LEAP4Peace Risk

	Impact				
	Negligible	Minor	Moderate	Severe	Critical
Certain/Imminent					
Highly likely					
Likely					
Possible					
Unlikely					

(Likelihood on vertical axis)

Overall Risks

Extreme risk	Immediate action required. Is the risk acceptable?
High risk	Implement specific security and safety measures and contingency plans
Medium risk	Requires heightened awareness and additional procedures
Low risk	Managed by routine security and safety procedures

#	Risk	Detail	Likelihood	Impact	Action	Risk Mitigation
1						**Contextual risks**
1.1	Working in Fragile and Conflict Affected Settings (FCAS)	The Consortium is (increasingly) working in political environments which are extremely polarised and divided and in countries that moved either just out of conflict, find themselves in conflict or are at risk of moving towards conflict. Working in these environments brings a certain safety and security risk with it.	Highly likely	Moderate	Mitigate	At the start of the programme we have seen how quickly democratic space in a country can deteriorate, notably in Myanmar and Colombia. In all 3 countries, Consortium members will always works on the basis of a solid risk assessment and mitigation plan that follows our do-no-harm principle. For Myanmar, we expect that the situation will remain fluid in the short (and medium) term and we will conduct ongoing risk assessments before and during each activity. In addition, we have installed a set of Safety & Security strategies (what actual risks are seen) and Safety & Security measures (how is acted in certain situations), the risks have been maneagble so far.
1.2	Shift of power	As the nature of our work is working with politicians, and in the coming five years there will be elections, there might be a continuity risk in each of the countries. The same goes for the risk of a shift of power due to a regime change.	Likely	Moderate	Accept	For the Consortium, the principles of impartiality and inclusiveness are crucial and central to our work. Consortium Members are part of national and international political and social actors, including the Dutch embassy, to assess the contextual situation, where space to operate opens or closes and where opportunities with actors arise. Adaptive programming enable us to implement programmes without losing out side the set objectives per country. If substantial program or organizational changes are required, the Steering Committee and the Ministry will be informed and consulted beforehand.
1.3	Financial Mismanagement	In any organisation there is a risk of fraud, financial mismanagement and ineffective countermeasures. This risk might increase in contexts where formal banking system are not or insufficiently operating and/or where common checks and balances are	Likely	Severe	Mitigate	To make sure this risk is mitigated, clear anti-fraud and corruption policies are in place and communicated within the consortium. Annually an audit will be carried out. In addition, the Consortium has a whistleblowing mechanism in place which would allow any person to come forward in case of any suspicion. In cases where alternative financial routes and ways for checks and balances need to be established, NIMD as contractholder, will make a financial risk assesment and consult the Ministry beforehand.
1.4	Natural disasters/Terrorist activity	Natural disasters, health crisis or terrorism might hamper activities.	Possible	Moderate	Accept	This in itself is a risk that cannot be avoided. To make sure this risk is manageable we made sure the Safety & Security policies are in place and communicated within the consortium.
2						**Programme risks**
2.1	Supply-driven	Within the programming, there might be a risk of failing to prioritize the most urgent problems.	Possible	Minor	Mitigate	The Steering Committee consisting of all Consortium Members, meets every quarter to discuss the progress of the program. It is also here where opportunities and challenges are tabled to ensure those are addressed. In addition, the partnership agreement that was signed when the programme was developed, is now translated into documents and processes to operationalize our joint ways of working. On the country level, NIMD's Knowledge and Programme advisors play the role of critical friend towards the Consortium Members in the development of the political and economic context analysis and in the development and monitoring of the annual plans to ensure the right problems are addressed.
2.2	Unexpected changes in programme planning and development	Throughout the year adaptations in terms of planned activities, strategies or the actors might be needed following political and security developments at the country or the global level.	Highly likely	Moderate	Accept	See mitigation measures under 2.1. In addition, we also use PMEL methods to ensure adaptive programming and following PMEL framework to identify changes quickly. By making sure the communication lines in the network and to our donors are open, this risk is manageable.
