



JOINT MANAGEMENT RESPONSE

REPORT OF THE INTERNAL AUDIT AND INVESTIGATIONS ACTIVITIES

REPORT OF THE ADVISORY COMMITTEE ON OVERSIGHT

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Photo: UN-Women/ Ryan Brown

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AND GIRLS

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- IAS Management response
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IAS AND ACO MANAGEMENT RESPONSES CONVERGE:

01	Structure and presence	Further alignment of country presences, sub-offices, and organizational structures with strategic priorities and available resources, to ensure financial viability in a decentralized operating model.
02	Change and continuity	Accelerated Pivot implementation; enhanced workforce capacity and business continuity through active monitoring, handover and interim arrangements, and stronger succession planning.
03	Risk management	Risk management strengthened through revised policy and procedures; evidence-based decision-making supported by stronger quality assurance and more systematic use of assurance findings.
04	Second line and follow-up	First- and second-line roles clarified to reinforce accountability, and implementation follow-up enhanced through stronger governance arrangements and closer collaboration with business owners.
05	Systems and evidence	Expanded use of QBR, PRISM, dashboards, and integrated systems to improve monitoring, risk visibility, recommendation tracking, and timely management action.

IAS MANAGEMENT RESPONSE ADDS:

	01	Strategic priorities	Systematic implementation of PMR policy and procedures has improved Strategic Note realism, aligning ambitions with projected resources, and strengthening donor mapping, pipeline monitoring, and data validation.
	02	Programme partner management	Expanded risk-based capacity assessments, capacity-strengthening plans, quarterly monitoring, audits and spot checks, partner performance reviews, and more systematic tracking of follow-up actions.
	03	Project management	Introduced new procedures and templates, including Project Concept Notes and Project Documents, with stronger baselines, risk planning, human resource planning, and sustainability requirements.
	04	Project oversight and compliance	PRISM tools integrated with Quantum, strengthened governance through appraisal and oversight committees, and improved donor reporting, compliance, and delivery tracking.
	05	Audit implementation	Stronger follow-up and closure discipline, resulting in long-outstanding recommendations reduced to just 2 per cent, with 85 percent of recommendations issued since 2021 closed (463 out of 545).

ACO MANAGEMENT RESPONSE ADDS:

	01	Oversight architecture	Appreciate the integrated IEAIS model / IAS–IES co-location, deepened engagement in internal governance bodies, and systematic follow-up with SPRED and business owners to ensure timely audit implementation.
	02	Ethics and investigations	Maintain the hybrid investigation model with sustainable funding, improve timeliness, and develop a sustainable ethics model while advancing policy, disclosure, and awareness measures.
	03	Financial sustainability	Establishment of DFA, CFO, and Integrated Resource Management Section strengthens forward-looking resource planning in a constrained environment in the context of the 2028-2029 Integrated Budget.
	04	HR and workforce	Drive the HR functional review, People Strategy, revised HR operating model, ensure additional HR capacity, and a more sustainable staffing mix in a decentralized organization.
	05	UNBoA implementation	Build on the 14th unqualified opinion, five years without any long-outstanding UNBoA recommendations.

RESPONSE TO INVESTIGATION ACTIVITIES

Investigations and Disciplinary Actions

- Hybrid investigation model continues to improve efficiency
- Implemented zero tolerance approach through prompt and appropriate action

Organizational Culture

- Enhanced vetting with ClearCheck 2.0, MDS
- Ethics Services
- Outreach on the Accountability Framework
- Informal conflict resolution options

Addressing SEA and SH

- Victim/survivor-centred approach
- Operationalized through UN-Women's network of regional and in-country PSEA and SH Focal Points

Mental Health and Well-Being

- Psychosocial support and counseling for all personnel
- Mindfulness and well-being workshops and resources



THANK YOU!

Photo: UN-Women/ Joel Stephane Dah

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