

PROGRAM RISK MANAGEMENT PLAN



Program Title:

Ghazi School Digital Learning Improvement Program (GSDLIP)



2026

Table of Contents

1. Purpose:	3
2. Program Risk Management Overview:	5
3. Risk Management Objectives:	8
4. Risk Identification:	10
5. Risk Analysis:	13
6. Risk Response Planning:	16
7. Risk Monitoring:	18
8. Risk Reporting:	20
9. Risk Management Responsibilities:	22
10. Risk Register:	24
11. Risk Review and Governance:	26

1. Purpose:

The purpose of this Program Risk Management Plan is to establish the framework, processes, and governance mechanisms required for identifying, assessing, managing, and monitoring risks within the Ghazi School Digital Learning Improvement Program (GSDLIP). This plan defines the structured approach that will be used to manage uncertainties and potential threats that could affect the successful implementation of the program and the realization of its intended benefits.

Risk management is a critical component of effective program governance because programs operate in environments characterized by uncertainty, complexity, and evolving stakeholder expectations. The GSDLIP program includes multiple interrelated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—that must be implemented in a coordinated manner. These initiatives involve technological, operational, financial, and organizational challenges that may introduce risks affecting program performance.

Without a structured approach to managing risks, the program may experience disruptions that affect its scope, schedule, cost, resource utilization, stakeholder engagement, or expected benefits. The purpose of this plan is therefore to ensure that potential risks are identified early, evaluated systematically, and addressed through appropriate mitigation or response strategies.

The Program Risk Management Plan provides guidance for how risk management activities will be integrated into the program's governance and management processes. It establishes procedures for identifying program risks, analyzing their potential impact, determining appropriate response strategies, and monitoring risks throughout the program lifecycle.

This plan ensures that risk management activities are conducted in a consistent and transparent manner and that program leadership receives the information necessary to guide program decisions and maintain program stability.

Specifically, the Program Risk Management Plan ensures that:

- Potential risks affecting the program are identified early, allowing the program team to anticipate challenges and take proactive actions.
- Risk impacts on program scope, schedule, cost, resources, and benefits

are evaluated, enabling the program management team to understand the potential consequences of identified risks.

- Risk response strategies are developed and implemented, reducing the likelihood or impact of potential risks.
- Program leadership receives regular updates on risk status, ensuring that governance bodies remain informed about emerging risks and mitigation actions.
- Risk management activities support program governance and decision-making, enabling leadership to guide program strategy effectively.

Risk management activities will be integrated into the broader Program Governance Framework, ensuring that risk-related information is communicated to program leadership and that major risk-related decisions are reviewed by appropriate governance authorities.

Through the implementation of structured risk management practices, the Ghazi School Digital Learning Improvement Program will strengthen its ability to anticipate and manage uncertainties, minimize potential disruptions, and maintain alignment with its strategic objectives. This proactive approach to risk management supports program resilience and helps ensure the successful delivery of program outcomes and benefits.

2. Program Risk Management Overview:

Risk management within the Ghazi School Digital Learning Improvement Program (GSDLIP) involves a structured and systematic process for identifying, analyzing, responding to, and monitoring risks that may affect program implementation, operational performance, and the realization of expected program benefits.

Effective risk management ensures that uncertainties are addressed proactively and that potential disruptions to program activities are minimized.

Programs operate in dynamic environments where uncertainties may arise from a variety of sources, including technological challenges, operational constraints, stakeholder expectations, financial limitations, institutional capacity issues, or external environmental factors. These uncertainties may introduce risks that could affect the program's ability to deliver its objectives within the planned scope, schedule, and budget.

For the GSDLIP program, which includes multiple coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—risk management plays a critical role in ensuring that program components are implemented effectively and that the intended educational benefits are achieved.

