

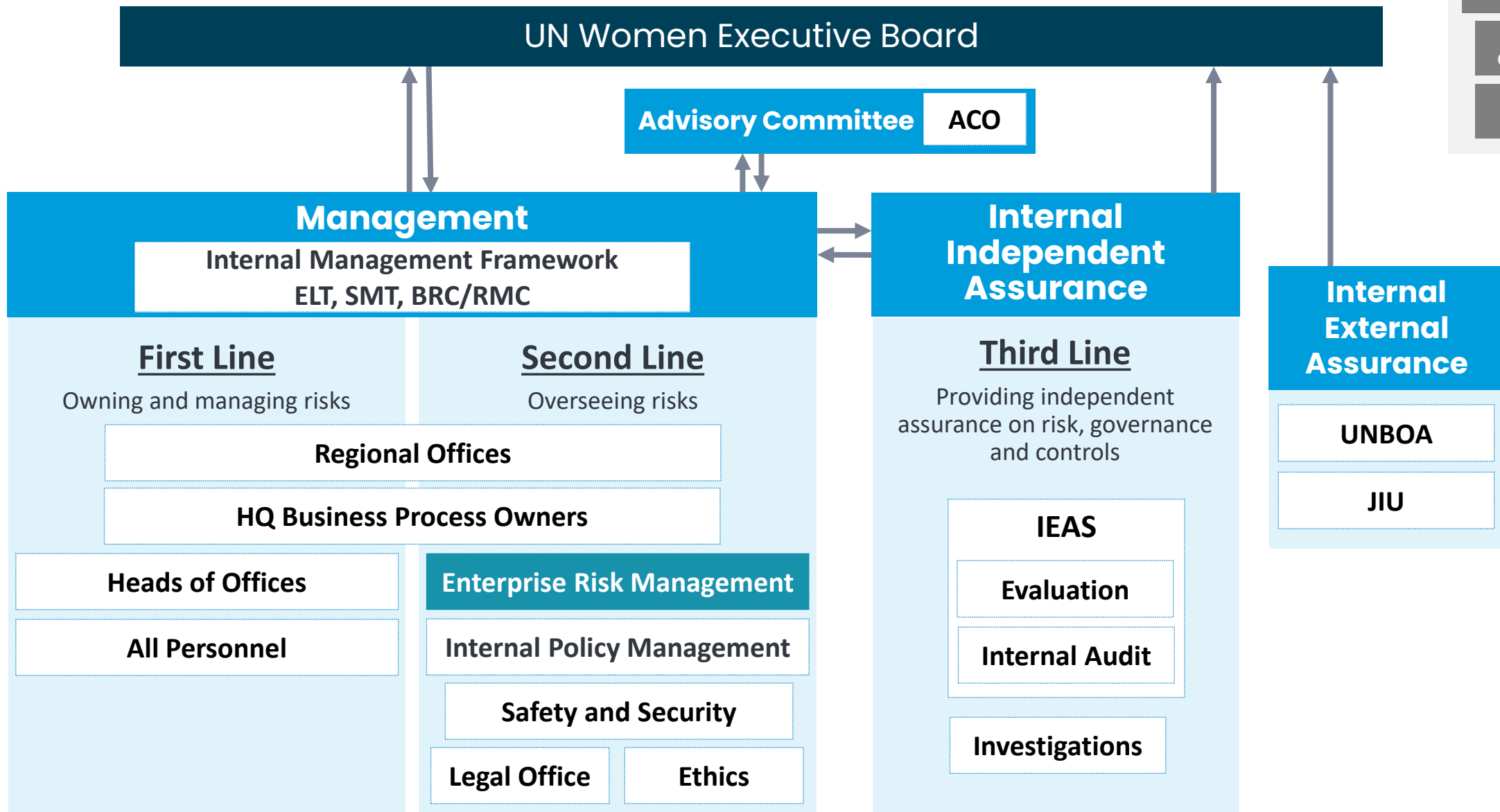


Informal Briefing on Risk Management

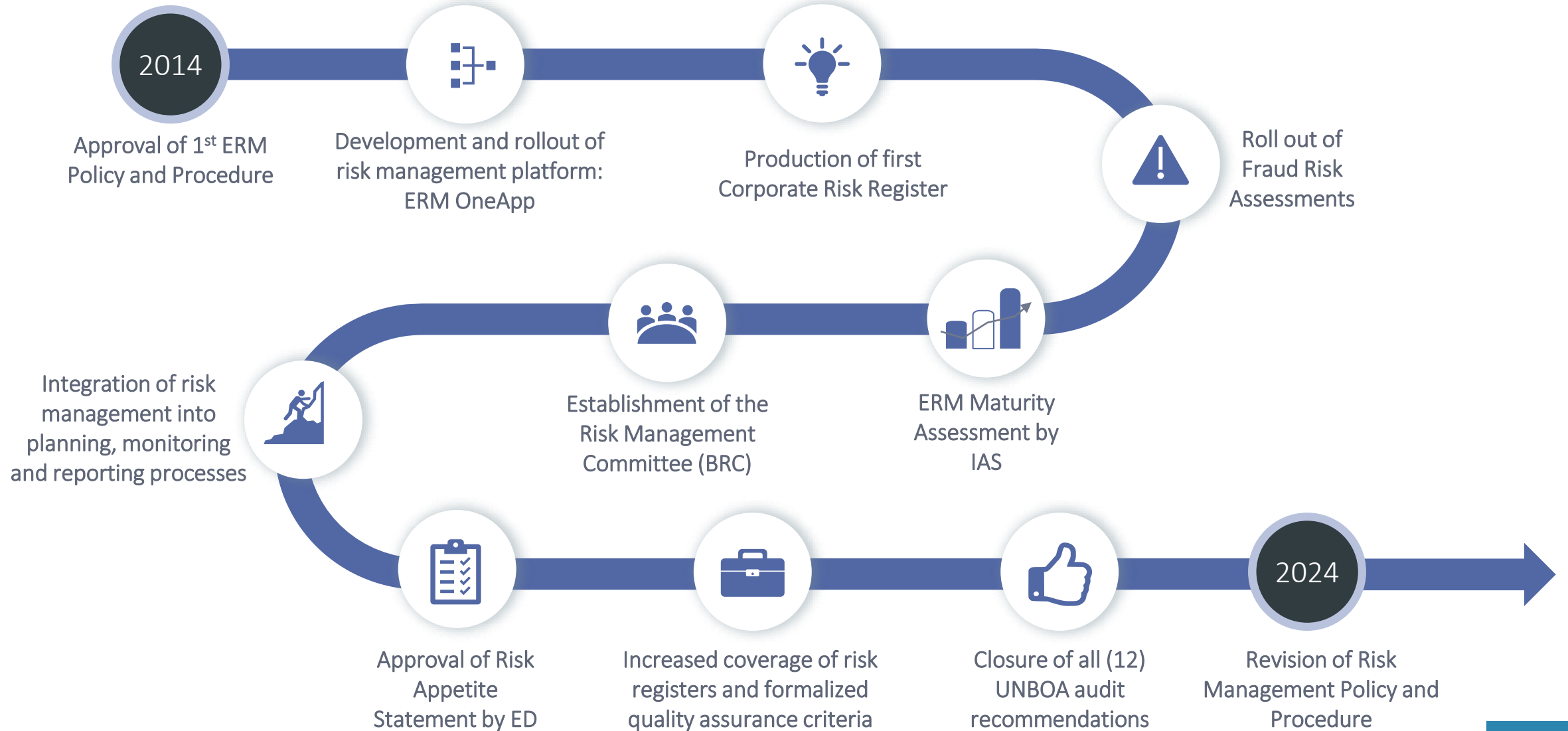
3 April 2024

Enterprise Risk Management (ERM) Team
Strategy, Planning, Resources and Effectiveness Division

