

INTERNAL AUDIT DIVISION I
OFFICE OF INTERNAL OVERSIGHT SERVICES

TO: Mr. Ibrahim A. Gambari
A: Under-Secretary-General for Political Affairs
DATE: 24 May 2006

FROM: Dagfinn Knutsen, Acting Director
DE: Internal Audit Division-I, OIOS 
REF: AUD-7-1:2 (00297/06)

SUBJECT: **OIOS Audit No AP2005/560/03 – Recruitment of Experts for**
OBJET: **Sanctions Panels in the Department of Political Affairs**

1. I am pleased to present herewith our final report on the above subject, which was conducted from January to March 2006.

2. We note from the response to the draft audit report that the Department of Political Affairs has generally accepted the recommendations. Based on the response, we are pleased to inform you that we have closed recommendations 3 and 6 in the OIOS recommendations database. In order for us to close out the remaining recommendations, nos. 1, 2, 4, 5, 7 and 9, we request that you provide us with the additional information indicated in the text of the report and a time schedule for implementing each of the recommendations. Please refer to the recommendation number concerned to facilitate monitoring of their implementation status. For your information, we have withdrawn recommendation no. 8 in the draft report based on the comments received.

3. IAD-I 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.

4. I take this opportunity to thank the management and staff of the Security Council Subsidiary Organs Branch of DPA for the assistance and cooperation provided to the auditors in connection with this assignment.

cc: Ms. Jan Beagle, Assistant Secretary General, Office of Human Resources Management, DM
UN Board of Auditors
Programme Officer, OIOS

Office of Internal Oversight Services

Internal Audit Division I



Recruitment of Experts for Sanctions Panels in the Department of Political Affairs

Audit no: AP2005/560/03
Report date: 24 May 2006
Audit team: James O'Neill, Auditor-in-Charge
Srimali De Mel, Audit Assistant

EXECUTIVE SUMMARY
Recruitment of Experts for Sanctions Panels in the Department of Political Affairs
(AP2005/560/03)

OIOS conducted an audit of the recruitment of Sanctions Panel experts in the Department of Political Affairs (DPA). The main objectives of the audit were to: (a) assess whether the recruitment of experts/consultants to monitoring groups serving the Security Council subsidiary bodies is managed by DPA in the most effective manner; (b) determine if internal controls established are adequate and if recruitment of experts is in compliance with established procedures; and, (c) determine if the policies and procedures for identifying, selecting and appointing the experts are effective.

The Sanctions Branch of the Security Council Affairs Division and the Executive Office of the Department of Political Affairs work together in the recruitment and administration of Sanctions Panel Experts. The recruitment of DPA Sanctions Panel experts was generally conducted in compliance with established regulations, rules and procedures. Best practices noted during the audit include the development of the electronic roster of expert candidates, recruitment of experts within the 30-day deadline as required by Security Council resolutions, and the biweekly reporting initiated by the Monitoring Group on Somalia.

The audit found that improvements in some areas could achieve better efficiency and effectiveness. The Department of Political Affairs should consider developing specific terms of reference for experts. Until now it had relied primarily on requirements in Security Council resolutions instead of setting up specific terms of reference for each expert. In order to achieve greater gender parity, DPA should enhance its roster by requesting Member States to select female candidates. In OIOS' opinion, the Department should improve verification of candidates' credentials and retain documentary evidence within expert files. In addition, there is a need to review medical insurance coverage and explore private options available to experts, strengthen attendance recording of field and Headquarters-based experts by giving responsibility for attendance recording to chairpersons of panels and groups and consider more periodic reporting of field work conducted by experts. The Department could also benefit from improved record retention and management of lessons learned. For this purpose, time should be allotted, at the end of the panel's or group's mandate, to collect and archive materials used for its work.

