

Risks	Likelihood & Impact	Mechanisms and responsibilities for risk monitoring	Response to risks		Post response impact assessment
			Av: Avoid Acc: Accept	Mi: Mitigate T: Transfer	
Contextual: Flare-ups of violent conflict and/or terrorist attacks in the Central- and West-Beqaa' as the main route between Beirut and Jebel el-Sheikh', as well as in target area districts of Rachaya, and Minieh-Dannieh.	L: Low ----- I: Major	Project team and corporate HSS staff to monitor situation via local networks and third-party suppliers' intelligence and horizon scanning services (e.g. International SOS).	Av: Suspension of activities in the concerned areas during periods of immediate risk or outbreak of violence Mi: SOPs designed for all personnel to follow and abide by, enabling clear understanding and enforced by on-site management team, to incl. day-to-day security and safety, contingency planning, reporting, and, if required, crisis response. Mi: VNG International's established informal coordination networks with high-level national and regional security actors to provide live information on security developments.		Moderate
Contextual: Inter-sectarian distrust or conflict leads to lack of support for the initiatives in the participating FoMs and Parliament	L: Medium ----- I Medium	Project team frequent contact with CSGs and FoMs, and monitor popular local social media pages. Political, social and cultural sensibilities considered in all planning of activities.	Mi: Work in a non-discriminatory manner, ensuring activity in, and benefits to, communities of all major sects (Christian, Shi'a, Sunni, Druze) to extent possible. Mi: Work in a transparent manner with the open-to-public Political Markets, publishing Youth Council deliberations and decisions, and holding events in places of religious assembly, and schools to raise awareness on common benefits that will require inter-sectarian cooperation. Where suitable, the sessions will bring together members of different sectarian groups. Acc: While we aim for Youth Councils and engaged youth to focus on priority concerns that transcend confessional disputes, as an outside party we must accept that democratically-elected Youth Councils retain mandate to address all youth concerns, which at times will include confessional disputes or divisions.		Low
Political: Distrust from MPs leads to lack of support for the initiatives in Parliament	L: Medium ----- I Medium	Project team to monitor and address this issue based on frequent contact with MPs, party officials and FoM officials	Mi: Work in a non-discriminatory manner, ensuring activity in, and benefits to, all parties. Mi: Regular formal and/or informal coordination meetings to monitor ownership, level of buy-in and avoid communication gaps. Mi: Where necessary, resort to the intercession of trusted advisors/aides of political partners.		Moderate
Political: Corruption and manipulation of some of the beneficiaries: decision makers use young people to support causes of their own and pretend that the causes are inspired by youth to gain more legitimacy, credibility and support – or already corrupted beneficiaries	L: Medium ----- I: High	Project team to monitor and address this issue as soon as it materialises;	Mi: Include Code of Conduct and Integrity standards in Youth Council mandates Mi: Train and coach Youth Councillors in political skills. Provide neutral and objective information for interested youth to decrease likelihood of manipulation. Mi: Carefully chose the participating politicians and engaged youth (thorough background check, integrity requirements mentioned in the ToR and the selection process) Av: Suspension of collaboration if risk materialises (infraction of the Code of Conduct and Integrity)		Moderate
Political: Tokenism of the involved youth by corrupted political system and actors at local and national level leaving the political (eco)system untouched – Young people seem to	L: High ----- I: Medium	Project team to monitor and address this issue as soon as it materialises; M&E system to monitor	Mi: Awareness raising among participating youth about this risk and a discussion to jointly develop scenarios and strategies to mitigate this risk; Mi: Development of their skills (leadership, communication etc.) to ensure they are heard and taken seriously (part of the project's activities)		Moderate

have a say in the decision-making process, but in fact, have little or no choice about what they do or how they participate		effective and substantial participation	Av: If risk materialises, suspensions of activities as tokenisation is counterproductive and goes against the expected outcomes of the project	
Gender: Young women wanting to or who do participate are subject to negative opinion, presence and/or role, hindering effective participation in decision making and substantial representation (in contrast to merely symbolic representation)	L: High ----- I: High	Project team to address gender (formalised in ToR and other work processes); M&E system to monitor gender-sensitivity.	Mi: Counter discriminatory perceptions by having women in leading and decision-making roles and include men who speak out in favour of gender equality; session facilitators to be briefed to include participating women and men equally. Mi: Where appropriate organise separate male/female sessions or activities to ensure female voices are heard. Ensure project activities create comfortable and inclusive learning and sharing environments. Mi: Where and when appropriate organise awareness raising sessions for both young men and women about barriers (young) female political leaders or politically engaged young women face.	Moderate
Programmatic – Efficiency: Quality of implementation falls below KPIs	L: Low ----- I: Major	Project team to monitor quality of outputs and progress to logframe targets.	Av: Strong scrutiny and improvement in design stage of all workplans; ongoing monitoring through Quality Plan and regular review of progress to logframe indicators. Mi: Flexibility to shift resources if parts of the project are frustrated by context.	Low
Programmatic – Operational: Temporary unavailability of key or non-key experts/staff	L: Medium ----- I: Moderate	Corporate HR function to monitor project team's ongoing availability;	Av: Staff provided with medical check-ups and briefings regarding common illnesses. Mi: Knowledge management – detailed and systematic recording, storing, and processing of project information, via MIS.	Low
Programmatic – Operational: Inability to recruit suitable candidates	L: Low ----- I: Major	Corporate HR function monitors metrics on recruitment.	Av: Consortium to make full use of combined database of expertise, and extensive local networks in Lebanon. Av: Project team develop comprehensive ToR and profiles for all additional recruitment.	Low
Fiduciary: Lack of financial management safeguards and internal controls	L: Low ----- I: Major	Corporate finance dept. to monitor budgets; corporate legal dept. to monitor adherence to policies.	Av: Rigorous internal financial management policies and controls (including cash flow reserve policies and regular internal audits); Financial Plan designed to ensure manageable cashflow position. Av: Corporate transparency, anti-corruption, and anti-bribery standards applied to project team and all sub-contractors. Av: Bespoke procurement strategy/procedures relevant to project activities and context.	Low
Fiduciary: Funds diverted to supporting / providing material goods to terrorist political groups	L: Medium ----- I: Major	PEA that is continuously updated; Corporate finance dept. to monitor budgets; project-level financial management to monitor Financial Plan;	Av: Selected locations majority Druze/Sunni/Christian Federations; Hezbollah/Amal not present. Av: We will not transfer finances to municipalities; all procurement through the project. Av: We will not transfer finances or support visibility events that include national organisations headed or heavily influenced by Hezbollah or its subsidiaries, including the Hezbollah-led Ministry of Youth and Sports and Hezbollah media channels (e.g. Manar) Mi: Transfer of equipment to beneficiary only after project ends and upon signing formal documents explicitly stating that items cannot be handed over to other actors (incl. political parties or private persons).	Low