**MENA  
 Cash and Voucher Assistance Risk Register.**

**The risk register has developed by the CVA risk register taskforce member:**

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# Introduction:

Cash and voucher assistance has been used the MENA region since long time , some Natinal society has started with cash in 2004 , while other NSs till the date of this document haven’t started yet in cash preparedness or using cash based on may factors like ( misused of cash , and the other rumours risk related to cash intervention ,regardless considering the Cash and voucher assistance is one of the best modalities to provide the dignity and freedom to the targeted people to meet and cover their basic needs timely .

Still the persistent need is required to support and advocacy on the senior management level, to increase using cash assistance in emergence, and early recovery and development.

Cash trend beside the red cross and red crescent movement strategic framework aims to deliver 50% of humanitarian assistance through cash by 2025.

Among 17 NSs in the MENA, just 7 NS are currently involved in the cash preparedness and using the CVA as modalities, While the other NSs still have some concerns related to the complex crisis and context.

**Objective**:

A risk register is a document that identifies and assesses potential risks that may affect a project or an organization and can provides insight to the project managers to make informed decisions and take necessary measures to mitigate risks and consider as an early warning system to be prepared to the possible impacts, in addition to active an appropriate communication channel with relevant stockholder to involve them in collaborative and coordinated risk mitigation approach.

The risk register tools is a complementary tools that provides a structured framework for evaluating and prioritizing risks based on their severity and probability ,and support the CVA focal points in MEAN region to be able to design and understand the potential risks they could occur during the project beside the response options analysis and other technical guideline and give a clear vision of the possible impact, in addition to identify the most reasons and roots of the risks.

with considering this document further complements the CVA risks analysis guidance provided in the cash in emergency toolkit[[1]](#footnote-1) and it is designed with consideration Risk register[[2]](#footnote-2) and Risk matrix templates[[3]](#footnote-3) and other CVA risk analysis technical guidance like Africa[[4]](#footnote-4) and Asia pacific regions

# **Executive Summary**:

The taskforce group was established to construct the risk register and work through several methodologies including weekly meetings, group, and individual discussions with relevant departments of included national societies and considering various experiences in various contexts.

The taskforce elaborates on the sequential important steps that should be considered to make using the risk register simple and uncomplicated.

It is important to recognize that Risk management is not about eliminating risks. It is about understanding and controlling them to achieve better outcomes.

## **Who should be involved in preparing a risk register?**

* Project manager
* Stakeholders
* Risk management team
* Departmental and functional managers

It is important to involve a cross-functional team with different expertise and perspectives to ensure that all risks are identified and assessed from different angles. The project manager should be the overall coordinator, responsible for the risk register's development.

# **the Risk register components:**

## **Guideline**

The guideline sheet will give readers a clear understanding of the logic involved in moving through the steps necessary to design a risk matrix, as well as a quick and simple method for establishing a direct connection between a risk's cause and its effects. It will also explain how to analyse the source of a risk, categories related risks, and determine the best course of action.

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| **Risk register** | **How to fill and use the risk register matrix, please follow the steps below:** |
| **Risk identification** | Identifying the potential risks that could occur and have an impact on the project approach, targeting and objectives. |
| **Risk roots** | Describe and indicate the essence of the risk, what are the causes and factors that raise the possibility of the risk occurring. |
| **Risk impact** | Indicate to the direct and indirect results of the risk, and what are the potential consequences that will affect the project objectives. |
| **Risk analysis** | After identifying the roots and impacts of the potential risks, analysing the risks is considered a key step beside understanding the evaluation criteria (it can be found in the Risk Evaluation Criteria Sheet Number Seven), where the risk probability accruing percentage and the impact's severity will lead you to prioritize the serious risks, which will help later in the categories and identify the appropriate mitigation measures in the next step. |
| **Risk Category** | Categories the risk should be next, where it could be included, and under which category to determine who is responsible and accountable for following up on the risk and what actions and steps should be taken and put in place. |
| **Response strategy** | Then move to risk response strategy, you will find more about it in the terminology sheet |
| **Mitigation measures** | Now, you can move on to determining the key activities and control procedures that should be addressed to prevent or alleviate the likelihood and severity of the impact of the risk on the project objectives. |

