



ERM

Enterprise
Risk Management



Risk Register 2020

UNECE

August 2019

Overview

Preamble

High risk is, by nature, an inherent component of the operation of the United Nations. While other organizations evaluate possible projects and, based on their risk assessment finally decide whether to engage or not, the United Nations must accept all mandates from Member States, many of which often involve deployments and activities in very difficult or dangerous circumstances with very little time and information for proper planning. The resulting risk profile of the Secretariat is therefore high and unique, and the final prioritization of risks and relevant thresholds should fully reflect this overall context.

Background

- UNECE has updated its Risk Treatment plan each biennium since 2010-2011. As part of UNECE's Accountability Framework, it is endorsed by senior management, and is publicly available on the UNECE website. The Risk Treatment Plan for the period 2018-2019 was last revised in August 2018.
- The present document was finalized in August 2019, in line with the latest guidance prepared by DMSPC, as outlined in the memorandum from the USG DMSPC dated 15 February 2019 and following the VTC with BTA/DMSPC the 13 May 2019.

The Enterprise Risk Assessment

- A Secretariat-wide enterprise risk assessment was carried out in 2014 under the direct guidance of the Management Committee to identify, evaluate and prioritize the top strategic risks for the Organization, based on the analysis of the strategic objectives of the Secretariat, the analysis of previous risk assessments, and the consideration of cross cutting issues emerging from recommendations of oversight bodies.
- The Management Committee validated the Risk Register in June 2014, and came to a common, shared understanding of risks and their criticality. The Secretary-General formally approved the Risk Register as the instrument that summarizes the top strategic risks for the Organization, and the governance structure to support the implementation process.
- With Resolution 69/272, the General Assembly noted with appreciation “the progress made towards strengthening the enterprise risk management system, including the development of a risk register” and “the establishment of a governance structure for enterprise risk management”; and requested “the Secretary-General to continue his efforts to implement and embed enterprise risk management throughout the United Nations”.
- In addition to Secretariat-wide initiatives, OIOS conducted its latest risk-based audit work planning in September 2018 and conducted its own assessment of risks for UNECE. OIOS proposed the following audit assignments in ECE for the 2020-2021 period:

Audit assignment	Residual risk	Audit year
1. Audit of mainstreaming of SDGs in the ECE programme of work	High	2020
2. Audit of the management of the Sustainable Energy and Environment subprogrammes in ECE	Medium	2021

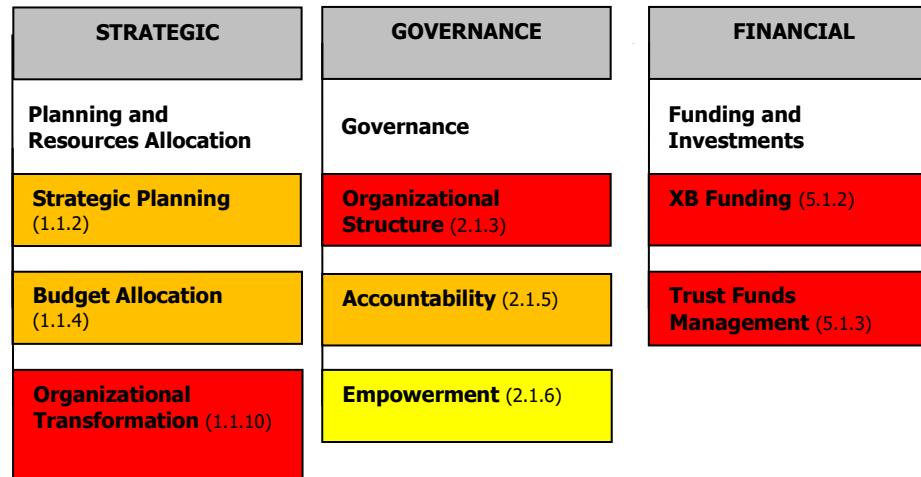
The Risk Register

- The Risk Register includes risk definitions, a full analysis of key risk drivers, a description of the controls already established by management, and an outline of potential risk response strategies. As a part of the risk assessment, each risk is scored in terms of the risk likelihood and impact (risk exposure). Following an evaluation of the effectiveness of controls in place to mitigate the risk, the level of residual risk shall be determined, as the starting point for defining the appropriate treatment response.
- Risks are classified into tiers based on the qualitative evaluation of exposures and control effectiveness as well as contributing factors gathered during the risk assessment process.

