



INTERNAL AUDIT DIVISION

REPORT 2015/138

Audit of civil affairs activities in the
United Nations Interim Force in
Lebanon

Overall results relating to the effective management of civil affairs activities in the United Nations Interim Force in Lebanon were initially assessed as partially satisfactory. Implementation of five important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

10 November 2015
Assignment No. AP2015/672/03

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AUDIT REPORT

Audit of civil affairs activities in the United Nations Interim Force in Lebanon

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of civil affairs activities in the United Nations Interim Force in Lebanon (UNIFIL).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. The UNIFIL Civil Affairs Section played a key role in the Mission operations by working closely with local communities to promote acceptance of mandated tasks and contributing to building confidence in the peace process. The Section acted as the primary interface between the Mission and local communities by communicating priorities and perceptions of different sectors of the population to the Mission. The Section was also responsible for managing quick impact projects (QIPs) as confidence and capacity building measures to improve the environment for mandate implementation.
4. The UNIFIL Civil Affairs Section was headed by a Chief at the D-1 level, who reported to the Deputy Head of Mission/Director of Political and Civil Affairs. The Section had 22 authorized posts comprising of 10 international and 12 national staff. The approved staffing cost for the Section was \$2.7 million for each of the financial years 2013/14 and 2014/15. The UNIFIL approved budget for QIPs was \$0.5 million for each of the financial years 2013/14 and 2014/15.
5. Comments provided by UNIFIL are incorporated in italics.

II. OBJECTIVE AND SCOPE

6. The audit was conducted to assess the adequacy and effectiveness of UNIFIL governance, risk management and control processes in providing reasonable assurance regarding the **effective management of civil affairs activities in UNIFIL**.
7. The audit was included in the 2015 risk-based audit work plan of OIOS due to operational and financial risks relating to the management of civil affairs activities.
8. The key control tested for the audit was programme management. For the purpose of this audit, OIOS defined this key control as the one that provides reasonable assurance that there are adequate measures in place to plan, implement and report on civil affairs activities in UNIFIL including the implementation of QIPs
9. The key control was assessed for the control objectives shown in Table 1.
10. OIOS conducted this audit in June and July 2015. The audit covered the period from 1 July 2013 to 30 June 2015. The audit reviewed 12 of the 53 approved QIPs, comprising 2 of the 17 ongoing projects and 10 of the 36 completed projects. OIOS made site visits to four project locations, attended three coordination meetings within the Mission and reviewed implementation of cross-mission

representation, monitoring and facilitation activities by the Civil Affairs Section as the primary interface between the Mission and local communities.

11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through interviews and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The UNIFIL governance, risk management and control processes examined were initially assessed as **partially satisfactory**¹ in providing reasonable assurance regarding the **effective management of civil affairs activities in UNIFIL**. OIOS made five recommendations to address the issues identified. The Civil Affairs Section adequately performed its function as the primary interface between the Mission and local communities, and conducted its activities in coordination with other Mission components performing outreach activities. However, UNIFIL needed to develop a detailed annual plan to monitor and assess its achievement of civil affairs activities. UNIFIL also needed to improve the management of QIPs by: (a) fully documenting the justification for pre-selecting and rejecting project requests from local communities; (b) requiring implementing partners to report on project status; (c) enhancing monitoring of projects to ensure their timely completion and accurate reporting on their statuses and scope revisions to the Project Review Committee; and (d) conducting and submitting an annual evaluation of QIPs to Mission management and the Department of Peacekeeping Operations (DPKO).

Table 1: Assessment of key control

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of civil affairs activities in UNIFIL	Programme management	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

13. The initial overall rating was based on the assessment of key control presented in Table 1. The final overall rating is **partially satisfactory** as the implementation of five important recommendations remains in progress.

¹ A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in government, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Programme management

Development of work plan of the Civil Affairs Section needed improvement

14. The DPKO and Department of Field Support (DPKO/DFS) Civil Affairs Handbook requires annual work plans to map out civil affairs activities, including timeframes, priorities, resources and key indicators for measuring progress and impact. The Handbook states the importance of conducting year-end evaluation to improve future planning.

