

Crisis Risk & Operational Intelligence

What could prevent success?

PlayForward - Las Tumbas, Costa Rica
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01 | Executive Finding

The track converts five community systems into an operational risk picture and resilience baseline.

Operational resilience is uneven across the PlayForward community system, with concentrated vulnerabilities requiring targeted intervention.

The 2025–2026 PlayForward assessment evaluated five community systems to establish an operational risk and resilience baseline for the project environment. Across the systems assessed, the combined resilience position is **66%**. That aggregate figure, however, does not represent a uniform operating condition.

Individual system resilience ranges from **40% to 90%**, demonstrating a significant difference between the strongest and most vulnerable parts of the community infrastructure. **La Bodega records the highest resilience at 90%, while La Cocina records the lowest at 40%**. El Galerón & Play Area follows at 80%, while El Salón and the Bathrooms each record 60%.

The assessment also identifies **five documented risks, including two classified as high priority**. This concentration matters because operational resilience is determined not simply by the average condition of the site, but by whether individual systems can safely and reliably perform the functions expected of them.

Executive Interpretation

The principal finding is therefore not that PlayForward is “66% resilient.” Rather, the project is operating within an **uneven resilience profile** in which relatively strong systems coexist with specific areas of material vulnerability.

This distinction should influence implementation sequencing. Higher-performing systems may require preservation or monitoring, while lower-performing systems and high-priority risks warrant more immediate attention. Improvements should therefore be directed according to **risk exposure, operational consequence and system dependency**, rather than attempting to raise every system simultaneously.

KEY SIGNAL

The aggregate score masks concentrated exposure.

The **66% overall resilience position should not obscure La Cocina's 40% resilience rating or the two high-priority risks identified in the register**. CROI therefore treats system-level vulnerability—not the portfolio average—as the more meaningful basis for risk response and implementation planning.

66%
OVERALL RESILIENCE

5
SYSTEMS ASSESSED

5
RISKS IDENTIFIED

2
HIGH-PRIORITY RISKS

40%
LOWEST RESILIENCE
La Cocina

66%	5	5	2	40%
Overall resilience	Systems	Risks	High priority	La Cocina

Community operational resilience: El Salon 60%; La Cocina 40%; El Galeron & Play Area 80%; Bathrooms 60%; La Bodega 90%.

SYSTEM RESILIENCE — 2025–2026

La Bodega 90%
El Galerón & Play Area 80%
El Salón 60%
Bathrooms 60%
La Cocina 40%

KEY SIGNAL

The 66% overall score should not obscure La Cocina at 40% resilience or the high-priority risks in the register.

02 | Community System Inventory

Five interconnected systems form the operating environment through which PlayForward delivers community activity.

The CROI assessment organizes the PlayForward site into **five functional community systems** rather than treating the facility as a collection of individual buildings or physical assets. Each system supports a distinct operational requirement: community gathering, food preparation and nutrition, recreation and public use, sanitation and hygiene, or storage and resource management.

This distinction is important for risk analysis. A physical deficiency becomes operationally significant when it affects the ability of one or more systems to perform its intended function. The assessment therefore considers not only the condition of an individual structure, but also **the service it enables, the people who depend upon it, and the consequences if that function becomes constrained or unavailable.**

COMMUNITY SYSTEM INVENTORY

REF	AREA	OPERATIONAL FUNCTION
CS-01	El Salón	Community Gathering System
CS-02	La Cocina	Food Preparation & Nutrition System
CS-03	El Galerón & Play Area	Recreation & Public System
CS-04	Bathrooms	Sanitation & Hygiene System

REF	AREA	OPERATIONAL FUNCTION
CS-05	La Bodega	Storage & Resource Management System

Reading the System

The five systems should not be interpreted as isolated assets. They operate as a **connected community environment**.

EL SALÓN

Supports gathering, programming and shared community activity.

LA COCINA

Supports food preparation and nutrition-related activity.

