



INTERNAL AUDIT DIVISION

REPORT 2025/070

Audit of acquisition planning in the United Nations Interim Force in Lebanon

UNIFIL took action to improve inventory and acquisition plan data; however, it needed to assess section-specific risks and enhance reviews of the acquisition plans

22 December 2025

Assignment No. AP2024-672-06

Audit of acquisition planning in the United Nations Interim Force in Lebanon

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of audit of acquisition planning in the United Nations Interim Force in Lebanon (UNIFIL). The objective of the audit was to assess whether UNIFIL effectively and efficiently manages acquisition planning to timely fulfil goods and services at competitive pricing. The audit covered the period from 1 July 2022 to 31 December 2024 and included: (a) planning and oversight; (b) demand and source plan; (c) acquisition plan; and (d) performance monitoring.

UNIFIL developed an Acquisition Planning Section work plan with clear objectives, timelines, and measurable deliverables. UNIFIL took action to resolve inventory data, implemented a process workflow to validate and correct acquisition plan data, and improved the accuracy and completeness of information in shopping carts. However, OIOS noted the absence of a section-specific risk assessment and inadequate risk mitigation measures for acquisition planning. Further, acquisition plan reviews and updates to assess variances between plans, budgets, and actual procurements were not documented.

OIOS made three recommendations. To address issues identified in the audit, UNIFIL needed to:

- Take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section.
- Develop mechanisms to document analysis and assumptions related to manual adjustments to the Supply Chain Planning Tool data when developing gross demand plans.
- Ensure it fully documents the quarterly acquisition plan review and update discussions at the local Integrated Business Planning meetings.

UNIFIL accepted all recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I.

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Audit of acquisition planning in the United Nations Interim Force in Lebanon

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of acquisition planning in the United Nations Interim Force in Lebanon (UNIFIL).
2. Effective acquisition planning is a cross-functional effort that involves ongoing and coordinated planning to predict technical units' demands through forecasting, identifying suitable sourcing options, and consolidating delivery services to ensure the timely and efficient delivery of goods and services. See figure 1 below for the key acquisition planning processes.

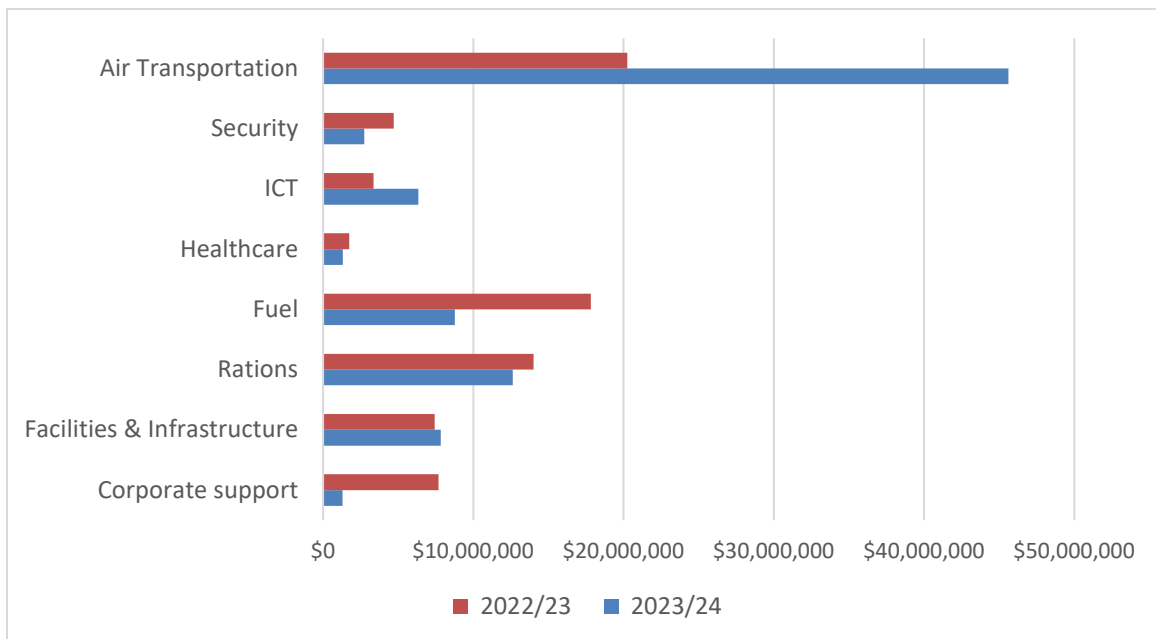
Figure 1: Key acquisition planning processes