## **Risk Register Terminology**

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| **Name** | **Definition** |
| **Risk** | It represents the possibility of an undesired or unexpected event resulting in negative consequences or a deviation from expected outcomes. |
| **Risk Description** | Refers to a negative occurrence or statement that occurs in numerous project areas such as field, finance, and project management and has an impact on several layers (staff, communities, organizations, FSP, and project objectives). |
| **Risk Registers** | It is a tool that identifies and elaborates on all potential risks and clarifies the linkage between the roots and impacts of the risks, in addition to highlighting the key mitigation and management measures, including responsible persons for monitoring and reporting on them. The risk register will change over time, reflecting the changing context and maturity of the programme. It should clearly set out regular review points. |
| **Risk Category** | Risk categories describe causes and types of risk that fall into common groups. We use Operational, Contextual, Market, Coordination, Security as risk categories. Other categories may be defined for specific programme types. Definitions of each can be found on Tab Five "Risk Category" |
| **Risk Root** | The roots refer to the key factors or variables that contribute to the risk and lead to negative impacts on the project. It may identify key elements, events, conditions, or behaviours that increase the likelihood of risk. For example, in a project risk root, factors like tight deadlines, inexperienced team members, miscoordination, new laws, regulations and a lack of resources might be mentioned. |
| **Likelihood** | Likelihood is an assessment of how likely the risk is to happen. We assess likelihood on a five-point scale on the risk map on sheet number Seven. The scale ranges from 'rare' to 'almost certain'. |
| **Risk impact** | What would be the qualitative impact on NS objectives, should the risk occur? |
| **Mitigation measures** | Indicate all possible strategies or actions to control, alleviate, mitigate, minimize, or control the risk impact by dealing with the roots. These measures could include preventive steps, contingency plans, risk transfer mechanisms, or risk-sharing arrangements. . |
| **Risk Owners** | The individual or person who is responsible for managing a specific risk within an organization The risk owner is typically assigned the task of identifying, assessing, and implementing measures to mitigate or control the risk and following up on it periodically. |
| **Risk Response Strategy** | This is NS strategy to reduce the risk factor for each identified risk. Strategy could be a) Transfer - it is about getting someone else to take the risk. e.g., contracting with third parties FSP, or insurance company. b) Accept- it means you do not think the impact of the risk will be great or think this risk is unlikely to happen. Such risk with low impact and less likelihood, NS may decide to accept. But this risk also needs to be monitored continuously. c) Avoid- you find a way to avoid that risk by using different methodology, using the latest technology etc. e.g. if there is risk of cash theft for cash in envelope use SMART cards or digital transfer etc. d) mitigate: using strong control mechanism to reduce the level of impact or likelihood of any risk e.g. reduce the amount of petty cash, multiple persons to approve the cash release, daily reconciliation, strong monitoring mechanisms etc. |
| **Risk Status** | Reflect on the current conditions of the risk in a different situation. Regular risk monitoring is essential, especially in an unstable context, and will help to adapt the response strategy and mitigation measures based on the new situation. |

## **Risk Category**

the risk has been categorized based on the different contexts in the MENA region, with taking in consideration that risks could be categorized based on the core factors that lead to happened, while the risk in this risk register grouped under 5 main categories:

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| **Risk Category** | **Description** |
| **Operational** | All the risks that are caused by inadequate internal processes (finance, procurement, HR, legal, programme, IT), operational procedures (internal or external), and systemic or inadequate activities by human factors that have a negative impact on the cash and voucher interventions have been considered as operational risks. |
| **Contextual** | It is representing all events, factors or dynamics occurring in the broader environment which affect programming or operations yet are beyond the full control of the NS (Political unrest, economic failure, famine, war, etc.). PESTEL is a helpful tool for assessment of context risk (political, economic, social, technological, environmental, legal) |
| **Market** | It represents the risks arising out of various factors that affect the whole market and is not limited to a particular economic situation. On the contrary, market risk arises because of uncertainty in the economy, political environment, natural or human-made disasters, or recession. |
| **Coordination** | Represents all the risks arising out of the miscommunication between the relevant stakeholders in humanitarian interventions on different layers (communities, authorities, humanitarian actors, financial service providers), in addition to the internal coordination with the other departments. |
| **Security** | Reflecting the damage and harm arising out of inadequate design and implementation of the organization’s projects that will affect the targeted population and staff on the field, like conflict areas, unsafe places, or exposing confidential data. |

## **Risk management map**

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| **Likelihood** | **Risk Management Map** | | | | | | | | |
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| *Event is expected to occur in most circumstances* | *>90%* | ***Almost Certain*** | **5** | **5** | **10** | **15** | **20** | **25** | |
| *Event could occur probably in most circumstances* | *50-90%* | ***Likely*** | **4** | **4** | **8** | **12** | **16** | **20** | |
| *Event should occur at some time* | *30-50%* | ***Possible*** | **3** | **3** | **6** | **9** | **12** | **15** | |
| *Event could occur at some time* | *10-30%* | ***Unlikely*** | **2** | **2** | **4** | **6** | **8** | **10** | |
| *Event may occur only in exceptional circumstances* | *<10%* | ***Rare*** | **1** | **1** | **2** | **3** | **4** | **5** | |
|  | | | | | **1** | **2** | **3** | **4** | **5** | |
| ***insignificant*** | ***Significant*** | ***sever*** | ***Major*** | ***Catastrophic*** | |
| *0-5%* | *5-10%* | *10-20%* | *20-30%* | *More than 40%* | |
| *Impact Severity* | | | | |

## **Risk Register**

The risk register lists the following 26 typical risks that affect the majority of the CVA project in the MENA region as following:

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|  | **Operational** |
| **1** | Community refused the assistance. |
| **2** | Cash assistance raise the social tension in the community. |
| **3** | Cash assistance raise the tension within targeted families |
| **4** | Beneficiaries list has ineligible households or corrupted |
| **5** | Insufficient transfer value |
| **6** | Delay in transfer the assistance to beneficiaries |
| **7** | Cash do not spend on intended purpose - misused |
| **8** | Fraud, corruption |
| **9** | Inadequate response modality |
| **10** | Non-compliance to fulfil (legal, financial autocratical, partner, donor, FSP, National Society, procurement ...) policies and procedures |
| **11** | Movement of the targeted population (immigrants, IDPs, refugees) |
| **12** | Unqualified contracted FSP |
| **13** | Inadequate National society staff capacity |
|  | **Contextual** |
| **14** | Lack of liquidity |
| **15** | Paned the project from the authorities |
| **16** | Epidemic and pan adamic |
|  | **Market** |
| **17** | Inflation |
| **18** | Shortage of basic items |
| **19** | Changeable prices |
| **20** | Volatility of the exchange rate |
|  | **Coordination** |
| **21** | Duplication of targeted populating |
| **22** | Delay in money transfer fund (Donor) /transfer assistance (FSP) |
| **23** | Humanitarian actors' efforts are disorganized. |
|  | **Security** |
| **24** | Duplication of targeted populating |
| **25** | Delay in money transfer fund (Donor) /transfer assistance (FSP) |
| **26** | Humanitarian actors' efforts are disorganized. |

