

Security Risk Assessment (SRA)

Preliminary definitions

Threat: Action, phenomenon, or danger present in the area that could be harmful to the NGO's teams, assets, or image. It is not possible to reduce a threat. You can distinguish between direct threats (targeted against the organisation), or indirect threats (not targeted).

Vulnerability: Elements specific to an organisation that put it in contact with the threats of the area.

Associated risks: Actual dangers that an organisation is exposed to (its personnel, assets, image or operations). Level of associated risk is the measure of the significance of a threat based on a combination of its likelihood, probable impact and the organisation's specific vulnerabilities.

The process of the SRA (Security Risk Assessment)



Phase 1 - Identify

- Collectively identify **the threats** present in the area that could be of concern to your NGO.
- Assess the organisation's **vulnerabilities** related to each identified threat.
- Infer the **associated risks** for each threat.

THREATS	VULNERABILITIES	RISKS
Burglaries of offices and homes	Our rich appearance. Our agents are not discreet when shopping in shops or restaurants. Staff not trained in good practice in the event of an incident.	loss of goods / money
		Staff injured
		Stressed employees
		Light material damage (e.g. broken doors)

Phase 2 - Evaluate

Determine the **level of impact** and **level of likelihood** (see examples below to score)

LIKELIHOOD	IMPACT				
LEVEL	LEVEL	Human	Material	Programmatic	Reputational
1 Less than once a year	1 Negligible	0	< 5000 €	Minor inconveniences	0
2 Once per year	2 Minor	Minor injuries/ stress	< 10 000 €	Limited delay	Decreased acceptance very locally and temporarily
3 Once per quarter	3 Moderate	Injuries/ high stress	< 25 000 €	Delay > one week	The local team can rebuild trust and acceptance through meetings with its usual interlocutors
4 Once per month	4 Severe	Serious injuries/ trauma	< 100 000 €	Cancellation of activity/ delay > 1 month	Requires a deep acceptance campaign with external support or through new/ unusual interlocutors
5 Several per month	5 Critical	Critical injuries or death	> 100 000 €	Cancellation of project/ withdrawal	Possible expulsion of the area/ country

At this stage, the gross level of risk can be calculated (= impact x likelihood).

THREATS	VULNERABILITIES	RISKS	LIKELIHOOD	IMPACT	GROSS RISK LEVEL
Burglaries of offices and homes	Our rich appearance. Our agents are not discreet when shopping in shops or restaurants. Staff not trained in good practice in the event of an incident.	loss of goods / money	5	3	15
		Staff injured	5	4	20
		Stressed employees	5	3	15
		Light material damage (e.g. broken doors)	5	1	5

Phase 3 - Mitigate

Define **mitigation measures** (MM) for each threat to decrease the probability or impact. These MM are complementary to the existing SOPs.

Mitigation measures aim to reduce the impact and/or likelihood of an identified risk occurring. Thus, the **impact² and likelihood will be re-scored AFTER mitigation measures** have been put in place to obtain the level of **residual risk** (residual impact x residual likelihood) to which the organization and its employees are exposed in the area.

THREATS	VULNERABILITIES	RISKS	LIKELIHOOD	IMPACT	GROSS RISK LEVEL	MITIGATION MEASURES	LIKELIHOOD	IMPACT	LEVEL OF RESIDUAL RISK
Burglaries of offices and homes	Our rich appearance. Our agents are not discreet when shopping in shops or restaurants. Staff not trained in good practice in the event of an incident.	loss of goods / money	5	3	15	Passive premises safety increased. SOPs on cash management (discretion). Incident behaviour training for all office staff. Advanced training for all guards.	4	3	12
		Staff injured	5	4	20		1	4	4
		Stressed employees	5	3	15		4	3	12
		Light material damage (e.g. broken doors)	5	1	5		4	1	4
Public defamation	Our activities for the preservation of natural resources are of concern to certain strategic economic interests for the ruling oligarchy.	Violent demonstration in front of our premises	4	4	16	Network of independent journalists + communication policy in place in the country (press and social networks) Specific risk analysis before each advocacy campaign Engage responsible negotiations with national political actors.	3	2	6
		Temporary suspension of activities	4	3	12		3	2	6
		Expulsion from the country	4	5	20		3	5	15

Finally, fill the matrix:

Impact	5 Critical	Staff severely injured or dead				
	4 Severe					
	3 Moderate	Staff traumatised in detention; suffering stress disorder afterwards				
	2 Minor					
	1 Marginal				Major expenses to car after an accident	
		1 Almost Never	2 Infrequent	3 Multiple times a year	4 Monthly	5 Multiple times a month

Frequency (Predicted Likelihood)

² If it seems easy to objectify the likelihood, the impact should be discussed as a team. Losing a vehicle when it is the only one for the project does not have the same impact as losing one among a fleet of ten.

Next Steps and Limitations

- For internal use.
- Share the matrix with your colleagues and use it as a foundation to:
 - Raise awareness about the current risk levels and the corresponding mitigation measures
 - Encourage personal reflection on their individual risk tolerance
- Reflect, both individually and as an organization, on the residual risk present in the "red zone" of the matrix: What level of risk is acceptable for the organization? And for you personally?

-
- Specific to each NGO in a given intervention area.
 - Decision-making tool => risk aversion (organisation + individual).
 - To be revised regularly, or ad hoc when new threats appear.
 - Inclusive teamwork (operational/ support, local/ expatriates).
-