

Lesson 3.4
Risk Management

Learning Outcomes

- Describe the impact and likelihood of MDMH threats.
- Describe how to prioritise and manage risks.
- Collate and report risks in a clear and accessible manner.

Lesson Contents

- Risk definition.
- Risk analysis.
- The impact of MDMH threats.
- The likelihood of MDMH threats.
- Prioritising, managing and reporting risk.

Risk

- How would you describe the concept of risk arising from MDMH activity?

Risk

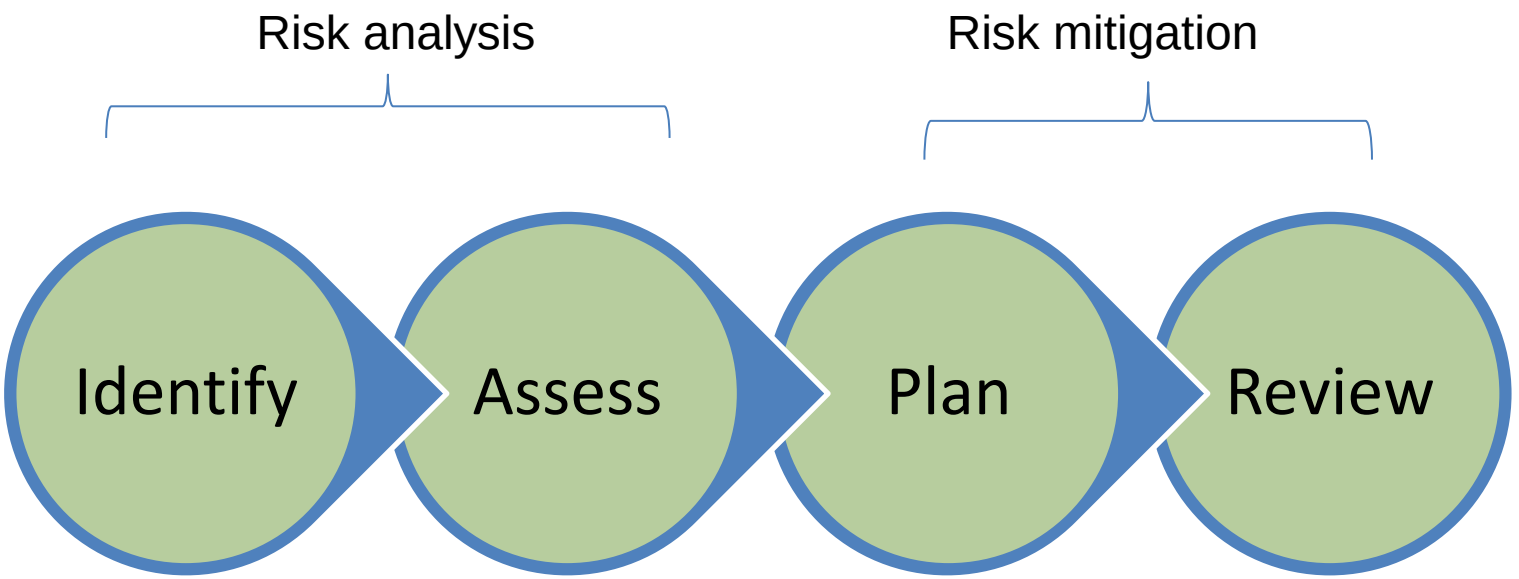
- How would you describe the concept of risk arising from MDMH activity?
  - Negative outcomes resulting from MDMH activity.



Risk Analysis in Planning

- Outputs of risk analysis:
  - What is the risk to the unit?
  - What must the unit do about it?

Risk Management



- **Identity**:

Possible and actual MDMH threats.

- **Assess**:

The likelihood and impact of threats.

- **Plan**:

Develop COA to manage the risk.

- **Review**:

Continually review to identify changes in risk.