Because the program consists of multiple component projects and diverse stakeholder groups, risk management must be integrated across all program activities. Risks identified at the component project level may escalate and affect broader program objectives, while strategic program risks may influence several program components simultaneously. Therefore, the program risk management framework must address both project-level risks and program-level strategic risks.

The program will implement a structured risk management framework that enables the program management team to continuously assess potential threats and opportunities that may influence program performance. This framework supports proactive risk identification, informed decision-making, and timely implementation of mitigation strategies.

The Program Risk Management Framework supports several key activities:

Identification of Potential Program Risks

Potential risks will be identified through structured reviews of program activities, stakeholder consultations, technical assessments, and analysis of operational challenges. Risk identification will occur throughout the program lifecycle to ensure that emerging risks are recognized and documented early.

Assessment of Risk Likelihood and Impact

Once risks are identified, they will be assessed based on their probability of occurrence and potential impact on program objectives. This assessment helps prioritize risks and enables the program management team to focus on risks that may have the most significant effect on program implementation or benefits realization.

Development of Risk Response Strategies

Appropriate risk response strategies will be developed for identified risks. These strategies may include mitigation measures to reduce risk likelihood or impact, avoidance strategies to eliminate risk sources, transfer strategies that allocate risk responsibility to third parties, or acceptance strategies where risks are monitored without immediate intervention.

Monitoring of Risk Status and Mitigation Actions

Risks will be monitored continuously throughout the program lifecycle to ensure that mitigation actions are implemented and that risk conditions do not escalate. Risk monitoring enables the program management team to track risk status and respond quickly if risk conditions change.

Reporting Risks to Program Governance Bodies

Risk information will be communicated to program leadership and governance bodies through structured reporting mechanisms. Risk reports will provide updates on risk status, mitigation actions, and emerging risk trends, allowing governance authorities to guide program decisions and ensure that risks are managed effectively.

Coordination of Risk Management Activities

The Program Manager will oversee risk management activities and ensure that risk management processes are integrated into overall program management practices. The Program Management Office (PMO) will support risk documentation, risk reporting, and coordination of risk management processes across program components.

Component Project Managers will identify and manage risks associated with their respective projects and report relevant risk information to the program

management team. This integrated approach ensures that both project-level and program-level risks are addressed systematically.

Supporting Program Resilience and Stability

Through this structured risk management approach, the Ghazi School Digital Learning Improvement Program will strengthen its ability to anticipate and manage uncertainties, protect program resources, and maintain alignment with program objectives. Effective risk management supports program stability, enhances decision-making, and ensures that potential risks are addressed proactively throughout the program lifecycle.

3. Risk Management Objectives:

The risk management process for the Ghazi School Digital Learning Improvement Program (GSDLIP) is designed to ensure that potential uncertainties are systematically identified, analyzed, and managed in a manner that protects program performance and supports the realization of program benefits. Establishing clear risk management objectives provides guidance for how risks will be addressed throughout the program lifecycle and ensures that risk management activities remain aligned with program governance and strategic priorities.

Because the program includes multiple interconnected initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—it is essential that risk management practices are integrated into program planning and execution. Effective risk management allows the program management team to anticipate challenges, minimize disruptions, and maintain program stability even in uncertain environments.

The program risk management process supports the following key objectives:

Identify Risks That May Affect Program Implementation and Outcomes

The program will systematically identify risks that may arise during program planning, implementation, and monitoring activities. These risks may originate from technological, operational, financial, stakeholder, or external environmental factors. Early identification of risks allows the program management team to anticipate potential challenges and prepare appropriate response strategies.

Evaluate the Potential Impact of Risks on Program Objectives

Once risks are identified, they will be evaluated to determine how they may affect program objectives, deliverables, timelines, and expected benefits. Risk analysis will consider both the likelihood of occurrence and the potential impact of each risk. This evaluation enables the program team to prioritize risks and focus attention on those that pose the greatest threat to program success.

