

Opening Remarks, Guoliang Wu, Director, Portfolio Management Division, PPF

Regional Training on Risk Management in Development Projects for South Asia and Southeast Asia, 13 October 2025, Bangkok

Good morning, colleagues.

It is a great pleasure to welcome you to **Bangkok** for this regional training on **risk management in development projects**. On behalf of the Asian Development Bank, let me extend my warmest greetings to all participants. I know many of you have traveled far to be here, and I want to begin by thanking you for your commitment to join this program. Your presence reflects the importance you place on building capacity, sharing experiences, and working together to make our projects more resilient and effective.

I would also like to extend a warm welcome to our colleagues who have traveled from different sectors and departments at ADB headquarters from Manila. Thank you for making the time to be with us.

Why This Training Matters

As many of you know very well, implementing development projects is not easy. It is a responsibility filled with challenges and uncertainties.

- Procurement processes can be delayed or disputed.
- Financial management risks can affect disbursements and transparency.
- Safeguards—whether environmental or social—require constant attention and engagement with communities.
- And beyond these, we face broader risks: climate change, market volatility, institutional capacity gaps, and sometimes political or policy shifts.

You, as executing and implementing agencies, stand at the **frontline of these realities**. The way you identify, anticipate, and manage risks directly determines whether projects succeed—or whether they fall behind schedule, overrun costs, or fail to deliver benefits to the people who need them most.

That is why we are here together in Bangkok this week: to strengthen our shared ability to **recognize risks early, to plan practical responses, and to manage projects adaptively**.

What You Can Expect in the Next Three Days

Over the course of this program, we will:

- **Day 1:** Set the stage with why risk management matters, what the data from past projects is telling us, and how financial management and procurement risks can be better addressed.
- **Day 2:** Dive deeper into safeguards and sector risks. You will work in groups by sector—transport, energy, water and urban development, and social sectors—to reflect on common risk patterns and effective mitigation approaches. You will also hear real case studies from projects that managed risks successfully.
- **Day 3:** Focus on practical application. Country groups will reflect on the lessons learned, identify priority risks and institutional gaps, and develop action points for embedding risk management practices more effectively back home.

The program has been designed to be **interactive**. This is not just a classroom-style training. It is an opportunity for you to share your own experiences—the successes, but also the struggles. Often, the most valuable lessons come from what did not go as planned.

Looking Ahead

If there is one idea I hope you take away this week, it is this: **risks don't stand still, they evolve, and so must we.**

A risk identified early is a problem that can be solved. A risk ignored is a problem that eventually becomes a crisis.

By embedding risk management as a habit—by making it part of how we think and act every day—we will deliver projects that are not only completed on time and on budget, but also **trusted, sustainable, and impactful for the communities they serve.**

Closing

So let me once again welcome you to Bangkok, and thank you for your commitment to this training.

I encourage you to engage actively in the sessions, to share openly with your peers, and to take home practical insights you can apply in your agencies and countries. The networks you build here will be just as valuable as the knowledge you gain.

Finally, let me thank my ADB colleagues who worked tirelessly to put this program together.

I wish us a productive, engaging, and rewarding training—and I look forward to learning from your insights over the next three days.

Thank you.