15. A review of the 2013/14 and 2014/15 annual work plans of the Civil Affairs Section showed that the 2013/14 plan comprised only of goals and activities, and did not include key performance indicators. The 2014/15 work plan included some key deliverables such as meeting minutes with local authorities, weekly reports and an updated civil affairs webpage. However, both 2013/14 and 2014/15 work plans did not include timeframes, priorities, resource allocation and a complete set of key performance indicators to assess the progress and impact of the Section's activities. The Civil Affairs Section also did not conduct a year-end evaluation of the achievement of the work plan.

16. The above-mentioned departure from the DPKO/DFS Civil Affairs Handbook occurred because the Civil Affairs Section was of the view that compliance with the DPKO/DFS Handbook was optional. The Section was using the annual work plan template of the Division of Political and Civil Affairs, which did not include requirements such as priorities, timeframes, resource allocations and key performance indicators. As a result, the Section was unable to: (a) demonstrate full implementation of its planned activities and effective achievement of its goals; and (b) develop and enhance its activities from lessons learned.

(1) UNIFIL should take action to ensure that the Civil Affairs Section: develops and implements annual work plans that detail its priorities, activities and timeframes, resource allocation and key performance indicators; and conducts year-end evaluations of the achievement of the plans.

UNIFIL accepted recommendation 1 and developed a 2015/16 work plan for the Civil Affairs Section detailing its core goals, outcomes, key actions, responsibilities and measurement tools. UNIFIL stated that the Civil Affairs Section would carry out an internal evaluation to assess the achievement of the work plan in May 2016. Recommendation 1 remains open pending receipt of the results of its year-end evaluation of the achievement of the 2015/16 plan.

The Civil Affairs Section was providing the required cross-mission representation, monitoring and facilitation with local communities

17. The DPKO/DFS Policy on Civil Affairs requires the Civil Affairs Section to represent and liaise with local actors on civil affairs operations and other mission activities. A review of civil affairs weekly reports showed that the Section maintained daily contact with local communities and authorities in the UNIFIL area of operations. In addition, the Section facilitated discussions between UNIFIL military and local municipalities to resolve contentious issues relating to military patrols. The Section organized events such as football matches between UNIFIL military and local communities to improve relations and environment for mandate implementation. The Section also established and maintained relations with civil society organizations, non-governmental organizations, schools and hospitals in the area of operations. OIOS concluded that UNIFIL implemented adequate controls to ensure the Section was providing the required cross-mission representation, monitoring and facilitation with local communities.

Controls over the identification of quick impact projects needed improvement

18. The DPKO/DFS Policy on QIPs requires UNIFIL senior management to set priorities for geographic and thematic focus for projects, taking into account the Mission's mandate. The Policy also requires the Civil Affairs Section to identify projects that (a) are aligned with senior management's priorities; (b) meet minimum requirements prescribed in the Policy; (c) are not of a recurring nature; and (d) do not place unforeseen financial burden on the recipient. The Civil Affairs Section is required to submit all qualified proposals to the Project Review Committee and ensure that proposals contain the required elements including the ratio of beneficiary to project cost.

19. A review of QIPs records showed that the senior management team established 10 criteria and 6 focus areas for the selection of QIPs. The criteria included implementing projects: in villages that had not received any assistance since 2011; in villages that were close to UNIFIL compounds; and that benefited more than one municipality. Focus areas included: water and sanitation facilities, environment, education, social development, agriculture and emergency assistance.

20. A review of weekly reports of the Civil Affairs Section showed that the Section received 175 verbal requests for QIPs during the audit period, of which 55 were pre-selected for further review after submission of written requests by applicants. However, there was no documentation that the Civil Affairs Section had considered all the criteria and focus areas established by management for QIPs in pre-selecting the 55 requests. Similarly, there was no record of, or adequate justification, for not considering the remaining 120 requests. The Section advised that reasons for rejecting requests were provided verbally to applicants, and in some instances these discussions were recorded in the Section's weekly reports.

