**Jersey Overseas Aid**

**Jersey Charities:**

**Resource Templates**

**Project Risk Assessment Template**

**This Project Risk Assessment document is designed to help produce Risk Assessments for new Jersey Charity Projects. It is important to note that each project is unique, therefore some of the risks in Section 3 may need to be amended, removed or added depending on the project design.**

**Section 1: How can we assess risks?**

We can assess potential risks under 3 overarching categories – namely, the context, programme and organisation.

Contextual risks: can be defined as risks that are external to the organisation – for example, risks that are specific to the country in which the project is being implemented, political instability within said country, corruption or natural disasters.

Organisation risks: are those which may be found within the organisation – such as those which impact staff reputation and safety. For example, risks which may impact staff wellbeing, organisational capacity, financial management and the organisation’s internal procedures.

Project risks: are those which are directly related to the design and implementation of the project. These risks are ones which could make the project fail or fall severely short of its intended targets. Such risks include poor project delivery, lacking capacity, skills gaps and unreliable implementation partners. It is important to recognise that these risks are entirely unique to each project, depending on its aims and desired outcomes. Considering this, please do delete any excess lines for this section, or, if you identify more risks, please do add lines to this section.

**1.1 How to calculate Risk**:

* Consider its probability and its severity if it were to occur.
* The Overall Risk Factor is determined by mapping the probability and severity on the Overall Risk Factor table.

**1.2 How to estimate Probability:**

|  |  |  |
| --- | --- | --- |
| **Probability** | **Description** | **Probability Examples** |
| **Remote Chance** | A risk which may occur in the most exceptional circumstance | <20% |
| **Improbable** | A risk that is not expected to occur. No previous incidences or evidence recorded. Little opportunity/reason for this risk to occur. | 20%-40% |
| **Possible** | A risk that may occur at some time. Few or infrequent incidences/evidence recorded. Some opportunity/reason for this risk to occur. | 40%-60% |
| **Probable** | Likely to occur (or recur) – a risk that has regular incidences/evidence recorded – likely to occur on multiple occasions. | 60%-80% |
| **Almost Certain** | Highly likely to occur (or recur) – high level of recorded incidences, strong evidence that this risk will occur. | 80%-100% |

**1.3 How to estimate Severity:**

|  |  |  |
| --- | --- | --- |
| **Severity of Consequences** | **Description** | **Examples (Health/Reputation)** |
| **Insignificant** | A minor issue that requires little or no serious attention. | A small injury that does not require first aid treatment.  A small number of people in the target community who took a while to get on board with project activities. |
| **Minor** | An issue that requires attention with reversible consequences. | An injury that requires first aid treatment.  Some adverse attention from the local media. |
| **Moderate** | A significant issue that requires attention. The consequences may be reversible but require serious effort and focus. | A significant, but reversible disability that requires hospitalisation.  Significant adverse attention from local media. |
| **Major** | A profoundly serious issue that requires serious attention, which has long lasting consequences – but consequences that remain potentially reversible. | A series of significant, and long lasting (but reversible) disabilities, that require immediate hospitalisation.  Serious public condemnation with extensive local media coverage. |
| **Critical** | A critical issue, with consequences that are potentially irreversible. | A fatality or severe irreversible disability.  Ongoing widespread public condemnation at the state/national level. |

**Section 2: Overall Risk Factor Table:**

In order to distinguish the Overall Risk Factor, use the below table to rate said risk.

**Severity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Insignificant | Minor | Moderate | Major | Critical |
| Almost certain |  |  |  |  |  |
| Probable |  |  |  |  |  |
| Possible |  |  |  |  |  |
| Improbable |  |  |  |  |  |
| Remote Chance |  |  |  |  |  |

**Risk Factor**

|  |  |
| --- | --- |
| Extreme |  |
| High |  |
| Medium |  |
| Low |  |

**Probability**

**Section 3: Project Risk Assessment:**

**3.1 Overview:**

Project Name:

Organisation:

Project Time Frame:

Overarching Objectives:

