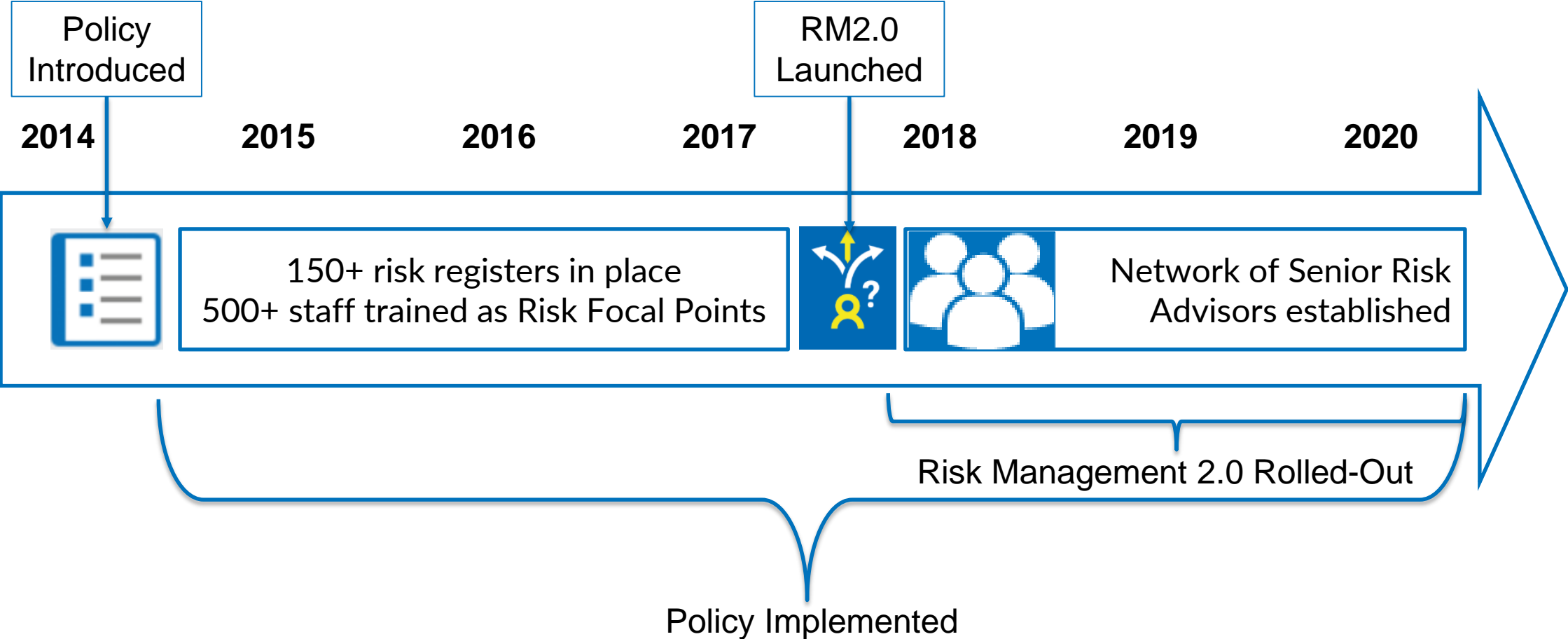# Risk Management in UNHCR

Renewed accountability to the people we serve

Hanne Raatikainen
Chief Risk Officer
18 September 2019

UNHCR's Risk Management Journey

Policy Introduced

RM2.0 Launched

2014   **2015**   **2016**   **2017**   **2018**   **2019**   **2020**

150+ risk registers in place
500+ staff trained as Risk Focal Points

Network of Senior Risk Advisors established

Risk Management 2.0 Rolled-Out

Policy Implemented

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Assessment of UNHCR risk maturity

- April 2019: HLCM endorsed a Reference Maturity Model for Risk Management in the UN System

- August–September 2019: independent maturity assessment against the HLCM model in UNHCR

- Initial results:
  - 'UNHCR has an overall well established ERM system'
  - 'The overall recommendation is to continue the sound course set by RM 2.0'
  - 'Opportunities for further improvements exist'

