

EXAMPLE TEMPLATE

FOR DOCUMENTATION OF RISK
SHARING FRAMEWORK PROCESS

STAGE 01 DELIVERY CHAIN STAKEHOLDERS, REPRESENTATION & EQUITY IN DIALOGUE

The overall purpose of this stage is to ensure that analysis that underpins decision making is accurate, and decision making is balanced, due to relying on the feedback of an appropriate, representative & empowered group of stakeholders (operationalising Principles 1 and 4).

1. Which organisations will be involved in the delivery chain in which the Framework is suggested to be applied and in which functions (back donor/intermediary donor/direct implementer)? *Purpose: To understand the mix and scale of stakeholders in the proposed application of the Framework.*

Organisation Name	Function

2. Is there, by virtue of the scenario in which the Framework is being applied, a natural convener for the Framework dialogue who could facilitate it? *Purpose: To leverage existing structures and representations to facilitate dialogue (e.g. a back donor, an Alliance Chair, Consortium Lead, HCT, etc.).*

3. If there is no existing structure that points towards an organisation who could convene and facilitate the dialogue, which organisations are best placed to do so? *Purpose: Where no existing structure can be leveraged, agree or designate an organisation to perform the role?*

4. Is it feasible for all actors in the delivery chain to engage individually in the Risk Sharing Framework dialogue? *Instruction: If yes, proceed to next stage. If no, proceed to Question 5.*

5. If it is not realistic for all actors to be engaged in dialogue individually, how might adequate representation of the three functions (back donor/intermediary donor/direct implementer) be achieved? *Purpose: Confirm a method to select organisations whose functional experience is broadly representative of the significant risks to shared goals likely present in the delivery chain.*

6. If all actors in the delivery chain are not involved directly, how do decisions on representation ensure a) equity between functions and b) equity between organisation types, especially local responders? *Purpose: Ensure that risks that may be specific to a function being performed (e.g. back donor/intermediary donor/direct implementer), or may be specific to the nature of an organisation (i.e. a western donor vs a UN agency vs a NNGO vs an INGO) are given necessary space in discussion and equitable consideration in reaching shared conclusions.*

STAGE
02 **HOLISTIC RISK IDENTIFICATION**

The overall purpose of this stage is to create an agreed and documented baseline of the key risks that may impact on the overall goal of providing support to affected people, such that accurate risk mitigation measures can be developed in subsequent stages (operationalising Principles 1, 2, 3, 4, 5 and 6).

1. Which key risks will have a significant negative material impact on one or more actors' ability to deliver assistance to affected people? (Fill in columns 1-3 below) *Purpose: This question seeks to confirm which key risks result in actors changing their behaviour/decisions in such a way that the quantity, quality, timeliness, or appropriateness of the assistance they are trying to deliver is materially impacted, or such that the assistance is unable to be delivered at all. Not all risks will have an impact on delivery of assistance. Some risks will be controlled effectively or accepted by the actor in question. Number the risks described for reference in later sections.*

2. Consider the different elements¹⁸ that combine to create each key risk. Which element involved is the biggest threat to the delivery of assistance? *Purpose: To analyse the different elements in each risk description and make sure that the most critical element is identified and isolated for consideration and treatment. Putting aside technical risk language, it should be clear that the element of a risk description that people focus on is not always the one responsible for negatively impacting the delivery of assistance to affected people.*

ID #	Key Risk Title	Key Risk Description	Main Element in risk description that requires treating

3. Have you shared, collated and discussed this risk identification with the other relevant actors in your delivery chain? *Purpose: To ensure the risks identified have been collated and discussed between the relevant actors to ensure that the nature of the risks is consistently understood and their significance agreed upon. If steps 1-2 above have been undertaken independently by each actor in the delivery chain, they must now be combined collaboratively. This is a prerequisite for further discussion on the validity and relevance of risk response strategies and possibilities for risk sharing in the following sections.*

