

Enterprise Risk Management in UNHCR

**Briefing for Members and Observers of
the Executive Committee and the Standing Committee**

Mr. Arman Harutyunyan, Chief Risk Officer

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UNHCR

United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

Towards Enterprise Risk Management (ERM) in UNHCR



2005-6: Risk profiling supported by PricewaterhouseCoopers

2007-8: Risk assessment by the internal audit

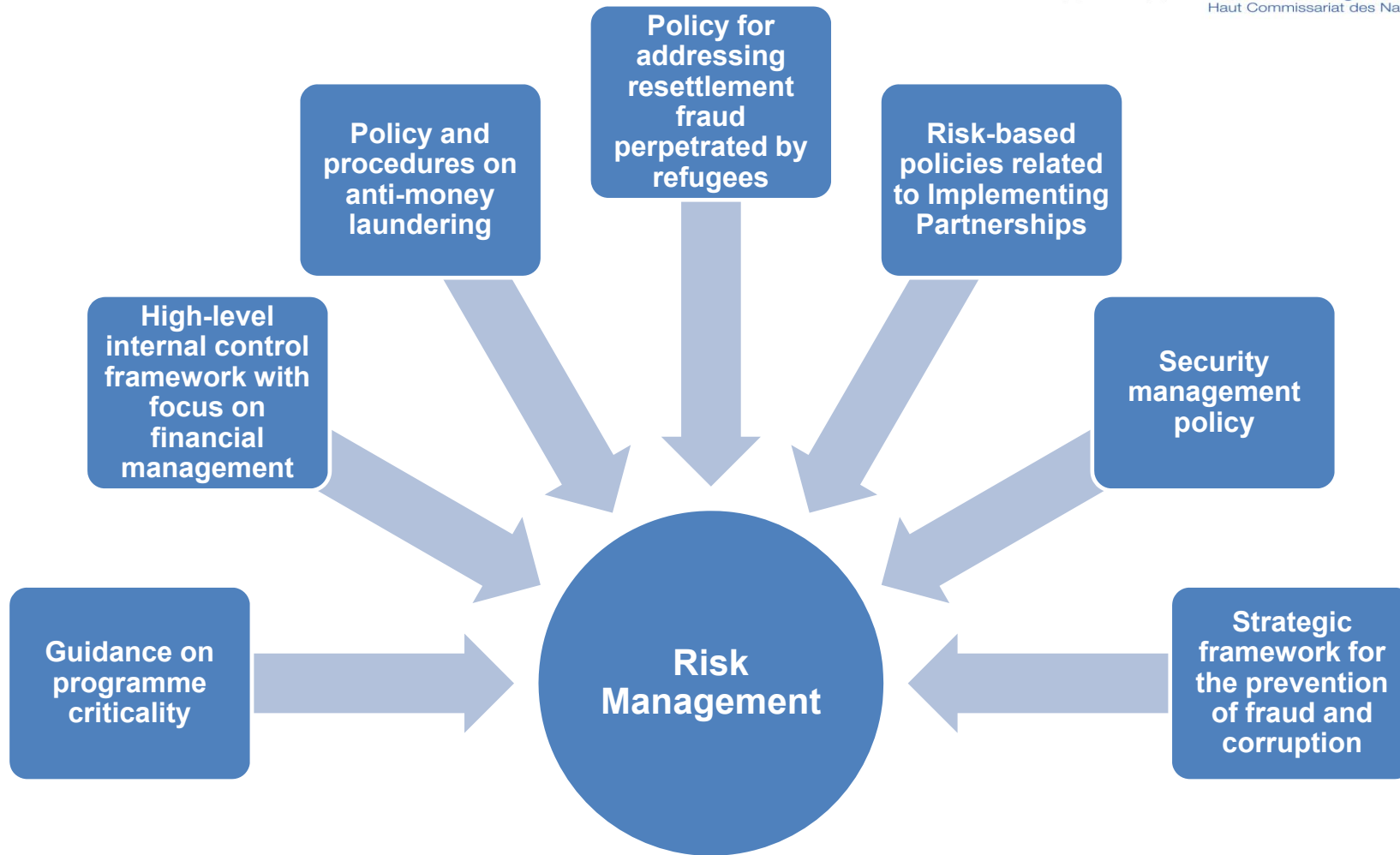
2011: External audit recommends ERM

2012-13: Internal conceptualization

2014-onwards: Formal adoption of ERM and implementation

2017: Scheduled policy review & revision as needed

Internal frameworks contributing to risk management



2012-13 Internal conceptualization

UNHCR-specific approach to ERM developed

- ISO 31000 adopted as the guiding framework
- Main roles and responsibilities outlined
- Implementation options considered

Pilot risk assessments in the field

- Pilot risk assessments conducted in 4 field operations
- Assessment methodology reviewed and revised
- Implementation options tested

HQ focus groups conduct preliminary risk assessments

- Focus group generated a preliminary outline of risks
- Risk categories reviewed and revised
- Assessment methodology revisited

Initial development of detailed guidance and training material

- Multi-functional project advisory group created
- Draft guidance and training material produced
- Supporting tools developed (templates and dashboards)

2014-onwards: Formal adoption and implementation

Policy and administrative instructions issued

ERM focal points trained

ERM eLearning for all staff launched

First risk assessment completed in Q1/2015

Mandatory annual risk reviews to be held in Q4

Monitoring and treatment of high priority risks

First risk assessment already covered over 85% of 2015 prioritized plans/budgets in the field.

ERM policy and administrative instructions

- ✓ Purpose, scope, rationale and main principles
- ✓ Risk management process
- ✓ Key roles and responsibilities
- ✓ Definitions (risk categories, risk attributes)
- ✓ Implementation instructions and procedures

- ✗ Organization-wide risk criteria/appetite
- ✗ Prescriptive risk treatments

Main roles and responsibilities

Key roles

- **Risk owners:** the High Commissioner, Heads of HQ entities, Field Representatives
- **Risk management focal points:** key field and HQ staff

Key activities

- Develop and maintain risk registers, annual review at the time of detailed planning
- Treat priority risks throughout programme implementation
- Monitoring and review

ERM unit

- Support the risk management process throughout the organization
- Manage ERM rollout, provide training, facilitate risk assessments
- Maintain **Corporate** and **Strategic** risk registers
- Organization-wide monitoring, reporting and trend analysis

Enterprise Risk Management and Oversight functions

- ERM will support planning of oversight activities (audits, inspections, others)
- Audit will provide assurance on effectiveness of risk management
- IAOC regularly reviews progress of ERM implementation

UNHCR Risk Registers (designed for internal use only)



Corporate risk register: Field risks + HQ entity risks

Risk info

detailed description of a risk, including:

Causes, risk event, consequences

Impact

level of impact on objectives, expressed as:

Insignificant → Minor → Moderate → Major → Disastrous

Likelihood

likelihood of a risk to occur, expressed as:

Very Low → Low → Medium → High → Very High

Risk categories

thematic grouping into three categories for analysis:

Institutional; management and support; operations / implementation

Risk treatment

measures in place, measures needed to be put in place:

Proactive treatments; reactive treatments

Strategic risk register: Significant organization-wide risks

Thank you



Q & A