**3.2 Contextual Risks (i.e. external risks related to working in the project’s country of implementation):**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk** | **Risk Description** | **Current Protocols** | **Probability** | **Severity** | **Overall Risk Factor** | **Further Actions required** | **Risk Owner** |
| Political Instability | Political Instability in XX may occur, provoking a period of increased unease across the country | Close relationship with British Embassy; Close relationship with local authorities; Daily updates from Implementing Partners and national staff where the political situation is discussed | Remote Chance | Moderate | Low |  | (I.e. who is responsible for monitoring/mitigating this risk) |
| Local Unrest | Periods in the year may be more unsettled than others e.g. lean season and public holidays, elections – when more care should be taken. | Close relationship with British Embassy; Close relationship with local authorities; Daily updates from Implementing partners and national staff where political situation is discussed. Ability to remove staff or postpone project if security or local unrest occurs. | Possible | Moderate | Medium |  |  |
| Bad weather | Rainy season in XXX is November-April, this can cause issues with accessing work sites or potential flooding. | Bad weather procedures in place, training in place, evacuation procedure in place. | Improbable | Moderate | Medium |  |  |
| Coronavirus | Assessments are ongoing as the pandemic continues. Food insecurity, livelihoods, social distancing restrictions, travel restrictions all impact that project. Ill health, or fatalities of staff members and beneficiaries could also occur. | COVID-19 response and management meetings held. Open relationships with donors and potential to adapt project, or indeed postpone depending on how the pandemic continues to progress. | Probable | Major | Extreme | Ongoing C-19 risk assessment review. |  |
| Transportation Risks | Movement around XXX is difficult due to poor road infrastructure, rainy season can make access to XXX difficult. Roads can be in poor condition therefore greater likelihood for accidents to occur. Roads can be dangerous at night. | Transport protocols in place. Budget covering 4x4 in line with government restrictions. No travel to occur at night (when it is dark). | Possible | Minor | Medium |  |  |
| Healthcare System | Medical services in XXX are limited, but in remote rural locations, healthcare services may not exist or may be located far away. If staff become seriously ill, they will need to be medi-vac’d to XXX, or dependant on the severity of the illness, international staff may need to be flown out of the country. | First kit to be always available on site.  First aid trained staff to be present at all times.  Health and safety briefings to be conducted before activities.  Staff to have contact numbers for verified 4x4 drivers in the case of an emergency.  Staff to have appropriate medical insurance. | Possible | Major | High |  |  |
| Deterioration of XXX(country) Economic situation, continued devaluation of XXX(Currency) | The continued devaluation of the XXX (currency) is a risk, it must be monitored. | Continued monitoring of the economic situation and its impact on proposed budgets. Adjusting activities when needed. | Possible | Major | High |  |  |

**3.3 Organisational Risks (i.e. internal risks related to your organisation):**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk** | **Risk Description** | **Current Protocols** | **Probability** | **Severity** | **Overall Risk Factor** | **Further Actions required:** | **Risk Owner** |
| Capacity gaps in project delivery team | Finance, HR and admin structures within XXX organisation need to be robust enough to support the delivery of this project. If this is not the case, these systems will leave the project open to fraud, corruption, lack of transparency and good management | Comprehensive financial review undertaken.  Internal audit of organisation completed yearly.  Annual reporting to Jersey’s Charity Commission. | Possible | Moderate | Medium |  | (i.e. who is responsible for monitoring/  mitigating this risk |
| Loss of key staff | Loss of key staff members may lead to knowledge and/or capacity gaps. Such gaps may have a negative impact on project implementation, poor financial management, ineffective monitoring, evaluation and reporting. | Capacity building for staff members.  Retention levels monitored through annual audit. | Possible | Moderate | Medium |  |  |
| “Organisation X’s” Reputation | Poorly functioning projects will negatively impact Organisation X’s reputation – both among community members in country X, country X’s local and national government contacts, and with the donor, JOA.  Corruption in a problem in XXX country. Organisation X’s “zero tolerance” policy to corruption may mean that the project cannot go ahead, staff may be unable to continue to work, and Organisation X may suffer financially due to non-transparent use of procedures. | Budgets cover staffing and project management.  Projects sit within the agreed strategy.  New work and problems to be discussed at regular intervals – open line of communications between implementing partners and Organisation X essential. | Improbable | Major | High |  |  |
| IT systems and Support | The Internet in XXX is poor and access to technology e.g. laptops/cameras/tablets is limited. A reliance on these can mean that data (e.g. financial information) could be at risk of being lost. | IT protocol in place. Backup systems in place. | Possible | Major | High |  |  |
| Visas and Work Permits | The administrative process for obtaining a visa for country X can be longwinded and slow. | Good relationship with Ministries and understanding of systems in place for accessing visas.  Timings considered when applying for permits and visas – costs covered in budget for core staff (if travelling into country X from abroad). | Probable | Moderate | High |  |  |
| Organisation X’s Financial Management | Appropriately managed finances is essential. Comprehensive understanding of project budget requirements is paramount – lack of such understanding can leave project funds open for exploitation, fraud and/or corruption – meaning project will not achieve its intended aims. | Completion of JOA MANGO financial health check.  Submission of yearly accounts.  Internal audit. | Possible | Major | High |  |  |

