

Risk-management matrix

Risk to ...	Nature of risk... (for example)	Contingency plan... (for example)
Personnel and partners	Personnel and partners may be targeted or subject to violence as a result of speaking out against the lack of transparency and accountability	Protection/security measures must be put in place
Programmes	Programmes may be constrained or even closed	Ensure programme staff and partners are aware of reasons for advocacy and consulted on decisions/messages as appropriate
Relationship with government	Relationship may be strained or broken off, causing potential ally to lose face	Use lobbying and negotiation first Make sure advocacy targets know why you have taken action Ensure power analysis is accurate
Relationship with other stakeholders, such as NGOs, professional bodies	Alliances may be compromised if advocacy criticizes work of other organizations Allies will be offended if joint research is published without consultation	Ensure allies know what you are doing and why, and involve them in developing advocacy messages Ensure evidence and quality of research is sound, and that proper credit is given for joint research
Reputation	Professional reputation can suffer if research and evidence is not sound Association with certain partners can damage relations with others Legitimacy can be undermined if funds are received from certain sources	Ensure good-quality research and evaluation Check allies' and coalition members' reputation Scrutinize sources of funds