



**MANAGEMENT RESPONSE
TO THE REPORT ON
INTERNAL AUDIT
AND
INVESTIGATIONS ACTIVITIES
FOR THE PERIOD
1 JANUARY TO 31 DECEMBER
2025**

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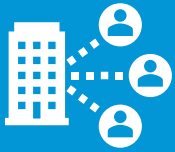
**Director, Strategy, Planning, Results,
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- 2025 Internal audit highlights
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Strong governance foundation with a clear continued improvement trajectory



Significant progress in implementation of internal audit recommendations



Strengthened risk management and oversight systems



Modernized project and programme management frameworks.

UN-Women's governance, risk management and control processes were, in aggregate, generally established and working but needed some improvement.

UN-Women has decreased its internal audit long-outstanding recommendations to just 2% of the total

UN-Women's enterprise risk management is increasingly embedded in planning and decision-making.

UN-Women strengthened its project and programme lifecycle through standardized tools and PRISM, enhancing transparency, oversight, and results.

2025 INTERNAL AUDIT HIGHLIGHTS

MANAGEMENT ACTIONS IN KEY AREAS

Second line of defence

01

- Strengthened oversight through **clearer roles and responsibilities, updated policies, and expanded regional oversight capacity and support.**
- Further institutionalized **performance monitoring** and **quality assurance** to support more consistent implementation of corporate policies and procedures across offices.

Project management, monitoring and oversight

02

- Enhanced project lifecycle through **standardized tools, strengthened governance, and clearer accountability.**
- Expanded use of **PRISM and corporate monitoring tools** to support real-time oversight, risk identification, and financial implementation.

Vacancy gaps

03

- Maintained **interim leadership arrangements** and **prioritized recruitment critical functions.**
- Strengthened workforce planning and improved recruitment monitoring through **centralized reporting and dashboards.**

Cybersecurity and data governance

04

- Reinforced cybersecurity through **multi-layered security controls, continuous monitoring, and alignment with international standards.**
- Strengthened **data governance** and oversight of **emerging technology-related risks,** including artificial intelligence.

Statement of Internal Controls

05

- Issued the **Statement of Internal Controls** over financial reporting as part of the 2025 financial statements, **to be further expanded** in 2026.



ADVANCING IMPACT THROUGH AUDIT IMPLEMENTATION

Setting the Direction: Aligning Strategic Priorities

- Strengthened planning, monitoring, and reporting through implementation of **PMR policy and procedures** at all levels.
- Enhanced alignment between **strategic priorities**, **resource allocation**, and **projected funding** to support more effective delivery of results.
- Strengthened **donor engagement**, **pipeline monitoring**, and expanded **private sector outreach** for improved resource mobilization effectiveness.
- Reinforced **data integrity** and **transparency** to support more reliable and timely performance reporting.
- Enhanced monitoring, evaluation, and reporting capacities to **generate evidence** in support of strategic decision-making and organizational learning.



ADVANCING IMPACT THROUGH AUDIT IMPLEMENTATION

Driving Execution: Strengthening Organizational Effectiveness

- Strengthened alignment between **organizational structures, strategic priorities**, and **available resources** through **financial viability assessments** of sub-offices to support a fit-for-purpose field presence.
- Enhanced **clarity of roles, reporting lines**, and **accountability arrangements**, for strengthened oversight functions.
- Improved organizational resilience through strengthened **workforce capacity, performance management**, and **succession planning** to ensure business continuity.



ADVANCING IMPACT THROUGH AUDIT IMPLEMENTATION

Driving Execution: Programme Partner Management

- Strengthened **risk-based partner selection** and **due diligence** processes to enhance the quality, reliability, and accountability of programme partnerships.
- Improved **monitoring** and **follow-up** of actions to address risks and recommendations from assessments and audits.
- Enhanced partner capacity through structured **assessments**, targeted **capacity-building** initiatives, and strengthened **assurance** activities.
- Reinforced compliance with programme **partner management requirements** across the partnership lifecycle.



ADVANCING IMPACT THROUGH AUDIT IMPLEMENTATION

Driving Execution: Project Management

- Strengthened project design quality and standardization through **procedures, templates, and PRISM-based controls**, with continued roll-out of project lifecycle tools.
- Improved project **planning, resource alignment, and management oversight** to support more effective, risk-informed, and results-oriented delivery.
- Enhanced monitoring, governance, and compliance with donor requirements, improving the **timeliness, quality, and accuracy** of reporting.

ADVANCING IMPACT THROUGH AUDIT IMPLEMENTATION

Ensuring Integrity: Embedding Robust Risk Management and Safeguards

- Strengthened integration of enterprise risk management into planning, monitoring, and decision-making through the revised **Risk Management Policy and Procedure**, enhanced **governance, PRISM** and **QBR**.
- Improved quality, consistency, and use of risk information through strengthened **risk registers** and more systematic **risk monitoring**.
- Enhanced **tracking** and **follow-up** of assurance recommendations, reinforcing accountability and supporting more proactive, evidence-based risk management.



Photo: UN-Women/Mutwakil Ahmed

ADDRESSING EXECUTIVE BOARD DECISIONS



Decision 2023/5

The revised Financial Regulations and Rules were adopted during the First Regular Session of 2026.

Photo: UN-Women/Radhika Chalasani



Decision 2024/5

UN-Women submitted detailed management actions to address recommendations arising from the 2021 anti-fraud programme audit, and all 12 recommendations referenced under the decision have been fully implemented and closed.

Photo: UN-Women/Enrique Pocasangre



Decision 2025/7

UN-Women remains committed to accelerating the implementation and closure of audit recommendations through strengthened accountability, oversight, and follow-up mechanisms.

Photo: UN-Women/Ryan Brown

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 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!