

# Application of ERM Processes according to organizational levels



ERM Processes that apply across all levels of UNDP	Establishing the context	Risk Assessment				Risk reporting <i>(What and how the risk should be reported?)</i>	Monitoring & Review	Communication & consultation
		Risk identification <i>(What and where are the risks?)</i>	Risk analysis <i>(What is known about the risks?)</i>	Risk treatment <i>(What should be done about the risks identified?)</i>	Risk evaluation <i>(How important are the risks identified?)</i>			
<b>Programme/ Projects</b>	Programme and/or Project Document, Annual Work Plan (AWP)	Identify major risks for the programme/project objectives in the Programme/ Project Document and AWP.	Analyze likelihood and the consequences of the risks to identify those that might affect the achievement of the objectives of programme/ project.	Evaluate the risk levels of all analyzed risks at the project to determine which risks need treatment and their priority, in order to meet the objectives of the project AWP.	Regular monitoring & reporting on programme/ project risks; Report on progress and/or failure and results to the Project Board.	Identify one or more treatment options (terminate, mitigate, transfer or tolerate) and implement the most effective one/s. Escalate the risks that can't be adequately managed at the project level to the CO sr.management.	Monitor effectiveness of RM processes at the project level; Update Risk Log at least once a year.	Keep the project Board and other stakeholders/partners informed on RM processes at the project and update them regularly.
<b>Country Offices and HQ Units</b>	United Nations Sustainable Development Cooperation Framework (UNSDCF); Country Programme Document (CPD); IWP of the CO and the HQ Unit.	Identify major risks for the overall objectives in the CPD and the respective IWP of the CO and the Unit.	Analyze likelihood and the consequences of the risks identified at all projects, the CO and the Unit by applying the criteria model.	Evaluate the risk levels of all analyzed risks at projects, the CO and the HQ Units to determine which risks need treatment and their priority, in order to meet the objectives of the respective IWP.	Report the-CO and HQ Units major risks info/data in their IWP and annual reporting (ROAR), e.g. risk level, treatment status.	Implement treatment options (terminate, mitigate, transfer or tolerate) Respond to the ascalated risks. Escalate the risks that can't be adequately addressed at the CO and HQ Units to higher levels.	Oversight of RM processes and monitor their effectiveness in all projects, the CO and the HQ Units; Update Risk register at least twice a year.	Keep the Programme Board, other stakeholders/partners of the CO and the HQ Unit informed on RM processes and updated them regularly.
<b>Central Bureaux, Regional Bureaux and Independent Offices <i>(OAI, HDRO, etc.)</i></b>	Regional Programme Document; Bureau IWP; Office IWP	Identify major risks for the overall objectives across COs in the region, Central Bureaux and the Office level, and the respective IWPs.	Review all of the analyzed risks and identify trends and pattern in risks across COs in the region, Central Bureaux and the Offices.	Evaluate all of the analyzed risks across the COs in the region, Central Bureaux and the Offices to define the risk level that the Bureau & Office is willing to accept in order to meet the IWP objectives.	Report the Bureaux and the Offices' major risks info/data in their IWP and annual reporting [ROAR].	Respond to the COs & Units' escalated risks; Escalate the risks that cannot be adequately addressed by Central/Regional Bureaux, and the Offices of the ERM Committee.	Oversight of RM processes and monitor their effectiveness in the COs across the region, Central & Regional Bureaux and the Offices; Update Risk register at least twice a year.	Communicate & consult with relevant parties of the Bureau and the Office at all stages of RM processes and update them at regular/ planned intervals.
<b>ERM Committee <i>(chaired by the Associate Administrator and supported by ERM Secretariat)</i></b>	UNOP Strategic Plan (SP);	Identify major risks (both tnreats & opportunities) at corporate level affecting UNDP.	Review and analyze the overall UNOP risk profile and identify strategic risks and issues across the organization.	Strategic assessment of all the prioritized risks at corporate level and define the risk level that UNDP is willing to accept in order to meet its objectives in the SP.	Analyze and report the overall risk profile of UNDP: Prepare a quarterly and an annual risk reports of the EG, based on a strategfc analysis of UNDP's overall risk landscape.	Escalate the risks from HQ units & all Bureaux for the risk committee consideration to make decisions on escalated corporate risks (prioritize them and specific actions to be taken)	Document the decisions taken by the Risk Committee in the Corporate Risk Log and monitor and update it regularly.	The Risk Committee reports to the Executive Group (EG) on regular basis.  Prepares an annual UNDP risk report for consideration of the EG.