



INTERNAL AUDIT DIVISION

REPORT 2024/073

Audit of the Office of the Special Representative of the Secretary-General on Violence Against Children

The Office implemented its programme activities effectively; but its strategy and work planning needed to be strengthened

19 December 2024

Assignment No. AP2023-529-01

Audit of the Office of the Special Representative of the Secretary-General on Violence Against Children

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the Office of the Special Representative of the Secretary-General on Violence against Children (OSRSG-VAC). The objective of the audit was to assess the adequacy and effectiveness of the management of OSRSG-VAC in supporting the Special Representative of the Secretary-General on VAC (SRSG-VAC) in mobilizing action and political support to prevent and eliminate all forms of VAC. The audit covered the period from 1 January 2022 to 30 June 2024 and included: (a) development of strategy and work plans, (b) implementation and monitoring of programme activities, and (c) United Nations coordination on VAC.

OSRSG-VAC developed a strategy for 2022 to 2024, which outlined its vision, goals, and activities. Programme activities were implemented through country visits by SRSG-VAC, working with Member States to reflect measures for preventing and responding to VAC in Voluntary National Reviews, outreach activities, advocacy for the role of children as agents of change, and engagement with various United Nations coordination mechanisms on VAC. However, the Office's strategy did not include the approach for all mandated requirements. Also, there was limited documentation of the process for selecting countries for SRSG-VAC visits and inadequate details in the definition of indicators of results.

OIOS made three recommendations. To address issues identified in the audit, OSRSG-VAC needed to:

- Include in its 2025 to 2027 strategy, the approach for assisting Member States in their efforts to develop more comprehensive and systematic data collection processes on violence against children;
- Enhance documentation of its processes for prioritizing countries to be visited as part of the implementation of the violence against children mandate; and
- Ensure that its 2025 to 2027 strategy defines indicators of results that incorporate targets and timeframes and further define the expected accomplishments, for consistent measurement of their achievement.

OSRSG-VAC accepted the recommendations and has initiated actions to implement them. Actions required to close the recommendations are indicated in Annex I.

CONTENTS

| | |
|--|---------------------------------|
| I. BACKGROUND | 1 |
| II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY | 2 |
| III. AUDIT RESULTS | 2-8 |
| A. Development of strategy and work plan | 2-5 |
| B. Implementation and monitoring of programme activities | 5-7 |
| C. United Nations coordination on VAC | 7-8 |
| IV. ACKNOWLEDGEMENT | 8 |
| ANNEX I | Status of audit recommendations |
| APPENDIX I | Management response |

Audit of Office of the Special Representative of the Secretary-General on Violence against Children

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Office of the Special Representative of the Secretary-General on Violence against Children (OSRSG-VAC).
2. The Office supports the work of the Special Representative of the Secretary-General on violence against children (SRSG-VAC), who was appointed by the Secretary-General in May 2009 pursuant to General Assembly resolution 62/141¹ to act as a high-profile and independent global advocate to promote the prevention and elimination of all forms of VAC in all regions. The mandate of the SRSG-VAC also includes:
 - (a) Identifying and sharing good practices to prevent and respond to VAC between Member States and across regions and assisting Member States in their efforts to develop more comprehensive and systematic data collection on VAC;
 - (b) Working closely and cooperating fully with relevant United Nations treaty bodies and mechanisms and United Nations system entities that have responsibilities in the area of VAC;
 - (c) Establishing mutually supportive collaboration with civil society to promote the increased involvement of children and young people in initiatives to prevent and respond to VAC; and
 - (d) Promoting and supporting, in cooperation with Member States, the implementation of the recommendations of the United Nations study on violence against children, where appropriate.
3. The General Assembly, in resolution 76/147 dated 16 December 2021, noted that VAC undermines efforts to implement the Sustainable Development Goals (SDGs). Consequently, SRSG-VAC included in the Office's 2022 to 2024 strategic plan, the aim to promote the achievement of SDGs related to addressing all forms and drivers of VAC and gender-based violence by undertaking high-level advocacy in collaboration with Member States, the United Nations system and civil society.
4. The Office utilizes the Strategic Management Application (SMA) in Umoja and Kobo Toolbox to monitor and report on the progress on planned results and deliverables and manage data.
5. OSRSG-VAC has 11 approved posts, as follows: 1 ASG, 1 P-5, 3 P-4, 3 P-3, and 2 general service staff funded from the regular budget; and 1 P-3 funded from extrabudgetary resources. The proposed financial resources for the Office were \$2.81 million for both 2022 and 2023, out of which \$480,000 was extrabudgetary funding.
6. Comments provided by OSRSG-VAC are incorporated in italics.

