



Informal Briefing on Risk Management

14 January 2025

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

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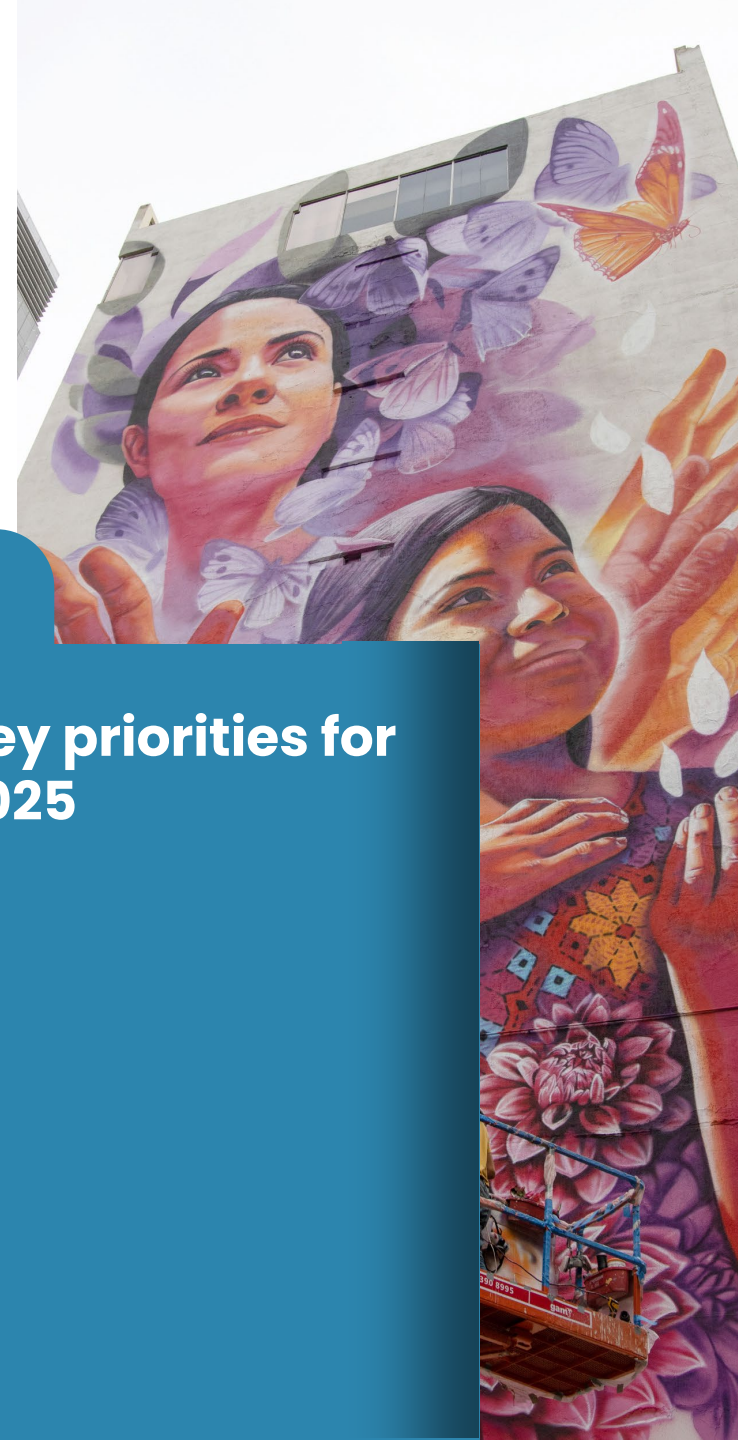
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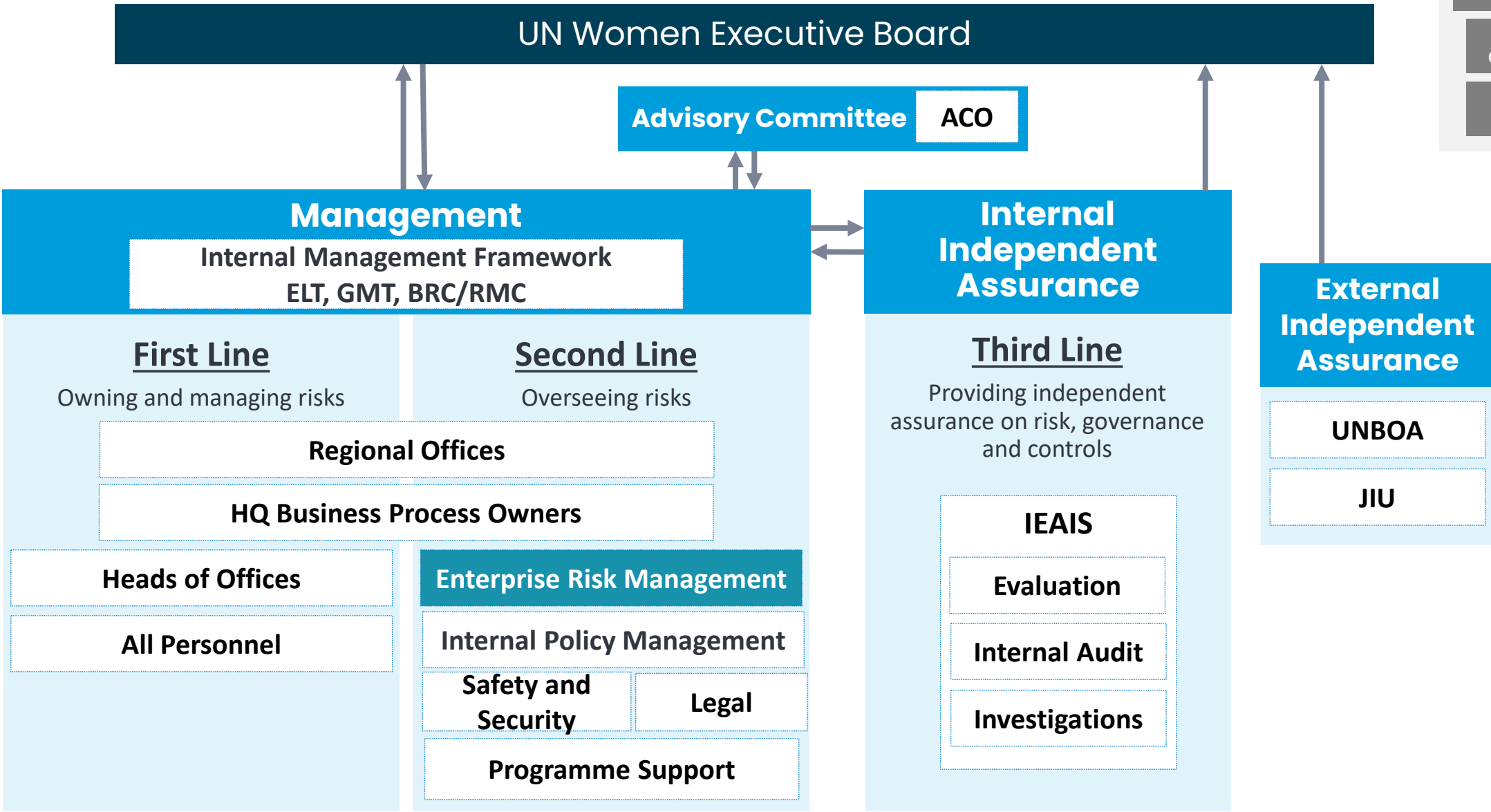
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UN-Women's Three Lines Model