EL GALERÓN & PLAY AREA

Provides covered and open space for recreation, programming and public use.

BATHROOMS

Provide the sanitation and hygiene infrastructure necessary for safe and sustained use of the site.

LA BODEGA

Supports storage, materials management and the availability of resources required across other community functions.

OPERATIONAL PRINCIPLE

Asset condition → System performance → Community continuity

CROI evaluates physical conditions according to their operational consequence. A roof, storage area, kitchen, bathroom or gathering space matters not only as an asset, but because deterioration or failure can interrupt a community function.

REF	AREA	SYSTEM DESCRIPTION
CS-01	El Salon	Community Gathering System
CS-02	La Cocina	Food Preparation & Nutrition System
CS-03	El Galeron & Play Area	Recreation & Public System
CS-04	Bathrooms	Sanitation & Hygiene System
CS-05	La Bodega	Storage & Resource Management System



Covered community infrastructure documented onsite.

El Galerón illustrates the relationship between physical infrastructure and community-system performance. Covered space, furnishings, circulation and adjacent facilities collectively support the site's recreation and public-use function.

03 | Operational Risk Register

Five documented risks translate observed site conditions into operational exposures requiring different levels of intervention.

The CROI risk register converts field observations across the PlayForward community systems into a structured view of **risk, operational consequence and potential mitigation**. The five identified risks span operational, financial, safety, environmental and community considerations, demonstrating that site resilience cannot be evaluated through physical condition alone.

The register also reveals an important concentration of exposure. Although risks are distributed across several community systems, **La Cocina appears twice in the register and contains the assessment's most consequential risk: CROI-005**. The source matrix identifies CROI-005 as the only risk assessed as both **high probability and high impact**, making it the principal gating risk within the current operating environment.

RISK REGISTER

ID	SYSTEM	RISK CATEGORY	OBSERVED EXPOSURE	MITIGATION DIRECTION
CROI-001	El Salón	Operational / Financial	Roof leaks disrupt rainy-day use; delayed repair may accelerate rust and deterioration.	Rebuild and repair rooftop.
CROI-002	Play Area	Safety / Operational	Inadequate lighting and absence of a sink constrain safe and hygienic use.	Install lighting and handwashing sink.
CROI-003	La Cocina	Environmental / Community	Exposed storage, barrel-fire cooking and chimney conditions affect organization and air quality.	Relocate chimney; tile floor.
CROI-004	Bathrooms	Environmental	Unprotected exterior surfaces increase exposure to weather-related deterioration.	Plaster rear exterior and repaint.
CROI-005	La Cocina	Safety	Storage overflow, roof rust/decay and cooking conditions create potential operational disruption.	Relocate storage; replace cooking setup and roof.

What the Register Shows

CONCENTRATION

Two of the five documented risks occur within **La Cocina**, reinforcing the system's 40% resilience score and indicating that its vulnerability is not attributable to a single isolated condition.

INTERDEPENDENCE

Several risks extend beyond the asset in which they originate. Lighting, sanitation, storage, cooking conditions and weather protection influence whether community spaces can remain safely and reliably operational.

ESCALATION POTENTIAL

Some deficiencies create a larger future exposure if intervention is delayed. Roof deterioration, for example, can progress from a maintenance issue into a continuity, safety and financial concern.

GATING RISK

CROI-005 is the principal risk requiring management attention.

It is the only source risk assessed as both **high probability and high impact**. Because the exposure combines storage overflow, deteriorating roof conditions and the cooking environment within La Cocina, mitigation should be considered as an integrated operational response rather than as a series of unrelated repairs.

CROI-004 is also classified as high priority, but the risk profile indicates a different intervention requirement. This distinction is important: **priority identifies what requires attention; probability and impact help determine how urgently that attention should be translated into action.**

RISK GOVERNANCE PRINCIPLE

Do not manage every risk equally.

CROI uses the register to distinguish routine improvement needs from exposures capable of constraining safe operation, accelerating deterioration or disrupting community activity. Mitigation sequencing should therefore reflect the **probability, impact and operational consequence** of each documented risk.