¹ Dated 18 December 2007

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

7. The objective of the audit was to assess the adequacy and effectiveness of the management of OSRSG-VAC in supporting SRSG-VAC in mobilizing action and political support to prevent and eliminate all forms of VAC.

8. This audit was included in the 2024 risk-based work plan of OIOS due to the criticality of OSRSG-VAC in supporting the SRSG-VAC's role in mobilizing action and political support to prevent and eliminate all forms of VAC. It was conducted in conjunction with two other audits addressing violence in conflict and post-conflict situations, namely, audit of the Office of the SRSG for Children and Armed Conflict (OSRSG-CAAC) and the Office of the SRSG on Sexual Violence in Conflict (OSRSG-SVC).

9. OIOS conducted this audit from February to October 2024. The audit covered the period from 1 January 2022 to 30 June 2024. Based on an activity-level risk assessment, the audit covered higher and medium risks areas, which included: (a) development of strategy and work plans, (b) implementation and monitoring of programme activities, and (c) United Nations coordination on VAC.

10. The audit methodology included: (a) interviews with key OSRSG-VAC personnel, (b) review of relevant documentation, such as General Assembly resolutions, annual reports of the SRSG-VAC to the General Assembly and the Human Rights Council (HRC), internal strategic planning documents, advocacy briefs, country visit reports, meeting minutes, and activity and performance reports, and (c) random sample testing of selected programme implementation activities, including monitoring of activities in Umoja, and Kobo Toolbox.

11. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Development of strategy and work plans

The Office's strategy needed to include the approach for assisting Member States to collect comprehensive and systematic data on VAC

12. OSRSG-VAC has a global mandate to work with Member States and across regions, United Nations treaty bodies and mechanisms, and civil society to prevent and eliminate VAC. The Office developed and used several instruments to outline how it planned to implement its mandate, including developing its first strategy in 2021, SRSG's senior manager's compact, and proposed programme budgets.

13. Developed under the leadership of the SRSG and through a collaborative process with staff and key partners, the OSRSG-VAC 2022 to 2024 strategy detailed a vision for all children to live free from violence, and a mission for collaborative evidence-based advocacy and mobilization at the global, regional and national levels to end VAC and to achieve relevant SDGs. The strategy included 4 goals, 16 outcomes, and several activities and indicators of results for each of the three years covered. It identified key partners such as inter-governmental organizations; national human rights institutions; private sector, sports and civil society organizations; academia; and United Nations system entities. The strategy also assigned the responsible OSRSG-VAC staff or sections as focal points to implement the activities, which included: organizing country visits; in-person and virtual bilateral and group meetings with Member States, regional bodies and civil societies; provision of technical support to collect and share experiences and practices;

production of SRSG-VAC's annual reports; finalization of guidance materials; and updating the child participation map.²

14. OSRSG-VAC also developed a practical guide, which included the Office's methods and practices to implement activities in the strategy. The latest version of the guide was issued in January 2024.

15. However, the strategy did not include the approach to assist Member States to develop more comprehensive and systematic data collection methods on VAC, which is a mandated requirement. Inadequate support in this area may result in non-availability of quality and consistent data for Member States to, for example, make informed decisions on preventing and addressing VAC and report on relevant SDG indicators related to VAC. The Office explained that it regularly discussed with Member States the need to collect timely and accurate data on VAC but did not include the requirement in its strategy due to, among others, the challenges in defining feasible indicators of results to measure the progress of the Office's contributions in this area.

16. OIOS considers that there were several ways in which OSRSG-VAC can strengthen the formalization of its assistance to Member States on VAC data collection including: continuing to provide technical support and advocating for the use of the recently developed international classification of VAC by the United Nations Children's Fund (UNICEF), helping to identify sources of data and systems for data collection, and providing guidance on recording and validating relevant data. Related indicators could include Member States' adoption and implementation of these measures, and their use of the data collected in informing policies and actions against VAC. The upcoming update of its strategy for 2025 to 2027 provided an opportunity for OSRSG-VAC to elaborate more fully on the Office's approach to implementing this mandated requirement.

