

## ANNEX 1: UNDP PAKISTAN GLOBAL FUND PROJECT RISK REGISTER

### A. Project Risk Register for HIV Project Document

Project Title: Accelerated response to HIV through effective prevention, treatment, care and support interventions for Key Populations					Project Number: 00135717	Date: May 6, 2021
#	Description	Risk Category	Likelihood	Impact	Risk Treatment / Management Measures	Risk Owner
			Risk level			
1	Floods and Hurricanes and other disaster are common in Pakistan and may affect the project at different levels (impacting access and creating chaos and loss) Warehouse can also be hit and Community agents unable to perform their duty	Environmental	P = 1	I = 2	One of UNDP's key focus is to ensure stock provision of test and treatments kits cover enough buffer stock to address situations when and if Third-Party provider could not access some regions. Also, the networking of ART facilities will help one support another in case of an unforeseen stockout situation.	UNDP, CMU, NACP, PACPs
2	PACPs usually have weak operation systems in place and controls over budget spending vs programmatic activities.	Financial & Fiduciary	P = 3	3	UNDP will put in place SOP Manual for the SR and train all finance focal points at SR level to ensure proper measures are taken. UNDP will also ensure all entities receiving funds from the grant have put in place all the requirements to safeguard against expenses rejection. UNDP Finance staff will support all SR in each province and attend some activities to help coaching exercise	UNDP,
3	Procurement of goods and services from the MOH entities	Financial & Fiduciary	P = 2	I = 3	SR SOP manual will limit procurement level authorization to SR. When structure is not in place, UNDP will ensure purchase is conducted under its procurement system and delivered to SR (particularly for CBOs)	UNDP
3	Activities implementation and financial reporting	Financial & Fiduciary	P = 4	I = 3	UNDP aims to discuss implementation with NACP and PACPs through induction Workshop and on quarterly basis. Specific tools for planning activities and reporting expenditures will be shared with implementers after agreement signature.	UNDP, NACP, PACPs, CBOs

	Since the government SRs manage other source of funding apart from Global Fund allocation, there are risks that some needed activities might be funded with resources from non-dedicated programs.	Financial & Fiduciary	P = 4	I = 3	The SR Manual will address such risk and ensure SRs are aware of the risk and avoid such practice. Further on this, UNDP will require all SRs to open a new dedicated bank account with no relationship with other accounts. Bank statements and reconciliations will be part of the standard process.	NACP, PACPs
6	Clear detailed mapping of the multiple funding's on the HIV grant have not been shared at country level yet.	Financial & Fiduciary	P = 2	I = 3	UNDP will ask for ongoing commitment to the government to advocate for increased national funding for to complement GF resources and provide the details for the local investments. Same request will be done for CBOs receiving other sources of funding.	GF, CCM
7	Planning and Implementation with Government partners from the MoNHSRC can put project at risk for many reasons related to weak procedures and control from the central body of the MoNHSRC to the Provincial entities.	Governance	P = 4	I = 3	UNDP has a long history of capacity building and developing strategies to steer the project when the implementing partner need support. UNDP will help develop procedures (through SOP) where there is a need for such manual or where it is missing. Also, trainings and coaching and mentoring sessions through inception workshops and joint supervision. Visits will provide additional capacity to SRs.. Whenever specific staff are hired under the project. UNDP aims to train them to better organize expected work.	UNDP, MoNHSRC
8	Interactions with other donors supporting HIV programme in Pakistan can develop risk of duplication of activities	Governance	P = 3	I = 2	UNDP is engaging with local and international partners based on mapping of all interventions. UNDP relates to Other donors to share information about their funding and determine gaps. CCM is called upon to play a major role in making available all information from all donors. Also, prior to submission the CCM shared with Global Fund all co-funding with all partners involved. UNDP aim to keep strategic level meeting with other donors involved to ensure gap is identified and supported without duplication	UNDP, CCM
9	Programmatic capacity of the National program is considered adequate although NACP usually struggle to	Governance	P = 1	I = 2	UNDP mitigates against this risk by developing inception meetings, help National SR lead interactions with provincial entities and UNDP would use its leverage to facilitate when	UNDP, NACP, PACPs, CCM

	manage relationships with other Province entities. This situation creates a risk in terms of coordination, since all provinces should report to NACP.				an issue arises. issues CCM is also considered to play role in facilitating oversight control of NACP over PACPs..	
10	Punjab Reporting system is separate from the MIS that NACP supports and through which all other provinces report. That risk might impact data collection and quality assurance.	Programmatic and M&E	P = 3	I = 3	UNDP will support the NACP in strengthening supervisory tools for reporting data. UNDP will also discuss with Punjab AIDS Control Program to develop an access tool from their electronic system to the MIS.	UNDP, NACP, Punjab AIDS Control Programme
11	Indicator report from SR with completeness and timeliness is a major risk to this project.	Programmatic and M&E	P = 3	I = 4	UNDP ensures that Strict deadline for reporting is part of the Performance Framework and agreement arrangements signed with all partners under the HIV grant	NACP, PACPs, CBOs
12	Risk of Assets going missing at SR level	Operational	P = 3	I = 3	UNDP will address the issue by putting in place a standardized inventory record where all assets will be registered and updated bi-monthly with name of staff responsible or handling the asset.	UNDP, all SRs
13	Lack of Political engagement to support Key Population and fight against discrimination and Stigma.	Political	P = 2	I = 3	The risk is being addressed in the workplan tracking measure of this HIV grant and UNDP will strongly support the work with the parliamentarians and other elected officials to mitigate this risk.	UNDP
14	Security issues impacting activities implementation due to unrest or high insecurity level.	Social / Political	P = 2	I = 3	UNDP already has its Business Continuity Plan rolling. In this particular situation there will be a contingency plan specific to some sensitive aspect of the grant to ensure buffer stock at district and at provincial levels + prepare focal point to act when situation is triggered.	UNDP, NACP, PACPs, CMU
15	Expanding the network of Key Population CBOs starting 2022 is a major risk considering the non-enabling environment.	Programmatic	P = 3	I = 4	UNDP will engage with existing CBOs and assess KP groups for potential organization that exist but was not funded or hidden. Considering the challenge of high targets set by Global Fund for many indicators, it is a must for UNDP to expand the network of KPs and hire additional CBOs while building capacity of those who are already under the grant.	UNDP
16	Uncontrolled COVID_19 pandemic is a risk for activity rollout and main social gathering especially for KP groups.	Social	P = 3	I = 3	The project has ensured resources are available for PPE procurement. Also, GF has made clear the additional resources can be obtained if needed. UNDP will ensure primary care staff are equipped with PPE and can perform their task with minimal COVID-19 risk.	UNDP
17	Harassment targeting KP groups because of their sexual orientation. This risk adds up cultural and religious stigma and discrimination that this project aims to fight.	Social	P = 3	I = 2	Sets of interventions aim to strengthen CBOs working with communities of KPs and optimize number of CBOs offering support and care to KP groups. Also, Legal and work with parliamentarians will ultimately offer more ground to tackle harassment, stigma and discriminations.	UNDP

