

DECEMBER 2025

# ANNUAL REPORT 2025

SECRETARIAT OF  
THE JOINT INSPECTION UNIT  
OF THE UNITED NATIONS SYSTEM



[JIU@un.org](mailto:JIU@un.org)

# MESSAGE OF THE EXECUTIVE SECRETARY

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As I assume the role of Executive Secretary of the Joint Inspection Unit of the United Nations system (JIU), I am honoured to join an office with such a distinctive mandate. While I continue to learn the nuances of this position, I am impressed by the Unit's achievements and the collaborative spirit that drives its work.

During 2025, the secretariat comprised 23 staff members, including 2 Junior Professional Officers, in addition to 11 interns and 2 consultants, all working diligently to assist the Inspectors in delivering an ambitious programme of work. The JIU issued six reports and carried forward eight into 2026. Stakeholder engagement during these reviews remained extensive.

Looking ahead, my priorities for the JIU secretariat include:

- Supporting Inspectors in delivering high-impact reviews that strengthen oversight and accountability across the UN system.
- Enhancing communication and outreach to increase visibility and understanding of JIU's role.
- Investing in staff development to keep the Unit agile and equipped for evolving challenges.
- Leveraging technology, data, and AI to improve operational efficiency.

These priorities are not ends in themselves – they are enablers to help the Inspectors deliver reports that uphold JIU's reputation for rigor and relevance. The impact of JIU depends on the credibility of its outputs, which in turn rests on the quality of its research, analysis, and reporting. The secretariat plays a critical role in supporting the Inspectors to achieve this standard of excellence.

The coming year also marks a major milestone – the 60th anniversary of the JIU. This is not only a moment to celebrate the Unit's history but also an opportunity to demystify its work and showcase its value-adding role. Through targeted outreach and engagement, we will be able to raise awareness of how JIU contributes to efficiency, effectiveness, and accountability across the UN system.

I look forward to working closely with secretariat staff to build on this strong foundation and ensure continued excellence in support of the Inspectors and the Unit's mandate.

Mika Tapio  
Executive Secretary  
Joint Inspection Unit

## JIU SECRETARIAT

23 staff, 11 interns.

## OUTPUTS

6 reports issued

## MEETINGS AND INTERVIEWS

868 interviews and meetings, 66 questionnaires and 8 surveys

## EXTERNAL COMMUNICATION

17 website articles, 6 review highlights, 8 Mailchimp campaigns, 3 iSeek articles, 2 press releases, and 2 brochures. Mailchimp reach grew from 2,200 (2021) to 19,429 (2025)

As of December 22nd.

## 2026 PROGRAMME OF WORK

2 rounds of consultations with JIU participating organizations (POs) and oversight and coordination bodies; 29 proposals from POs, Inspectors and staff; 7 validations by the JIU secretariat

## SUPPORT TO JIU MEETINGS

7 formal meetings of Inspectors, 9 admin meetings, 12 Bureau meetings, 17 other meetings, 42 Chair's meetings with Member States, POs and JIU Focal points, 11 staff meetings, 14 meetings with legislative organs

## LEARNING AND TRAINING

9 mandatory trainings for all staff; 5 additional mandatory trainings for supervisors

## TRIPS AND PROCUREMENT

37 travels for 18 missions, 4 low-value acquisitions and 3 purchase orders

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*A secretariat comprising 23 people (17 female and 6 male) from 22 countries (Bangladesh, Belgium, Brazil, Cuba, Egypt, Finland, France, Germany, Greece, Japan, Italy, Kenya, the Republic of Korea, the Republic of Mauritius, Nigeria, the Netherlands, Romania, the Russian Federation, Switzerland, Thailand, Ukraine, the United Kingdom) and speaking 6 official UN languages as well as Bengali, Creole, Dutch, Finnish, German, Greek, Italian, Japanese, Kalabari, Korean, Macedonian, Portuguese, Romanian, Serbo-Croatian, Swahili, Thai and Ukrainian.*

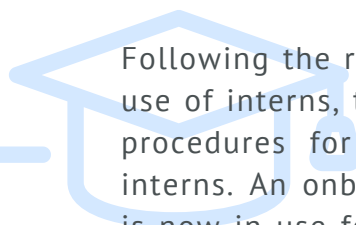
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## JIU internship programme:

11 interns (21 in 2024) (7 female and 4 male) from Botswana, Canada, China, Colombia, France, India, Indonesia and Italy.

