

Risk management

Type of Risk	Description of Risk	Mitigating Measures
Serious deterioration of the security situation	Low - No major security incidents affecting aid management and coordination work. With the current Covid-19 crisis meetings are taking place virtually and not physically, which reduces the risk of incident	The situation is closely monitored, and instructions by DSS are followed, particularly in what refers to the organization of meetings.
Public health	High – Covid-19 pandemic is strongly impacting the implementation of the project, as measures such restrictions to travel and to physical meetings have been taken to prevent the expansion of the virus. The pandemic is already affecting health and socio-economic development, not only in Somalia but in the majority of countries in the world.	The project will promote the use of online communication tools and will propose the development of a framework aimed at improving communication and information sharing and communication amongst members of the aid architecture. On the other hand, the project has incorporated a Covid-19 marker in the Aid Information management System which is serving to understand which projects are contributing to responding to the pandemic, providing useful information for planning,
Limited political attention to aid coordination and management due to engagement in electoral process	Medium – There is the risk that political attention is centered in the preparations for the elections which are foreseen in 2021, and less in the implementation of project activities	National institutions need to be encouraged to continue exercising leadership in the implementation of project activities.
Change of Ministers and senior staff in the Ministries	Medium – There have been changes of ministers affecting the implementation of the project in recent years. These changes can strongly affect implementation of project activities, particularly if key positions are changed. Recently there have been changes in the persons holding government roadmap lead positions. In that case the project will adapt and work with the new appointees.	Recent history has shown that on Federal and FMS level, the government changes regularly and the impact is high. The situation in Puntland appears more stable. Broad involvement of senior staff in the Ministries improves understanding, agreements and reduces the dependency of the project on a limited number of staff.
Lack of agreement on coordination and cooperation arrangements	Low – While this risk has been high during the implementation of the project, now an agreement has been reached within the government on the structure of the aid architecture.	While it has taken time, a final agreement on the aid architecture has been reached within the government. An Integrated Coordination Team which brings together representatives from key institutions within and outside the government has been set up to run the architecture ensuring a smooth functioning and coherence. It is important to provide continued support to the team and ensure regular activity and communication with other actors of the architecture. Regular follow-up meetings and transparency in decision-making, information availability and communication help to create an atmosphere of common direction.
Delay in recruitment of project management and International and national full-time technical staff	Low	Recruitment will be planned well in advance, and engaging HR contractors will be explored to ensure timely deployment of required staff- both national and international. All the staff required for the entire project will be assessed in advance, and a special recruitment drive will be conducted to attract better and required talents.
Absence of qualified consultants to implement the assignments	Low	UNDP uses its rosters for the present assignment as well as a recruitment company. The combined resources make it unlikely that suitable consultants cannot be located. Internal UNDP recruitment mechanisms will be deployed and external recruitment capacity will be engaged to mitigate this risk further. Close

		communication and involvement of the partners in the process will avoid misunderstanding and undue expectation.
Capacity to absorb change is slower than rate of delivering change	Low – Implementation of activities is being adapted to availability of funds and capacity to deliver	Adopt a more adaptive approach to capacity development. Ensure good-quality monitoring and data collection / analysis to adjust efforts.
Scope creep / changing requirements	Low	Ensure program governance is planning and monitoring shorter project stages to enable adjustments and better management of scope.
Programme Board failure	Low – Project board is meeting, discussing on progress achieved, proposing priorities on which to focus and making decisions on adjustments to project implementation and next steps	Ensure project board has sufficient authority to make decisions on strategy and budget.
There is a tendency to develop coordination arrangements for different ‘programmatic’ entries in separation from the Aid Coordination Architecture. Aid Architecture becomes too fragmented with multiplicity of arrangements hindering efficiency and engagement in NDP aid structure and driving costs upwards which may not be met by current Joint Project	Medium – The refinement of the aid architecture has simplified the whole framework, making it more streamlined and easier to manage. The operationalization of the architecture will need to ensure that the structures remain simple and effective.	Continuous advocacy for a simple and single aid coordination structure, in line with the common Busan Principles.