UN Women's Three Lines Model



A decade of Enterprise Risk Management at UN Women

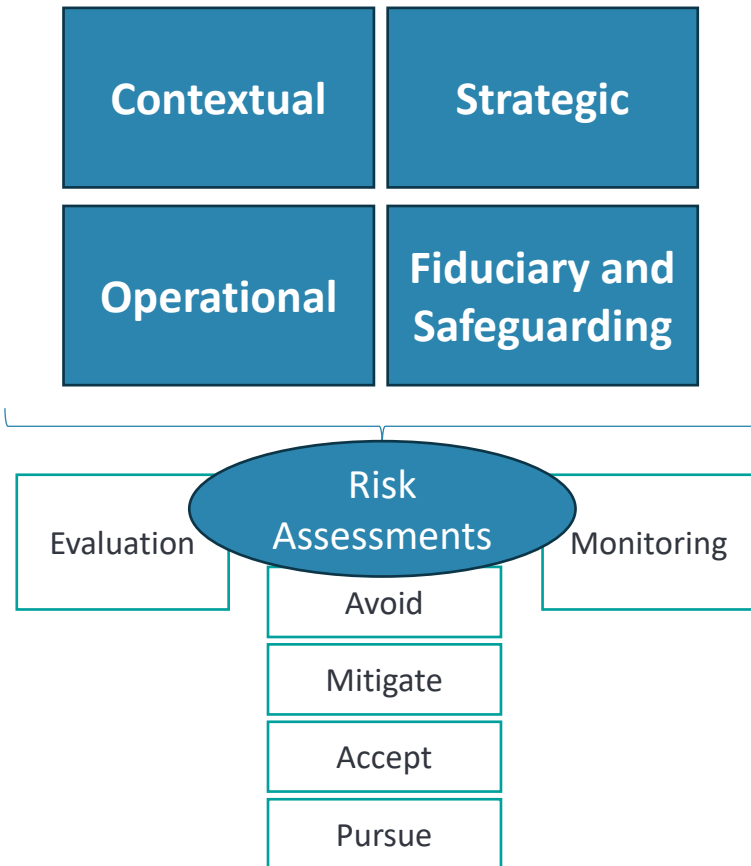


Joint Inspection Unit (JIU) Benchmarks for ERM

#	Benchmark	Status
1	Adoption of a systematic and organization-wide risk management policy and/or framework linked to the organization's strategic plan	Achieved
2	Formally defined internal organizational structure for ERM with assigned roles and responsibilities	Achieved
3	Risk culture fostered by "tone at the top" with full commitment from all organizational levels	In progress
4	Legislative/governing body engaged with enterprise risk management at the appropriate levels	In progress
5	Integration of risk management with key strategic and operational business processes	Achieved
6	Established systematic, coherent and dynamic risk management processes	Achieved
7	Effective use of information technology systems and tools for enterprise risk management	Achieved
8	Communication and training plans to create risk awareness, promote risk policy and establish risk capabilities for the implementation of enterprise risk management	In progress
9	Periodic and structured review of effectiveness of ERM implementation for continuous improvement	Achieved
10	Inter-agency cooperation and coordination for systematic knowledge sharing and management of common and/or United Nations system-wide risks	Achieved

Risk Management at UN Women

ERM Framework



Roles & Responsibilities

Executive Board
Risk Management Committee
Chief Risk Officer



Risk Appetite

Risk Appetite Statement

The **amount** and **type** of risk that UN Women is willing to retain in pursuit of its strategic objectives

