



RISK MANAGEMENT

Capability Statement

March 2021



CONTENTS

ABOUT INTEGRITY	1
INTRODUCTION TO RISK MANAGEMENT	2
OUR RISK MANAGEMENT OFFER	3
THE CASE FOR INVESTING IN RISK MANAGEMENT	4
THE VALUE OF OUR APPROACH	8



*Integrity sets the international standard for
expert services in complex and
challenging contexts*

*Our work helps create
Stability, Accountability and Prosperity.*

ABOUT INTEGRITY

Integrity is an international consultancy and service provider working in challenging and complex environments around the globe.

We help our clients in government, international development and the private sector to succeed in these challenging environments, while building trust and giving voice to local people. Our access and trust at a community level, combined with our global perspectives produce powerful recommendations and deliver positive and sustainable change.

Our multinational team of over 60 specialists has extensive experience of delivering complex programmes in fragile geographies across Africa, Asia and the Middle East. We operate globally with offices in the UK, US, Jordan, Kenya, and Pakistan.

Our Vision - is to set the international standard for ethically delivered expert services in complex and challenging contexts. Our work helps create stability, accountability and prosperity.

Our Mission - based on evidence and learning, we work with clients and communities to build mutual understanding. Through trusted advice we enable change for a sustainable future. We do not advocate, we listen, comprehend and recommend.

Our Commitment - is to uphold the highest ethical standards in our service delivery, our employment of staff and

our interaction with people. This ensures not only that our clients receive the best possible service but that we benefit the individuals and communities amongst whom we work.

We have built a highly effective Risk Management System, grounded in field experience in complex environments. It is particularly effective at capturing and using local knowledge to support risk decisions. The system is proven in the most high-risk environments and award winning and we are excited about its ability to help others manage their risks well.

If you feel your risk management approach or systems need an overhaul or you are looking for ways to diversify and access new geographies and markets our team of risk experts can help. Get in touch with our Risk Management Team to discuss our approach in more detail or for support with your project.



JIM HUGHES
CHIEF OPERATING OFFICER



SAM SLOTA-NEWSON
HEAD OF OPERATIONS

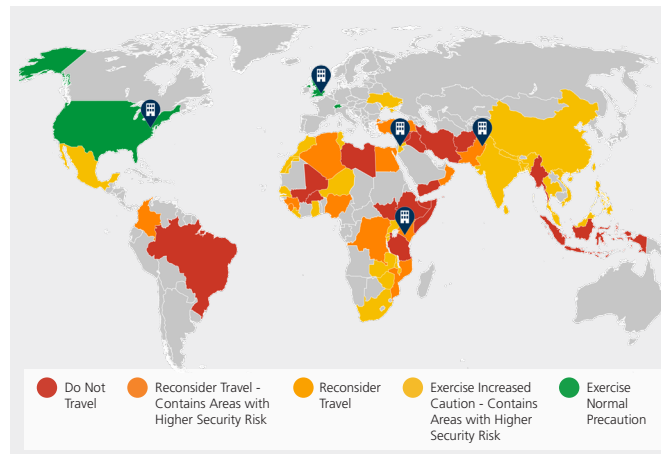




INTRODUCTION TO RISK MANAGEMENT

Risk Management has always been a core capability that underpins all of Integrity's work. We have built and refined highly effective systems that are adaptable to diverse enterprises and environments. We are proud and excited to offer Risk Management as an Independent Service.

We have delivered over 250 projects in over 40 countries around the world from our five global offices in the UK, USA, Jordan, Kenya and Pakistan. 2021 is our 11th anniversary year as a business. Our Vision is to set the international standard for ethically delivered expert services in complex and challenging contexts. Our work helps create stability, accountability and prosperity.



- Map showing US Department of State risk ratings for locations of Integrity projects.

Central to delivering for our clients and pursuing our vision is our ability to operate in complex contexts, gain access to high-risk environments and build trust with diverse partners and stakeholders. These capabilities were recognised at the CIR 11th [Annual Risk Management Awards](#) where Integrity won the [Cross-Border Risk Management Award](#) category. This award, supported by the [Institute of Risk Management](#), celebrates

"Excellence in the field of risk management."