(1) OSRSG-VAC should include in its 2025 to 2027 strategy, the approach for assisting Member States in their efforts to develop more comprehensive and systematic data collection processes on violence against children.

OSRSG-VAC accepted recommendation 1 and stated that the approach was being included in the new 2025 to 2027 strategy and the working methods document would also be updated.

Elements of the strategy and work plan needed to be strengthened

17. The OSRSG-VAC Chief of Staff prepared a comprehensive work/cost plan for the Office, based on its strategy with assigned costs to the four main goals. While separate work plans for the three main sections of the Office were not developed because of its small size, individual staff work plans were developed based on the comprehensive work plan. A schedule of events was also prepared for the Office and updated as necessary throughout the year with planned events that were aligned with the strategy and work plan.

18. Notwithstanding the above, OIOS interviews with OSRSG-VAC staff, review of the strategy and work plan, and the practical guide indicated the following need for improvement:

(a) Prioritization of country visits needed to be streamlined

19. Country visits are a key element of OSRSG-VAC's advocacy strategy. The SRSG visited 14 countries in 2022 and 11 countries in 2023 (Table 1 in section B). OSRSG-VAC informed OIOS that

² The child participation map showcased children in decision making processes at the national/local levels using a digital platform hosted on OSRSG-VAC website.

countries are considered for visits based on invitations received from Member States, requests from civil society, as an outcome of United Nations entities or other regional organizations' activities, as well as OSRSG-VAC's ongoing assessments. They are prioritized in close cooperation with resident coordinators (RCs) and members of United Nations country teams (UNCTs). The Office also ensured the visits covered a geographic balance of regions. The visits only take place with the consent of the country.

20. However, OIOS noted that OSRSG-VAC did not systematically maintain documentation of its country visit assessment process. As SRSRSG-VAC continues to expand engagement with Member States through country visits, such records would not only support the basis of the Office's prioritization of country visits and other activities, but also serve as an indication of its capacity to meet the demands made on it and enable it to identify and propose actions to address any gaps. OSRSG-VAC also indicated that their requests to visit countries were sometimes not granted but the Office did not maintain records of requests made and reasons for denial to enable it to conduct future follow-ups or to propose alternative interventions. The Office explained that prioritization was usually discussed during annual retreat discussions and revisited at regular monitoring meetings at least twice a year.

(b) Indicators of results needed to be more adequately defined

21. While outcomes and expected results were identified in the strategy, the indicators of results did not have all the attributes of SMART³ performance indicators as they did not include the targets and timeframe for achieving the results. For example, Outcome 1 in the strategy was for governments, regional bodies and other key stakeholders to prioritize child and gender sensitive protection and violence prevention in their policies, plans, strategies and procedures. The related indicators of results included the number of countries, intergovernmental regional organizations, and organizations (cultural, sport, tourism sectors) that had been reached by OSRSG-VAC and had agreed to take actions such as: (1.1) committing at the highest level to prevent and end VAC; (1.2) prioritizing child and gender-sensitive protection and violence prevention in their national plans or regional plans; and (1.3) establishing child safeguarding policies, and procedures. However, the targeted number of countries/organizations were not included in the indicators nor the timeframe over which the results would be achieved.

22. Furthermore, OSRSG-VAC did not define the types of activities or accomplishments that would be considered in determining whether an indicator had been met. For example, on indicator 1.1 on the number of countries committing at the highest level to prevent and end VAC, the Office did not define the accomplishments that would be considered as appropriate evidence of a country having made commitments, for consistent measurement of the indicator between staff reviewing actions taken by various countries.

23. Inadequately defined indicators of results may result in varying assessments of the achievements and impact of OSRSG-VAC in delivering its mandated requirements.

(2) OSRSG-VAC should enhance documentation of its processes for prioritizing countries to be visited as part of the implementation of the violence against children mandate.

OSRSG-VAC accepted recommendation 2.

(3) OSRSG-VAC should ensure that its 2025 to 2027 strategy define indicators of results that incorporate targets and timeframes and further define the expected accomplishments for consistent measurement of their achievement.

³ SMART indicators are specific, measurable, achievable, realistic and timebound

OSRSG-VAC accepted recommendation 3 and stated that these details would be included where feasible and for which baselines exist.

