

## 1.5 Risk management

Risk type	Description	Likelihood	Impact	Mitigation
Hostility	Hostility towards an international NGO leading a Track 1.5 dialogue programme, resulting in internal pressure on partners and stakeholders.	Low	Medium	Alert has prepared mitigation strategies, e.g. best/worst case scenarios. While there is occasional negative PR against western NGOs from anonymous sources, Alert enjoys a positive reputation in the region, maintains strict impartiality, enshrined in our code of conduct, and manages public and media communications carefully, protecting partners from unnecessary additional exposure. We will continue to strengthen relationships with figures in Georgian & Abkhaz establishments as they change. Staff have extensive local knowledge and ability to assess the national and regional geopolitical context.
Political will	Lack of support and/or active opposition by Georgian and Abkhaz authorities for launching expert and policy dialogue. Target groups in Georgia and Abkhazia uninterested or unwilling to take part for fear of negative consequences.  Politicisation of bilateral processes.  Overt change in Georgian or Abkhaz policy towards such initiatives.	Medium	Medium	Alert has successfully organised consultative meetings with Abkhaz and Georgian officials and international stakeholders for over a decade. While political actors do change, we have been building local constituencies and internal advocacy platforms systematically among both pro-governmental and opposition groups, as well as the business community, to ensure broader-based support. Therefore, we are in a position to seize on opportunities of, e.g. improved political will when it happens. Nevertheless, this rarely happens on both sides simultaneously; our role has been to carefully manage one side's enthusiasm to prevent it from daunting the other side. To counter the sensitivity of bilateral processes, we will bring in expertise from other conflict contexts, including the broader Caucasus region. Alert has an impartial reputation, positive relationships with authorities on both sides, as well as principled, conflict-sensitive approaches to research and dialogue. Alert will not open an office in Abkhazia or Georgia to not show bias.
Escalation of violent conflict	An escalation of conflict in the G-A context or wider region (e.g. N. Caucasus or NK) will affect priorities of both political actors and civil society. This can exacerbate risk factors above (hostility and political will), and impact relevance of the dialogue themes.	Medium	Medium	The ability to offer a 'rapid reaction' dialogue platform to local actors at times of escalation to ensure that their voices are heard and that they can exchange information is a core conflict mitigation role of Alert. Flexible programming will enable us to adapt to circumstances should they change, e.g. core groups of dialogue participants with trust in Alert's processes can convene dialogue even at times of escalation, when the priority topic for dialogue changes. Holding meetings in a regional format is a conflict-sensitive response to escalations and ensures ability for all to review implications of a changed context and future development scenarios.
Stakeholder capacity	Capacity of stakeholders to engage in dialogue and advocacy limited. Poor dissemination of information and lessons not learned. Poor communications with stakeholders and partners.	Low	Medium	Alert will maintain regular communication with stakeholders to ensure that activities remain appropriately paced and tailored to specific needs to facilitate dialogue most effectively. Learning is embedded in our monitoring strategy and technical approach; results will be shared (using a conflict-sensitive communications strategy) with wider stakeholders to evaluate progress and feed adaptive programming. All team members are fluent Russian speakers with experience of working in the region.
HR	High staff turnover negatively affects HR delivery.	Low	Medium	Human resources development is prioritised and a staff development and retention plan in place.
Procurement	Procurement processes delay operations with poor value for money.	Low	Low	We will closely monitor and maintain good relationships with partners and the donor. A procurement plan is in place with our <i>Operations Manual</i> , which outlines our quality assurance and step-by-step approval system.
Visas	Visa challenges delay staff/partner actions.	Low-Medium	Low	Alert staff do not require visas for visits to Georgia. For Abkhazia, Alert has a good rapport with the de facto MFA and will ensure that visas are gained before travel. For Abkhaz dialogue

				participants advance pre-planning and negotiation with embassies can mitigate against potential of them not being granted a visa in time.
Data and filing	Data can be lost or wrongly filed.	Low	Medium	Alert has a secure filing system (PROMPT) in place. Staff are already trained in the system. Regular back-ups of information will be made and stored.
Corruption	Pressure to engage in corrupt practices and petty corruption.	Low	Medium	Alert has a strict anti-bribery policy on which all staff and partners are required to abide by. We have transparent reporting and accounting procedures; audits will be frequently done.
Poor management	Programme delivery does not meet expectations in terms of deliverables, outputs or deadlines.	Low	Low	Work planning and reporting will be reviewed regularly, and a clear, formative monitoring strategy will be in place. The programme team will remain in regular contact with the donor for the life of the programme.
Policy change	Changes in FCO policy in Georgia.	Low	Low	Regular meetings with FCO in Georgia and close communication.
Duplication of efforts	Overlapping between outputs and other donor-funded programmes.	Low	Low	Alert is the leading facilitator of economic-based dialogue in the Geo-Abkhaz context; Furthermore, we meet regularly with national and international implementers and donors to seek out synergies and reduce duplication.
Theft	Theft of goods without break-in.	Low	Low	All staff have undergone hostile environment and security awareness training (HEFAT), as well as have access to security literature. Movements will be planned to avoid poorly lit areas at night; airport meets will be arranged; incident response procedures are in place (see duty of care). Alert will not have an office.
Road safety	Vehicle collision involving staff. Poor road infrastructure. Carjacking or temporary detention.	Medium	Medium	Staff have HEFAT and Alert has a seatbelts policy and medical plan in place. All in-country travel will be by car. International staff will not self-drive, and journeys will be managed carefully. We have used reliable local drivers, well versed in the context, for over a decade. Meteorological forecasts will be studied during journey planning.
Natural disaster	Natural disasters (floods, earthquakes, wildfires) affect staff.	Medium	High	Staff have HEFAT and Alert's duty of care covers evacuation, medical and incident response procedures. Contingency planning will provide programme continuity.
Human rights	Security forces suffer from insufficient human resources, low salaries, inadequate training and poor equipment, increasing risk of criminal activity and human rights abuse. Detention of staff for perceived or actual offences. Government selectively enforces laws to suit narrow interests.	Medium	Medium	Alert staff are well informed of national laws in both Georgia and Abkhazia. Team staff have been selected for their local knowledge of the context. Reporting procedures are in place, including for missing persons. Staff will have clear communication trees to contact HQ when assistance is required. Alert will approach embassies (depending on staff nationality) when necessary. Alert has established legal contacts in both Georgia and Abkhazia, including personal relationships with both MFAs.
Sexual/GBV	Employees suffer sexual or gender-based harassment or physical abuse.	Low	Low	Staff have HEFAT. There will be a harassment reporting mechanism.
Disease exposure	Travellers may be exposed to a number of infectious diseases.	Medium	Medium	Alert has a health check and immunisation programme for all international staff pre-deployment and an emergency response and a medical evacuation plan. All staff are issued with first-aid kits.
Civil unrest	Civil unrest results in a temporary breakdown in law and order. Increased instability/conflict in the region, particularly along the Georgian-Abkhaz border, where ethnic tension is high.	Medium	Medium	Alert has strong information networks and staff conduct regular political economy analysis to best understand local and regional geopolitical considerations, i.e. policy developments in Russia. Staff are aware of this risk strategy. For this reason, we feel adequately prepared for potential violent conflict surrounding the 2016 (Georgia) and 2018 (Abkhazia) elections.