2.3	Knowledge gaps within the NIMD network	Disparities in skill development amongst the employees could cause deficiencies in their performance.	Possible	Minor	Mitigate	Relevant sources of information such as studies, best practices or webinars are shared among the members on a regular basis so members have the opportunity to increase their content knowledge. In terms of technical skills such as PME, finance, project management systems, we provide individual coaching to Consortium members in their language online and for 2020 we forsee to do this more often face to face. NIMD and GAPS are part of specific WPS networks therefore relevant studies, learnings etc are timely available and shared with the Consortium. In 2022, NIMD will initiate a learning trayectory and learning events (online and where possible offline) will be organised related to WPS topics.
3						**Risks related to the implementing organization**
3.1	Covid-19	Staff of Consortium Members as well as the people we work with are affected by Covid-19	Highly likely	Moderate	Avoid	Implementation of safety health measures like social distancing, limited capacity at the office, home office, etc. In 2021, the Consortium Members have adjusted (part) of their activities such as Democracy School modules to online formats and provided internet cards to beneficiaries to allow them to participate in online activities. Staff members and certain groups of actors we work with have accustomed to this online way of working. Therefore if needed, certain activities will be able to continue online. Other offline activities will be rescheduled until the situation allows again for offline activities.
3.2	Integrity SEAH	Breach of Code of Conduct	Possible	Severe	Avoid	NIMD's integrity and SEAH policy is in place and has been shared among the Consortium Members. The same goes for the whistle-blower procedure. All counrties included this risk in their individual risk assessments. NIMD has a network of Confidential Councillors who are also available to Consortium Members. In 2022, NIMD will organize an awareness raising training on these topics for the Consortium Members.
3.3	Changes in the Consortium Membership	Contextual or internal developments might have a negative impact on the active participation of one (or more) of the members. Or might even force a member to step out of the Consortium.	Possible	Severe	Mitigate	The Steering Committee is meeting on a regular basis and the Secretariat reaches out to individual members as well regularly to build up a trust relationship in order to signal and discuss developments that can potentially hamper a member from being part of the Consortium. Within the Consortium and its networks (including the Ministry) combined there is a wealth of experience in dealing with difficult situations which will allow us to seek for ways to mitigate this risk. The Ministry will be informed as soon as this risk might materialize.
4						**Risks related to the use of technology and data**
4.2	Lack of IT training related to the use of	This could stunt progression and productivity and create a technology knowledge gap among employees.	Possible	Minor	Mitigate	Development of trainings and capacity building activities to ensure there are no digital skill gaps.
4.3	Privacy breach (GDPR)	With the General Data Protection Regulation (GDPR) in Europe, the risk of having a privacy breach is especially a risk for the Consortium Lead.	Possible	Moderate	Mitigate	NIMD believes it is essential that the personal data of its donors, (inter)national partners, (inter)national relations, employees, participants and local politicians and parties - 'those involved' - are treated and protected with the greatest care possible. NIMD is open about the way in which we processed data and therefore publishes a privacy statement on how NIMD processes collected data. Before information (names, photo's) are shared or used in publications, the written consent is asked from the respective Consortium Members.
4.4	Digital vulnerabilities	As the work of the Consortium will be in the physical and digital world, digital security issues, including the hacking or cutting off of systems or the internet are a potential risk. This can result in significant risks to the safety, privacy and inclusion of target groups, programme staff and others. This risk increases in conflict or in increasingly authoritarian states.	Possible	Severe	Mitigate	Ensuring compliance with data protection legislation and with contextual risk assessments and plans developed by programme teams. The Consortium will work on digitization and digital tools and solutions starting with an assessment of the current degree of compliance, an inventory of good practices and investment staff adherence to ensure early adoption of these principles. Over the past year the Consortium Lead has invested in digital security tools and awareness trainings. This knowledge will be shared across all NIMD network. Also among Consortium Members practical experience is available in mitigating this risk.