Source: Supply Chain Operational Guidance PL: Planning DOS/2020.26

3. Demand planning creates a forecast of the local entity's needs, while source planning identifies the best sourcing options and proposes methods for meeting demand while reducing the need for additional procurements by utilizing existing resources. After factoring in existing inventory, the remaining net demand informs the acquisition plan, which specifies which goods and services can be sourced from existing agreements and where new procurements are needed.
4. The total budget for goods and services in UNIFIL for the fiscal years 2022/23 and 2023/24 amounted to \$77 and \$87 million, respectively. A summary of the value of goods and services by business areas is shown in figure 2.

Figure 2: Value of goods and services by business areas for 2022/23 and 2023/24 fiscal years



Source: <https://www.un.org/Depts/ptd/business-opportunities/acquisition-plan>

5. The Acquisition Management Section (AMS), which is responsible for preparing the acquisition plan, comprises of a Chief at the P-4 level, three international staff, one National Professional Officer and eight national staff. The section reports to the Chief, Supply Chain Management.
6. UNIFIL experienced a major crisis and disruption to its normal operations in October 2023 due to exchanges of fire across the Blue Line between Israel and Lebanon. On 27 November 2024, a ceasefire understanding was reached mandating a 60-day halt to hostilities, but hostilities resumed in March 2025, affecting Mission operations. On 29 August 2025, the Security Council adopted resolution 2790 (2025), which extended the mandate of UNIFIL until 31 December 2026, followed by a one-year safe and orderly withdrawal through 2027 and liquidation in 2028.
7. Policy guidance for acquisition management includes the Financial Regulations and Rules (ST/SGB/2015/4), Procurement Manual (DOS/2020.09), Supply Chain Management Blueprint (December 2017), and Supply Chain Operational Guidance-Planning (DOS/2020.26).
8. The Supply Chain Planning Tool (SCPT) in Umoja facilitates the annual supply chain planning. SCPT allows planners to utilize historical data, existing contract lists, and forecasting models, while offering real-time visibility into available stock and inventory. The Umoja Supplier Relationship Management module is used for procurement and requisitioning activities.
9. Comments provided by UNIFIL are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

10. The audit objective was to assess whether UNIFIL manages acquisition planning efficiently and effectively, in compliance with related policies.
11. The audit was included in the 2024 OIOS risk-based workplan due to the criticality for mandate delivery of acquiring goods and services on time and at the best value for money.
12. OIOS conducted this audit from April 2025 to September 2025 and covered the period from 1 July 2022 to 31 December 2024. Based on an activity-level risk assessment, the audit covered higher and medium-risk areas in acquisition planning, which included: (a) planning and oversight; (b) demand and source plan; (c) acquisition plan; and (d) performance monitoring.
13. The audit methodology included: (a) interviews with staff members in the Supply Chain Management Section and technical units; (b) review of relevant documentation, including Integrated Business Planning (IBP) meeting minutes and Umoja inventory reports; (c) analytical review of 45 demand line items for each planning period and an additional 120 inventory-related transactions from Umoja to assess key attributes against SCPT data and physical verification records; and (d) review of 6 out of 8 technical unit plans to compare total quantities and monetary values against approved operational cost budgets and procurement transaction data.
14. OIOS assessed the reliability of Umoja data related to acquisition planning, which included: (a) conducting testing to verify the accuracy of data transmitted from Umoja Enterprise Central Component and Umoja Supplier Relationship Management module to SCPT; (b) reviewing supplementary planning inputs from IBP meetings, mission memoranda, and relevant inventory source documentation; and (c) interviewing UNIFIL personnel with relevant knowledge of the data. Additionally, OIOS traced a random sample of acquisition plans and inventory records back to source documentation to confirm data integrity.