Type of internship: 8 in-person, 2 fully remote and a 1 hybrid.



Following the revision of its internal procedures in 2023 on the use of interns, the secretariat worked on the standard operating procedures for the selection, management, and coaching of interns. An onboarding/orientation pack has been prepared and is now in use for incoming interns. A section on JIU internships will be incorporated into the overall JIU secretariat HR Strategy.



**18 missions**  
(21 in 2024)



**868 interviews & meetings**  
(647 in 2024)



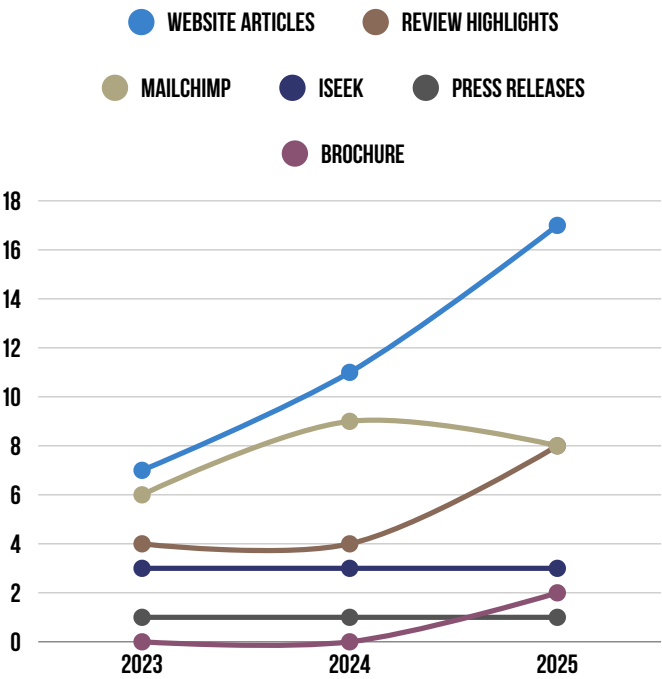
**66 questionnaires & 8 surveys**  
(21 and 10 in 2024)

ISSUED	<ul style="list-style-type: none"> <li>• JIU/REP/2025/1. Review of management and administration in the United Nations Environment Programme</li> <li>• JIU/REP/2025/2. Review of policies and practices to prevent and respond to sexual exploitation and abuse in the United Nations system organizations</li> <li>• JIU/REP/2025/3. Review of donor-led assessments of United Nations system organizations and other oversight-related requests from donors in the context of funding agreements and the United Nations single audit principle</li> <li>• JIU/REP/2025/4. Review of the policies and practices for determining the rates of programme support costs in organizations of the United Nations system</li> <li>• JIU/REP/2025/5. Review of the Ombudsman and Mediation function in the United Nations system organizations</li> <li>• JIU/REP/2025/6. Review of the Health Services in the United Nations system</li> </ul>
CARRIED FORWARD	<ul style="list-style-type: none"> <li>• Review of management and administration in UNESCO</li> <li>• Review of the strategic planning function in United Nations system organizations</li> <li>• Review of staff recruitment policies and practices in United Nations system organizations</li> <li>• Travel arrangements in United Nations system organizations</li> <li>• Review of data governance frameworks in United Nations system organizations</li> <li>• Review of decentralized evaluations in United Nations system organizations</li> <li>• Review of the governing body structures in the World Meteorological Organization (as requested by the PO)</li> <li>• Review of emergency response mechanisms in United Nations system organizations</li> </ul>
POW 2026	<p>Two rounds of consultations with JIU POs and oversight and coordination bodies; 29 proposals (16 in 2024) from 9 POs, 5 Inspectors and 4 staff; 7 validations by the JIU secretariat</p>
VALIDATED TOPICS	<ol style="list-style-type: none"> <li>1. Review of policies and procedures for determining disciplinary measures in United Nations system organizations</li> <li>2. Review of the implementation of the Three Lines Model in the United Nations system</li> <li>3. Review of practices and mechanisms of United Nations system organizations in adapting to challenges in financing</li> <li>4. The role of earmarked funding in mandate implementation within United Nations system organizations</li> <li>5. Review of digital transformation in United Nations system organizations</li> <li>6. Review of shared services across the United Nations system</li> <li>7. Governing Bodies' oversight practices across the United Nations system</li> </ol> <p>Final Programme of Work for 2026 will be determined by the Inspectors in January 2026</p>