Yes/No

STAGE
03**RISK RESPONSE STRATEGY ASSESSMENT**

The overall purpose of this stage is to create a shared picture of the response strategies already in place to address key risks identified in Stage 2, and to evaluate whether they satisfactorily mitigate key risks in the delivery chain, or create new gaps/issues that should be addressed by further risk sharing (operationalising Principles 1, 2, 3, 5 and 6). This will require actors to collectively consider each of the key risks identified in Stage 2 in turn, to ask the following questions:

- 1. What risk response strategies – including the decision (proactive or passive) not to act – are currently used by different actors in the delivery chain to address the critical elements of the key risk identified in Stage 2? (Fill in Columns 1-4 in table below)** *Purpose: Identify how each risk identified is treated by the identifying actor (e.g. avoided/transferred/reduced/accepted or shared.) This includes recording any risks that have been transferred or avoided by one actor to the detriment of another arising from that actor's decision not to take action. It is important to consider the impact of passive failure to act as well as proactive decisions which result in inaction.*
- 2. Which risk response strategies to address the key element of risk might be described as positive risk sharing solutions between actors in the delivery chain? (Add in Column 6)** *Purpose: Identify which risk sharing solutions are already in place, in case they can be improved, scaled up or replicated within the delivery chain, or contribute to best practice for use elsewhere.*
- 3. Have any of the risk response strategies used by one actor in the delivery chain resulted in one or more of the other actors changing their behaviours, policies and/or practices in such a way that materially impacts the quantity, quality, timeliness, or appropriateness of the assistance they are trying to deliver? If so, which ones? (Add in Column 6 where appropriate)** *Purpose: Identify if all strategies of all partners are helpful (or at least not harmful) in managing risk in the delivery chain, or whether there are particular risk response strategies (e.g. avoid/transfer/reduce/accept/share) that have the effect generating new risk or of transferring existing risk elsewhere in the delivery chain in a manner that is unplanned/inequitable in that it leaves another actor unable to manage the risk. Such a strategy may be a target for risk sharing improvements.*
- 4. Which response strategies are preventative, in place to address the risk by preventing or reducing the likelihood of the key risk occurring and which response strategies are reactive, in place to address the risk by seeking to limit or reduce the consequences of the key risk should it materialise? (Add in Column 5)** *Purpose: Identify where this is a deficit in response strategies in either preventative or reactive measures, which could be a target for improved risk sharing.*

5. Which key risks in the delivery chain are currently not adequately treated as a result? (Evaluate overall and answer in Column 7) Purpose: *Highlight what the target risks should be for work to identify additional risk sharing solutions.*

ID #	Risk Element requiring treatment	Risk response measure in place (list all measures to each risk ID)	Response Measure #	Preventative measure or Reactive response measure?	Positive for risk sharing or negative impact on another actor?	Is Risk Element adequately treated? (Y/N)

STAGE 04 IDENTIFICATION OF RISK SHARING OPPORTUNITIES

The overall purpose of this Stage is to identify opportunities for increased mutually acceptable risk sharing, based on the assessment of gaps/challenges in risk response strategies developed in Stage 3 (operationalising Principles 1, 2, 3, 4, 5, 6, 7).

1. Are there best practice or innovative preventative or reactive risk response strategies that could replace current response strategies identified as having an impact on the ability of other actors in the delivery chain to deliver assistance? Purpose: Identify possible risk sharing solutions to compliance-based challenges while recognising individual actor risk appetites.

2. What best practice or innovative preventative²⁵ risk response strategies could be applied to other risks that are not adequately treated, to better share the risks between actors to improve delivery of assistance? Purpose: Identify possible risk sharing solutions for prevention while recognising individual actor risk appetites.

3. What best practice or innovative reactive²⁶ risk response strategies could be applied to other risks that are not adequately treated, to better share the risks between actors to improve delivery of assistance? Purpose: Identify possible risk sharing solutions for addressing impact of materialising risks while recognising individual actor risk appetites.