Based on these procedures, OIOS concluded that the data was sufficiently reliable for the purpose of addressing the audit objectives.

15. The audit was conducted in accordance with the Global Internal Audit.

III. AUDIT RESULTS

A. Planning and oversight

UNIFIL had adequately developed a work plan, but did not conduct a section-specific risk assessment

16. The Work Planning Guide for Managers requires workplans to cover the full work cycle, align with strategic priorities, and include detailed operational outputs. The annual workplan is expected to be approved before the commencement of the year and regularly monitored during operational meetings. The Enterprise Risk Management and Internal Control Policy require mission units and sections to identify, assess and document risks related to their specific objectives and activities.

17. OIOS review of AMS workplan indicated it contained objectives, success criteria, timelines, and measurable deliverables. The workplan captured the activities necessary for effective acquisition planning, which included demand planning, requisitioning (shopping carts), managing contracts and contractors, coordinating with the United Nations Global Service Centre and United Nations Headquarters, and stakeholder engagement activities. Notable deliverables included: (a) roll-out of Umoja Demand Planning Tool 2.0 in October 2024; (b) completion of user access mapping by March 2025; and (c) updated operation targets, such as 80 per cent implementation of the acquisition plan.

18. However, risk identification, assessment, and mitigation plans were not clearly articulated for acquisition planning. While UNIFIL stated that AMS provides support functions and, therefore, did not consider itself the owner of acquisition planning risks, OIOS noted that the AMS workplan includes key acquisition planning functions and AMS was responsible for managing the associated operational risks. OIOS reviewed the entity risk register, which included certain supply chain risks relating to legal services and contract management, but it did not specifically address acquisition planning risks. As a result, key operational risks specific to AMS, some of which are highlighted in this report, remain unaddressed, including: (a) inadequate development of the gross demand plan; (b) reliance on inaccurate demand planning data; and (c) inadequate performance monitoring mechanisms.

(1) UNIFIL should take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section.

UNIFIL accepted recommendation 1 and stated that it would take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section. Additionally, AMS would ensure that any high-level risks associated with acquisition management are captured in the mission risk register.

Integrated Business Planning meetings were not conducted as required and did not adequately follow up on action items

19. In accordance with the United Nations Supply Chain Blueprint, UNIFIL is required to hold monthly Integrated Business Planning (IBP) meetings to review demand, inventory, sourcing options, acquisition, and delivery elements to ensure that the Mission is on track to achieve the benchmarks set for the year.

20. OIOS reviewed all 18 IBP meeting minutes (out of 24 expected) to assess meeting frequency, participation, planning integration, and implementation of action items. Of the 18 meeting minutes that were made available for OIOS review, five, four and nine were for the years 2022, 2023, and 2024, respectively. OIOS could not confirm whether the remaining 6 meetings were held. For the IBP meeting minutes provided, they included planning and procurement agenda items, such as cleansing of property identification numbers, SCPT demand submissions, and office hardwall building plans. OIOS noted the following issues related to participation and follow-up on action items from the meetings:

- Irregular inputs from technical sections: The Engineering and Facilities Management Section did not provide planned demand updates in the February 2024 meeting, while the Medical Section was not represented in multiple 2023 meetings in which personal protective equipment and medical consumables were discussed.
- Unresolved action items: The March and May 2024 minutes both identified delays in updating the rations demand plan, which were carried forward without closure. Additionally, Field Technology Section inputs on fuel projections were noted as “pending” across three consecutive meetings in 2023. In the August and October 2023 meetings, the listed procurement-related follow-ups could not be confirmed.

21. The lack of follow up on actions items occurred because UNIFIL did not establish a method or designated responsibility for tracking, following up on, and documenting action items arising from IBP meetings. UNIFIL acknowledged that it could develop mechanisms to follow up on and document action items resulting from the IBP meetings.