In 2025, the secretariat continued to strengthen its communication efforts. The informal working group on communications, composed of three Evaluation and Inspection Officers supported by rotating interns, coordinated the secretariat’s outreach and communication activities in line with the principles of the **Communication Strategy adopted in 2019 and revised in 2025**.

Communications Products  
(2023-2025)

As of December 18th.



Key insights from 2025:

- 1. **Outputs remain stable** despite the lack of dedicated communications capacity.
- 2. **Mailchimp reach has expanded** significantly, improving direct dissemination.
- 3. **Website access remains English-dominant**, but Chinese continues to grow.
- 4. **New brochures** introduce improved visual communication formats appreciated by stakeholders.
- 5. **“News” section available from the homepage** helps raise visibility for events and report releases.

Communications Products  
(2025)



These efforts focused on maintaining **visibility, credibility and utility**, informing stakeholders, and supporting the uptake of JIU outputs, consistent with the objectives of the Communication Strategy.

Two primary communication pillars:

- production of communication packages accompanying each report,
- digital outreach via the JIU website, Mailchimp, and iSeek.

JIU Mailchimp Audiences  
Statistics

As of December 18th.

AUDIENCES (number of recipients)	Email Opening %	Click on Link %
All Contacts (5,945)	45,37%	8,8%
JIU Missions (493)	51,63%	5,46%
JIU Focal Points (74)	57,33%	9,06%
UNRIS/UNRIAS (149)	54,48%	15,76%



## JIU'S WEBSITE STATISTICS

As of December 18th.

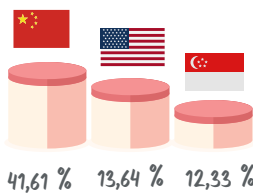
### ACTIVE USERS IN 2025

43'928 users

### COUNTRY OF USERS

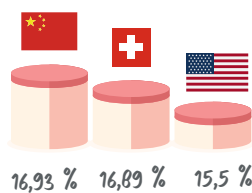
#### BY ACTIVE USERS

Unique individuals who visited JIU's website at least once in 2025



#### BY PAGEVIEWS

Counts every time a page is loaded or reloaded



### LANGUAGES OF USERS' BROWSERS

English	71,27 %	Russian	2,59 %
Chinese	9,31 %	Arabic	0,37 %
French	4,73 %	Others	7,87 %
Spanish	3,86 %		

## TAKE A LOOK AT

## JIU BROCHURES

## Joint Inspection Unit of the United Nations System



### REVIEW OF POLICIES AND PRACTICES TO PREVENT AND RESPOND TO SEXUAL EXPLOITATION AND ABUSE IN THE UNITED NATIONS SYSTEM ORGANIZATIONS

Inspectors Eileen A. Cronin and Conrad Hunte



#### Background

Sexual exploitation and abuse (SEA) involves the abuse of a position of vulnerability, power or trust by UN personnel for sexual purposes, including the exchange of money, goods or services for sex and acts of sexual violence. It is recognized as one of the most serious forms of misconduct in the UN system as it undermines the dignity, safety and rights of individuals, erodes trust in the Organization and can cause long-term harm to victims and affected communities. Preventing and responding to SEA is therefore fundamental to upholding the values of the UN and maintaining the credibility and effectiveness of its operations globally.

