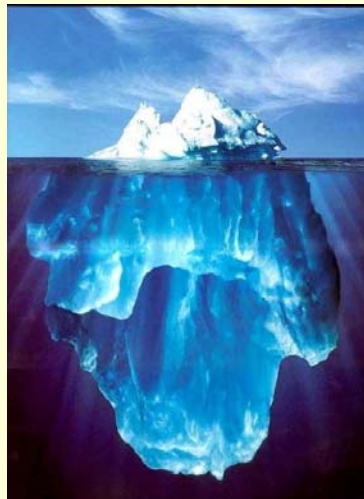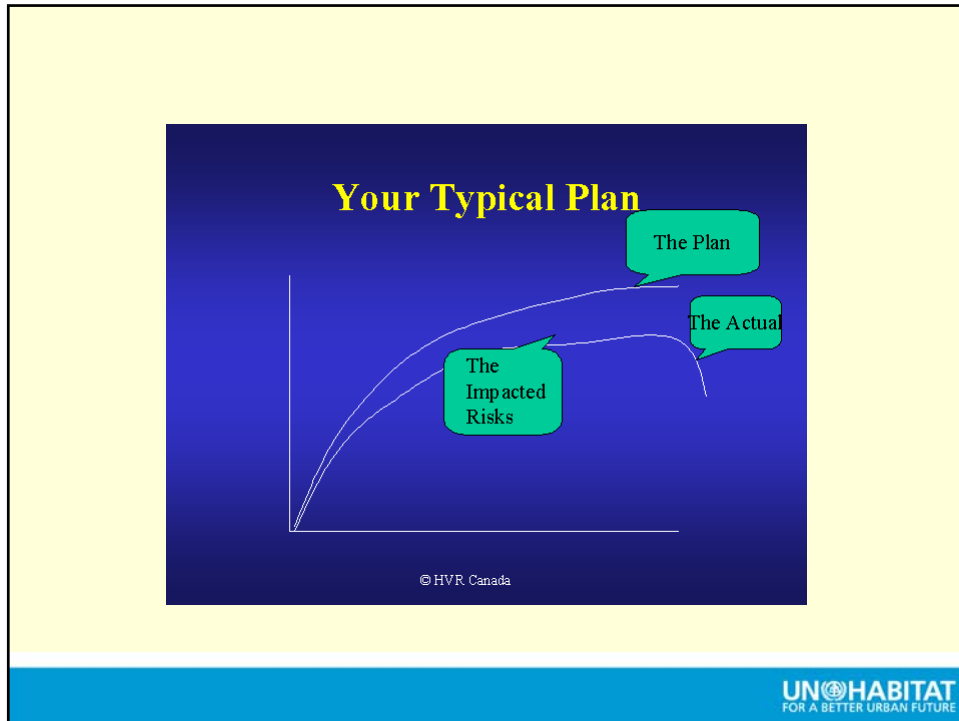# RBM in Risk Planning and Management

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Factors Influencing Results: Risks

1. Formal policies, systems, & practices

2. Informal practices & symbolic actions

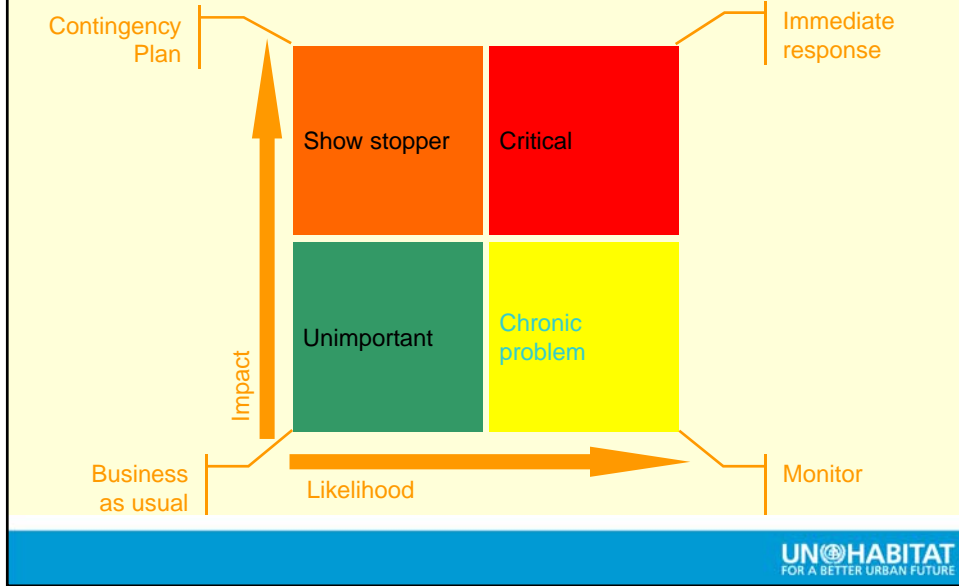3. Evaluative beliefs, values, & attitudes
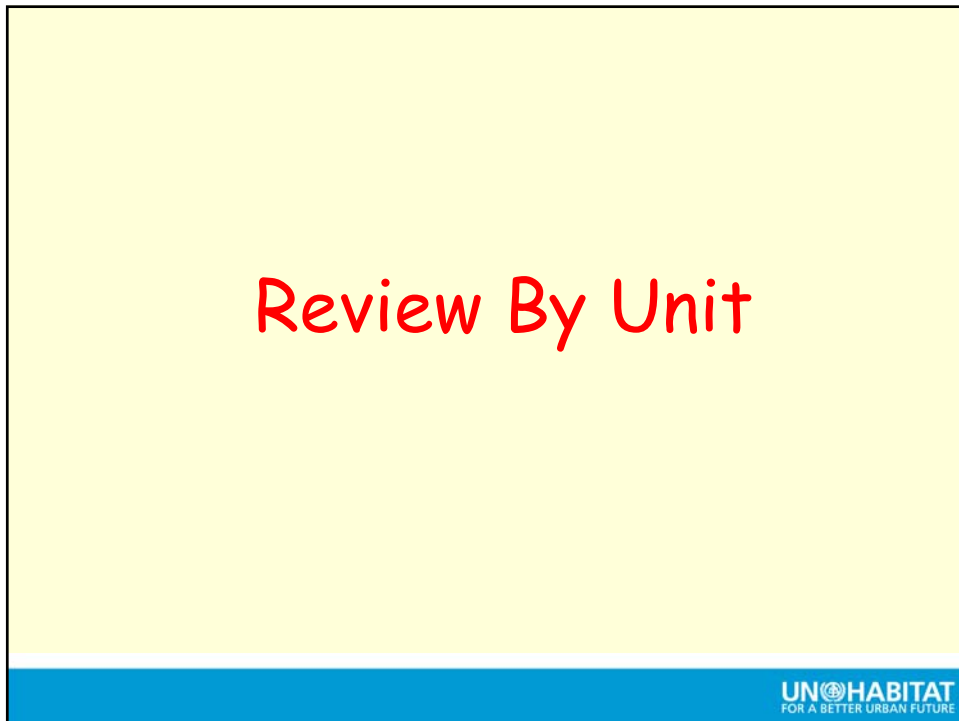