PRIORITY FOR MANAGEMENT ATTENTION

01 — CROI-005

La Cocina

HIGH PROBABILITY × HIGH IMPACT

Principal gating exposure

02 — CROI-004

Bathrooms

HIGH PRIORITY

Environmental deterioration exposure

03 — CROI-001 / 002 / 003

MANAGED RISKS

Monitor and mitigate through implementation sequencing

ID	SYSTEM	CATEGORY	SOURCE RISK	MITIGATION
CROI-001	El Salon	Operational / Financial	Roof leaks disrupt rainy-day use; delayed repair can spread rust.	Rebuild and repair rooftop.
CROI-002	Play Area	Safety / Operational	Inadequate lighting; no sink limits safe use and hygiene.	Install lighting and handwashing sink.
CROI-003	La Cocina	Environmental / Community	No shelving; exposed storage; barrel-fire cooking; chimney affects air quality.	Relocate chimney; tile floor.
CROI-004	Bathrooms	Environmental	No exterior plaster/paint exposes building to weather deterioration.	Plaster rear exterior and repaint.
CROI-005	La Cocina	Safety	Storage overflow; roof rust/decay; storm and operational disruption risk.	Move storage; replace cooking setup and roof.

GATING RISK

CROI-005 is the only high-probability, high-impact risk in the source matrix. CROI-004 is also High priority.

04 | Risk Priority + Field Context

Probability and impact distinguish routine operating concerns from exposures capable of materially affecting community continuity.

The CROI assessment evaluates each documented risk through two related dimensions: **the probability that the condition will affect operations and the impact that could result if it does**. These dimensions provide a more useful basis for intervention than the number of deficiencies alone.

The resulting profile shows that PlayForward does not face a uniformly elevated risk environment. Instead, the portfolio contains a combination of **low, moderate and high-priority exposures**, with management attention concentrated around specific systems and conditions.

RISK PRIORITY PROFILE

ID	PROBABILITY	IMPACT	PRIORITY
CROI-001	High	Medium	Moderate
CROI-002	Low	Medium	Low
CROI-003	Moderate	Medium	Moderate
CROI-004	High	Moderate	High
CROI-005	High	High	High

Reading the Risk Profile

2 HIGH PRIORITY

CROI-004 and CROI-005 require elevated management attention within the source assessment.

2 MODERATE PRIORITY

CROI-001 and CROI-003 represent material exposures that should be incorporated into implementation planning and monitored for deterioration or changing conditions.

1 LOW PRIORITY

CROI-002 presents a comparatively lower current priority within the assessed portfolio, although its operational conditions remain relevant to safe community use.

Concentrated Exposure Matters More Than the Average

The most important distinction appears at **CROI-005**. It combines **high probability with high impact**, separating it from every other risk in the register. The implication is not simply that La Cocina requires improvement; it is that conditions associated with the system have the greatest documented potential to disrupt safe and reliable operation if they remain unresolved.

CROI-004 also receives a high-priority classification, but its profile differs. Its **high probability and moderate impact** indicate an exposure requiring attention without carrying the same combined probability-impact position as CROI-005.

This distinction allows management to avoid a common risk-planning problem: treating every documented deficiency as though it carries the same operational consequence.

FIELD CONTEXT

The PlayForward operating environment includes open recreation space, community facilities and supporting infrastructure that function as an interconnected system. Risk assessment therefore considers not only individual asset conditions, but the continuity of community use across the site.

ID	PROBABILITY	IMPACT	PRIORITY
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ID	PROBABILITY	IMPACT	PRIORITY
CROI-001	High	Medium	Moderate
CROI-002	Low	Medium	Low
CROI-003	Moderate	Medium	Moderate
CROI-004	High	Moderate	High
CROI-005	High	High	High

RISK MANAGEMENT PRINCIPLE

PRIORITY = PROBABILITY + IMPACT + OPERATIONAL CONSEQUENCE



Open field and community-space context relevant to operational use.

