

Somalia Humanitarian Fund (SHF)
Risk Analysis and Mitigation Matrix



18 May 2017

Risk ¹ (From most to least critical ²)	Mitigation strategy	Timeframe	Risk owners	Consequence X Likelihood = Level
Risk 24: Threats / Hazards to safety and security of humanitarian workers	Reduce Risk Close monitoring of security situation and engagement of UNDSS before deployment decision is made.	Ongoing	<ul style="list-style-type: none"> Humanitarian Coordinator Head of Office 	5 x 5 = 25
Risk 8: Fraud / Corruption	Reduce Risk Implementation and continuous development of the SHF Accountability Framework, closer cooperation on sharing information and adapting common practices with RMU, OIOS and UN agencies will mitigate the risk.	2017	<ul style="list-style-type: none"> Implementing Partners HFU Managing Agent RMU UN Risk Management System (UN Agencies operating in Somalia) 	5 x 4 = 20
Risk 9: Theft or diversion of goods	Reduce Risk Improvement of SHF Accountability Framework, implementation of risk-based funding tranches to partners and closer cooperation with RMU, OIOS and UN agencies will mitigate the risk.	Ongoing	<ul style="list-style-type: none"> OCHA Managing Agent HFU Implementing Partners 	4 x 5 = 20
Risk 12: OCHA Managing Agent function	Reduce Risk SHF Accountability Framework, CBPF Operational Handbook and draft SHF Operational Manual provide a strong framework for the mitigation of risks and strengthened accountability. Implementation, communication and dissemination builds confidence and leads to managed 'risk appetite'.	2017	<ul style="list-style-type: none"> Managing Agent ASB Funding Coordination Section HFU 	4 x 4 = 16
Risk 14: Accountability	Reduce Risk Ensure adequate funds and human resources are ensured for the continuous development and functioning of the SHF Accountability Framework Partner Capacity Assessment, Audit, TPM and Remote Call Center contracts in place. Physical presence and access of SHF monitoring staff and OCHA staff inside Somalia.	Annually	<ul style="list-style-type: none"> Head of Office Fund Manager Funding Coordination Section, New York Managing Agent, ASB New York 	5 x 3 = 15

¹ Annex 1: Risk identification for SHF as per risk categorization (strategic, governance, financial, internal, coordination or hazard)
² Risk Level analysis is based on a combination of risk likelihood/probability criteria and risk rating by consequence and likelihood.

Risk ¹ (From most to least critical ²)	Mitigation strategy	Timeframe	Risk owners	Consequence X Likelihood = Level
Risk 4: Timeliness and predictability of donor contributions	Transfer Risk Engage SHF donors in consultations on better planning for contributions and swift follow-up on pledges. Promote multi-year commitments, supported by analysis.	2017	<ul style="list-style-type: none"> • Humanitarian Coordinator • Donors • Head of Office • Fund Manager 	$3 \times 5 = 15$
Risk 25: Mobility restrictions due to insecurity	Accept Risk/ Reduce Risk Situation to be reviewed on a case by case basis to safeguard staff security. Effect of risk on accountability will be mitigated by ensuring use of remote monitoring tools. Third party monitoring are contracted which will increase access to insecure regions. Use of remote monitoring tools (call centre).	Ongoing	<ul style="list-style-type: none"> • Implementing Partners • UNDSS • Humanitarian Coordinator • Head of Office • Fund Manger • Vendors conducting third party monitoring and remote call monitoring 	$3 \times 5 = 15$
Risk 26: Propensity to natural disasters	Accept Risk/ Reduce Risk Risk will have to be accepted as the SHF cannot influence the risk. However, better contingency planning and use of seasonality approaches can mitigate the risk to some extent.	Ongoing	<ul style="list-style-type: none"> • Implementing Partners • Clusters • Humanitarian Coordinator • Fund Manager 	$3 \times 5 = 15$
Risk 11: Administrative efficiency	Reduce Risk/ Transfer Risk OCHA/HFU has limited influence on the efficiency of UNPD and UNDP procurement and recruitment processes. Mitigation measures include training and ensuring adequate staff cognisant of procurement guidelines; proactive advance planning; and pursuing concurrent and simultaneous solutions.	Ongoing	<ul style="list-style-type: none"> • OCHA Somalia • HFU • OCHA FCS • OCHA ASB/OSS • UNPD • UNDP Somalia 	$4 \times 3 = 12$
Risk 21: Lack of contingency planning	Reduce Risk Contingency planning / seasonality should form an integral part of allocation strategies. Up to 25% of annual projected contributions should be kept in Reserve at the time of the First Standard Allocation.	2017	<ul style="list-style-type: none"> • Humanitarian Coordinator • Head of Office • Fund Manager 	$4 \times 3 = 12$
Risk 22: Unfavourable OCHA reputation in country (credibility with partners, public perception)	Reduce Risk/ Transfer Risk Collective commitment to strengthen OCHA's reputation in Somalia by promoting accountability and transparency through improved	Ongoing	<ul style="list-style-type: none"> • Humanitarian Coordinator • Head of Office • Stakeholders 	$4 \times 3 = 12$