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What is Risk Management ?

- *Risk: The possibility that an event will occur and adversely affect the achievement of objectives*

- *Risk Management: a continuous, structured thought process to manage risk to enable the achievement of objectives*

How to Analyse and Respond to Risk

Contingency Plan

Immediate response

| | Show stopper | Critical |
| Impact | Unimportant | Chronic problem |

Business as usual

Likelihood

Monitor

Review By Unit

Work Planning
How Was the Work Plan Developed ?

- Who was responsible for original plans?
    - How did that work? Right set of people?
- Was work plan well defined from the beginning?
    - Was there an actual written plan?
    - How was the work plan communicated?
    - How well did that work?

Work Planning
Was the Plan the Right One?

- Was the plan a good one?
    - What was good? What was missing?
- Was the plan realistic?
- How did the plan evolve over time?
    - Was the change good or bad?
    - How did the changes affect the Work?
- Key areas for improvement:
    - Make very specific recommendations.

**Risk Identification and Management
How Were Risks Identified and
Managed?**

- How were the risks identified through the work plan and review process
  – How many teams, number of people, reporting structure were involved, etc.
  – How well did that work? Improvements?
- How did the performance management and improvement teams communicate
  – What methods, timing, etc.
  – How well did that work?

**Risk Identification and Improvements
How Effective & Efficient the Risk
Management?**

- Identifying & solving risk and performance problems
  – Were risks and performance issues identified early enough?
  – Were problems solved well?
  – What worked? Didn't work? Could be better?
- Risk Estimates & Mitigation Plan execution
  – Were estimates on track with actuals?
  – What helped people estimate risks and performance issues well?
  – What caused staff to estimate poorly?

Quality Assurance & Support

- How was results quality measured?
  - Was this effective? Efficient?
- How did actual results compare against quality targets?
- How were quality issues resolved?
- Were country office support teams properly prepared to ensure results quality?
- Is quality consistent with support resources availed ?

Using the Work Planning and Review Process to Improve Results

Key Lessons

What Went Right

- Summarize in quick bullet points specific things that worked well
  - Use specific examples: "daily 15-minute morning status meetings worked well" instead of "team communicated well".
  - Indicate or list type of practices, forms, procedures, reports, etc. that were found to be particularly useful.

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What Went Wrong

- Summarize in quick bullet points specific things that caused problems
  - Try to isolate specific attitudes, procedures, methods, timing issues, etc. that caused problems
- How did the country office management team respond to problems?

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Integrating Risk Information in the Work Plan

Finalize Work
• After the completion of Steps 1 - 5 a better understanding of the Work Plan is attained and the Plan can be finalized by integrating the risk information.

Incorporate Risk Management Into Work rformance Planning and Management Process

• Integrate risk management with work plan/program management meetings/reviews
• Designate an individuals responsible to maintain/update the risk database in the work plans
• Integrate risk handling plans with work plan action item

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Risk Management is A Way of Every Day Life

"Souk" Exchanges : Give Examples

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CAUTION !!!!!

- Please Don't Become An Ostrich "Buddy"

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We All Manage Risk

- Non smokers "*avoid*" most of the risk

- Smokers "*accept or absorb*" the risk

- Quitters "*mitigate or control*" the risk

- Insurance "*transfers*" the risk

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Integrating Risk Information in the Work Plan/Project Design

- It is important to take specific actions to mitigate the effects of the Risks on the expected results

- It is always good practice to have a plan of action to address identified risk.

1. Incorporate Risk Management Into Work Plans and Management Process
2. Integrate risk management with work plan/program management meetings/reviews
3. Designate an individuals responsible to maintain/update the risk database in the work plans
4. Integrate risk handling plans with work plan action item

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