

## Risk register

(I= Impact, L + Likelihood, T = I x L)

Risk Area	Logframe ref (if not indicated otherwise risks are at the level of activity)	Specific risks and implications	I	L	T	Management strategy for dealing with risk	Indicators	Responsible individual
Donor Engagement	Output 2.3	Workplans not delivered to expectations	3	2	6	Regular monitoring of progress against milestones, outcome, impact targets. Regular communications with Donor Group.	Monitoring and evaluation outcomes. Inception phase review. Annual Reviews.	Exec Director
		Lack of flexibility to manage the programme and potential future changes to requirements and expectations	3	3	9	Review and iterate workplans to allow innovation and to manage risks and future changes	Documentation and communication of variations from original workplans	Exec Director/ Donor Group
	Output 1.1; 2.1	Loss of political momentum, failure to deliver all but minimal return on Donor investments	3	2	6	Manage expectations, identify which datasets have greatest potential to deliver evidence and identify those case studies which demonstrate best practice in managing and using data. Deliver high quality advocacy materials and events	Case studies and use cases which demonstrate best practice in managing and using data. No high profile events attended and supported.	Exec Director/ Donor Group
	Output 1.1	Inertia of Donors, availability of staff to contribute necessary time and energy to scale up GODAN	3	2	6	Efficient communications with Donors, identifying critical areas in need of Donor response, keeping comms brief, efficient and to the point. Provide information packs, presentation, data and personnel to support Donor activities	No of events supported as back up to the Donor activity.	Exec Director / Donor Group

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Partner Engagement	Output 2.1	Partners sign up to GODAN but do not engage with open data in ag and nutrition	3	2	6	Proactive communications with Partner network and activity monitored via CRM system	No case studies from variety of partners. No of partners attending events. Logs of interactions with partners	Exec Director
	Output 1.2	Dominant Active Partners predominantly in Europe and N America	3	3	9	Work with key Partners outside these regions to support the development of specific advocacy and activity events. Use major global and regional for a to piggyback the GODAN message	No of active partners in other regions. No events supported and hosted in countries in other regions	Exec Director / Donor Group / Partner Network
	Output 1.2	Private sector not actively engaged and not well represented at GODAN events or discussions	2	2	4	Organise specific events for private sector agrifood businesses and digital entrepreneurs, identify their needs and concerns. Design communications for these partners.	No. private sector agencies in partner network. No of events, hackathons designed to encourage private sector engagement.	Exec Director
		Poor coordination between partners, leading to duplication of activities	3	1	3	Advocacy messages cover: developing and reconciling international agri and nutrition data standards and interoperability systems, and; developing new tools and methods to evaluate the impact of open data initiatives and investments	No of partner joint programmes, no of linkages into adjacent data standards programmes (e.g., CIARD)	Exec Director
		Competing with the operations of GODAN partners and straying into implementation rather than advocacy	3	1	3	Identify key areas of operation of specific partners and design working groups to bring the programmes and partners closer together	No of initiatives that are aligned with GODAN and no. of initiatives GODAN aligned with	Exec Director

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Catalysing and monitoring the agriculture and open data sector	Output 2.2	Open data remains an emerging field and there is limited robust, empirical evidence of impact	3	1	4	There is evidence in other sectors where open data has positive impact. Use those examples alongside the few examples in the agri/nutrition sectors in advocacy messaging.	No reports published, no case studies	Exec Director
		Gender imbalance in participation in GODAN events	2	3	6	Implement gender policy and gender approach and data on participation in GODAN activities is disaggregated by gender	At least one third of all participants at GODAN events are women	Exec Director
	Output 1.3	Problems engaging the open data community with agri/nutrition community	3	1	3	Maintain formal links with Open Data Community and sponsor sessions at open data meetings. Organize hackathons and communicate the process and outcomes to the agri / nutrition community	The Open Data Institute continues as a donor. No of Open Data meetings with sessions on agri and nutrition. No hackathons	Exec Director / Open Data Institute
	Output 1.1; 1.3	Problems engaging the agric / nutrition community with the open data community	3	2	6	Identify key agricultural and nutrition fora, institutions and businesses and frame the impact of open data on achievement of Sustainable Development Goals, Improved Food and Nutrition Security, Efficient Value Chains	No of presentations at regional and global agri / nutrition events. No of references of GODAN and /or open data in reports on global agriculture and food.	Exec Director / Donor Group

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Organization	Output 2.3	Governance structure potentially cumbersome resulting in confused direction and decision making	3	1	3	Clear roles and responsibility of the Secretariat and Donor Group agreed and made public. Respect for decision making and all reports from the governance meetings open to all on the website (except where data protection issues arise)	Donor Group Meeting reports. No of communications to Donor Group. Log of issues identified by members of the Donor Group	Exec Director and Chair of Donor Group
		Recruitment of Executive Director is not timely leading to external perception of lack of leadership	3	3	9	Manage recruitment efficiently and according to the direction of the Donor Group. Make sure Donor Group is aware of the process and key donors are fully engaged in the process. Deliver workplan and milestones according to plan	Exec Director in place as soon as possible. Milestones are met.	Interim Director, CABI HR
		Loss of key staff leads to lack of ability to deliver programme and/or loss of credibility in open data or agri / nutrition	2	2	4	A network of collaborators, champions, specialists and CABI staff will be maintained and called upon to backstop the role until a recruitment process has been completed. Additionally Donors participating though staff resource allocation will do their best to identify a replacement.	Staff turnover Staff annual and mid-year review outcomes	Exec Director / CABI HR / Donor Group
		Loss of staff due to major incident, lack of safety	3	1	3	Apply appropriate Health and safety policies (dependent on employment contract). Regularly review overseas working environments, ensure staff not placed in areas of undue risk.	Incident logs UK Foreign Office and US State Department Assessments	Exec Director
		Loss of partners and thereby international status, resulting in weakened ability to attract new donors	3	1	3	Focus on partner communications, increase contacts with partners and other stakeholders, and attract new partners. Promote benefits of partnership through coordinated communication plan.	Progress of new partners. Log of communications and queries from partners	Exec Director

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Funding and financial	Impact	Overall outcomes and impact from initiative fail to match expectations	3	2	6	Regular monitoring of progress against milestones, outcome, impact targets for both funding and deliver of the workplan. Depending on nature of the failure, switch focus / resources and be flexible in approach to advocacy in open data in agriculture and nutrition	Financial and operational reports M&E outcomes Feedback from Partners and Donors	Exec Director / Donor Group
		Secretariat running costs significantly higher than projected	3	2	6	Regular monitoring of progress against milestones and financial targets.	Financial reporting	Exec Director / Programme Manager
		Workplan not delivered to expectations	3	2	6	Share workplan access with donor agency responsible for M&E. Schedule quarterly meeting to discuss detail of workplans with monitoring contact.	Feedback from key donors at steering group meetings. Formal (Annual) Review	Exec Director / Programme Manager
		Secretariat not given flexibility to manage programme; changes to requirements and expectations varied over time in response to key donor demands	3	3	9	Donor group gives Secretariat mandate to lead and direct on matters operational. Steering group members gives Strategic direction on key matters of direction only via that mechanism.	Raised in minutes of Steering Group	Exec Director / Programme Manager
		Secretariat staff or those in receipt of funds mismanage them, commit fraud or are involved with corrupt practices.	1	3	3	GODAN operates within dual management arrangements within CABI and the steering group to provide a number of checks and balances. Accounts are audited and published (including to IATI standards). GODAN staff work within CABI business policy frameworks and code of conduct.	Prince 2 management frameworks in CABI	Exec Director / Programme Manager