

RISK ASSESSMENT AND RISK MANAGEMENT PLAN

Risk Description	Rating	Mitigation Measures	Responsibility
Technical			
1. Changes in government priorities shift resources away from education reforms	S	Develop a medium-term expenditure framework for education that aligns with the implementation of education priorities in the next medium-term Education Strategic Plan	MoEYS
2. An adequate number of qualified instructors and assessors are not available for recruitment, especially in teacher shortage areas	S	Formulate, adopt and implement policies to attract qualified candidates into the teaching profession (e.g., teacher career pathways and continuous professional development) Support the upgrading of the teacher deployment system	MoEYS
Economic and Financial			
3. Funds intended for supporting specific project activities are diverted to financing investments not covered by the project design and loan agreement.	M	PCU should provide clear and detailed guidelines and closely monitor the implementation and spending for the approved activities under targeted support and under the agreed-upon project cost categories	PCU
4. Insufficient and late release of counterpart funds (in cash or in-kind) contribution from central government	M	MoEYS to prepare a detailed project annual work and financial plan, aligned with the project implementation plan, to be approved 1 month before the start of the budget year	MoEYS and PCU
Governance (Financial Management)			
5. Excessive use of cash by MoEYS for capacity development activities	S	Include procedures and mechanisms in a project finance manual that limit the use of cash	PCU
6. Government staff appointed to the MoEYS finance unit have limited capacity (with little finance experience and training on project financial management), resulting in late budget preparation and weak management of assets at the subnational level	S	Appoint staff to the finance unit with finance skills and experience, and provide capacity development to enhance financial management skills Recruit a national finance consultant to provide training and support Prepare project finance manual during the start-up phase	MoEYS and PCU
7. Insufficient staff and capacity of the MoEYS IAD to conduct project internal audits	H	The MoEYS IAD will nominate staff with commitment and capacity to develop their skills and work on internal audits of the project The MoEYS, in collaboration with the MEF through its public financial management program, will conduct training of MoEYS IAD staff	MoEYS IAD

Risk Description	Rating	Mitigation Measures	Responsibility
		The MoEYS IAD will conduct internal audits two times each year, with clear, concise reports that include the status of previous recommendations and management responses from the PCU; the MoEYS IAD will submit the reports to ADB by 30 June and 31 December	
8. Late completion and submission of quarterly performance monitoring reports	M	Monitor the dates for report submission with regular ADB-PCU meetings	PCU
Governance (Procurement)			
9. Insufficient number of staff to undertake project procurement	M	Recruit two procurement consultants to support the MoEYS and PCU in procurement activities, and ensure capacity building and technology transfer	PCU
10. The procurement manual in the government's standard operating procedures does not yet align with the Procurement Regulations for ADB Borrowers (2017, as amended from time to time)	H	ADB will work with government to achieve eventual alignment	PCU
Poverty, Social, and Gender			
11. Parents and youth do not value education, especially relating to STEM, and invest minimally in girls' and boys' education, which results in non-retention of students at the USE level	M	The project builds on USESDP 1's communication strategy, which encourages communities to invest in education for girls and boys, and adds a multimedia component to show successful STEM related-practices in USE	NGS, GWG links with USESDP 1, MoEYS DOIT
12. Lack of understanding that gender issues involve both females and males, and lack of knowledge on how to integrate gender as a cross-cutting issue in education projects	M	Include an NGS in the PCU team to support (i) gender mainstreaming awareness and responsiveness throughout the project activities, and (ii) active involvement of the GWG, especially with monitoring and evaluation and data collection and analysis	NGS, GWG
13. Women are underrepresented in higher management and leadership roles in education	M	The project supports the implementation of a teacher career pathway policy that will promote gender equality outcomes through positive discrimination, e.g., nomination of more females to management vacancies, and better dissemination of job vacancies	DGSE, MoEYS human resources, DGPP

ADB = Asian Development Bank; DGPP= Directorate General of Policy and Planning; DGSE = Department of General Secondary Education; DOIT = Department of Information and Technology; GWG = gender working group; H = high; IAD = internal audit department; M = medium; MEF = Ministry of Economy and Finance; MoEYS = Ministry of Education, Youth and Sport; NGS = national gender specialist; PCU = project coordination unit; S = substantial; STEM = science, technology, engineering, and mathematics; USE = upper secondary education.

Source: ADB.