The Joint Inspection Unit (JIU) undertook this review in response to requests from its participating organizations. The review is aligned with the JIU Strategic Framework for 2020 to 2029. This is the first comprehensive, independent, system-wide review focusing specifically on protection from sexual exploitation and abuse (PSEA) within the UN system.

Access the reports and the review's highlights using the QR Codes



JIU/REP/2025/2  
Report



JIU/REP/2025/2  
[Expanded report]



Review Highlights

## INSPECTORS

The Unit consists of 11 Inspectors, who are appointed by the United Nations General Assembly based on their experience in national and international administrative and financial matters. Inspectors are mandated to provide an independent view through inspections and evaluations aimed at improving management and methods and achieving greater coordination between organizations.

Inspectors are guided in their work by the Internal Working Procedures and Norms and Standards for evaluations which are in line with the United Nations Evaluation Group Norms and Standards.

## CONTACT



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jiu\_jointinspectionunit@un.org



www.unjiu.org

Our website offers detailed information about the Inspectors and staff members, the statute of the Unit, the follow-up system, standards and guidelines, and a listing of participating organizations. Reports of the Unit, including annual reports, programmes of work, implementation of JIU recommendations and other documents, can be downloaded from the website.

March 2025



**Joint Inspection Unit of the United Nations System**

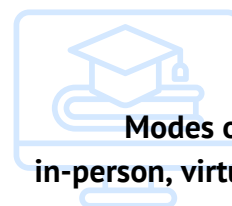
Independent system-wide inspection, evaluation, investigation



**707 hours of learning**  
(710 in 2024)



**66 training sessions**  
attended



**Modes of learning:**  
in-person, virtual and self-paced

<b>EVALUATION</b>	<ul style="list-style-type: none"> <li>• Essentials of Monitoring and Evaluation</li> <li>• Evaluation Training for Intermediate-Level Officers</li> <li>• UNEG Evaluation Training Certificate Course (Intermediate Level Officers)</li> <li>• Making Evaluation Future-Ready: A Hands-On Foresight Session</li> <li>• Process Tracing in Evaluation</li> <li>• Overcoming Barriers to Evaluation Use: Ten Key Lessons Learned for Stronger Management Response Implementation</li> <li>• Making the Case for Small Evaluation Firms and Individual Consultants</li> <li>• Using Evaluations and Other Evidence in Policymaking to Boost Health Sector Productivity in Europe</li> </ul>
<b>AUDIT</b>	<ul style="list-style-type: none"> <li>• United Nations Representatives of Internal Audit Services Annual Meeting</li> </ul>
<b>INVESTIGATION</b>	<ul style="list-style-type: none"> <li>• Overview of Understanding Pre-Verbal Communication and Its Application in Investigative Interviews</li> </ul>
<b>ETHICS, HR &amp; LEADERSHIP</b>	<ul style="list-style-type: none"> <li>• Ethical Decision-Making</li> <li>• Introduction to Ethical Leadership</li> <li>• Introductory Course on the UN Strategy and Plan of Action on Hate Speech</li> <li>• We Need to Talk: Turning Difficult Conversations into Connection</li> <li>• Recent Trends and Challenges in Recording Interviews</li> <li>• Competency-Based Interview for Recruitment Panel Members</li> <li>• Lift the Lid: How Self-Leadership Is the Key to Leading Others</li> <li>• Career Booster for JPOs</li> </ul>
<b>RISK &amp; PERFORMANCE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Fundamentals of ERM Training</li> <li>• RBM in the United Nations Secretariat – An Introduction</li> </ul>