The way forward

- UNECE will update the draft Risk register based on the findings from the above-mentioned audits. UNECE will also be informed by the Secretariat-wide guidance developed by DMPSC, and take into account organizational-level identified risks and mitigation measures in the development of the 2021 Risk Register.

Risk Dashboard



Legend: Red – Very High; Orange – High; Yellow – Medium risks

* Numbers refer to the overall Risk Universe of the Secretariat (Annex II of this report, and A/64/640)

Risk Register: Very High Risks

1. Organizational Structure (2.1.3)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	<i>Governance</i>	<i>4 – Significant</i>	<i>5 – Expected</i>	<i>2 – Ineffective</i>	Very High 	Executive Secretary

Risk Definition	<i>The overall structure of the UN Organization does not support the achievement of strategic, mandated, operational and other organizational and operating objectives in an efficient and effective manner. Lack of clarity as to organizational structure and responsibilities and objectives of the UN Secretariat and other UN departments or agencies leads to confusion, conflicting or redundant activities, and ultimately, loss of public and Member State trust and confidence in the Secretariat's ability to achieve stated objectives.</i>
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Key Drivers	Internal Controls	Risk Response
<ul style="list-style-type: none"> - "Silo" organizational structure mentality. - Departments/offices compete for funds / resources & look to achieve their individual objectives without understanding the Organization's overall objectives. Lack of adequate mechanisms to work towards common goals, increasing difficulty of implementing cross-cutting activities. - Objectives and priorities of the different offices and departments may be divergent, as effective coordination may be weak. - Staff members may receive conflicting messages from different heads of offices or departments and may be reluctant to work together. - Some offices or organizational units may not have clearly defined organizational functions and reporting lines. 	<p>Workplans of Directors of Divisions</p> <p>Workplans of Directors of Divisions Resource Mobilization Strategy</p> <p>Directors' Meetings Mandates / Accountability Framework</p> <p>SMG, CEB, Coordination between the Regional Commissions Townhall meetings</p> <p>Programme Budget 2018-2019 (sect 20, 23, 35) Proposed Programme Budget 2020 ST/SGB/2008/9 Organisation of the Secretariat of the ECE (currently in review)</p> <p>Directors' meetings</p> <p>Section Chiefs & Division Staff meetings</p> <p>Working Group on Technical Cooperation</p>	<p>Strategic internal review / Nexus Approach</p> <ul style="list-style-type: none"> - Workplans and strategy of the organization are streamlined through the Accountability Framework. - Senior Management commits to achieving programme objectives and delivering the expected results contained in the Senior Manager's Compact with the Secretary General - Strategic objectives of the organization are clearly communicated to senior management, and all staff on regular occasions - Workplans of the Divisions are aligned to the Programme Plan. - Synergy & coherence established between policy & operational work at all levels - All staff ePAS are aligned to the subprogrammes of work contained in the approved Programme Budget - Synergy and coherence are established within and between UNECE subprogrammes