## **Operation Risks:**

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| **Risk # 1** | **Community refused the assistance.** |
| **Roots** | the community leader and member have inadequate information on the project, Community are not familiar with the organization, the assistance doesn't meet the community need, Community member don’t agree on sharing their personal information, vulnerable people disclosed from the projects, people don't prefer the delivery mechanism, or modalities. cash increase the tension in the families, cash expose people to a risk, participatory approach in designing the project, Staff and volunteers disrespect the traditions and treat them in bad way. |
| **Impact** | Delay in delivering the assistance to the vulnerable people, needs of people will not meet, fund will not spend on the time, all field operation and activities restricted and limited, Staff have limited access to the area, Waste logistics resources and time, change the proposal and start from the beginning. |
| **Mitigation measures** | use a participatory approach with Engaging the community in design the project, identify the needs of the community, design with them selection criteria, modality, and delivery mechanism, build the trust with the community, hold a focus group discussion and share with them the operation update, delegate basic tasks to community member. |
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| **Risk # 2** | **Cash assistance raise the social tension in the community.** |
| **Roots** | Targeted communities consist of different groups and backgrounds (IDPs , host community ) , customize one group for cash assistance, , context assessment inappropriate , design the project without community leaders , skip an essential step in assessment for the purpose of accelerating the project, , vulnerable categories unconsidered,  corruption and fraud in the beneficiary list , distribute different assistance value in the same community . |
| **Impact** | Create a sense of inequality and resentment for beneficiaries, create or exacerbate tensions and conflicts between community members between the received and unreceived, increase competition among community members for limited resources, stigmatize or blame the received beneficiaries for their reliance on cash assistance. |
| **Mitigation measures** | conduct a context analysis, design the projects on a participatory basis with community leaders, identify the appropriate and clear selection criteria, Disseminate the project objectives and selection criteria to the community, provide a feedback mechanism and hotline, review the secondary data, and collect relevant ones. Delegate a qualified and trained staff, disseminate our humanitarian principles, build a good relationship with the communities, and encourage them to participate in projects, Coordinate with other humanitarian actors, consider the social tension in risk management matrix. |
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| **Risk # 3** | **Cash assistance raise the tension within targeted families** |
| **Roots** | Unconsidered specific areas' context and environment, polygamy per man, exposer family’s identification papers and confidential information, unconsidered gender manners in the community, women's obligation to stay in the family based on economic situation, Families are registered without their knowledge, unfamiliar and untrained staff conducting household interviews. |
| **Impact** | Escalate the tension between the family’s member, families will be dissatisfied on the project, reject the organization staff, escalate the violence with the men and women, damage the equitation of the organization, assistance will spend on intend purpose. |
| **Mitigation measures** | Conduct a context analysis, engage the local people and staff in designing the project , Write down all sensitive issues and present them to staff , deliver a training on who to interview households , tailor the team's gender balance , keep personal data confidential , keep the families aware on all project requirements, identify the received member from their side |
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| **Risk # 4** | **Beneficiaries list has ineligible households or corrupted** |
| **Roots** | Non-participatory selection criteria process with community, inappropriate and uncomprehensive need assessment survey, fraud and exploitation in selection people, data collected but not analysed, IM team with a lack of capacity and limited knowledge with data analysis The project has not been disseminated to the community, power of different actors to include relatives or family members, impose a family list from different parties , lack of monitoring and evaluation management. |
| **Impact** | community leaders and members are dissatisfied, damage the reputation of organization in front of the community and humanitarian actors, raise the tension and problems, exposed the staff and volunteer to risk, deliver the assistance to ineligible people, expend the cash on unintended purpose. |
| **Mitigation measures** | engage and discuss the financial selection criteria with the community, ensure reliable vulnerability criteria, assign qualified staff to analyse and deal with the gathered data, assign qualified staff to conduct the verification process, disseminate it to all communities with all selection criteria, apply a strict monitoring system, establish a feedback mechanism, and encourage the community to use, conduct a random visit to targeted population |
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| **Risk # 5** | **Insufficient transfer value** |
| **Roots** | incompetent need assessment, transfer value calculation done by unqualified people, inefficient prices assessment, lack of fund with keeping on the same households number, program mistake (household members not considered in the calculation, exclude essential complementary need assistance like (transportation, communication), prices inflation, Economic deterioration, seasonal reasons. |
| **Impact** | cash assistance will not cover the households needs, Failure to fulfil project objectives, different cash transfer values designed between many cash actors, increase the household vulnerability. |
| **Mitigation measures** | Determine the needs of the target population through a needs assessment. Evaluate the cost of essential items in the target areas, consider factors such as inflation, market prices, and the availability of goods and services when planning and designing projects. Regularly monitor local markets to track price fluctuations and the availability of key commodities, establish feedback mechanisms to gather input from beneficiaries regarding the adequacy of the transfer value, collaborate with local partners, including humanitarian agencies, the National Cash Working Group (CWG), Maintain flexibility in programme design and implementation to allow for adjustments in response to changing circumstances |