Risk ¹ (From most to least critical ²)	Mitigation strategy	Timeframe	Risk owners	Consequence X Likelihood = Level
	<p>online presence and outreach efforts to maintain and cultivate partnerships with stakeholders both in Nairobi and Somalia.</p> <p>Focus on promoting realistic expectations among stakeholders which can be improved by transparent and frequent reporting on goals and achievements of the Fund.</p> <p>Strengthened advocacy, communications and roll-out of visibility guidelines will mitigate risk.</p>		<ul style="list-style-type: none"> Humanitarian Financing Unit Public Information Unit Information Management Unit Clusters 	
<p>Risk 23:</p> <p>Resistance to humanitarian action</p>	<p>Reduce Risk</p> <p>Strengthen sensitivity to resistance by engaging clusters and implementing partners in sensitizing project activities to manage and avert local opposition.</p> <p>Clear communication strategy on SHF activities and rationale for engagement.</p>	Ongoing	<ul style="list-style-type: none"> Implementing Partners UNDSS OCHA Humanitarian Financing Unit Public Information Unit 	<p>4 x 3 = 12</p>
<p>Risk 3:</p> <p>Project Implementation Capacity</p>	<p>Reduce Risk</p> <p>Low technical capacity and performance of partners failing to meet or exceed cluster specific standards and norms is mitigated through capacity assessments and review of performance indicators.</p> <p>Feedback to partners in the form of audit, monitoring reports and capacity assessments creates a dialogue toward capacity development and possible solutions.</p> <p>OCHA HFU actively engages in strengthening the capacity of partners through trainings, one-on-one engagement and performance assessments.</p>	Ongoing	<ul style="list-style-type: none"> Implementing Partners Clusters Humanitarian Financing Unit Somalia NGO Consortium 	<p>3 x 4 = 25</p>
<p>Risk 5: Donor Fatigue</p>	<p>Reduce Risk</p> <p>Continuously promoting the SHF emphasising enhanced accountability and value for money.</p>	Ongoing	<ul style="list-style-type: none"> Humanitarian Coordinator Head of Office Humanitarian Financing Unit Clusters OCHA FCS Implementing Partners 	<p>4 x 3 = 25</p>
<p>Risk 19:</p> <p>Insufficient engagement of the HC</p>	<p>Reduce Risk</p> <p>Engage HC in consultations on creating improved procedures to avoid disconnect between the HC</p>	Ongoing	<ul style="list-style-type: none"> Humanitarian Coordinator Fund Manager 	<p>3 x 4 = 12</p>

Risk ¹ (From most to least critical ²)	Mitigation strategy	Timeframe	Risk owners	Consequence X Likelihood = Level
	and the Humanitarian Financing Unit. Engage HC through 1. regular Advisory Board Meetings 2. monthly updates (in person / remotely)		<ul style="list-style-type: none"> Humanitarian Financing Unit 	
Risk 10: Poor financial reporting	Reduce Risk Roll-out new financial reporting guidelines through trainings, clear documentation; ensure adequate staffing and verification of reporting through applicable financial control tools (spot-checks, sampling etc.)	2017	<ul style="list-style-type: none"> Humanitarian Financing Unit OCHA FCS Implementing Partners 	2 x 5 = 10
Risk 2: Poor needs analysis / assessments	Reduce Risk FSNAU analysis supplemented by OCHA multi-sectoral needs assessments and individual cluster inputs.	Ongoing	<ul style="list-style-type: none"> Clusters Humanitarian Financing Unit Coordination Unit FSNAU 	3 x 3 = 9
Risk 13: Database infrastructure	Reduce Risk Finalize migration from the old project system (OPS). Ensure dynamic adjustment of the GMS to the changing needs.	2017	<ul style="list-style-type: none"> Head of Office Humanitarian Financing Unit 	3 x 3 = 9
Risk 16: Human Resource Management	Transfer Risk Ensure the efficient management of HFU, including HRM components that include stand-by surge support, agile and multi-functional team, and proactive and multi-year HFU HR planning.	Ongoing	<ul style="list-style-type: none"> Head of Office Fund Manager Funding Coordination Section CRD 	3 x 3 = 16
Risk 18: Engagement and participation of humanitarian partners in humanitarian coordination structures	Reduce Risk All stakeholders will continuously be encouraged to support and participate in the coordination structures. 1. Partners who are in the Humanitarian Response Plan have to actively participate in the cluster coordination system to be eligible for SHF funding 2. SHF Partners are vetted through the cluster coordination system in the Cluster Review Committees Clusters will be increasingly included in the allocation and monitoring process. Roles and responsibilities of stakeholders are addressed in the SHF Operational Manual.	Ongoing	<ul style="list-style-type: none"> Humanitarian Coordinator Head of Office Humanitarian Financing Unit ICCG Cluster coordinators 	3 x 3 = 9
Risk 20:	Reduce Risk	Ongoing	<ul style="list-style-type: none"> Humanitarian Coordinator 	3 x 3 = 9

