

NON C'É PACE SENZA GIUSTIZIA NO PEACE WITHOUT JUSTICE

NPWJ FIELD OPERATIONS RISK MANAGEMENT

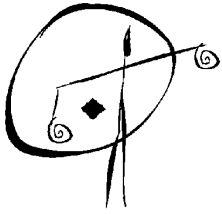
Alert Levels

- Alert Level 0. No teams in field
- Alert Level 1A. Field team reports at the end of the day when everyone is home for the evening and does not plan to go out again (sms, email, voice)
- (Team in the field with NPWJ base in the field)*
- Alert Level 1B. Field team reports every 12 hours (sms, email, voice).
- (Team in the field but no NPWJ base in the field)*
- Alert Level 2. Field team reports every 12 hours (sms, email, voice). All field personnel and designated non-field personnel keeps mobiles charged and turned on, notifying any temporary comms blackouts (eg flights). Relevant NPWJ Director to be notified.
- Alert Level 3. Designated non-field personnel at internet station with reliable international phone lines. Rotation schedule implemented to cover 24hrs. Approximate whereabouts of each member of field team known to non-field personnel. Program Coordinator and/or Director notify Secretary General.
- Alert Level 4. Continuous vox and/or data comms maintained with field team. Exact whereabouts of each member of field team known to non-field personnel and logged. Appropriate diplomatic and political officers in Rome and Brussels to be notified.
- Alert Level 5. Full evacuation procedure implemented

Asymmetric Designation

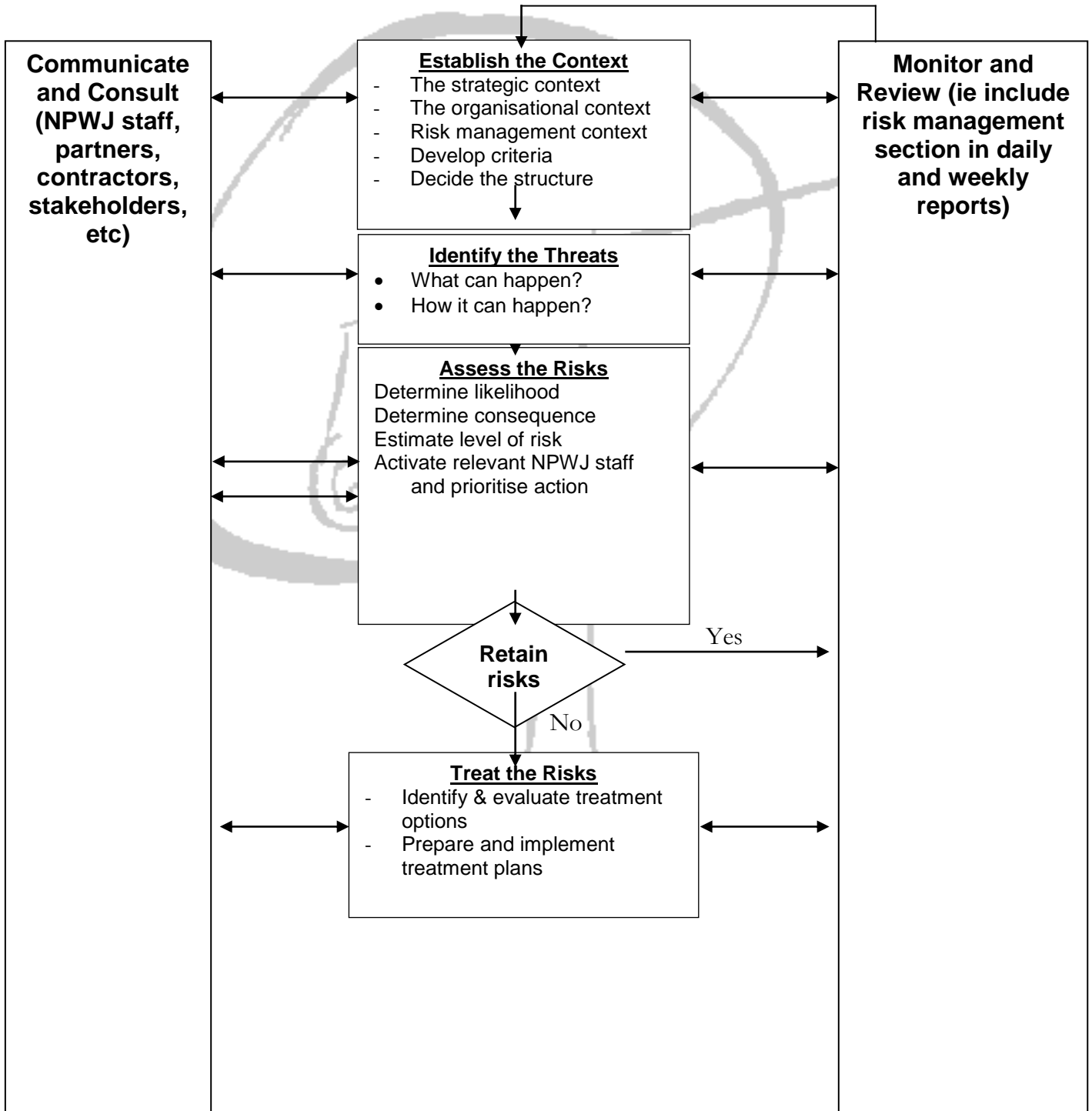
An increase of the Alert Level is decided by country director or officer in charge in the field or by non-field officer in charge.

