

RISK ASSESSMENT AND RISK MANAGEMENT PLAN

Risk Description	Risk Assessment	Mitigation Measures or Risk Management Plan
Inadequate capacity for financial management, procurement, and monitoring of contractors and suppliers at the central and provincial PMUs	Medium	MOET has agreed to assign experienced and qualified staff to the central PMU and will instruct those DOETs that do not have full-time accounting staff to appoint regular staff to provincial PMUs. ADB will hire a consultant to conduct construction quality audit for selected sites. A tailored training program, based in part on deficiencies identified in first Lower Secondary Education for the Most Disadvantaged Areas Project, will be delivered by the central PMU consultants to 28 provincial PMUs. ADB will conduct a prior review for provincial PMUs with weak capacity. The central PMU will recruit the firm for the annual financial audit in a timely manner to ensure submission of the report to ADB on time.
Collusion in civil works procurement	High	The central PMU will organize business outreach events to educate bidders about the pipeline of contracts and mistakes to avoid when bidding. Opportunities will be advertised in appropriate provincial media outlets by provincial PMUs, which will also provide an accessible and transparent bidder-complaint-handling mechanism. ADB will conduct prior review for five provinces where the risk of collusion is most pronounced. ADB and MOET will discuss the mechanism to allocate additional funds to provincial PMUs that demonstrate healthy competition and good construction quality.
Delay in implementation of civil works activities because of slow planning, and construction activities being affected by unseasonal weather	Medium	MOET, the central PMU, and provincial PMUs are aware of the situation based on their experiences in previous projects. The procurement plan has taken these factors into consideration. The central PMU and provincial PMUs will closely follow the planning schedules and monitor progress of civil works to ensure timely completion.
Misused block grant	Medium	The central PMU will provide clear and detailed guidelines, and will closely monitor the implementation and spending by DOETs on approved activities.
Difficulty in assessing whether the outputs translate into the desired outcome of more equitable access to and retention of disadvantaged groups at lower secondary education in the four target areas	Medium	Baseline data are already available through MOET and have been used to set key indicators for each area. MOET and staff of the central PMU have experiences in conducting large-scale surveys of the beneficiaries in the first Lower Secondary Education for the Most Disadvantaged Areas Project, which developed a project performance management system that can be applied to this project. In addition, international and national project monitoring and evaluation specialists will be engaged to assist the central PMU in monitoring and evaluating the progress, benefits, and initial outcome and impact of the project.
Delay in the introduction of the new curriculum	Medium	MOET has been reminded that if the new curriculum is not introduced in SY2015/16, it will affect this activity under the project. Central PMU staff are aware of the need to recruit

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and development, printing, and distribution of textbooks		textbook developers urgently to ensure enough lead time. MOET and the central PMU will closely monitor this activity.
Limited capacity among education managers and teachers to implement innovative project activities	Medium	Under the project, consultants will be recruited to assist MOET, the central PMU, and provincial PMUs in developing materials and training the education managers and teachers to implement and manage the implementation of innovations.
Overall	Medium	

ADB = Asian Development Bank, DOET = Department of Education and Training, MOET = Ministry of Education and Training, PMU = project management unit, SY = school year.

Source: Asian Development Bank.