



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

For the year ended 31 December 2022

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# Internal Audit Opinion and UN-Women Achievements for 2022

## Audit Opinion

*“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

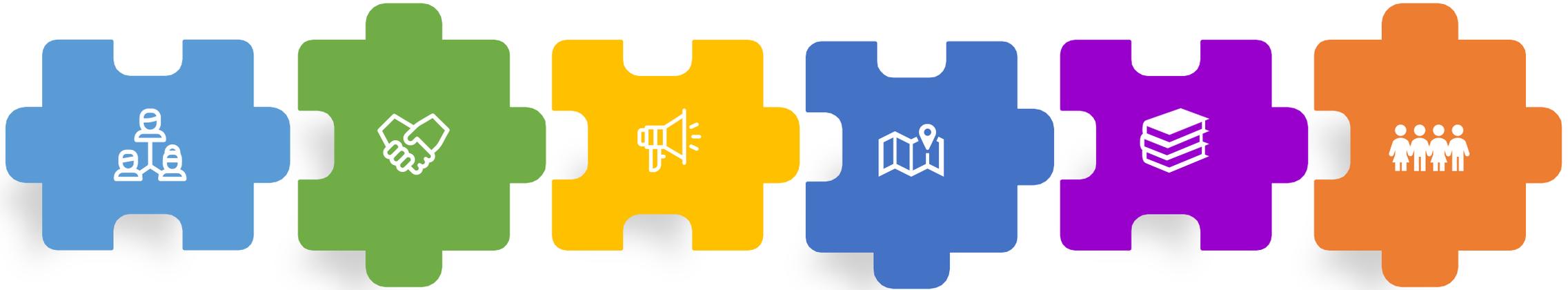
**No unsatisfactory ratings**

## Implementation rate

Achieved the 2022 target of no long-outstanding recommendations of more than **15%**



# Strategic Corporate Improvements to Enhance Effectiveness and Efficiency



## Second Line of Defense

- **EDAR and QBR** reporting on progress of SP implementation and performance
- **Risk Appetite Statement**

## Addressing oversight findings

- **Accountability** to address recommendations embedded in SP 2022-2025
- Prioritize resources to implement **oversight recommendations**

## Statement of Internal Controls

- Established **implementation roadmap**
- Ongoing work to **align policies, procedures, and controls with new ERP system**

## Global Presence

- **Met milestone** for share of posts outside of NY
- Evolving global footprint, typology and **pivoting to the field**

## Financial Regulations and Rules

- Conducting **review of FRRs** for enhanced consistency with organizational structure and operations, reflecting good practices

## Partnerships and Resourcing

- **35% increase in partnerships**
- Increased engagement with financial institutions and non-traditional partners

# Response to Investigation Activities

## Zero Tolerance for Misconduct

Took prompt **disciplinary actions** to implement the **zero-tolerance approach to misconduct** where necessary

## Holistic Actions to Nurture an Empowered Workforce

Holistically addressed all **workplace-related issues** guided by the **2022-2025 Strategic Plan priority**

## Global Leadership Feedback

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

## Early Peer 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

## Scenario-Based Capacity Building

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

## Establishment of In-House 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





**THANK YOU!**