

RISK ASSESSMENT AND RISK MANAGEMENT PLAN

Risk Description	Rating	Mitigation Measures	Responsibility
<p>Technical</p> <p>Weak coordination between the executing agency and implementing agencies and a lack of experience will slow down the preparation of information and communication technology product procurement.</p>	Substantial	Support will be provided by experienced consultants and a specialist from ADB's Procurement, Portfolio, and Financial Management Department.	ADB, PMU
<p>Lack of knowledge will cause inappropriate identification of right-fit technology (i.e., technology that is affordable, compatible, proven, and feasible).</p>	Moderate	<p>Technology selection is to be based on the review of systems that are already in place or in the process of being implemented in CBRAs and related agencies to identify enhancements needed for the NSW. Lessons learned from countries that have successfully established and implemented NSW projects will be considered.</p> <p>Attached TA will also provide independent expert advice on technology selection.</p>	ADB, PMU, CBRAs
<p>Financial</p> <p>Weak financial management because of, among other things, delays in finalizing audit reports, the vacancy of the head of the financial unit, and ineffective fixed asset control within the Ministry of Economic Development.</p>	Substantial	A detailed financial management action plan was prepared, with proposed mitigation measures including the immediate filling of the head of the finance unit and administration position, the recruitment of a full-time project accountant within the project management unit to maintain a fixed asset register, the inclusion of the project in the Ministry of Finance's internal audit plan, and closer monitoring by ADB to ensure compliance with reporting and auditing requirements.	MED
<p>Governance</p> <p>The NSW will be underutilized, and its benefits not fully realized, if the Parliament approval of the NSW legal framework is delayed.</p>	Substantial	The attached technical assistance will support the government in finalizing the NSW legal framework. In addition, the financing agreements will include a covenant requiring the government to formally approve legislative and/or regulatory actions required for facilitating the adoption, operation, and mandatory use of the NSW developed under the project within 3 years from effectiveness of ADB financing.	Government of Maldives
<p>Changes in key positions and/or project champions could disrupt continuity of project implementation.</p>	Substantial	The project team will identify multiple potential key positions and project champions.	MOF, MED, ADB

Risk Description	Rating	Mitigation Measures	Responsibility
Lengthy process of changing institutional and individual behaviors delaying interfacing of CBRAs' business processes into the NSW system.	Moderate	Conduct periodic review of the progress of project readiness of each CBRA and provide support, if necessary. Attached TA will include change management activities to support CBRAs' transition to the NSW system.	ADB, PMU
Lengthy process of consensus-building and harmonization as well as delayed decision making among CBRAs and other key stakeholders delaying linking of the NSW to the system of each CBRA.	Moderate	PMU will facilitate consensus building and harmonization. Government will establish an NSW steering committee for smooth coordination among CBRAs and the state-owned enterprises.	MOF, MED, PMU, NSW steering committee, CBRAs

ADB = Asian Development Bank; CBRA = cross-border regulatory agency; ICT = Information and Communication Technology; MED = Ministry of Economic Development; MOF = Ministry of Finance; NSW = National Single Window; PMU = project management unit; PPF = Procurement, Portfolio, and Financial Management Department; TA = Technical Assistance;

Source: Asian Development Bank.