

Risk Management in UNHCR

EC/67/SC/CRP.22

agenda item 2 (b)

Mr. Arman Harutyunyan

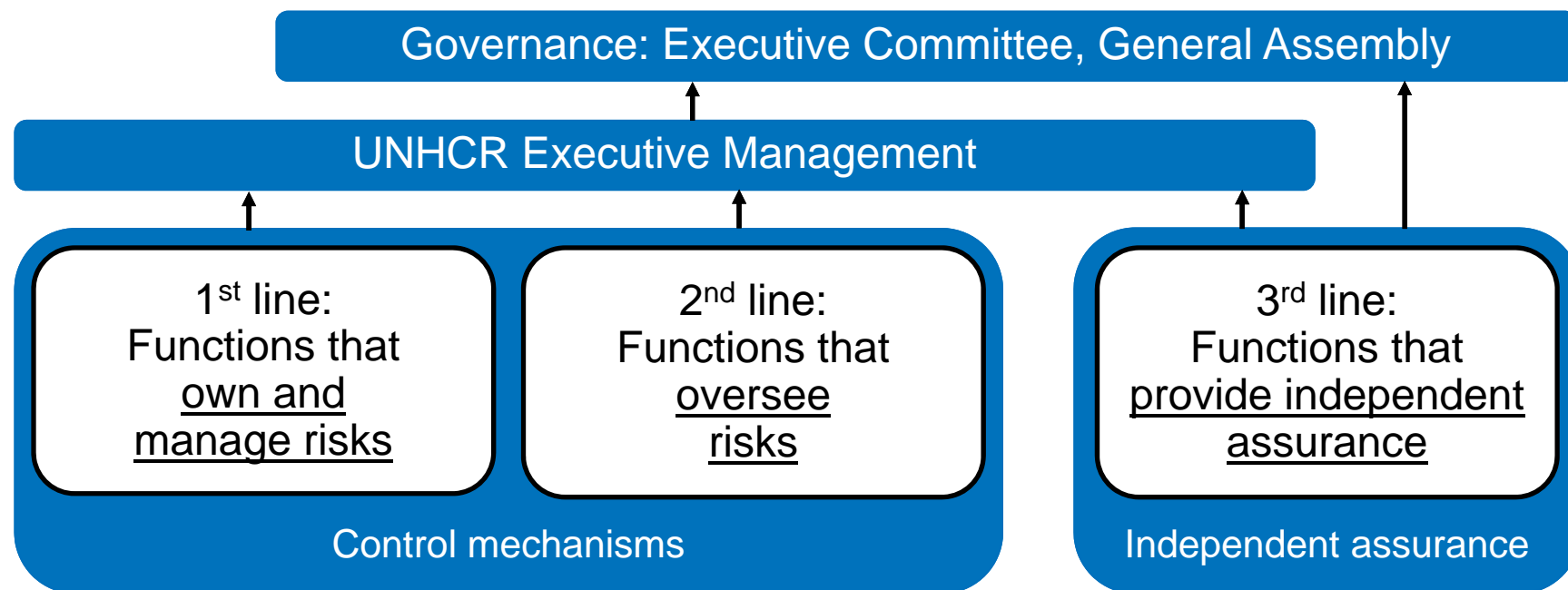
Chief Risk Officer, Enterprise Risk Management unit
67th Standing Committee, 21-22 September 2016



Overview

- Conceptual framework: risk management, oversight and accountability
- Risk management process in UNHCR
- Functional accountabilities/responsibilities
- UNHCR risk registers
- Implementation
- Next steps

Conceptual framework: Risk management, Oversight and Accountability



Conceptual framework: Risk management, Oversight and Accountability (*cont.*)

1st Managers directly responsible for the management of operations

- Manage and control processes and take responsibility for results
- Execute policies and procedures on a day-to-day basis
- Implement corrective actions to address process and control deficiencies