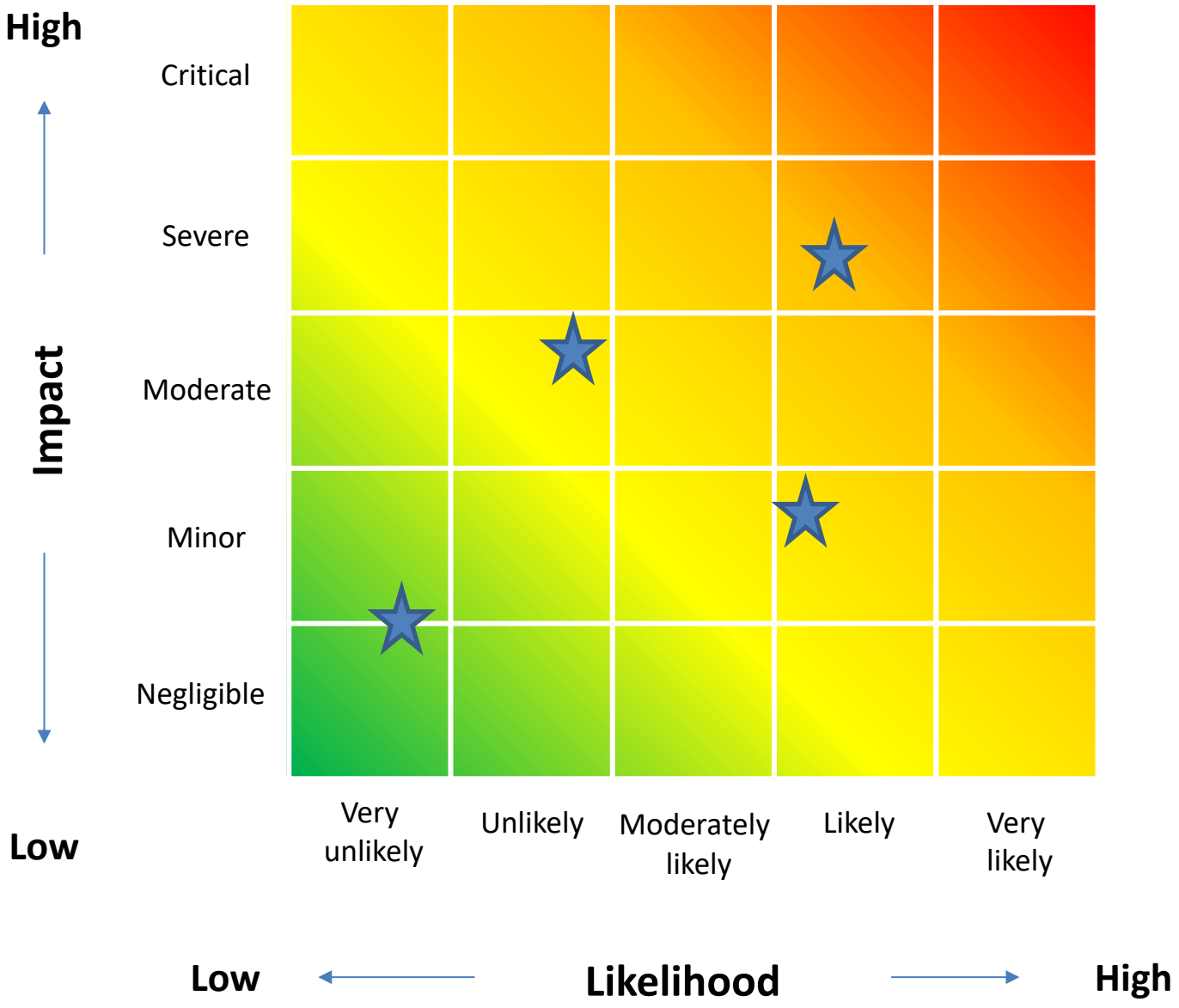
Likelihood of MDMH Threat Impacting the Unit

- Has MDMH spread across the AOR in the past?
- Has the population and other stakeholders reacted to MDMH before?
- How do the population view the UN – do they trust them?
- Do hostile actors have the influence to persuade the population to attack the UN?

Impact of MDMH on Unit Operations

- Could UN bases and personnel be attacked?
- Could unit communications with the local population be affected?
- Could the unit's freedom of movement be disrupted?