UNIFIL acquisition planning standard operating procedures could be updated

22. The Supply Chain Operational Guidance requires supply chain standard operating procedures (SOPs) to be reviewed and updated on an “as-needed” basis to reflect system changes and operational exigencies. In December 2023, UNIFIL developed an AMS SOP, which was approved by the Director of Mission Support. It defined the: (a) purpose, scope, and rationale and was aligned with the Supply Chain Management Blueprint; (b) key acquisition processes, including demand planning, requisitioning, and contract performance evaluation; (c) defined roles and responsibilities mapped to Umoja SCPT; and (d) detailed procedures in accordance with best practices in acquisition management.

23. The SOP indicates a review cycle of three years, with the next review to be undertaken on 1 December 2026. Since December 2023, there have been changes in the operating environment that may have necessitated an earlier review of the SOP, such as: (a) introduction of new SCPT functions; and (b) asset and inventory management system updates with new reporting features or system controls. Also, significant events, such as the security situation and mandate changes, may require a review of the current procedures. UNIFIL agreed that it would review the supply chain SOP to ensure it reflects the Mission’s current operational needs.

UNIFIL staff involved in acquisition planning completed the required mandatory training

24. Technical units should possess sufficient knowledge and skills to independently develop demand plans as outlined in the SCPT user manuals. DOS requires all SCPT users to complete the following mandatory training: (a) gross demand planning; and (b) net demand planning. During the period 2022 to 2024, 24 staff were trained on Umoja SCPT modules. OIOS requested completion certificates for 21 staff members and confirmed that the 21 staff members completed SCPT training on gross demand planning and net demand planning. The three missing certificates were for two staff who had retired and one on leave.

B. Demand and source plan

Technical sections did not document assumptions for changes to the gross demand plan

25. In accordance with the DOS Supply Chain Operational Guidance and SCPT User Guide, the Mission, in developing the gross demand plan, is required to document its analysis on: (a) statistically forecasted demand based on historical consumption data; and (b) additional demand for which there is no historical consumption.

26. OIOS reviewed UNIFIL's demand planning methodology to assess whether demand forecasts were analytically supported and periodically validated through variance analysis. While AMS stated that technical sections reviewed historical consumption through the SCPT, UNIFIL did not provide evidence demonstrating this review, nor documentation showing how historical consumption patterns informed adjustments made by technical sections in developing the gross demand plans. For example, OIOS noted some unexplained discrepancies related to demand for: (a) polyethylene film which dropped from 100 units to near zero; (b) radio advertising services which rose from zero in 2022/23 to \$37,563 in 2023/24; and (c) disinfectant chemicals which decreased sharply from 1,117 to 281 litres. These variances were not accompanied by explanatory notes, analytical trends, or validated assumptions supporting the changes.

27. OIOS further noted that continuously used items such as vehicle batteries were inconsistently forecasted, with demand doubling from the prior year despite unchanged consumption. Further, some materials had zero turnover and system coverage exceeding 99,999 days, indicating inactivity and a lack of demand forecast alignment with usage. AMS informed OIOS that technical sections manually adjusted SCPT figures during the audit period; however, these adjustments were not accompanied by planning notes or documented assumptions, contrary to expected SCPT practice.

28. The absence of documented assumptions and planning notes means that demand figures cannot be validated against operational conditions, exposing the Mission to the risk of inaccurate forecasting.

(2) UNIFIL should develop mechanisms to document analysis and assumptions related to manual adjustments to the Supply Chain Planning Tool data when developing gross demand plans.

UNIFIL accepted recommendation 2 and stated that it would ensure that planning notes are captured in SCPT to allow other stakeholders to understand the background behind any manual adjustments to data.

UNIFIL took action to resolve inaccurate, incomplete and classification errors in inventory data

29. Demand planning is reliant on data to drive forecasts and translate them into plans, using Umoja inventory data and historical records to predict upcoming demand. Inventory records must be accurate, reliable and complete, including information on the location and condition. The records shall be kept up to date for input into acquisition planning and supported by appropriate documentation.

30. OIOS review of 2022/23 and 2023/24 Umoja inventory records, consumption history data, physical inventory counts, and SCPT demand planning data initially revealed that information in both systems was inaccurate, incomplete, and inadequately classified between Umoja and SCPT.