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| **Risk # 6** | **Delay in transfer the assistance to beneficiaries** |
| **Roots** | there are many different reasons that cause this risk:  unclear standard operation procedures in place, no absence to the Internal Cash working group, permanent changes in relevant technical staff (logistic, finance, procurement, etc.)  bureaucracy procedures, centralized process , organization structure not clear , cash project , local holidays , weather reasons , lack of money in back account , delay in getting the long term agreement or contracted signature, FSP unqualified in related to ( capacity - liquidity , trained staff ) , unappropriated distribution plan , verification for some cases , new laws or legislation from Central bank or authorities , unexpected causes |
| **Impact** | Delay in moving documents and lost , misunderstanding on the roles and responsibilities of each department , lack of coordination between the departments , raise the confusion between the staff , absence of staff who are Authorized , failure with meet the project objective , increase the poverty of selected people , unsatisfied on operation process , community will lose the trust with the organization , withdrawal the propel from the project , damage the organization reputation between the humanitarian sector , cash assistance spend on intend purpose . |
| **Mitigation measures** | prepare a realistic and appropriate plan for distribution ,design a SOP with all relevant department , Create an internal cash working group with specific TOR , Maintained on MOMs in accessible and secure place , prepare all the required documents before a significant time to get all related approvals and signatures , present all the official holidays and national one in the plan of action , making sure the contract or the agreement with FSP in place and updated , design the distribution plan with the FSP and local staff , keep on a good relation with the local authorities and set up a regular coordination events |
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| **Risk # 7** | **Cash do not spend on intended purpose - misused** |
| **Roots** | inappropriate needs assessment, project has been designed with a participatory approach with the community, making mistakes with transfer value calculation, ineligibility selection criteria, community is not interested in the assistance type, delay in delivering the assistance, lack of staff and volunteer capacity to design and analyse the data |
| **Impact** | spend the assistance on unintended purposes, failure to meet the project objective, delivering inadequate transfer value, community dissatisfaction, increasing tension within the community, and damaging the reputation of the organization, exclude the vulnerable people from the targeted population. |
| **Mitigation measures** | Implement robust targeting mechanisms and eligibility criteria to ensure that cash assistance reaches the intended beneficiaries. Conduct a verification to identify those in need and verify their eligibility , conduct an awareness session to beneficiaries on the project objectives and intended use, determine specific delivery mechanisms to reduce the likelihood of misuse of the assistance , establish robust monitoring systems; , regular field visits, beneficiary feedback mechanisms, to ensure transparency in using  of cash assistance funds, Work with local leaders and influencers to promote responsible use of funds and encourage collective accountability ,Conduct regular evaluations of the cash assistance programme to refine and improve programme design and implementation. |
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| **Risk # 8** | **Fraud, corruption** |
| **Roots** | Insufficiency of management and monitoring systems, contracting  with unqualified FSPs; inefficient  procurement processes; FSP staff or volunteers imposing a tax on beneficiaries; inadequate reporting processes, no feedback mechanism system in place, no required distribution or financial report , untrained and unqualified staff; , lack of knowledge on the code of conduct , project selection criteria haven't been disseminated, provide a dummy beneficiary list, personal problems between the communities, shortage of commodities |
| **Impact** | Problems and mistakes not recognized affect the project implementation, fail to achieve project objectives, damage the reputation of the organization, FSP framework agreement hasn't mentioned penalties for corruption or fraud of the FSP, lack of awareness sessions on the Code of Conduct and humanitarian principles, and the feedback mechanism is not in place, |
| **Mitigation measures** | Promote transparency in all aspects of the program, selection criteria, distribution , and financial management, establish a robust monitoring system to prevent corruption , random check with beneficiaries through , create a Strong Internal Controls: Establish strong internal regular internal audits , maintain on confidentiality if whistleblowers , develop and disseminate a code of conduct ,set up a reporting system and clear channel within robust data protection system , |
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| **Risk # 9** | **Inadequate response modality** |
| **Roots** | Lack of technical cash capacity in implementation cash feasibility, response option analysis done by unqualified staff, project design in a quick manner, Ns leadership inconvenient with cash assistance, non-participatory decision with communities on project methodology, Markets are not functioning, FSP are not available, |
| **Impact** | delay in delivering the assistance, waste time and resources, damage the organization's reputation in the eyes of the donor, deduction on budget from the donor, increase the vulnerability and poverty of targeted population, community dissatisfaction, |
| **Mitigation measures** | Provide the relevant training  to the organization staff to be able to work on participatory approach and identify the preferences of the target population, conduct a context assessment and take the decision based on a reliable analysis , consider all aspects of market accessibility, authorities acceptance ,  infrastructure, and culture, ensure the programme is flexible to respond to barriers and challenges , gather a relevant information and coordinate with other partners to learn from their experience and resources, Implement a robust monitoring system and feedback mechanism, , conduct at the end of the project a lessons learned workshop to leverage the previous experience. |
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| **Risk # 10** | **Non-compliance to fulfil (legal, financial autocratical, partner, donor, FSP, National Society, procurement ...) policies and procedures** |