21. A review of the 55 pre-selected QIPs proposals indicated that the Civil Affairs Section was not always consistent in its selection process. For example, the Section informed the mayor of a village that his request for a generator was not pre-selected as the request was not in line with UNIFIL guidelines for QIPs. However, the Section pre-selected a similar request for a generator for another village two months later. Also, a review of 175 requests for QIPs indicated that the Section pre-selected a request for the donation of vehicles but had rejected a similar request during the previous year. The proposed QIPs relating to the donation of a generator and a vehicle were not within the focus areas established by the Mission.

22. Further, a review of 12 of the 55 QIP proposals indicated that the Civil Affairs Section did not include all required information in its submission to the Project Review Committee including: (a) the ratio of beneficiaries to project cost for 12 proposals; (b) information on past projects at proposed project locations for 10 projects; and (c) the demographics of beneficiaries for 10 projects.

23. The above resulted as the Civil Affairs Section did not consider it as a priority to document how projects were identified and selected. Instead, civil affairs officers were consulting with various UNIFIL military and civilian officers during the pre-selection process and were providing most of the required information verbally to the Project Review Committee. As a result of inadequate documentation of the pre-selection process and approval of projects, there was an increased risk of excluding projects that were more suited to achieving the objective of QIPs to enhance confidence and capacity-building of local communities. Also, approving projects that did not meet the established criteria at some villages while rejecting others could lead to public perception of impartiality of the Mission. The Committee also did not have the required information to compare cost effectiveness of QIPs.

<p>(2) UNIFIL should: (a) maintain a list of all requests for quick impact projects documenting justification for selected and rejected requests; and (b) provide to the Project Review</p>
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Committee adequate information to facilitate its review, including past projects at proposed location, ratio of beneficiary to project cost and demographics of beneficiaries in project proposals.

UNIFIL accepted recommendation 2 and stated that the Civil Affairs Section developed a template to record all requests for QIPs. This document would indicate the process from the receipt of request to its consideration, including justification for rejected requests. The Civil Affairs Section would also provide the Project Review Committee with necessary information on past projects at proposed QIPs location, ratio of beneficiary to project cost and demographics of beneficiaries. Recommendation 2 remains open pending receipt of a copy of: (a) the list of requests for QIPs for the last quarter of 2015 and documentation of the justification for selecting and rejecting requests; and (b) QIPs proposals for the last quarter of 2015 submitted to the Project Review Committee containing all required information.

Controls over project monitoring needed improvement

24. The DPKO/DFS Policy on QIPs requires the Civil Affairs Section to conduct site visits and record progress on a project monitoring form, as well as report to the Project Review Committee any implementation difficulties, delays and changes to projects. The Mission's memorandum of understanding with implementing partners requires projects to be completed within three months.

25. A review of the records of 12 approved projects indicated that the Civil Affairs Section were conducting site visits and completed the required monitoring forms. However, 7 of the 12 projects were delayed by an average of 2.5 months, with two projects delayed for over three months. This happened as: (a) in one case, without discussion with the Civil Affairs Section, the implementing partner changed the flooring design and materials; and (b) in the other case, the Civil Affairs Section authorized the change in the location of the project without prior approval from the Project Review Committee. The Civil Affairs Section was also not systematically providing updates on the progress of projects to the Project Review Committee. The Section started providing updates to the Committee in April 2015.

26. The above resulted as the Civil Affairs Section did not always adequately supervise the monitoring of QIPs by project focal points to ensure projects remained on track. The Project Review Committee had also not implemented a procedure to ensure the Civil Affairs Section was systematically reporting the progress of projects to the Committee. Delays in QIPs resulted in diminished effectiveness of intended project benefits and the Mission's effort to improve the environment for mandate implementation.

(3) UNIFIL should implement supervisory procedures for project monitoring to ensure timely completion of quick impact projects, and a procedure to ensure regular and accurate reporting of the status of projects and any proposed changes to the scope of projects to the Project Review Committee.