2. Organizational Transformation & Management Reform (1.1.10)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	<i>Strategic</i>	<i>5 – Critical</i>	<i>4 – Highly likely</i>	<i>3 – Significant improvement needed</i>	Very High	Executive Secretary
Risk Definition	<i>Inability of the Organization to respond to the needs of a changing environment. Conservative, risk-averse culture hinders the ability of the Organization to be flexible and responsive to change.</i>					
Key Drivers	<ul style="list-style-type: none"> - Change fatigue, Organization is involved in different simultaneous transformation projects (Umoja, reform of the UNDS, Management reform) - Highly risk-averse culture. Fear of taking responsibility and making decisions. - Senior managers & staff at all levels could resist change and have a vested interest in maintaining the status quo. - A substantial number of legacy practices are followed without critical re-examination of their adequacy. - Inadequate tools to facilitate cultural change, e.g. flexibility to move resources. - Limited understanding of Umoja's enterprise-wide impact. - Future mobility policies may affect credible workforce planning, the retention of technical expertise & institutional knowledge, & impact the quality & relevance of the work of the Organization - Changes in roles and functions between the regional, subregional and country levels of the UN Development System and related coordination functions 				Internal Controls	Risk Response
	<ul style="list-style-type: none"> - Strategic internal review - e-Performance - Knowledge management and staff learning opportunities - Senior Manager's Compact - e-Performance - EXCOM - ECE Commission - Umoja - Compliance with OICT policies - Senior Manager's Compact - Flexible Working Arrangements - Senior Management Team - Full implementation of UMOJA and modules as rolled out - UN Secretariat provides Member States feasible inputs to negotiations for GA decisions - Harmonised UN Secretariat internal directions for implementation of new policies - USG Membership of Internal Review Team to define the new roles and functions - EXCOM and ECE Commission - Senior Management Team - Strategic Internal Review 				<ul style="list-style-type: none"> - Prioritisation and adjustment based on results of strategic review - Implementation of the outcomes of the reform of the UNDS - enhance knowledge management systems and opportunities for learning - Establishes strategic direction of ECE within the context of the broader Secretariat mandate and vision. vision of the organization - reporting on performance and change annually - Proposed programme plan and budget support change and respond to MS reform proposals - FWA formalised, monitored and adjusted as necessary. - UMOJA training for all staff - ECE will implement harmonised Secretariat policies - Active engagement in proposals for formulating options to Member States in adoption of the UNDS reform - Strategic support from EXCOM and Commission for roles and functions in Europe and Central Asia 	

3. Extrabudgetary Funding (5.1.2)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	Financial	5 – Critical	4 – Highly likely	3 – Significant improvement needed	Very High	Executive Secretary

Risk Definition	<i>The inability to obtain extra budgetary funding may impact the ability of certain Departments to achieve their objectives. Reliance upon extra budgetary funding may jeopardize or appear to impact the independence of the UN as projects that obtain earmarked funding are given higher priority.</i>
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Key Drivers	Internal Controls	Risk Response
<ul style="list-style-type: none"> - Donors might change priorities or move resources to other actors. Inherent instability of the operations and impact on the ability to plan strategically. - Lack of predictable funding may be perceived as potentially influencing the Organization to focus on donor countries' priorities as opposed to the wider group of Member States, thereby distorting programme priorities ("UN a la carte") and impacting credibility. - Loss in extra-budgetary funding will impact the programme support accounts and may also significantly affect the Organization's regular programme of work. 	<ul style="list-style-type: none"> - ECE Resource Mobilization Strategy - Technical Cooperation strategy - Coordination levy for operational activities - ECE Resource Mobilization Strategy - Internal Directive on the management of XB resources 	<ul style="list-style-type: none"> - Revised resource mobilization strategy - Update the UNECE Technical Cooperation Strategy to continuously review the demand driven nature of technical cooperation activities - Direct implementation of the coordination levy as per established policy - Regular updating of the Resource Mobilization Strategy - Management of XB resources strengthened

4. Trust Funds Management (5.1.3)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	Financial	5 – Critical	4 – Highly likely	3 – Significant improvement needed	Very High	Executive Secretary

Risk Definition	<i>Inability to identify, establish and maintain the optimal structure and controls for trust funds resulting in loss or misuse of assets.</i>
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Key Drivers	Internal Controls	Risk Response
<ul style="list-style-type: none"> - Trust fund managers may have limited mechanisms to ensure stewardship of funds by implementing agencies and to enforce proper reporting on the use and impact of funds. - Potential weaknesses in the establishment and maintenance of adequate controls on the use & impact of funds, and to mitigate fiduciary or corruption risks, could expose the Organization to significant reputational issues. - Inadequate performance and accountability frameworks, including effective monitoring and evaluation mechanisms and appropriate results indicators, may impact the ability to measure the outcomes of funding activities. 	<ul style="list-style-type: none"> - UMOJA & UE2 (Grantee Management) - Grants Committee - EXCOM - Grants Committee - Financial reporting on donor contributions - Internal Audit - Annual Report on Technical Cooperation to EXCOM - UMOJA - Donor Agreements - Grants Committee - Evaluation Policy and Workplans through 2022 	<ul style="list-style-type: none"> - Financial performance monitoring, and monitoring and performance reporting on results - Annual reporting of Grants Committee - Comprehensive report on the financial implementation and substantive results achieved on RPTC, UNDA and XB funding in line with the SDGs to EXCOM - Reporting on donor contributions as per donor agreements and UN financial rules and regulations - Annual reporting of the Grants Committee - Continuous self-evaluation, response, and 6 monthly reporting on progress made openly available on ECE public website