A decrease of the alert level is decided by the concurrent decision of country director or officer in charge and by the non-field person in charge.



NON C'È PACE SENZA GIUSTIZIA NO PEACE WITHOUT JUSTICE

NPWJ FIELD OPERATION RISK MANAGEMENT MATRIX





NO PEACE WITHOUT JUSTICE

Risk Treatment

Once threats have been identified and the risks assessed, all techniques to manage the risk fall into a combination of these four categories:

- * Avoidance (eliminate)
- * Reduction (mitigate)
- * Transfer (outsource or insure)
- * Retention (accept and budget)

Residual Risks are those remaining after risk treatment measures are undertaken. NB that decisions on risk treatment measures should be based on cost-benefit analysis comparing current risks and residual risks (i.e. not comparing current risk and no risk at all).

Risk avoidance

Includes not performing an activity that could carry risk. An example would be not flying in order to not take the risk that the airplane were to be hijacked. Avoidance may seem the answer to all risks, but avoiding risks also means losing out on the potential gain that accepting (retaining) the risk may have allowed. Not undertaking a project to avoid the risk of loss also avoids the possibility of obtaining the policy objectives.

Risk reduction

Involves methods that reduce the severity of the threat or the likelihood of the threat from occurring. For example, sprinklers are designed to put out a fire to reduce the risk of loss by fire. However, this method may cause a greater loss than risk avoidance: for example denying access by national partners, a NPWJ field office may reduce certain risks but negates the objective of establishing a field office, and potentially harms NPWJ's reputation with these and other partners, hence it is not an effective risk reduction strategy.

Total or partial outsourcing of project components could be an example of risk reduction if the outsourcer can demonstrate higher capability at managing or reducing risks. Different segments of the same activity can be outsourced and/or retained to maximise risk reduction: for example, a project may outsource its vehicle management, while retaining the driver recruitment process. This way, the risk of teams being unable to travel to the field because their cars are not working is reduced (assuming that that the vehicle management company has the capacity to provide replacement vehicles), while retaining control (and the risks associated with) over the reliability and trustworthiness of its operations personnel.

Risk transfer

For example with an insurance policy, although this is also a post-event compensatory mechanism. In effect it does not reduce the likelihood of the threat, but it can reduce the consequences of the risk, hence reducing the risk level overall.

Risk retention

Involves accepting the loss when it occurs. Risk retention is a viable strategy for small risks where the cost of treating the risk would be greater over time than the total losses sustained. All risks that are not avoided or transferred are thereby retained.



NPWJ Risk Assessment Matrix – Level of Risk

- >7: Extreme risk**
– detailed action plan required
- 6,7: High risk**
– needs senior staff attention
- 5: Medium risk**
– specify management responsibility
- <5: Low risk**
– manage by routine procedures

High (and Extreme) risks must be reported to Program Coordinator and require detailed treatment plans to reduce the risk to Low or Medium.