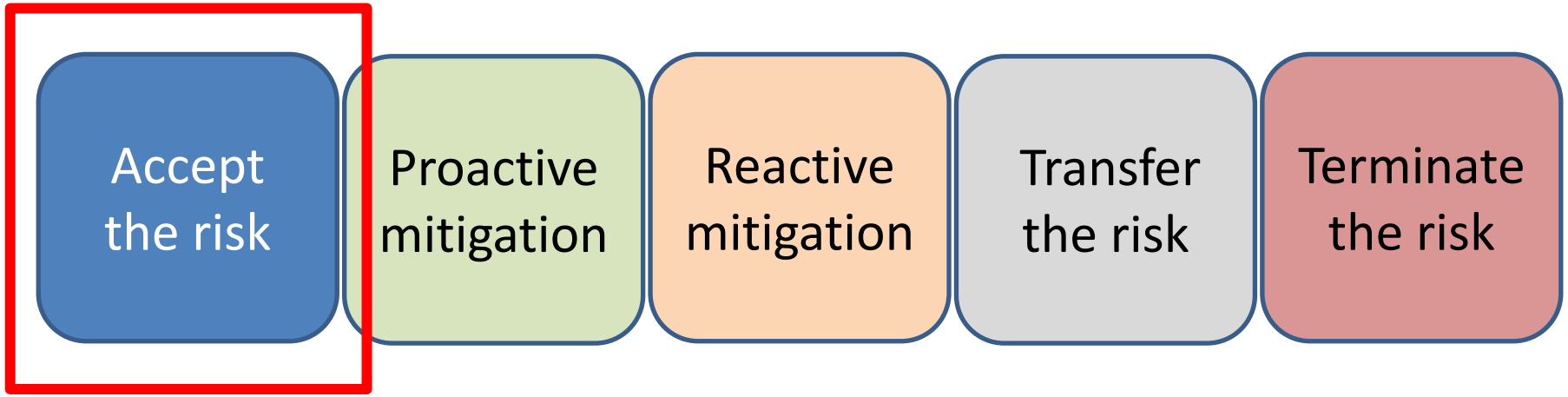
Risk analysis chart



Risk Management Approaches



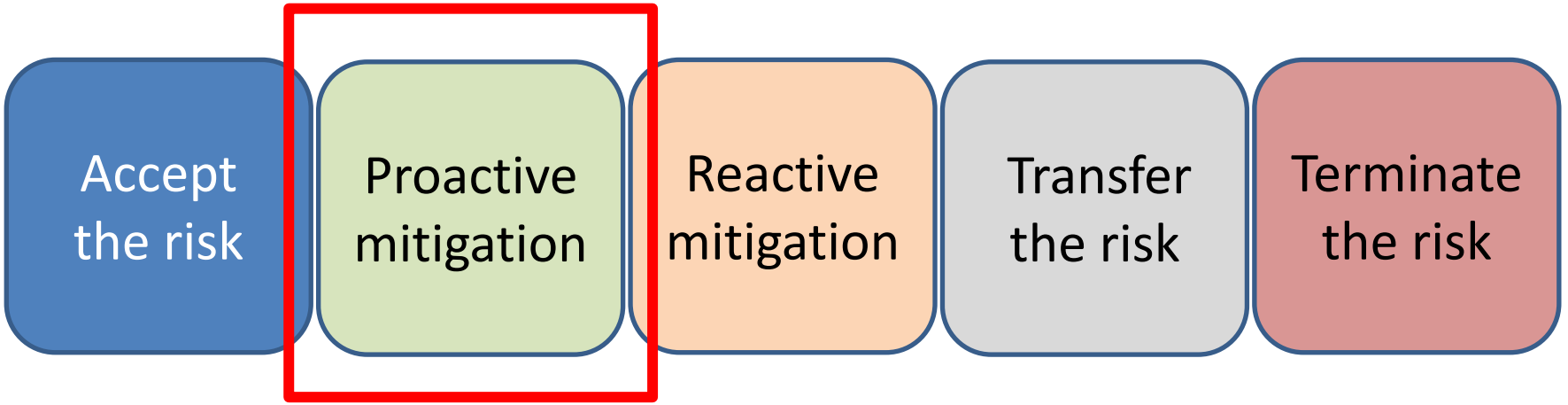
Accept the Risk



Example

Rumours have caused some ill feeling towards the UN in a specific town. It is essential that a military unit re-supply convoy transits through the village. It is assessed that the risk of violence against the convoy is negligible and therefore the patrol should **accept** the risk and conduct the task as planned.