Develop Mitigation Strategies to Reduce Risk Impacts

For each identified risk, appropriate mitigation or response strategies will be developed. These strategies may include preventive actions to reduce the likelihood of risks, corrective measures to minimize their potential impact, or contingency plans to address risks if they occur. Effective mitigation strategies

help ensure that risks do not disrupt program activities or compromise program outcomes.

Monitor Risk Status and Ensure Timely Response Actions

Risk monitoring will be conducted throughout the program lifecycle to track risk conditions and ensure that mitigation actions are implemented effectively. Continuous monitoring enables the program management team to identify changes in risk status and respond quickly to emerging risks before they escalate into major issues.

Support Informed Decision-Making Through Risk Reporting

Risk management processes will provide program leadership and governance bodies with timely and accurate information regarding risk status, mitigation efforts, and emerging threats. Regular risk reporting allows governance authorities to guide program strategy and ensure that appropriate risk management actions are implemented.

Strengthen Program Resilience and Adaptability

A key objective of risk management is to strengthen the program's ability to adapt to uncertainties and respond effectively to unexpected challenges. By maintaining a proactive risk management approach, the program can remain resilient and flexible while continuing to pursue its strategic objectives.

Supporting Effective Program Governance

Achieving these risk management objectives ensures that risk management contributes directly to effective program planning, implementation, and governance oversight. Structured risk management practices help program leadership maintain visibility into potential threats, protect program resources, and ensure that program activities remain aligned with strategic goals. Through disciplined risk management practices, the Ghazi School Digital Learning Improvement Program will enhance its ability to manage uncertainties, protect program performance, and ensure the successful delivery of program objectives and expected educational benefits.

4. Risk Identification:

Risk identification is the process of systematically identifying potential events, conditions, or uncertainties that may affect the Ghazi School Digital Learning Improvement Program (GSDLIP) and its ability to achieve planned objectives and expected benefits. Effective risk identification enables the program management team to recognize possible threats early and implement proactive strategies to minimize their impact on program performance.

Because the program involves multiple coordinated initiatives—including digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—risk identification must be conducted across all program components. Risks may emerge from technical, operational, financial, organizational, or environmental factors, and these risks may affect individual component projects as well as the broader program.

Risk identification will therefore be conducted continuously throughout the program lifecycle, beginning during program planning and continuing throughout implementation, monitoring, and program closure. This ongoing approach ensures that both existing risks and newly emerging risks are recognized and addressed in a timely manner.

Risks may originate from both internal and external sources. Internal risks may arise from program operations, resource availability, technology integration challenges, or coordination among program teams. External risks may arise from regulatory changes, market conditions, stakeholder expectations, or broader environmental factors that influence program implementation.

To ensure comprehensive identification of risks, the program management team will use several structured risk identification techniques and information sources.

Review of Program Plans and Documentation

Program plans and documentation—such as the Program Charter, Program Roadmap, Scope Management Plan, Schedule Management Plan, and Financial Management Plan—will be reviewed to identify areas where uncertainties or constraints may introduce risks. Reviewing these documents helps identify potential challenges associated with program activities, deliverables, and resource requirements.

Stakeholder Consultations

Consultations with program stakeholders—including program leadership, project teams, school administrators, technical specialists, and governance bodies—will be conducted to gather insights regarding potential risks. Stakeholders often provide valuable perspectives regarding operational challenges, technology adoption barriers, or institutional constraints that may affect program implementation.

Analysis of Technical and Operational Requirements

The program includes several technical and operational initiatives, such as infrastructure installation, digital system deployment, and training programs. Analyzing technical requirements and operational processes helps identify potential risks related to system integration, equipment procurement, technical capacity, or implementation timelines.

Review of Lessons Learned from Similar Programs

Lessons learned from previous or similar programs will also be reviewed to identify potential risks that may occur during the implementation of digital learning initiatives. Past experiences can provide valuable insights into common implementation challenges and help the program team anticipate possible obstacles.

