

RISK ASSESSMENT AND RISK MANAGEMENT PLAN

Risks	Assessment without Mitigation	Management Plan or Measures	Assessment with Mitigation
Newly established CPMU faces high turn-over of experienced staff. As a result, project management, including disbursement and procurement activities could be delayed, causing progress to fall behind schedule.	Medium	MOET and MOF will determine CPMU staff's remuneration at appropriate and competitive level to prevent turn-over. Also, training opportunities for long-term career development will be provided.	Low
CPMU may have a limitation on financial management capacity due to the lack of appropriately qualified accounting officers and availability of appropriate skills within the organization.	High	MOET will hire additional qualified local finance and accounting officers to strengthen existing CPMU capacity. The CPMU will obtain senior management direction on the use of a single accounting system for the project, and will ensure that approved accounting software is urgently procured for the project.	Medium
CPMU may recruit inexperienced procurement staff and they may be unfamiliar with procurement process. As a result, project procurement activities could be delayed and implementation progress may fall behind schedule.	High	CPMU will recruit qualified and experienced procurement specialists to ensure sufficient capacity to undertake procurement for various types of project civil works. The procurement plan provides international experts to assist the CPMU, PMUs and project beneficiaries in procurement and management of construction contracts. It also supports a division of labor for managing procurement when DOETs, USSs and other project beneficiaries are involved in procurement.	Medium
Outcome			
Delay of education reform may affect timely implementation of output activities.	Medium	Within the official decrees sent by MOET to all involved in the processes to be followed including the timeline and financing plan, will be clearly stated.	Low
Outputs			
INSETT and PRESETT may be delayed due to the delayed development of the new curriculum and textbook.	Medium	New curriculum and textbook development is one of the sub-outputs of the project. The CPMU can monitor the progress of development with related MOET agencies. The overall plan and schedule will be coordinated and revised if needed to cope with delays or changes.	Low

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The qualification of candidates for proposed overseas training, especially their language ability, may be limited. As a result, there may be fewer trainees than planned, or the effectiveness of the training may be reduced.	Medium	Selection criteria for participants in OST programs are subject to ADB's prior review and approval to ensure the transparency of selection and expected impact of the OST. Technical qualifications and English proficiency will be taken into consideration	Low
The project constructs new school facilities for disadvantaged areas based on demand. However, the HRD plan indicates a decrease in new teacher recruitment due to a decrease in the number of students. As a result, there may not be enough teachers for newly constructed facilities in the disadvantaged areas.	High	DOET and CPMU will carefully examine the allocation of teachers for newly constructed facilities beginning at the selection stage, to ensure the availability of teachers for these additional classrooms.	Low
Provision of block grants to a province may be delayed due to complex disbursement processes and a lack of coordination.	Medium	ADB and relevant stakeholders will carefully agreed to fund flow and the process for proposal, approval and disbursement procedures for the government. The agreed procedures will be specified as block grant guidelines.	Low
The quality of impact evaluation results based on M & E indicators may be compromised due to unclear criteria and methodology.	Medium	The project will recruit a project M&E specialist who will provide the CPMU with clear criteria and methodology for M&E to be effectively undertaken throughout the life of the project.	Low
Overall	Medium		Low

ADB = Asian Development Bank, CPMU = central project management unit, DOET = Department of Education and Training, HRD = Human Resource Development, INSETT = In-service Teacher Training, M&E = monitoring and evaluation, MOET = Ministry of Education and Training, MOF = Ministry of Finance, OST = overseas staff training, PPMU = provincial project management unit, PRESETT = pre-service teacher training, USS = upper secondary school.

Source: Asian Development Bank.