INTERNAL AUDIT DIVISION

OFFICE OF INTERNAL OVERSIGHT SERVICES

RISK ASSESSMENT

United Nations Truce Supervision Organization

27 May 2008
Assignment No. AP2007/674/03

RISK ASSESSMENT

United Nations Truce Supervision
Organization

22 May 2019
Assignment No. AP2019/615/01

United Nations · Nations Unies

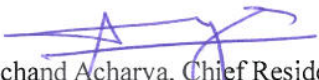### INTEROFFICE MEMORANDUM · MEMORANDUM INTERIEUR
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE
OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE

TO: Major-General Ian Gordon
A: Chief of Staff
United Nations Truce Supervision Organization

DATE: 27 May 2008

REFERENCE: IAD: 08-

FROM: Tilchand Acharya, Chief Resident Auditor
DE: OIOS Middle East Regional Audit Office
Internal Audit Division, OIOS

SUBJECT: **Assignment No. AP2007/674/03: Risk assessment of UNTSO**
OBJET:

1.   I am pleased to present OIOS' preliminary risk assessment of UNTSO for your information. While we do not require a formal response to this report, you are welcome to discuss further any of the issues raised.

2.   OIOS encourages UNTSO to use the results of this risk assessment to put in place appropriate risk mitigation measures. OIOS will update this risk assessment later this year in line with our standard risk assessment framework.

3.   I take this opportunity to thank the management and staff involved in the risk assessment for the assistance and cooperation provided to the project team in connection with this assignment.

cc: Ms. Cecilia McGill, Chief of Mission Support, UNTSO
Mr. Byung-Kun Min, Programme Officer, OIOS

INTERNAL AUDIT DIVISION

FUNCTION

"The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization" (General Assembly Resolution 48/218 B).

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PARTICIPANTS

OIOS conducted UNTSO's risk assessment in 2006. In order to update the Mission's risk profile in 2007 and to gain understanding of existing organizational relationships, risks, controls and process issues, OIOS sent two separate sets of questionnaires to: (a) the UNTSO senior management; and (b) the heads of substantive and support units.

OIOS analyzed the information collected and presented the interim outcome of the risk assessment exercise to the Chief Administrative Officers' (CAO) Conference in Beirut on 18 October 2007, which was attended by the following participants:

Mission	Name and Functional Title
UNDOF	• Mr. Patrick Devaney, Chief Mission Support
UNIFIL	• Mr. Marcel Savard, Director Mission Support • Mr. Henry Thompson, Chief of Integrated Support Services • Mr. Robin Sellers, Chief of Administrative Services
UNFICYP	• Mr. Francis Clancy, Chief Mission Support
UNTSO	• Ms. Cecilia McGill, Chief Mission Support
UNSCO	• Mr. Wolfgang Weiszegger, Chief Mission Support
UNIIIC	• Mr. Farrakh Shah, Chief Mission Support

SUMMARY OF RISK RATINGS

The risk assessment identified the following areas as Higher, Moderate and Lower Risk. A summary of the identified risks is shown below. Full details of the identified risks are listed in the Risk Register.

Focus Area	Overall Risk
i. Strategic Management and Governance ii. Procurement and Contract Administration iii. P rogramme and Project Management iv. Safety and Security	Higher Risk
i. Human Resources Management ii. Financial Management iii. L ogistics Management iv. Information Technology Management	Moderate Risk
i. Property and Facilities Management	Lower Risk