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I. INTRODUCTION

1. OIOS conducted an audit of the recruitment of Experts for Sanctions Panels in the Department of Political Affairs (DPA) from January to March 2006 at Headquarters. We also interviewed the experts working in the Monitoring Group on Somalia based in Nairobi. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. Under Chapter VII of the United Nations Charter, the Security Council can take enforcement measures to maintain or restore international peace and security. Such measures range from economic and/or other sanctions not involving the use of armed force to international military action. Sanctions are intended to apply pressure on the State or entity to comply with the objectives of the Security Council without resorting to the use of force.

3. The Security Council Affairs Division of the Department of Political Affairs provides support for the Council's Sanction Committees, working Groups and other subsidiary bodies by drafting reports, preparing analysis, assessments and recruiting technical experts for the sanctions panels. The Security Council Subsidiary Organs Branch of DPA (SCSOB) services Sanctions Committees and provides support to them in their administration of sanctions regimes. The panels and groups audited were as follows:

- The Panel of Experts on Liberia;
- The Group of Experts on the Democratic Republic of the Congo;
- The Panel of Experts on the Sudan;
- The Group of Experts concerning Côte d'Ivoire;
- The Analytical Support and Sanctions Monitoring Team established pursuant to Security Council resolution 1526 (2004) concerning Al-Qaida and the Taliban and associated individuals and entities; and
- The Monitoring Group on Somalia.

At the time of the audit, there were 42 serving Experts engaged by DPA for sanctions panels.

II. AUDIT OBJECTIVES

4. The major objectives of the audit were to:

- (i) Assess whether the recruitment of experts/consultants to monitoring groups serving the Security Council subsidiary bodies is managed by DPA in the most effective manner;
- (ii) To determine if internal controls established are adequate, and if recruitment of experts is in compliance with established procedures; and,
- (iii) To determine if the policies and procedures for identifying, selecting and appointing the experts are effective.

III. AUDIT SCOPE AND METHODOLOGY

5. The audit focused on the key processes used to plan, maintain a roster, select and appoint the experts within a short timeframe of 30 days as required by the Security Council. The audit scope included a review of the current selection process, internal controls in place or required and the hiring of experts for the period from 1 January 2003 to 31 December 2005.

6. The audit used the following methodologies:

- a) Research and review of documentation provided by DPA concerning the procedures of hiring experts;
- b) Determination of the areas of expertise needed by DPA once an expert group is required by a Security Council resolution;
- c) Review of the electronic roster of candidates and procedures on how individuals are included in the roster;
- d) Interviews of selected personnel in DPA, and offices involved in the process of panel selection; and
- e) Assessment of internal controls related to identification, selection and approval of panel members.

IV. OVERALL ASSESSMENT

7. The Sanctions Branch of the Security Council Affairs Division and the Executive Office of the Department of Political Affairs work together in the recruitment and administration of Sanctions Panel Experts. The recruitment of DPA Sanctions Panel experts was generally conducted in compliance with established regulations, rules and procedures. Best practices noted include the development of the electronic roster of expert candidates, recruitment of experts within the 30-day deadline as required by Security Council resolutions, and the biweekly reporting initiated by the Monitoring Group on Somalia.

8. The audit found that improvements in some areas could achieve better efficiency and effectiveness. The Department of Political Affairs should consider completing specific terms of reference for all experts, enhance its roster by requesting Member States to recommend female candidates, improve verification of candidate credentials and retain documentary evidence in expert files. In addition, DPA should review medical insurance coverage and explore private options available to experts, strengthen attendance recording of field and Headquarters-based experts, consider more periodic reporting of field work conducted by experts and improve record retention and management of lessons learned.

