

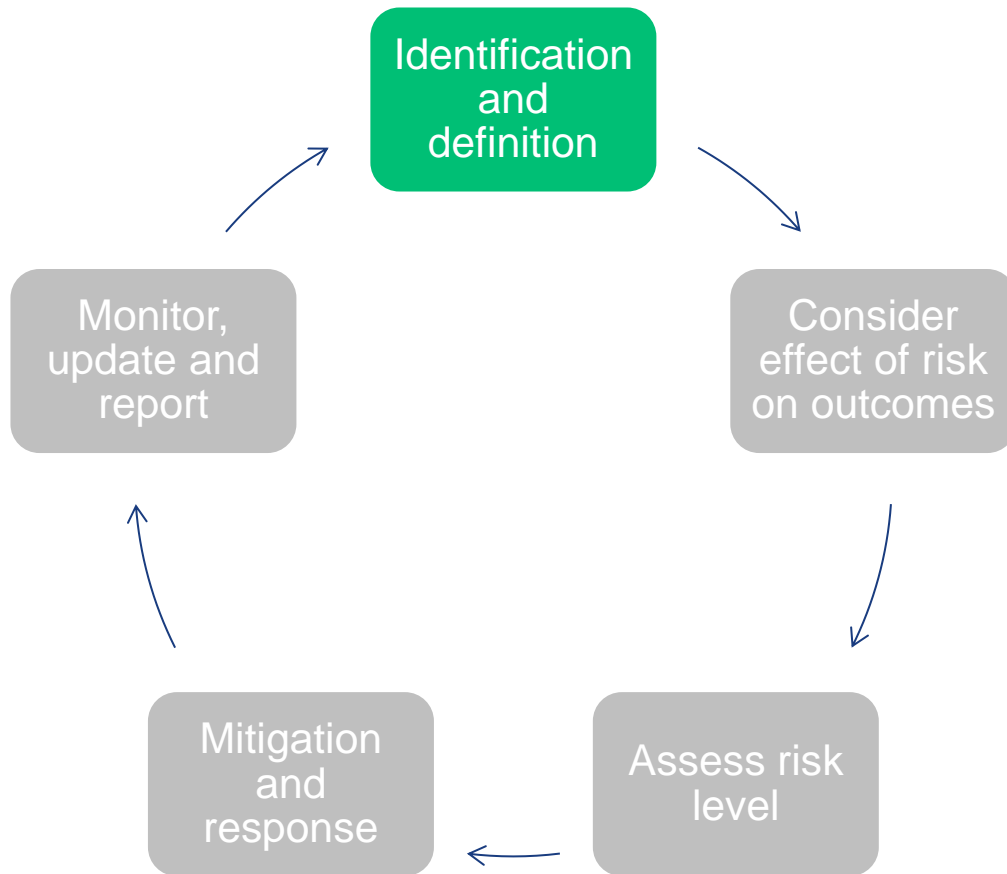
Risk Management



I did a risk assessment of the dangers of not doing a risk assessment, and decided it wasn't worth it.

