

ABOUT THE SPEAKER



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PRESENTATION

From Lessons to Practice

Forum Insights and the Rollout of Guide to Risk Identification and Planning (GRIP)

Key Insights from the Forum

Before we look ahead, a quick look back at what the forum surfaced

FOUNDATIONS

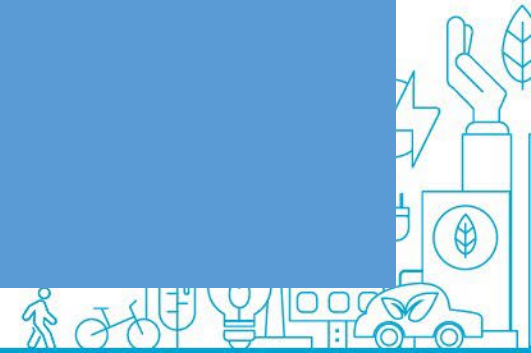
- Keynote presentation made the case for proactive risk management
- Panels surfaced the gap between design and field practice and discussed cross-functional coordination
- Readiness discussion confirmed its importance in effective risk management
- Case studies showed proactive risk management pays off

REALITY CHECK

- Case study made the cost of unmanaged risk concrete
- Sector breakouts revealed recurring, sector-specific patterns
- Regional projects and initiatives showed regional coordination strengthens practice but introduces different challenges

MOVING FORWARD

- Forum synthesis and GRIP rollout
- Transfer of lessons learnt and knowledge
- Building action plans and commitments