RISK REGISTER

Risk Assessment of : UNTSO

Focus Area: Strategic Management and Governance

No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
			Strategic	Likely	High	Higher Risk
I	**Mandate**			Likely	High	Higher Risk
	B (i) UNTSO's organizational structure may not be adequate to carry out effectively its operations, resulting in inadequate managerial support.	In its report A/60/7 and Cor.1, ACABQ had commented that the expected outputs of the Mission's work, as presented in UNTSO's budget proposal, were too general.	Governance	Likely	High	Higher Risk
	B (ii) The lack of benchmarks with which the Mission's quarterly performance activities reported to the Security Council may result in the Mission not being able to hold key stakeholders involved in the Middle East conflict accountable for progress made or the lack thereof in relation to their commitments.	UNTSO has not established benchmarks against which its quarterly performance reports to the Security Council are prepared.				
	B (iii) The inadequate sharing of financial and budgetary information between the Mission and relevant offices such the Department of Field Support (DFS) and Office of Programme Planning, Budget and Accounts (OPPBA) at United Nations Headquarters may result in ineffectiveness and inefficiency in the preparation of financial and budgetary reports.	UNTSO Senior Management is working with DFS and OPPBA at UNHQ to address this risk.				
	D (i) The limited financial resources allocated to UNTSO may negatively affect the performance of mandated activities.	No controls observed.	Financial	Possible	High	Higher Risk
II	**Strategic planning and monitoring**			Possible	High	Higher Risk
	E (i) The difficult operating environment in the Mission (such as movement restrictions, border crossing issues, customs duties and taxation and property ownership issues) may affect the Mission's ability to conduct its day-to-day operations.	UNTSO liaises regularly with host nations/governments and non-government officials to address logistical issues and improve relations.	Operational	Possible	High	Higher Risk

		Focus Area:	Strategic Management and Governance			
				Likely	High	Higher Risk
			Strategic			
No	**Interview/Review Summary (Description of risk)**	**OIOS Assessment**	**Risk Category**	**Likeli-hood**	**Impact**	**Overall Risk**
1	A (i) The inadequate consideration/analysis of opportunities to consolidate and/or complement substantive and support functions with UNDOF and UNIFIL may lead to duplication of efforts and inefficiencies in operations.	UNTSO continues to collaborate with UNIFIL, UNDOF and other UN agencies and missions located in the UNTSO area of operations.	Strategy	Likely	Medium	Higher Risk
III	**Control environment**			Possible	High	Higher Risk
	B (i) The lack of a proper control environment in the Mission could result in weak governance, lack of accountability and a weak ethical environment.	The UN code of conduct and the UN Charter require UN staff to abide by the highest standards of efficiency, competence and integrity. The SG has issued several bulletins and administrative instructions regarding accountability and ethics.	Governance	Possible	High	Higher Risk

Risk Assessment of : UNTSO

	Focus Area:	Financial Management		Fin		Possible	Medium	Moderate Risk
2								
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category		Likeli-hood	Impact	Overall Risk	
I	Finance				Possible	Medium	Moderate Risk	
	B (i) The indicators of achievement and outputs in the UNTSO budget may not be sufficiently detailed and substantiated, resulting in the inability to measure and compare the Mission's achievements against the budgeted outputs at the end of a budget period.	No controls observed.	Governance		Possible	Medium	Moderate Risk	
	B (ii) The results-based budgeting (RBB) framework may not be used as part of the overall accountability mechanism, which could lessen the effectiveness of the RBB process.	No controls observed.						
	D (ii) Cost centre managers may not be effectively using the allotment control system, resulting in unused allotments.	Financial rules require cost centre managers to monitor allotments and expenditures.	Financial		Possible	Medium	Moderate Risk	
	C (i) Prior year unliquidated obligations may be carried forward to the next budget period without a valid commitment/claim, resulting in the unnecessary blocking of funds.	Financial rules require certifying officers to review unliquidated obligations on a regular basis to ascertain their validity before carrying them over to the next budget period.	Compliance		Possible	Medium	Moderate Risk	

Risk Assessment of : UNTSO

No	Focus Area:	Human Resource Management				
3			HR	Possible	Medium	Moderate Risk
	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
I	Personnel activities			Possible	Medium	Moderate Risk
	B (i) The absence of an effective coordination mechanism between the Mission and the United Nations Headquarters on human resources issues may result in delays in staff recruitment. B (ii) The failure to identify appropriate levels of delegation of authority for the administration including the recruitment of both international and local personnel may lead to bottlenecks and inefficiencies.	UNTSO has requested and continues to follow up with UNHQ to delegate to the Mission authority to act on routine, standard and/or straightforward personnel issues.	Governance	Likely	Medium	Higher Risk
	F (i) The absence of adequate succession planning and vacancy management processes may result in the Mission's inability to recruit and deploy staff in a timely manner. F (ii) Staff performance may not be linked to the respective organizational unit work plans, resulting in an incoherent performance of activities relating to the achievement of the Mission's goals. F (iii) Vacancies in key administrative posts may negatively affect the delivery of critical administrative/ support services.	DPKO and OHRM intend to implement an HR action plan for UNTSO in 2008. UNTSO's first reporting officers are required to ensure that their staff members' individual goals are linked to the goals stated in the respective sections' work plans. The Chief of Mission Support conducts and oversees day-to-day administrative activities; however, other key administrative posts needed to be filled immediately to ensure that functions are discharged properly.	Human Resources	Possible	Medium	Moderate Risk
	C (i) Individual contractors may be recruited to fill regular posts in the Mission without following the established recruitment procedures, which may compromise the integrity of the recruitment process.	UNTSO plans to establish 13 regular posts (General Service – Local level) to regularize the employment of liaison assistants who are currently engaged as individual contractors.	Compliance	Possible	High	Higher Risk