» Applied at a **strategic** level during the Strategic Note Risk Assessment

Risk Tolerance Thresholds

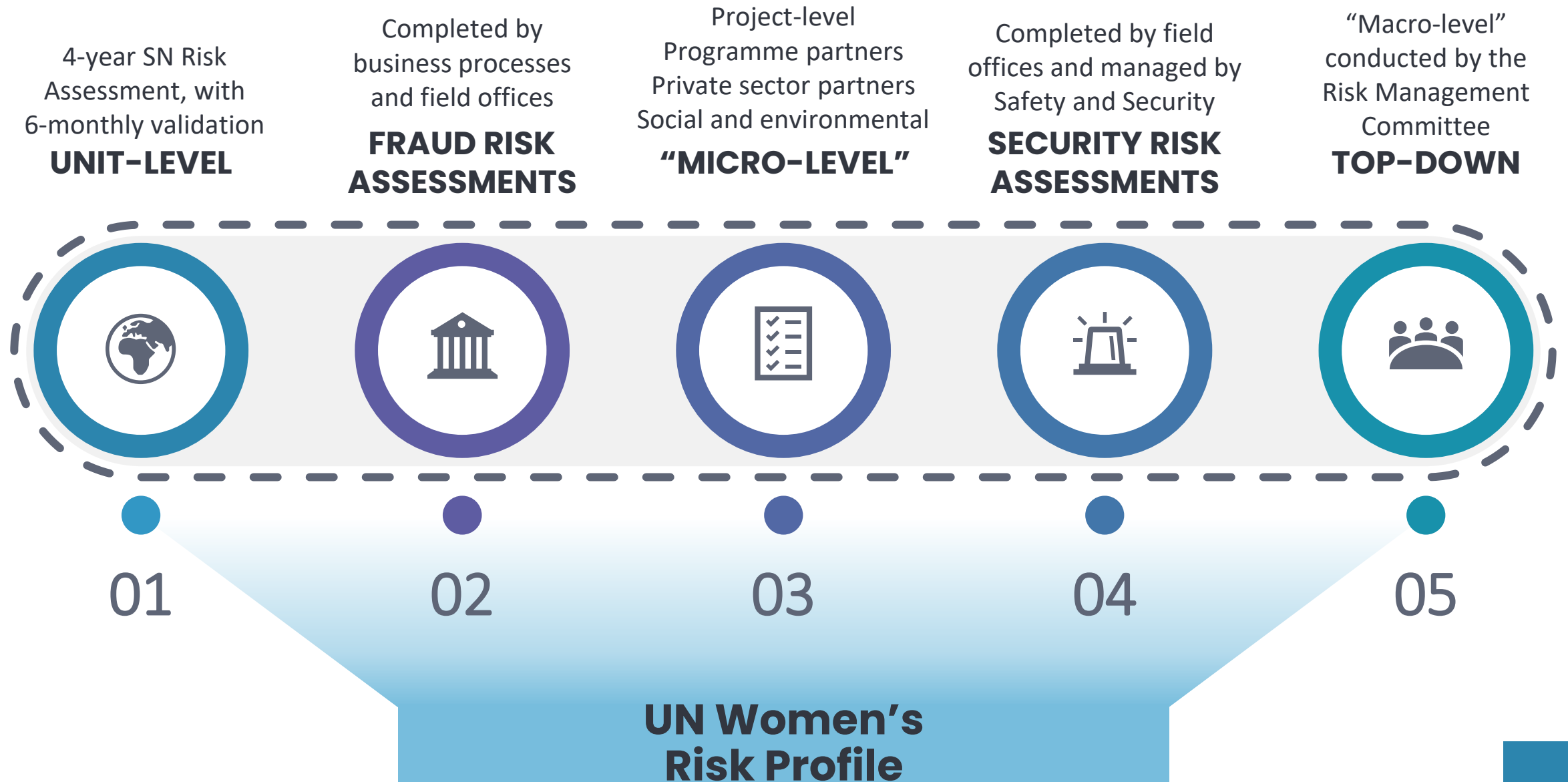
The **boundaries** of **risk taking** outside of which UN Women is not prepared to venture in pursuit of its objective.

» Applied at a **tactical** level during performance management)

Corporate Risk Management Process



UN Women's Risk Assessment Universe



UN Women's Risk Categorization

Contextual	<ol style="list-style-type: none">1. Political and civil country risk2. Safety and security3. Climate change4. Economic climate5. External governance6. Programme partner management	<ol style="list-style-type: none">7. Funding and resource mobilization8. Coordination with internal/ external parties9. Programme and project management10. Business transformation11. Donor relationship management12. Reputational and stakeholder management13. Engagement with private sector partners	Strategic
Operational	<ol style="list-style-type: none">14. Operational support15. Information security, technological support16. HR retention, succession, recruitment17. HR personnel skills18. Liabilities, litigation, claims and disputes19. Occupational health and safety (OHS)20. Engagement/ management of third parties	<ol style="list-style-type: none">21. Internal governance22. Sexual harassment, sexual exploitation <hr/> <ol style="list-style-type: none">23. Programme and project related fraud24. Financial and assets fraud25. Human resources fraud26. Procurement fraud	Fiduciary and Safeguarding



2024 Key Corporate Risks

Risk Area	Risk Category	Risk Appetite	Risk Rating	Risk Indicators
Funding and resource mobilization	Strategic	High	High	<ul style="list-style-type: none"> % of revenue targets Ratio of core to non-core
Political and civil country contexts	Contextual	High	High	<ul style="list-style-type: none"> Political instability Legal & regulatory constraints
Global economic climate	Contextual	High	Medium	<ul style="list-style-type: none"> Inflation rates Gross Domestic Product Foreign exchange volatility
Safety and security	Contextual	Low	Medium	<ul style="list-style-type: none"> No of security incidents Security compliance rates
Climate change	Contextual	High	Medium	<ul style="list-style-type: none"> Disaster risk profile (based on INFORM Index)
Cybersecurity	Operational	Low	Medium	<ul style="list-style-type: none"> Number of incidents Incident response time ICT compliance rates



Thank you