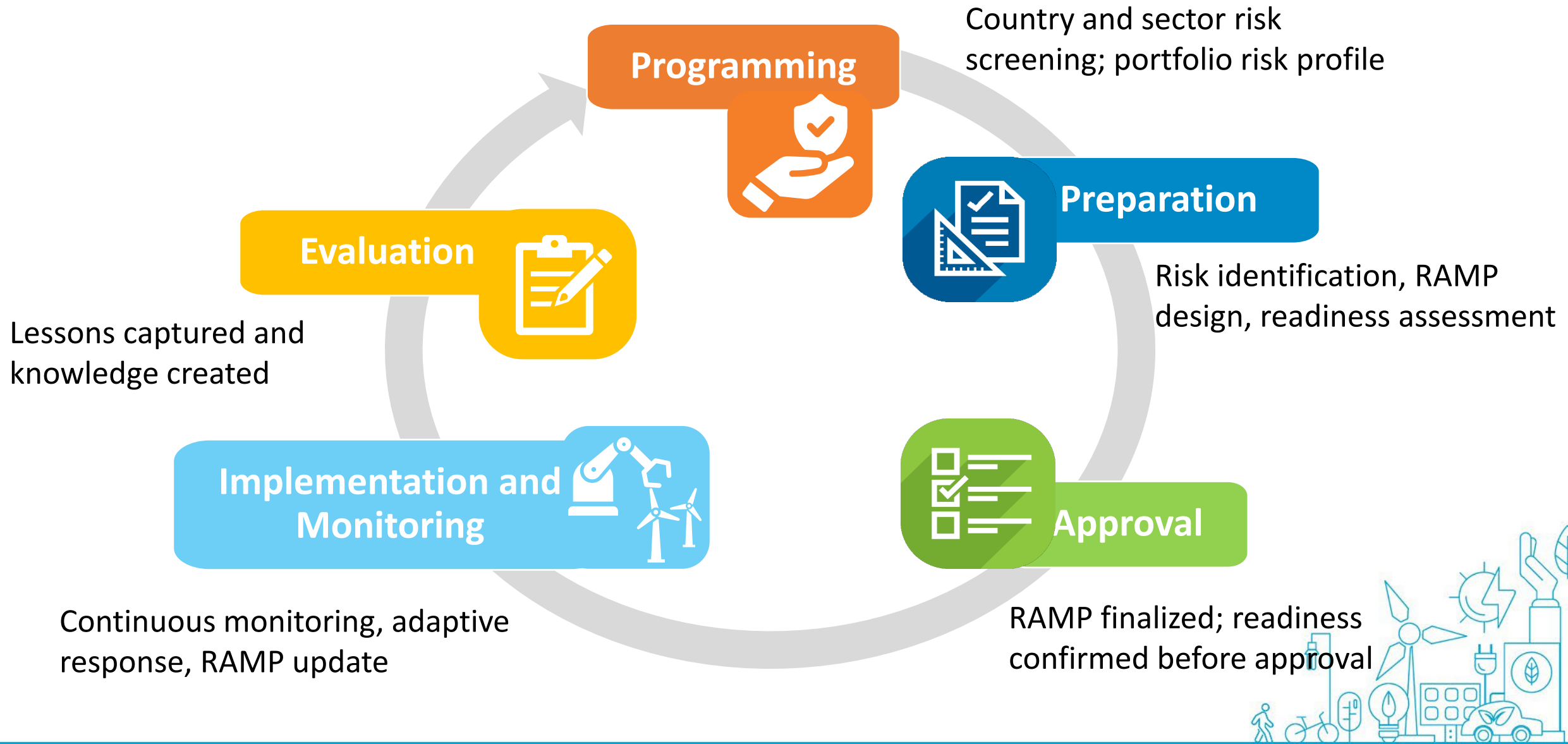


What We Heard These Days

- **Frameworks exist, practice needs strengthening.** Recurring risk patterns persist despite established guidance and training
- **Risk management is a teamwork.** Cross functional coordination leads to stronger results and shapes outcomes.
- **Context matters.** Risk profiles differ by sector and country; knowledge sharing and experience exchange helps broaden solutions beyond generic templates.
- **Early and continuous beats one-time.** Readiness up front and active monitoring outperform static, compliance-only RAMPs
- **Coordination compounds results.** Aligned approaches across countries strengthen project-level outcomes



Risk Management over ADB Project Cycle



Preparation Stage Flexibility

- Early project stages offer the greatest flexibility to shape scope and risk management strategies — *define FACTs and RISks*.
- Risk profiles differ significantly across sectors and countries — some require tailored approaches, not generic frameworks
- Many sector risks are recurrent and systemic, linked to institutional capacity, governance, and design constraints
- Risk assessment should start before design choices are locked in — the earlier it starts, the more it can shape design rather than just react to it
- Good project design paves the way for managing risks – complexity and institutional arrangements; design flexibility and contingencies; implementation planning

ROBUST PROJECT DESIGN



Strengthening Readiness as the First Line of Risk Mitigation



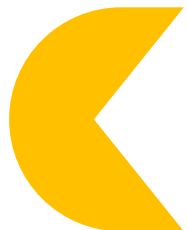
Project readiness is a deliberate risk mitigation strategy reducing uncertainty and preventing startup delays.



ADB measures project readiness using five criteria, assessed prior to approval to better target resources and reduce early implementation risk



Strengthening readiness mitigates risk by ensuring certain design, technical, institutional, financial, and safeguard requirements are addressed before implementation begins