UNIFIL accepted recommendation 3 and stated that it required its field teams to provide accurate reporting of the project status to the Project Review Committee at each meeting. In addition, it amended the template for the memorandum of understanding with implementing partners to include the requirement for implementing partners to seek prior approval in writing from the Mission for extensions in project duration and/or changes in scope of work. Recommendation 3 remains open pending receipt of a copy of the established supervisory procedures for project monitoring and a sample of project status reports to the Project Review Committee.

Need for implementing partners to submit required reports

27. The DPKO/DFS Civil Affairs Handbook requires implementing partners to submit progress reports during project implementation and a final evaluation report upon completion, taking into account observations and feedback from project beneficiaries.

28. A review of 12 projects indicated that in all 12 cases, the implementing partners did not submit the required reports. Instead, the Civil Affairs Section required implementing partners to attest to the monitoring reports prepared by the Section on the status of projects. The Civil Affairs Section took this approach, as they were of the view that the progress and closure reports by implementing partners would be duplicative of the reports prepared by the Section and did not add value to project management activities.

29. However, a review of the reports prepared by the Civil Affairs Section indicated that these reports only included information as at the time of the monitoring visit. Therefore, not all information was made available such as feedback from project beneficiaries. For instance, for the project for installation of water tank and pipelines in 2013, the water tank was built but there were no underground pipelines to connect the tank to the water distribution system. Thus, only 3 per cent of the intended beneficiaries who lived close to the water tank benefited from the project. The Civil Affairs Section was not aware of this and stated that the project was completed satisfactorily. The issues relating to this project were reported by the UNIFIL Force Commander Civil Military Coordination Unit in 2015 after conducting an assessment of the long-term impact of QIPs, two years after its completion.

(4) UNIFIL should implement the requirement for implementing partners to submit quick impact project progress and completion reports that take into account project beneficiaries' feedback.

UNIFIL accepted recommendation 4 and stated that the Civil Affairs Section would require implementing partners to submit progress and completion reports that take into account the beneficiaries' feedback. Recommendation 4 remains open pending receipt of a sample of project progress and completion reports submitted by implementing partners including beneficiaries' feedback.

Closure procedures for quick impact projects were adhered to except for the annual evaluation

30. The DPKO/DFS Policy on QIPs requires the project focal point in the Civil Affairs Section to: conduct site visits; complete the project evaluation and closure form; obtain original invoices and receipts supporting the project expenditure; and ensure appropriate publicity of the completed projects. The Policy requires the Civil Affairs Section to conduct an annual overall evaluation of QIPs implemented during the year to: review the processes for project identification, implementation and closure; assess the impact of projects; evaluate the needs for future QIPs; and identify best practices and lessons learned.

31. A review of 10 of the 36 projects completed during the audit period showed that in all cases the Civil Affairs Section conducted site visits, completed the project evaluation and closure forms, obtained invoices of project expenditures and conducted appropriate publicity of the completed projects. However, due to an oversight by the Civil Affairs Section of the annual reporting requirements, UNIFIL did not conduct an annual evaluation of QIPs.

32. As a result, UNIFIL lost the opportunity to evaluate its QIPs programme and identify lessons to implement measures for improvement as needed. Also, the Mission did not assess the long term impact

of QIPs in improving the environment for mandate implementation and justification for QIPs in the coming year.

(5) UNIFIL should: (a) develop and implement a mechanism to conduct annual evaluations of quick impact projects for the assessment of their overall impact in improving the environment for mandate implementation; and (b) report the results to the senior management of the Mission and DPKO.

UNIFIL accepted recommendation 5 and stated that the Civil Affairs Section would conduct an annual evaluation of QIPs to assess their overall impact. Recommendation 5 remains open pending receipt of a copy of the annual evaluation of QIPs for financial year 2014/15 submitted to the UNIFIL Head of Mission and DPKO.

IV. ACKNOWLEDGEMENT

33. 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.