V. AUDIT FINDINGS AND RECOMMENDATIONS

A. Compliance Issues

Expert selection process

9. The Secretary-General customarily requests the Security Council to appoint experts in consultation with the relevant subsidiary body of the Security Council. The audit reviewed the

selection process documented in DPA's Handbook for Members of Panels of Experts and Monitoring Groups/Mechanisms established by the Security Council to monitor Compliance with Sanctions Regimes (July 2003) which contained a number of relevant documents and issuances related to the recruitment of experts. SCSOB, which is responsible for this function, pursued the following steps in the process of recruiting experts:

- Analysis of the resolution with contact to the Security Council to determine areas of expertise required;
- Search of DPA's roster of experts;
- Contact of suitable candidates for availability;
- Reference checks of at least three references;
- Presentation of a list of selected candidates to the Chairman of the Security Council Sanctions Committee prior to circulation to the Committee;
- Preparation of candidates personal history forms for forwarding to the Sanctions Committee by the Under-Secretary-General of DPA;

10. These steps were generally followed by DPA and were not "cast in stone" since the process of selection for recruitment of panel experts was not explicitly defined and was subject to changes by the Security Council and the Secretary-General. In OIOS' opinion, the steps involved were good internal control measures which enhanced the selection process of experts.

Recommendation 1

The Department of Political Affairs should consider inclusion of the procedural and other documents related to the recruitment of experts for sanctions panels in the current handbook used by the Department. This would include revised procedures for engaging consultants and other related DPA documents issued since the handbook has been promulgated (AP2005/560/03/01).

11. *DPA has accepted and will implement this recommendation by 31 December 2006. The Department noted that up-dated relevant documents will be included in the handbook which is a reference guide for incoming experts and is not a legally-binding document.* OIOS will close the recommendation upon confirmation of its implementation.

Terms of Reference

12. Experts are considered as consultants which are defined under ST/AI/1999/7 as "... an individual who is a recognized authority or specialist in a specific field, engaged by the United Nations under temporary contract in an advisory or consultative capacity...". A consultant must have special skills, not normally possessed by regular United Nations staff, the functions must be results-oriented and normally involve analyzing problems, directing seminars, preparing documents or writing reports.

13. Consultants may only be hired when certain conditions are met. Services provided by them should not duplicate work or activities already done by Secretariat staff and consultants should not perform the functions of staff members of the Organization or perform supervisory responsibilities.

Consultants shall be selected competitively from as wide a number of nationalities as possible from a roster of qualified male and female candidates.

14. Under ST/AI/1999/7, heads of departments or offices are required to prepare detailed terms of reference (ToR) specifying the work to be performed well in advance of consultant engagements. While some separate ToRs that outlined specific tasks in addition to those found in the various resolutions were being prepared for some experts, DPA generally relied on information contained in the pertinent Security Council resolutions in lieu of preparing separate ToRs. In OIOS' opinion, DPA should prepare individual ToRs for experts including performance indicators such as timelines for results evaluation in respect of all forthcoming expert recruitments. It is our view that more detailed ToRs will provide new experts with better direction concerning their official duty requirements and also background administrative guidance.

Recommendation 2

The Department of Political Affairs should ensure that detailed terms of reference are prepared in respect of all individual experts specifying work requirements under Security Council resolutions and also indicating DPA's internal reporting and administrative requirements (AP2005/560/03/02).

15. *DPA accepted and will implement this recommendation by 31 December 2006 noting that draft generic ToRs will spell out internal reporting and administrative requirements. The overriding concern was that the experts themselves needed as much flexibility as possible in order to deliver the best possible product to the Committee/Council in the short time given and to stay within the mandate accorded in the resolution of the Security Council.* OIOS will close the recommendation upon confirmation of its implementation.

Selection criteria

16. Over the last few years and in order to better organize and address the issue of recruitment of Sanctions Panel experts, DPA has created an electronic roster of experts categorized according to areas of expertise. This roster includes lists of experts in the fields of arms, counterterrorism, customs/border control, timber, civil aviation, arms trafficking/investigation, finance, diamonds, humanitarian, military, maritime and legal affairs. The expert roster is augmented by note verbal requests to Member States for names and by recommendations forwarded directly to DPA from interested individuals. Recommendations from serving experts and contacts were also made by the networking efforts of DPA staff. Such factors as demonstrated ability to serve, language skills, expertise, gender/geographic considerations and availability to serve for short assignments at short notice were selection criteria which DPA had to address. We found that DPA had been remarkably successful in identifying and hiring experts in the short 30-day time window required under Security Council resolutions.