05 | Interpretation & Mitigation

Mitigation should reduce operational exposure while protecting the community functions each system is intended to support.

The CROI assessment indicates that PlayForward's operational risks should not be addressed as an undifferentiated list of facility repairs. Each intervention should respond to the **specific operational consequence created by the underlying condition** and should be sequenced according to the risk profile established in the preceding assessment.

This means that mitigation begins with the exposures most capable of disrupting safe and reliable community use. Conditions affecting **cooking, storage, weather protection, sanitation and gathering-space continuity** have consequences beyond the individual asset: they influence whether community activities can continue safely, consistently and at the intended level of service.

From Risk to Response

CROI-005 · LA COCINA

Stabilize the gating exposure.

Address the combination of storage overflow, deteriorating roof conditions and the existing cooking environment. Because CROI-005 carries both high probability and high impact, mitigation should reduce the immediate operational exposure before broader system improvements are treated as expansion opportunities.

CROI-004 · BATHROOMS**Protect sanitation infrastructure.**

Complete exterior plastering and protective painting to reduce continued weather exposure and deterioration. Maintaining the sanitation system protects a function necessary for sustained community use of the wider site.

CROI-001 · EL SALÓN**Preserve gathering-space continuity.**

Address roof leakage and associated deterioration so rainy-season conditions do not unnecessarily interrupt programming or accelerate future repair requirements.

CROI-003 · LA COCINA**Improve environmental operating conditions.**

Resolve storage, chimney, flooring and cooking-environment concerns in coordination with the response to CROI-005 rather than treating the conditions as unrelated improvements.

CROI-002 · PLAY AREA**Strengthen safe-use conditions.**

Improve lighting and handwashing access as part of continued development of the recreation and public-use environment.

MITIGATION SEQUENCE**01 — STABILIZE**

Address the highest-consequence exposure associated with CROI-005.

02 — PROTECT

Prevent further deterioration of assets supporting sanitation, gathering and community operations.

03 — IMPROVE

Complete operational enhancements that strengthen safe, hygienic and reliable use.

04 — VERIFY

Conduct onsite verification following implementation and document whether the identified exposure has been reduced.

05 — REASSESS

Re-score the applicable CROI/CORA measures after improvements to establish the next resilience baseline.

MANAGEMENT PRINCIPLE

Mitigation is complete only when exposure is reduced—not simply when work is completed.

A completed repair or purchase should therefore be connected back to the risk that prompted the intervention. This creates a traceable management cycle:

OBSERVE → ASSESS → PRIORITIZE → MITIGATE → VERIFY → REASSESS



El Salón and the adjoining covered environment illustrate how physical infrastructure supports community continuity. Weather protection, circulation, furnishings and adjacent operating spaces collectively determine whether the system can remain usable under changing conditions.

Operational risk is experienced through actual use: rain can interrupt gathering space, lighting affects evening activity, sanitation affects hygiene, and kitchen conditions affect storage, cooking and air quality.

Immediate: treat CROI-005 as a gating risk.

Near-term: complete bathroom exterior protection and coordinate roof interventions.

Longer-term: re-score CORA after improvements and onsite verification.

06 | Cross-Track Interpretation

The same physical condition can carry different meanings depending on the analytical question being asked.

La Cocina provides the clearest example of why the four GDF tracks should **not be collapsed into a single project score**. CROI identifies operational vulnerabilities associated with storage, cooking conditions, ventilation, hygiene and roof condition. These findings establish where continuity, safety or community use may be exposed.

The other tracks examine those same conditions through different decision lenses. A condition that CROI identifies as an operational risk may simultaneously represent a technical constraint, a capital requirement or a longer-term capacity consideration. These conclusions are related—but they are not interchangeable.

ONE SYSTEM · FOUR DECISION QUESTIONS

IGFO — FINANCE

What will it cost?