Identification of Risks from Component Projects

Because the program consists of multiple component projects, risks identified at the project level may also affect broader program performance. Component project managers will therefore identify and report project-level risks to the program management team so that these risks can be evaluated within the context of the overall program.

Documentation in the Program Risk Register

All identified risks will be documented in the Program Risk Register, which serves as the central repository for recording and tracking program risks. The risk register will include information such as risk descriptions, potential causes, likelihood assessments, impact levels, risk owners, and proposed mitigation strategies. Maintaining a comprehensive risk register allows the program management team to monitor risks systematically and ensures that program leadership has visibility into potential threats that may affect program performance.

Supporting Proactive Risk Management

Through structured risk identification practices, the Ghazi School Digital Learning Improvement Program will ensure that potential risks are recognized early and

managed proactively. This proactive approach enables the program management team to anticipate challenges, protect program resources, and maintain alignment with program objectives and expected benefits.

5. Risk Analysis:

Once risks have been identified, they will be analyzed to determine their likelihood of occurrence and potential impact on the Ghazi School Digital Learning Improvement Program (GSDLIP). Risk analysis enables the program management team to evaluate the significance of each identified risk and determine which risks require immediate attention or mitigation actions.

The objective of risk analysis is to understand how each risk may influence the program's ability to deliver its intended objectives, outcomes, and benefits. By evaluating both the probability and the potential consequences of identified risks, the program team can prioritize risks and allocate appropriate resources to manage them effectively.

Risk analysis will typically involve qualitative assessment, where risks are evaluated based on their likelihood and impact using predefined risk criteria. In some cases, the program may also use quantitative assessment techniques if more detailed evaluation is required for high-impact risks.

During the analysis process, the program management team will examine how each identified risk may affect key aspects of program performance, including the following areas.

Program Scope and Deliverables

Risks may affect the program's ability to deliver planned outputs or meet defined scope requirements. For example, changes in technology requirements, limitations in infrastructure availability, or delays in content development may affect program deliverables.

Assessing risks related to program scope helps ensure that the program maintains alignment with its defined objectives and planned outcomes.

Program Schedule and Milestones

Certain risks may affect the timeline of program activities or delay the achievement of key milestones. For example, procurement delays, infrastructure installation challenges, or delays in training program delivery may influence the program schedule.

Risk analysis will evaluate the potential impact of these risks on program timelines and identify mitigation strategies to minimize delays.

Program Financial Resources

Financial risks—such as cost increases, procurement price fluctuations, or funding limitations—may affect the program budget and financial sustainability. Risk analysis will assess how these financial uncertainties may influence program resource allocation and overall financial performance.

Understanding financial risk exposure allows the program management team to plan contingency measures and maintain financial stability.

Program Stakeholder Engagement

Stakeholder-related risks may also influence program success. These risks may include limited stakeholder participation, resistance to digital learning adoption, or insufficient engagement from teachers or school administrators.

Evaluating these risks helps the program management team develop strategies to improve stakeholder collaboration and maintain strong stakeholder support.

Program Benefits Realization

Some risks may affect the program’s ability to achieve its intended educational and institutional benefits. For example, insufficient training outcomes, limited adoption of digital learning systems, or technical system performance issues may reduce the effectiveness of program initiatives.

Analyzing risks related to benefits realization helps ensure that program activities continue to support the intended improvements in digital learning and educational outcomes.

Risk Prioritization

Following the analysis process, identified risks will be prioritized based on their overall risk exposure, which reflects the combination of their likelihood and potential impact. High-priority risks—those with both significant probability and substantial impact—will receive the greatest attention from the program management team.

Risk prioritization allows the program team to allocate resources efficiently and focus mitigation efforts on the most critical risks that may affect program performance.

Supporting Effective Risk Management

Through structured risk analysis practices, the Ghazi School Digital Learning Improvement Program will gain a clear understanding of potential threats and their implications for program implementation. This analysis enables program leadership to make informed decisions, develop effective mitigation strategies, and maintain program stability in the presence of uncertainty.