Risk ¹ (From most to least critical ²)	Mitigation strategy	Timeframe	Risk owners	Consequence X Likelihood = Level
Limited information-sharing among humanitarian partners	Information on risk is harboured in the UNCT Risk Management Unit (RMU) database (CIMS). OCHA is actively participating in the Risk Working Group that brings together UN agencies in Somalia to promote stronger information sharing and common practices and the Multi-Partner Risk Working Group which is comprised of donors, NGOs, UN Agencies, World Bank and the NGO Consortium to informally discuss fraud and risk issues and to present common practices to the Somalia UNCT.		<ul style="list-style-type: none"> • UNCT Risk Management Unit (RMU) • Donors • Partners • UN Agencies • Head of Office • Fund Manager • Humanitarian Financing Unit 	9
Risk 7: Seasonality of aid delivery	<p>Reduce Risk</p> <p>Engage donors in consultations towards securing multi-year funding for the SHF to make the Fund more flexible and less vulnerable to seasonality.</p> <p>Ensure priority given to finding time-critical programmes</p>	Ongoing	<ul style="list-style-type: none"> • Humanitarian Coordinator • Donors • SHF Advisory Board • Head of Office • Fund Manager • FSNAU 	$2 \times 4 = 8$
Risk 15: Financial resources to support the operation of the fund	<p>Reduce Risk</p> <p>An annual projection of funds to cover the operational costs (capacity assessment, audit, monitoring etc.) will be part of the unit cost plan.</p> <p>Striking the balance between Value-for-Money, efficiency and minimum operating requirements.</p>	2017	<ul style="list-style-type: none"> • Humanitarian Financing Unit • OCHA 	$4 \times 2 = 8$
Risk 17: Filing system	<p>Reduce Risk</p> <p>Improve common practices and standards for filing, explore options of moving to 'cloud' filing.</p>	Ongoing	<ul style="list-style-type: none"> • OCHA (corp.) • Humanitarian Financing unit 	$2 \times 4 = 8$
Risk 6: Insufficient knowledge of SHF guidelines, management procedures and administrative guidelines	<p>Reduce Risk</p> <p>Finalize and broadly disseminate SHF Operational Manual.</p> <p>Improve communications around SHF through better information products.</p> <p>Strengthen and systematize SHF-related capacity development and training efforts.</p>	2017 (May)	<ul style="list-style-type: none"> • Humanitarian Financing unit • OCHA field staff • NGO Consortium • Implementing Partners 	$2 \times 4 = 8$
Risk 1: Lack of clear strategic objectives/funding priorities of the Fund	<p>Reduce Risk</p> <p>Strategic Objectives of the SHF are aligned to HRP priorities. The Humanitarian Needs Overview (HNO) used in prioritization processes.</p> <p>The SHF Advisory Board endorses annual allocation principles.</p>	Ongoing	<ul style="list-style-type: none"> • HC • SHF Advisory Board • Humanitarian Financing unit • Clusters 	$3 \times 1 = 3$

Annex 1: Risk Identification – Somalia

Information provided by OCHA Somalia Humanitarian Financing Unit (HFU)