(Signed) David Kanja
Assistant Secretary-General, Acting Head
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of civil affairs activities in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	UNIFIL should take action to ensure that the Civil Affairs Section: develops and implements annual work plans that detail its priorities, activities and timeframes, resource allocation and key performance indicators; and conducts year-end evaluations of the achievement of the plans.	Important	O	Receipt of the results of year-end evaluation of the achievement of the 2015/16 plan.	31 May 2016
2	UNIFIL should: (a) maintain a list of all requests for quick impact projects documenting justification for selected and rejected requests; and (b) provide to the Project Review Committee adequate information to facilitate its review, including past projects at proposed location, ratio of beneficiary to project cost and demographics of beneficiaries in project proposals.	Important	O	Receipt of a copy of: (a) the list of requests for QIPs for the last quarter of 2015 and documentation of the justification for selecting and rejecting those requests; and (b) QIPs proposals for the last quarter of 2015 submitted to the Project Review Committee containing all required information.	30 November 2015
3	UNIFIL should implement supervisory procedures for project monitoring to ensure timely completion of quick impact projects, and a procedure to ensure regular and accurate reporting of the status of projects and any proposed changes to the scope of projects to the Project Review Committee.	Important	O	Receipt of a copy of the established supervisory procedures for project monitoring and a sample of project status reports to the Project Review Committee.	31 December 2015
4	UNIFIL should implement the requirement for implementing partners to submit quick impact project progress and completion reports that take into account project beneficiaries' feedback.	Important	O	Receipt of a sample of project progress and completion reports submitted by implementing partners including beneficiaries' feedback.	31 December 2015
5	UNIFIL should: (a) develop and implement a mechanism to conduct annual evaluations of quick impact projects for the assessment of their overall	Important	O	Receipt of a copy of the annual evaluation of QIPs for financial year 2014/15 submitted to UNIFIL Head of Mission and DPKO.	31 March 2016

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

³ C = closed, O = open

⁴ Date provided by UNIFIL in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of civil affairs activities in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
	impact in improving the environment for mandate implementation; and (b) report the results to the senior management of the Mission and the Department of Peacekeeping Operations.				

APPENDIX I

Management Response

UNITED NATIONS
INTERIM FORCE IN LEBANON



NATIONS UNIES
FORCE INTERIMAIRE AU LIBAN

Inter Office Memorandum

November 2015

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

From: Major General Luciano Portolano
Head of Mission and Force Commander
UNIFIL



Subject: **Draft report on an Audit of Civil Affairs Activities in UNIFIL (Assignment No. AP2015/672/03)**

1. We refer to your memorandum on the audit Civil Affairs Activities in UNIFIL, reference IAD: 15-MO151004 dated 22 October 2015. Please find attached UNIFIL's response (Appendix 1) to the recommendations contained in the subject draft audit report.

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

Best regards.

Cc: Mr. Imran Riza, Deputy Head of Mission/ Director of Political & Civil Affairs, UNIFIL
Mr. Wolfgang Weiszegger, Director of Mission Support, UNIFIL
Mr. Effendi Syukur, Chief Audit Response, Risk Management and BOI Unit, UNIFIL
Ms. Cynthia Avena-Castillo, Professional Practices Section, Internal Audit Division, OIOS