3						Moderate Risk

	Focus Area:	**Human Resource Management**	HR	Possible	Medium	Moderate Risk
No	**Interview/Review Summary (Description of risk)**	**OIOS Assessment**	**Risk Category**	**Likeli-hood**	**Impact**	**Overall Risk**
II	Conduct and discipline			Possible	Medium	Moderate Risk
	B (i) Conduct and discipline issues, particularly sexual exploitation and abuse (SEA), may not be given adequate attention by the Mission's management, resulting in serious reputation risk to the Organization.	There is an SEA policy in place. DPKO/DFS has established conduct and discipline teams at headquarters and in peacekeeping missions to monitor and report on misconduct issues, particularly SEA cases.	Governance	Possible	Medium	Moderate Risk

Risk Assessment of : UNTSO

No	4			Proc	Possible	High	Higher Risk

	Focus Area:	Procurement and Contract Administration					
No	**Interview/Review Summary (Description of risk)**	**OIOS Assessment**	**Risk Category**	**Likeli-hood**	**Impact**	**Overall Risk**	
	Procurement activities			Possible	High	Higher Risk	
1	E (i) The lack of an acquisition plan to control and monitor requisitions may result in the uncoordinated or unplanned procurement of goods and services.	There is a plan for UNHQ procurement specialists to train key Mission requisitioners on the procurement process.	Operational	Possible	High	Higher Risk	
	E (ii) The lack of adequate training on the procurement process for key mission requisitioners may result in the ineffective and/or inefficient conduct of procurement activities.						
	E (iii) Requisitions may not be in line with the acquisition plan, resulting in potential wasteful and/or inefficient use of resources.						
	E (iv) The political and security situations in the country and the region may make it difficult for vendors to move goods and services in different parts of the country or the region, resulting in logistical difficulties.	In 2006, UNTSO established an arrangement with UNIFIL and UNDOF to provide expendable supplies directly to the Observer Group in Lebanon and the Observer Group Golan-Damascus on a reimbursable basis. Additionally, UNTSO asks other UN entities (UNIFIL and UNDOF) to assist in their respective areas of operations.					
	E (v) Delays in the placement of contracts and procurement action for critical supplies, such as fuel, may disrupt the continuity of fuel supply.	Both the BOA and OIOS in their audits of fuel management recommended that a contingency plan to ensure the continuity of fuel supply be put in place.					

4	Focus Area:	Procurement and Contract Administration	Proc	Possible	High	Higher Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
	C (i) Controls over the procurement of goods and services may be overridden due to exigencies. This situation could compromise the integrity and transparency of the procurement process. C (ii) Specification of goods and services may be proprietary or non-generic, violating the principles of fair competition, transparency and necessary checks and balances.	The Procurement Manual is used in the conduct of procurement activities.	Compliance	Possible	High	Higher Risk
	G (i) The vendor database may be incomplete, resulting in the omission of qualified vendors from the solicitation process. G (ii) The vendor database may be outdated which poses the risk that the Mission may continue to enter into procurement contracts with vendors who may have been already blacklisted by the United Nations.	Following an audit recommendation, the Mission intends to automate its new vendor list.	Information Resources	Possible	Medium	Moderate Risk