Risk Management

Expand
Content



Identify the assumptions and corresponding risks per the narrative ToC

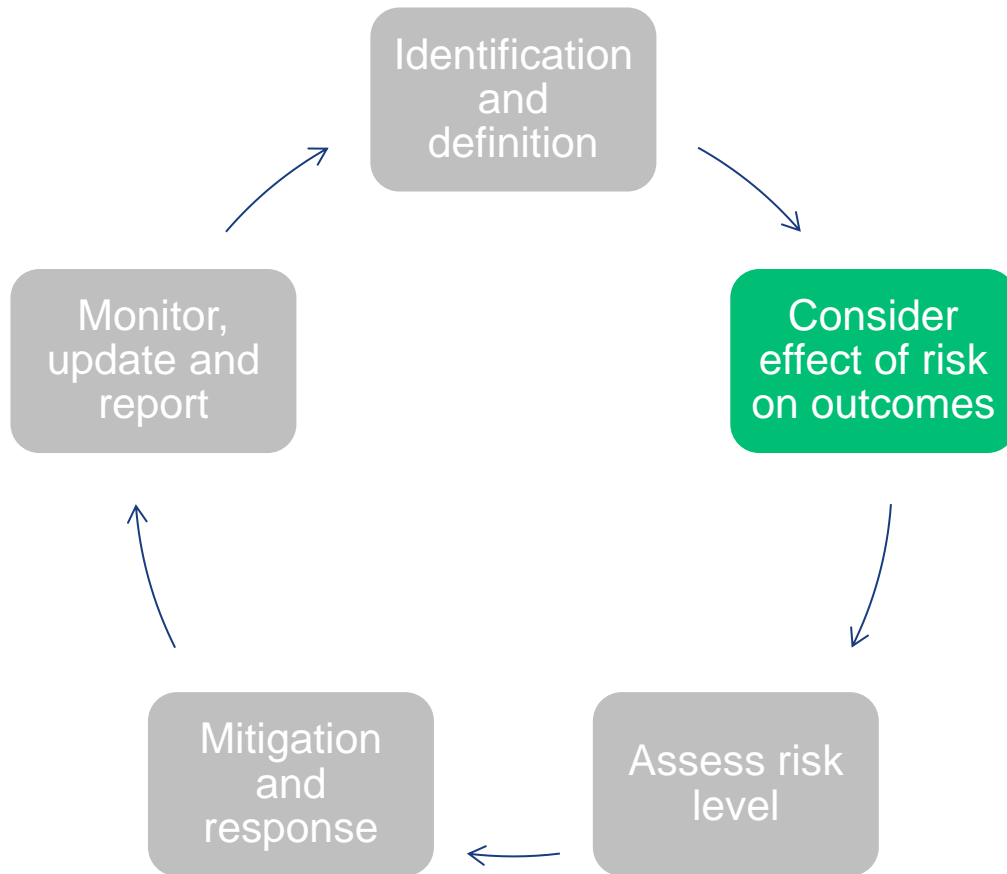
Take into consideration integration of environment, gender equality* and governance themes where relevant.

Risks may be internal, external, and overlapping.

