



# 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

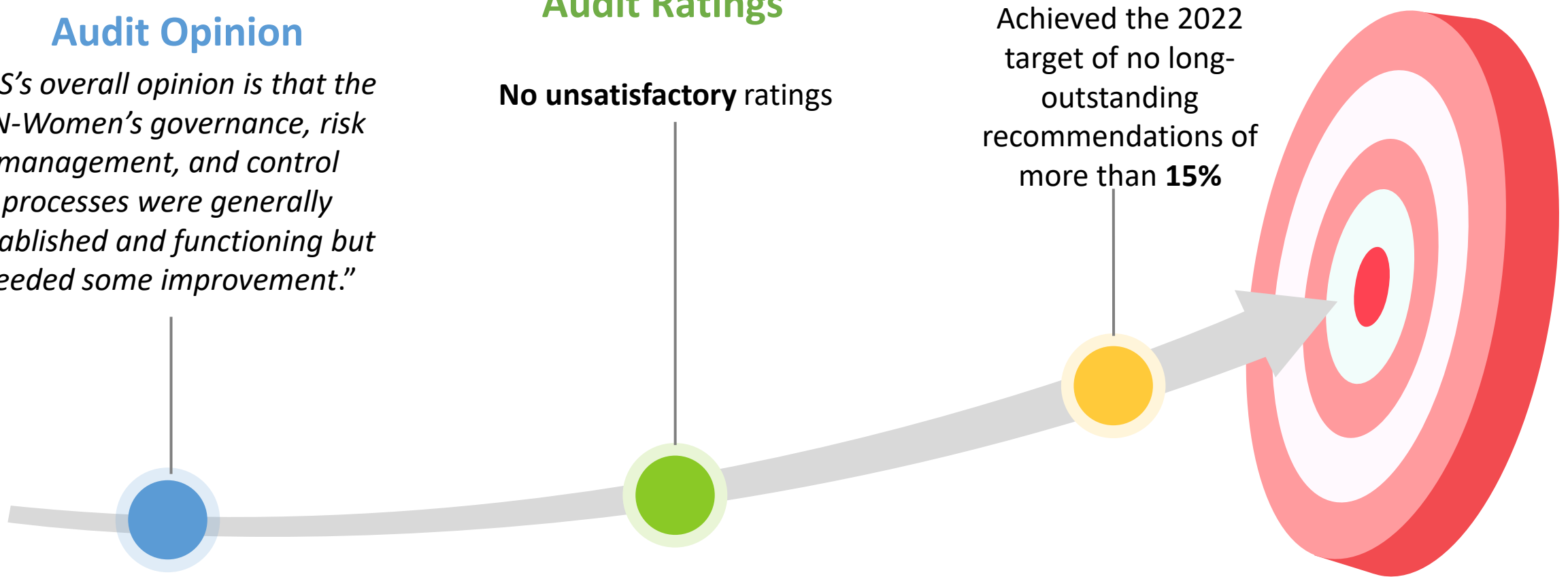
*“IAS’s overall opinion is that the UN-Women’s governance, risk management, and control processes were generally established and functioning but needed some improvement.”*

## Audit Ratings

**No unsatisfactory ratings**

## Implementation rate

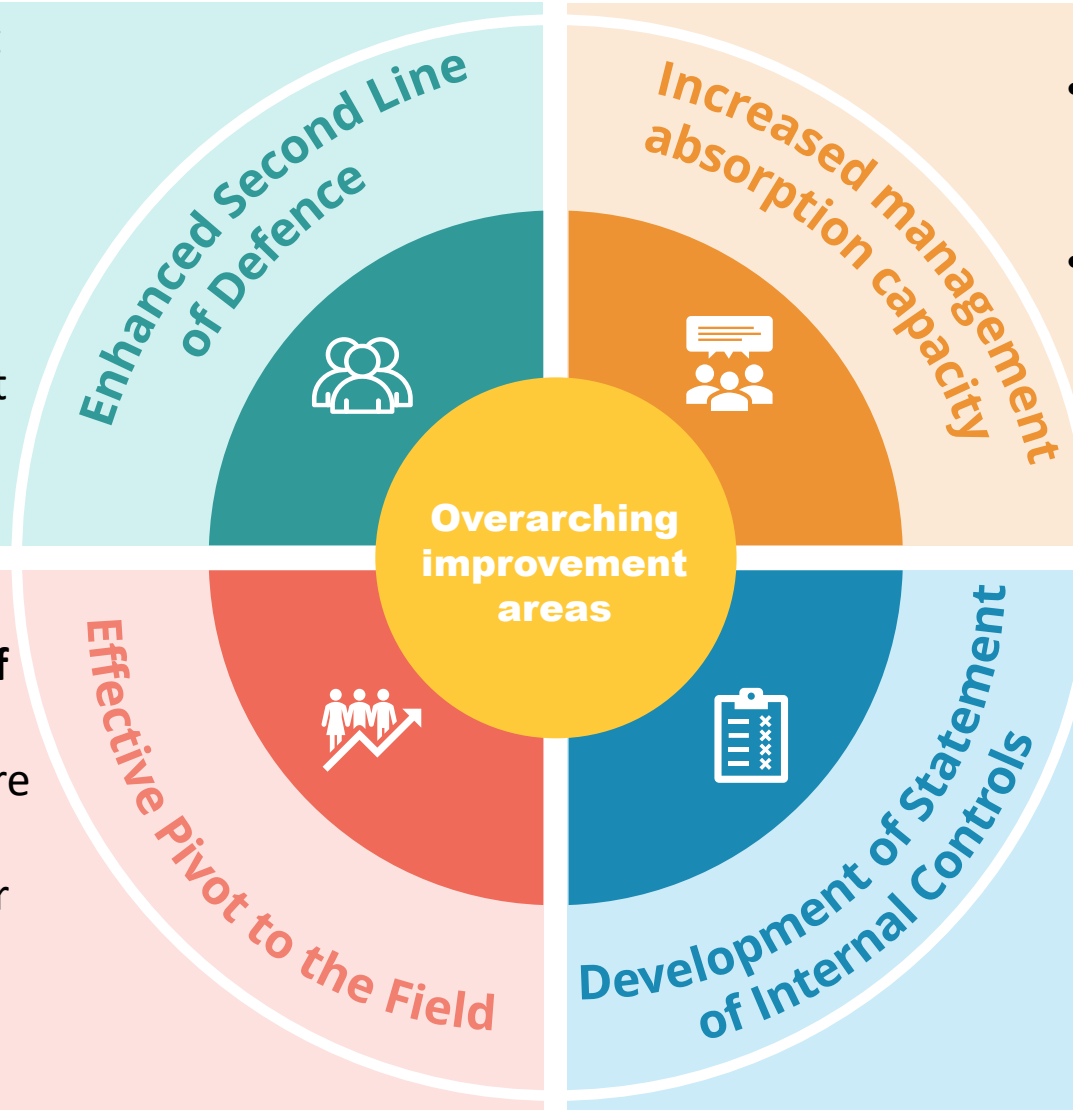
Achieved the 2022 target of no long-outstanding recommendations of more than **15%**



