

ANNEX III  
 RISK MATRIX

TECHNICAL, LEGAL, FINANCIAL AND SOCIAL STRUCTURING (ETLFS) OF THE STRATEGIC SYSTEM OF PUBLIC TRANSPORT OF PASSENGERS (SETP) FOR THE MUNICIPALITY OF MANIZALES					
Risk	Impact	Responsible	Probability	Impact	Severity
<b>Operational risk. Contractor's ability to manage the contract.</b>					
Inaccurate information and lack of response from the bidder to the request by the contracting entity during the process.	Delays and impact on the quality of the product.	Contractor	3 = Possible	5 = Severe	<b>15</b>
Disqualification or incompatibility by the contractor because it does not report it at the time of submission of the proposal.	Delays in the pre-contractual process.	Contractor	2 = Unlikely	3 = Moderate	<b>6</b>
Deficiencies on the part of the contractor in the preparation of the proposal due to ignorance or lack of expertise.	Delays in the pre-contractual process.	Contractor	3 = Possible	3 = Moderate	<b>9</b>
Reprocessing in the calls because the selected proposer does not sign the contract.	Delays in the pre-contractual process.	Contractor	3 = Possible	3 = Moderate	<b>9</b>

## PRIOR STUDY CONTRACTS SIGNED BY FINDETER

**Code:** CON-ST-FO-002  
**Version:** 1  
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5-Jun-2018

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Risk	Impact	Responsible	Probability	Impact	Severity
Absence of permits, licenses and authorizations required or arising within the execution of the contract.	Delays in the execution of the contract.	Contractor	4 = Probable	3 = Moderate	<b>12</b>
That the contractor generates damages to property or property of third parties due to civil liability.	Affecting the reputation of the contracting party.	Contractor	1 = rare	3 = Moderate	<b>3</b>
Failure to comply with responsibilities due to the death and/or accident of the contractor, legal representative and/or personnel.	Delays in the execution of the contract.	Contractor	2 = Unlikely	2 = Lower	<b>4</b>
Failure to comply with responsibility due to contractor convictions.	Delays and impact on the quality of the product.	Contractor	3 = Possible	5 = Severe	<b>15</b>
Difficulty of accessing and/or transporting persons or goods required for the fulfillment of the contractual purpose	Delays and impact on the quality of the product.	Contractor	1 = rare	3 = Moderate	<b>3</b>
Impact on contract deliverables due to the removal of qualified or experienced personnel.	Delays and impact on the quality of the product.	Contractor	3 = Possible	4 = Greater	<b>12</b>
Impact on the deliverables of the contract, due to non-compliance with standards and/or technical specifications.	Affecting the quality of the product.	Contractor	3 = Possible	4 = Greater	<b>12</b>

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Risk	Impact	Responsible	Probability	Impact	Severity
Delays in the execution of the contract due to the lack of availability of qualified technical equipment.	Delays and impact on the quality of the product.	Contractor	3 = Possible	4 = Greater	12
Delays in the execution of the contract due to difficulty in accessing the sources of information.	Delays and impact on the quality of the product.	Contractor	2 = Unlikely	4 = Greater	8
<b>Delivery risks</b>					
Contract noncompliance by the contractor.	Delays and impact on the quality of the product.	Contractor	2 = Unlikely	4 = Greater	8
<b>Reputational risks. Any risk that may affect the reputation of the Prosperity fund or HMG.</b>					
Delays of the contract due to demands established by the different actors.	Delays in the delivery of the product. Affecting the reputation of the contracting party.	Shared	2 = Unlikely	4 = Greater	8
Delays in the execution of the contract and affecting the confidentiality of the information due to loss of the physical or electronic information that supports the projects.	Delays in the delivery of the product. Affecting the reputation of the contracting party.	Contractor	2 = Unlikely	4 = Greater	8
Improper use of the information or studies resulting from the study.	Affecting the reputation of the contracting party.	Contractor	2 = Unlikely	4 = Greater	8

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Risk	Impact	Responsible	Probability	Impact	Severity
Suspensions or extensions of the contract by force majeure or unforeseen circumstances or in general by exogenous factors to the parties.	Delays in the pre-contractual process. Affecting the reputation of the contracting party.	Shared	2 = Unlikely	4 = Greater	<b>8</b>
<b>Risks associated with economic capital.</b>					
Difficulty in the execution of the contract due to the economic insolvency of the contractor.	Delays and impact on the quality of the product.	Contractor	3 = Possible	5 = Severe	<b>15</b>
Late filing by the contractor of the accounts (correctly completed and signed).	Delays in the delivery of the product.	Contractor	2 = Unlikely	3 = Moderate	<b>6</b>
<b>Context risks. The operational context may affect the implementation of the contract, for example, political, economic, social, conflict and other environmental factors.</b>					
Affectation of the contract and the conditions agreed therein due to normative or tax changes of the contracting regime or in the Colombian labor regime.	Delays in the delivery of the product.	Shared	1 = rare	3 = Moderate	<b>3</b>

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Risk	Impact	Responsible	Probability	Impact	Severity
Impairments in the execution of the contract due to stoppages caused by the staff of the contractor due to the late payment of wages and other benefits to which they are entitled, including contributions in social security, social benefits and all kinds of compensation.	Delays in the delivery of the product.	Contractor	2 = Unlikely	4 = Greater	<b>8</b>
Involvement in the execution of the contract due to social stoppages caused by communities.	Delays in the delivery of the product.	Contractor	3 = Possible	5 = Severe	<b>15</b>
Disadvantages and/or paralysis in the execution of the contract because of illegal groups.	Delays in the delivery of the product.	Contractor	2 = Unlikely	5 = Severe	<b>10</b>
Difficulties or impossibility of execution of the contract due to climatic conditions that generate delay.	Delays in the delivery of the product.	Contractor	3 = Possible	4 = Greater	<b>12</b>
Difficulties or impossibility of execution of the contract due to the existence of adverse terrain characteristics or conditions.	Delays and impact on the quality of the product.	Contractor	2 = Unlikely	3 = Moderate	<b>6</b>

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Risk	Impact	Responsible	Probability	Impact	Severity
Difficulties or impossibility of the execution of the contract due to public order.	Delays in the delivery of the product.	Contractor	3 = Possible	4 = Greater	<b>12</b>
Impact on the execution of the contract due to lack of interinstitutional coordination.	Delays and impact on the quality of the product.	Shared	3 = Possible	3 = Moderate	<b>9</b>
<b>Strategic risks</b>					
Modifications of some of the products to be delivered and/or modifications of some of the scopes of the contract, without approval of the supervision.	Delays and impact on the quality of the product.	Contractor	2 = Unlikely	4 = Greater	<b>8</b>
<b>Safeguards risks</b>					
Violation of the human rights of contractor personnel due to deficiencies in recruitment and monitoring during the execution of the contract.	Delays in the delivery of the product. Affecting the reputation of the contractor.	Contractor	2 = Unlikely	5 = Severe	<b>10</b>