Risk category / drivers / risks / owners	SHF / setting
<p style="text-align: center;">SHF objectives</p>	<ul style="list-style-type: none"> • Support life-saving and life sustaining assistance to the most vulnerable groups, based on the most urgent humanitarian needs as defined in the HRP or in response to sudden onset emergency needs. • Expand the delivery of assistance in hard to reach areas by partnering with national and international NGOs. • Strengthen coordination and leadership by leveraging the cluster system thereby ensuring that humanitarian needs are addressed in a collaborative manner. • Contribute to addressing gaps in priority clusters and regions, and funding imbalances between clusters, in complementarity with other funding sources and channels and thus contribute to the overall improvement in funding coordination. • Support common services if they directly support the delivery of humanitarian aid and provide equitable access for humanitarian actors. • Strive for cost-effectiveness and ensure that all SHF-funded interventions adhere to the basic humanitarian principles of humanity, neutrality, impartiality and independence.
<p>Risk Category A: Strategic and programmatic risks</p> <p><i>Key Drivers:</i></p> <p>Risk 1: Lack of clear strategic objectives/funding priorities of the Fund <i>Humanitarian Coordinator and HFU</i></p> <p>Risk 2: Poor needs analyses / assessments <i>OCHA, HFU, other Stakeholders</i></p> <p>Risk 3: Project Implementation Capacity <i>Partners, Clusters and HFU</i></p>	<ul style="list-style-type: none"> • Risk 1: Lack of clear strategic objectives/funding priorities of the Fund: The SHF has clear strategic objectives described in the SHF Operational Manual and is guided on annual priorities by the Advisory Board (<i>Principles guiding 2017 allocations</i>, endorsed in February 2017). • Risk 2: Poor needs analyses/assessments: Analyses and assessments are vulnerable in terms of focusing on particular areas/subject. The SHF standard allocations for example are based on the Food Security and Nutrition Analysis Units bi-annual reports. However, OCHA Field Officers are included in the needs analysis/assessment for allocations. • Risk 3: Project Implementation capacity: The success of SHF funded projects can be jeopardized by low technical capacity and performance of partners failing to meet or exceed cluster specific standards and norms.
<p>Risk Category B: Governance and management of the Fund</p> <p><i>Key Drivers:</i></p> <p>Risk 4: Timeliness and predictability of donor contributions <i>Donors, HC, OCHA</i></p> <p>Risk 5: Donor Fatigue <i>Donors, HC, OCHA</i></p> <p>Risk 6: Insufficient knowledge of SHF guidelines / management procedures and administrative rules <i>FCS, HFU, Managing Agent, Somalia NGO Consortium</i></p> <p>Risk 7: Seasonality of aid delivery <i>OCHA and Humanitarian Coordinator</i></p>	<ul style="list-style-type: none"> • Risk 4: Timeliness and predictability of donor contributions: Donor contributions are in general unpredictable, at times even is pledges are made early in the year. Donors' National fiscal guidelines drive the timing of contributions, in combination with the assessment and perception of needs. This poses a challenge to the Fund in terms of planning and executing the standard allocations and in jump-starting the response to the HRP. • Risk 5: Donor Fatigue: Donor funding has been fluctuating and declining since between 2011 and 2016. Increase in contributions is observed in 2017. • Risk 6: Insufficient knowledge of guidelines / management procedures and administrative rules: SHF-funded partners are often are not aware of the basic administrative rules (MoUs, guidelines and the Operational Manual); and the relationship between the Humanitarian Response Plan (HRP) and the SHF is at times equally unclear. • Risk 7: Seasonality of aid delivery: The cycle of two allocations per year provides predictability, but also a degree of inflexibility. The SHF reserve closes this gap to some extent but decreasing donor contributions also result in a decrease in the funds kept in the Reserve.