The Office could include operational risks in its draft risk register and finalize it

24. OSRSG-VAC drafted a risk register dated February 2024, which provided risk mitigation responses to the following three strategic risks related to mandate achievement: (a) insufficient resources to carry out planned objectives as mandated and the appointment of SRSR-G-VAC at the ASG level, contrary to resolution 62/141, which recommended the appointment at the highest level; (b) inability to effectively ensure integration of children in all political agendas at the international, regional and national levels; and (c) crises such as COVID-19 impeding ability to react in a timely fashion with proper support and resources.

25. However, the Office omitted operational risks that were impacting the Office’s operations such as the: (a) unavailability of reliable, accurate and comparable data for planning and performance and impact monitoring; and (b) absence of information and communications technology governance and cybersecurity practices to protect highly sensitive confidential information. The Office handles sensitive child-related data, which it obtained from sources including directly from children, Member States, UNCTs and other partners. However, the Office had not adequately assessed cybersecurity and data breaches risks for the data it used.

26. OSRSG-VAC stated that due to its small size, the Office had prioritized other operational activities over finalizing the risk register. Nevertheless, the Office will include operational risks in the register and finalize it.

B. Implementation and monitoring of programme activities

OSRSG-VAC implemented programme activities effectively

27. OIOS noted from interviews and a review of relevant documentation that SRSR-G-VAC and the Office conducted the following activities in implementing the comprehensive work/cost plan and the 2024 practical guide and working methods.

28. **Country visits:** During 2022 and 2023, SRSR-G-VAC visited the number of countries in the geographical areas shown in Table 1.

Table 1: SRSR-G-VAC country visits in 2022 and 2023

| Geographical area | Number of countries visited | |
|--|-----------------------------|-----------|
| | 2022 | 2023 |
| Africa | 5 ⁴ | 2 |
| Asia | 2 ⁵ | 1 |
| Europe | 4 | 6 |
| North America | 0 | 2 |
| Oceania | 3 ⁶ | 0 |
| Total country visits | 14 | 11 |
| Total countries visited that were presenting VNRs | 8 | 8 |

⁴ Includes three follow-up visits

⁵ Includes one follow-up visit

⁶ Includes one follow-up visit

29. OIOS reviewed planning documentation and reports for eight country visits from January 2022 to June 2024. The visits were planned in conjunction with UNICEF, RCs and other members of UNCTs, where present, which also shared information to organize in-country activities. The Office consistently invited all United Nations entities present in the country to a briefing/debriefing at the beginning and end of each visit and invited them to participate in other planned activities. During country visits, the SRSR held discussions with high level government officials, including heads of state and government and participated in formal ceremonies highlighting actions against VAC. The SRSR also met with children, often children with vulnerabilities, as well as with civil society and private sector organizations involved in implementing measures to prevent VAC. SRSR also toured relevant sites such as orphanages, to interact with children.

30. OSRSR-VAC issued confidential country visit reports within a month of the SRSR's visit to government representatives and stakeholders met during the visit. The reports included SRSR-VAC offers of ongoing support in collaboration with the RC or UNCT, and recommendations on priorities to be followed up by the government and United Nations system entities. The status of implementation of the recommendations was tracked through OSRSR-VAC's monthly data collection questionnaire based on follow-up telephone calls, emails and meetings with both the country's permanent representative in New York and officials in-country. Through this process, OSRSR-VAC checked whether governments committed to, prioritized or finalized child protection measures, and received continuous support from other United Nations system entities and Member States.

31. **Supporting Member States presenting Voluntary National Reviews (VNRs) and collecting promising practices on VAC:** OSRSR-VAC planned results for 2022 and 2023 included "supporting the decade of action to end VAC by 2030" with its accompanying performance measure that 50 and 70 per cent of "VNRs highlight duly resourced policies, legislations, strategies and other measures for preventing and responding to VAC" in 2022 and 2023, respectively. OSRSR-VAC engaged with Member States presenting VNRs to the High-Level Political Forum on Sustainable Development (HLPF) and participated in activities of HLPF and the Economic and Social Council on advancing the SDGs. SRSR-VAC attended three regional forums each in 2022 and 2023 and joined VNR preparations in two countries in 2022 and one in 2023. OSRSR-VAC also held online and in person bilateral meetings in 2022 and 2023 with 35 and 33 Member States, respectively, that had indicated their intention to present VNRs.