- Inventory records showed quantities but no corresponding monetary values for 135 out of 18,333 items in 2022/23 and 171 out of 18,652 items in June 2024. In addition, 265 items in June 2023

and 231 items in June 2024 had no valuations despite having stock on hand. For example, CCTV kits, generator spare filters, VHF radios and wooden barricades appeared in Umoja and SCPT without a value attached to the items. In addition, items such as melamine and timber were listed in Umoja inventory, but not in the SCPT demand planning data.

- SCPT demand plan entries lacked or contained inconsistent United Nations Standard Products and Services Codes (UNSPSC) over the two years. For example, personal protective equipment and electrical tools were combined under one line item, rather than being classified under their respective UNSPSC categories. Medical consumables such as syringes, bandages, and gloves were recorded under a generic “Health Supplies – Miscellaneous” category, while fuel, lubricants, and diesel were aggregated under a single “Petroleum Products” line without breakdown by product type.

31. AMS stated that during the audit period, there were no structured and ongoing quality assurance mechanism for the material master data, including controls for verifying PID accuracy, validating UNSPSC code classification, and reviewing newly created materials before uploading into Umoja. As a result, inconsistencies such as incorrect classifications, duplicated materials and incomplete PID attributes remained undetected until when the audit identified them, which triggered the internal review. During the audit, AMS conducted a reconciliation exercise between Umoja and SCPT data and reviewed technical section inputs. AMS provided evidence such as emails and attachments (PID cleansing sheets, material update forms and Umoja screenshots) showing active verification of PID accuracy, mapping of new materials, and correction of classification inconsistencies in coordination with Umoja Global Support. OIOS concluded that the data discrepancies identified in 2022/23 and 2023/24 had been adequately resolved.

UNIFIL documented justifications when not using existing sourcing solutions to inform the source plan

32. The DOS Supply Chain Operational Guidance requires missions to develop source plans to meet net demand requirements from existing sourcing solutions: (a) system contracts; and (b) strategic and safety stocks.

33. OIOS analysis of SCPT source planning data for the 12-month rolling plan as of June 2025 revealed that the source planning composition rate was at 74 per cent, which is 11 per cent lower than the required 85 per cent. The 74 per cent rate represented the demand line items confirmed as having been sourced through system contracts, local contracts, or available safety stocks. For the remaining 26 per cent, which equated to 320 line items, there was no evidence that sourcing validation had been performed against system contracts, strategic deployment stocks, or United Nations stock reserves. OIOS analysis noted that 178 (or 56 per cent) of the 320 line items were for transportation, fuel and rations categories, which could have been availed through existing systems contracts.

34. Additionally, OIOS analysis of the Supply Chain Management Section weekly meetings for the period of March 2023 to November 2024 confirmed that sourcing validation controls were inconsistently applied. From five meetings minutes reviewed, OIOS identified five high value procurement cases as shown in table 1, which were processed through local vendors despite the availability of global or regional long-term agreements.

Table 1: Examples of demand items not sourced from existing sourcing solutions

No.	Product/requirement	Value (USD)	Existing Sourcing Solution Available
1	Diesel generator spare parts	\$2,091,982	UNGSC Global LTA
2	Internet services	\$183,150	BTAD ICT System Contract
3	Medical and infectious waste disposal	\$577,749	Regional Medical Waste LTA
4	Armored vehicle maintenance	\$72,000	DOS Global Vehicle Maintenance Framework
5	Satellite voice and data services	\$658,350	Global ICT LTA

35. OIOS noted that a substantial portion of the above items, particularly in network services, normally have global or system contracts in place. OIOS reviewed the source selection plans for four of the seven demand items not sourced through existing global contracts and confirmed that the decision to source locally was adequately justified. For example, for internet services and satellite voice and data services, UNIFIL cited Lebanese telecommunications licensing restrictions. For the remaining armored vehicle maintenance services, UNIFIL relied on United Nations Special Coordinator for Lebanon local vendor due to delays by the global vendor and the services were urgent to repair the armored vehicles.

C. Acquisition plan

UNIFIL took action to validate and correct data in the acquisition plan

36. UNIFIL is required to ensure that acquisition plans are complete and accurate. Each entry shall include the funding source, delivery timelines, and specifications, such as location and quantity, to provide a reliable basis for procurement actions and budget preparation.