** There will be some overlap with these other elements of your PIP and there should be direct alignment*

Risk Management

Expand
Content

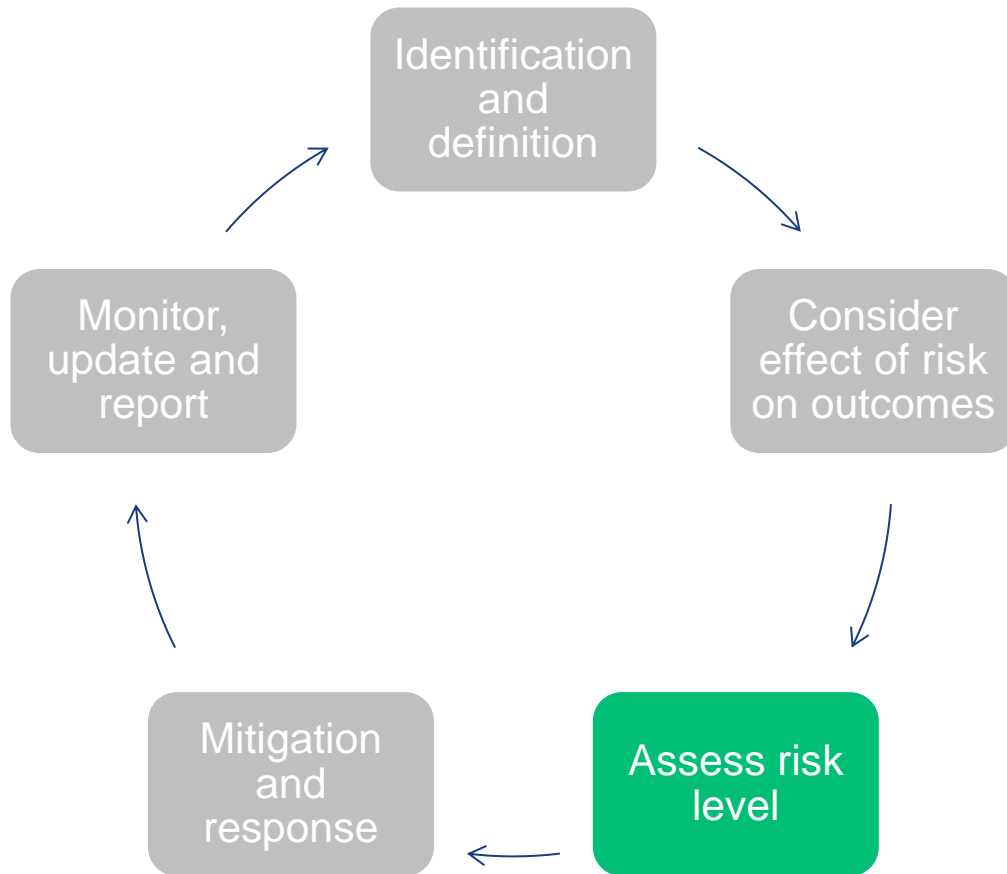


Consider how this risk could impact:

- Reach targets
- Activity delivery
- Participation and participant success
- Uptake of behaviour change
- Partnerships
- Stakeholder engagement/relation
- Reputation
- Etc.

Risk Management

Expand
Content



Likelihood: how likely is it that this risk will occur?

Severity: how serious would the impact be to the project if the risk were to occur?

Risk Management

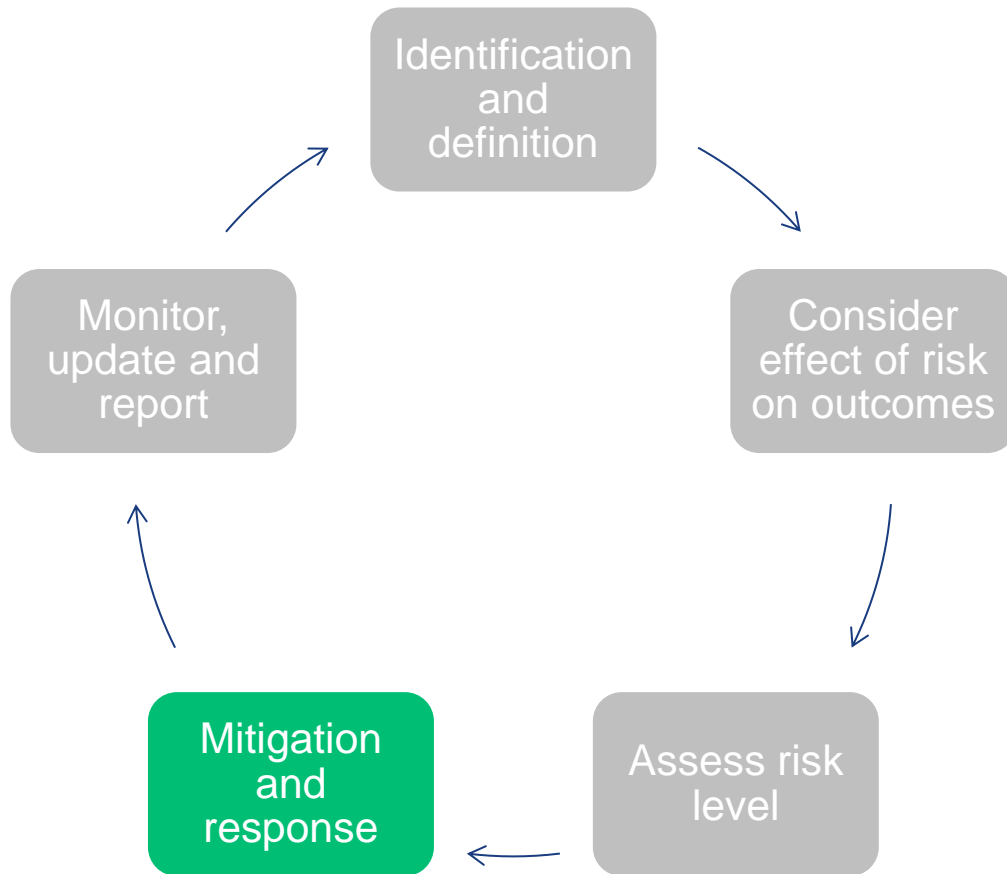
Expand
Content

A traditional risk matrix
(sometimes also 5x5)