By prioritizing risks according to their potential impact on program objectives, the program management team can ensure that risk management efforts remain focused on protecting program performance and achieving the intended educational benefits of the program.

6. Risk Response Planning:

After risks have been identified, analyzed, and prioritized, the program management team will develop appropriate risk response strategies to address them effectively. Risk response planning is the process of determining how the program will manage identified risks in order to reduce their likelihood of occurrence or minimize their potential impact on program objectives.

Effective risk response planning ensures that the program is prepared to address uncertainties that may arise during implementation. Because the Ghazi School Digital Learning Improvement Program (GSDLIP) includes multiple coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring systems—risk response strategies must consider how risks may affect different program components and stakeholders.

Risk response planning will involve identifying specific actions that the program team will take to address each risk. These actions may include preventive measures to reduce the probability of risks, corrective measures to reduce their impact, or contingency plans that can be activated if risks occur.

Several commonly used risk response strategies will be applied depending on the nature and severity of the identified risk.

Risk Mitigation

Risk mitigation involves implementing actions designed to reduce either the likelihood of a risk occurring or the potential impact of the risk if it does occur. Mitigation strategies may include strengthening planning procedures, improving technical capacity, allocating additional resources, or adjusting implementation approaches to reduce exposure to risks.

For example, if there is a risk related to limited digital literacy among teachers, the program may mitigate this risk by expanding teacher training programs or providing additional technical support.

Risk Avoidance

Risk avoidance involves modifying program plans or activities in order to eliminate the source of a risk entirely. This strategy is used when a risk poses a significant threat to program objectives and can be avoided through adjustments to program design or implementation methods.

For instance, the program may adjust technology procurement strategies or implementation schedules to avoid potential operational or technical risks.

Risk Transfer

Risk transfer involves shifting responsibility for managing certain risks to external parties, such as vendors, contractors, or service providers. This strategy is commonly used in situations where specialized expertise or contractual agreements can help manage specific risks.

For example, technology-related risks associated with system deployment or maintenance may be transferred to qualified vendors through service agreements or technical support contracts.

Risk Acceptance

Risk acceptance occurs when the program acknowledges a risk but determines that no immediate mitigation action is required. In such cases, the risk will be monitored to ensure that it does not escalate or significantly affect program performance.

Risk acceptance may be appropriate when the potential impact of the risk is relatively low or when the cost of mitigation exceeds the potential consequences of the risk.

Risk Response Plans and Risk Ownership

Each identified risk documented in the Program Risk Register will include a defined risk response plan outlining the actions required to manage the risk. In addition, a risk owner will be assigned to each risk. The risk owner is responsible for monitoring the risk, implementing mitigation actions, and reporting updates to the program management team.

Assigning clear risk ownership ensures accountability and helps ensure that risk response actions are implemented effectively.

Supporting Proactive Risk Management

Through structured risk response planning, the Ghazi School Digital Learning Improvement Program ensures that potential risks are addressed in a proactive and systematic manner. Well-defined response strategies allow the program management team to minimize disruptions, protect program resources, and maintain alignment with program objectives.

This proactive approach to risk response planning strengthens the program's ability to manage uncertainties, enhances program resilience, and supports the successful implementation of program initiatives and benefits.

7. Risk Monitoring:

Risk monitoring is the continuous process of tracking identified risks, evaluating their status, and ensuring that mitigation strategies are implemented effectively throughout the lifecycle of the Ghazi School Digital Learning Improvement Program (GSDLIP). Risk monitoring ensures that the program management team remains aware of potential threats and can respond promptly to changes in risk conditions.

Because the program includes multiple coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher capacity building, and monitoring and evaluation systems—risk conditions may evolve as the program progresses. Continuous monitoring allows the program team to identify emerging risks, reassess existing risks, and ensure that mitigation strategies remain effective.