Cross-Border Risk Management Award



OUR RISK MANAGEMENT OFFER

We offer a comprehensive suite of Risk Management Services that can be tailored to exact client needs.



Audit and Systems Review We review and audit existing risk management systems to ensure set up is optimal for your current operations and will be able to support growth and change.



Systems Design and Set up We support organisations to formalise and systematize their risk management approach from design through to integrating the approach into existing platforms or building a full bespoke platform.



Project Support Taking on a new project that is out of your comfort zone or need to adapt to changes in the context? We can provide expert support while you set up and deliver your project, ensuring risk is effectively managed and building your capacity at the same time.



Capacity Development Increased travel restrictions are likely to precipitate changes in the balance of risk management between international organisations and local partners. We are highly experienced at helping local organisations turn their expert contextual knowledge into structured and effective risk management practice.



Remote Management Global health and environmental concerns will see an increase in remote management, which brings with it risk, particularly around quality, compliance and due diligence. To work in a range of fragile and even conflict-affected environments we have evolved a highly developed remote management approach that we tailor to client needs.



Scaling Growth and innovation brings risks as well as opportunity. Our own systems were innovated and built to grow. We can provide packages to help other organisations improve their risk management capacity as they grow or as they look to work in new geographies and markets at the same time.





INVESTING IN RISK MANAGEMENT

RISK MANAGEMENT IS NOT OPTIONAL



Nowhere is Risk Free

Many risks transcend borders and regions: terrorism is a global threat, Cybersecurity is a global concern and COVID-19 has clearly demonstrated that some risks are truly global in their reach. There are no risk-free spaces in which you can choose to operate.



Stability and Prosperity

To bring about global stability and prosperity it is important that international organisations find ways to work in higher risk spaces. This importance is reflected in the UK Government's commitment to spend 50% of Overseas Development Aid in Fragile and Conflict Affected States, and the US Government's Global Fragility Act which dedicates \$1.15 Billion to fragile countries.



Seizing Opportunity

Many organisations find higher risk environments challenging and are unable to work effectively or are put off from exploring opportunities. This may mean failing to fulfil the organisation's mandate, missing out on opportunities to build and develop partnerships and, in the case of the private sector, not being able to access emerging markets.



RISK MANAGEMENT DONE WELL ADDS VALUE

An enterprise approach to risk management requires a well-integrated system where risk is owned and managed by empowered project teams, supported by risk experts and backed up by effective decision making structures. We highlight three illustrative challenges below and how we approach them to identify opportunity and maximise value:

1. Organise information, create knowledge

Challenge: When managing risk in complex environments, information is important, but the knowledge of staff, consultants, partners and the communities on the ground is invaluable. Many systems organise information but lose knowledge.

Solution: In our risk management approaches and systems, we ensure we can capture and exploit knowledge using a system that collects, analyses, aggregates and shares information while preserving the richness and nuance of knowledge.

 Information	 Knowledge
Know what.	Know how.
What is.	What works.
Interesting.	Insightful.