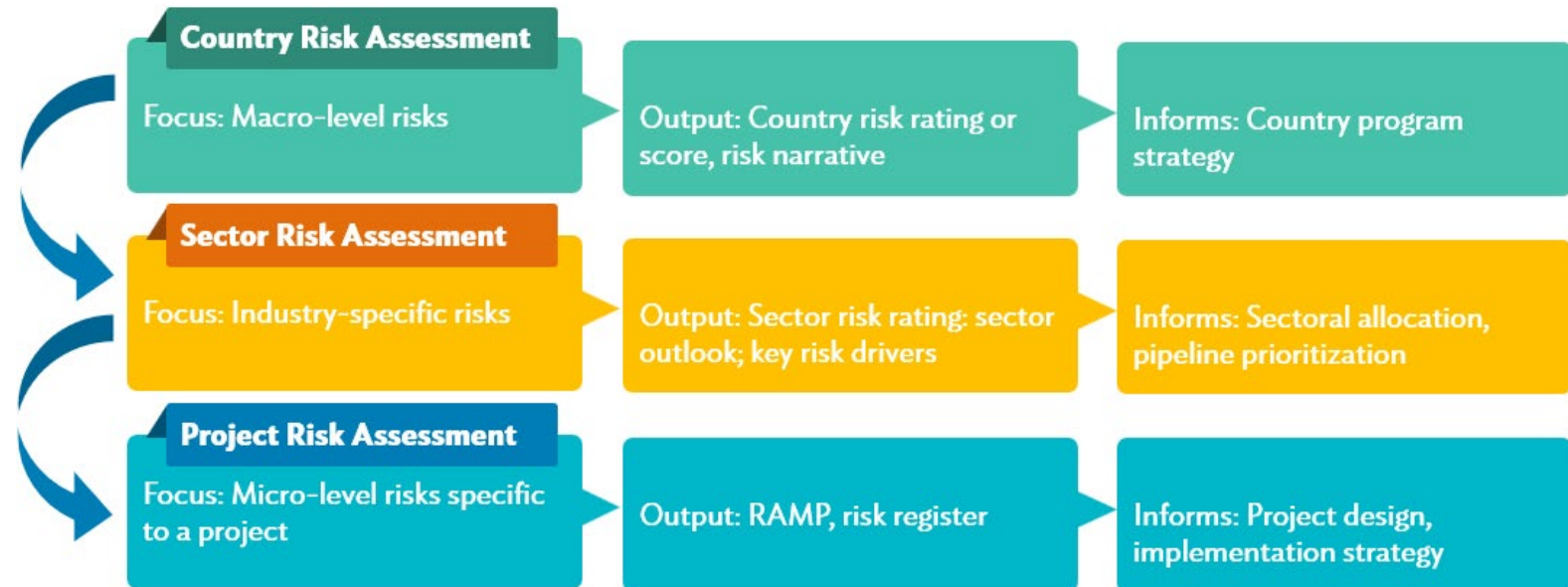


Strong readiness reduces start-up risks and facilitates embedding risk assessment into early project preparation.

