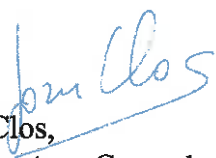


MEMORANDUM

To: All UN-Habitat Staff

Reference: UNH-OED-M-150430-01

From: 
Dr. Joan Clos,
Under-Secretary-General and
Executive Director

Date: 30 April 2015

Subject: **Enterprise Risk Management Implementation Guidelines**

Dear Colleagues,

I am pleased to share with you our Enterprise Risk Management Implementation Guidelines. Please note that this is a living document, requiring adjustment as we move through the stages outlined within.

Risk management is a responsibility of all staff members, so I would be grateful if you could review these guidelines carefully. I am delighted that the DED has agreed to chair the Risk Oversight and Advisory Committee, which will follow closely our implementation of these guidelines, the strengthening of our capacity, and above all, assist in managing and mitigating our highest risks.

Thank you.