<b>ARTIFICIAL INTELLIGENCE &amp; GENERATIVE AI</b>	<ul style="list-style-type: none"> <li>• Exploring the AI Frontier</li> <li>• Generative AI Intro and Prompt Engineering</li> <li>• Introduction to Generative AI for Everyone</li> <li>• Introduction to Prompt Engineering</li> <li>• Intro to Prompt Engineering</li> <li>• Session 1: “What’s Copilot? (Asking for a Friend...)”</li> <li>• AI Agents</li> <li>• AI in Evaluation: Lessons from IFAD IOE and Practical Skills for Evaluators</li> <li>• UN Generative AI Professional Certificate (Fall Semester 2025)</li> <li>• Leveraging Copilot for Effective Communication in the United Nations</li> </ul>
<b>DATA GOVERNANCE, ANALYTICS &amp; VIZ</b>	<ul style="list-style-type: none"> <li>• Data Analytics</li> <li>• Basics of Data Governance</li> <li>• Data Protection and Privacy</li> <li>• Data Quality</li> <li>• Master Data Management</li> <li>• Data Visualization: Power BI Dashboards (Basic)</li> </ul>
<b>STRATEGIC FORESIGHT, BEHAVIORAL SCIENCE &amp; INNOVATION</b>	<ul style="list-style-type: none"> <li>• Strategic Foresight Fundamentals (UN 2.0 suite)</li> <li>• Introduction to Innovation (UN 2.0 suite)</li> <li>• The United Nations Innovation Toolkit</li> <li>• Behavioural Science Fundamentals (UN 2.0 suite)</li> </ul>
<b>UN REFORM</b>	<ul style="list-style-type: none"> <li>• BOS Module 1: The BOS within the Context of the UNDS Reform</li> </ul>



# NEW RECOMMENDATION TRACKING SYSTEM

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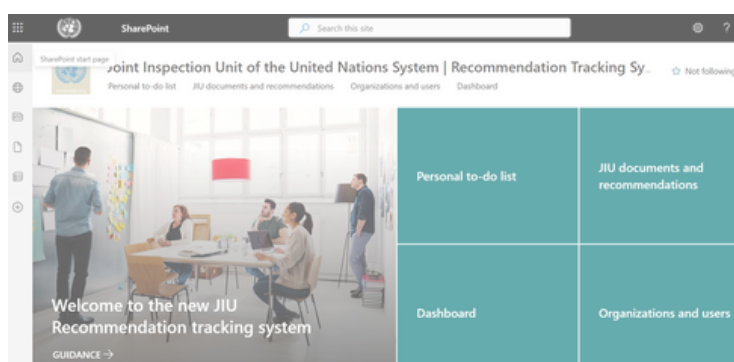
The JIU launched a new tool in 2025 to monitor the acceptance and implementation of its recommendations, the Recommendation Tracking System (RTS), which replaced the previous web-based tracking system. The overall objective of the system is to improve the efficiency and transparency of the recommendation follow-up and reporting process.

The system, which has been built by the Office of Information and Communications Technology of the UN Secretariat building on a previous tool originally launched in 2012, allows JIU Focal Points of JIU participating organizations to:

- Record the acceptance and implementation status of JIU recommendations, including requesting suggestions/confirmation from other staff in the organization
- Record considerations and actions on the JIU documents by the Executive Heads and by the Governing and Legislative bodies, as relevant
- Receive tailored messages in their in-box on new recommendations requiring their actions and/or recommendations approaching the implementation deadline
- Have an overview of the implementation status of the recommendations for their organizations by document title, thematic area, process or impact, through the use of the newly created dashboard
- Compare their acceptance decisions and implementation status with that of the other JIU participating organizations
- Download all the information in the system for use in other oversight recommendation tracking system they may use