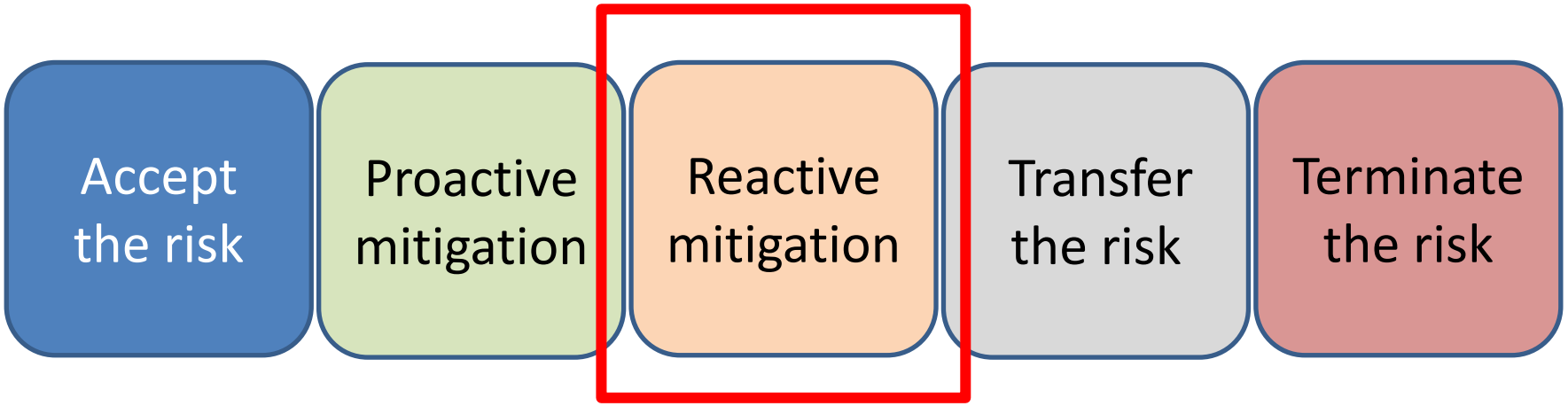
Proactive Mitigation



Example:

MDMH has caused ill feeling towards the UN in a specific town. Risk analysis has highlighted that MDMH is likely to impact UN forces if they travel through the town. Prior to conducting patrols through that area, the unit commander decides to engage with key leaders to reduce the risk.

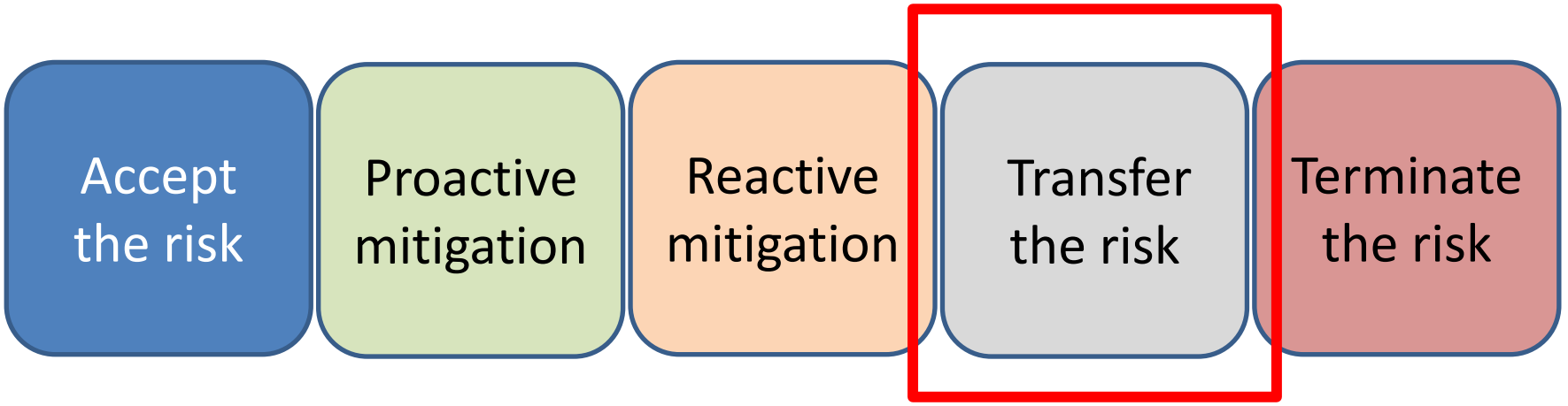
Reactive Mitigation



Example:

An MDMH campaign has evoked anger among communities in certain areas of the unit's area of operations. The commander has instructor patrols to avoid travelling through these areas for a period of time until the threat subsides. Identifying ways to communicate with the local population could also be considered.

