23RD SESSION OF THE STANDING COMMITTEE ON PROGRAMMES AND FINANCE

AGENDA ITEM 7

Risk Management

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RISK MANAGEMENT AT IOM

BACKGROUND

- In 2014, IOM initiated the process to implement a more structured, consistent risk management approach, based on the International Organization for Standardization, ISO 31000.
- A risk management framework was developed for which compliance is mandatory.
- The implementation of a risk management plan commenced in 2015 with the risk assessments at regional offices, administrative centers and several key country offices.
- A new project management handbook mandates the integration of risk management in all phases of the project cycle.

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IMPLEMENTATION IN 2018

- Continued roll out of management process and integration of risk management in key decision-making and business processes.
- 31 offices conducted a country-level risk assessment during the reporting period and followed up on the treatment plans for priority risks and updated the country register.
- Up to 133 offices reported that they analyse and record project risks at the project development stage, for further monitoring and management during implementation and 127 offices report that monitoring is being done throughout the life of projects.
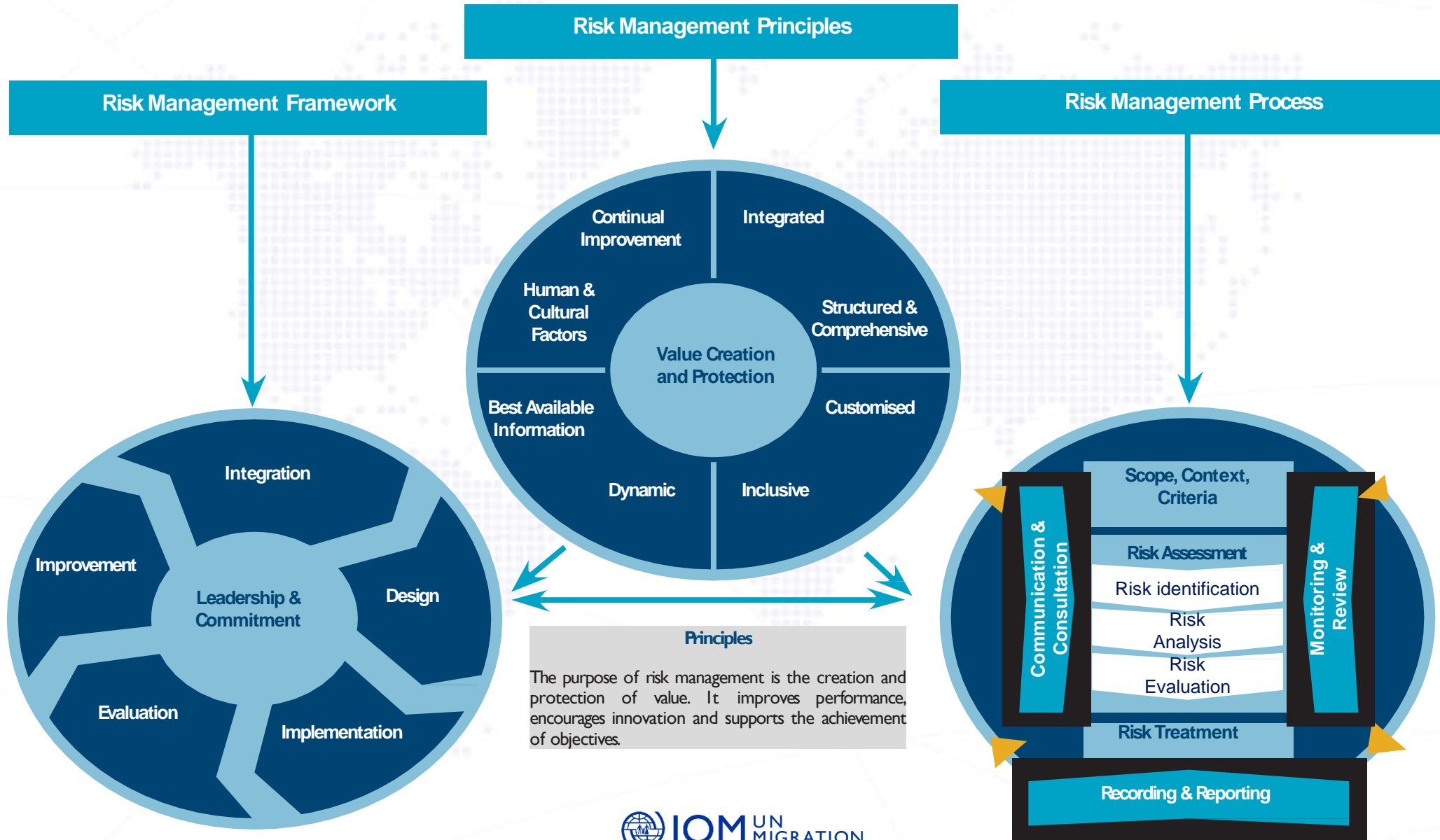
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The aim is to have a framework that is practical and 'fit for purpose' and allows for scaled implementation focusing on driving efficiency by breaking down silos to achieve integration and leveraging the existing resources.

THE CURRENT CONTEXT

- There has been a significant change in the risk context in the last few years among agencies.

- In response to these developments and an increased scrutiny on the effectiveness of risk management, IOM has reviewed the existing risk management framework to ensure it is aligned to the latest ISO standard and guidance issued by Committee of Sponsoring Organizations of the Treadway Commission (COSO).

- Part of updating the framework has included a review of the risk governance structures, culture, information, communication and reporting.

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GUIDING PRINICIPLES – ISO 31000

Risk Management Principles

Risk Management Framework

Risk Management Process

Principles Circle

- Continual Improvement
- Integrated
- Human & Cultural Factors
- Structured & Comprehensive
- **Value Creation and Protection**
- Best Available Information
- Customised
- Dynamic
- Inclusive

Framework Circle

- Integration
- Improvement
- **Leadership & Commitment**
- Design
- Evaluation
- Implementation

Process Diagram

- Scope, Context, Criteria
- Communication & Consultation
- Monitoring & Review
- **Risk Assessment**
  - Risk identification
  - Risk Analysis
  - Risk Evaluation
- Risk Treatment
- **Recording & Reporting**

Principles

The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation and supports the achievement of objectives.

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RISK MANAGEMENT – IOM PERSPECTIVE

- Every organization, whether for-profit or not, exists to realize value for its stakeholders.
- Value is created, preserved, or eroded by management decisions in all activities, from setting strategy to operating the organization day-to-day.
- In order to change the culture and establish an effective risk management system at IOM the organization considers risk management as a critical part of the decision making process and risk needs to managed by the 'front-liners'.

Assumptions

Risk Appetite

Risk Profile

Risk Aware Decision Making

Organisational Context

Culture

Strategy

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RISK REPORTING

- A new risk reporting template has been developed.
- The planned implementation of a risk information system in 2019 will provide a central repository of all our risk registers and a real time consolidated view of our risk portfolio, allowing for a more robust analysis of risks.
- As stated before the aim is to provide better information that supports improved risk aware decision-making.

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THANK YOU

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