

1.2.5 Risk management

Risks	Impact	Likelihood	Mitigation plan	Post-mitigation Impact	Post-mitigation Likelihood
Political changes (elections, change of power, political unrest) in countries will cause delays in the delivery and might impact the initial agreement with the government.	Medium	Low	The project already has very good established relations with national governments. Different types of Agreements are in place in different countries ensuring continuity and commitment even in case of government changes. For any political unrest, the team will follow the situation closely within the British Council risk management framework and take necessary action in consultation with CSSF team.	Low	Low
Boys in remote communities, particularly from high school onwards, are unwilling or unable to participate in Learning Hubs because of the overall apathy in regard to future career prospects or the need for supporting families by earning money.	Medium	High	Meetings with parents will be held to explain the aim of the project and its importance for the future of their children. Parents will be encouraged to ensure engagement of their children, girls and boys in the Learning Hubs. Annual gender equality monitoring of students' engagement through English clubs will be conducted and programme of hubs will be revised to ensure it is attractive for boys and girls.	Medium	Medium
Gender equality can be a sensitive area, especially in isolated / remote areas and use of gender materials and discussions on gender equality might cause dissatisfaction of parents.	Medium	Medium	Based on the pilot of Gender Toolkit through the CSSF 2018/19 project, teachers' feedback will be gathered on lessons learned and the toolkit will be amended and incorporated into teaching practice. Monitoring of teachers' classes will also include monitoring of gender mainstreaming practice.	Medium	Medium
Given the conflict sensitivity in the SC countries, particularly in remote and isolated areas, Dialogue, Negotiation and Debating courses might be viewed as a propaganda and might negatively impact the overall delivery of the project.	High	High	The materials have been piloted during CSSF 18/19 project. Feedback of teachers will be measured, and any sensitivity will be evaluated before cascading it further. During delivery of DND skills, mentors will ensure teachers are encouraging independent thinking of students based on diverse sources of information provided and not imposing any content or opinion.	Medium	Medium
Child Protection risks for English Club activities involving schoolchildren	High	Medium	Child Protection (CP) Risk Assessment of the project to be carried out and action plan developed, CP training will be delivered for all English Club teachers and facilitators.	Medium	Medium

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Sustainability: Learning Hubs and Teacher Activity Groups (TAGs) might face challenges to maintain the operation after the end of the project.	Medium	Medium	Project sustainability measures are explained in 2.1.1 section.	Medium	Low
Risk of overlap with other projects or programmes operating in the region.	Medium	Medium	We will meet with all the relevant stakeholders working in the similar field (US Embassy, UNICEF, UNFPA, Caucasus Institute, etc.) and will try to identify areas for working together for greater impact or agree to share the roles, responsibilities or agree on the regions that each partner would work to ensure there are no overlap of activities in the same communities.	Low	Low
Delivery in Moldova and Belarus challenged by lack of British Council presence (project is managed by British Council Ukraine).	Medium	Medium	Relationships with the national governments will be managed through close cooperation with the British Embassy teams to ensure the government support and commitment of the schools. British Council managers will meet with institutions, such as US Embassy or local partners delivering similar projects, to explore opportunities for collaboration and to coordinate actions to ensure no overlaps. An example includes our work in Moldova, where the focus of the English Resources Centres in HE was switched to focus on resources for students and setting up of student clubs after consultation and agreement with the US Embassy who had already established English Language Teacher Resource Centres in the Pedagogic Universities, with a focus on resources for teachers.	Medium	Low
Procurement-related risks including fraud and corruption, especially in relation to third party supply	Medium	Medium	The British Council complies with UK (EU) standards on procurement wherever it operates, Additionally, all suppliers of services / recipients of grants of more than £10,000 are specifically screened (eg against politically-exposed persons listings, sanctions regimes, etc). All British Council grants and contracts contain “anti-clauses” on fraud, corruption, slavery, human rights etc.	Medium	Low