		SEVERITY →		
		1	2	3
LIKELIHOOD ↓	1	LOW - 1 -	LOW - 2 -	MEDIUM - 3 -
	2	LOW - 2 -	MEDIUM - 4 -	HIGH - 6 -
	3	MEDIUM - 3 -	HIGH - 6 -	HIGH - 9 -

Risk Management

Expand
Content



What can you do to mitigate against the likelihood of the risk?

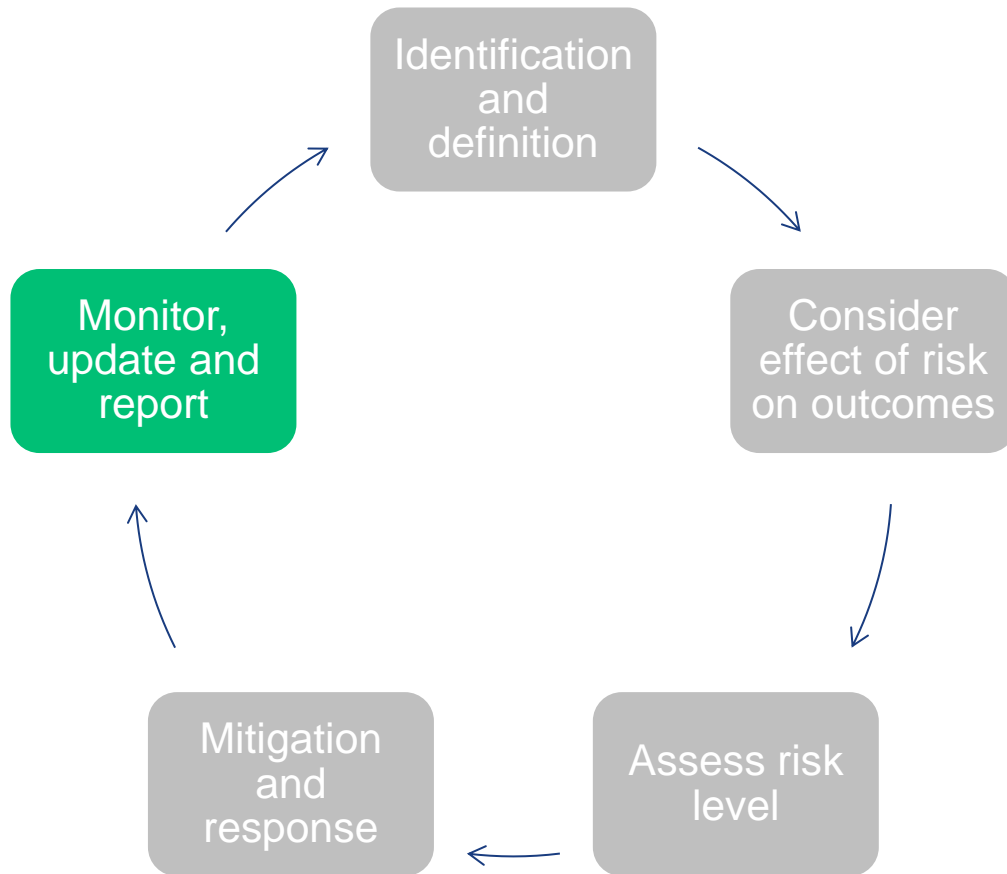
What can you do to mitigate against the severity of the risk?

How can you pivot to make up progress against results if the risk occurs?

Mitigation measures should be reflected in activity work plans.

Risk Management

Expand
Content



What information / indicators will you use to know if there is a change in risk level?

What information / indicators will you use to evaluate the severity of the impact?