The Program Manager, supported by the Program Management Office (PMO) and component project managers, will oversee risk monitoring activities. These activities will be integrated into the program’s regular management and reporting processes to ensure that risks are reviewed consistently and that risk-related information is communicated to program leadership and governance bodies.

Risk monitoring activities may include several key processes designed to maintain visibility into risk status and ensure effective risk management.

Regular Review of the Program Risk Register

The Program Risk Register will serve as the primary tool for tracking identified risks and monitoring their status. The risk register will be reviewed regularly during program management meetings to assess whether existing risks remain relevant, whether mitigation actions are progressing as planned, and whether new risks have emerged.

Regular review of the risk register ensures that risk information remains current and that program leadership has visibility into risk trends.

Monitoring Risk Indicators and Early Warning Signals

The program management team will monitor risk indicators and early warning signals that may suggest the potential occurrence of a risk event. These indicators may include delays in procurement activities, technical challenges

during system implementation, limited stakeholder participation in training programs, or financial deviations from planned budgets.

Early detection of these signals allows the program team to take proactive actions before risks escalate into significant program issues.

Reviewing Risk Mitigation Actions

Risk monitoring will also include reviewing the effectiveness of implemented mitigation actions. The program team will evaluate whether mitigation strategies are reducing the likelihood or impact of identified risks and determine whether additional actions are required.

If mitigation measures are not producing the expected results, the program management team may revise the risk response strategy accordingly.

Updating Risk Status and Priority Levels

As the program progresses, the likelihood and impact of identified risks may change. Risk monitoring will therefore involve updating the status, probability, and priority levels of risks in the Program Risk Register.

Risks that increase in severity may be escalated to program governance bodies for review and decision-making, while risks that have been successfully mitigated may be downgraded or closed.

Supporting Proactive Risk Management

Regular risk monitoring enables the program management team to maintain continuous awareness of potential threats and ensure that risk management activities remain effective. By monitoring risk indicators and mitigation progress, the program can respond quickly to emerging risks and prevent them from disrupting program implementation.

Through structured risk monitoring practices, the Ghazi School Digital Learning Improvement Program strengthens its ability to manage uncertainties, maintain program stability, and ensure that program activities remain aligned with planned objectives and expected benefits.

8. Risk Reporting:

Risk reporting is an essential component of the risk management process for the Ghazi School Digital Learning Improvement Program (GSDLIP). Risk reporting ensures that relevant stakeholders, program teams, and governance bodies remain informed about the status, severity, and potential impact of program risks. Timely and transparent reporting enables program leadership to monitor risk exposure, evaluate mitigation efforts, and make informed strategic decisions. Because the program involves multiple component projects and stakeholders—including program leadership, project teams, school administrators, teachers, technical specialists, and governance authorities—it is important that risk information is communicated through structured reporting mechanisms. Effective risk reporting helps ensure that emerging threats are recognized early and that appropriate actions can be taken before risks escalate and affect program performance.

The Program Manager, supported by the Program Management Office (PMO) and component project managers, will coordinate risk reporting activities throughout the program lifecycle. Risk information will be communicated through regular program reports, governance meetings, and risk monitoring tools that provide visibility into the program’s risk environment.

Risk reporting will include several mechanisms that ensure stakeholders receive accurate and timely information about program risks.

Program Progress Reports

Program Progress Reports will include summaries of the current risk status within the program. These reports may highlight key risks affecting program implementation, updates on mitigation actions, and any new risks identified during program execution.

Including risk information within progress reports allows stakeholders to understand how potential threats may influence overall program performance.

Governance Review Reports

Governance Review Reports provide strategic risk information to program leadership and governance bodies, such as the Program Sponsor and Steering Committee. These reports focus on high-impact risks that may affect program objectives, benefits realization, or strategic program direction.

Governance-level reporting enables leadership to evaluate major risks and provide guidance regarding risk response strategies.