Impact				
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Certain/ Imminent					
Highly likely					
Likely					
Possible					
Unlikely					

Likelihood

BURUNDI

Extreme risk	Immediate action required. Is the risk acceptable?
High risk	Implement specific security and safety measures and contingency plans
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#	Risk	Description	Likelihood	impact	Actions to Minimise Risk
1	Leadership (Governance)				
1.1	Unclear governance framework for the project between stakeholders	Roles, responsibilities and accountability not well clarified between actors	Likely	Moderate	Make an in-depth analysis of the actors based on the duration of the project, the budget and the areas of intervention without forgetting the analysis of the possible risks Define the RACI (responsible, accountable, consulted, and informed) Make sure that all actors are well informed of their responsibilities before the project starts
1.2	Lack of commitment from actors	Interests and expectations of key actors may change during the course of a project, especially for projects of a political nature, leading to the disengagement of one or other actor	Likely	Moderate	Understand stakeholders' interests and expectations well at the beginning of the project, and verify them during project implementation Keep stakeholders informed of the project's progress and open spaces for regular discussions Manage their expectations
1.3	Lack of/weak communication between actors	The political parties being the main actors of the project, while there has been little communication between the ruling party (CNDD-FDD) and the main opposition party (CNL) since the elections, this risks handicapping the progress of the activities	Highly likely	Moderate	BLTP will act as an interface between the two political parties while trying to rebuild trust between them. The technical monitoring committee of the project will also support the use of non-violent communication
1.4	Weak capacity to manage the political interfaces of the project environment	Political projects are multifaceted and difficult to manage. The governance style for such projects that require the collaboration of political actors is difficult to establish. And if the governance of the project is not in place, the results cannot be achieved.	Highly likely	Moderate	Strategies such as agreements with political/local authorities, MOUs, and stakeholder involvement in the implementation of activities. Establishment of a monitoring system to detect and manage these interfaces.
1.5	Weak/lack of collaboration with the Ministry of Interior	The implementation of BLTP activities is under the administrative supervision of the Ministry of Interior and a technical committee has been established. Depending on the context, their interests, this relationship may have problems	Likely	Severe	Maintain good communication with the Ministry and good collaboration with the Joint Monitoring Committee
1.6	Weak coordination among implementing partners	This project is a multi-stakeholder and multi-country project, and the implementing partners have to work towards the same objective. If there is no good coordination, there is a risk that the expected results will not be achieved	Likely	Severe	Participate in a multi-country project steering committee that meets quarterly at a distance
3	Support (Organisational)				
3.1	Financial				
1.3.5	Unelegible costs due partners funds mismanagement	Poor financial management by main aplicants on joint ventures results in financial loss due unelegible expenditure	Possible	Severe	All joint ventures has governance structure and chacks and balances which allows mututal supervision on how processes are complied to ensure a proper funds management
3.2	Organisational				
3.2.1	Interference by the ruling party or the authorities in the implementation of the project	The organisation of field activities with political parties is done through local authorities. In this case interference is possible	Likely	Severe	Make use of the partnership agreement with the Ministry, promote the values of the BLTP and communicate well the procedures of the Donor
3.2.3	Not having the support of the ruling party at the edge of the project	The ruling party only wants to hear development but not political support or governance	Highly likely	Moderate	Involve the ministry's technical monitoring committee in the activities Collaborate well with local authorities Carry out lobbying activities

