UN. The vehicles-off road (VOR) for the Mission has been stated as under ten per cent. As shown in Table 1 it is clear that VOR for Nissan Patrols has exceeded the 10 per cent limit. The long-term consequences will be that replacement vehicles will not be made available while the Mission is waiting for maintenance or repair work to be completed. Also, patrol duties performed by UN Military Observers (UNMOs) and the UN Police would be curtailed whenever their patrol vehicles are put off the road. During a previous audit on patrolling by UNMOs, the Chief Military Observer stated that of 84 vehicles allotted to UNMOs, 20 could not be operated due to broken chassis. He further pointed out the lack of 4WD vehicles fitted with winches ideal for the terrain of this country especially during the long rainy season.

Vehicle replacement criteria

11. As a general rule, vehicle replacement is a function of either its age or the distance traveled. In the usually severe conditions of United Nations field operations, the maximum economic life for most vehicles is as shown in Table 2.

Table 2: Vehicle replacement criteria under severe conditions of operations

Vehicle category	Replacement age from EOD Mission (years)	Replacement mileage (km)
Category 1, Light Passenger Vehicles	4 to 5	100,000 to 140,000
Category 2, Medium Vehicles	6 to 8	100,000 to 140,000
Category 3, Heavy vehicles	8 to 10	200,000 to 250,000
Category 4, Engineering, MHE and Special Vehicles	N/A	At the end of economic life

12. As of the end of February 2007, the Mission had 103 light passenger vehicles whose mileage exceeded 140,000 kilometers. Of these, only 6 vehicles had been recommended for write-off action.

13. Considering that 86 Nissan Patrols were in VOR status at the end of March 2007 and 103 light passenger vehicles had mileage exceeding 140,000 kilometers, there is an urgent need for the Mission to review its fleet size and take appropriate action to meet any contingencies.

Recommendation 1

(1) The UNMIL Administration should review the size and condition of its current vehicle fleet and take appropriate action to replace vehicles, taking into account the number of Nissan Patrols which are inoperative and the number of light passenger 4WD vehicles which have exceeded the replacement mileage of 140,000 kilometers.

14. *The UNMIL Administration accepted recommendation 1 and stated that at the recently-held Vehicle Establishment Committee (VEC) meeting, a decision was taken to bring UNMIL's vehicle holding in line with the approved budget for the financial year 2006/07 and thereafter in line with the 2007/08 budget. It is proposed to reduce the current fleet of 4x4 general purpose and 4x4 utility vehicles by 87 and 52 respectively. However, it should be noted that twenty-seven 4x4 general purpose vehicles which were approved for purchase during 2006/07 have not been received by the Mission to date. These vehicles will replace 27 vehicles with high mileages. For the financial year 2007/08, UNMIL has requested for the replacement of fifty 4x4 general purpose and twenty-five 4x4 utility vehicles. The replacement of these vehicles will drastically reduce the number of vehicle with high mileages. Other high mileage vehicles which were retained to support the Nissan Patrols with broken chassis will be written-off upon completion of repairs to the defective Nissan Patrols. Recommendation 1 remains open pending confirmation by the Mission of the receipt of twenty-seven 4x4 general purpose vehicles approved for purchase in the 2006/07 budget.*

UNMIL vehicles used by contingents

15. Transport Section records show that 72 light passenger vehicles (4X4) have been given to the various contingents to meet their operational requirements (see Table 3). The Mission is also maintaining these vehicles.

Table 3: Distribution of UNMIL vehicles to contingents

Contingent	Number of vehicles provided
Nigeria	35
Ghana	27
Philippines	3
Pakistan	2
Senegal	2
Ethiopia	2
Bangladesh	1
TOTAL	72

16. The Memorandums of Understanding (MOUs) with Nigeria and Ghana indicate that the United Nations is responsible, on initial deployment and repatriation, for the cost of inland transportation of authorized major equipment.