Risk Status Updates During Program Meetings

Risk status updates will also be provided during program management meetings and review sessions. These discussions allow program teams to review risk trends, evaluate the effectiveness of mitigation actions, and coordinate responses to emerging risks.

Regular risk discussions help ensure that risk management remains an active and integrated component of program management activities.

Program Risk Dashboards

The program may also use risk dashboards or risk monitoring tools to provide visual summaries of the program's risk profile. Risk dashboards may present information such as risk severity levels, mitigation progress, and risk trends across program components.

Visual dashboards enable program leadership to quickly assess the overall risk environment and identify areas that require attention.

Supporting Strategic Decision-Making

Structured risk reporting ensures that program leadership maintains continuous visibility into potential threats and uncertainties that may affect program implementation. By receiving accurate and timely risk information, governance bodies can evaluate risk exposure, approve mitigation strategies, and guide program decision-making effectively.

Through disciplined risk reporting practices, the Ghazi School Digital Learning Improvement Program strengthens transparency, improves communication among stakeholders, and ensures that risk management supports effective program governance and strategic oversight.

9. Risk Management Responsibilities:

Effective risk management within the Ghazi School Digital Learning Improvement Program (GSDLIP) requires clearly defined roles and responsibilities for all individuals and organizational units involved in identifying, assessing, managing, and monitoring program risks. Clearly assigning responsibilities ensures that risk management activities are conducted in a coordinated, transparent, and accountable manner across the program.

Because the program includes multiple component projects and diverse stakeholder groups—such as program leadership, project teams, school administrators, teachers, technical experts, and governance bodies—it is important that each stakeholder understands their role in the risk management process. Proper coordination among these roles helps ensure that risks are identified early, mitigation strategies are implemented effectively, and program leadership receives accurate information about potential threats.

The following roles define how risk management responsibilities will be distributed across the program.

Role	Responsibilities
Program Sponsor	The Program Sponsor provides strategic oversight for the program’s risk management activities. The sponsor reviews major program risks that may affect program objectives and approves strategic risk response actions. The sponsor also ensures that program risks are managed in alignment with organizational priorities and governance policies.
Program Manager	The Program Manager is responsible for overseeing the overall risk management process within the program. This includes coordinating risk identification, risk analysis, response planning, and risk monitoring activities. The Program Manager maintains the Program Risk Register , ensures that risk information is updated regularly, and communicates risk status to program leadership and governance bodies.
Program Management Office (PMO)	The PMO supports the implementation of risk management processes by maintaining risk documentation, coordinating risk reporting, and ensuring that risk management practices are applied consistently across program components. The PMO also assists in preparing risk reports and maintaining the centralized repository for risk records.

Role	Responsibilities
Component Project Managers	Component Project Managers are responsible for identifying, assessing, and managing risks associated with their respective projects. They monitor project-level risks, implement mitigation strategies, and report relevant risk information to the Program Manager to ensure that project risks are evaluated within the context of the overall program.
Stakeholders	Program stakeholders—including technical experts, school administrators, teachers, and supporting staff—play an important role in risk identification and mitigation. Stakeholders are responsible for reporting potential risks they observe during program activities and supporting mitigation actions when required.

Coordination of Risk Management Activities

Coordination among these roles ensures that risk management activities are integrated across the entire program. The Program Manager leads the risk management process and ensures that risk information flows effectively between component project teams and program leadership. The Program Management Office (PMO) supports documentation and reporting processes, while Component Project Managers manage risks at the project level.

Program stakeholders also contribute valuable insights that help identify operational challenges and emerging risks.

Supporting Proactive and Consistent Risk Management

Clearly defined risk management responsibilities ensure that risks are managed proactively and consistently throughout the program lifecycle. This structured approach strengthens program governance, improves risk visibility, and ensures that mitigation strategies are implemented effectively.

