



Risk Management Checklist 2017

As we enter a new year we need to recognise the ever increasing challenges of working in Afghanistan. It is therefore prudent to review risk management processes and systems to ensure you are able to respond flexibly and proactively to risk. This risk management checklist is not designed to be a comprehensive resource, but a snapshot of key considerations when thinking about managing your risk environment.

Risk is the chance of something happening that will have an impact in your objectives. It is measured in terms of **likelihood** (or possibility of the risk happening) and **consequence** (or impact if the risk occurs).

1. Have you identified and assessed your risks for 2017?

To do this you need to reflect upon your scope of work for the year. Are you embarking on new projects and programmes or are you continuing with an existing work plan? If a continuation from 2016, it is necessary to review whether your project outcomes and outputs were realised – or you need to detail any obstacles and problems that were encountered. This should also be captured in your risk register.

If you are embarking on a new scope of work, have you undertaken a risk management exercise to identify possible risks - Contextual, Programmatic, Institutional? To do this you should conduct a risk management exercise and use your organisations Enterprise Risk Management (ERM) framework. Alternatively, you can contact the Risk Management Unit for support (rmu.af@one.un.org).

Consideration should be given to realistically assessing whether it is feasible to complete what you need to in the time frame required. If there may be a problem with the delivery of your scope of work, then this needs to be identified at the outset, as a risk.

2. How do you plan to address the risks identified?

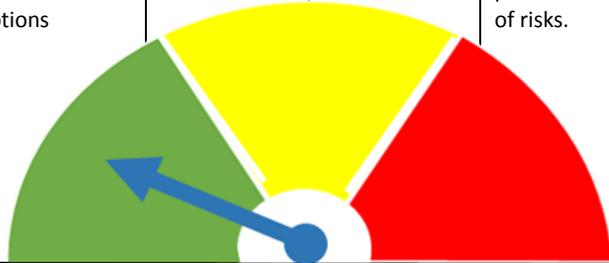
Have you clearly defined your risk treatment options? (Treat, Transfer, Tolerate, Terminate). There is no 'one size fits all' approach to managing risk and your risk treatment options should be independently assessed against the risks identified. Please also remember, more than one treatment option can be considered. This enhances your chances to effectively manage risk.

For example: ensure effective due diligence and the application of declarations (such as conflict of interest), implement a monitoring plan, and consider including penalty provisions for non-service delivery. You should also think about whether you have the resources and/or support you need. If you require external resources, then this is in itself a risk. You will also need to consider timeframes and budget.

3. Do you have a Risk Register?

People move and change but risks are always present. Maintaining a risk register helps to keep track of risks and what risk treatment options are in place. As a manager, it also ensures that you have a record of the risks that have been faced by your organisation (projects, programmes and activities). Importantly, a risk register also helps with qualitative and quantitative risk analysis, resource planning, prioritisation and can help inform future risk treatment options. While each organisation may have specific risk registers, each register should encompass (at a minimum) the following key areas:

Date	Risk	Owner	Likelihood	Consequence	Risk Rating	Treatment	Review Date
Risk registers are living documents and there is a need to include the date. This also helps with future analysis.	This should include a brief description of the risk and the Risk Category (i.e. Fiduciary, Integrity)	Who is responsible for implementation of Risk Treatment options	What is the likelihood of the Risk occurring?	What is the consequence (impact) of it happening?	What is your risk rating? This can also help with prioritisation of risks.	What controls are in place, what is needed and within what timeframe?	All risk requires monitoring. A review date should be included to verify your risk treatment options are working to mitigate this risk.



4. Do you have a designated Risk Manager?

It is a good idea to identify a single focal point in your office who is the designated risk manager. This individual maintains the risk register, has an overview of the numbers of risks you are facing and importantly, keeps track of the review dates. The risk manager should meet with the leadership team frequently to ensure everyone is aware of key risk issues. As people are constantly moving, you may need to identify a new focal point and ensure they have received appropriate training and support.

5. How would you rate your risk culture?

As we have started a new year, some reflection on your organisations risk culture is prudent. Do your team leaders understand what risk is and how this can impact on delivery? Do you have staff skilled enough to conduct effective risk assessments and audits? Are you as a manager confident you will be informed of risk in a timely manner, that can also help you with decision-making? If the answer to any of these is 'no' it is time to improve your risk culture.

6. Are there any areas that can be improved?

Risk is always present. Risk management should therefore be central to your organisations operational and strategic management process. The methodical assessment of risks attached to your activities, enables you to proactively mitigate the consequence of the risk occurring, and identify opportunities to improve service delivery (and how you work in Afghanistan). While there is no such thing as a 'risk free' operating environment, there are ways to reduce risk and enhance your ability to deliver. For more please visit www.collaborativemonitoring.com or contact the Risk Management Unit: rmu.af@one.un.org.