Risk Assessment of : UNTSO

Focus Area: Logistics Management

No	5 Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
		Logistics	Possible	Medium	Moderate Risk
I	**Supply arrangements**			Possible	Medium	Moderate Risk
	E (i) The unstable political and security situation in the Mission may affect the acquisition and distribution of essential supplies during a crisis.	UNTSO had successfully implemented a central warehousing system consolidating unit stocks of communications, IT, supply and transport in one location.	Operational	Possible	Medium	Moderate Risk
	E (ii) Inadequate controls on the receipt, issuance/use and recording of fuel may result in losses to the Mission.	The Mission intends to purchase appropriate equipment for measuring the receipt and issuance of fuel in UNTSO HQ and in outstations to ensure the proper monitoring and accountability of fuel consumption.				
II	**Ground transportation**			Possible	Medium	Moderate Risk
	E (i) The Mission's transportation resources may not be sufficient to meet the Mission's requirements, which may hamper the delivery of logistical services.	UNTSO operates a fleet of 179 vehicles. For the period July 2006 – June 2007, UNTSO had 154 military observers, 125 international and 123 national staff.	Operational	Possible	Medium	Moderate Risk
	E (ii) Internal controls over vehicle spare parts and maintenance may not be effective, resulting in losses or in the inefficient use of Mission resources.	As of May 2006 the Mission's vehicle spare parts inventory amounted to $700,000. However, a stock taking showed a significant number of obsolete items.				
	C (i) The distribution of vehicles may not be in compliance with the established guidelines on the ratio to vehicle, which may result in the sub-optimal use of Mission resources.	UNTSO operates a fleet of 179 vehicles. For the period July 2006 – June 2007, UNTSO had 154 military observers, 125 international and 123 national staff.	Compliance	Possible	Medium	Moderate Risk
	D (i) The use of Mission vehicles for personal purposes (the liberty mileage system) may be abused, resulting in losses to the Organization.	UNTSO intends to strengthen the role of the Transport Section in controlling and reducing the use of vehicle for personal purposes.	Financial	Possible	Medium	Moderate Risk

Risk Assessment of : UNTSO

6	Focus Area:	Information Technology Management	IT		Possible	Medium	Moderate Risk
No	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk	
I	IT activities			Possible	Medium	Moderate Risk	
	G (i) Inadequate staff awareness of applicable information and communication technology (ICT) policies may compromise ICT security.	Information and communication technology (ICT) policies have not been updated and communicated to all staff and compliance is not actively being monitored as highlighted by both BOA and OIOS audits.	Information Resources	Possible	Medium	Moderate Risk	
	E (i) Movement restrictions imposed by host countries and border crossing challenges may negatively affect the Mission's ICT operations, particularly when addressing technical problems and doing maintenance work in area affected by movement restrictions.	Movement restrictions have posed challenges for the CITS staff of UNTSO Observer Groups in Lebanon, Golan and Damascus. UNTSO has an arrangement with UNDOF and UNFIL to assist as needed.	Operational	Remote	High	Moderate Risk	
II	Business continuity/disaster recover			Possible	High	Higher Risk	
	E (i) The absence of a disaster recovery and business continuity (DRBC) plan for ICT may negatively affect the Mission's ability to recover and continue ICT operations within an acceptable period after a disaster.	The Mission does not have a duly tested DRBC plan.	Operational	Possible	High	Higher Risk	

Risk Assessment of : UNTSO

7	Focus Area:	Programme and Project Management	Prog		Possible	High	Higher Risk
No	**Interview/Review Summary (Description of risk)**	**OIOS Assessment**	**Risk Category**	**Likeli-hood**	**Impact**	**Overall Risk**	
	Operational activities			Possible	High	Higher Risk	
1	A (i) The absence of a strategy to address challenges such as unidentified minefields, restrictions of movement by host nations, border crossing issues may negatively affect the efficiency and effectiveness of the Mission's activities. A (ii) Difficulties and delays in meeting with host government officials to discuss the Mission's operations and challenges may hamper the Mission's ability to resolve high-level issues involving the host government in a timely manner.	The Chief of Staff and the Chief of Mission Support place a very high priority on having close and cooperative working relationships with UNIFIL, UNDOF and UNSCO to provide solutions to common problems.	Strategy	Possible	High	Higher Risk	
	G (i) Messages disseminated to the public may not be coherent and consistent in the absence of a public information strategy/policy, negatively affecting the Mission's credibility.	UNTSO does not have a formal public information strategy/policy.	Information Resources	Possible	High	Higher Risk	

Risk Assessment of : UNTSO

No	Focus Area:	Property and Facilities Management				
9			Prop	Possible	Low	Lower Risk
	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
I	Asset management and property control			Possible	Low	Lower Risk
	E (i) The lack of a proper asset management function may lead to the ineffective tracking of assets

E (ii) The failure of end-users to report asset losses may result in the ineffective accounting of assets and the Mission's inability to recover financial losses.