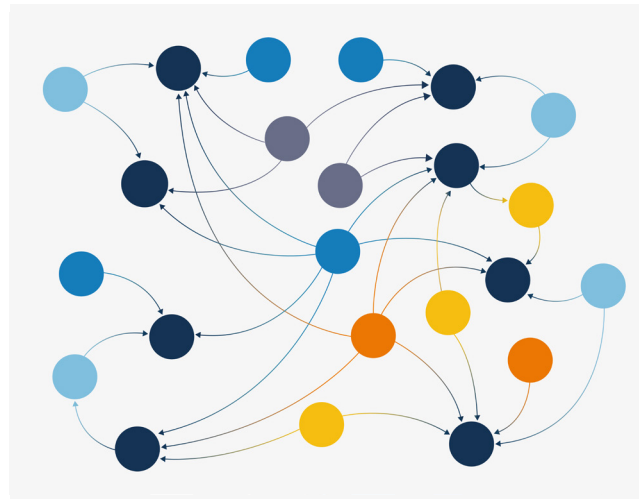




2. Different contexts, one system

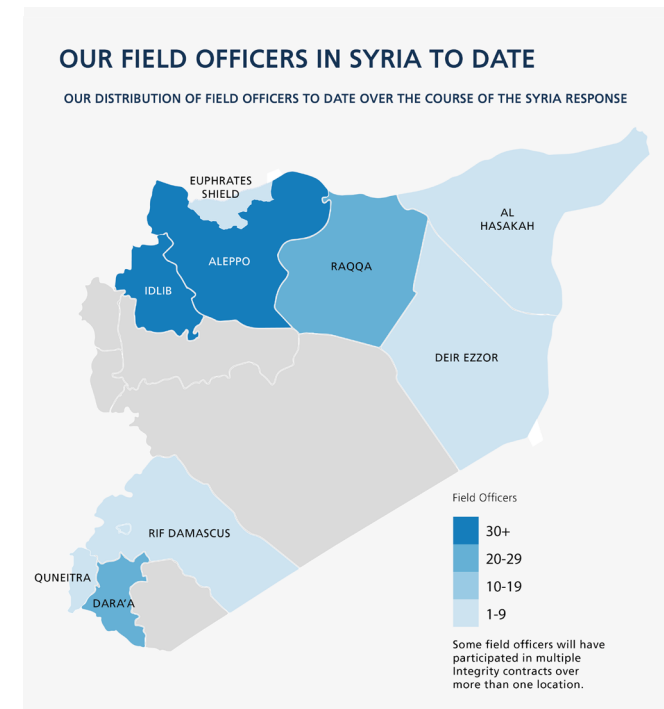
Challenge: The scale, duration and delivery arrangements of projects can vary greatly, from low risk to complex and high-risk contexts including live conflict. Minimum standards need to be met, but rigidly imposed top-down risk management tools can be inefficient and are unlikely to deliver the necessary nuance. Diverse projects need to be accommodated within one flexible system and still feed into a common accountability system.

For example, the challenges of managing the physical risks to field officers in conflict settings needs to feed into the same system that tracks complex political patronage networks and corruption risks in other settings.



- Example of network analysis to identify patronage networks and corruption risk.

Solution: Our system can adapt with optional tools or apps that can be integrated into the essential core. This allows high operational risk contexts like Syria or projects dealing with complex political or reputational risk to be managed in the same place. The system tracks all types of risk, ensuring a comprehensive joined up analysis of operational, delivery and organisational risk.



- Map showing the distribution of field officers during Integrity's Syria response.

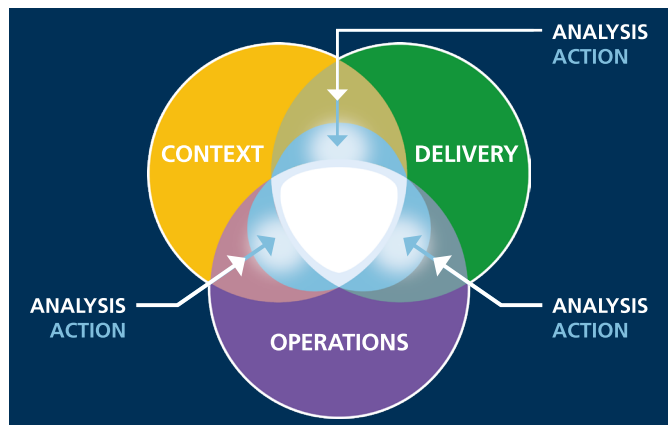
3. Integrate across business functions

Opportunity: A well-integrated system makes the Risk Management process a genuine enabler across business functions. Knowledge is a core value, so it makes sense to prioritise it in Risk Management too.

Solution:

- Projects pass through different functional parts of an organisation from opportunity, contracting, delivery to closedown. Risk and opportunity are present throughout and can endure after closedown. Our systems support Risk Management across functions, through the life of the project and beyond.
- You cannot work in isolation. It is important to consider your own and partners' reputations and safety, as well as the communities in which you are working. Our approach prioritises diversity of knowledge and accommodates different risk cultures and expertise levels, preserving valuable local knowledge.
- For many enterprises, defensive "security" solutions are not possible or effective. Even where defensive measures can be employed, knowledge of and good communication with stakeholders can lead to lower costs and fewer constraints, opening up rather than closing off opportunities to collaborate.