Risk Management Approach and Methodology

Identify

Identify how risk scenarios, based on UN-Women's standard risk categorization, impact on short- and long-term objectives

Contextual	Strategic
Operational	Fiduciary and Safeguarding

Monitor

Use mechanisms to proactively monitor risks, which will include:

- Assignment of risk mitigation action owners
- Review of risk tolerance boundaries as part of Quarterly Business Review process
- Risk escalation and risk reporting

01



02

Assess and evaluate

Determine the severity of risks by considering the likelihood and impact of risks, based on existing controls

Consider which risks are within UN Women's appetite, also considering expectations of stakeholders

Mitigate

Consider whether to:

- Avoid
- Mitigate (bring to within risk appetite)
- Accept and pursue (manage within risk tolerance boundaries)
- Escalate to appropriate level of management

04

03

UN-Women's risk management architecture

ERM Framework

Risk Management Policy and Procedure

Risk Appetite Statement
Risk Tolerance
Boundaries

Risk Management Guidance

Standardized Templates

Risk Management Information Management System

Strategic Planning

Risk Management

Strategic Plan

Bottom-up and top-down risk profiles

Strategic Notes (SNs)

SN risk assessments

Workplans

Bi-annual risk validations

Project Documents

Project risk assessments



Improving UN-Women's ERM Maturity

In accordance with the reference maturity model for risk management in the UN system

Enterprise risk management framework and policy

Established ERM framework and defined risk appetite, and related escalation procedures

Risk capabilities

Targeted annual training and awareness to relevant personnel on risk management. Webinars are open to all personnel.