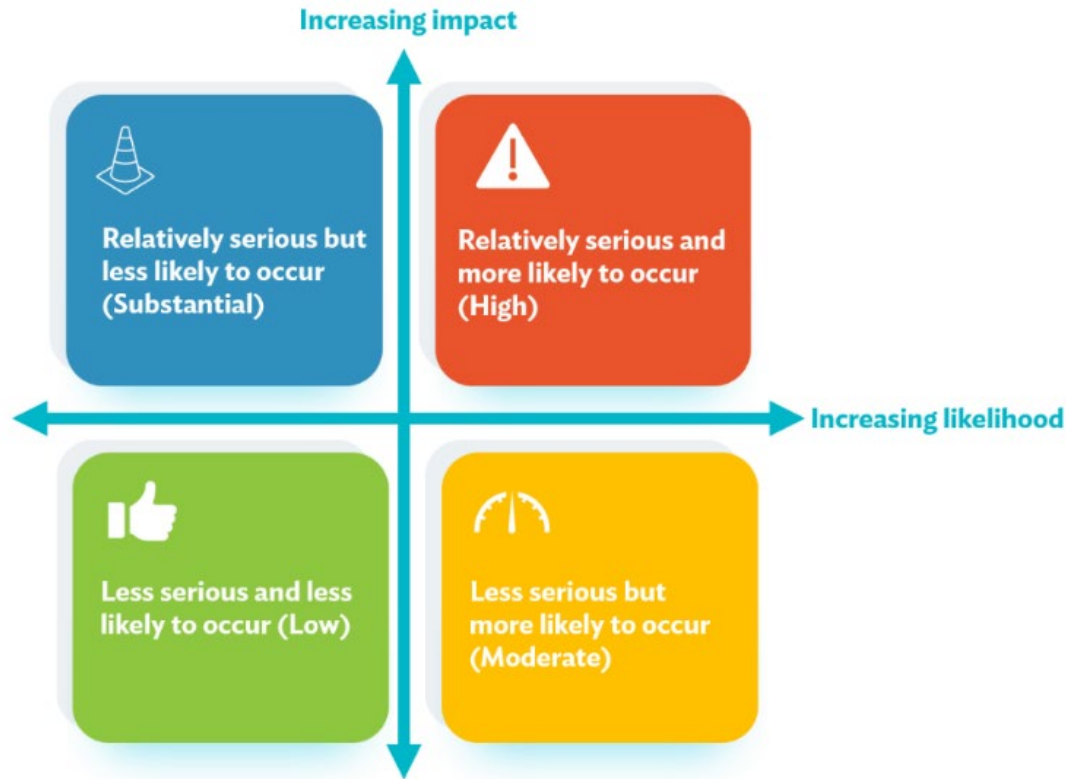


Where to Find Risks: Five Entry Points

- **Stakeholder engagement.** Affected communities, agencies, and civil society surface risks that technical assessments alone can miss
- **Historical experience.** Reviewing similar past projects turns risk identification from guesswork into evidence
- **Geography.** Location shapes exposure and constraints, guiding design, procurement, and implementation choices
- **Assumptions and constraints.** Assumptions expose what a project relies on; constraints expose what it is limited by — both are lenses for spotting risk
- **System linkages.** Country, sector, and project risk assessments cascade into one another; a risk taxonomy keeps identification systematic, not ad hoc



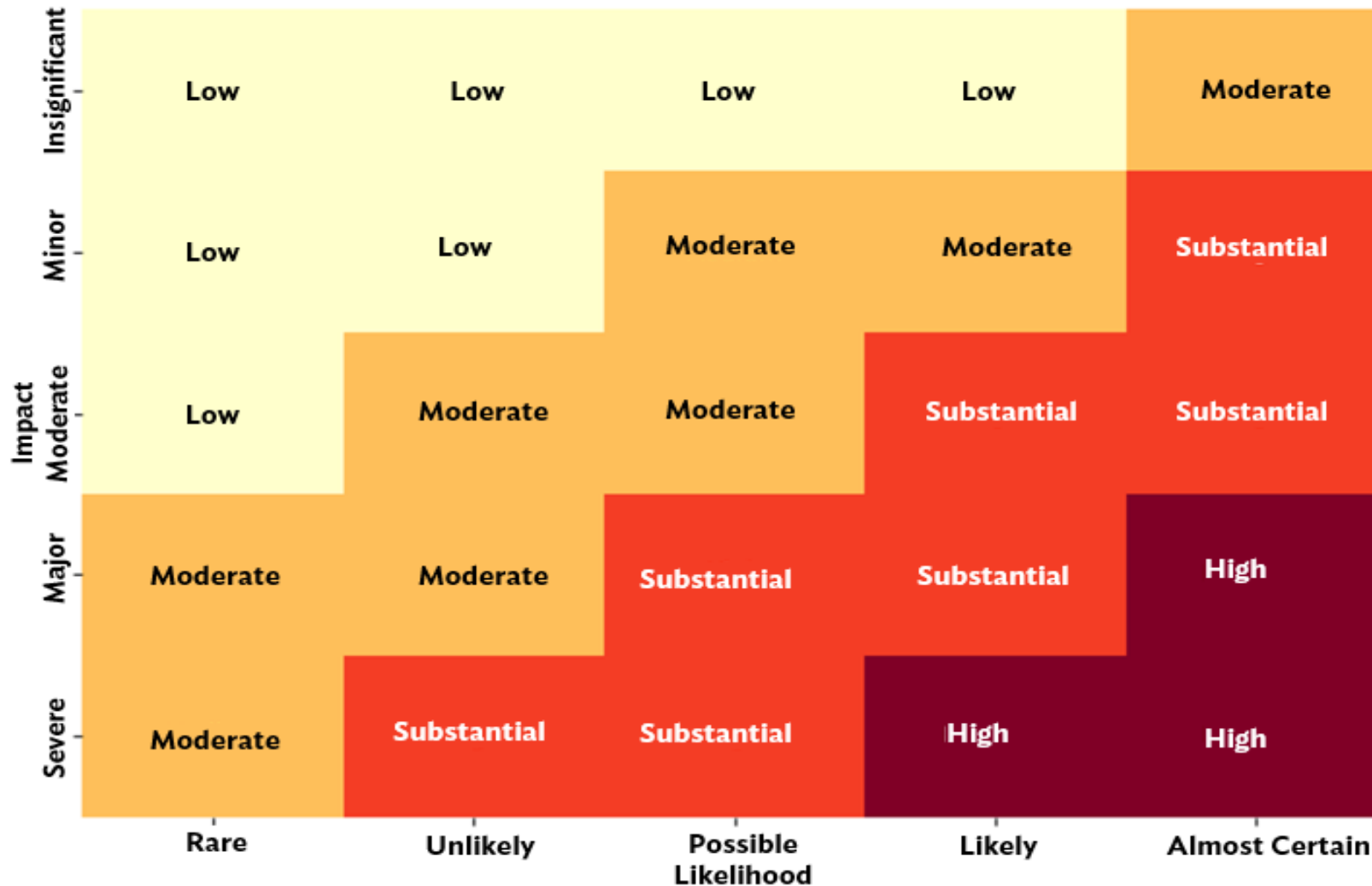
How Risks Are Rated: Likelihood × Impact