3.2.4	Not being able to maintain the commitment of the technical committee members	BLTP has a partnership agreement with the ministry, which allows it to carry out policy interventions on the ground through good collaboration with members of the joint monitoring committee	**Highly likely**	**Moderate**	Ensure sharing of action plans and reports with the Minister Inform the members of the Joint Committee on a monthly basis on the progress of activities
3.3					**Safety & Security**
3.3.1	Poor interpretation of project objectives by the Government	Support for women politicians can be interpreted as an act of subversion and destabilisation	**Likely**	**Severe**	Building trust with the community and the administration
3.3.2	Deterioration of the security situation	The ruling party has taken almost all the seats. The opposition is unhappy and there is a risk of a new rebellion accompanied by a wave of violence	**Likely**	**Severe**	Ensure regular monitoring of the political and security situation
3.3.3	Threats and intimidation to staff	The project is working on sensitive issues that affect the selfish interests of some people, including the authorities. Threats and intimidation may surface	**Likely**	**Severe**	Train staff on safety measures and especially on what to do in such cases. Communicate the project's objectives well
4					**Operational (Programmatic)**
4.1					**Programme & Project**
4.1.1	Retreat of the public space with paralysis of the activities of NGOs and ASBLs	The Government may suspend the activities of NGOs and NPOs according to the changing context	**Likely**	**Moderate**	Maintaining good relations with the authorities
4.2					**Fund Raising**
4.2.1	Low ownership of the project's achievements	There are very few CSOs and partners working in the policy area, which makes it difficult to sustain and scale up the achievements of the project	**Likely**	**Moderate**	Involve strong and stable CSOs to take ownership of the project Continue fundraising
4.2.4					

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COLOMBIA

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#	Risk	Description	Likelihood	impact	Actions to Minimise Risk
1	**Leadership (Governance)**				
1.1	The allies of the violence against women in politics observatory fails to keep their commitment	Local partners left the violence agains women in politics observatory or decide not to join because there are no enough incentives to be part of it	**Unlikely**	**Minor**	NIMD created a stakeholder alliance in 2020 with state agencies and international cooperation. In the last year, it has maintained the technical tasks force to coordinate the actions of the observatory and give it sustainability. Finally, NIMD will direct funding for the creation of the observatory's indicators.
3	**Support (Organisational)**				
3.1	**Financial**				
3.1.1	Unelegible costs due partners funds mismanagement	Poor financial management by main aplicants on joint ventures results in financial loss due unelegible expenditure	**Possible**	**Severe**	All joint ventures has governance structure and chacks and balances which allows mututal supervision on how processes are complied to ensure a proper funds management
3.2	**Organisational**				
3.2.1	Local partners affects NIMD Colombia organisational reputatation	Decision and actions of local par,tners on joint initiatives are developed without reaching an agreement with NIMD and are perjudicial to our beneficiaries and prioritzed actors, tainting NIMD organisational reputation	**Possible**	**Moderate**	NIMD works through Memorandums of Understanding and/or contracts with local partners. Those documents states how decision are made in a join venture and the legal tools to solve problems
3.3	**Safety & Security**				
3.3.1	COVID-19 consequences spands over time and affect the NIMD team and the development of activities	COVID19 infects NIMD staff and/or beneficiaries, requiring the suspension of activities	**Possible**	**Moderate**	Replace sick staff members with un-inffected members on activities, re-schedule if is necessary, guarantee biosecurity measures susch as vaccines for staff members and beneficiaries, mask mandate on activities, suitable venues (wide and ventilated)
3.3.2	Beneficiaries and team are threathened by illegal groups	Illegal groups threathen NIMD team and beneficiaries preventing the development of interventions	**Possible**	**Moderate**	Held activities until threats are discarded and promote a safe space for all the actors. Implement NIMD's security plan. Advance in a current consultancy with Protection Intenational for staff and beneficiaries
3.3.3	Riots and instability affect the development of activities	Due to riots and instability NIMD can't reach territories neither can guarantee participation of civil society	**Likely**	**Moderate**	NIMD will prioritize actions and resources that can be held and will reschedule actions that are dependant of public stability
3.4	**Human Resources**				
3.4.1	NIMD's team resigns due to external incentives or personal reasons	NIMD loses team and has to spend time looking for and preparing other members	**Likely**	**Minor**	NIMD have drafted ToR to quicly launch new recruitment processes and have enough staff to support activities while vacancies are filled
3.4.2	Sexual harrasment by co-workers, partners an/or beneficiaries	During activities, NIMD staff, partners and/or beneficiares are sexual harrased or harras co-workers, partners and/or beneficiaries	**Possible**	**Moderate**	NIMD has an integrity policy and an anti-harrasment poicy which are part of labour contracts for staff, services contracts for consultants and providors, terms of reference for interventiosn and will be included in MoU. Confidential Counselor is the focal point to manage this situations.
3.4.3					
3.5	**Fraude & Corruption**				
3.5.1	Procurement processes are ill-intentioned to benefit third parties	NIMD''s team gets involved in ill-intentioned processes in exchange of bribes	**Unlikely**	**Severe**	NIMD promotes very strict criteria for team selection and with rigorous financial and administrative processes and adequate chain of supervision for every process. An now is implementing a consultancy with Transparency International to increase integrity standars
4	**Operational (Programmatic)**				
4.1	**Programme & Project**				
4.1.1	Party structures have no interest in promoting gender equality	Political parties do not promote conditions of equality; consequently, women do not participate in power scenarios on equal terms with men.	**Possible**	**Moderate**	NIMD continues to provide technical assistance to political parties on gender issues training. And, it will continue to build relationships to promote equity actions within the parties. Elected Code reforms will create a demand for political parties to advance on gender equality in 2023 elections
4.1.2	The following elections (2022-2023) may change the political priorities of the political parties.	The electoral priorities of political parties are constantly changing and they do not prioritize gender actions to advance in the promotion of women's political participation.	**Possible**	**Moderate**	NIMD will continue to assist political parties to implement the gender approach in all instances and advance in the implementation of the GRIP and is working on a adapted version for other political actors (subnational elected bodies and relevant government agencies) to comply with the target