17. The Chief of Contingent-Owned Equipment Unit explained that UNMIL provided additional vehicles to the Nigerian and Ghanaian contingents because troops from these countries were previously stationed in Liberia under the Economic Community of West African States (ECOWAS) agreement and did not have enough vehicles to carry out their duties. In accordance with the MOU signed with the Government of Nigeria dated 14 November 2005, the Nigerian contingent is being reimbursed \$51,901 per month for 45 support vehicles. In accordance with the MOU signed with the Government of Ghana dated 19 May 2006, the Ghanaian contingent is being reimbursed \$49,301 per month for 49 support vehicles. There are no provisions made in either MOU for the Mission to provide additional vehicles and to maintain them.

Recommendation 2

(2) The UNMIL Administration should consult DPKO to formalize the policy of providing additional vehicles to the various contingents either on a cost recovery basis or via other means by including a clause in the MOU stating whether the contingents need to compensate the Mission for the additional vehicles or whether they are exempted from compensating the Mission for using its vehicles.

18. *The UNMIL Administration accepted recommendation 2 and stated that a fax was transmitted to DPKO requesting the formalization of the policy on the provision on additional vehicles to various military contingents. Recommendation 2 remains open pending receipt of response from DPKO.*

B. Maintenance of vehicles

19. To ensure proper operations and to prevent premature wear of vehicles, the manufacturers prescribed specific maintenance services at different mileage intervals to maintain the factory warranty. As a result, scheduled preventive maintenance will improve fleet performance, reduce unscheduled downtime, maintain fuel economy and ensure safety of drivers.

20. In addition to complying with the manufacturer's prescribed maintenance service standards, the UNMIL Transport Section generally schedules preventive maintenance for its vehicle fleet every 5,000 km. Scheduled maintenance is done on various cycles as follows: A-Maintenance is done every 5,000 km; B-Maintenance every 10,000 km in addition to A-Maintenance; C-Maintenance done every 20,000 km in addition to A and B Maintenances; and C-Maintenance done every 80,000 km in addition to A, B and C Maintenances. The CarLog system installed in all UNMIL vehicles has been programmed to beep at every 5,000 km traveled to remind the driver that the vehicle is due for scheduled preventive maintenance. The maintenance history for each vehicle is kept in the Galileo system. All UNMIL vehicles have undergone preventive maintenance as scheduled.

Operations of vehicle workshops

21. OIOS visited the vehicle workshops at Monrovia, Buchanan, Gbarnga, Voinjama, Zwedru, Harper and Tubmanburg to assess whether these workshops were adequately staffed and equipped to carry out routine maintenance of vehicles. Table 4 below provides data on each workshop.

Table 4: Workload and staffing of UNMIL vehicle workshops

Workshop location	No. of vehicles serviced in 4 th quarter of 2006*	No. of Road Transport Officers	No. of mechanics	No. of drivers
Monrovia	1,636	N/A	38	70
Buchanan	165	1	1	1
Gbarnga	323	1	3	1
Voinjama	117	1	1	1
Zwedru	153	1	1	1
Harper	103	1	2	1
Tubmanburg	80	1	1	1

* The figure includes vehicles repeatedly serviced by the workshop.

22. The above workshops generally were able to complete routine maintenance and light repairs within one week from the time the vehicles were brought in for maintenance. The vehicles-off-road (VOR) were kept at between 3.6 percent and 4.7 percent from October 2006 to February 2007. However, the Chief Transport Officer is of the opinion that the 47 mechanics currently available to maintain a fleet of 1,486 vehicles is far from the UN standard operational requirement ratio of 7:1 (vehicles per mechanic). He noted that there is a staffing shortfall but that it would be extremely difficult to justify additional staff to maintain the fleet as the Mission has been operating for over three years.

The shortfall relates mainly to vehicle mechanics for three regions, namely Voinjama, Zwedru and Buchanan, which are currently supported by one UNV and one national mechanic, who are responsible for maintenance/repair as well as recovery of damaged or disabled vehicles. According to the Chief Transport Officer, there is a justifiable need for one additional mechanic in the three regions. Renovation of a workshop facility in Greenville is nearing completion and will be adequately equipped. Two mechanics would be required for this location which will also maintain and repair vehicles from remote locations such as Fish Town, Barclayville and River Cess.