37. OIOS reviewed a random sample of 120 line items valued at \$4.1million out of a total of 2,428 acquisition plan line items with a cumulative value of \$82.6 million covering 2022/23 and 2023/24. The sample covered all major business areas. It was observed that 55 line items (or 46 per cent) valued at \$1.9 million contained missing or incomplete information, such as delivery timelines, location details, cost object or sourcing references, and generic product descriptions. For instance: (a) delivery dates for medical kits valued at \$148,500 and ICT servers valued at \$226,000 were not indicated; (b) fencing materials valued at \$92,300 lacked location specifications; and (c) electrical cables valued at \$58,200 and construction timber valued at \$74,600 did not indicate funding sources or cost objects.

38. Although the “Reviewed” field in SCPT was completed, meaning a review was done, UNIFIL did not provide evidence of the depth of the review, including ensuring data completeness and validating the plan against operational and budget parameters. Without accurate and reliable information in the acquisition plan, the Mission may not budget for and procure the right products and services at the right time to support the Mission’s operations. In June 2024, UNIFIL implemented a process workflow initiative requiring structured validation steps for PID accuracy, sourcing checks, consumption reconciliation, and mandatory entry of delivery dates, funding sources, and locations. OIOS reviewed the 2024/25 acquisition and confirmed that the data issues noted in the two prior acquisitions plans, such as missing delivery dates, undefined cost objects, and incomplete product specifications, had been corrected.

UNIFIL did not conduct quarterly reviews of the acquisition plans

39. Under Global IBP Framework, UNIFIL is required to review and update quarterly its acquisition plans to reflect changes in demand, mandate, or operational priorities. Acquisition plans should also be

aligned with the mission's proposed budgets and demand forecasts to ensure that resource allocations are based on current and validated operational requirements.

40. OIOS noted that UNIFIL did not conduct the required quarterly reviews of the acquisition plan. AMS explained that plan updates were often deferred due to overlapping budget formulation and IBP review cycles, and that unplanned items reflected urgent operational needs or late budget adjustments. UNIFIL further explained that the quarterly reviews and updates were completed through its local IBP. OIOS reviewed the 18 IBP meeting minutes provided and noted that there was no evidence that the acquisition plans were presented quarterly, variances were reviewed and any changes were approved during the local IBP meetings. Instead, the meetings focused on stock levels, consumption patterns and operational updates, which does not replace the purpose of quarterly reviews.

41. OIOS analysis noted variances between acquisition plans, actual procurement actions and budget allocations that could have been discussed and acted on through regular quarterly reviews. OIOS compared UNIFIL's acquisition plans for fiscal years 2022/23 and 2023/24 with the corresponding approved operational budgets and noted recurring variances. For 2022/23, the acquisition plan totaled \$76.99 million against a budget of \$63.74 million, an excess of \$13.25 million (or 21 per cent). For 2023/24, the acquisition plan totaled \$86.52 million against a budget of \$76.89 million, an excess of \$9.63 million, with notable variances in categories, such as: (a) air transportation at \$45.6 million versus \$4.1 million; (b) fuel at \$8.8 million versus \$22.6 million; and (c) facilities at \$7.8 million versus \$32.8 million. OIOS compared the acquisition plans with the actual procurements and found that 80 per cent of the total value and 90 per cent of the item count in FY2023/24, and 53 per cent of the total value and 90 per cent of the item count in FY2024/25, were for items that had not been included in the approved acquisition plans.

42. The above occurred because UNIFIL was unable to evidence the review and updating of the acquisition plan through the IBP local meetings. This lack of analysis may limit the Mission's ability to detect and address significant variances between approved budgets, planned acquisitions and actual procurement actions. This in turn would increase the risk of misaligned procurement priorities, potential budget overruns, procurement delays, and also the use of unplanned procurements to meet operational requirements.

(3) UNIFIL should ensure it fully documents the quarterly acquisition plan review and update discussions at the local Integrated Business Planning meetings.

