RISK MANAGEMENT PROCESS: MATURITY ASSESSMENT AS OF MAY 2019
Independent Evaluation and Audit Services (IEAS)

PROGRESS ACHIEVED BY UN WOMEN OVER THE YEARS

- 2010
- The Joint Inspection Unit (JIU) released a report on Enterprise Risk Management (ERM) in the UN system.
- 2014
- UN Women Risk Management Policy’s implementation began.
- 2015
- In June, during the Executive Board session, management reconfirmed its commitment to enhancing risk management culture throughout the organization and institutionalization of the risk management framework.
- 2019

MATURITY ASSESSMENT OF THE UN WOMEN RISK MANAGEMENT PROCESS
MATURITY ASSESSMENT OF THE UN WOMEN RISK MANAGEMENT PROCESS

**RIMS MATURITY ATTRIBUTES**

<table>
<thead>
<tr>
<th>Attribute 1: Adoption of Risk Management-Based Approach</th>
<th>L1</th>
<th>L2</th>
<th>L3</th>
<th>L4</th>
<th>L5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attribute 2: Risk Management Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attribute 3: Risk Appetite Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attribute 4: Root Cause Discipline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attribute 5: Uncovering Risks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attribute 6: Performance Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attribute 7: Business Resiliency and Sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**AD HOC**
Implies an extremely primitive level of risk management maturity where risk management typically depends on the actions of specific individuals, with improvised procedures and poorly understood processes.

**INITIAL**
Risk management arrangements and processes are structured, but incomplete in practice. Formalization is ongoing but not fully accepted. The root causes of risks are not always defined.

**REPEATABLE**
Risk management arrangements and processes are standardized with defined and documented procedures. Approaches to risk management are established and repeatable.

**MANAGED**
Enterprise-wide risk management activities are integrated and harmonized with mitigating measures and controls established. Risk information is structured and available for reporting.

**LEADERSHIP**
Risk-based discussions are embedded to a strategic level, such as long-term planning, resource allocation and decision-making.