- Each risk is rated low, moderate, substantial, or high, based on its *likelihood* of occurring and its *impact* on the project if it does
- Likelihood runs from rare to almost certain; impact from insignificant to severe
- High and substantial risks must have defined mitigation before project approval
- Lower-rated risks are still recorded — small issues can compound into significant ones over time



How Risks Are Rated: Risk Impact Mapping



- Ratings are not fixed — updating them shifts attention and resources to whatever risk matters most now.
- A risk identified as low at project identification may become high or substantial during implementation if circumstances around the project change.



Choosing the Right Response Strategy

- **Avoid.** Eliminate the risk entirely by changing project design, scope, or approach
- **Mitigate.** Reduce the likelihood or impact of the risk through targeted measures
- **Transfer.** Shift the risk to a third party, such as through insurance or a security arrangement
- **Accept.** Acknowledge the risk without acting, especially where its potential impact is low or acceptable

***SELECT BY SEVERITY, CONTROLLABILITY, AND COST-EFFECTIVENESS —
NEVER MITIGATE A RISK FOR MORE THAN THE LOSS IT PREVENTS***



Turning Risks into Accountable Actions

Formulate the risk statement

- State the *event, cause, and consequence* — what could happen, why, and its effect
- Use clear, specific, evidence-based language
- Agree the statement with all parties involved
- Record and categorize it by risk area

Develop mitigation measures

- Make it specific, measurable, and time-bound
- Assign responsible party, timeline, and funding
- Define a measurable outcome

Assign accountability

- Name a single owner for every risk — *not a department*
- Align ownership with who has the greatest control (*executing agency, ADB, or contractor*)
- Embed responsibility in PMOs, contracts, and terms of reference
- Reassign as risks evolve across project phases



The Risk Flagging System

A good risk indicator is measurable, relevant, predictive, comparable, and actionable

Flag Level	Status	Escalation
Green	On track	No escalation needed
Yellow	Moderate concern — needs flagging	Escalate to PMO project director; include in next quarterly progress report
Red	High concern — immediate action required	Escalate within 48 hours: PMO project director → executing agency → ADB

EARLY WARNING, ACTED ON



Managing Risks during Implementation

Why Risk Management Still Fails in Practice?

- **Late Risk Identification** - Risks are often identified too late or treated as compliance checklists rather than active management tools.
- **Gap Between Frameworks and Practice** - Risk frameworks exist but are often static documents, reducing their effectiveness during project execution.
- **Recurring Implementation Problems** - Issues like procurement delays and coordination failures recur despite being predictable from earlier projects.
- **Governance and Behavioral Risks** - Governance issues, unclear accountability, and limited ownership undermine risk mitigation efforts.



PROACTIVENESS



Learning and Feedback



A well-maintained RAMP provides credible evidence of how risks were handled, not just whether outcomes were achieved.

Document



Completion report draws out what worked and what did not; emphasizes learning from risks encountered.

