

Type of risk and definition

	Types of risk	Risk Description (Examples)
1	Safeguarding	<ul style="list-style-type: none"> • Risks associated with harming any individuals (physical, sexual, or psychological damage or impact caused to an individual, whether it is caused intentionally or accidentally) as a result of their contact with UNICEF or all of the work of the organization. Safeguarding risks emanate from: (1) local context, environment and type of programmatic actions conducive to increased risks, (2) gaps in systems of implementing partners and subcontractors (including based on the PSEA capacity assessment) - inadequate follow up of capacity strengthening plan, and inadequate monitoring, and (3) inadequate safeguarding practices when designing, planning and executing programmatic, operational and operational actions. • Safeguarding risks include: <ul style="list-style-type: none"> ○ Prohibited actions of: (a) sexual exploitation and abuse, (b) entering into marriage or a similar union with a child, (c) any form of exploitation such as forced labour, economic exploitation or human trafficking, (d) engaging in any form of violence, including physical violence, verbal abuse or other degrading or humiliating language or treatment, (e) neglecting children who may be under our care in our professional and personal capacity causing them significant harm, (f) engaging in practices harmful to individuals. ○ Failure to adhere to and implement expected safeguarding practices when planning and executing programmatic, operational, administrative or logistical activities, events, programme visits or other official functions, not mitigating risks and appropriately responding to safeguarding incidents (<i>see Safeguarding Policy</i>).
2	Social and Environmental	<ul style="list-style-type: none"> • Unsafe working conditions, including poorly maintained equipment or facilities. • Excessive waste generation, including non-recyclable materials or improper disposal. • Disruption at community level; lack of acceptance of the project due to social & environmental issues. • Impacts against the social norms and culture. • Risks to public health and safety arising from various sources (usage of infrastructure, assistance provided by UNICEF – cash, health, educ., WASH... including supplies). • Contaminants into the environment, causing harm to air, water, and soil. • Overexploitation of natural resources, leading to resource scarcity. • Inadequate community consultation and participation in resettlement decisions. • Lack of climate resilience measures in project design, leaving communities exposed to climate risks. • Failure to reduce greenhouse gas (GHG) emissions, contributing to climate change. • Inadequate disaster risk reduction strategies, resulting in increased vulnerability to disasters. <p style="text-align: right;"><i>Refer to ESS policy and procedure</i></p>

	Types of risk	Risk Description (Examples)
3	Financial	<ul style="list-style-type: none"> • Weak financial management system of partner (e.g. inadequate financial planning, monitoring and reporting of financial resources). • Excessive debt or payables, including overdue outstanding cash transfer balances of UNICEF. • Lack of appropriate documentation that weaken accountability, among others, preventing beneficiaries from accessing payments. • Low internal capacity on financial management, lack of expertise, limited use of technology. • Slow funding flow from donors/partners; difficulty in disbursing cash transfers. • Weak procurement system as well as asset and inventory management. • Reflags towards misappropriation or diversion of funds or supplies, exposure to fraud and corruption. • Major fluctuation on foreign exchange, weak banking system. • No recent financial audits.
4	Operational	<ul style="list-style-type: none"> • Low/limited capability (systems/processes/expertise) in programme design, development of work plans, implementation, risk management, monitoring and evaluation. This includes capacity constraints at regional and local government level towards managing results. • Inadequate capacity to manage large and complex programme. • Lack of stakeholders' accountability in programme implementation; unclear roles and responsibilities. • Dysfunctional relationship between development agencies and partner impacting implementation or programme. • Lack of data protection; misuse and misappropriation of beneficiary data. • Inadequate oversight leading to failure to fulfill donor conditions.
5	Political	<ul style="list-style-type: none"> • Lack of neutrality; possible conflict of interest. • Diverging interest among stakeholders at central and local levels. • Lack of confidence among donors and other stakeholders. • Concern about public perception of aid. • Limited or lack of ownership, buy-in or acceptance project/programme. • War, conflict, interference of armed groups. • Large-scale political interference, elite capture and general problems faced by beneficiaries in accessing assistance.
6	Safety and security	<ul style="list-style-type: none"> • Threats of physical violence and insecurity. • Exposure of staff to security risk. • Risks related to the well-being of workers in their work environment. • Risks associated with the protection of sensitive and confidential information. • Risks associated with vulnerabilities in the supply chain, leading to compromise of products or services.