Management Response to Annual Report on Internal Audit and Investigations Activities

For the year ended 31 December 2021

Anita Bhatia, Deputy Executive Director
UN Coordination, Partnerships, Resources and Sustainability
IAS’s 2021 Overall Opinion:

“UN-Women’s governance, risk management and control processes were generally established and functioning but needed some improvement”

**Internal Audit Opinion and UN-Women Achievements for 2021**

- **0** # of “unsatisfactory” audit opinions on audited office and thematic areas
- **94%** cumulative prior year recommendations implementation rate
- **7** # of consecutive years above the corporate target of 80%
Updates on Management Actions to Four Overarching Areas for Improvement

Enhanced Second Line of Defense
- Prioritized available resources to achieve continuous improvements in internal governance, risk management and compliance
- Effective oversight committees and quarterly business review

Development of Statement of Internal Controls
- Planning for organization-wide annual Statement of Internal Controls to commence following new ERP system

Increased management absorption capacity
- Leveraged the database for all recommendations for data analyses, focused follow-up, and well-informed management actions
- Uptake mechanism supports increased accountability for recommendations
- Prioritization of resources to implement an increased volume of recommendations

Effective pivot to the field
- Presence typology framework recalibrates global footprint to effectively deliver on triple mandate
- Targeted business transformation to drive results at country level
Positive Impacts from Implementing Audit Recommendations

**Principled Performance**
- Increased accountability for strategy implementation through SP 2022-2025 and SN performance management indicators
- Entity-wide systematic approach to ERM with streamlined risk escalation for timely identification, visibility, and management of corporate risks

**Advancing Partnerships and Resourcing**
- Crisis Communication Policy developed to support strategic approach to external communications
- Enhanced focus on UN coordination mandate in SP

**Business Transformation**
- Aligned country-level SN results frameworks with UNSDCFs
- Fit-for-purpose global footprint to drive transformative results

**Empowered People**
- Strengthened organization-wide ethics and integrity culture
- Robust anti-fraud programme for management of fraud-related risks and BPO identified to coordinate the programme

**Products, Services and Processes**
- Reinforced policy and programme technical support with matrixed global network and knowledge-based community of practice
Investigations Activities

**UN-WOMEN ACTIONS IN 2021**

**Commitment**
Remained committed to the effective reporting of all misconduct to OIOS

**Zero-Tolerance**
Ensured prompt and appropriate actions to implement our zero-tolerance policy in substantiated cases, as demonstrated by the Disciplinary Report.

**Diverse and Empowered**
Nurtured a diverse and empowered workforce and advanced an inclusive culture (2022-2025 Strategic Plan).

**Inclusive work environment**
Carried out key initiatives in support of an inclusive work environment: leadership journeys, organizational conversations, continued collaboration with the Ombudsman for Funds & Programs & the UN Ethics Office.
THANK YOU!