Through coordinated risk management responsibilities, the Ghazi School Digital Learning Improvement Program will maintain a disciplined approach to managing uncertainties, enabling the program management team to anticipate challenges, protect program resources, and support the successful delivery of program objectives and benefits.

10. Risk Register:

The Program Risk Register serves as the central repository for documenting, tracking, and managing all risks identified within the Ghazi School Digital Learning Improvement Program (GSDLIP). The risk register enables the program management team to maintain a structured record of potential threats and ensures that risks are monitored and managed consistently throughout the program lifecycle.

Because the program includes multiple component projects and coordinated initiatives—such as digital infrastructure deployment, learning management system implementation, digital content development, teacher training programs, and monitoring systems—it is important that risk information is recorded in a centralized and accessible format. The risk register provides a comprehensive view of program risks and supports communication between project teams, program leadership, and governance bodies.

The Program Manager, supported by the Program Management Office (PMO), will be responsible for maintaining and updating the Program Risk Register.

Component project managers will contribute to the register by documenting risks identified within their respective projects and reporting updates on mitigation activities.

The Program Risk Register may include the following key information for each identified risk:

- **Risk Identification Number** – A unique identifier assigned to each risk for tracking and reference purposes.
- **Risk Description** – A clear description of the potential event or condition that may affect program performance.
- **Risk Category** – Classification of the risk based on its source, such as technological, operational, financial, or stakeholder-related risks.
- **Likelihood and Impact Assessment** – Evaluation of the probability of the risk occurring and the severity of its potential impact on program objectives.
- **Risk Response Strategy** – The selected strategy for addressing the risk, such as mitigation, avoidance, transfer, or acceptance.
- **Responsible Risk Owner** – The individual responsible for monitoring the risk and implementing mitigation actions.

- **Current Risk Status** – The current condition of the risk, including whether it is active, mitigated, escalating, or closed.

The risk register will be reviewed and updated regularly to reflect changes in risk status, mitigation progress, and newly identified risks. Maintaining an up-to-date risk register ensures that the program management team and governance bodies have accurate information regarding the program’s risk environment.

11. Risk Review and Governance:

Risk management activities will be reviewed regularly as part of the program governance process to ensure that risks are being managed effectively and that mitigation strategies remain appropriate for the program's evolving conditions. Risk reviews provide program leadership with the opportunity to assess risk trends, evaluate mitigation actions, and determine whether additional risk response strategies are required.

Because the Ghazi School Digital Learning Improvement Program involves multiple stakeholders and component initiatives, governance oversight plays a crucial role in ensuring that major risks are managed at the appropriate decision-making level. Governance bodies—including the Program Sponsor and Steering Committee—will review significant risks that may affect program objectives, benefits realization, or strategic direction.

Risk reviews will typically occur during the following governance and management activities:

Program Review Meetings

During regular program review meetings, the program management team will review the status of identified risks and discuss any new risks that may have emerged during program implementation. These meetings allow the team to evaluate mitigation actions, adjust response strategies, and coordinate risk management activities across component projects.

Governance Board Meetings

Major program risks that have strategic implications may be escalated to program governance boards or steering committees. Governance bodies will review high-impact risks and provide guidance regarding risk response strategies, resource allocation, or adjustments to program plans when necessary.

Program Progress Reporting Cycles

Risk status updates will also be included in regular program progress reports. These reports provide governance authorities with visibility into the program's risk profile and ensure that program leadership remains informed about potential threats to program performance.

Supporting Strategic Risk Oversight

Regular risk review and governance processes ensure that risk management remains an integral part of program decision-making. By maintaining visibility

into risk trends and mitigation progress, program leadership can guide program strategy effectively and ensure that appropriate actions are taken to manage uncertainties.

Through structured risk review and governance practices, the Ghazi School Digital Learning Improvement Program strengthens its ability to anticipate and manage risks proactively. This approach enhances program resilience, protects program resources, and ensures that potential risks do not compromise the successful delivery of program objectives and benefits.