E (iii) The failure of SAU's to update the Galileo system to reflect the actual and current asset location may result in difficulties in tracking assets. | In its audit of the asset management function in UNTSO in 2006, OIOS recommended inter alia the strengthening of accountability mechanisms over assets and the provision of training on asset management and the Galileo inventory system. The UNTSO Administration agreed with and implemented the audit recommendations. | Operational | Possible | Low | Lower Risk |

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Risk Assessment of : UNTSO

No	Focus Area:	Safety and Security		Possible	High	Higher Risk
10			Safety			
	Interview/Review Summary (Description of risk)	OIOS Assessment	Risk Category	Likeli-hood	Impact	Overall Risk
I	Security			Possible	High	Higher Risk
	E (i) Inadequate funds to establish a security system that is in line with established United Nations security policies may lead to the establishment of an inadequate security system which may pose security risks to UNTSO staff.	According to the proposed budget for 2008-09, the staffing table of UNTSO Security, the Safety and Coordination Section consists of 30 international posts and 20 local level posts, including 3 outstations. The staffing table of UNTSO is composed of 261 staff.	Operational	Possible	High	Higher Risk
	C (i) The Mission's security system may not be in accordance with the UN security policy, resulting in a non-compliant security system. This situation may increase staff security and safety risks.	DSS has established security policies and rules for implementation in and compliance by peacekeeping missions.	Compliance	Possible	High	Higher Risk
II	Safety			Possible	Medium	Moderate Risk
	E (i) The Mission may not give adequate attention/priority to occupational safety and health issues, increasing staff safety risks.	No controls observed.	Operational	Possible	Medium	Moderate Risk

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Focus Areas

Focus areas are the key standard processes that are typically found in United Nations operations. These are categories established by the risk assessment framework to facilitate understanding and communicating common processes or functions within the Organization (common language). They are based on a categorization of objectives, using a hierarchy that begins with high-level objectives and then cascades down to objectives relevant to organizational units, functions, or business processes. The IAD risk assessment framework has identified eleven focus areas as follows:

1 Strategic Management and Governance
2 Financial Management
3 Human Resources Management
4 Procurement and Contract Administration
5 Logistics Management
6 Information Technology Management
7 Programme and Project Management
8 Conference and Documents Management
9 Property and Facilities Management
10 Safety and Security
11 Other areas (for areas not included in 1 to 10)

Each focus area may be broken down into sub-focus areas. Examples of sub-focus areas are listed below.

No.	Focus Areas	Examples of Sub Focus areas relating to principal focus
1	Strategic Management and Governance	Strategic planning and monitoring, Mandate and mission, Organizational structure and functions, Start up planning, Liquidation planning, Risk management, Policies and procedures, Governing/Legislative bodies, High level committees, Top level offices.
2	Financial Management	Accounting and financial reporting, Results-based Budgeting, Cash management, Treasury, Contributions, Fund raising, Payroll
3	Human Resources Management	Recruitment, Training, Conduct and discipline, Entitlements and allowances, Performance appraisal system and Medical Services, Use of short term staff (consultants, gratis personnel etc
4	Procurement and Contract Administration	Procurement planning, Procurement process, Local contracts committee, Administration of major contracts such as for fuel, rations, airfield services, medical supplies etc.
5	Logistics Management	Travel services, Transport operations, Air operations, Movement control, Fleet Management and Maintenance
6	Information Technology Management	Management of ICT infrastructure, software development, Communications services, ICT operations, Business continuity and disaster recovery, IT Security
7	Programme and Project Management	Management of programmes such as Rule of Law, Human Rights, Child Protection, Public Information, Disarmament , Demobilization and Reintegration, Mine action, Protection of Civilians, Military and Civilian Police operations, and Logistics; Management of projects such as technical cooperation and quick impact projects
8	Conference and Documents Management	Records management, Publications, Editorial services, Conference management, Translation and interpretation services, Web sites
9	Property and Facilities Management	Management of office premises and facilities, Contingent-owned equipment, Expendable and non-expendable property, Building Services, Inventory management, Local Property Service Board
10	Safety and Security	Security of UN staff and installations, Contingency planning, Evacuation procedures and drills, Occupational safety
11	Other areas	This is for illustration purposes only and is not a comprehensive audit and is included for any other focus areas not specified in 1-10. This may include general office administration, executive offices and common services etc.