Maintenance service outsourced to private motor workshops

23. In accordance with General Assembly resolution 59/289 dated 29 April 2005, programme managers should satisfy all of the following criteria in their assessment of whether or not an activity of the Organization can be fully, or partially, outsourced:

- (a) Cost-effectiveness and efficiency;
- (b) Safety and security;
- (c) Maintaining the international character of the Organization;
- and
- (d) Maintaining the integrity of procedures and processes.

24. The resolution stipulates that unless it can be demonstrated that an activity can be done significantly more economically and at the very least, equally efficiently, by an external party, outsourcing may not be considered.

25. Although UNMIL has the largest, well-equipped motor workshops in Liberia, it has been sending some of its vehicles for routine maintenance (Maintenance A, B and C) and light repair work such as changing clutches to a few private motor workshops. For fiscal year 2005/06, UNMIL spent \$125,475 for private labor, and provided spare parts for repair and body work the Mission could not handle.

26. The Chief Transport Officer noted that the Mission is unable to achieve its main objectives regarding outsourcing maintenance/repair work of UNMIL vehicles to local businesses because many reportedly completed jobs had to be redone by UNMIL workshops to meet UN standard operational requirements. The Chief Transport Officer proposed that funding be realigned from outsourcing contracts to cover the retention of twelve mechanics recruited under General Temporary Assistance (GTA) to meet the increase in the maintenance work.

Recommendation 3

(3) The UNMIL Administration should review its policy on outsourcing preventive maintenance of UNMIL vehicles in light of the poor quality of work done and instead consider retaining 12 mechanics recruited under GTA in all of its workshops to enhance its capacity and the quality of vehicle maintenance work.

27. *The UNMIL Administration accepted recommendation 3 and stated that a memo has been prepared and submitted to the OIC Budget Section requesting approval of the recommended number of GTA mechanics. Based on the action taken by UNMIL, recommendation 3 has been closed.*

C. Vehicle spare parts

28. At the end of February 2007, the Transport Section reported that there were 19 vehicles non-operational for more than one month due to the lack of spare parts to complete repairs. To assess the adequacy of stock reserves of spare parts and accessories in support of vehicle maintenance and repairs, OIOS test checked physical balances of vehicle spare part items selected at random at warehouses in Monrovia and at Gbarnga.

29. In Monrovia, of 26 line items physically verified, 18 had shortages with a total value of \$76,524 and 3 line items had overages with a total value of \$16,410. In Gbarnga, out of 32 line items physically verified, 30 had shortages valued at \$108,963. In one line item (oil filters) there was an excess quantity of 1,818 not brought into Galileo system.

30. OIOS also identified 58 cases of cancelled work orders involving spare parts recorded in the Galileo system as issued out to the respective vehicles. Further verification indicated that issue vouchers were indeed put up and spare parts taken out of warehouse. However, there is no trail to verify whether these spare parts were returned to the warehouse as a result of work orders being cancelled. The staff at the warehouse and the workshop explained that the Galileo system did not accommodate the re-entry of items returned to warehouse. These cases are listed in Annex 3.

31. This matter was brought to the attention of the Chief Transport Officer, who immediately established a task force to update the backlog of work orders into the Galileo system. A 100 per cent physical inventory at the Monrovia warehouse was also ongoing to verify the actual inventory stock vis-à-vis the Galileo system. The actual status of stock balances for the various line items in the warehouse will be determined after the complete updating of the Galileo system. The exercise has been targeted for completion by the end of July 2007.

Recommendations 4 to 7

(4) The UNMIL Administration should conduct a one hundred per cent physical stock verification of vehicle spare parts in all transport warehouses to determine the extent of stock discrepancies and take appropriate disciplinary action if appropriate.

(5) The UNMIL Administration should investigate the cases of cancelled work orders to determine whether the spare parts were actually returned and accounted for.

(6) The UNMIL Administration should determine from the Galileo programmers responsible for control features whether it would be possible to add a feature allowing for the re-entry of spare parts returned to the warehouse into the system following the cancellation of work orders.

(7) The UNMIL Administration should address the weakness in the spare parts inventory management system which led to the delay in maintenance and repair of 19 vehicles for more than a month due to the lack of spare parts.