UNIFIL accepted recommendation 3 and stated that it would continue to ensure the review of acquisition plans on a quarterly basis and that this process is documented and discussed with the technical sections in local integrated business planning meetings.

UNIFIL considered existing stock and enhanced its request to acquire form to create accurate and complete shopping carts

43. The United Nations Procurement Manual requires shopping carts to be complete, justified and based on actual needs. In addition, missions are required to verify stock availability in warehouses before raising new requests.

(a) UNIFIL adequately reviewed for existing stock when creating shopping carts

44. OIOS reviewed 604 validated shopping carts created in 2022/23 and 2023/24, totaling \$109.2 million. OIOS cross-checked this against Umoja inventory records and warehouse stock availability reports and noted 550 shopping carts (or 91 per cent) were for items that did not have available stock. OIOS noted 54 shopping carts (or 9 per cent) valued at \$673,370 (or under 1 per cent), were processed even though

similar items were already available in the warehouse stock. Further review of the five highest valued shopping carts from the sample of 54 shopping carts confirmed that, although there was stock available, there was insufficient available stock to fill the shopping cart quantities, necessitating the creation of the shopping carts.

(b) UNIFIL took action to ensure shopping carts contained accurate and complete product information

45. OIOS reviewed a list of 20,072 shopping carts totaling \$465.5 million for the 2022/23 and 2023/24 fiscal years and noted that 7,024 shopping carts (or 35 per cent) valued at \$163.7 million lacked the corresponding PID in the approved plans. The unmatched records included high value requisitions missing mandatory fields such as PID, UNSPSC code or item descriptions. For example, (a) vehicle batteries \$564,341 across 167 shopping carts ordered using a generic description of “12V battery” without indicating size or terminal type, resulting in the receipt of batteries incompatible with the fleet of vehicles; and (b) printer toner cartridges \$305,455 across 135 shopping carts were ordered using the wrong UNSPSC codes, leading to procurement of toners for a different type of printer model, with the correct cartridges already available in warehouse stocks; and (c) construction timber at \$103,7688 across 23 shopping carts ordered without location details or dimensions causing delays in delivery and inaccurate demand tracking.

46. Effective April 2024, UNIFIL implemented an enhanced request to acquire form to improve the linkage between demand planning and shopping cart creation. OIOS tested a sample of 16 shopping carts between June and December 2024 and confirmed that the PIDs, UNSPSC codes, item descriptions and total costs on the request to acquire forms and Umoja shopping carts matched.

D. Performance monitoring

UNIFIL did not adequately monitor demand planning key performance indicators

47. The Supply Chain Performance Management Framework (SCPMF), which was instituted on 1 January 2021, requires entities to monitor relevant key performance indicators (KPIs), conduct quarterly reviews, analyze performance gaps, implement corrective actions, and track their effectiveness over time. The operationalization of these KPIs is facilitated by MS Power BI dashboards managed by the Office of Supply Chain Management (OSCM).

48. The framework establishes six KPIs for demand planning, which collectively track how accurate, complete, and reliable entities’ demand plans are, how closely procurement execution aligns with those plans, and how effectively entities use strategic sourcing options, such as existing contracts and strategic deployment reserves to optimize procurement outcomes. However, OIOS noted that UNIFIL had not implemented the framework and not utilized the results of the KPI dashboard to analyze demand planning performance and take the necessary corrective action until April 2024. OIOS reviewed the OSCM KPI dashboard and noted that UNIFIL’s average performance from July 2024 to June 2025 reflected areas of underperformance which could have benefited from regular monitoring and taking the required corrective actions. Table 2 summarizes this analysis.

Table 2: UNIFIL supply chain key performance indicators performance for period July 2024 to June 2025

Key performance indicator	Target	Results
Deviation between the acquisition plan and actual consumption	90%	60.5%
Percentage of source plan using existing solutions	85%	57.6%
Accuracy of the Umoja inventory against physical stock by PID	95%	4.3% more physical stock items than records 1.2% fewer physical stock items than records
Planned versus unplanned orders by count and value	80%	53% in value and 90 % in count was unplanned

Source: EOS dashboard

49. In April 2024, UNIFIL developed local acquisition planning KPIs, which included acquisition plan execution rates, requisition completion, and shopping carts pending more than 30 days. However, OIOS review noted that the local KPIs did not align with the demand planning indicators required under the Supply Chain Performance Management Framework, except for one KPI: the acquisition plan execution rate. Further, UNIFIL did not provide documentation or demonstrated that it had regularly monitored and implemented corrective actions. Thus, UNIFIL’s monitoring of local KPIs offered only partial visibility into supply chain performance and limited its capacity to assess and address underperformance against global standards.