Our approach looks at interactions between context, delivery and operations, to identify and prioritise specific risks, limit uncertainty and generate manageable and impactful responses. This intersectional approach generates a more comprehensive analysis that jointly addresses time, functions and stakeholders, generating specific risk concerns for which we design tailored responses and mitigations.



OUR COVID-19 RESPONSE

COVID-19 has highlighted the instability of delivery environments and the need for more comprehensive risk management. It has caused a change in the context at all levels and introduced long-term uncertainty that is generating new risks and intensifying existing ones. Our context, delivery and operations approach has proved effective at managing this uncertainty. See our recent article [here](#).





THE VALUE OF OUR APPROACH

To address these challenges and exploit opportunity, Integrity's approach is to manage information and protect knowledge, integrate with existing systems, and flex to meet specific, project, context and user needs:

CORE PRINCIPLES



Simple: A Risk Register App forms the core of every project. It provides risk identification, analysis, treatment and ongoing management. Integration with travel tracking and personal information management ensures Duty of Care provision.



Knowledge-based: Information sits within Apps and project spaces, but is linked through tags, search terms and key nodal entities, such as geographies, accounts, and services. This supports cross-organisational knowledge transfer and learning. A project manager facing a complex risk can see where it has been encountered before and learn from the previous approach.



Accountable: The organisation's leadership needs assurance that risk is being considered and addressed within projects and at all levels of the company. The ability to link areas through flagging and referencing allows efficient upwards and sideways reporting. Risk specialists and company leadership can interrogate the system to identify emerging issues and trends.



Modular: Some projects require more detailed planning and active management of field work. Bolt-on Apps such as the Deployment App and Field Coordination Planner support additional analysis and close management of activities to ensure more complex risk is effectively mitigated.



Collaborative: Consultants, partners and clients receive tailored access ensuring good risk awareness and a one-team approach to management. The system is compartmentalized allowing knowledge to be shared deliberately while maintaining confidentiality and information security.



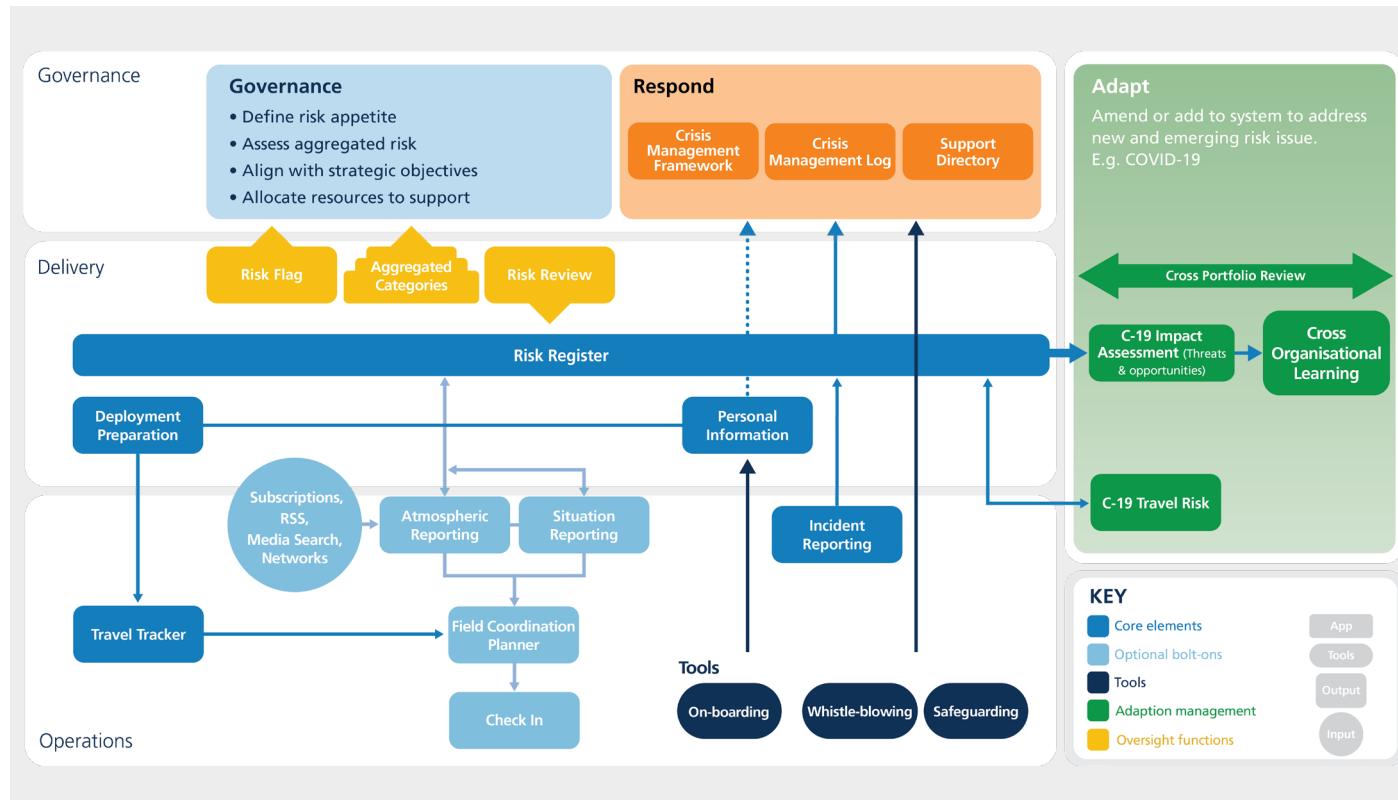
Integrated: Integration with subscription services and internal reporting leverages existing information to build a comprehensive risk picture. Integration with GIS Mapping and visualisation tools supports understanding and awareness. Integration with Office 365 or other core systems embeds risk management in everyday business.