## The RTS has five 5 different sections

1. **Guidance section:** which includes a copy of the manual and answers to frequently asked questions
2. **Personal to-do list:** it includes a list the documents and/or the recommendations where an action is pending, be it regarding the status of acceptance and/or implementation, and/or the information regarding the consideration of a document by the Organization's Governing Body. The list is specific to each user.
3. **JIU documents and recommendations:** it includes a list of all the JIU reports, notes and management letters issued since 2004, with detailed information on the acceptance and implementation of each recommendation, for all Organizations.
4. **Dashboard:** it provides a set of Power BI statistics, where information can be filtered by dates, document types, organizations, etc. It also includes a link to download an excel file which includes all the information saved in the System.
5. **Organizations and users:** it is the repository for information on the list of organizations and their users.





**Office 365 Teams** - providing Word, PowerPoint, Excel.

**SharePoint** – a business communication platform offering workspaces, chat, videoconferencing, file storage, sharing, and application integration. It has been a key tool for facilitating collaboration and telecommuting for Inspectors and staff. Hosting the Recommendation Tracking System.



**VERINT**

**Verint** – the JIU's survey tool, aligned with the UN standard for survey solutions.

**Mailchimp** – a marketing automation platform and email marketing service.



**Canva** – a graphic design platform used to create visual content such as presentations, posters, social media graphics, and reports.

**Copilot** – an AI-powered assistant integrated across Microsoft 365 applications to support drafting, summarizing, data analysis, and productivity tasks.



## HIGH-QUALITY SUPPORT TO INSPECTORS IN IMPLEMENTING THE 2026 POW

Provide timely, accurate, and proactive analytical and administrative support to enable Inspectors to deliver high-quality reviews. Ensure a smooth and well-structured integration process for the newly appointed Inspectors, providing the necessary briefings, tools, and support to help them quickly become operational.

## COMMUNICATIONS AND OUTREACH

Enhance visibility, engagement, and stakeholder awareness through targeted communication and outreach activities, updated messaging, and improved dissemination of JIU products. Operationalize the JIU Communication Strategy through coordinated actions.

## JIU 60TH ANNIVERSARY

Prepare and implement activities to mark the Unit's 60th anniversary, highlighting achievements, enhancing visibility, and strengthening engagement with stakeholders.

## EXTENSIVE USE OF TECHNOLOGY SOLUTIONS AND DATA

Harness modern digital platforms, including collaboration tools, data visualization software, and advanced analytics applications, to boost productivity and drive innovation.

## USE OF AI

Strengthen the integration of artificial intelligence tools across JIU processes, including administrative processes, to enhance efficiency, improve analytical work, and support evidence-based decision-making.

## CONTINUOUS LEARNING AND TRAINING

Promote ongoing professional development to ensure staff and Inspectors can maintain up-to-date knowledge, particularly in areas such as evaluation techniques and tools, technology and data, and emerging UN system trends.

## CONTINUING IMPLEMENTATION OF THE JIU STRATEGIC FRAMEWORK 2020–2029

Advance the long-term strategic priorities of the Unit by aligning work processes and internal initiatives with the goals of the current Strategic Framework.

## **IMPLEMENTATION OF SELF-ASSESSMENT RECOMMENDATIONS**

Address remaining recommendations from the 2022 internal self-assessment by improving workflows, enhancing internal coordination, and optimizing processes to strengthen overall effectiveness.

## **EFFICIENT USE OF THE NEW RECOMMENDATIONS TRACKING SYSTEM**

Ensure systematic and effective use of the newly launched Recommendations Tracking System to improve monitoring, reporting, and follow-up of JIU recommendations, as well as identification and prioritization of topics for future reviews.

## **EFFICIENCY IN THE USE OF HUMAN AND FINANCIAL RESOURCES, EFFECTIVE TIME MANAGEMENT AND FLEXIBLE WORKING ARRANGEMENTS**

Promote optimal resource utilization by fostering strong planning, workload management, and the effective use of flexible work arrangements in the spirit of trust and empowerment, in order to maintain productivity and well-being.