Impact

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MYANMAR

#	Risk	Description	Likelihood	Impact	Actions to Mitigate Risk
1				Contextual risks	
1.1	Fluidity of the political context.	Since the military coup on February 1st 2021, the future and prospects of the political context of Myanmar compeletly turned. It is still unclear how the situation will develop. So far the military failed to establish meaningul control over the state but violence and supression by the military is increasing, the pro-democracy movement persist, and the National Unity Goverment (NUG) is gaining power and legitimacy.	Certain/Imminent	Severe	Working remotely in the first phase of the programme (MySoP) and with local partners (GEN). Continuous assessment of the political context and possible consequences and adaptations for our programming. Scenario planning, for each scenario laid out and determined what type of interventions are feasible to implement. Flexible programming based on a phased and programmatic approach. continued scouting for possibilities combined with careful risk assessment & mitigation, will ensure that we can implement the programme even in this difficult and fluid time where the context and the actors are still in development. both Kachin and Shan States are relatively bigger in terms of geographical area than the rest. So, the negative impact on the program depends on where exactly this armed conflict is happenening.
1.2	Increase in violent armed clashed in targeted programmed areas, certain areas become inaccessible or stakeholders are unable to travel or participate.	Risk associated with political stability, peace and security. Conflict is likely to increase depending on the course the military will take and the reaction of the Ethnic Armed Organizations (EAOs).	Highly likely	Moderate	MySoP & GEN have always worked in conflict affected areas at continue to work on the basis of careful and frequent political and security analysis. These will be undertaken in advance of all program deployments with an emphasis on obtaining useful information from relevant national and local media and key political party contacts in states and regions where we work. If necessary, planned activities will be postponed or reprogrammed.
1.3	Shrinking of civic space and difficulties to obtain permission from local authorities to implement activities or set - up office in neighbouring countries.	The operating space for civil society and political parties continues to shrink throughout South-East Asia due to, among others, restrictive laws that inhibit the operational space for CSOs and the freedom of expression. This causes a delay in the establishment of a peace architecture	Likely	Severe	Conduct thorough research on NGO/CSO regulations in relevant locations on a regular basis to ensure MySoP is updated and in compliance as necessary. Ongoing scoping to exploring options for relocation in neighboring countries, while remaining unwavering on core values of democratic culture and impartiality.
1,4	COVID-19 restrictions tightened in Myanmar and neighboring countries	A third wave of the coronavirus is making its way through southeast asia. In Myanmar, the deadliness of the virus seems to be of least concern to protestors who are willing to put themselves and loved ones at risk of contracting COVID in order to continue their fight against the military. However, COVID is very much still a pressing reality-- vaccine hesitancy is widespread under a militarized healthcare system that is barely functioning as a result of most doctors participating in CDM. Across the border in Thailand, hundreds of myanmar factory workers have been put under lockdown due to outbreaks in worker camps.	Highly likely	Moderate	Undertake necessary precautions to prevent the contraction and spread of COVID-19 as advised by the WHO. Conduct research and remain updated on regional COVID-19 restrictions via trusted news sources and international health organizations. Plan to hold online sessions/meetings, in addition to planning meetings/activities that are in-line with COVID-19 safety regulations. Assess in consltuation with CSO's on the ground and participants if adjustments of the format and themes of the activities is necessary.
1,5	Lack of 'safe space'	There is minimal space between recognizing and legitimizing the new authorities and the pseudo-democratic process they have announced to launch, and endangering the political parties, cooperation partners and civil society, that we may be able to reach directly without any involvement of the governing authorities. Any support to the Civil Disobedience Movement, which has society-wide backing and essentially comprises anyone we would want to work with, is considered a serious crime, and if provided internationally, as criminal interference from a foreign agent.	Highly likely	Severe	Reasses target audiences for any future program initiatives, prioritizing safety and security of participants. Direct physical outreach and congregation will be subject to harsher scrutiny-- therefore, it is imperative that we explore alternative channels for fostering communities that harbor democratic culture, especially digital/virtual safe spaces and learning hubs which can be accessed both online and offline.