32. OSRSR-VAC also reviewed all the VNRs presented to produce thematic reports related to the SDGs, which included promising practices on Member States's actions to address VAC. OSRSR-VAC produced both adult and children's versions of reports and guidance materials on prevention of VAC, including those related to the implementation of the SDGs.

33. **Outreach and communications:** OSRSR-VAC developed communications and outreach strategies related to specific advocacy themes, as required. For instance, the Office developed a communication and outreach strategy for enhanced protection for children on the move and led the production of an advocacy brief and promotional videos on the protection of the rights of children on the move in times of crisis, which the Development Coordination Office shared with RCs. However, the Office did not have an overarching communications strategy that spelt out, among others, its communications objectives, audiences, media and platforms, and intended impact, including targets, thereby not taking the opportunity to reinforce messages across advocacy themes. The United Nations Global Communications Strategy 2020 provides guidance in this regard.

34. OSRSR-VAC uploaded its reports and publications on its website, which also included some child-friendly materials and videos. As mentioned in its 2023 programme budget, the Office planned to implement a knowledge platform to strengthen the evidence-based advocacy of its mandate and bring together information on trends in VAC and promising practices. However, the platform was yet to be

defined and established at the time of the audit. OSRSG-VAC stated that it was in consultations with the Department of Global Communications to obtain authorization to update its website. The Office also indicated that budget requests to recruit an additional staff to augment the communication and outreach team had been denied, making it difficult to implement the planned activities. OSRSG-VAC has recruited a temporary consultant; however, this is not sustainable. At the time of the audit, OSRSG-VAC was also in the process of onboarding a communications, advocacy and outreach strategy and media relations officer at the P4 level.

35. **Role of children as agents of change:** OSRSG-VAC was promoting the role of children as agents of change. During the audit period, OSRSG-VAC hosted events with children from all regions and backgrounds to gather information on their concerns and recommendations and to channel them to decision makers via the annual SRSRSG-VAC reports to the General Assembly and the HRC. The Office's 2023 annual report also incorporated views collected by UNICEF from migrant and displaced children.

36. OSRSG-VAC developed guidelines and other materials to promote meaningful children's participation within the United Nations, Member States and stakeholders, and strongly advocated for the inclusion of children in the VNR process. The Office also emphasized children's key role as agents of change.

37. The SRSRSG-VAC consistently interacted with children during her country visits including those with vulnerabilities, such as children with disabilities, and developed a child participation map, which incorporated contributions from children, young people and organizations globally on their work and actions to end violence against children.

OSRSG-VAC regularly monitored performance activities

38. OSRSG-VAC used an internally developed survey tool hosted on the Kobo Toolbox platform to collect data on the progress of implementing activities in its strategy, programme budget, senior manager's compact and work/cost plan. The survey was disseminated monthly to staff and the responses were used to inform decision-making and formed the basis of reports, briefings and updates issued by SRSRSG-VAC to governing bodies and other stakeholders. Activities conducted were also monitored and recorded in SMA as required.

C. United Nations coordination on VAC

OSRSG-VAC participated in various United Nations coordination mechanisms on VAC

39. The General Assembly urged United Nations system entities to cooperate with and provide support to the SRSRSG-VAC. OSRSG-VAC formed an effective working relations with UNICEF and worked on an as needed basis with other United Nations entities such as the United Nations Office of Drugs and Crime to develop the 2023 to 2030 joint strategy to end VAC, in November 2023.

40. OIOS review of meeting minutes and documents indicated that OSRSG-VAC was a member of and actively participated in various United Nations joint committees and working groups at the executive and technical levels, including the Inter-Agency Working Group on Violence against Children (IAWG-VAC), United Nations Task Force on Children Deprived of Liberty, and the recently reconstituted pathfinding workstream.⁷ These memberships enabled joint planning of thematic and mutually beneficial events such as the first ministerial conference on VAC in Bogota in November 2024 by the IAWG-VAC.

⁷ The pathfinding workstream aims to raise awareness, stimulate leadership commitments to change and establish a standard of national violence prevention throughout the world.

The SRSG-VAC also periodically briefed the Chief Executives Board for Coordination on child protection activities.