Risk Register: Other Risks Areas

5. Strategic Planning (1.1.2)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	Strategic	4 – Significant	5 – Expected	2 – Ineffective	High	

Risk Definition	<i>Inability to discover, evaluate and select among alternatives to provide direction and allocate resources for effective execution in achieving the mission, mandate and objectives of the Commission, creating a lack of clarity in decision-making and confusion within the oversight entities.</i>
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Key Drivers	Internal Controls	Risk Response
<ul style="list-style-type: none"> - Tendency to devise programmes without taking Organization-wide view. - Absence of a shared understanding of the long-term objectives of the Organization (Part I of the Proposed Programme Budget A/74/6 (Plan outline)) approved by CPC. - Weak coordination across the Secretariat, as individual departmental/ office plans drive the high-level corporate plan. The drafting of separate plans at department level could result in potential over-lapping and inefficient use of resources. - Layering of additional mandates & shrinking resources from the regular budget. Lack of systematic review of the implications of funding gaps. 	<p>Improved involvement of EXCOM in strategic planning</p> <p>UNECE Nexus Strategy Commission Session 2021 Strategic Internal Review</p> <p>Accountability framework, Senior Manager's Compact, e-Performance Risk Register</p> <p>Evaluation workplan 2021-22 Resource Mobilization Strategy</p>	<ul style="list-style-type: none"> - Programme budget prepared in consultation with UNECE member States - Embedding Nexus approach and strengthening programme-wide results - Clear strategic direction from ECE Commission - Reporting on use of finance and HR resources by the subprogrammes - Risk register is monitored and adjusted as necessary - Selected themes are approved by EXCOM - XB Resources are generated through a corporate level prioritisation and outreach strategy, approved by EXCOM

6. Budget Allocation (1.1.4)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	Strategic	4 – Significant	5 – Expected	2 – Ineffective	High	

Risk Definition	<i>Budget requests are not completely fulfilled impeding ability to effectively carry out mission, objectives, duties, plans and strategies. Day to day operations or unanticipated surges in workload can be affected by insufficient resources to carry out planned objectives and mandates. Budgetary requirements may not be appropriately articulated or evaluated relative to perceived objectives or needs. Existence of a rigid budget structure which prevents redeployment of funds and encourages over-use.</i>
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Key Drivers	Internal Controls	Risk Response
<ul style="list-style-type: none"> - Budget reductions should be based on assessment of risks & relevance of mandates - Liquidity situation of the Organization prevents the issuance of full allotments. 	<ul style="list-style-type: none"> - Strategic Internal Review - Evaluation workplan 2022 - Review by OIOS of risk areas - Prioritization of activities during budget constraints/liquidity issues 	<ul style="list-style-type: none"> - Selected themes based on risk register and approved by EXCOM - Update internal controls based on results of OIOS Audits 2019-2021 - Trust building measures with member States through EXCOM and ECE Commission