Risk culture

Senior Management commitment to risk management, coupled with clear communication of risk information to support decision making.



Governance and organizational structure

Established governance structure for oversight. Accountability for managing risk are defined in the Risk Management Policy.

Process and integration of risk management

Systematic process and methodology for risk assessments, linked to results management through strategic planning processes and Quarterly Business Review.

Systems and tools

Functional risk management system to facilitate the recording, approval, management and reporting of risks

Spotlight on governance and organizational structure



Risk Management Committee

- Provide inputs to top-down risk profile
- Monitor Corporate Risk Register and mitigation actions
- Support risk management maturity



Chief Risk Officer

- Facilitate escalation of key risks to RMC's attention
- Oversee maintenance of Corporate Risk Report



Risk Management Function

- Oversee risk management process
- Aggregate bottom-up risk profiles and prepares Corporate Risk Report drawing on internal (audits, evaluation, QBR) and external (ACO, EB, global trends) evidence
- Provide technical support to all Risk Owners and Risk Focal Point



Business Process Owners

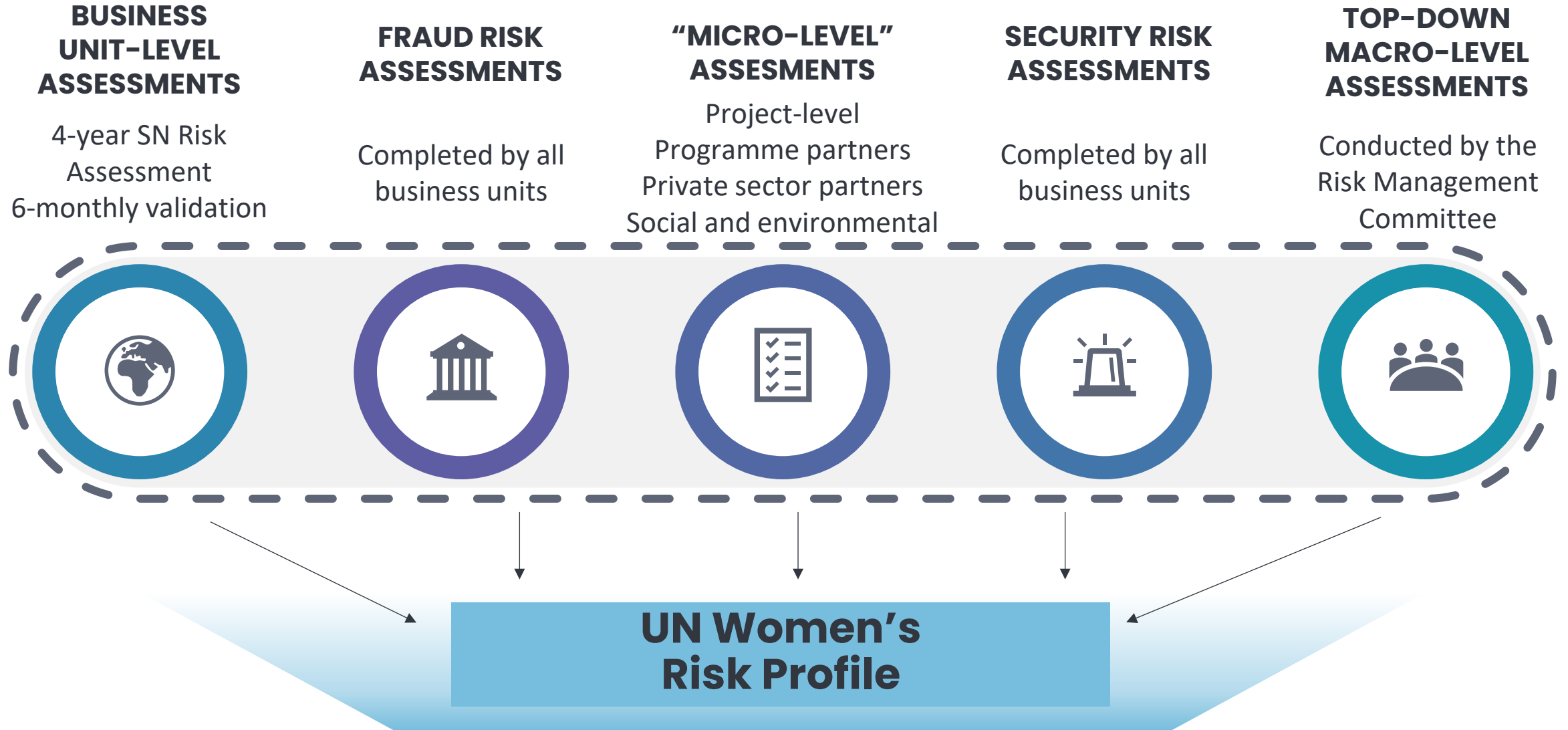
- Identify, evaluate and manage risks related to functional areas and business processes, including the mitigation plan
- Design policies and procedures to mitigate risks