Determines the financial requirement, procurement implications and appropriate sequencing of capital.

CROI — RISK**What could prevent safe or reliable operation?**

Identifies probability, impact, operational exposure and the mitigation required to preserve continuity.

MSTD — TECHNICAL**Will the proposed intervention work and last?**

Assesses physical condition, technical feasibility, materials, dependencies and lifecycle considerations.

RSI — STRATEGY**What does the evidence mean longer-term?**

Examines community use, emerging capacity requirements and the strategic implications of the intervention.

La Cocina as a Cross-Track Case

For **CROI**, La Cocina's 40% resilience position and concentration of documented risks indicate an immediate operational concern.

For **MSTD**, the relevant question is different: whether the roof, cooking environment, storage configuration, ventilation and other physical systems can technically support the required function and proposed improvements.

For **IGFO**, those interventions become capital decisions: what should be funded, how much resources should be committed and in what sequence.

For **RSI**, the analysis moves further outward: whether the resulting system will support the community's evolving patterns of use and future capacity requirements.

WHY SEPARATION MATTERS

A financially affordable intervention may still be technically unsuitable.

A technically sound asset may still present an operational risk.

A low-cost risk may warrant immediate intervention because its consequence is high.

And an asset that performs adequately today may become a constraint as community participation or demand changes.

No single score can adequately represent all four questions.

INTEGRATED DECISION PRINCIPLE**SEPARATE THE ANALYSIS. INTEGRATE THE DECISION.**

The four tracks retain independent analytical lenses so that financial, risk, technical and strategic considerations remain visible. Their findings are brought together only at the point of implementation, where trade-offs and dependencies can be evaluated explicitly.

IGFO + CROI + MSTD + RSI → INTEGRATED PROJECT DECISION

La Cocina is the clearest example of why the four tracks should not be collapsed into one score.

CROI identifies operational vulnerabilities related to storage, cooking, ventilation, hygiene and roof condition. MSTD may separately find portions of the physical system technically serviceable. These are different questions.



Onsite activity reinforces that resilience is about continued function, not appearance alone.

FINANCE | RISK | TECHNICAL | STRATEGY

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INTEGRATED PROJECT DECISION

07 | Conclusion & Method Note

CONCLUSION

Operational resilience depends on the ability of community systems to continue functioning safely and reliably—not simply on the physical condition of individual assets.

The CROI assessment establishes a **66% overall resilience baseline across five community systems**, while also identifying meaningful variation beneath that aggregate result. La Cocina records the lowest resilience position at **40%**, and the operational risk register identifies conditions requiring elevated attention because of their potential effect on safety, continuity, hygiene and community use.

Taken together, the findings indicate that PlayForward's operational resilience should not be managed through a uniform improvement strategy. The evidence supports a **risk-based approach in which probability, impact and system criticality determine the order of intervention**.

WHAT THE CROI FINDINGS ESTABLISH

01 — SYSTEMS ARE INTERDEPENDENT

Community gathering, food preparation, recreation, sanitation and storage operate as a connected environment. Weakness in one system can affect the usability or reliability of another.

02 — AGGREGATE RESILIENCE CAN MASK CONCENTRATED EXPOSURE

The 66% overall resilience position provides a useful baseline, but it should not obscure the materially weaker condition of individual systems—particularly La Cocina.

03 — RISK SHOULD INFORM IMPLEMENTATION SEQUENCE

Conditions with greater probability and consequence should be addressed before lower-impact improvements, even where those improvements may be less expensive or easier to complete.

04 — RESILIENCE SHOULD BE REASSESSED AFTER INTERVENTION

The present assessment provides a baseline. Following implementation and onsite verification, the community systems should be rescored to determine whether identified risks were reduced and operational resilience improved.

MANAGEMENT IMPLICATION

CROI converts field observations into a risk-management framework.

Its purpose is not simply to identify what requires repair. It establishes **which conditions could interrupt community function, what consequences those conditions may carry, and where mitigation should occur first.**

When combined with IGFO, MSTD and RSI findings, the CROI assessment provides the operational-risk evidence required for an integrated PlayForward implementation decision.