7. Accountability (2.1.5)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	<i>Governance</i>	<i>4 – Significant</i>	<i>5 – Expected</i>	<i>3 – Significant improvement needed</i>	High	
Risk Definition	<i>Failure to promote accountability or otherwise hold responsible parties or constituents (UN Secretariat, agencies, Member States, staff and others) accountable for actions or inaction.</i>					
Key Drivers	<ul style="list-style-type: none"> - An effective accountability system linking performance & reporting mechanisms (compacts, programme performance reports, audits, evaluations & performance management), & providing transparency to managers & staff, Member States, stakeholders, may not always be clearly articulated. - Limited consequences in place to sanction staff and managers for not meeting goals. - No consequence to management for not making the right decision as a result of the tendency to rigidly follow the “small print” of regulations rather than the spirit - Management & work planning process & culture may not be results-driven or guided by requirements and funding potential 					Internal Controls
	<ul style="list-style-type: none"> - UNECE Accountability Framework - Senior Manager's Compact - e-Performance - Annual performance reporting (to be determined by DMSPC) - Delegation of authority for HR and finance 					Risk Response
						<ul style="list-style-type: none"> - Accountability Framework updated in line with new DMSPC requirements - Senior Manager Compact is monitored and reported - Senior managers and all staff performance assessed annually - Assessment of staff performance is conducted in a fair and consistent manner in line with the OHRM guidance - e-Performance implementation is monitored and reported annually. - Regular update of UMOJA by subprogrammes - Annual results to be discussed by Directors - Full implementation of the new DoA policy - certifying, authorizing and approving officers ensure full compliance with UN Financial Regulations and Rules - HR officer ensures full compliance with UN HR policies - Staff performance is monitored and addressed regularly, not limited to the formalized ePAS system - HR and finance objectives and targets contained in the Senior Manager Compact are met. - Mandatory training on project management for UNECE staff

8. Empowerment (2.1.6)	Risk category	Impact	Likelihood	Internal Control Effectiveness	Residual Risk	Risk Owner
	Governance	4 – Significant	5 – Expected	3 – Significant improvement needed	Medium	Executive Secretary
Risk Definition <i>Lack of alignment between the authority given to staff commensurate with their responsibilities.</i>						
Key Drivers		Internal Controls		Risk Response		
<ul style="list-style-type: none"> - Few transparent incentives for positive performance. - Potentially unclear delegation of decision-making responsibilities instituted for programme managers. - Managers may be afraid of and discouraged from taking decisions due to a risk-averse culture. - Inherent contradiction between the need to deliver and the lack of flexibility to re- allocate resources and/or operate in a highly political environment. 		<ul style="list-style-type: none"> - Revised ST/SGB/2019/2 - UNECE Accountability Framework - UMOJA - Risk Register - Townhall meetings and regular communication with all staff, and staff representatives - System of internal justice 		<ul style="list-style-type: none"> - Empower senior managers by revising the Accountability Framework - Clarity on user roles and authorities - Mandatory risk management training for all senior managers - Proactive mitigation of risks outlined in the Risk Register - Staff concerns are effectively addressed by senior management 		

Annexes

- Annex I Strategic Objectives of the Department
- Annex II Secretariat Risk Universe
- Annex III Scoring Criteria for the measurement of Impact, Likelihood and level of Control Effectiveness

Annex I

Strategic Objectives of the Department

As per the proposed Strategic Framework for the period *2018-2019 (A/71/6/Rev.1 (Prog.17)* and relevant resolution *(71/6)*, the strategic objectives of the Department are:

- (i) To improve environmental governance and performance throughout the region for safeguarding the environment and health;
- (ii) To improve sustainable inland transport with a view to making it safe, clean and competitive, both for freight and personal mobility;
- (iii) To develop official statistics at the national and international levels for evidence-based policymaking and assessing progress towards the Sustainable Development Goals, and to ensure the coordination of statistical activities in the ECE region under the Conference of European Statisticians;
- (iv) To improve a policy, financial and regulatory environment conducive to the sustained economic growth, innovative development and greater competitiveness of economies in the ECE region;
- (v) To improve access to affordable and clean energy for all and to help reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region;
- (vi) To strengthen trade facilitation and trade related economic cooperation in the ECE region and beyond;
- (vii) To strengthen sustainable management of forests in the ECE region;
- (viii) To improve housing, urban and land governance, and to promote the evidence-based formulation and implementation of sustainable housing, land, population and social cohesion policies in the region

