Management Response to the Annual Report on Internal Audit and Investigations Activities

For the year ended 31 December 2022

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1. Internal Audit Opinions and UN-Women Achievements for 2022
2. Updates on Management Actions to Four Overarching Areas for Improvement
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IAS’s overall opinion is that the UN-Women’s governance, risk management, and control processes were generally established and functioning but needed some improvement.

Audit Ratings
No unsatisfactory ratings

Implementation rate
Achieved the 2022 target of no long-outstanding recommendations of more than 15%
Updates on Management Actions to Four Overarching Areas for Improvement

- Stronger management oversight with progressing Quarterly Business Review
- Elevated uptake mechanism to highlight critical recommendations
- More matured risk management with risk appetite statement issued

- Global footprint continuously reviewed to optimize delivery of results
- 73.5% of milestone met for share of posts outside NY in 2022
- Revised Cost Recovery Policy for harmonized inter-agency approach to ensure sustainable resourcing

- Accountability for implementing recommendations enhanced in SP 2022-2025 & Strategic Notes
- Available resources are prioritized to implement oversight recommendations in line with identified risks

- Statement of Internal Controls (SIC) roadmap established, and pre-requisite activities initiated
- New ERP system to further inform SIC implementation
Positive Impacts of Implementing Recommendations in 2022

Principled Performance

- Improved Quarterly Business Review and EDAR process to monitor and report results
- Clear accountability and transparency to beneficiaries articulated in SNs
- Launched 2023 fraud risk assessment cycle for field offices
- Achieved Regular Resources (97%) and Other Resources (86%) implementation rates

Products, Services and Processes

- Continuous improvements in strategic planning through Strategic Dialogues and Strategic Notes
- Ensured compliance with UN Security Management System Framework of Accountability and Info Security requirements
- Expanded use of Global Service Tracker for improved ICT service
- Increased support networks through Communities of Practice

Advancing Partnerships and Resourcing

- 35% increase in the number of partnerships
- Expanded partnerships with financial institutions and non-traditional partners
- 87% of HCT response plans and strategies demonstrate the integration of gender equality
- 50% of UNCTs now include a dedicated gender equality outcome in their UNSDCFs

Business Transformation

- Enhanced Procurement structure for strengthened accountability and processes
- Far exceeded cross-regional knowledge exchange initiatives milestone that promotes innovative ways of working
- Achieved 72% of offices in UN Common Premises

Empowered People

- Enhanced awareness of standards of conduct and reporting mechanism of wrongdoing
Response to Executive Board Decisions

**Decision 2023/1** on assessing the need for a comprehensive review on UN-Women’s Financial Rules and Regulations (UNW/2023/CRP.2)

- Initial assessment completed on the FRR and agree to conduct a comprehensive review which focuses on necessary changes aimed at enhancing consistency with UN-Women’s evolving organizational structure, operational processes, programmatic activities and best practices. The review will be undertaken over the next two years.

**Decision 2022/5** and **Decision 2021/4** on strengthening its second line of defense and establishment of a Statement of Internal Controls

- A series of pre-requisite activities initiated to prepare a Statement of Internal Controls and an internal roadmap being considered by management for prioritization of funding

- Following the implementation of the ERP system and the alignment of policies and procedures, controls and processes in ERP will inform the SIC implementation process further

**Decision 2020/5** on implementation of recurring issues from internal audits

- All recurring issues have been closed
Response to Investigations Activities

Corporate activities to address workplace related matters:

• Holistically addressed all workplace-related issues guided by the 2022-2025 Strategic Plan priority to nurture an empowered workforce and advancing an inclusive culture

• Promptly took appropriate disciplinary actions to implement the zero-tolerance approach to misconduct where necessary
2022 Key Initiatives to Promote an Ethical and Respectful Workplace

**Ethics Function**
Established a dedicated independent ethics function within UN-Women to foster a culture of ethics, transparency, accountability and mutual respect across the organization.

**Global Feedback**
Administered first ever global 360 feedback exercise for 200 managers, followed by one-on-one executive coaching sessions, to strengthen leadership capacities.

**Capacity Building**
Facilitated scenario-based capacity building workshops on the promotion of a respectful organizational culture in selected duty stations.

**Assistance**
Continued participation in the “Respectful Workplace Facilitators” programme to provide personnel with an informal, confidential and trustworthy source of early assistance work-related concerns.
THANK YOU!