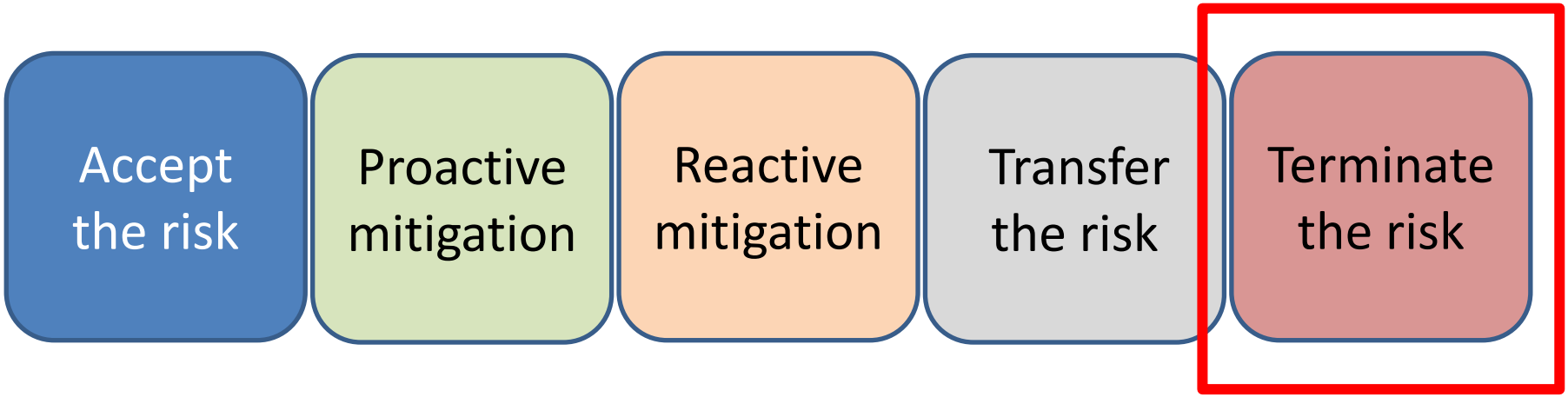
Transfer the Risk



Example

A local population threatens to protest outside a UN unit's HQ due to false accusations regarding a local man's death. With up to 300 individuals expected to gather, the unit commander requests to **transfer the risk** to his Sector HQ, citing insufficient resources to deter the crowd. The Sector HQ, equipped with a quick reaction force, can deploy the unit swiftly to mitigate the threat, hence managing the risk at its level of command.

Terminate the Risk



Example

A UN FPU is aware that a village is angry at accusations that UN forces have colluded with an armed group and allowed it to attack civilians unchallenged. The population intends to attack the next police patrol that enters the village. The unit commander decides to **terminate** the patrol until a point when the risk subsides.

Preparing a Risk Matrix

Item	Impact	Likelihood	Risk	Manage	Owner	Action
1	Severe	Likely	High	Terminate task	Unit	Postpone task until further notice.
2	Moderate	Likely	Medium	Proactively mitigate	Unit	Engage with village B leaders – messaging.
3	Minor	Unlikely	Low	Accept risk	Unit	Conduct activity as planned

Learning Activity - Scenario

You are the staff of an infantry battalion on an established UN Mission. A previously stable region has experienced an increase in violence by three armed groups that were previously only active outside the region. The Sector Commander has tasked your unit to deploy rapidly to this area and establish a forward operating base to protect civilians before the conflict escalates.

The local population have had relatively little direct interaction with UN peacekeepers before. The region has reasonable radio and mobile phone coverage. In recent months, accusations of UN personnel colluding with armed groups elsewhere in the mission area have been circulating online.

Task

- Time – 20 minutes.
- In groups - as the commander or planning staff:
  - what would you consider to determine whether the false accusations of UN personnel interacting with armed groups is a risk to your forthcoming operation?
  - How could you manage the risk?
  - Prepare a risk analysis matrix with the possible risks that this may represent, in order to prioritise possible solutions.
  - Who would the unit consult during this process?
- Be prepared to discuss your thoughts.

Key Takeaways

- Treat MDMH risks in the same way as any other risks to the unit.
- Not all MDMH will pose a risk to unit operations.
- Risk management is a continual process.

Questions