Risk Categories

Risk categories are common concerns or events, grouped together by the type of risk that will result. The seven (7) risks used in OIOS Risk Assessment methodology are as follows:

A. Strategy
B. Governance
C. Compliance
D. Financial
E. Operational
F. Human Resources
G. Information Resources

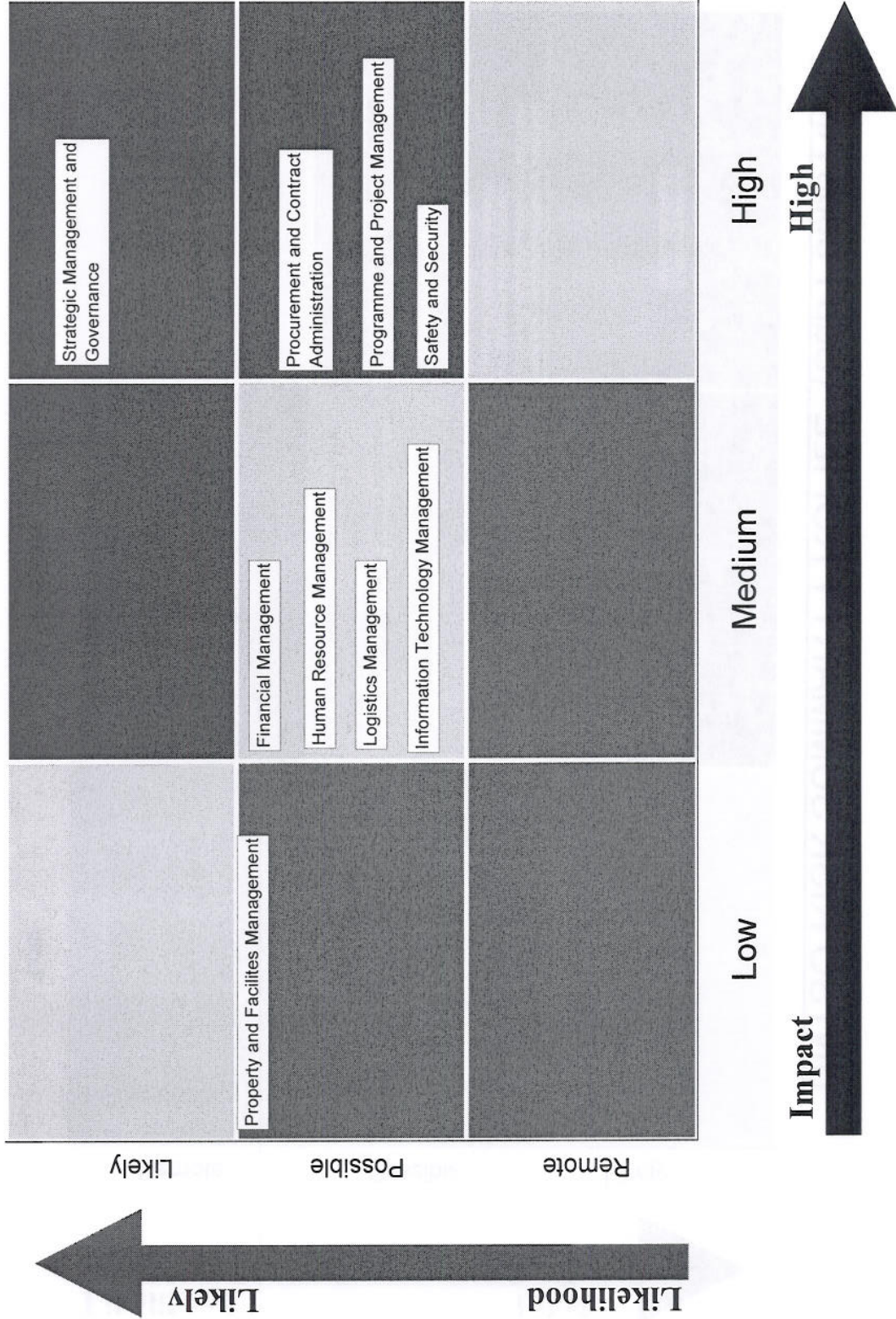| No.	Risk Category	Description
A	Strategy	Impact on mandate, operations or reputation arising from inadequate strategic planning, adverse business decisions, improper implementation of decisions, a lack of responsiveness to changes to the external environment, or exposure to economic or other considerations that affect the Organization's madates and objectives.
B	Governance	Impact on mandate, operations or reputation as a result of failure to establish appropriate processes and structures to inform, direct, manage and monitor the activities of the Organization toward the achievement of its objectives. Includes attributes such as leadership, tone at the top, and promotion of an ethical culture in the Organization.
C	Compliance	Impact on mandate, operations or reputation from violations or non-conformance with, or inability to comply with laws, rules, regulations, prescribed practices, policies and procedures, or ethical standards.
D	Financial	Impact on mandate, operations or reputation resulting from: failure to obtain sufficient funding, funds being inappropriately used, financial performance being not managed according to expectations, or financial results being inappropriately reported or disclosed.
E	Operational	Impact on mandate, operations or reputation resulting from inadequate, inefficient or failed internal processes that do not allow operations to be carried out economically, efficiently or effectively.
F	Human Resources	Impact on mandate, operations or reputation resulting from a failure to develop and implement appropriate human resources policies, procedures and practices to meet the Organization's needs.
G	Information Resources	Impact on mandate, operations or reputation resulting from failure to establish appropriate information and communication systems and infrastructure so as to efficiently and effectively.