2						Programme risks

2.1	Low levels of willingness to participate in activities	During a crisis situation where individuals are struggling to manage their mental and phsyical wellbeing, the relevancy of democracy education programs may be diminished. To those who do have the capacity and motivation to participate, the adequet resources (stable internet, privacy, etc.) might not be available to them to take part in planned activities.	Possible	Moderate	Awareness raising & ownership creation with programme beneficiaries on our programme and objectives. Continued and ongoing needs assessmnet with relevant stakeholders to ensure relevance and effectiveness of programming. Communication strategies in place to effectively disseminate our messages and programme. Long-lasting relationship and reputation of MySoP and continue to engage, when possible given security situation, with alumni network to become ambassadors of the programme. Conduct internal analysis of power dynamics between stakeholders.
2,2	Safety and security concerns compound lack of trust and tolerance	Politicians and political parties from every side of the conflict are faced with numurous discouraging safety and security risks. These may be compounded in the current political climate if participants choose to take part in certain in-person or online activities that require disclosing personal information to build trust. In addition to this, the level of trust between our key stakeholders may be different than times prior to the coup, which would create a volatile environment for cooperation and dialogue between them. Considering the widespreadness of social media campaigns like "Social punishment" of people who show any connection to or support for the military, it can be assumed that is no middle ground and very little trust in political and social spheres of Myanmar society, which in turn could make efforts for dialogue and cooperation on other issues more difficult.	Likely	Severe	Trust-building exercises will be facilitated with sensitivity of the political situation in mind. Great emphasis will be placed on getting feedback from participants about their comfort and safety while participating in activities. MySoP & GEN will take care to carry out a thorough vetting process prior to holding any sort of interactive session to ensure that participants will be able to engage in dialogue with others in a safe and peacful setting.