What information will you use to identify new risks that may arise during implementation?

Risk Management

Expand
Content

Building in risk monitoring to other PIP elements

- **Engage diverse informants**
- Integrate into M&E plans
- Create standing agenda items

Who is best positioned to assess, monitor, and re-assess risks?

- Project team
- Project partners
- Project community members
- Participants
- Other groups working in your space
- Other stakeholders

Risk Management

Expand
Content

Building in risk monitoring to other PIP elements

- Engage diverse informants
- **Integrate into MEAL plans**
- Create standing agenda items

Add an indicator/target for # of identified risks successfully mitigated for accountability

Include risk monitoring in your overall MEAL cadence

- Piggyback on existing data collection tools (add questions to surveys, interviews, focus groups, etc.)
- Consider integrating a staff/stakeholder survey/focus group to check in on risk monitoring (*also really helps for validation/learning for other elements of MEAL plan!*)

Add this detail to the MEAL Plan section

Risk Management

Expand
Content

Building in risk monitoring to other PIP elements

- Engage diverse informants
- Integrate into M&E plans
- **Create standing agenda items**

Project team meetings

Partner meetings

Other Project Stakeholder meetings

Networking meetings with other groups working in your space

This detail can be added to the Governance and Management section

Risk Management

Expand
Content

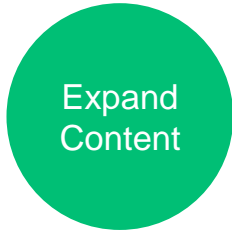
Be on the lookout for unanticipated risks

- **Engage diverse informants**
- **Integrate into M&E plans**
- **Create standing agenda items**

Include 'other, please describe' options

Include open ended questions

- Direct
 - E.g., What other risks do you see?
 - What isn't working? Ideas for why?
- Indirect/Creative (my favourite!)
 - What surprised you?
 - What worries you?
 - What else should the project team be aware of?



Risk Management

Project model approach – mapping risks to outputs/outcomes
(add to end of Theory of Change section, include in activity work plans)

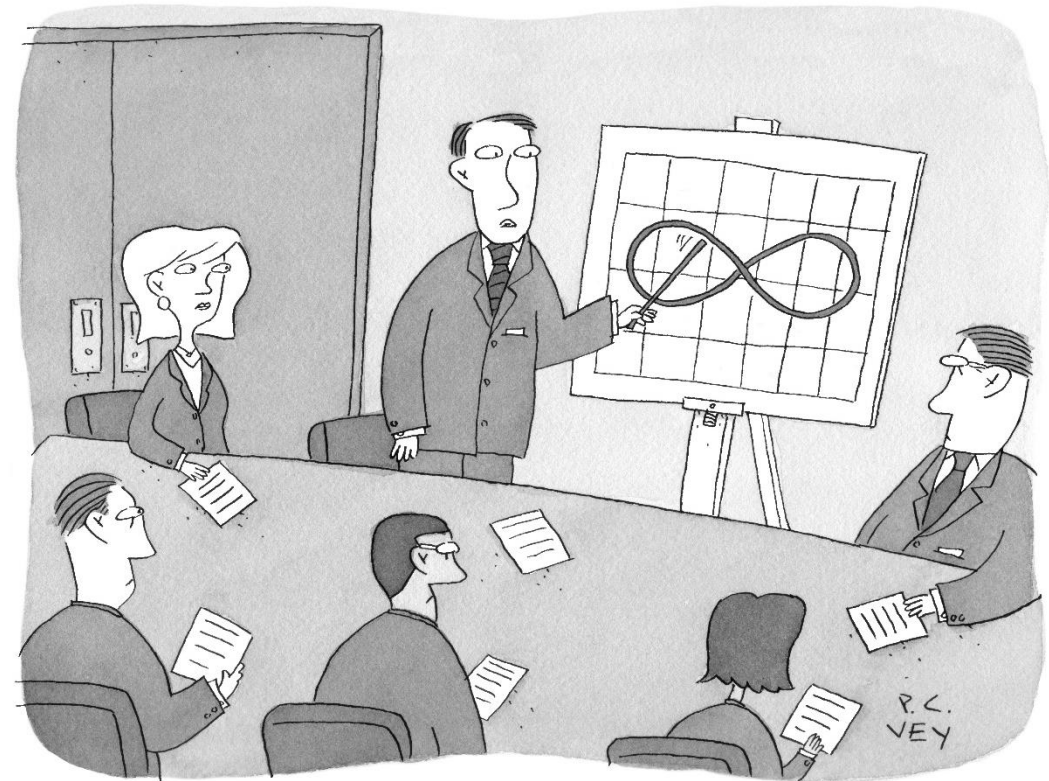
Risk	Outcome(s)	Risk Level	Mitigation Measures
Stigma prevents people from joining training	1111	HIGH	<ul style="list-style-type: none">- Using code words in training promotions- No signage out front- Advance sensitization of community gatekeepers- Etc.
Literacy barriers prevent some trainees from understanding content	1110	LOW	<ul style="list-style-type: none">- Using visuals- Providing access to audio recordings- Etc.
Lack of support from family prevents people from putting learning into practice	1100	MEDIUM	<ul style="list-style-type: none">- Sensitizing family members- Facilitating peer-support groups- Conducting follow-up/mentorship- Etc.