Risk Owners and Risk Focal Points (HQ, RO, and CO)

- Identify, evaluate and manage risks under respective areas of responsibility
- Monitor implementation of mitigating actions; escalate significant risks

Spotlight on risk process and integration



Critical Risk of Strategic Importance (1 of 5):

Sustainability of UN-Women's financial resources, marked by insufficient regular and flexible funding to optimally deliver on UN-Women's triple mandate



Risk Description

- **Composition of funding:** Financial growth predominantly driven by OR; funding gaps in Regular Resources
- **Volume of resources:** affected by shifts in global political and economic environment
- **Additional challenges:** donor earmarking, high demands for humanitarian aid, economic downturns and exchange rate fluctuations

Mitigation Measures

- ① **Balancing resources:** Regular monitor of revenue targets; leverage cost recovery on projects; seek increased direct funding of Strategic Notes
- ① **Enhanced transparency:** through the launch of the third phase of the UN-Women Transparency Portal and elevated corporate reporting on results
- ① **Business Model:** continually adapting to meet both organizational needs and partner expectations

Critical Risk of Strategic Importance (2 of 5):

An increasingly uncertain global economic environment where investment in Gender Equality and Women's Empowerment (GEWE) is not consistently prioritized



Risk Description

- **Economic climate:** reduction in financing for gender equality without considering centrality of GEWE to these areas
- Economic strains on low- and middle-income countries lead to **reduction in national and development financing**
- **Shifting priorities**, as governments focus on economic recovery and response to conflicts and crises

Mitigation Measures

- ④ Intensify efforts for investments in **gender-responsive macro-economic policies** and **sustainable financing**; ensure inclusion of **gender-responsive budgeting** in government planning and budgeting processes
- ④ Continue **diversification of funding sources** and increase resource mobilization, support by **increased results visibility** through the Transparency Portal

Critical Risk of Strategic Importance (3 of 5):

Growing political instability and polarization, contributing to increased insecurity and the erosion of human rights



Risk Description

- Operating in complex contexts and environments of **political pushback against gender equality** and **curtailing of civic space**
- **Rollback of legislation**, policies and services for women and girls
- Shifting priorities for development assistance, potentially **neglecting gender dimensions**

Mitigation Measures

- ➔ Active engagement in the **Inter-Agency Standing Committee (IASC)** to strengthen UN-Women's unique value-add in humanitarian settings
- ➔ Continued support for **multi-stakeholder partnerships** and enhanced capacities of duty bearers and rights holders
- ➔ Support the strengthening of the UN's support to **women human rights defenders** and civic space

Heightened cyber security risks impacting UN-Women's operations and programmatic work



Risk Description

- Growing **dependency on digital platforms** coupled with increased threats from external actors
- Data privacy concerns, and cybersecurity events may **impair business continuity** and result in reputational damage
- Gendered risks associated with **generative AI, misinformation/ disinformation** and other rapidly evolving technologies

Mitigation Measures

- ④ **Embed cybersecurity governance** across the organization and monitor vigorously
- ④ Strong back-up and data privacy mechanisms; **cybersecurity awareness programme** for all personnel
- ④ Careful management of opportunities and risks from rapidly evolving technologies

Accelerating adverse impacts of climate change marked by the increased frequency and severity of extreme weather events



Risk Description

- **Extreme weather events** push even more women and girls into poverty and food insecurity, as well as compound other drivers of mobility and internal displacement
- Emerging or sudden onset of **negative climate conditions** may undermine project / programme implementation and/or introduce additional vulnerabilities for women and girls

Mitigation Measures

- ⌚ Embed disaster preparedness, prevention and climate resilience approaches in **programmatic work**, working with key stakeholders
- ⌚ **Build capacities** of external actors to support gender mainstreaming in national contingency plans, as well as internal capacity and programming tools

Key Priorities for 2025



Increase risk management capacities

- Provide dedicated capacity building for regions and countries
- Ensure technical support for specific projects and corporate initiatives of strategic importance
- Utilize data analytics for risk profiling and early warning mechanisms to identify emerging risks

Enhance systems integration

- Enhance and integrate results management and risk management systems
- Streamline existing performance monitoring mechanisms



Thank you!