3						Risk relating to the implementing organization

3.1	Fraud and corruption	Staff and stakeholders may be exposed to fraudulent and corruption practices	Unlikely	Severe	Strict Standard Operating Procedures (SOP) are in place to prevent fraud and corruption. Additionally, all staff signed a code of conduct and a provision has been included in staff contracts. MySoP works with a 4-eyes principle with signing of financial documents and expenditure.
3.2	Staff turnover	The closure of the Myanmar Office on July 31st, 2021 meant all country staff contracts were unfortunately be terminated. Those who have an interest in continuing, working outside Myanmar, will do so on a temporary consultancy contract.	Certain/Imminent	Moderate	MySoP: Certificates of employment issued to staff members before termination. New contracts arranged in a timely manner for those that are invited to continue with MySoP prior to temporary relocation activities. Clear handover and 'on boarding' notes to be developed to ensure a full understanding of systems and the rationale behind them for any new staff members that may join or staff members that have to adapt to new roles. Furthermore, particular attention is paid to teambuilding, team relationships to ensure a positive learning, development and working atmosphere where people want to (remain in) work.
3,3	Lack of physical office space (temporary)	Due to MySoP having to close down the Myanmar office as of July 31, MySoP will be operating without a physical office space until a new temporary one can be secured. This may make it difficult to efficiently coordinate with team members at times and may impact the culture of MySoP's working environment	Certain/Imminent	Minor	Remain in constant contact and continue to collaborate with team through online communication channels such as Zoom and Google applications. Begin to search for possible temporary relocation sites outside of Myanmar.
3,4	Staff safety	Safety of staff members at risk due to military takeover	Likely	Critical	MySoP & GEN prioritize staff safety-- staff have not required to come into the office since the coup, all work-related devices and documents have been either uploaded to the server and deleted or shredded, and daily check-ins through messaging apps are routine. Constant monitoring of situation and continuous communication mandatory when travelling to conflict affected areas (for example WhatsApp groups are made for each activity to report on location and activities).
3,5	Sexual Explotation Abuse and Harrasement (SEAH)	Staff and stakeholders may be exposed to harmful SEAH practices	Possible	Severe	Rigorous safeguarding policies and practices. Safeguarding measures are monitered and senior management held accountable. Clear expectations on staff and stakeholders on professional and personal conduct. Effective awareness on SEAH is conducted. Programmes are designed, implemented and monitored with a gender perspectives, including taking SEAH policies and practices into consideration. Allegations and concerns are responded to effectively using a survivor-centered approach

4					Risk relating to the use of technology and data
4.1	ICT infrastructure	Cuts in internet accesibility widespread since the coup. Less than optimal ICT structure may impede smooth functionality of the programme.	Likely	Moderate	Provide participants with simcards and offline materials in case internet is cut off. Some areas in the country are now experiencing internet shutdown, but the assumption here is that total or complete internet shutdown across the whole country is unlikely and even if there is an internet shutdown in Kachin or Shan States, it will happen in some townships like the military junta does now and the accessibility to mobile connection or internet form the operators of neighboring Thailand or China is expected to be feasible. Both MySoP & GEN have gained experience in 2020 and 2021 to carry out online activities.
4.2	Low digital literacy of participants	Participants and political parties risk to have lower digital literacy, regardless of which online platform is used. If online platforms are utilized more in the future, this will be increasigly imminent	Highly likely	Moderate	Printed "how to" digital information manuals will be included in the training materials delivering package. Pre-recorded "how to use the training platform" video will be shared to individual participants, as well as in the Facebook group in case of online-training settings. Additionally, staff will undergo a virtual facilitation course to support staff in online dialogue process.
4.3	Digital security	Risk computer systems, social media accounts of MySoP gets breached, exposing alumni and employee data and work documents	Likely	Moderate	Procedures to be developed for staff for cyber and IT security. Staff signed code of conduct on the usage of social media and IT material. Sensitive information not to be talked over via the phone or the internet and if there is no other choice, codewords will be used. If necessary regular change of phone numbers and simcards. Usage of VPN by staff is recommended when dealing with sensitive information.
4.4	Misinformation and hatespeech	Risk that MySoP & GEN get targeted in online disinformation campaigns or participants of activities are targeted or involve in online hatespeech that can harm MySoP's & GEN's reputation and political space to work	Possible	Moderate	MySoP public facebook page deactivited after Feb 1. Social media and news monitoring occurs regularly by all staff members. Crisis communication policy to be developed. Any online platforms used for training or dialogue to be assessed for privacy of staff and participants, and speech that occurs on these platforms will adhere to strict codes of conduct in line with MySoP's guiding principles. MySoP & GEN are regularly coordinating to minimize this risk.