**3.4 Project Risks (i.e. risks related to project design and implementation):**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk** | **Risk Description** | **Current Protocols** | **Probability** | **Severity** | **Overall Risk Factor** | **Further Actions required** | **Risk Owner** |
| Permission from authorities | If permission is not granted, or is revoked, work on the project would have to stop. | Project discussed and agreed with communities, local and national authorities before funding is sought. | Remote Chance | Major | Medium |  | (i.e. who is responsible for monitoring/ mitigating this risk) |
| Programme funding gaps | If the project begins without full funding, funding gaps may not be filled in time and some activities would need to cease or the project timeframe may have to be curtailed. | Contingency plans in place to reduce activities if needed. | Improbable | Moderate | Medium |  |  |
| Health and safety at site or during activity | If the appropriate health and safety checks are not conducted at the project site, staff, volunteers and beneficiaries may be at risk of injury. | Health and safety training conducted for all present on site.  Risk assessments in place. | Possible | Major | High |  |  |
| Capacity and skills gaps inc. implementation partners. | It may be difficult to find suitably trained national staff, training and upskilling should be prioritised for all. | Capacity gaps identified early, during project development.  Training to be ongoing and recorded.  Sufficient ‘lead in’ time is allocated to allow for the recruitment of appropriately qualified staff. | Possible | Moderate | Medium |  |  |
| Goods and equipment | Goods and equipment e.g. building resources may be of low quality/poorly maintained. Utilising such equipment may put staff/volunteers/beneficiaries at risk. Obtaining equipment from XXX(Main Hub) or the UK is timely and costly. | Specialised items required are identified within project planning phase and procurement fee is covered in budget. | Possible | Minor | Medium |  |  |
| Safeguarding at risk Adults | XXX is a low-income country and due to the nature of this project, all beneficiaries, their families and (in most cases) whole communities should be supported as vulnerable. This may expose such individuals to risks e.g. abuse, corruption, harassment, bullying, extortion, or any other abuse of power. | Comprehensive safeguarding procedures which cover recruitment, training, review and reporting of safeguarding.  Training is logged on a tracker.  Importance of respect and mechanisms for reporting are made clear to community members and staff/volunteers.  International staff/volunteers to undertake DBS checks and cultural awareness orientation training. | Remote Chance | Major | Medium |  |  |
| Safeguarding at risk Children and Young Adults | This project works with families where children will be present, and schools which children attend. The vulnerable nature of children and young adults may expose them to risks e.g. abuse, corruption, harassment, bullying, extortion, or any other abuse of power. | Comprehensive safeguarding procedures which cover recruitment, training, review and reporting of safeguarding.  Training is logged on a tracker.  Importance of respect and mechanisms for reporting are made clear to community members and staff/volunteers.  International staff/volunteers to undertake DBS checks and cultural awareness orientation training. | Remote Chance | Major | Medium |  |  |
| Security of people, goods and/or equipment | Security in XXX is unstable and may result in staff/volunteers/beneficiaries being attacked/petty theft/housebreaking. Travelling in some parts may be dangerous because of bandits. | Ongoing monitoring of potentially high risk areas, involving cooperation with local authorities.  Cessation of work in areas deemed to be too risky. Budgetary allowances for security accompaniments to staff travelling to areas with known security risks. | Possible | Major | High |  |  |