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COUNTRY ACTION PLANS

ARMENIA



The Republic of Armenia



Three actions or improvements you will make in your project's risk management approach after this Forum

1. Weak due diligence at the design stage does not eliminate risk, it merely transfers it to implementation, where it becomes far more costly.

Ensuring project readiness and "Quality at Entry" requires rigorous initial risk assessment across all interconnected domains - technical, financial, institutional, safeguards, and integrity. Skipping deep due diligence leads to predictable, recurring bottlenecks later on.



2. Risk management must be continuous and adaptive, not a one-time compliance checklist.

Risk management frequently fails in practice when risks are identified too late or when frameworks (such as RAMP) are treated as static documents rather than active management instruments. To drive real results, it requires regular reviews and clear ownership.

3. Cross-functional coordination and clear accountability are critical to breaking silos.

Early and coordinated risk management must integrate perspectives from financial management, procurement, and safeguards. Building this collaboration from the very start of the project cycle prevents governance and behavioral risks from undermining mitigation efforts.



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1. Transition RAMPs into dynamic instruments with early warning signals.

Instead of leaving risk assessment as a static approval step, we will establish a structured schedule to continuously monitor, update and act promptly upon early warning signals during project execution.

2. Strengthen institutional capacity and enforce strict due diligence checkpoints.

We will focus heavily on capacity and implement rigorous checkpoints during project preparation, specifically focusing on data availability, market assessments for procurement, environmental/social safeguard readiness etc.



3. Systematically document and integrate lessons learned into the project pipeline.

To avoid recurring implementation problems like procurement delays and coordination failures, we will try to institutionalize the capturing of knowledge at the evaluation phase. We will be happy leverage tools like the Guide to Risk Identification and Planning (GRIP) to inform the programming and preparation of future projects.