41. OIOS reviewed outputs of the IAWG-VAC and noted that the working group developed and launched in July 2023, a guidance note of the Secretary-General on child rights mainstreaming. The guidance note made recommendations on a child’s-rights-based approach in the work of the United Nations, but the assigned lead entities were yet to design an implementation plan with training materials and tools for its implementation system-wide. Despite the delay in operationalization of the guidance note, the SRSG-VAC brought it to the attention of RCs and UNCTs during country visit encounters to raise awareness.

OSRSG-VAC coordinated with OSRSG-CAAC and OSRSG-SVC

42. Recognizing the mutually reinforcing nature of their mandates, OSRSG-VAC, OSRSG-CAAC and OSRSG-SVC developed a coordination mechanism that included bilateral and trilateral meetings as needed between the SRSGs. In addition, the chiefs of staff and other personnel met in various forums to discuss joint advocacy and public information efforts around cross-sectoral issues or urgent matters requiring their joint voices. These interactions led to joint outputs such as press releases, thematic publications and advocacy briefs to address emerging issues affecting children. For example, the SRSG-VAC issued a joint press release with the OSRSG-CAAC on the situation in Israel and the occupied Palestinian Territory in October 2023 and the situation in Ukraine in February 2022. The OSRSG-VAC also participated in campaigns and co-issued advocacy materials on conflict-related VAC including jointly issuing the advocacy briefs on “end immigration detention of children” in February 2024 in adult and child friendly versions, in collaboration with OSRSG-CAAC and the United Nations task force on Children deprived of liberty and “protecting the rights of children on the move in times of crisis” in May 2023.

IV. ACKNOWLEDGEMENT

43. OIOS wishes to express its appreciation to the management and staff of OSRSG-VAC for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Office of the Special Representative of the Secretary-General on Violence Against Children

| Rec. no. | Recommendation | Critical ⁸ / Important ⁹ | C/ O ¹⁰ | Actions needed to close recommendation | Implementation date ¹¹ |
|----------|---|---|-----------------------|--|-----------------------------------|
| 1 | OSRSG-VAC should include in its 2025 to 2027 strategy, the approach for assisting Member States in their efforts to develop more comprehensive and systematic data collection processes on violence against children. | Important | O | Receipt of OSRSG-VAC's 2025 to 2027 strategy incorporating its approach to assisting Member States in their efforts to develop more comprehensive and systematic data collection processes on VAC. | 31 March 2025 |
| 2 | OSRSG-VAC should enhance documentation of its processes for prioritizing countries to be visited as part of the implementation of the violence against children mandate. | Important | O | Receipt of OSRSG-VAC's procedures for documenting the prioritization of countries selected for visits by OSRSG-VAC. | 31 March 2025 |
| 3 | OSRSG-VAC should ensure that its 2025 to 2027 strategy defines indicators of results that incorporate targets and timeframes and further define the expected accomplishments for consistent measurement of their achievement. | Important | O | Receipt of OSRSG-VAC's 2025 to 2027 strategy comprising indicators of results that incorporate targets and timeframes and define expected accomplishments. | 31 March 2025 |

⁸ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

⁹ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

¹⁰ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

¹¹ Date provided by OSRSG-VAC in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of the Office of the Special Representative of the Secretary-General on Violence Against Children

| Rec. no. | Recommendation | Critical ¹ / Important ² | Accepted? (Yes/No) | Title of responsible individual | Implementation date | Client comments |
|----------|--|---|-----------------------|---|------------------------|---|
| 1 | OSRSG-VAC should include in its 2025 to 2027 strategy, the approach for assisting Member States in their efforts to develop more comprehensive and systematic data collection processes on violence against children. | Important | Yes | Chief of Staff and Programme Management | 31 March 2025 | The reference is being included in the new Strategy 2025-2027 being completed, however in the way the recommendation is formulated it will require also an update on the Office's working methods document. |
| 2 | OSRSG-VAC should enhance documentation of its processes for prioritizing countries to be visited as part of the implementation of the violence against children mandate. | Important | Yes | Chief of Staff and Personal Assistant – in cooperation with Regional Focal Points | 31 March 2025 | |
| 3 | OSRSG-VAC should ensure that its 2025 to 2027 strategy define the indicators of results that incorporate targets and timeframes and further define the expected accomplishments for consistent measurement of their achievement. | Important | Yes | Chief of Staff and Programme Management | 31 March 2025 | This will be included for those that are feasible and for which baselines exist. |

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.