Gender balance

17. The actual gender distribution ratio of consultants for the period of review was 3:39 (female vs. male candidates), far below the General Assembly's goal of 50:50. DPA noted that the difficult living conditions, travel involved and unstable political conditions in the countries requiring field visits contributed to the lack of female experts willing to take up assignments on Sanctions Panels.

Female experts interviewed by DPA also expressed anxiety about conditions of service, the lack of benefits under consultancy hiring arrangements and dangerous working conditions. The low ratio was a reflection of the difficulty faced by DPA in identifying and selecting female experts. Nevertheless, we encourage DPA to increase its gender ratio in accordance with General Assembly guidelines.

18. With regard to the roster of 400 experts kept by DPA, OIOS noted that of the 225 active listings, only 22 or approximately 10 per cent of the roster were female. Although there was a desire by DPA to recruit female experts, the limited roster of female candidates on hand somewhat decreased the likelihood of hiring more female experts. In the future, DPA should target gender parity as a priority by increasing its roster of female candidates by specifying in its communications to Member States that they provide female candidates for the Sanctions Panel roster.

Recommendation 3

The Department of Political Affairs should increase the number of female candidates for inclusion in its expert roster by specifically requesting Member States to increase their efforts to identify qualified female candidates (AP2005/560/03/03).

19. *DPA accepted this recommendation and noted that implementation was on-going. The Department will continue to make every effort to increase the number of qualified women candidates in the roster and the panels. Successful implementation would depend on the response from sources of candidates and in this regard, DPA has recently circulated a note verbale to Member States specifically inviting them to submit names of female candidates. Based on the comments provided, OIOS considers this recommendation as implemented.*

Verification of credentials, qualification and experience

20. OIOS reviewed a number of sample employment verification e-mails, transcripts from telephone conversations and summaries indicating that queries had been made to check references and the background credentials of candidates before their selection to the Sanctions Panels. These records were retained electronically on the personal computers of DPA focal point Panel Secretaries.

21. In OIOS' opinion, this somewhat informal process could be enhanced in order to provide greater transparency. DPA should formalize this process by ensuring that at least three references are contacted and questioned for employment verification of the candidates. In this regard a standardized questionnaire could be developed, in order to cover the usual reference areas, and also include more specific questions relating to potential ability to accomplish the specific tasks of the Sanctions Panel for which the candidate is being considered. A standardized questionnaire would likely facilitate responses from references. Once received, completed e-mail questionnaires and telephone call summaries should be retained in the files of experts as part of their permanent record.

Recommendation 4

The Department of Political Affairs should enhance its verification of expert credentials and retain documentary evidence of verification results (AP2005/560/03/04).

22. *DPA agreed to implement this recommendation and noted that it would formalize the process by including in the roster of candidates copies of references received and by developing a standardized questionnaire.* OIOS suggests that the Office of Human Resources Management should be contacted by DPA for assistance with the development of the questionnaire. OIOS will close the recommendation upon confirmation of its implementation.

Medical coverage

23. Under the relevant administrative instruction (ST/AI/1999/7), Sanctions Panel experts are considered as consultants and are paid a gross amount of salary as their total remuneration. The United Nations does not provide medical insurance for them. Under Annex IV of the handbook prepared in 2003 for Sanctions Panel Experts, consultants are, "... fully responsible for arranging, at their own expense, such life, health and other forms of insurance covering the period of their service on behalf of the United Nations, as they consider appropriate". The responsibility of the United Nations is limited solely to the payment of compensation in the event of death, injury or illness of a consultant in the performance of official duties equivalent to the compensation payable to a staff member under Appendix D to the United Nations Staff Rules.

