CTP Risk matrix template

**Purpose:** Risk analysis represents an integral part of any emergency response design and implementation, especially in complex environments. Risk analysis and mitigation measures should be planned well ahead by programme team and be considered throughout the whole project cycle.

**How to complete the tool:** Identify all possible risks after consulting with local authorities, representatives from Red Cross/Red Crescent branches, community leaders and beneficiaries, local staff and volunteers.

Risks are classified under 3 broad categories: contextual, programmatic and institutional.

List as many as are relevant to your context. Rank their likelihood form 1 low to 5 high and then identify the likely impact of each risk. Again rank the likelihood 1-5. Use this information to feed into TOOL 3.1.4.2 Risk Register Template which will ask you to identify your planned actions to take control and mitigate against each risk.

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| **Risk** *(and source of information)* | **Likelihood (1 Low- 5 High)** | **Description of impact on programme and (1 Low – 5 High)** | **Potential mitigation measures** |
| **Contextual risk** |
| **Governmental regulations/laws** |  |  | * Chose a delivery mechanism (agent or method) in line with national regulations and laws
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| **Security / access** |  |  | * Ensure the operational context secure enough to ensure access to beneficiaries
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| **Inflation risk caused by external factors e.g. currency devaluation,** |  |  | * Devise a contingency plan for what to do when price monitoring indicates inflation and loss of purchasing power? (Adjust transfers value, shift modality, etc.)
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| **Programmatic risk** |
| **Capacity related risks related to funding** |  |  | * Check likely donor strategies consider CTP in this context
* Learn from past responses in similar contexts
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| **Risks related to using third parties** |  |  | * Use small, frequent cash distributions rather than one large installment
* Inform public of the consequences of any security incidents (i.e. the programme will be stopped, etc.)
* Involve community when deciding where the safest distribution venue is
* Monitor encashment process to see if agents are adhering to agreed upon process/standards
* Post-encashment monitoring of beneficiaries to check if they were charged, harassed, etc.
* Is there a hotline or complaint mechanism in place that beneficiaries can easily access?
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| **Security risk to staff and volunteers** |  |  | * Recruit skilled staff/volunteers and provide adequate training about programme implementation
* Communicate intensively with national and local authorities, stakeholders and community leaders
* Choose an appropriate cash transfer delivery mechanism
* Ensure that beneficiary targeting is carried out in a transparent and participatory way
* Design and implement complaint and feedback mechanism to allow beneficiaries to complain in a peaceful way
* Develop a good working relationship with other NGOs working in the same area
* Ensure that the community understands the consequences of any threat to security (that the programme could be withdrawn or suspended, if necessary)
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| **Security risk to beneficiaries** |  |  | * Select an appropriate type of relief/cash intervention and involve the community in the process
* Give beneficiaries some flexibility of when and where to collect their cash (not everyone should be collecting money at a specific time or on a specific day)
* Ensure that distribution/payments are completed in time for beneficiaries to reach their homes during daylight
* Consider specific security risks to women and seek community opinion on how best to mitigate or avoid the risks
* For CFW activities, seek appropriate technical advice for the construction and rehabilitation of community assets to avoid injury during programme implementation
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| **Corruption**  |  |  | * Work closely with community leaders
* Be open with the community about the project
* Use clearly verifiable beneficiary targeting criteria and check beneficiary lists
* Ensure that the beneficiaries are clear about their entitlements
* Conduct post-distribution monitoring and ask beneficiaries if they received the correct amount of money
* Ensure that beneficiaries are correctly identified during the payment process
* Design a clear mechanism for community feedback to identify potential problems and to ensure quick reaction during programme implementation
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| **Conflicts within the community**  |  |  | * Encourage community mobilization and awareness-raising about the purpose of the project and selected beneficiaries
* Ensure that the community and community leaders participate throughout the project cycle
* Use community-based targeting and a transparent process as this will help reduce tensions between beneficiaries and non- beneficiaries
* Ensure that payments are made on time: delays in payment can increase the vulnerability of targeted households and cause tension within the community
* Develop a clear exit strategy to help limit expectations
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| **Inflation**  |  |  | * If using a voucher approach, ensure that as many traders as possible are participating, to help ensure a competitive market
* Monitor prices of food and non-food items in neighbouring markets to check that the market in the project area is not increasing prices unfairly
* Check exchange rates on a regular basis to ensure that cash retains its value when compared to the original value of the cash grant
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| **Institutional risk (financial, reputational and strategic risk):** |
| **Accountability, fraud and corruption risks** |  |  | * Check that financial transactions secure
* Identify any large scale fraud possibilities
* Identify any reputation risk for the organisation
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| **Strategic risks for the National Society /the Movement** |  |  | * Ensure CTPs are compliant with national regulations
* Ensure CTPs are compliant with the Movement regulations
* Disseminate SOPs to all involved
* Align cash transfer and in-kind control procedures
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| **Relationship to other actors** |  |  | * Ensure that CTP activities are coherent with other key humanitarian actors (transfer value, delivery mechanism, targeting, etc.)
 |
| **Others** |  |  |  |