| **Roots** | Lack of knowledge on NS (legal and financial ..) procedures , miscoordination with the finance department , no specific timeline frame for CVA distribution with considering all relevant policies , deliberate ignorance for adherence to policies and decisions, weak management of accountability, no investigation/punishment to the alleged, Controls are not consistently applied across operations, staffs and volunteers ( HQ, state, branches) are not trained on new policy, decision and regulations, inadequate mapping of compliance requirements ( compliance risk assessment), unclear /undefined roles and responsibilities to oversee the compliance requirements. Lack of compliance tracking system |
| **Impact** | Trust issues from partners/donors/government, funding might be delayed or suspended, strategic and reputational issues for NS, capacity to support most vulnerable is compromised, government discontinue the privilege or support, The risk of sanctions, financial loss, Fraud and corruption risks.  Delay in fund transfer: from NS HQ to branches, from NS to FSP, FSP to accounts of targeted population |
| **Mitigation measures** | Develop policies and procedures to outline the requirements for all stakeholders involved in the programme; train the organization staff on policies and procedures ,  suppliers, and financial service providers (FSPs) , establish a reporting mechanism for reporting any non-compliance, and maintain all financial documents , records, and reports, strengthen communication and coordination between the involved branches , departments, and units , and with donors so far, Establish robust monitoring and internal audit systems to assess compliance with policies and procedures, ensure due diligence processes for selecting and engaging partners. |
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| **Risk # 11** | **Movement of the targeted population (immigrants, IDPs, refugees)** |
| **Roots** | instability movement of the targeted population, targeted people looking for an appropriate area to settle down, government procedures, conflict with the host community, country is not the final destination of the immigrants or refugees, changes in address or communication contact, loss of identification documents, discrimination, treatment abuse, security situation. |
| **Impact** | Difficulties in tracking with targeted population addresses and communication, excluding them from the targeted list, increasing their poverty and vulnerability, moving to untargeted geographic areas by the project, increasing tension and sensitivity with the host community, difficulties in verifying the targeted household, duplication of assistance to many household members, failure in achieving the project objective |
| **Mitigation measures** | Conduct ongoing assessments to identify the movement patterns of the targeted population, adapting the cash and voucher assistance programme to ensure that support reaches those who are on the move, expand the contracting / contracting with many FSPs to ensure the accessibility of the beneficiaries to near FSP points, establish reliable identification and verification mechanisms (biometric data, digital IDs), Deploy mobile outreach teams to reach and engage with displaced populations in different areas, Utilize flexible and adaptable delivery mechanisms for cash and voucher assistance to suit the mobility of the targeted population. as (mobile cash transfers, electronic vouchers), coordinate with partners in gathering information on population movements by conducting a rapid assessment in new location and ensure coordinated responses. |
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| **Risk # 12** | **Unqualified contracted FSP** |
| **Roots** | munificent procurement process, untrained procurement employee on IFRC financial procurement standard, Froud and corruption in evaluating the bids, limited number of financial services providers, cash programmed staff excluded from the procurement and contracting process, FSP has no experience with humanitarian assistance, FSP branches are located in a limited geographic area, insufficient FSP's staff capacity. |
| **Impact** | Delay in delivering assistance to the targeted population, incomplete procurement requirements for donor and audit reports, ignore crucial details in the contract and procurement process (distribution duration, transfer fees, data protection, distribution plan, exclusion of organization volunteers in FSP branches during distribution, imposing fees and taxes on the targeted population, limited area for project implementation, damage the organization's reputation, lose the trust of the community, leave the targeted population unsatisfied, fail to achieve project objectives, |
| **Mitigation measures** | Establish a technical group from the relevant departments (finance, legal, procurement, and cash),, use the IFRC procurement procedures , provide standard contracting procedures with FSP for involved staff, request the support of the experts in conducting the contract, Conduct thorough due diligence on potential FSPs before entering into contracts (qualifications, experience, track record, financial stability, reputation),set clear selection criteria for FSPs, based on the specific requirements and standards of the cash and voucher assistance programme, establish a robust monitoring system with FSP and financial reporting , Evaluate their performance and provide the requested documents and reports within a deadline. Provide to FSP staff an awareness session and training on the humanitarian work and our code of conduct on dealing with the beneficiaries. |
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| **Risk # 13** | **Inadequate National society staff capacity** |
| **Roots** | lack of knowledge in programming development, capacity building is out of the scope of the project, shortage of funds for training, indistinct staff nomination selection criteria , fraud  in the recruitment process, unqualified staff and volunteers, low salary range for staff , lack of project requirements (logistics , Money , etc. ),Qualified staff and employees looking for other opportunities, organization with a bad reputation . |
| **Impact** | inappropriate capacity of organizational staff and volunteers, unsuccessful needs assessment and analysis, mistakes in implementation, impact on quality of project implementation ,  increase the risks on volunteers and targeted population, unprofessionalism in dealing with the community, complaints from the community, community dissatisfaction, damage the organization's reputation , failure to achieve the project objective , waste of time and resources . |
| **Mitigation measures** | Conduct a cash self-assessment of the organization and identify the gaps, establish an accurate capacity building plan , enhance the local staff skills and knowledge , promote coordination and collaboration with CVA experiences organizations, recruit qualified CVA staff with a robust HR system , involve the staff in regional sharing experience workshops and meetings to benefit from lessons learned and best practices from others, encourage effective participation in cash working work and other coordination and collaboration platforms, specify a part of the budget for capacity building activities. |