24. We noted the case of an uninsured Sanctions Panel expert who required a medical evacuation from Ouagadougou to Paris with air ambulance cost alone of approximately \$60,000. Reimbursement under Appendix D took place. This case raised a number of questions as to whether medical insurance should be mandatory for experts at their personal expense and if so, would it be possible for them to obtain it at a reasonable cost given their sometimes hazardous conditions and places of employment. Since this issue poses risk to both serving experts that insurance may be exorbitantly expensive and/or unavailable, and, to the United Nations in terms of liability in respect of costs payable under Appendix D, the Department of Political Affairs should initiate a review to determine if its experts are currently insured and if medical insurance is available for them at reasonable commercial rates. DPA could liaise with the United Nations Insurance Unit to determine if private medical insurance from the United Nations providers is available. Medical insurance coverage and its verification should eventually be considered as mandatory for Sanctions Panel experts based on the results of this review.

Recommendation 5

The Department of Political Affairs should determine if its Sanctions Panel experts have obtained medical insurance coverage and discuss with the United Nations Insurance Unit if such coverage could be made available from United Nations carriers (AP2005/560/03/05).

25. *DPA noted that according to the conditions of service contracts under which they serve, contractors were responsible for their own insurance needs. If requested by the experts themselves, DPA would be ready to facilitate contact with the UN Health and Life Insurance Section in obtaining individual coverage but would not get involved any further as group insurance might not be feasible for experts.* OIOS suggests that DPA should explore the issue of private medical insurance with the Insurance Section and determine if serving experts are interested in obtaining coverage. OIOS considers this recommendation as open and will close it once DPA determines the feasibility of providing private medical coverage for experts and experts' interest.

Attendance

26. Although the service as a consultant under ST/AI/1999/7 is results-based, and leave and attendance is not specifically covered due to the nature of the work involved, many of the Sanctions Panel Experts were either field or Headquarters based. The Handbook covering DPA's Sanctions panel experts indicates that members of expert groups are not entitled to any leave (annual or sick) and that pay is reduced accordingly for days taken off for personal reasons.

27. During our review, we noted that DPA certified attendance of experts which was required for processing of monthly consultancy fees. In OIOS' opinion, especially in respect of field and Headquarters based experts who have administrative support, i.e. secretarial support, DPA should consider asking consultant team leaders/chairpersons to forward monthly attendance records for certification by DPA thus making the entire exercise more transparent with greater accountability placed on the experts themselves. Any days taken for personal reasons including time spent on field trips without DSA, or away from the duty station should be subject to a pro-rated reduction of the monthly consultancy fee.

Recommendation 6

The Department of Political Affairs should certify experts' attendance records submitted by Panel chairpersons/team leaders on a monthly basis (AP2005/560/03/06).

28. *DPA accepted this recommendation and noted that they will ask the chairpersons/coordinators of expert groups to certify monthly attendance of experts.* Based on the comments provided, OIOS considers this recommendation as implemented.

B. Administrative Issues

Periodic reporting

29. According to the guidance on required reporting guidelines and evidentiary standards promulgated in the DPA handbook, Sanctions Panel experts are required to submit a mid-term and final report on activities to the Security Council as covered in the particular resolution pertaining to their panel. Although not strictly required to do so, OIOS noted that at least one of the Sanctions Panels (the Somalia Monitoring Group) submitted bi-monthly activity reports providing a summary of meetings held, mission undertaken, major issues, findings, comments and follow-up steps required. In our opinion, these reports should be considered as a best practice in that they represented a concise summary of activities and were useful for both the experts themselves to track their work and for DPA to keep updated on field activities undertaken.

Recommendation 7

The Department of Political Affairs should consider instituting periodic reporting by field and Headquarters-based Sanction Panels to further monitor work progress (AP2005/560/03/07).

30. *DPA accepted this recommendation and noted that it maintained daily contact with experts. It would consult with chairmen/members of the individual committees to obtain their views on implementation. OIOS will close the recommendation upon confirmation of its implementation.*

Contractual terms and conditions

31. Some terms and conditions for hiring Sanctions Panel experts, as required by ST/AI/1999/7, had become outdated and impractical. While it was suggested that a separate administrative instruction covering Security Council Sanction Panel experts would be desirable, it was deemed impractical due to the relatively small number of experts employed. In the case of consultants whose contracts had been renewed for several continuous periods in excess of the 24 months in 36-month period specified in the administrative instruction, the absence of benefits such as medical insurance and leave provisions was clearly having a negative impact on the serving experts. Concerns were raised both by DPA which found it difficult to administer Sanctions Panel experts under the terms of a consultancy and the experts themselves who felt shortchanged with respect to allowances and benefits. The use of a consultancy contract to cover the work of Panel Experts was deemed an imperfect solution to the important work that was being performed and that something should be done to correct it.