Risk category / drivers / risks / owners	SHF / setting
<p>Risk Category C: Financial</p> <p><i>Key Drivers:</i></p> <p>Risk 8: Fraud/Corruption</p> <p>Risk 9: Theft or diversion of goods</p> <p>Risk 10: Poor financial reporting <i>Partners and Humanitarian Financing Unit</i></p>	<ul style="list-style-type: none"> • Risk 8: Fraud/Corruption: Prior to the roll-out of the SHF Accountability Framework (2013) partners were accustomed to an environment without solid monitoring, due diligence and risk management and fraudulent activities were harder to detect. While fraud continues to be a risk, it has been significantly mitigated. • Risk 9: Theft or diversion of goods: Theft and diversion of goods has been detected in a number of projects as a result of OIOS investigations, RMU checks and internal SHF control tools. While this this continues to be a risk, it has been significantly mitigated since the implementation of the SHF Accountability Framework. • Risk 10: Poor financial reporting: Incorrect or inflated reporting of expenditures by partners against funds by the SHF.
<p>Risk Category D: Internal</p> <p><i>Key Drivers:</i></p> <p>Risk 11: Administrative efficiency <i>OCHA HQ, OCHA Somalia, HFU, Fund Manager</i></p> <p>Risk 12: OCHA Managing Agent function <i>OCHA HQ, Administrative Services Branch, Humanitarian Financing Unit</i></p> <p>Risk 13: Database infrastructure: <i>OCHA New York, Humanitarian Financing Unit</i></p> <p>Risk 14: Accountability: <i>Humanitarian Coordinator, Advisory Board and Humanitarian Financing Unit</i></p> <p>Risk 15: Financial resources to support the operation of the fund: <i>HC and Humanitarian Financing Unit</i></p> <p>Risk 16: Human Resource Management: <i>OCHA and Humanitarian Financing Unit</i></p> <p>Risk 17: Filing system: <i>Humanitarian Financing Unit</i></p>	<ul style="list-style-type: none"> • Risk 11: Administrative efficiency: Recruitment of companies to conduct capacity assessments, audits, and monitoring managed by the SHF and the OCHA administration unit and undertaken by UNDP Somalia are potentially lengthy processes and need to be planned well in advance in order to avoid gaps between contracts. • Risk 12: OCHA Managing Agent function: OCHA as Managing Agent poses a number of risks: <ol style="list-style-type: none"> 1. Increased accountability responsibility (monitoring, risk management etc.) making OCHA vulnerable to “scandals” such as embezzlement, fraud and diversion of funds; 2. There are no Standard Operating Procedures between the SHF and the Managing Agent of the Fund, ASB New York, which at times leads to the lack of clarity in terms of ‘who-does-what’ and division of responsibilities. • Risk 13: Database infrastructure: In 2015, SHF migrated from the local database to the OCHA global Grant Management System (GMS), with minor but manageable disruptions. Previous (locally developed) database featured very context specific functions that have not been fully translated in the global GMS platform. HFU also needs to ensure that data collected is coherent and continuously updated. • Risk 14: Accountability: Accountability to stakeholders including donors and people in need has to be improved continuously. Adequate funds must be allocated to develop and maintain the Risk Management, Monitoring and Reporting and audit systems. Dedicated, qualified staff required to manage these systems. • Risk 15: Financial resources to support the operation of the fund: It is imperative that funds are kept available for monitoring and reporting costs, risk management costs, and audit costs so that these costs can be adequately supported every year without interrupting activities. • Risk 16: Human Resource Management: High and unpredictable staff turn-over and long recruitment processes of staff pose a risk of long-standing vacancies and capacity gaps. • Risk 17: Filing system: At present, OCHA-hosted shared drive and, to some extent, physical files are used. The shared-drive is hosted locally at the UNON compound and backed up on tape and regularly and stored in a safe. Lack of commonly agreed filing practices can potentially result in loss of information, continuity and weakened accountability.
<p>Risk Category E: Coordination and partnerships</p> <p><i>Key Drivers:</i></p>	<ul style="list-style-type: none"> • Risk 18: Engagement and participation of humanitarian partners in humanitarian coordination structures: Humanitarian partners’ participation in the coordination structures such as the cluster system is vital in order to enable the SHF to assess the needs of vulnerable people in Somalia. Clusters’ participation in the allocation process and the monitoring needs to be strengthened to ensure sound technical input and transparent, inclusive and objective allocation process.

Risk category / drivers / risks / owners	SHF / setting
<p>Risk 18: Engagement and participation of humanitarian partners in humanitarian coordination structures: <i>UN Agencies, donors, INGOs and LNGOs</i></p> <p>Risk 19: Insufficient engagement of the HC: <i>Humanitarian Coordinator, HFU</i></p> <p>Risk 20: Limited information sharing among humanitarian partners: <i>UN Agencies, donors, INGOs and LNGOs</i></p> <p>Risk 21: Lack of contingency planning: <i>Humanitarian Coordinator and Humanitarian Financing Unit</i></p> <p>Risk 22: Unfavourable OCHA reputation in country (credibility with partners, public perception) <i>OCHA, Humanitarian Coordinator and Humanitarian Funding Unit</i></p>	<ul style="list-style-type: none"> • Risk 19: Insufficient engagement of the HC: The SHF relies on the full engagement of the HC in strategic decision making and engagement of the SHF Advisory Board, but also on a practical level because the HC signs a considerable amount of documents (Bulk Transfers, MoUs etc.) This engagement is challenged because the HC officially is based in Mogadishu, Somalia. • Risk 20: Limited information sharing among humanitarian partners: Despite the establishment of a working groups bringing together stakeholders lack of information sharing (risk, response and programmatic) between humanitarian partners in Somalia can potentially lead to uninformed SHF funding strategies and decisions. • Risk 21: Lack of contingency planning: Can impact the fund in a manner to no longer using funds strategically and instead allocating funds in a fire-fighting manner. As an example the Famine in 2011 exhausted the funds and the nature of allocations were more ad hoc than strategic. A comprehensive contingency plan for “predictable” emergencies would mitigate this risk to some extent. • Risk 22: Unfavourable OCHA reputation in country: Lack of faith in OCHA's ability to coordinate and collecting reliable information can affect SHF funding decisions and strategies and also result in decline in donors' faith in the SHF and consequently a decrease in contributions.
<p>Risk Category F: Hazard risks</p> <p><i>Key Drivers:</i></p> <p>Risk 23: Resistance to humanitarian action: <i>Local political governing bodies, insurgent elements</i></p> <p>Risk 24: Threats/hazards to safety and security of humanitarian workers: <i>Insurgency, lack of governance structure and political instability</i></p> <p>Risk 25: Mobility restrictions due to insecurity: <i>Insurgency, lack of governance structure and political instability</i></p> <p>Risk 26: Propensity to natural disasters: <i>Erosion, logging and climate change</i></p>	<ul style="list-style-type: none"> • Risk 23: Resistance to humanitarian action: Insurgent elements are in some areas opposed to humanitarian action, in particular in the southern and central parts of Somalia. Furthermore, local governing bodies can also offer resistance if specific local personnel are not employed/or challenges may be faced due to competing interests for the ‘control’ of resources. • Risk 24: Threats/hazards to safety and security of humanitarian workers: The safety of humanitarian workers in Somalia (including OCHA staff) remains of serious concern, as also illustrated by continuous attacks directed against the UN. While HFU is based in Nairobi, the security environment poses challenges with the operational activities in Somalia, including the performance of accountability activities. • Risk 25: Mobility restrictions due to insecurity: A number of regions of Somalia are hard to access for humanitarian workers and accessibility of areas in Somalia often changes. This affects the Fund's ability to collect information on projects and monitoring efforts. This is particularly challenging in south central Somalia which receives the bulk of SHF funds. • Risk 26: Propensity to natural disasters: Large areas of Somalia are prone to annual droughts and floods causing loss of crops and lives: <ul style="list-style-type: none"> ○ Drought prone areas: Pockets of Somaliland and Puntland and the Gedo, Galgaduud, Mudug, Bay and Bakool regions of Somalia. ○ Flood prone areas: The regions surrounding the Shabelle and Juba rivers.