## **Contextual Risks:**

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| **Risk # 14** | **Lack of liquidity** |
| **Roots** | monetary Policy taken by a country's central bank,  The efficiency of financial Intermediation such as banks and other financial institutions, stability of local currency exchange rate, government Policies and Regulations, financial Crises and Market Shocks, sudden national crisis |
| **Impact** | Monetary Policy taken by a country's central bank,  The efficiency of financial Intermediation such as banks and other financial institutions, instability of local currency exchange rate, government Policies and Regulations, financial Crises and Market Shocks, sudden national crisis, price inflation or shortages of essential goods and services , delay in transfer the assistance to target population , merchants are hesitant to accept vouchers or cash due to concerns about their ability to convert them into goods ,beneficiary can't access to essential goods and services , vendors may resort to frauds and Misuse , lead to social and political tensions. Frustration, dissatisfaction, failure to meet project objectives |
| **Mitigation measures** | Conduct a comprehensive assessment with consideration of the historical data for currency and liquidity, diversify the delivery mechanism to the beneficiaries (mobile money transfers, electronic vouchers), align with the authorities laws and legislation, strengthen the relationship and communication channel with financial banks and entities in the design phase, involve the donor in the discussion to work together on any potential solution, design a flexible plan that could be adjusted based on the situation, establish a robust monitoring system on market changes and new authorities legislation, conduct a regular assessment, and develop an alternative plan to mitigate the risks and challenges. |
| **Risk # 15** | Paned the project from the authorities |
| **Roots** | The authorities are not involved in the project , No official approval on implementing the project , Project cause a problems and tension between the community, vulnerable people are disclosed from the project ,selection criteria for geographical area , community , household are insufficient , no coordination with the local community leaders , project is against of the government plan and strategy |
| **Impact** | Project will be suspended, delay in delivering the assistance to people, ruin the relation with authorities, staff or volunteers could be arrested, deterred the vulnerable people economic situation, fund will not spend on the time, all field operation and activities restricted and limited. |
| **Mitigation measures** | Set up transparent communication with relevant authorities , and engage them from the early stages of the project, compliance with all applicable laws, regulations, and requirements set by the authorities, develop strategic partnerships and collaborations with local organizations, community leaders, establish clear reporting mechanisms that demonstrate the project's compliance with regulations, reflect the positive impact of the project , work with a participatory approach with communities and local authorities, and develop a strong advocacy and public relations strategy to raise awareness about the project's objectives, benefits, |
| **Risk # 16** | Epidemic and pan adamic |
| **Roots** | outbreak disease infection in the community or country,  the community's sanitary system is deficient,  In the targeted community, the health system is inadequate,  Heath services is inadequate, Participation of infected employees and volunteers in project execution, Housing having inadequate hygienic conditions, inappropriate health behaviours on the part of both staff, volunteers, and community members. |
| **Impact** | Spread the infection with the community, infect the targeted population and staff, delay in transferring the assistance to the community, adjust the distribution plan to avoid gathering people, issue new roles and procedures from the government, restrict access to the community, increase in the cost of operation related to protection equipment, |
| **Mitigation measures** | Develop robust contingency plans specifically tailored to address epidemics and pandemics, collaborate with health authorities and other relevant stakeholders to stay informed about disease outbreaks, emerging risks, and changing health and safety guidelines, ensure that the design of CVA delivery mechanism is flexible and adaptable to changing circumstances , awareness the community and organization staff as partners on safety protocols aligned with WHO such as social distancing, hygiene practices, and the use of personal protective equipment, Collaborate closely with health authorities, local communities, and other relevant stakeholders to leverage their expertise, resources ,establish effective communication channels to provide accurate and timely information to beneficiaries. |