32. In OIOS' opinion, DPA should consider hiring field-based and Headquarters-based Sanctions Panel experts as staff members using limited duration contracts in cases where panels are expected to exceed six-month's duration. In this regard, we suggest that DPA and OHRM initiate a dialogue on this approach to discuss the practicality of converting the longer serving field and Headquarters-based experts to limited duration contractual status. Careful consideration should be paid to the independence of the expert groups as noted in ST/AI/1999/7, which allows them to report "unbiased" information to the Council.

Recommendation 8

The Department of Political Affairs, in cooperation with the Office of Human Resources Management, should review the status of field and Headquarters-based experts of Sanctions Panels and explore the possibility of granting limited duration appointments to staff whose service is expected to continue in the longer term. The issue of independence of the expert groups should be a major consideration in this review (AP2005/560/03/08).

33. *DPA did not accept this recommendation noting that conversion of experts to staff members would not be the preferred option as it would infringe on the independence of the experts which was absolutely essential to their work and required by the sanctions committees. Due to the very short notice of recruitment, it would be difficult, if not impossible to hire members if their contractual status was changed. Instead, DPA proposes that the contracts of experts be modified outside of the administrative instruction (ST/AI/1999/7), to take into account issues of leave, cost of living allowance, duration of service etc. The Department of Management also commented that while OHRM was ready to cooperate with DPA and other offices to review and address the concerns raised by OIOS, including medical insurance and leave, the granting of staff appointments would be inconsistent with the independent status of the experts, based on Staff Regulation 1.2 (c) and other provisions which makes all staff subject to the Secretary-General's authority. OIOS agrees with*

these proposals and suggests that modification of contracts be undertaken in consultation with DPA. Recommendation number AP2005/560/03/08 has been withdrawn accordingly.

Record retention and management

34. The audit noted that there was an ongoing need to archive the work results of the various Sanctions Panels which could be useful to current and future expert groups. Presently the work of previous Sanctions Panels preserved consisted of published Security Council reports. However, there may be other information collected during the existence of the Sanctions Panels, which should be preserved and organized. There was also a need to allocate a period of time, after conclusion of the Sanctions Panel's official mandate, to organize, archive and preserve the knowledge gained. In our opinion, an additional period of time of 5 to 10 days would allow experts time to complete their document archiving and retention of important findings. Lessons learned should be captured and preserved as well as catalogued in the form of a best practice and lessons learned database.

Recommendation 9

The Department of Political Affairs should develop a system of knowledge management to accumulate and maintain information gained during the active phase of its Sanctions Panels. Sufficient time for archiving documents and information collected should be considered for Panel chairpersons/team leaders in order to accumulate institutional memory on best practices and lessons learned from the work of the Sanctions Panels (AP2005/560/03/09).

35. *DPA accepted this recommendation noting that while some archiving is being done, a more systematic collection of information is necessary. A post-mandate period of five working days would suffice for document archiving and retention of findings. As the recommendation has budgetary implications, it will be taken into account when the 2007 Sanctions Panel cost estimates are prepared.* OIOS will close the recommendation upon confirmation of its implementation.

VI. ACKNOWLEDGEMENT

36. We wish to express our appreciation to the management and staff of the Department of Political Affairs for the assistance and cooperation extended to the auditors during this assignment.



Dagfinn Knutsen

Acting Director, Internal Audit Division-I, OIOS

UNITED NATIONS



OIOS Client Satisfaction Survey

Audit of: Recruitment of Experts for Sanctions Panels in the Department of Political Affairs
(AP2005/560/03)

	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:
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