Management Response

Audit of civil affairs activities 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 action to ensure that the Civil Affairs Section: develops and implements annual work plans that detail its priorities, activities and timeframes, resource allocation and key performance indicators; and conducts year-end evaluations of the achievement of the plans.	Important	Yes	Chief of Civil Affairs	<ul style="list-style-type: none"> Development of comprehensive work plan – 30 June 2015 Evaluation of achievement of current work plan – 31 May 2016 	For the year 2015-16, UNIFIL Civil Affairs Section has refined its work plan that comprehensively reflects its core goals (priorities), outcomes, key actions (activities), frequency (time frames), responsible individuals (resource allocation) and measuring tools (performance indicators). This has been circulated to staff members for necessary adherence for the current year, and further improvements (if deemed necessary following the evaluation exercise) will be carried out for the coming years. The new improved work plan is provided to OIOS. UNIFIL Civil Affairs Section agrees to carry out an internal evaluation of current work-plan achievements by May 2016.
2	UNIFIL should: (a) maintain a list of all requests for quick impact projects documenting justification for selected and rejected requests; and (b) provide to the Project Review Committee adequate information to facilitate its review, including past projects at proposed location, ratio of beneficiary to project cost and demographics of beneficiaries in project proposals.	Important	Yes	(a) Sector team leaders; and (b) Project management team at UNIFIL headquarters	30 September 2015 for (a); 30 November for (b).	a) UNIFIL Civil Affairs Section has already developed a community request log sheet to record all requests for quick impact projects received by civil affairs officials. This log sheet (a copy provided to OIOS) has been circulated to field teams for diligent recording. The sheet will clearly indicate the process from receipt of request to its consideration or otherwise (as UNIFIL Quick Impact Project) and document justification for rejected requests. b) The Quick Impact Project Management

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of civil affairs activities 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
						Team at UNIFIL headquarters has been tasked with ensuring that necessary information on past projects at proposed projects location, ratio of beneficiary to project cost and demographics of beneficiaries are provided to the Project Review Committee for its information prior to review of projects.
3	UNIFIL should implement supervisory procedures for project monitoring to ensure timely completion of quick impact projects, and a procedure to ensure regular and accurate reporting of the status of projects and any proposed changes to the scope of projects to the Project Review Committee.	Important	Yes	Chief of Civil Affairs and the project management team at UNIFIL headquarters	31 December 2015	Sector field teams have been instructed to intensify monitoring of ongoing quick impact projects to ensure that the Project Review Committee is informed timely (through the Quick Impact Project Management Team at UNIFIL headquarters) about progress of projects and any difficulties/challenges faced/foreseen. Sector teams have also been briefed to fill in their project monitoring reports accurately, providing a true and realistic picture of progress and state of ongoing works. The Memorandum of Understanding for quick impact projects for the current year has been amended by the Civil Affairs Section in consultation with the Office of Legal Affairs, to ensure that implementing partners cannot change or alter the scope of works, without obtaining prior written approval of UNIFIL. Field teams have also been instructed to obtain written requests with proper justification, from implementing partners who are requesting for extensions/change in scope of work. The same will be forwarded to the Project Review Committee (through the Quick Impact Management Team) accompanied by suitable field assessment. The deliberations of the Project Review Committee on these matters will

Management Response

Audit of civil affairs activities 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
						be recorded in detail in the minutes of the meeting. Every meeting of the Project Review Committee will include on its agenda, an update on ongoing quick impact projects to be provided by the Project Officer. Status reports will be provided to Project Review Committee members during every meeting and also separately (depending on need or request).
4	UNIFIL should implement the requirement for implementing partners to submit quick impact project progress and completion reports that take into account project beneficiaries' feedback.	Important	Yes	Sector team leaders	31 st December 2015	UNIFIL Civil Affairs Section will implement a requirement for implementing partners to submit progress and completion reports that take into account project beneficiaries' feedback. Templates of the progress and completion reports for the same have been developed by the Civil Affairs Section and are provided to OIOS. This will be circulated to field teams shortly and will be in use from the end of the year.
5	UNIFIL should: (a) develop and implement a mechanism to conduct annual evaluations of quick impact projects for the assessment of their overall impact in improving the environment for mandate implementation; and (b) report the results to the senior management of the Mission and the Department of Peacekeeping Operations.	Important	Yes	Project Officer, UNIFIL headquarters	31 March 2016	UNIFIL Civil Affairs Section will: (a) conduct an annual evaluation of quick impact projects for the assessment of its overall impact in improving the environment for mandate implementation, identification of lessons learned; and (b) report to the senior management of the Mission and the Department of Peacekeeping Operations as required. This annual evaluation report will be based on template suggested and circulated in 2009 by Department of Peacekeeping Operations /Department of Field Support as enclosures to the Quick Impact Project Guidelines.