50. UNIFIL was of the view that the 2021 framework guidance was not yet fully actionable, considering OSCM issued a memo in January 2025 communicating the framework guidance. The completed dashboard for supply chain planning was rolled out by OSCM in April 2025. UNIFIL acknowledged the need, and OIOS expects that UNIFIL will implement the OSCM performance monitoring framework, including the analysis of key demand planning performance indicators and development of corrective action plans to address performance.

IV. ACKNOWLEDGEMENT

51. OIOS wishes to express its appreciation to the management and staff of UNIFIL for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of acquisition planning in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNIFIL should take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section.	Important	O	Evidence of an Acquisition Management Section specific risk register that identifies key operational risks and related mitigating measures.	31 July 2026
2	UNIFIL should develop mechanisms to document analysis and assumptions related to manual adjustments to the Supply Chain Planning Tool data when developing gross demand plans.	Important	O	Evidence of use of planning notes to document all manual changes in Supply Chain Planning Tool during demand planning to include rationale, analytical support and approvals.	31 July 2026
3	UNIFIL should ensure it fully documents the quarterly acquisition plan review and update discussions at the local Integrated Business Planning meetings.	Important	O	Evidence of quarterly acquisition plan review discussions documented in the Integrated Business Planning meeting minutes, including variance analysis, decisions, action items, and updates to acquisition plan versions.	31 July 2026

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

³ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁴ Date provided by UNIFIL in response to recommendations.

APPENDIX I

Management Response



15 December 2025

To: Mr. Byung-Kun Min, Director
Internal Audit Division, OIOS

From: Major General Diodato Abagnara
Head of Mission and Force Commander, UNIFIL

Subject: **Draft Report on an Audit of Acquisition Planning in the United Nations Interim Force in Lebanon (Assignment No. 2024-672-06)**



1. I refer to your memorandum on the above subject, reference No. OIOS-2025-02471 dated 09 December 2025. Please find attached UNIFIL's response to the recommendations contained in the subject Draft Report.

2. In following the usual procedure, copies of any supporting documents will only be provided to MERAO based on UNIFIL HQ and will not be transmitted to you with this Mission's response.

Best regards.

Cc: Roy Joblin, UNIFIL
Rajesh Chadha, UNIFIL
Jackson Owino, UNIFIL
Andrew Kasola, UNIFIL
Effendi Syukur, UNIFIL
Mr. Hoa Khuu, MERAO, OIOS

Management Response

Audit of acquisition planning in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNIFIL should take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section.	Important	Yes	Chief Acquisition Management Section	31 July 2026	UNIFIL will take steps to effectively identify, monitor and mitigate the operational risks owned by the Acquisition Management Section through the continued use of detailed Request to Acquire (R2A) forms which ensure that all processes are carried out, reviewed and approved, mitigating any risk of errors during the process. Additionally, AMS will ensure that any high-level risks associated with acquisition management are captured in the mission risk register.
2	UNIFIL should develop mechanisms to document analysis and assumptions related to manual adjustments to the Supply Chain Planning Tool data when developing gross demand plans.	Important	Yes	Chief Acquisition Management Section	31 July 2026	UNIFIL will ensure that planning notes are captured in SCPT to allow other stakeholders to understand the background behind any manual adjustments to data.
3	UNIFIL should ensure it fully documents the quarterly acquisition plan review and update discussions at the local Integrated Business Planning meetings.	Important	Yes	Chief Acquisition Management Section	31 July 2026	As is current practice, UNIFIL will continue to ensure the review of acquisition plans on a quarterly basis and that this process is documented and discussed with the technical sections in local integrated business planning meetings.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.