Annex 2: Risk Analysis

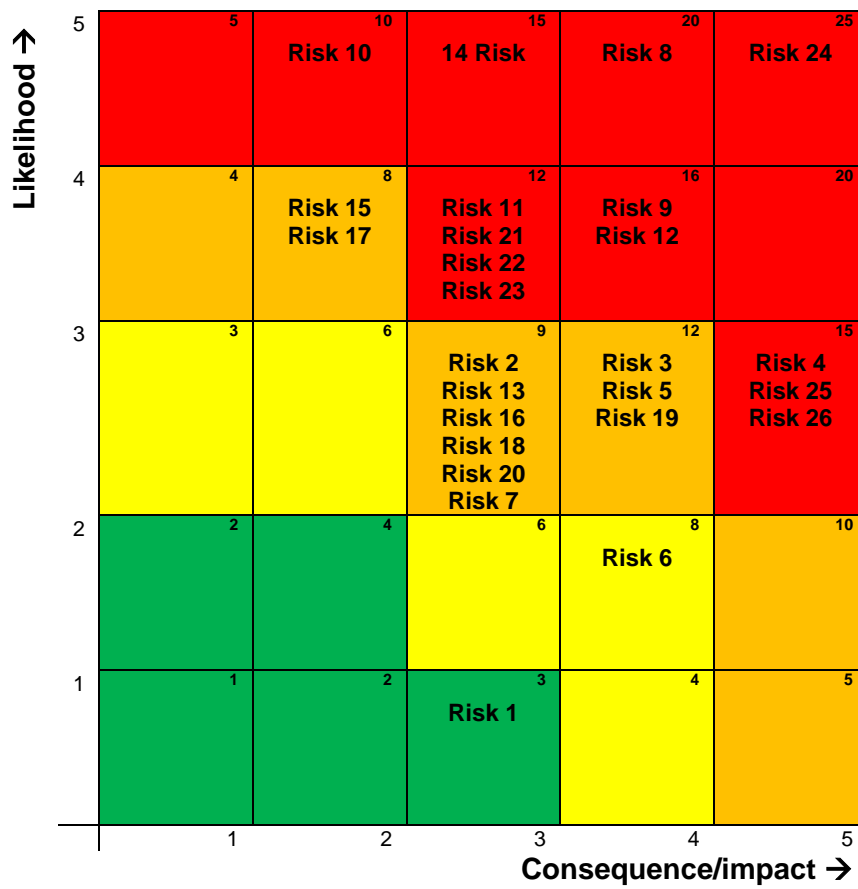
Risk Consequence Criteria

Scale	Descriptor	Example
1	Insignificant	No impact
2	Minor	Negative outcomes from risks or lost opportunities unlikely to have a permanent or significant effect on the Fund and OCHA's reputation or performance
3	Moderate	Negative outcomes from risks or lost opportunities having a significant impact on the Fund/OCHA. Can be managed without major impact in the medium term
4	Major	Negative outcomes from risks or lost opportunities with a significant effect that will require major effort to manage and resolve in the medium term but do not threaten the existence of the Fund in the medium term
5	Catastrophic	Negative outcomes from risks or lost opportunities which if not resolved in the medium term will threaten the existence of the Fund

