

**EUTF FOR AFRICA RISK REGISTER**

Risks	Likelihood* (1-5)	Impact** (1-5)	Risk level*** (1-25)	Mitigation Strategy	
<b>CATEGORY 1: Reputational risks</b>					
R1	Inadequate coordination mechanisms affecting relations between EU, EU Member States and partner countries	3	3	9	<i>Establish consultation processes in the countries/regions including migration working groups and Head of Cooperation meetings            Establish consultation process at Headquarters level before OPCOMs to allow discussion on coordination issues            Ensure that EU Delegations and EU Member States in country nominate a EUTF focal point</i>
R2	Donors and partner countries frustration due to slow implementation	3	3	9	<i>Constantly monitor the implementation pace with Implementing Partners including Member States agencies and international organizations</i>
R3	Partner countries frustration due to lack of alignment with national priorities	3	4	12	<i>Ensure political dialogue with partner countries at bilateral and multilateral level            Involve African partners in defining EUTF strategic priorities and project identification</i>
R4	Lack of partner countries' political will, capacities and resources to sustain EUTF results over time	3	4	12	<i>Ensure political dialogue with partner countries at bilateral and multilateral level            Increase ownership by involve African partners in defining EUTF strategic priorities and project identification            Ensure project sustainability during project lifecycle (particularly during the design stage)</i>
R5	EUTF programmes failing to apply adequate controls against corruption and fraud	2	5	10	<i>Ensure rights-based/Do no Harm approach is used throughout project life cycle            Ensure more field visits to projects and/or more relevant staff members in EU Delegations            Select partners experienced to work in complex environments (in particular pillar assessed organisations)            Carry out timely audits, internal and external monitoring &amp; evaluation</i>
R6	Wrong perception that EUTF-funded actions support security & migration agenda of countries violating human-rights	4	4	16	<i>Evaluate project objectives and activities during the formulation phase            Review ADs to ensure that purpose of project is clearly explained            Develop risk management frameworks in ADs with particular focus on sensitive projects            Develop a clear line to take and FAQs to address media/ CSO inquiries for each sensitive project            Develop additional monitoring activities            Ensure rights-based/Do no Harm approach is used throughout project life cycle</i>
<b>CATEGORY 2: Operational risks</b>					
R7	Weak and/or inexistant baselines having an impact on the monitoring of results	4	3	12	<i>Carry out relevant assessments during the formulation and inception phases in compliance with the new Financial Regulation            Mobilize the REF and other sources of information to produce evidence base when needed</i>
R8	EUTF staff contract not matching the duration of the EUTF which may impact decision-making and project implementation	3	5	15	<i>Ensure in good time that length of staff contracts is adequate in relation to duration of EUTF, to mitigate uncertainty and potentially earlier staff departures. To this end, the sufficient level of administrative resources over the lifetime of the EUTF is necessary            Encourage secondment of staff from EU Member States to complement existing skills            Ensure "business continuity" by ensuring relevant handovers and training            Ensure adequate level of administrative resources</i>

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R9	Monitoring system requires frequent adaptaton	4	3	12	Ensure a common approach and harmonize monitoring tools Put in place a training policy and technical assistance Ensure consistency of log frames within Action Documents
R10	External factors (e.g. conflicts, natural disasters, etc.) impacting programmes objectives and implementation as well as migration flows	4	5	20	Include mitigating actions in project proposals Advocate for flexible measures e.g. amend project criteria/objectives, if required Seek additional resources, if required
R11	Limited capacity of implementing partners or EUTF teams to implement in a timely manner	3	4	12	Continuing assessment of level of resources (human and non-human) Continuing assessment of adequate staff training and awareness and ensuring that resources match the needs Organise IP seminars where to share experiences and best practices Advocate to speed up IP's internal procedures
R12	Accelerated formulation of projects lead to inadequate project design and inability to attain some results/objectives	3	3	9	Allow for a prolonged inception phase to carry out required baseline studies, outreach and retargeting of project when needed Revise projects, if duly justified, via Addendum to the contract/Action Documents Focus on quality of Action Documents
R13	EUTF programmes not being complementary to efforts of other donors and/or implemenitng partners leading to duplication or overalpping	3	5	15	Establish consultation & coordination mechanisms to ensure complementarity and avoid overlapping with humanitarian and developement plans Use the OPCOM as a forum for early warning about possible duplications
R14	Delays in negotiating contracts with implementing partners	4	5	20	Follow very closely the negotiation processes with the implementing agencies Make sure Member States agencies give priority to EUTF projects Reach agreements with implementing agencies which are applicable
R15	Disatisfied national authorities taking actions which impact programmes implementation	2	4	8	Ensure continuous consultation with local and national authorities throughout the project period, exchanging on expactations, project objectives and the implementation
<b>CATEGORY 3: Financial risks</b>					
R16	Available financial resources being inadequate to achieve objectives or address identified needs	4	4	16	Set a clear hierarchy of priorities based on different scenarios (resources) and communicate with relevant stakeholders Seek additional resources, if required
R17	Annual forecasts deviate from real commitments, contracted amounts and payments made	3	3	9	Harmonize and improve the quality of EUTF forecasting system through new tools and methodologies
R18	Monthly forecasts deviate from real commitments, contracted amounts and payments made	3	3	9	Harmonize and improve the quality of EUTF forecasting system through new tools and methodologies
R19	Inability of implementing partners to guarantee fiduciary standards (that is, funds must be used for intended purposes, achieve value for money, and be properly accounted for)	2	5	10	Close follow-up through monitoring, evaluation and audit tools

\*Likelihood: the estimated probability that the risk will materialise ; \*\*Impact: the potential consequence should the risk materialise; \*\*\* Risk level: Likelihood\*Impact  
Risk levels = LOW (1-2); MEDIUM (3-19); HIGH (20-25)

This Risk Register has been developed following the preliminary recommendation of the European Court of Auditors' Audit  
This is a living document presented subject to comments, subsequent changes and updates