

4.8. Convening risk assessment

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Resuming travels following the end of the pandemic, APC has invested time in updating and refining our existing Risk Assessment Matrix for two specific purposes:

- Convening risk assessment and mitigation plans
- Individual and small groups travel and risk assessment cycle - from risks to mitigation, a workflow of care for APC staff

A set of specific tools have been developed and adopted:

- Event form
- Chart of roles
- Event risk checklist and risks assessment and mitigation plan ([handout with templates](#))
- Individual and small groups travel and risk assessment and mitigation plans ([handout and templates repository](#))
- Safety and mitigation measure guidelines ([template](#))

As soon as the event form is approved, the Ops manager makes sure the risk assessment folder is created in the event repository.

Using the existing template and workflow, a first draft of the risk assessment is produced through research, meeting and inputs from staff, partners and members. APC-wide convenings, the Ops manager is responsible to lead and facilitate the risk assessment process. For all other events, the convening point of contact will produce the first draft with the assistance and support of the Ops manager. The convening point of contact can delegate this task to someone else in their team but will need to inform the Ops manager.

Risk assessment can include one or more countries, and one or more cities in a country. The draft is then subject to comments asynchronously by all members of the convening coordination team.

The Ops manager for APC-wide convenings and the APC convening point of contact for all other events will consolidate a second draft.

The Ops manager's responsibility is to make sure all convenings conduct the convening risk assessment.

The first draft is done through consulting and reaching out to APC staff from the respective region/country, request for references, contacts of partners and allies, and review of media and other existing reports. All staff involved in the convening preparation can share information, provide input and share contacts. Once the Ops manager or the convening point of contact completes the draft, it is shared with all members of the coordination team having specific

direction to engage with members of NetDev, Comms, Tech and the APC operations director.

There needs to be two rounds of draft review either by real-time facilitated conversation or asynchronous facilitated conversation.

When real-time, the meeting might be scheduled in one or two time zones, depending on the number of participants for all APC staff and the convening coordination team.

If the assessment highlights a high level of risks that pose concern for participants' safety and APC's ability to implement the suggested measures, the team can decide on changes such as location of the convening, date, the APC delegation's participation or cancellation of the convening altogether if it is an APC-wide convening hosted by other entities.

The second round of review is with all the convenings' participants - members, associates and partners for APC-wide convenings.

A risk assessment can result in three main scenarios:

The assessment shows low risk and is finalised. The planning goes ahead.

The assessment shows medium risk. The Ops manager and the convening point of contact call for a meeting to discuss mitigation measures. The assessment is finalised and a safety and security measures document is developed collaboratively with specific inputs from Comms, Tech and Ops. The safety and security measures guidelines are shared with all participants and follow-up meeting organised. The Ops manager informs the Ops director and shares the risk assessment.

The assessment shows high risk. The Ops manager and the convening point of contact call for a meeting to discuss mitigation measures before the assessment is finalised. Depending on the nature of the high risks, a decision not to go ahead can be reached. The event is postponed, relocated or cancelled. The Ops manager informs the Ops director and shares the risk assessment.

The Ops director endorses and signs the risk assessment.

The third scenario can happen before the event is planned or even in the planning stage because of the changing external context. In the latter case, the finalised risk assessment is reviewed and a new cycle opened for reaching a final decision.

It is important that APC always tries to reach decision through consultation. For this, recognising objection and dissent is an important part of the process and incorporating them transparently when trying to reach the best possible decision is important. At the same time, please follow APC's institutional organigram that appoints the Ops director as the one accountable for formally signing on risk assessments.

In order to provide transparency and certainty of the process, APC OPS uses a version of RACI:

- **R**esponsible for carrying the risk assessment are the Ops manager for APC-wide event and the convening point of contact for all other events. The Ops manager liaises with Ops

directors to keep them informed on the possible risks involved.

- **A**ccountable for signing on the final decision is the Ops director.
- **C**onsulted are all members of the convening coordination team
- **I**nformed are all participants of the event.