Vision

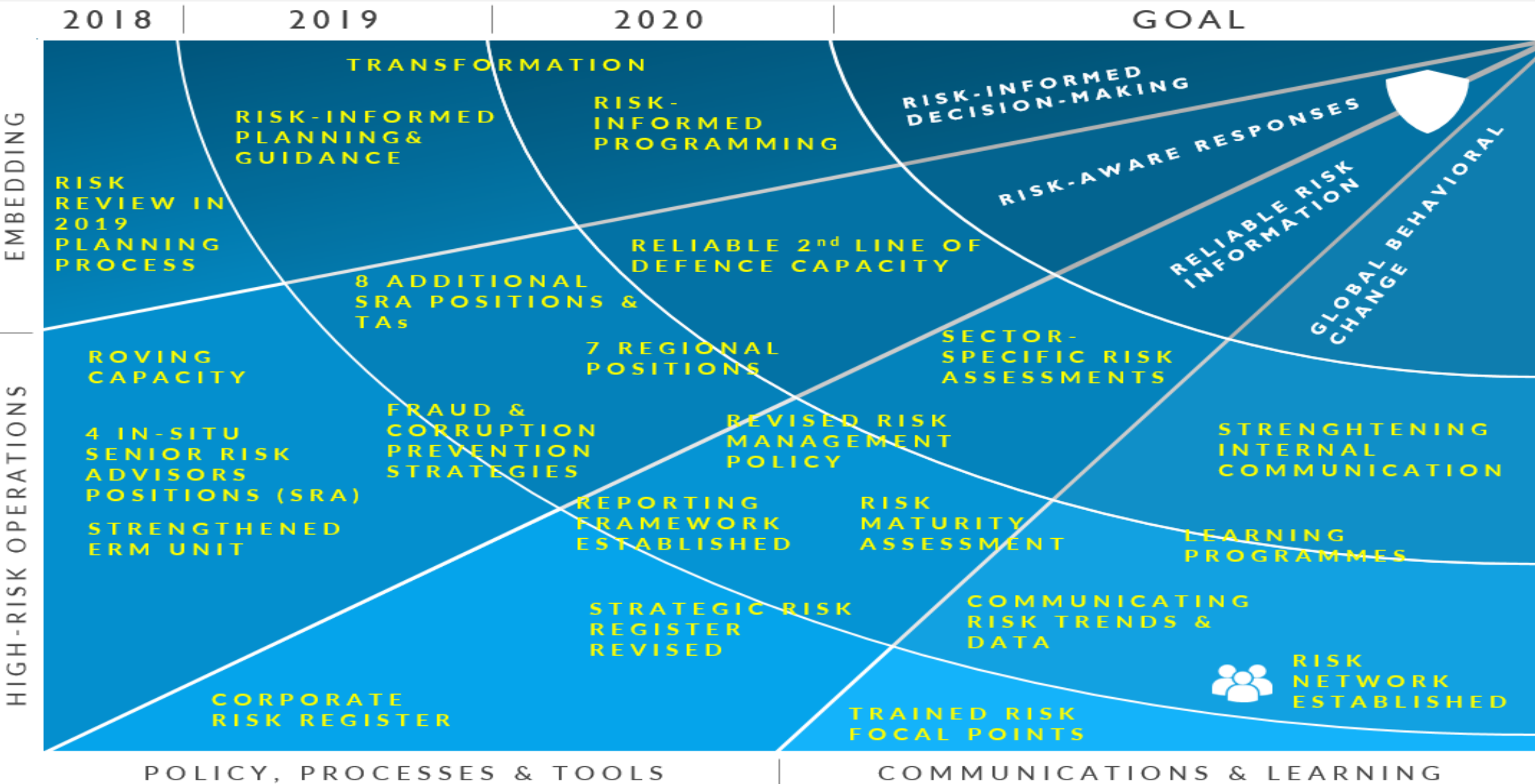Strong risk management culture in all operational and management areas

Work streams

Key success factor: strong senior mgt support

Stream 1
Improving communication & learning on risk management
— Global behavioral change

Stream 2
Strengthening risk management policy, processes and tools
— Reliable risk information

Stream 3
Embedding risk management in core processes/ day-to-day activities
— Risk-informed decision-making

Stream 4
Supporting high-risk operations
— Risk-aware responses (with a focus on high risk areas)

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Risk Management 2.0: Roadmap

Third UNHCR Risk Network Meeting

September 2019- Geneva

Pillars of Transformation in UNHCR

Risk Management 2.0 is one of eight pillars of transformation in UNHCR

Decentralization & Regionalization

Results Based Management

People Management & HR

Data & Digitalization

RISK MANAGEMENT

UN Reform

Global Compact on Refugees & Global Refugee Forum

Business Processes & Systems

Risk Management 2.0

With Risk Management cutting across all pillars horizontally

Strategic Risk Register

(updated June 2019)

16 cross-cutting risks to UNHCR's high-level protection and solutions objectives

RISK THEME	STRATEGIC RISK
Integrity, accountability and ethical conduct	1. Failure to ensure strong organization-wide integrity and ethical conduct
	2. Insufficient managerial accountability
Strategic partnerships (GCR including CRRF)	3. Inability to effectively implement our role in the Global Compact on Refugees, including the CRRF
Change process	4. Inability to change the organization in a coherent and timely manner, serving affected populations, with buy-in from all levels of staff
Emergency preparedness & response	5. Inadequate response to emergencies with a long-term solution focus
Integrity and quality of information on persons of concern	6. Lack of timely, coherent and accurate data to inform decision making
Funding	7. Inability to build a more secure funding environment for UNHCR
Protection environment & protection role	8. Inability to maintain an authoritative voice and access to governments on refugee, internally displaced and statelessness issues
	9. Failure to effectively communicate protection issues in a polarized global environment
	10. Inability to exercise our mandate effectively in the context of the changing humanitarian landscape, mixed movements and UN Reform
UNHCR's workforce	11. Misalignment between current skillset of personnel and future requirements to meet the challenges UNHCR is facing
	12. Insufficient duty of care to personnel
Security	13. Inadequate strategic security management
Program management	14. Insufficient metrics and evidence-base to demonstrate quality results for affected populations
	15. Inability to serve affected populations through accountable partnerships aligned with operational requirements
Technology	16. Unauthorized access due to insufficiently secure ICT systems and processes

2019 Risk Review at a Glance

100% compliance
2019 Risk Review

162 risk registers reviewed

137 in the field
25 at HQ

2,204 risks approved

NEW **652** new

946 high risks identified

3% ↑ high risks from 2018

8 opportunities identified

Areas with most risks identified

Fair protection process and documentation

Supply and asset management

Implementing partnership management

Areas with most high risks identified

Fair protection process and documentation

Emergency preparedness and response

Basic needs and services

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Risk Mitigation

Development of comprehensive fraud, corruption and prevention strategies

Strengthening of accountability to affected populations

Enhancement of procedures for the declaration of conflict of interest

Strengthening of processes in high-risk environments

Improving of monitoring through the use of live data systems and technology

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Thank you!

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