Analyze



Knowledge captured well becomes knowledge that can be reused at design, policy, and pipeline planning

Reuse



GRIP as a Practical Tool for Risk-Informed Implementation

- A practical handbook on project risk assessment and risk management
- Grounded in field experience — 79 focused discussions and 11 workshops across 10 developing member countries
- Covers the full project cycle: identifying and prioritizing risks, designing mitigation, preparing the RAMP, and capturing lessons learned
- Built to make risk management more consistent, accessible, and useful for practitioners
- The handbook will not provide ADB's legal requirements and guidelines



Guide to Risk Identification and Planning: What's Inside



CORE GUIDANCE

- Process overview, roles and responsibilities
- Identifying and prioritizing risks
- Designing Risk Mitigation Measures
- Preparing the RAMP
- Managing Risks During Implementation
- Capturing Lessons Learned



PRACTICAL TOOLS

- Project Risk Taxonomy
- Sector-specific examples for design and implementation
- Project completion report examples built on the risk register
- “Insight” boxes drawing on 79 field discussions across 10 developing member countries



How to Use the Guide

Identify the risk using the GRIP

- Classify the risk (*governance, technical, economic, financial management, etc.*)
- Categorize the risk (*likeliness to occur, impact*)
- Search for the risk in the handbook
- Review possible risk statements

Develop mitigation measures

- Refer to best practices from the handbook
- Define specific actions to reduce risk exposure
- Include timelines, resources, and performance indicators
- Establish a risk monitoring system

Integrate into project planning and design

- Draft the RAMP *based on identified risks and mitigation measures using the GRIP*
- Incorporate the RAMP in the Project Administration Manual
- Update the RAMP and PAM regularly (*revisit at least once a year during review missions*)
- Refer to the GRIP, as necessary, up to project completion



Rolling Out GRIP



Target publication
Q4 2026



Interactive, 24/7 digital guide, featuring chatbot for real-time policy guidance throughout the project cycle



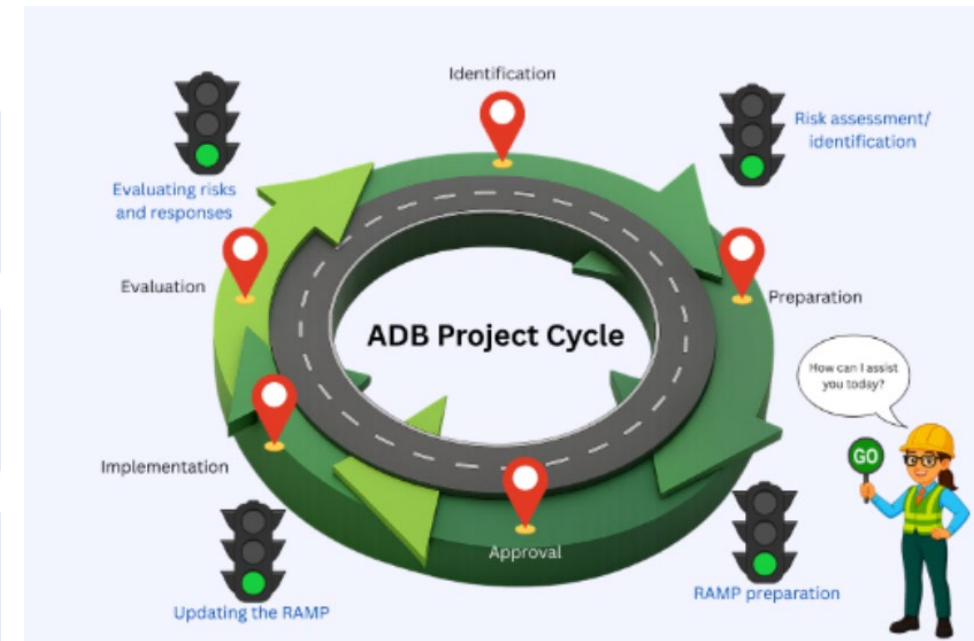
Standardized risk register templates covering technical, natural, social, and economic and financial risks



Live microsite accessible at field level, designed to overcome language barriers, enhance usability for PIUs



Central repository linking ADB policies and procedures with practical examples from EAs across countries and sectors



Q&A

Discussion