## **Market Risks:**

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| **Risk # 17** | Inflation |
| **Roots** | unthoughtful transfer value (high value), instability in local exchange rate, country border closure affecting the import, impose country to sanction, consume based on seasonality reasons, trader monopolism, collusion between the trade |
| **Impact** | Reduction of purchase power, inefficient transfer value, targeted population will not be able to meet the basic needs, failure of project objective, dissatisfaction of targeted population, vendors resorting to fraud in the quality of commodities, hesitancy of vendors to participate in the project, shortage of commodities in the market, vendor monopoly. |
| **Mitigation measures** | Set up a trained team to work on price monitoring. Conduct regular market monitoring and analysis to track price trends, inflation rates, adjust the transfer value based on price volatility, and use different modalities beyond cash and vouchers to mitigate inflation risks, Negotiate competitive prices with the retailers and wholesalers, avoid any delay in distribution, establish robust monitoring and evaluation of the impact of the project on the local market, |
| **Risk # 18** | Shortage of basic items |
| **Roots** | Damage in supply chain, market infrastructure damage, unthoughtful transfer value, functioning market system, deterioration in country economy, government restrictions on basic commodity imports, merchants’ mobilization, imposing sanctions on the country, inflation, changeable prices of goods, instability in the exchange rate, seasonality factors, market shocks, Smuggling the commodities to neighbours’ countries |
| **Impact** | limited availability of basic needs in the market, untargeted population in the community will face difficulties in obtaining the basic needs , prices inflation, vendor abuse and fraud in quality of the commodities, vendors rejecting participation in the project; , targeted population will not be able to meet their basic needs; raising the tension between targeted and untargeted populations, impact on project goals, |
| **Mitigation measures** | Regular market monitoring  to identify potential shortages or the availability of basic items, contracting  with different  market retailers and wholesalers to reduce dependence on one supplier, Increase the coordination with market stakeholders to stay informed on the supply chain , and market dynamics,  prepare the purchasing and storing of the basic items in the right season, understand the production schedules , draw up a market map for each item, focus on local procurement to support the local markets, be a part of partner coordination partners . |
| **Risk # 19** | Changeable prices |
| **Roots** | Lack of commodities, economic deterioration, damage to the market supply chain, market shocks, trader monopolization, close border, new restrictions on import, a changeable exchange rate, increase in demand for basic commodities, seasonal factors, lack of raw materials, increase in fuel prices, |
| **Impact** | insufficient transfer value, targeted people will not be able to meet their basic needs, vendors will reject contracting, shortage of commodities, failure in meet project objectives, targeted population dissatisfaction, provide a clarification and evidence to the donor |
| **Mitigation measures** | Market monitoring on price fluctuations of essential goods and services , analysis of the data and leveraging from historical research and studies to the market , Understanding the supply chain and market dynamics, the flow of the markets , negotiating with suppliers on prices, establishing a long term contract to stability prices , ensuring the project is flexible for all price changes ,  Collaborate with local stakeholders to implement market-based interventions , conduct a monitoring and evaluation survey regularly with all project stakeholders. |
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| **Risk # 20** | Volatility of the exchange rate |
| **Roots** | Economic deterioration, lack of liquidity, market shocks, merchant monopolization, damage to the country infrastructure, civilian protesting, applying international sanctions against the country, lack of monitoring and analysis of commodities prices. |
| **Impact** | increase in prices, loss of a part of project funding, fund is inadequate to cover project activities, delay in transferring the money, traders will fix their prices on a high scale, insufficient transfer value, spend extra fund on monitoring prices and markets, Delay in transferring money, lack of commodities , revision of project budget , explanation and clarification to donors, delay in financial reporting. |
| **Mitigation measures** | Conduct an assessment of currency risks , analysing historical exchange rate data ,economic indicators, and market trends, Allocate a budget buffer or contingency fund to avoid potential losses resulting from exchange rate fluctuations, conduct long-term contracts with suppliers with fixed rates,  keep the funds in USD on hand to be exchanged at the best rate, distribute the money in USD to maintain the purchasing power of the beneficiaries, coordinators, and Work with financial institutions specializing in exchange rate risk, engage partners and donors  in discussions  on potential  exchange rate risk, Regularly monitor the exchange rate. |

## **Coordination Risks:**

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| **Risk # 21** | Duplication of targeted populating |
| **Roots** | Isolate the organization on coordination initiatives within the county,  CVA actor analysis and assessment ignored , insufficient assessment plan, miscommunication with active actors on the field (community leaders, government entities) and with internal departments, and inadequate project designing, registration, and verification phases done by unqualified staff, exclude or inappropriately monitor process, lack of IM /IT technology uses , untrained staff dealing with data ,unclear registration plan. |
| **Impact** | target some families with duplicate assistance, wasting project resources, minimizing the number of targeted people, raising suspicion in fraud and discrimination of the organization's staff, Spend the money on an intended purpose, exclude poor families from the project, fail to achieve the project objectives, damage the organization's reputation |
| **Mitigation measures** | Establish a robust registration and verification system to prevent duplication (by using a national ID number or unique information (patch , eye print) , set up coordination and information sharing with relevant stakeholders inside and outside the organization with an emphasis on data protection , recruit experienced employees in data management, establish a feedback mechanism, and encourage people to report on duplication issues , Conduct regular monitoring and evaluation activities , conduct a random check on the data, and coordinate and collaborate with other agencies that are implementing on the same geographical area |
| **Risk # 22** | Delay in money transfer fund (Donor) /transfer assistance (FSP) |
| **Roots** | lack of communication with the donor, lack of experience in financial bank systems and requirements, delay in requesting the money, ,unqualified staff recruitment , lack of coordination between the programmed and finance department, new regulation or laws from the bank (internationally , nationally ) , unexpected holiday days , `bureaucracy and length of processes and approvals, delay in sending prior finance reports , delay in implementation . |
| **Impact** | Delay in transferring the money and assistance, increase the needs and poverty of people, failure in achieving project objectives, people spending the money for an unintended purpose, increasing in complaints and dissatisfaction of the community, expose the staff and volunteers to risk |
| **Mitigation measures** | Establish clear payment procedures and timelines for transferring cash assistance to organizations and beneficiaries), conduct a comprehensive assessment to financial risks (central bank procedures, international transfers), ensure the availability of funding  to avoid financial constraints, contract with an experienced FSP, Maintain transparent financial processes and internal controls to minimize delays caused by administrative procedures, promote strong coordination and collaboration with (donors, finance departments, and financial service providers) responsible for facilitating cash transfers, maintain regular communication with the community to explain any delay , establish a robust monitoring and evaluation system to track money transfers. |
| **Risk # 23** | Humanitarian actors' efforts are disorganized. |
| **Roots** | Lack of coordination between the humanitarian actors; lack of coordination with the community and authorities; non-commitment to the National Cash Working Group CWG meeting and recommendation; rejecting working and sharing information with the other humanitarian actors, faulty project planning and stakeholder analysis, inadequate capacity, and competence of the team, delaying with spending the project money. |
| **Impact** | participatory and harmonized intervention approach, damage the impact of the project, lose resources and time, pan the project from authorities or the community, cause dissatisfaction in the community, cause confusion for the community and other humanitarian actors in the area, fail to achieve the project objectives, different transfer values. |
| **Mitigation measures** | Attend coordination meetings such as Cash Working Group regular monthly meetings, encourage organization departments to participate in sector meetings , enhance communication and collaboration and information sharing among humanitarian actors through one platform , establish an operating procedures and work guidelines on CVA projects between the humanitarian actors , conduct common and harmonized activities ( design, assessment, implementation plans), and promote coordination on the field level, consider the government plans and activities . |