32. The UNMIL Administration accepted recommendations 4, 5, 6 and 7, stating that the Mission has already implemented recommendation 6 and initiated actions to implement the other recommendations. The target date for full implementation of these recommendations is 31 July 2007. Recommendations 4, 5 and 7 remain open pending receipt of documentation from UNMIL showing that they have been fully implemented (see Annex 1 for details of action needed on the part of UNMIL for OIOS to close these recommendations) while recommendation 6 has been closed.

D. Road safety programme

33. According to statistics provided by the Driving Assessment and Accident Estimates Unit, Fleet Management and Maintenance Division, there were 1,922 accidents, incidents and acts of vandalism in 2005 involving UN vehicles with an estimated repair cost of \$601,221. In 2006, there were 1,331 such cases with estimated repair costs of \$539,025. These statistics include 149 serious accidents in 2005 and 124 in 2006 with estimated repair costs of \$336,533 and \$323,840 respectively. At the end of February 2007, 17 vehicles were non-operational due to accidents, and as of December 2006, 11 vehicles purchased for \$401,191 were written off because it was not economically feasible to repair them after accidents. In 2006, six drivers were held liable for the accidents and had their contracts terminated or were repatriated, while 68 had their driving permits withdrawn and 53 were issued warnings/reprimand letters (see Table 5).

Table 5: Analysis of action taken on accident cases for 2006 where drivers were held liable

Category	No. of cases	Action taken		
		Contract terminated/ individual repatriated	Driving permit withdrawn	Warning/ reprimand letter issued
UNPOL	38	2	18	18
National Staff	29	2	14	13
Civilian	29	2	13	14
UNV	13		10	3
UNMO	10		9	1
Military	8		4	4
TOTAL	127	6	68	53

34. UNMIL driving permits are issued to civilian and military staff who have passed the driving tests conducted by the Transport Section. To reduce the incidence of road traffic accidents involving UN vehicles, the Administration has instituted the following measures:

- (a) Vehicles have been equipped with the CarLog system that includes programmed warning signals which emit beeping sounds whenever the vehicle's actual speed exceeds the speed limit;
- (b) Several administrative instructions and information circulars pertaining to safe driving and the consequences of traffic violations have been issued to staff members;
- (c) Road safety awareness campaigns were conducted in 2005 and 2006, which focused on improving driving skills and monitoring drivers' observance of traffic laws and regulations;
- (d) Recently, the Mission has embarked on training for all-terrain driving in an effort to address the issue of vehicle accidents in the field where road conditions are bad.

35. By the end of February 2007, the Driving Assessment and Accident Estimates Unit conducted training for 233 drivers on all-terrain driving. The main group comprised 166 drivers from the Fuel Unit who are very prone to accidents as they drive long distances. According to the Head of the Unit, the number of accidents reported for this group has declined after participating in the training programme. Table 6 shows that the number of accidents per month has declined during the last three months.

Table 6: Number of vehicle accidents reported during last three months ending February 2007

Month	Total vehicle accidents reported	No. of major accidents	No. of minor accidents
December 2006	73	9	64
January 2007	62	8	54
February 2007	52	3	49

36. Driving for long hours over long distances has been identified by the head of Driving Assessment and Accident Estimates Unit as one of the main causes of road accidents among UN international staff members. Despite the availability of UN flights, it has been a common practice for staff to drive from the sectors to Monrovia, to spend weekends and their compensatory time-off (CTO). According to the head of the Driving Assessment and Accident Estimates Unit, major accidents were prevalent among this group of staff members who frequently drove vehicles for long hours covering long distances.

Recommendation 8

(8) The UNMIL Administration should: (i) issue administrative instructions to all Regional Administrative Officers to discourage the practice of staff members driving to Monrovia from the sectors when UN flights are available; and (ii) ensure that the Transportation Section organizes shuttle service for these staff members who arrive at the airport.

37. *The UNMIL Administration accepted recommendation 8 and has issued Information Circular No. 2007/043 dated 20 June 2007 to fully implement this recommendation.* Based on the action taken by UNMIL, recommendation 8 has been closed.

E. Theft of UNMIL vehicles

38. The Mission has instituted tight security at the Starbase compound where all of the sections under the Integrated Support Services are located. The security features include closed-circuit TV cameras at strategic locations, single point of entry and exit and tight screening of vehicles at the exit gate, which includes recording the vehicle number and the driver's identification card numbers.

