| **Risk** | **Impact** [1 – 5] | **Likelihood**  [1 – 5] | **Risk level** | **Mitigation measure(s)** (including information on status of implementation and responsibilities) |
| --- | --- | --- | --- | --- |
| Risk that the activities do not meet the needs of the target groups | 4 | 2 | Low-Medium | Mapping of the needs of target groups (on the basis of relevant recent studies, surveys etc).  One focus in 2024 was the mapping of activities and studies previously carried out in Estonia by various stakeholders. This will be continued in 2025. |
| Risk that information about the SSIP activities does not reach intended target groups | 3 | 2 | Low-Medium | Designing of a comprehensive communication plan that takes into account the characteristics of different target groups.  Communication activities are planned as part of the annual institutional work plans and component action plans. Communication is an integral part of the implementers' work, and in many cases there are dedicated staff responsible for this. |
| Lack of trained experts to provide trainings and services (updating curricula etc) | 4 | 2 | Low-Medium | Co-operation between experts and organisations, so that activities would not take place at the same time.  Engaging international experts when needed. |
| Challenging time-frame of the support measure implementation | 4 | 3 | Medium-High | Consistent time-management, commitment of the support measure project team.  We aim to ensure that project teams have sufficient resources. In 2024, all involved actively contributed to this effort, so that the successful launch and implementation of thematic activities could start as soon as possible. |
| Fiduciary risk | 3 | 1 | Low | Applying of the rules and procedures of State Shared Service Centre that have been audited.  All institutions involved—whether programme operators, component operators, or implementers— have their own procedures and rules (like procurement rules, accounting regulations, administrative procedures etc.), which enable them to prevent fiduciary risk. |
| Financial risk (inflation, VAT rise, currency exchange fluctuation, irregularities in the use of funds) | 3 | 3 | Low-Medium | Operational financial monitoring, conservative financial planning, consultations with State Shared Service Centre. |
| Security risk (escalation of war in Ukraine, destabilisation of Russia, Russian hybrid aggression against Estonia) | 3 | 3 | Low-Medium | Consistent monitoring of the international situation. |
| Environmental risk | 1 | 1 | Low | The SSIP activities have no significant harm on the environment. |
| Management staff risk (not enough personnel, changes in staff or they are overloaded with other tasks) | 3 | 3 | Medium-Low | Honest communication with donors, quick response to needs that have occurred. Optimal planning of staff resources.  We aim to ensure that project teams have sufficient resources. In 2024, all involved actively contributed to this effort, so that the successful launch and implementation of thematic activities could start as soon as possible.  Institutions shall have procedures in place to ensure the smooth transfer of tasks and the proper storage of documents, thereby preserving institutional memory. |
| Procurement process complexity (donor involvement, donor approval process, irregularities in procurement procedures, failure of procurements) | 3 | 4 | Medium-High | Swift and good cooperation with donors, translating and providing them with materials as fast as possible; consultations with the procurement experts of the State Shared Service Centre.  Conducting market research before issuing the procurement. Informing potential bidders in advance about the upcoming procurement. |
| Political risks (changes is political priorities due to changes in the coalition or elections). | 3 | 1 | Low | Consistent monitoring of the internal, political situation, clear communication about the terms and conditions of the SSIP. |
| Operational risks (SSIP will be implemented by 4 ministries) | 3 | 3 | Medium-Low | Close cooperation and communication between the 4 ministries and the NCU.  For ongoing monitoring and internal steering of the support measure the Task Force was established. In addition to the formal meetings, the NCU regularly leads informal meetings to exchange information and discuss issues related to the cooperation programme. |
| Overall Risk Level SM | | Medium-low | | |
| Overall Risk Description | | The overall risk level is medium-low. The highest score risks are related to time-frame constraints and procurements. The SSIP is quite complex, involving different ministries and partners, but they have close cooperation and good communication. | | |