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COUNTRY ACTION PLANS

PAKISTAN



Focus: Improving project performance through stronger design, governance and risk management.

Three Key Lessons for Stronger Risk Management

Shift from reactive risk reporting to early identification, live monitoring and evidence-based decisions.

1 Design-stage risk readiness

Identify risks before loan negotiations
Use readiness filters: land, safeguards, procurement, capacity, climate exposure
Test implementation reality before approval

2 RAMP as a live tool

Update RAMP regularly during implementation
Integrate it with the project risk register
Review risks through the 4 Ps lens

3 Digital risk management

Avoid treating risks in silos
Create a central database / dashboard
Flag repeated risks across sectors, agencies and locations

4 Ps for monitoring

Regular RAMP reviews should look beyond forms and focus on context:

People

capacity, ownership, decisions

Place

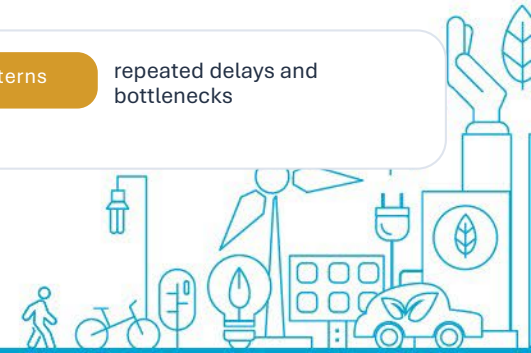
local context and climate exposure

Past Projects

lessons from earlier operations

Patterns

repeated delays and bottlenecks



Concrete Action Plan: Risk Memory Bank / Dashboard

A practical digital tool to track risks across the full project cycle and prevent repeat failures.

Project cycle risk tracking



What the dashboard will capture

- Risk source, stage, severity, owner and mitigation status
- Delayed actions, weak readiness, procurement and safeguard bottlenecks
- Climate vulnerability and location-specific risks
- Recurring risks by sector, agency, province and modality

Why it matters for Pakistan

- Tailor-made risk responses instead of generic templates
- Better federal–provincial coordination and agency accountability
- Projects become more effective, efficient, sustainable and relevant
- Institutional memory helps avoid the same risks in future operations

Punch line: Risk management should create institutional memory — not just identify risks, but stop them from repeating.



Action Plan 2: Risk Management Capacity Building Program

Build a structured training and support system so executing agencies and project teams can identify, assess and manage risks more effectively.

Proposed action: Establish a structured Risk Management Capacity Building Program for executing agencies, project teams, and relevant government counterparts.

1 Pre-negotiation risk clinics

Dedicated sessions before loan negotiations to identify design, readiness, procurement, safeguard, climate and implementation risks at an early stage.

2 Practical RAMP training

Regular training on risk identification, risk scoring, mitigation planning, and use of RAMP as a live project risk management tool.

3 Learning from past projects

Hands-on workshops using examples from past projects to understand recurring risk patterns, common bottlenecks, and effective mitigation approaches.

4 Agency focal persons

Create focal persons in each executing agency to regularly update the risk register and coordinate with ADB and Government counterparts.



Support tools

Develop simple risk templates, checklists, and guidance notes for project teams.



Specialized modules

Include climate resilience, procurement readiness, land acquisition, safeguards, and federal-provincial coordination.



Why it matters

Risk management is only effective when project teams have the capacity to identify and address risks in real time. For Pakistan, capacity building is critical due to institutional gaps, coordination issues, weak project readiness, and limited use of digital risk tools.



Risk tools are only as strong as the people using them — capacity building turns risk management from a paper exercise into practical project discipline.