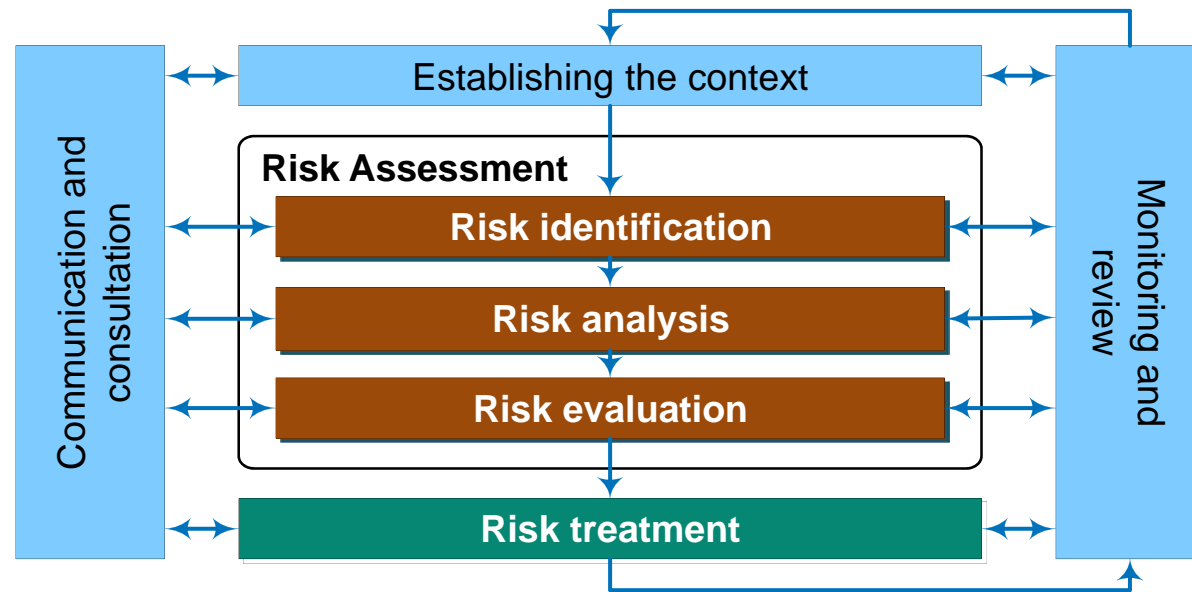
2nd Bureaux, functional divisions, management services

- Apply specialized knowledge and expertise to support the first line – while remaining separate
- Monitor compliance with policies and procedures
- Support senior management in developing and modifying policies and procedures
- Enterprise risk management is part of the second line of defence

3rd Internal and external audit, evaluation, investigation, ethics

- Provide objective and independent assurance over the management of risks and implementation of controls to achieve results

Risk management process in UNHCR



Based on
ISO 31000

Functional accountabilities/responsibilities

- **Executive Management**
 - ensures establishment and effective functioning of ERM
 - manages strategic risks
- **Risk owners**
 - manage risks in the field operations and at HQ
- **Risk management focal points**
 - support risk owners
- **All staff**
 - are aware of risk management concepts and apply them as appropriate

UNHCR Risk registers

- **Corporate risk register (exists since Q1/2015) - contains field and HQ risks**
 - **Detailed information:** causes, risk event, consequences
 - **Rating:** impact and likelihood, prioritization
 - **Categories:** institutional; management and support; operations / implementation
 - **Treatments:** measures to address risks
- **Strategic risk register (exists since Q4 2015) – contains organization-wide risks**

Implementation

- **2014: first organization-wide risk assessment**
 - Focus on introduction and roll-out of concepts, training, compliance
- **2015-onwards: annual risk reviews**
 - Shifting towards better risk assessments
 - Capturing the main risks identified through detailed frameworks
 - Informing and shaping day-to-day operations management
 - Informing and shaping strategic risks
 - Informing oversight planning
 - Integrating feedback from internal and external audit

Next steps

- Improve risk management, informed by oversight findings
- Continuously improve risk analysis and ensure regular use
- Monitor risk trends in the field and align strategic risks accordingly
- Review and revise the ERM policy (mid-2017)

Q / A

Thank you.