Risk Assessment Ratings

The OIOS Risk Assessment Framework evaluates the likelihood of the risk occurring and the impact it will have if it occurs. Based on the assessment of the two factors an overall risk rating is derived indicating whether the risk of a focus area is High, Moderate or Low. The ratings used is show below:

Risk Likelihood

Likely	Conditions within our environment indicate that an event is expected to occur in most circumstances
Possible	Conditions within our enviroment indicate that an event will probably occur in many circumstances
Remote	Conditions within our environment indicate that an event may occur at some time

Risk Impact

High	Serious impact on operation, reputation, or funding status
Medium	Significant impact on operations, reputation, or funding status
Low	Less significant impact on operations, reputation, or funding status

Overall Risk Combinations Impact and Likelihood

Higher Risk	The identified issue represents the following likelihood and impact combinations: • Likely and high • Likely and medium • Possible and high
Moderate Risk	The identified issue represents the following likelihood and impact combinations • Likely and low • Possible and medium • Remote and high
Lower Risk	The identified issue represents the following likelihood and impact combinations • Possible and low • Remote and low • Remote and medium

UNTSO RISK SUMMARY PROFILE (Focus Area)

	Low	Medium	High
Likely	Property and Facilities Management		Strategic Management and Governance
Possible		Financial Management Human Resource Management Logistics Management Information Technology Management	Procurement and Contract Administration Programme and Project Management Safety and Security
Remote			

Likelihood

Impact → **High**

UNTSO RISK SUMMARY PROFILE (Sub Focus Area)

Impact → **High**

Likelihood → **Likely**

Likelihood	Low	Medium	High
Likely			Strategic: Mandate
Possible	Prop: Asset management and property control	Fin: Finance; HR: Personnel activities; HR: Conduct and discipline; IT: IT activities; Logistics: Supply arrangements; Logistics: Ground transportation; Safety: Safety	Strategic: Strategic planning and monitoring; Strategic: Control environment; Proc: Procurement activities; IT: Business continuity/disaster recover; Safety: Security; Prog: Operational activities
Remote			