Annex II

Secretariat Risk Universe

1 STRATEGIC	2 GOVERNANCE	3 MANAGERIAL	4 OPERATIONS	5 FINANCIAL	7 FRAUD and CORRUPTION
1.1 Planning	2.1 Governance	3.1 General Management	4.1 Support Services	5.1 Funding and Investments	7.1 Fraud Control Environment
1.1.1 Vision and Mandate	2.1.1 Tone at the Top	3.1.1 Mgmt of Org. Transformation	4.1.1 Translation and Interpretation	5.1.1 Financial Contributions	7.1.1 Organizational Culture & Envirnmt
1.1.2 Strategic Planning	2.1.2 Control Environment/ Risk Mgmt	3.1.2 Leadership and Management	4.1.2 Procurement	5.1.2 Extra-budgetary Funding	7.1.2 ICT Governance & Cyber Security
1.1.3 Budgeting	2.1.3 Organizational Structure	3.1.3 Staff/Management Relations	4.1.3 Supplier Management	5.1.3 Trust Fund Management	7.1.3 Umoja System Control Envirnmt
1.1.4 Budget Allocation	2.1.4 Transparency		4.1.4 Asset and Inventory Management	5.1.4 Donor Fund Mgmt & Reporting	
1.1.5 Prog Performance Measurement	2.1.5 Accountability		4.1.5 Facilities and Real Estate Mgmt	5.1.5 Cash Management	
1.1.6 Planning Execution & Integration	2.1.6 Empowerment		4.1.6 Capital Master Planning	5.1.6 Investments	7.2 Programme Delivery
1.1.7 HR Strategy and Planning			4.1.7 Business Continuity	5.1.7 Financial Markets	7.2.1 Political Influence on Prog Reprtng
1.1.8 Organizational Synchronization			4.1.8 Commercial Activities	5.1.8 Insurance	7.2.2 Implementing Partners
1.1.9 Outsourcing	2.2 Ethical behaviour				7.2.3 Contingent-Owned Equipment
1.1.10 Org. Transf.n & Mgmt Reform	2.2.1 Ethics	3.2 Programme Management	4.2 Human Resources	5.2 Accounting and Reporting	7.2.4 Theft: Fuel, Rations, Inventory
	2.2.2 Sexual Exploitation and Abuse	3.2.1 Advocacy	4.2.1 Resource Allocation & Availability	5.2.1 Financial Mgmt and Reporting	
	2.2.3 Professional Conduct	3.2.2 Outreach Activities	4.2.2 Recruiting, Hiring and Retention	5.2.2 General Accounting	7.3 Human Resources
1.2 Principal Organs, Partners		3.2.3 Economic and Social Developmt	4.2.3 Training and Development	5.2.3 Financial Controls	7.3.1 Educational/Professional Creds
1.2.1 GA and Member States		3.2.4 Conference Management	4.2.4 Performance Management	5.2.4 Liability Management	7.3.2 Recruitment
1.2.2 Partners and Donors		3.2.5 Research, Analysis and Advisory	4.2.5 Succession Planning & Promotion	5.2.5 Staff Tax Reimbursements	7.3.3 Payroll: Attendance, Travel, Leave
1.2.3 Inter-Agency Coordination		3.2.6 Policy Development	4.2.6 Mobility		7.3.4 Benefits and Allowances
1.3 Internal & External Factors		3.2.7 Inter-agency Programme Coop.	4.2.7 Compensation and Benefits		7.3.5 Medical Insurance
1.3.1 Political Climate - External		3.3 Mission activities	4.2.8 Discipline and Conduct		7.3.6 Gifts, Entertainment, Travel
1.3.2 Political Climate - Internal		3.3.1 Peacekeeping/SPM Mandates	4.2.9 Medical Services		7.3.7 Conflicts of Interest
1.3.3 Economic Factors - Commodity		3.3.2 Electoral Support	4.2.10 Safety and Security	6 COMPLIANCE	
1.3.4 Unique Events (i.e. Pandemic)		3.3.3 Rule of Law		6.1 Legal	
1.4 Reputation		3.3.4 Humanitarian Assistance		6.1.1 Contract	7.4 Central Services
1.4.1 Public Perception & Reputation		3.3.5 Mission Planning		6.1.2 Intellectual Property	7.4.1 Procurement
1.4.2 Crisis & Contingency Mgmt		3.3.6 Mission Start-up		6.1.3 Anti-Corruption	7.4.2 False Statements & Laissez Passer
		3.3.7 Mission Liquidation		6.1.4 International Law	
		3.3.8 Logistics		6.1.5 Privacy	
		3.3.9 Air, Land and Sea Operations		6.2 Regulatory	
		3.3.10 Engineering		6.2.1 Internal Policies and Resolutions	
		3.3.11 Communications		6.2.2 UN Labour Relations	
		3.3.12 Mission staffing		6.2.3 Host country regulations	
		3.3.13 Mission Creep			
		3.4 International tribunals			
		3.4.1 Investigations and Prosecution			
		3.4.2 Trials and Appeals			
		3.4.3 Legal Aid			
		3.4.4 Court Mgmt & Legal Support			
		3.4.5 Witness Protection			
		3.4.6 Detention Unit Management			
		3.4.7 Completion Strategy			
		3.4.8 Residual Capacity and Activities			

