

# SUPPLEMENTARY TOOL

## Programme risk analysis

This simple matrix lists potential risks under different categories, the probability of a risk happening, the level of impact on the programme if it happens, and the mitigation plan for minimizing the impact. The example below lists out potential risks for an integrated WASH-NTDs programme.

	Key risk parameters	Likelihood	Impact	Mission strategy
Political risks	Change in government may slow down project implementation; project success is contingent on political peace and neutrality	<b>Low:</b> The current trend of political stability is likely to continue and no political hiatus is expected	<b>High:</b> Local government leaders will be subject to high political influence without being able to produce output	Continued neutrality of programme, and clear links to existing national and international development commitments and policies
	Reduction in funding available to WASH and/or NTD programmes within national budget	<b>Low:</b> Commitment is well-framed in various policy documents and political manifesto	<b>High:</b> Reduced incentives for joint action; reduced donor commitment	Continued advocacy on the “business case” for intersectoral programmes; sharing programme successes in national forums
	Newly elected local government leaders not supportive of programme activities	<b>Medium:</b> Significant number of new members were elected in the last election	<b>Medium:</b> This will require effort to reorient local leaders	Continued involvement of local leaders in WASH-NTD coordination and programme mobilization activities; conducting learning visits in established programme areas
Strategic risks	Stigma and/or lack of awareness may result in low programme buy-in from local stakeholders	<b>Medium:</b> NTDs can be a “silent” issue due to perceived lack of severity compared with more acute/severe health conditions	<b>High:</b> Lack of buy-in can hinder participation in essential programme activities and uptake of preventive and care-seeking behaviours	Carefully considered promotion and mobilization activities, based on context and responsive/linked to community needs
	Economic difficulties leading to increased poverty and hunger	<b>Low:</b> Current rate of economic growth is stable	<b>Medium:</b> Economic difficulties can delay household and community investment in WASH improvements	Ensuring the programme results in improved access to basic services and productive opportunities
Implementation risks	Programme not delivered to high standard (infrastructure, promotion)	<b>Low:</b> Implementing partners have capacity to deliver, have been trained and are being supervised by the programme	<b>High:</b> Low-quality implementation can undermine the reputation of the programme and therefore uptake of services and overall impact	Continued supervision of programme activities; regular reflection on lessons to adapt programme implementation
	Construction of low-quality toilets in a densely populated community with limited space can worsen disease transmission	<b>Medium:</b> Conditions in high-endemicity areas can be challenging for construction of safely managed sanitation; poor households may not be able to afford improved toilets	<b>Medium:</b> Poor quality sanitation can result in reduced uptake and use of sanitation, with ultimate impact on disease transmission	Robust sanitation promotion activities focused on dignity, consumer preferences and quality, accompanied by routine supervision of promotion and construction standards