39. On 23 March 2007, a vehicle (UNMIL 1390) parked in front of the workshop ready for collection was reported stolen. Preliminary enquiry revealed that the CarLog system installed in the vehicle was deactivated because the main server for the CarLog system in the Transport Office did not capture the identification of the driver who had swiped his driving permit to start the engine. Further enquiry at the exit gate revealed that the driver's identification number was fictitious. This vehicle was subsequently recovered. Another vehicle (UNMIL 3182) was reported stolen from the transport garage on 24 November 2006. The Transport Section stated that to date four vehicles were reported stolen from the Starbase Compound, of which two were subsequently recovered.

40. Despite all the security mechanisms put in place at the Starbase compound, the theft of UNMIL vehicles indicates the possibility of collusion among staff members involved in the theft of vehicles. According to the Chief Transport Officer and as observed by OIOS, the private security personnel engaged by the Mission at the exit gate sometimes just record the identification numbers stated by the drivers and do not physically check the identification cards. After the theft discussed in paragraph 41, the Transport Section installed additional closed-circuit TV cameras at its workshop and garage, which are programmed to record vehicle movements and store images in the system for seven days. The system is being further enhanced.

Recommendations 9 and 10

(9) The UNMIL Administration should improve security measures with tools such as the use of closed-circuit TV cameras at the exit gate to capture the images of drivers and

the vehicle registration plates as a deterrent against vehicle theft and as an investigative tool in future cases of vehicle theft.

(10) The UNMIL Administration should hold the security firm engaged at the Starbase compound accountable for the failure of its personnel to correctly record the driver's ID card number.

41. *The UNMIL Administration accepted recommendation 9 and stated that CCTV cameras have been installed at the exit gate at Starbase. Furthermore, the Security guards at the gates take note of the identity cards and number plates of the vehicles entering and leaving the premises. Based on the action taken by UNMIL, recommendation 9 has been closed.*

42. *The UNMIL Administration accepted recommendation 10 and stated that security procedures to be followed by the security contractor have been upgraded and are in place to ensure accountability. Supervision of the contractor staff by UN security staff has been reinforced and is functional. Based on the action taken by UNMIL, recommendation 10 has been closed.*

V. ACKNOWLEDGEMENT

43. 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.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	C/O ¹	Actions needed to close recommendation	Implementation date ²
1	O	Confirmation of the receipt of twenty-seven 4x4 general purpose vehicles which were approved for purchase in the 2006/07 budget	31 December 2007
2	O	Submission to OIOS of reply from DPKO pertaining to the formalization of policy on the provision of additional vehicles to various military contingents.	15 June 2007
3	C	Action completed	Implemented
4	O	Completion of the 100 per cent physical stock verification, including appropriate action on the stock discrepancies.	31 July 2007
5	O	Completion of the 100 per cent physical stock verification, including appropriate action on the stock discrepancies.	31 July 2007
6	C	Action completed	Implemented
7	O	Submission to OIOS of the Transport Section Acquisition Plan for 2007/08	31 July 2007
8	C	Action completed	Implemented
9	C	Action completed	Implemented
10	C	Action completed	Implemented

¹ C = closed, O = open

² Date provided by UNMIL in response to recommendations

UNITED NATIONS



OIOS Client Satisfaction Survey

Audit of: Transport operations - fleet management in UNMIL

(AP2006/626/09)

	1	2	3	4	5
By checking the appropriate box, please rate:	Very Poor	Poor	Satisfactory	Good	Excellent
1. The extent to which the audit addressed your concerns as a manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The audit staff's understanding of your operations and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professionalism of the audit staff (demeanour, communication and responsiveness).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The quality of the Audit Report in terms of:					
• Accuracy and validity of findings and conclusions;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Clarity and conciseness;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Balance and objectivity;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Timeliness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The extent to which the audit recommendations were appropriate and helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The extent to which the auditors considered your comments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall satisfaction with the conduct of the audit and its results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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, OIOS
 By mail: Room DC2-518, 2 UN Plaza, New York, NY 10017 USA
 By fax: (212) 963-3388
 By E-mail: iad1support@un.org*