Risk likelihood / probability criteria

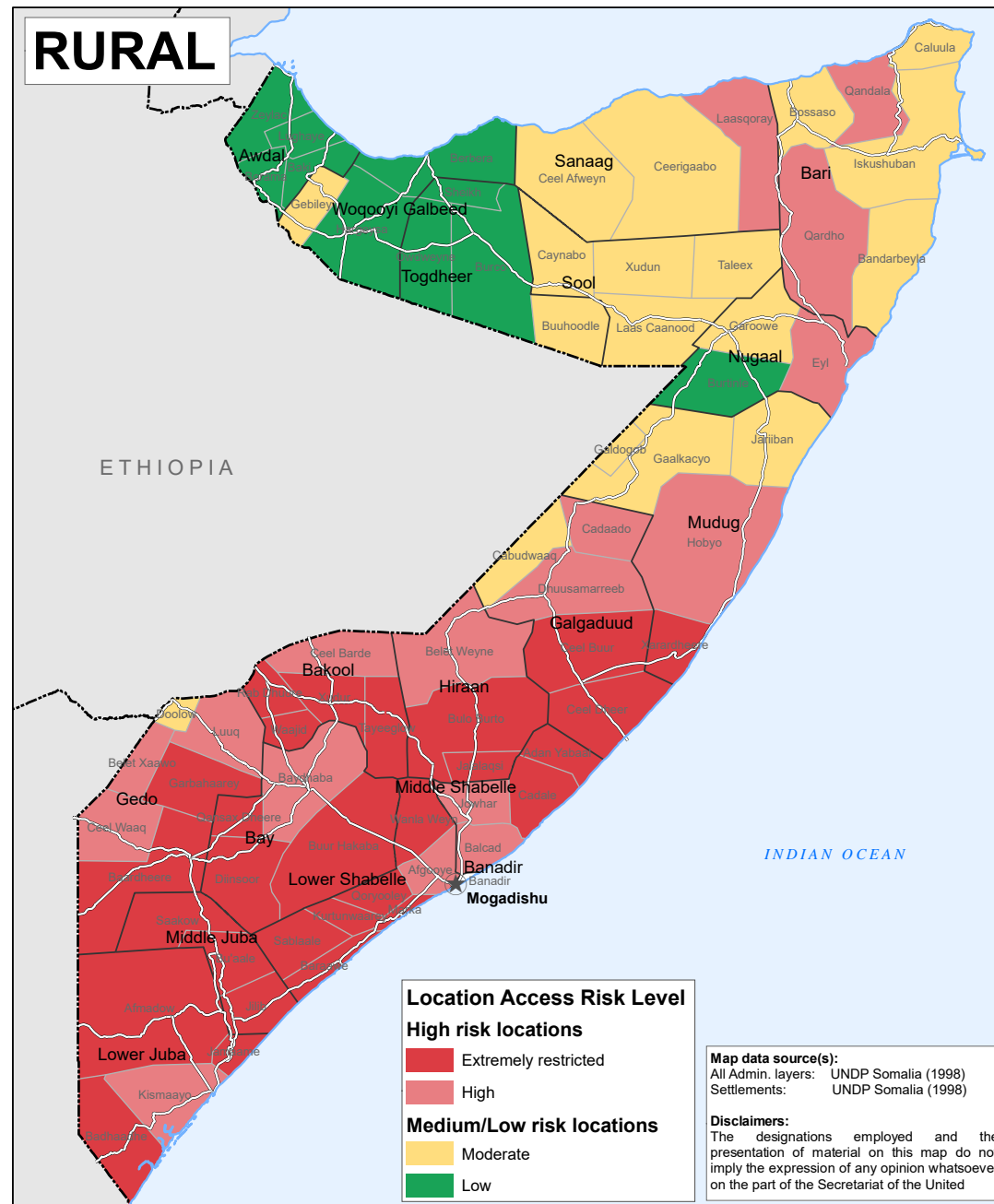
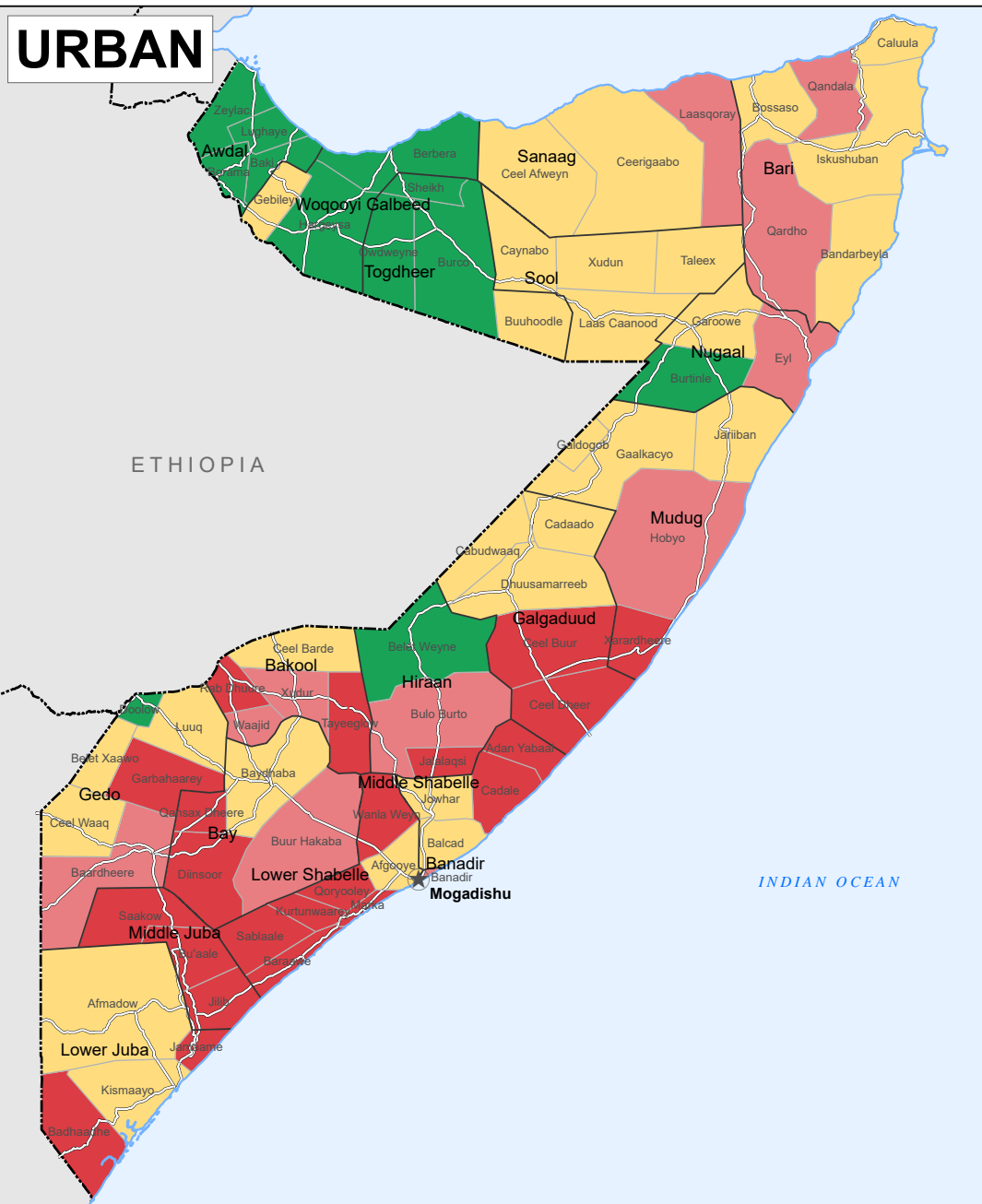
Scale	Descriptor	Example
1	Rare	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will
2	Unlikely	Not expected, but there's a slight possibility it may occur at some time
3	Possible	The event might occur at some time as there is a history of casual occurrence
4	Likely	There is a strong possibility the event will occur as there is a history of frequent occurrence
5	Almost certain	Very likely. The event is expected to occur in most circumstances as there is a history of regular occurrence

Annex 3: SHF Heat Map



SOMALIA: LOCATION ACCESS RISK MAP (as of 26 June 2017)

Compiled for the Somalia Humanitarian Fund (SHF)



Location Access Risk Level

High risk locations

- Extremely restricted
- High

Medium/Low risk locations

- Moderate
- Low

Map data source(s):
 All Admin. layers: UNDP Somalia (1998)
 Settlements: UNDP Somalia (1998)

Disclaimers:
 The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations.

In line with the SHF Operational Manual (section 5.7), location risk analysis is used to determine the applicable assurance modalities for the SHF projects. The location risk determination features two categories:

- Low or medium risk, and high and medium access locations that are either fully accessible for implementation and internal monitoring; or accessible under certain conditions.
- High risk and low access locations which are not accessible for internal monitoring, where there exists and a high risk of non-implementation and where only remote monitoring techniques can be applied.

The risk level of locations is determined with the help of the access risk level analysis (map above) that is applicable to all humanitarian actors (UN, INGOs and LNGOs). This map is only intended for the SHF use.