ID #	Risk Element requiring treatment	Description of revised/new risk response measure	Response Measure # (continue from list in previous table)	Preventative / Reactive measure

²⁵ i.e. Measures concerned with reducing or preventing the likelihood of a risk materialising.
²⁶ i.e. Measures concerned with reducing the impact of a risk event, should the risk materialise.

STAGE 05 ACTION PLANNING FOR RISK SHARING

The overall purpose of this Stage is to collaboratively agree which potential risk sharing solutions identified in Stage 4 should be collectively pursued by the actors in the delivery chain as part of individual follow up to secure sustainable solutions to the challenge of delivering assistance (operationalising Principles 1, 2, 3, 4 5, 6, 7 and 8).

1. Reflecting on the various risk response strategies outlined for each key risk, which would present a realistic aspiration for each actor to engage on and seek necessary change internally to make part of their own risk management approach? (Copy relevant Risk ID #, Risk Titles, Response Measure # and Response Measure Descriptions from previous tables into table below) Purpose: Agree through discussion which risk sharing solutions will be worked on with view to adoption by the relevant delivery chain actors.

ID #	Risk Element requiring treatment	Description of revised/new risk response measure	Response Measure #	Preventative measure or Reactive response measure

2. Is the approach to managing risk agreed between the actors above using risk response measures in such a way that they enable humanitarian action, not hinder it? Purpose: Check back that selected approaches are not an overreaction to past incidents leading to risk-averse, compliance-focused ways of working, which can limit where organisations work and reduce the quality and timeliness of their programs.

3. Is the proposed risk management approach for this delivery chain managing the risk, or is it managing the actors? Purpose: Ensuring that the architecture around risk management is enabling risk sharing, not hindering it. Institutions need clear and concise policies and guidance that empower staff to make decisions at the appropriate level, without leaving an over-reliance on discretionary decision making.

4. Reflecting on the principles of the Risk Sharing Framework and the answers to the questions above, are actors in the delivery chain happy to move forward as planned - is it a 'good deal' for risk sharing? Purpose: Provide a sense check on whether the negotiated targets present a reasonable starting point for achieving the risk sharing sought.

STAGE

06

IMPLEMENTATION OF RISK SHARING ACTIONS

The overall purpose of this Stage is to highlight that there is a requirement for actors to independently (or in some cases perhaps collaboratively) take the actions agreed in Stage 5.

1. There are no guiding questions in Stage 6. Outline the indicated timelines for implementing each action, who is responsible in the organisation for driving the change and what the arrangements for feedback are in the table below.

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STAGE

07

LEARNING AND ADAPTING

The overall purpose of this stage is to reflect on whether the end result of the process has supported the objective of the Framework (i.e. contributed to improved support to affected people).

1. How good has coordination and collaboration between partners in your delivery chain been? *Purpose: Check the level of collaboration in your process. Reflect on answers from Stage 1 on equity, representation and dialogue. Competition between humanitarian organisations weakens incentives to share information related to risk, which increases risk exposure for all actors.*

2. Did the risk sharing action plan that has been implemented have broad support/acceptance among the actors in the delivery chain involved? *Purpose: Confirm whether the process led to a conclusion that actors felt was equitable and proportionate to the risk capacities and risk appetites of those actors involved.*

3. Have the risk sharing response strategies targeted for implementation in the action plan been successfully implemented by the actors involved? *Purpose: Identify whether commitments made within action plans were able to be converted into risk sharing outcomes and why?*

4. How is your organisation learning from your operational experience and sharing with others? *Purpose: Ensuring that actors in a delivery chain using the Framework have a process in place to understand their successes and failures, scale what works and capture examples of innovation in risk sharing to share with others inside and outside their delivery chains for the benefit of the wider sector (e.g. policies among back donors, intermediary donors, etc.)*