











Session 5	Risk Assessments		 Duration: 60 mins
<p>Session Summary</p> <p>This session introduces the essential processes and tools required to identify and assess risks to staff, operations and the organisation in a specific context, and to determine the most effective approaches and measures to manage these risks.</p>			
<p>Session Objectives</p> <ul style="list-style-type: none"> • Introduce a 5 step process to assessing risk. • Identify and evaluate threats in the operating environment. • Determine the level of risk based on the likelihood and impact of threats. • Explore different risk treatment options and outline how to document risk assessments. 			
<p>Learning Outcomes</p> <p>By the end of this session, participants should be able to:</p> <ul style="list-style-type: none">  <ul style="list-style-type: none"> • Use a risk analysis matrix to prioritise threats in the operating environment according to their likelihood and impact. 			
<p>Supporting Material</p> <ul style="list-style-type: none">  <ul style="list-style-type: none"> • GISF Security to go: a risk management toolkit for humanitarian aid agencies – Module 3. • Disaster Ready/GISF Mobile Guides: Security Risk Management Toolkit. 			
Time	Suggested Activities		Resources
2 mins	<p>Introduction</p> <p>Introduce the session and provide an overview of what this session will cover.</p>		<ul style="list-style-type: none"> • S.5 Risk Assessment Presentation - Slide 1
3 mins	<p>Assessing Risk</p> <p>Explain why a detailed understanding of the risks supports more informed security decisions. Then introduce the 5 key steps to conducting risk assessments.</p>		<ul style="list-style-type: none"> • Slides 2-3
5 mins	<p>Identify Threats</p> <p>Explain that the first step in any risk assessment is to identify the various threats that exist in the local context. Highlight the definition of a threat and, if required, explain the relationship between threat, vulnerability and risk on a flip chart.</p> <div style="background-color: #e0f0e0; padding: 10px;"> <p> A threat is a potential act that may result in harm or injury to staff, or loss of, or damage to, agency property or programme.</p> <p>Vulnerability is the extent to which staff, property or programmes are exposed to particular threats.</p> <p>Risk (the possibility of suffering harm, loss, or injury) is a result of potential threats in the operating environment, and our exposure, or vulnerability, to them.</p> </div>		<ul style="list-style-type: none"> • Slides 4-5

	<p> Ask participants: <i>What threats exist in the operating context?</i></p> <p>Capture suggestions on a flip chart then refer to the slide with a list of different types of threats. Explain the differences between threat types and how these differences affect how they are managed. Discuss the difference between targeted and non-targeted threats.</p>	
5 mins	<p>Evaluate Threats</p> <p>Describe how to evaluate in more detail the threats identified in order to understand how, where and how frequently these threats might occur, potential outcomes, who the main victims and perpetrators are, and possible causes.</p> <p>Discuss how this analysis helps to formulate a better understanding of the level of exposure or vulnerability of staff and/or the organisation, to these specific threats.</p>	• Slide 6
5 mins	<p>Determine Risk</p> <p>Explain that the next step is to determine the degree of risk involved i.e. the likelihood of a particular threat occurring and the impact if it does.</p> <p> Threats most likely to occur, and which would have the greatest impact on staff, assets, programmes or the organisation, pose the greatest risk. These risks should become the focus of your security and safety measures.</p> <p>Demonstrate how a Risk Analysis Matrix like the example on the slide can be used to visualise the different risk levels for different threats in the operating area. Point out that each threat is categorised in terms of low, medium, high and extreme risk.</p>	• Slides 7-8
30 mins	<p><i>ACTIVITY:</i> Risk Analysis</p> <p>Divide participants into small groups of three or four. Explain that each group will undertake a risk analysis for that location. If participants work in different locations, you may want to get groups to focus on different areas.</p> <p>Ask each group to choose 5 threats from the list of threats already identified. Groups should then briefly evaluate each threat to establish:</p> <ul style="list-style-type: none"> • Where and when they occur? • Who is targeted/affected? • Likely outcomes/impact? <p>Answers should be captured on a flip chart sheet. Once each threat has been evaluated, groups should then plot each threat on a simple risk matrix according to their likelihood of occurring and potential impact. Threats should be written on sticky notes (one threat per note) so they can be moved around the risk matrix.</p> <p>After 20 minutes, ask the groups to place their completed risk evaluations and matrixes as a gallery for all participants to see.</p> <p>Ask participants to identify similarities/differences between the different matrixes. Provide feedback on key differences and similarities and clarify issues that were raised during their group discussions.</p>	

<p>5 mins</p>	<p>Risk Treatment</p> <p>Explain that having gained an understanding of the risks, and prioritised them, the next step is to identify various measures and actions which could help reduce specific risks to an acceptable level. Highlight the four risk treatment options – Accept, Mitigate, Transfer/Share, or Avoid.</p> <p> Risk treatment options:</p> <ul style="list-style-type: none"> • Accept the risk, although usually this is after some level of mitigation or other treatment has occurred. • Mitigate the risk through plans, procedures, and resources to lower the chance it will occur, or reduce the impact if it does occur. • Transfer/Share the risk with other organisations by working through local partners, joint activities, or through risk financing (insurance). • Avoid the risk by modifying operations or avoiding certain activities or locations altogether. <p>In most situations some level of mitigation is identified. Using the risk matrix, explain how mitigation measures will either reduce the likelihood or the impact of a particular threat. Using the RTA threat, highlight different measures for reducing the likelihood or impact. Finally draw attention to the need to also understand the residual risk.</p> <p> Regardless of the various mitigation measures implemented, some level of risk will remain – “residual risk’. Residual risk ratings should be determined to assist decisions on the acceptability of the risk and ultimately whether activities should be conducted or continued in those locations.</p>	<ul style="list-style-type: none"> • Slides 9-11
<p>5 mins</p>	<p>Documenting Risk Assessments</p> <p>Explain that the final step is to document the risk assessment, including the key findings and mitigation measures identified. Use the slide to show how the information could be captured. If an internal training, provide participants with examples of your organisation’s risk assessment template to show how these are documented.</p> <p>To conclude, emphasise that risk assessments must be reviewed and updated on a regular basis.</p>	<ul style="list-style-type: none"> • Slide 12