

RISK REGISTER – PACIFIC CLIMATE CHANGE CENTRE (6 November 2020)

The following risk matrix will be used by the PCCC Manager to summarize risks identified in the implementation of activities and management of the PCCC.

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk					Mitigation Actions and Updates
				Low	Medium	Substantia	High	
<p>Unable to recruit Manager- PCCC. Unable to, or delay in recruiting Readiness Advisor/ Science to Services Advisor/ IKM Advisor/Additional Staff</p> <p>Roles and responsibilities of the PCCC staff, unclear (PCCC Management structure)</p>	<p>Recruitment of the PCCC team completed by December 2020</p> <p>Stable with roles and responsibilities clearly defined and understood</p>	<p>Recruitment of the PCCC team completed by the end of February 2021</p> <p>Individuals understand their own role but are unsure of responsibilities of others</p>	<p>Recruitment not done by first quarter of 2021</p> <p>Unclear responsibilities or overlapping functions which lead to management problems</p>		X			<p>Mitigation 1: Advertise widely and allocate additional time if necessary, to allow interested and qualified candidates to apply.</p> <p>Mitigation 2: Advertise all roles rather than as previously agreed that a manager would choose his/her team.</p> <p>MPCCC Updates: Not a substantial risk as of November 2020. Readiness Adviser recruited in September and Manager was recruited on 5 October 2020. Two Technical Advisers and Finance & Admin Officer are currently being advertised.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
								<p>Mitigation 1: Develop an overarching implementation workplan for the PCCC</p> <p>Mitigation 2: Submission of quarterly/annual individual workplan and progress report</p> <p>Mitigation 3: Develop Plan of Operation for the operational roles of the PCCC staff and for the overall management of the PCCC to be led by the MPCCC supported by the TAs and Admin & Finance Officer. DCCR and Advisory Board will also provide strategic direction and management.</p> <p>MPCCC: It is a Medium risk as of November 2020. A draft overarching workplan has been developed for the PCCC</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Advisory Board not actively engaged (Governance structure)	Advisory Committee and/or other PCCC bodies meet periodically and provide effective direction/inputs	Body(ies) meets periodically but guidance/input provided is inadequate. TOR unclear	Members lack commitment and does not fulfil its TOR			X		<p>Mitigation 1: Call regular meetings to update on progress and seek input for activities and engagement.</p> <p>Mitigation 2: Develop TOR for the Advisory Board.</p> <p>MPCCC: The Advisory Board will have its first meeting with the MPCCC on 4 December 2020. The Board will meet twice a year to endorse the yearly financial proposal and workplan. The TOR for the Advisory Board needs to be developed.</p> <p>Every 12 months the Advisory Board meeting will include an open session with the PCCC partners ‘in residence’ at the PCCC.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Delay in developing and finalising Monitoring and Evaluation Research and Learning Framework	M&E Learning framework effectively tracks the performance of works, the risk thresholds/trigger levels and determine the effectiveness of planned output and outcomes.	M&E Learning framework tracks some performance of works, the risk trigger levels and effectiveness of planned output and activities.	M&E learning framework lacks any tracking tool to track the performance of work, risk level and effectiveness of planned output and outcomes.		X			<p>Mitigation 1: Establish a PCCC/CCR MERL Committee to develop the Monitoring and Evaluation and Learning Framework.</p> <p>MPC Updates: PCCC/CCR team are currently developing the M&E framework. A first draft will be discussed on November 20.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Unable to implement full capacity building programme	Capacity training programme addresses key needs of Pacific governments on Climate change (Key targeted areas includes Capacities for engagement, capacities to generate, access and use climate change information and knowledge, capacities for strategy, policy and proposal development, capacities for management and implementation, monitor and evaluate)	Capacity training programme addresses some key needs of Pacific community on climate change.	Capacity training programme does not address any key needs of Pacific community on climate change.				X	<p>Mitigation 1: Develop scorecard tools to measure capacity development over the course of three years.</p> <p>Mitigation 2: Regular communication between JICA management team, PCCC, CCR, CROP agencies and trainers to design and co-implement training for Pacific island representatives.</p> <p>Mitigation 2: Plan for use of virtual platforms to deliver training if face to face is not possible and or to meet deadlines for completion of full capacity building programme.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Lack of participation of Pacific Island countries in the JICA training activities	Full participation of Pacific Islands countries in the JICA training activities.	Few participations of PICs in the JICA training activities	No participation of PICs in the JICA training activities			X		<p>Mitigation 1: Ensure visibility of training that has completed and regular communication with national focal points for nominations once the call for nominations are out.</p> <p>Mitigation 2: Ensure training is relevant to and addresses national priorities</p>
Poor communications and visibility strategy results in a lack of visibility of PCCC activities.	Communication and engagement strategy improve effectiveness in communications and engagement activities of the PCCC.	Communication engagement strategy support few of the deliveries of PCCC priorities.	Communication engagement strategy does not support the delivery of PCCC priorities.		X			<p>Mitigation1: Develop a dedicated communications and engagement plan</p> <p>Mitigation 2: Actively update and use the approved Communications and Visibility Plan.</p> <p>Mitigation 3: Advisory Board has a standing item on communications and visibility.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Internal communications	Fluid and cordial	Communication process deficient although relationships between team members are good	Lack of adequate communication between team members leading to deterioration of relationships and resentment	X				<p>Mitigation 1: Monthly meeting updates with the team</p> <p>Mitigation 2: Prepare monthly progress report and share with DCCR/CCR</p> <p>MPCCC: SPREP internal communication policy strictly obliges staff to communicate internally when needed</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
<p>Budget and schedule exceed agreed tolerances requiring a change in scope.</p>	<p>PCCC progressing according to work plan</p> <p>Activities are progressing within planned budget</p>	<p>Some changes in PCCC work plan but without major effect on overall timetable</p> <p>Minor budget reallocation needed</p>	<p>Major delays or changes in work plan or method of implementation</p> <p>Reallocation between budget lines exceeding 30% of original budget</p>		X			<p>Mitigation 1: Quarterly reporting against budget and schedule.</p> <p>Mitigation 2: Actively manage expenditure against approved budget and schedule.</p> <p>MPC updates: There may be a major delay in implementing the workplan due to COVID 19 situations and delay in recruiting the team. has progressed according to workplan and in 2019 managed to achieve more than what was envisioned in the workplan. For the budget expenditure 2019/2020 the financial report shows that the expenditures have been incurred according to the objectives of the PCCC and within the allocated budget.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
No secured funds to retain staff and functions of the PCCC	Financial resources secured to retain the staff and functions of the centre through partnerships.	Some financial resources secured but is unable to cover for all full time staff and activities.	No secured funds to retain staff and functions of the PCCC				X	Mitigation 1: Develop a sustainable financing strategy Mitigation 2: Seek support for the sustainable strategy
Financial management	Funds are correctly managed and transparently accounted for	Financial reporting slow or deficient	Serious financial reporting problems or indication of mismanagement of funds	X				MPCC Updates: SPREP has a robust financial system that requires the project to adhere to the financial policy.
Reporting	Substantive reports are presented in a timely manner and are complete and accurate with a good analysis of progress and implementation issues	Reports are complete and accurate but often delayed or lack critical analysis of progress and implementation issues	Serious concerns about quality and timeliness of project reporting			X		Mitigation 2: Prepare monthly progress report and share with DCCR/CCR, prepare 6 monthly report, and share with the Advisory Board and annual report for SMT. MPCC Report: In this short span of time taking this role, reports have been submitted in a timely manner