Annex III

Scoring Criteria for the measurement of Impact, Likelihood and Level of Control Effectiveness

Impact

Score	Rating	Description of impact						Recovery
		Safety and security	Duration	Organizational and operational scope	Reputational impact	Impact on operations	Financial impact (measured in terms of budget)	Required action to recover
5	Critical	Loss of life (staff, partners, general population)	Potentially irrecoverable impact	Organization-wide: inability to continue normal business operations across the Organization.	Reports in key international media for more than one week	Inability to perform mission or operations for more than one month	>5 per cent >\$500 million	Requires significant attention and intervention from General Assembly and Member States
4	Significant	Loss of life due to accidents/ non-hostile activities	Recoverable in the long term (i.e., 24-36 months)	Two (2) or more departments/offices or locations: significant, ongoing interruptions to business operations within 2 or more departments/ offices or locations	Comments in international media/forum	Disruption in operations for one week or longer	3-5 per cent \$300 million-\$500 million	Requires attention from senior management
3	High	Injury to United Nations staff, partners and general population	Recoverable in the short term (i.e., 12-24 months)	One (1) or more departments/offices or locations: moderate impact within one or more departments/offices or locations	Several external comments within a country	Disruption in operations for less than one week	2-3 per cent \$200 million-\$300 million	Requires intervention from middle management
2	Moderate	Loss of infrastructure, equipment or other assets	Temporary (i.e., less than 12 months)	One (1) department/office or location: limited impact within department/office or location	Isolated external comments within a country	Moderate disruption to operations	1-2 per cent \$100 million-\$200 million	Issues delegated to junior management and staff to resolve
1	Low	Damage to infrastructure, equipment or other assets	Not applicable or limited impact				<1 per cent <\$100 million	Not applicable or limited impact

Scoring Criteria for the measurement of Impact, Likelihood and Level of Control Effectiveness

Likelihood				Level of Internal Control / Management Effectiveness		
Score	Rating	Certainty	Frequency	Score	Rating	Description
5	Expected	>90 percent	At least yearly and/or multiple occurrences within the year	5	Effective	Controls are properly designed and operating as intended. Management activities are effective in managing and mitigating risks
4	Highly likely	<90 per cent	Approximately every 1-3 years	4	Limited improvement needed	Controls and/or management activities are properly designed and operating somewhat effectively, with some opportunities for improvement identified
3	Likely	<60 per cent	Approximately every 3-7 years	3	Significant improvement needed	Key controls and/or management activities in place, with significant opportunities for improvement identified
2	Unlikely	<30 per cent	Approximately every 7-10 years	2	Ineffective	Limited controls and/or management activities are in place, high level of risk remains. Controls and/or management activities are designed and are somewhat ineffective in efficiently mitigating risk or driving efficiency
1	Rare	<10 per cent	Every 10 years and beyond or rarely	1	Highly ineffective	Controls and/or management activities are non-existent or have major deficiencies and do not operate as intended. Controls and/or management activities as designed are highly ineffective in efficiently mitigating risk or driving efficiency