## **Security Risks:**

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| **Risk # 24** | Staff and volunteers are exposed to physical or psychological harm |
| **Roots** | Security assessment not considered, or unappropriated assessment, lack of security equipment's during field work , deployed untrained and unprepared staff and volunteers , disregard the importance of security updates , stock the car with a huge amount of money (cash on hand ), miscoordination with the relevant parties , overload the staff and volunteers with hard and long tasks , unsecure and changeable context , working in unstable weather . |
| **Impact** | Harm the staff and volunteers (physically and Psychologically) , put the staff in a dangerous situations , lose the trust with the organization and leaders , disrespect community traditions , leave the job, make a new complicated problems , delay in plan's implementation , delay in delivering the assistance , increase the people vulnerability , effect the reputation of the organization . |
| **Mitigation measures** | Emphasis on providing a daily security briefing to the deployed staff and shared with team on the field , make sure the assessment is valid and coordinate with different resources , provide the security equipment's to the staff like ( appropriate logistics ) that relevant to weather , conflict environments , train the staff on security and safe access training , with contextualize the curriculum to their context , keep on the security assessment updates , support the staff and volunteers with social activities , taking care of them , make them a part of the plan and listing to them ,coordinate with all existing parties (community leader, authorities, parties ) and explaining what he purpose of existence of Staff and volunteers . |
| **Risk # 25** | Targeted populations are exposed to physical or psychological harm |
| **Roots** | Security assessment not considered, or unappropriated assessment, lack of security assessment, distribution location and time are inappropriate and risky, queue the men and women in the same line , keeps the people in queue for long time in a bad weather and unsecure location , designing the project in non-participatory approach , send untrained and unprepared staff and volunteers , |
| **Impact** | injury the targeted population (physically and Psychologically) , lose the trust with the community , no access for the organization to the area , Delay or Stop the project , delay in delivering the assistance , increase the people vulnerability , effect the reputation of the organization , increasing the chance of physical exploitation , spread a disease . |
| **Mitigation measures** | Conduct an awareness on Code of conduct, the local traditions and habits, design the project in participatory approach with the Community, test the distribution plan and identify the capacity of the organization, coordinate with the community leads, explain the roles and responsibility of each Volunteers and staff, make sure there is no an impersonator of organization staff . |
| **Risk # 26** | Unauthorized access to beneficiary data during registration or distribution process |
| **Roots** | Data management system in not secured, unqualified staff dealing with the data, data sharing SOP not available, using an appropriate network for sharing data, limits knowledge on organization policy and protection procedures, working tools and equipment's are not secured and Easy to hack. |
| **Impact** | Access and inappropriate use of beneficiary data, Lose the inter data, delay in delivering assistance, lose the trust issues with communities, affect donor relations, impact funding streams, reputational damage to organization. |
| **Mitigation measures** | Data protection standards are familiarized/oriented to the organocation, set up or enhance the data protection system, provide a train the NS staff on how to deal with beneficiary data, involve the IM with cash working group to enhance the system, inform the beneficiaries on the purpose of gathering their information, highlight data security in all contract and MOU specially with FSP. Conduct data protection/security assessments, coordinate with IT team to assist on simulation/stress test before rolling out a new data management solution. |

**For any further information or questions :**

**Contact the IFRC MENA region – Cash and voucher thematic lead.**

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1. [Cash in Emergencies Toolkit - Cash Hub (cash-hub.org)](https://cash-hub.org/guidance-and-tools/cash-in-emergencies-toolkit/) [↑](#footnote-ref-1)
2. [1\_4\_3-CTP-Risk-register-template.xlsx (live.com)](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fcash-hub.org%2Fwp-content%2Fuploads%2Fsites%2F3%2F2020%2F11%2F1_4_3-CTP-Risk-register-template.xlsx&wdOrigin=BROWSELINK) [↑](#footnote-ref-2)
3. [1\_4\_2-CTP-Risk-matrix-template.docx (live.com)](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fcash-hub.org%2Fwp-content%2Fuploads%2Fsites%2F3%2F2020%2F11%2F1_4_2-CTP-Risk-matrix-template.docx&wdOrigin=BROWSELINK) [↑](#footnote-ref-3)
4. [Africa CoP key documents and tools - Cash Hub (cash-hub.org)](https://cash-hub.org/resources/africa-cash-community-of-practice/africa-cop-key-documents-and-tools/#CVA-risk-register) [↑](#footnote-ref-4)