



## Independent exercise 2 – Risk management:

### Exercise relevance

Risk management is an important part of any project implementation—whether it is a complex infrastructure project or a small-scale, short-term pilot—because it helps ensure the project runs smoothly even when unexpected challenges arise. Comprehensive planning and risk analysis enable the development of mitigation measures and a rapid response to unforeseen changes, paving the way for a successful pilot and an informed decision on whether to continue after the pilot phase. Therefore, it is recommended to conduct a thorough risk analysis and identify different types of potential risks related to implementing and monitoring the pilot, such as technical challenges, public or political opposition, and compliance issues.

Any project can be affected by numerous risks, but not all risks have the same impact. Therefore, when planning mitigation measures, it is important to focus on risks that have the greatest potential impact as well as those that are most likely to occur. Assessing risks before developing mitigation actions helps optimise the pilot plan: some risks can be mitigated, while others may need to be avoided entirely. Identifying major risks early can help shape the pilot during the initial planning stage.

If you have already completed “Independent exercise 1 – Resource and Capacity Assessment,” you may have identified risks related to capacity and resources. These risks would benefit from a more detailed exercise to plan appropriate mitigation measures.

### Exercise tasks

Independent exercise 2 comprises the following tasks:

1. Identify possible risks that might arise during pilot implementation and monitoring. Consider different types of risks, for example: technical, financial, schedule, operational, political or citizen opposition, and external risks.
2. Assess how severe each risk’s impact could be and how likely it is to occur.
3. Plan actions to mitigate the identified risks.