	Consequence				
People	Injuries or ailments not requiring medical treatment.	Minor injury or First Aid Treatment Case.	Serious injury causing hospitalisation or multiple medical treatment cases.	Life threatening injury or multiple serious injuries causing hospitalisation.	Death or multiple life threatening injuries.
Reputation	Internal Review	Scrutiny required by internal committees or internal audit	Scrutiny required by external consultant	Audit or inquiry by Partners and/or Donors	Intense public, political and media scrutiny. eg: newspaper headlines, TV, etc.
Process & Systems	Minor errors in systems or processes requiring corrective action, or minor delay without impact on overall schedule.	Policy procedural rule occasionally not met or activities do not fully meet needs.	One or more requirements not met. Not threatening to NPWJ project objectives.	Strategies not consistent with NPWJ agenda. Trends show objectives are not reached.	Critical system failure, bad policy advice or ongoing non-compliance. Project objectives severely affected.
Financial	1% of Budget	2.5% of Budget	> 7% of Budget	> 10% of Budget	>25% of Budget

	Numerical:	Historical:
↑ Likely hood ↑	>1 in 10	Is expected to occur in most circumstances
	1 in 10 - 100	Will probably occur
	1 in 100 – 1,000	Might occur at some time in the future
	1 in 1,000 – 10,000	Could occur but doubtful
	1 in 10,000 – 100,000	May occur but only in exceptional circumstances

		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5	6	7	8	9	10
Likely	4	5	6	7	8	9
Possible	3	4	5	6	7	8
Unlikely	2	3	4	5	6	7
Rare	1	2	3	4	5	6



NO PEACE WITHOUT JUSTICE

NPWJ Risk Management Terminology

Control: An existing process, policy, device or practice that acts to minimise negative risk or enhance positive opportunities.

Control assessment: Systematic review of processes to ensure that controls are still effective and appropriate.

Event: Occurrence of a particular set of circumstances.

Frequency: A measure of the number of occurrences per unit of time.

Hazard: A source of potential harm or a situation with a potential to cause loss.

Consequence: Outcome or impact of an event.

Likelihood: A general description of probability or frequency.

Loss: Any negative consequence or adverse effect, financial or otherwise.

Monitor: To check, supervise, or record the progress of an activity or system on a regular basis to identify change.

Residual risk: The remaining level of risk after a risk treatment measure has been implemented.

Risk: The chance of a threat occurring, measured in terms of likelihood and consequence.

Risk analysis: A systematic process to understand the nature of and to deduce the level of risk.

Risk Criteria: Terms of reference by which significance of risk is assessed.

Risk evaluation: Process of comparing the level of risk against the risk criteria.

Risk Identification: The process of determining what, where, when, why and how something could happen.

Risk Management: The culture, processes and structures that are directed towards realizing potential opportunities whilst managing adverse effects.

Risk Management Process: The systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analyzing, evaluating, treating, monitoring and reviewing risk.

Risk reduction: Actions taken to lessen the likelihood, negative consequence, or both, associated with a risk.

Risk retention: Acceptance of the burden of loss, or benefit of gain from a particular risk.

Risk transfer: Shifting the responsibility or burden for loss to another party through legislation, contract, insurance or other means. Risk transfer can also refer to shifting a physical risk or part thereof elsewhere.

Risk treatment: Process of selection and implementation of measures to modify risk.

Stakeholders: Those people and organisations who may affect, be affected by, or perceive themselves to be affected by a decision, activity or risk.

SWOT analysis: Provides an assessment of an organisation's Strengths, Weaknesses, Opportunities, and Threats to provide a snapshot of the present and a view of what the future may hold.

Threat: Something that may happen that will have an impact upon the project's objectives, on personnel, on partners, on property etc.



NO PEACE WITHOUT JUSTICE

Risk Assessment Table

Risk No.	The What can happen and How it can happen	The Consequence from a threa happening	Description of Existing Controls	Likelihood Rating (a)	Consequence Rating (b)	Overall Risk Rating (a x b)	Risk Priority

Risk Treatment Template

Risk Number	Treatment/Controls to be implemented	Risk rating before treatment/controls	Risk rating after treatment/controls	Effects on Project Objectives, personnel etc	Person responsible for implementing treatment/controls and Person responsible for oversight	Timeframe	Date Completed	Risk and treatment/controls monitored/reviewed	
								How	When