Risk Management

Expand
Content

Have a plan for managing adaptation

- How will you document lessons learned / new risks
- Who decides what changes you need to make to implementation?
- Who will be responsible for ensuring updates are made across all project elements? (work plans, budgets, MEAL tools, etc.)
- *Include this in Management Plan*



" ... and it was at this point that I realized we made the same mistake before."

Geography & Reach

Expand
Content

Considerations for reviewing geography and target beneficiary groups:

- **Is it feasible?**
- Is it aligned with relevant local boundaries?
- What are the characteristics of your target beneficiaries?
- What is the relevant disaggregation?

Is it realistic given the project timeline and budget?

Are there any contextual changes that could impact the geography or access to beneficiary groups?

How will the geography impact staffing? (e.g., one PO per district, country-level project teams, . etc.)

Geography & Reach

Expand
Content

Considerations for reviewing geography and target beneficiary groups:

- Is it feasible?
- **Is it aligned with relevant local boundaries?**
- What are the characteristics of your target beneficiaries?
- What is the relevant disaggregation?

E.g., Health projects are usually organized by catchment of health centres, hospitals, etc.

E.g., Education projects are usually organized around school communities

Geography & Reach

Expand
Content

Considerations for reviewing geography and target beneficiary groups:

- Is it feasible?
- Is it aligned with relevant local boundaries?
- **What are the characteristics of your target beneficiaries?**
- What is the relevant disaggregation?

Gender

Age

Occupation

Marital Status

Parent or not

Community status or role

Lived experience

Geography & Reach

Expand
Content

Considerations for reviewing geography and target beneficiary groups:

- Is it feasible?
- Is it aligned with relevant local boundaries?
- What are the characteristics of your target beneficiaries?
- **What is the relevant disaggregation?**

Gender

Age

Occupation

Level of education

Marital Status

Parent or not

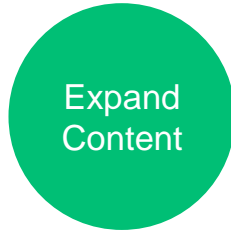
Community status or role

Lived experience

Which characteristics might intersect with experience of the project?

- *Access*
- *Participation*
- *Contribution*
- *Results*
- *Ownership*
- *etc.*

Geography & Reach



Sample cascading reach table:

District	Community	Type	Disaggregation				Total
District X	Village Y	Agricultural Extension Workers	Male	Female	Adult	Youth	3
			2	1	3	0	
		Farmers	Male	Female	Adult	Youth	100
			30	70	60	40	
	Village Z	Agricultural Extension Workers	Male	Female	Adult	Youth	2
			2	0	3	0	
		Farmers	Male	Female	Adult	Youth	100
			35	65	75	25	