Source & Method Note

Primary Source

TOMA BAÏRE EDUCATION, *2025–2026 Global Development Presentation — PlayForward*, source slides 26–32; Section Briefing 04 of 09.

Method

The community-system inventory, operational risk register and probability-impact matrix were reconstructed as publication tables from source-supported material. Risk classifications and ratings have been retained at the level supported by the original documentation rather than extrapolated beyond the available evidence.

Evidence Treatment

Original PlayForward field imagery is presented as contextual evidence of the physical and operational environment. Photographs supplement the documented findings but are not independently treated as risk assessments.

Assessment Limitation

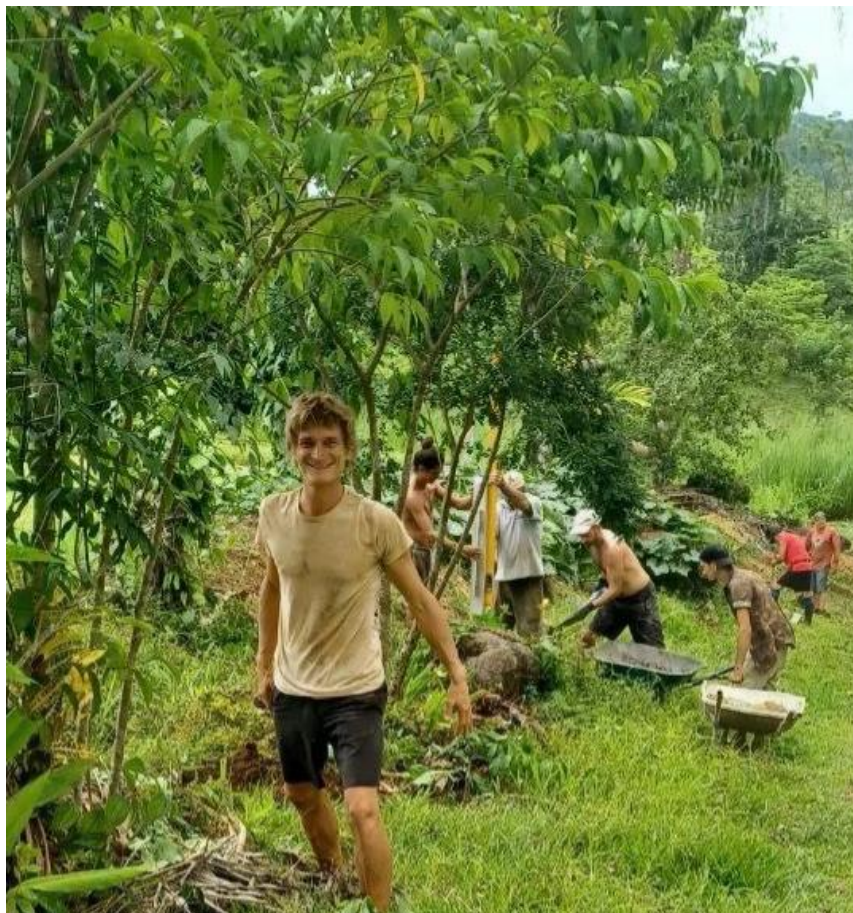
The findings represent the documented conditions and evidence available during the 2025–2026 assessment period. Operational conditions may change following repairs, improvements, changes in community use or subsequent onsite verification.

Primary source: TOMA BARRE EDUCATION, 2025-2026 Global Development Presentation, PlayForward, source slides 26-32; Section Briefing 04 of 09.

The risk register and matrix are reconstructed as publication tables from source text. Ratings are preserved at the level supported by the source.

FROM RISK IDENTIFICATION TO RESILIENCE MANAGEMENT

Identify → Prioritize → Mitigate → Verify → Reassess



Community maintenance / activity documentation from the original source set.