Impact

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Likelihood

GAPS

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#	Risk description	Likelihood	Impact	Actions to mitigate risk
1	*Political*			
1.1	Risks for CSOs and women engaged in project activities, potentially increased risks of ostracization or forms of intimidation by gatekeepers; affecting both project participants and community members.	Possible	Moderate	Those involved in the case studies will only be named with informed consent and pseudonymised where possible. Regular evaluation of the context and security assessments will be undertaken to inform any changes, mitigation and contingency procedures as required.
1.2	Pushback from national governments	Possible	Severe	Advocacy messaging, especially that refers specific governments, will be checked with consortium members to ensure that messaging aligns and suits national contexts.
1.3	Changes in political environments, especially post-elections	Unlikely	Minor	Regular communication with consortium members, particularly with Colombia in 2022. Activities have not been designed to target any specific politicians or government party, so while plans could be adapted, they should be suitable for all .
1.4	Changes to civic society space	Possible	Severe	Regular communication with consortium members, particularly with Myanmar in light of the recent political coup.
1.5	Appearing to align with repressive governments	Unlikely	Minor	Develop advocacy messaging that doesn't overly praise governments for positive actions, and maintains a clear neutrality of CSOs involved.
2	*Financial*			
2.1	Staff member commits financial fraud, and funds are taken from the project.	Low risk	High impact	Current financial management systems protect against this, with multiple levels of approval needed for spend – with finance staff at Women for Women International and project staff at GAPS monitoring expenditure. Detailed financial reporting is also submitted to NIMD on a quarterly basis.
2.2	Financial management processes may be disrupted as GAPS host organization may change in 2022.	Moderate risk	Moderate impact	Detailed handover notes will be given by Women for Women International staff, to new host organization finance staff (if relevant) and GAPS project staff will monitor handover process to ensure it happens smoothly .
2.3	Exchange rates may change. GAPS budget and payments are calculated in EUR but expenditure is in GBP, so if the exchange rate changes, GAPS may not be able to afford the planned activities in GBP.	Moderate risk	High impact	Budget has been developed to have some space in mind, and if the exchange rate changes considerably, we can reassess planned activities and reschedule later activities to take place in 2023.

	3	*Institutional*			
3.1		Organisational data being compromised.	Low risk	Low impact	Any sensitive personal or organisational information will remain confidential; sharing all documents on secure platforms such as Microsoft Teams.
3.2		Organizational management processes may be disrupted as GAPS host organization may change in 2022.	Moderate risk	Moderate impact	Detailed handover notes will be given by Women for Women International staff, to new host organization staff (if relevant) and GAPS project staff will monitor handover process to ensure it happens smoothly. This risk will also be raised to the GAPS Management board and the GAPS Director who will monitor the handover and will support the process .
	4	*Programmatic*			
4.1		Public health risk of COVID-19 and effects of the global pandemic on project implementation.	High risk	High impact	All project activities will be planned to be virtual and with contingencies for greater likelihood of unexpected absences due to illness.
4.2		Safeguarding incident: sexual exploitation, harassment, discrimination, intimidation or abuse of authority; *perpetrated against GAPS staff member, L4P consortium member staff or external project participant.*	Low risk	Moderate impact	Prior to any project activity, NIMD SEAH policy will be proactively shared and reporting mechanisms will be made clear to all participants and staff. The policy will be followed closely, with a zero tolerance for any form of SEAH or other misconduct. If a report is made, the related activity will be paused immediately and risk assessed as to whether it is safe and respectful to continue. Support will be provided to those affected directly and indirectly.
4.3		Safeguarding incident: sexual exploitation, harassment, discrimination, intimidation or abuse of authority; *perpetrated by GAPS staff member, L4P consortium member staff or external project participant.*	Low risk	Moderate impact	Prior to any project activity, NIMD SEAH policy will be proactively shared and reporting mechanisms will be made clear to all participants and staff. The policy will be followed closely, with a zero tolerance for any form of SEAH or other misconduct. All participants will be aware of their responsibility to prevent, respond and refrain from participating in SEAH. If an incident occurs, the related activity will be paused immediately and risk assessed as to whether it is safe and respectful to continue. The person responsible will be removed the project immediately and dependent on an investigation (if necessary) will be removed permanently.