Responsive: Business Continuity and Crisis Management are carried out on the same platform that risk and project management happen. A Crisis Management App can draw from project spaces ensuring the team are working with the most recent information. Historical incidents are catalogued in one archive to enable learning, and ease of reference.

RISK MANAGEMENT AT WORK

In this example case from an ongoing client project, the core Apps have been augmented with additional Reporting and Field Coordination Apps and context appropriate Whistle blowing and Safeguarding tools. We also show the simple, but effective, interaction between the levels of Operations, Delivery and Governance and the automated workflows which ensure action is taken in a timely manner. Our knowledge-based system has been particularly effective at supporting understanding of COVID-19 risks (across all business functions) and new Apps are helping manage COVID-19 specific Duty of Care and Business Continuity risks.



CONTACT US

LONDON, UK

Somerset House, Strand,
London, WC2R 1LA
+ 44 (0) 207 759 1119
info@integrityglobal.com

ARLINGTON VA, USA

1201 Wilson Boulevard #27,
Arlington VA, 22209
+1 (571) 919-6885
usa@integrityglobal.com

AMMAN, JORDAN

Building No.1,
Mazen Al-Kurdi Street, Abdoun
jordan@integrityglobal.com

NAIROBI, KENYA

Ikigai Westlands,
General Methenge Road
kenya@integrityglobal.com

ISLAMABAD, PAKISTAN

Emirates Tower,
Jinnah Supermarket (F-7 Markaz)
pakistan@integrityglobal.com

SAM SLOTA-NEWSON

HEAD OF OPERATIONS

sam.slota-newson@integrityglobal.com



// Based on evidence and learning, we help clients and communities to **build trust and understanding as the basis for transformative change.**

We do not advocate,
we listen, comprehend and recommend. //

© INTEGRITY RESEARCH & CONSULTANCY Limited 2010. All rights reserved.
Registered in England No: 07321996. Somerset House, West Wing, Strand, London WC2R 1LA

© INTEGRITY GLOBAL Incorporated 2018. All rights reserved.
Registered in Virginia: 2221 South Clark Street, Arlington, VA, 22202, USA DUNS No: 0812216920

info@integrityglobal.com



www.integrityglobal.com



Follow us on



**LISTEN
COMPREHEND
RECOMMEND**