

5. Risks

Alert and its partners will regularly identify and assess context, programmatic and institutional risks. Risk management strategies will be agreed at the programme inception and regularly reviewed include with programme and context developments. Here, we explain the risk management process. As part of the Inception process, Alert and partners will assess risks at country (national, subnational and in project locations) and regional levels, and evaluate their livelihood and the severity of impact. This framework will be reviewed as part of bi-monthly reflection workshops and as part of the formal quarterly reporting process. The programme's M&E framework will also track development in risk.

Risk assessment process:

1. Identify all the potential risks to the project
2. Assess the likelihood of the risk occurring on a scale of 1-5 (1 being unlikely, 5 being almost certain)
3. Assess the impact that the risk would have to the project, personnel, reputation or other assets if it occurred on a scale of 1 – 5 (1 being negligible impact, 5 being catastrophic)
4. Multiply the risk likelihood score by the risk impact score to get an overall numerical value between 5 and 25.
5. The highest scoring risks should be prioritized in the risk mitigation strategy
6. Develop a risk treatment strategy for each of the identified risks based on the following options: avoid, reduce, accept, transfer,
7. Reassess the likelihood and impact following the risk treatment strategy and decide on whether to reduce or accept the residual risk. Risk owner should be identified for each risk
8. The level of risk on a project will be tracked, monitored and reported throughout the project lifecycle.

Risk	Likelihood	Impact	Mitigation
Context			
Unstable political environment (national and local)	Medium	Medium	Regular monitoring of political context. Development of close relationships with Municipalities and diverse cross section of local leaders to maintain a diverse stakeholder grouping not fully reliant on formal political actors.
Elections cause political instability, raise tensions between communities and changeover of key project stakeholders	Medium	Medium	
Insecurity restricts access to project sites. This could include activity of armed groups, police and LAF raids, clashes between armed groups and security forces	Medium	High	Monthly and additional as required context and conflict monitoring with all partners, which is integrated into CS M&E. Bi-monthly scenario and contingency planning as per conflict assessment requires scenario and contingency planning
Strict local security measures (such as check points, curfews)	Medium	Medium	Monthly and additional as required context and conflict monitoring with all partners, which is integrated into CS M&E. Bi-monthly scenario and contingency planning as per conflict assessment requires scenario and contingency planning

Influential figures and local leaders do not want to engage in dialogue mechanism	Low	High	This mechanism has been identified as a key need and was requested by stakeholders in preliminary consultations, it is also addressing a key gap for dialogue and conflict mitigation in communities, so a willingness to engage has already been identified. In addition, the extensive consultation process will identify those most interested and engaged, with influence in their communities/ consistencies
Political elites influencing dialogue or using dialogue for own purposes	Low/Medium	High	Through the consultation process, dialogue participants will be selected from a diverse group, to ensure inclusive representation and therefore reduce risk of co-option by one particularly group. Participants will be vetted and selected through an in-depth selection process which looks at their commitment to peace and non-violence, political reputation, respect in their community, neutrality, profile and degree of independence from party, clan or other structures.
Ensuring participants do not contravene UK CT law	Low	High	Consortium partners have a vetting system in place and Alert checks this against UK terrorism list/ database. Local partners have wide and in-depth networks so can ensure background of participants. Alert will oversee this. Work with specific MPS for identified target areas and with parliamentary committees does not engage risky stakeholders.
Political cooption of the project	low	High	
Programme			

Youth reticence to join program	Low	High	Alert's experience interviewing young people as part of its research, has allowed us to build a deep understanding of young people's concerns and good relationships with key youth leaders. The project methodology is designed to build trust and tackle sensitive issues to encourage open and active participation. Alert's partners have significant youth networks and engagement
Young women restricted in engaging in project activities by families	High	High	Alert and its partners will engage communities and families in outreach and sensitisation to buy in to young women's engagement. Activity location and logistics will be considered to engage women's engagement (distance from home, transport etc.),
Low retention rates in dialogue and other activities	Medium	Medium	Alert's dialogue model anticipates a level of youth and other participant turnover. In addition, engagement activities and initiatives will encourage participation.
Security and safety			
Staff, dialogue participant and beneficiary safety and security due to sensitivity of the topic and issues under discussion or as a result of resolving disputes.	Medium	High	Regular reviewed security policies; Discrete and considered project visibility which puts focus on neutrality and impartially (project partners, sites and beneficiaries – selected by inclusive criteria). Investment in expert accompaniment by Advisor experienced in dialogue with 18 political parties across divides training to be able to handle issues, for example researchers.
Child protection and safeguarding	Low	High	We will be sensitive to ensuring anonymity where necessary and Child Protection and Safeguarding with children under 18.
Data protection	Low	High	Alert complies with GDPR data protection and has a robust consent policy.
Implementing organisation			
Staff turnover/illness leads to loss of key skills and work is delayed and/or quality is compromised.	Low	High	Commitment to this programme and required inputs for the full contract period agreed with all core team members at time of bid submission. All three organisations have depth of staff and consultant expertise from which to fill gaps. Careful monitoring and supportive line management in place to maximise retention. Duty of care responsibilities include ensuring staff

			have adequate days off and holidays to avoid burn out.
Weak partner dialogue capacity	Low	Low	Alert has selected partners with extensive networks and some dialogue experience. The process explicitly includes capacity development and increasing ownership to partners over the course of the project
Financial management			
Cash-flow is negatively impacted while awaiting milestone approval	Low	High	A clear process approval to be agreed with donor at start of the contract. Milestones have been built with this risk in mind. Work efficiently and effectively to ensure all milestones are delivered with excellent quality, on time, and within budget.
Weak partner finance and administrative management	Medium	Low	Alert has selected partners with a good track record, in addition Alert has a system for assessing partners financial and admin systems, Alert's Grant and Compliance Manage will accompany and support the partners along with the logistics officer to ensure accurate, quality and robust management.
Incidents of bribery or corruption	Low	High	Alert requires all staff, consultants and partners to sign its anti-corruption policy, which contains reporting mechanisms. Sub-contractors and partners go through a rigorous vetting procedure and Alert regularly reviews financial records and carries out spot checks. Where funds are dispersed through sub grants, these are closely monitored including on the ground by project staff and through oversight and M&E.