# 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

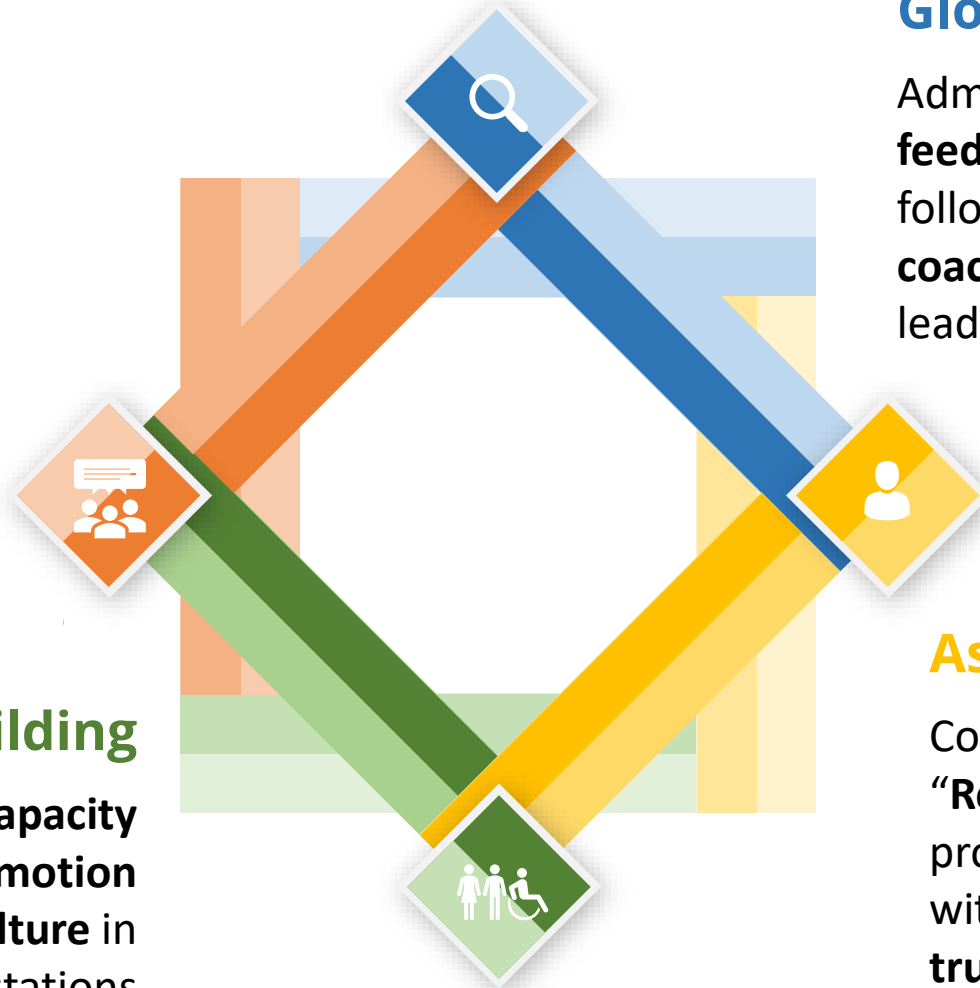
Administered first ever **global 360 feedback exercise** for 200 managers, followed by **one-on-one executive coaching sessions**, to strengthen leadership capacities

## 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!**