# Check-list
## Identifying the risks related to your development project

**How to use this tool:**

This tool was designed as an aid to complete a risk analysis matrix. Do not attempt to answer all the questions exhaustively: select only those questions that are relevant to your project.

The questions have been grouped according to three categories of risk: external risks related to the context, risks related to the functioning of the project organizations (in Switzerland and in the region of intervention) and risks related to the project components themselves. However, some risks could be classified in one or the other category. **The important thing is not to categorize, but to identify the risk.**

In risk analysis, the **gender issue is cross-cutting** and must consider inequalities between men and women in order to deal with the various risks identified (e.g. violence in armed conflicts, capacity to respond to environmental disasters, job insecurity in case of economic crisis, increased productive and reproductive workload in health crises, etc.).

| 1. Contextual risks | |
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| Environmental | Are there any natural disasters (earthquake, hurricane, drought, flood, volcanic eruption, etc.) foreseeable in the region/locality? <br> If yes, how are they likely to impact the project (reduced access to populations; increase/change in the needs of populations, etc.)? |
| Climate changes | Is there any (discernible) degradation of ecosystems, meteorological disturbances or seaward movement in the region? <br> If yes, how could they impact the project (destruction of infrastructure, displacement of villages, salinization of agricultural land or water tables used for irrigation, loss of resources, protection, income, modification of activities, unsuitability of available seed resources, price increases, etc.)? |
| Safety | Are there security issues in the region/locality (terrorist activities, criminal groups, armed conflict, presence of rebel groups, etc.)? <br> If so, how do they present risks to the project (staff, beneficiaries, implementation of activities, access to resources, etc.)? |
| National policies | Are there ongoing or planned political changes in the region (local, national elections, etc.)? <br> If so, how might they affect or endanger the project and, more specifically, for which aspects of the project (disruption of activities, relations with the authorities involved in the project, etc.)? |

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| Regional and international geopolitics | Are there any regional or international issues affecting the region of intervention (embargo, blockade, conflicts in/with a neighboring country, etc.)?<br><br>If so, how can they affect or endanger the project and, more specifically, what aspects of the project (access to resources; community perception; etc.)? |
| Corruption | Is there a situation of significant corruption in the region (public and/or private domain)?<br><br>If so, how does it pose a risk to certain aspects of the project (resource allocation; staff ethics, etc.)? |
| Social | Are there social issues in the region/locality (taboo themes, exclusion of certain groups, discrimination, demonstrations, strikes, etc.)?<br><br>If so, in what way do they present a risk for the project and, more specifically, for which aspects of the project (perception and acceptance of populations and actors; stigmatization of certain groups, etc.)? |
| Economic | Are there any economic issues or problems in the region/locality (inflation or risk of inflation, unemployment, limited access to resources, changes in interest rates, market disruption, etc.)?<br><br>If so, how do they present a risk for the project and, more specifically, for which aspects of the project (pressure on financial resources, on income-generating activities, difficulty in accessing certain resources, etc.)? |
| Legal/normative | Are new legal provisions or norms (especially religious ones) being discussed, worked on or adopted?<br><br>If so, in what way do they present a risk for the project and, more specifically, for which aspects of the project (modification of certain activities; staff status, etc.)? |
| Sanitation | Are there any sanitation-related problematic elements in the region (epidemics, water or soil pollution, etc.)?<br><br>If so, how do they pose a risk to the project and, more specifically, for which aspects of the project (needs of the population; modification of activities, etc.)? |

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| **2. Institutional risks** | |
| Governance | What is the situation/perception of the organization's governance (transparent or not, democratic or not, credible or losing credibility, concentration of authority and responsibility or delegation, etc.)? <br><br> Does one or more of these elements present a risk to the project and more specifically for which aspects of the project (change in roles and responsibilities, etc.)? |
| Material / Infrastructure | What is the state of the organization's physical or digital equipment (availability, access, quantity needed, quality)? <br><br> Does one or more of these elements present a risk to the project and more specifically for which aspects of the project? |
| Human Resources | What is the staff situation (number, stability, work organization, skills, satisfaction, well-being, confidence, motivation, etc.)? <br><br> Does one or more of these elements present a risk for the project and more specifically for which aspects of the project? <br><br> Is there a risk for the project in relation to the organization of work (risk of overwork; risk of confusion of roles and responsibilities; etc.)? <br><br> Is there a risk for the project in relation to the recruitment and/or retention of the team and/or its development (lack of required skills among current staff; difficulty in recruiting the necessary qualified staff; loss of knowledge and know-how if turnover)? <br><br> Is there a risk of conflict between team members (existing or potential tensions; conflict of interest; power plays; etc.)? |
| Ethical behavior | Are there behavioral issues within the team (abuse of power, etc.)? <br><br> Does one or more of these elements present a risk for the project (execution, acceptance) and more specifically for which aspects of the project (perception and acceptance; conflicts within the team, change in relationship with funders, etc.)? |
| Communication | Are there issues at the level of institutional communication (can the lack of communication be a risk for the image or credibility of the NGO)? <br><br> Does one or more of these elements present a risk for the project (execution, credibility, visibility, acceptance) and more specifically for which aspects of the project? |

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| Financial | Are there financial issues (treasury; financial management practices) :<br><br>- financial dependency on one financial partner?<br><br>- Non-renewal of current funding;<br><br>- insufficient internal control mechanisms<br><br>- inability to carry out financial reporting correctly (reliability of accounting information and documents)?<br><br>- contractual obligations (to the government or other partners) that could jeopardize the project's finances?<br><br>Does one or more of these elements present a risk for the project (transparency, efficiency, sustainability, self-sufficiency...)? |
| Legal/normative | Are there legal issues (at stake) (legality of the intervention, criminalization of the organization with regard to its activities, etc.)?<br>Does one or more of these elements present a risk to the project (performance, efficiency, reputation, etc.)? |

| 3. Programmatic-operational risks | |
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| Strategy/approach in relation to beneficiaries | Is there a risk of demobilization or non-adherence of local actors and beneficiaries?<br><br>- Is there a risk of vulnerability of the population?<br><br>- of access to the targeted populations?<br><br>- bias towards gender equality or equity?<br><br>- Socio-cultural bias? |
| Strategy/approach in relation to others actors | Is there a risk at the level of the actors in presence with the other actors (competition; reinforcement of conflicts)?<br>Reinforcement of antagonism towards the project on the part of other actors (distrust, mistrust, etc.)? |
| Strategy/approach related to the intervention site | Is there a risk in relation to the locality of intervention in relation to the locality of intervention (perimeter, access, dimensions, etc.)? |
| Strategy/approach related to the theme of intervention | Is there a risk related to the theme of intervention (taboos, religious representations, etc.)?<br><br>- of conflicts in representations?<br><br>- of division in relation to perceptions? |

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| Strategy/approach in relation to partnerships | Is there risk at the level of the partnership(s) (governance, roles and responsibilities; accountability; resource allocation; partner competencies, etc.)? That the government/partner may not be able to provide the expected counterpart (staff, etc.)? |
| Strategy/approach in relation to financial resources | Is there a risk with respect to the transfer of project resources (market destabilization, etc.)? empowerment of a certain group; exposure to theft; non-repayment of loans or over-indebtedness of beneficiaries linked to the financial instruments used (individual microfinance, etc.). |
| Strategy/approach linked to the norms | Is there a risk of illegality/ inadequacy in relation to national legislation, norms and standards? (training, legal, water, etc.) |

*Thanks to the Vivere team for the English version*