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Stakeholder engagement	Stakeholder analysis done and positive feedback from critical stakeholders and partners	Consultation and participation process seem strong but misses some groups or relevant partners	Symptoms of conflict with critical stakeholders or evidence of apathy and lack of interest from partners				X	<p>Mitigation 1: Develop a list of stakeholder in-country as well as our potential partner organisations.</p> <p>Mitigation 2: Develop stakeholder engagement plan to ensure involvement of stakeholders from the region and international</p>
Capacity Issues	Sound technical and managerial capacity of institutions and other PCCC partners	Weaknesses exist but have been identified and actions is taken to build the necessary capacity	Capacity is very low at all levels and partners require constant support and technical assistance		X			<p>Mitigation 1: Advertise PCCC positions widely to allow interested and qualified candidates.</p> <p>Mitigation 2: Utilise existing resources at CCR to provide technical support to the PCCC</p> <p>MPCCC Updates: CCR/SPREP is well equipped with sound technical and management capacity as well as our partners.</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Lack communications with external partners	Evidence that stakeholders, practitioners and/or the public understand the work undertaken by the PCCC and are regularly updated on progress	Communications efforts are taking place but not yet evidence that message is successfully transmitted	PCCC existence is not known beyond implementation partners or misunderstandings concerning objectives and activities evident			X		Mitigation 1: Develop external communication plan for stakeholders, researchers, practitioners etc.

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Lack of short- and long-term balance	PCCC is addressing short term needs and achieving results with a long-term perspective, particularly sustainability and replicability	Project is interested in the short term with little understanding of or interest in the long term	Longer term issues are deliberately ignored or neglected			X		<p>Mitigation 1: Ensure visibility of training that has completed and regular communication with national focal points for nominations once the call for nominations are out.</p> <p>Mitigation 2: Ensure training is relevant to and addresses national priorities</p> <p>MPCCC Updates: DCCR & MPCCC had a meeting with JICA to revisit contents and thematic areas of the JICA capacity building programme and we have adjusted the activities in a way that addresses the short and long term needs of the countries</p>
Science and technological issues	PCCC based on sound science and well-established technologies	PCCC testing approaches, methods or technologies but based on sound analysis of options and risks	Many scientific and /or technological uncertainties	X				<p>MPCCC Updates: CCR has provided good scientific and technological base for the PCCC through existing projects and deliverables</p>

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Low	Medium	Substantia	High	Mitigation Actions and Updates
Political influences (External Risk)	PCCC decisions and choices are not particularly politically driven	Signs that some PCCC decisions are politically motivated	PCCC is subject to a variety of political influences that may jeopardize objectives		X			Mitigation 1: Engage DCCR at high level discussions, meetings, and communications
Natural disaster, National states of Emergency, political or economic disruption or instability. (External Risk/Environmental conditions)	Project area is not affected by severe weather events or major environmental stress factors	Project area is subject to predictable disasters or changes	Project area has very harsh environmental conditions				X	Mitigation 1: Utilise virtual platforms to carry out workshops, meetings, and training Mitigation 2: Consider national or local consultants to implement activities such as IKMB, science to services mapping exercises.
COVID 19 and Travel Restrictions (Social/cultural, health conditions)	There are no evident of health, social, cultural and/or economic issues that may affect PCCC performance and results	PCCC work is subject to predictable health, social and economic disasters, or changes	PCCC area has very harsh environmental conditions				X	Mitigation 1: Utilise virtual platforms to carry out workshops, meetings, and training Mitigation 2: Consider national or local consultants to implement activities such as IKMB, science to services mapping exercises.
Other, please specify. Add rows as necessary								

