

Project Name:	
Project Manager:	

Last Updated Date:	
Last Updated by:	

Identification						Assessment					Strategy			Monitoring		
#	Category	Opportunity or Threat	Risk Name	Risk Description	Risk Related to Activity	Probability	Impact	Severity	Estimated Monetary Value - EMV (USD)	Schedule Impact (days)	Response Strategy	Strategy Description	Risk Owner	Status	Last Update	Comments
001	Design	Threat	Design Risk	Inadequate design or wrong assumptions, could make the product fail and unsuitable for intended purpose.	all				0		Accept (T&O)	[company] is not the product designer nor the reviewer and thus has little influence on the risk.		Inactive	14/09/2017	
002	Construction	Threat	Supplier or Sub-Contractor incapable	Contractor, sub-contractor or supplier incapable to follow construction specifications, requirements or expectations resulting in delays and consequently cost overruns.	all				0		Mitigate (T)	Monitor performance and have alternative solution (plan B).	PM, Procurement	Inactive	14/09/2017	
003	Construction	Threat	Technical Factors	Changes in work process or work package sequence, gaps between theory and actual work QTYs, could lead to schedule and consequently cost impacts.	all				0		Mitigate (T)	It is a matter of fact that many locations cannot be worked on due to pending community compensation by KETRACO). Thus the risk became rather an issue. [company] tracks and records the impact and claims for it. QTYs are not a risk due to type of contract (measurable).	PM, Constr. Mngr.	Active	14/09/2017	
004	Construction	Threat	Site and layout conditions	Interruptions in site access and interference in the flow of work could result in delays and consequently additional cost.	all				0		Mitigate (T)	Similar to risk no. 3 above this is not anymore a risk, but rather an issue and triggered severally when communities blocked access to the work site. [company] has very little influence and can only track and record the impact in order to claim the extra cost. [company] on their site are in contact with the communities and keep them informed about the ongoing works.	PM, HSSE Mngr., Constr. Mngr.	Active	14/09/2017	
005	Construction	Threat	Physical Factors	Topography, unforeseen subsurface conditions, ground water, rocks, material unsuitability and other conditions could require extra effort and would consequently have cost and probably time impact.	Excavating, backfilling				0		Mitigate (T)	Similar to risk no. 3 above this is not anymore a risk, but rather an issue. In accordance with pre-contract information only a small number foundations would require rock excavating. The reality proves different. Extra rates apply.	PM, Constr. Mngr.	Active	14/09/2017	
006	Construction	Threat	Security factors	Corruption, theft, vandalism, sabotage, can cause extra cost and may have schedule impact.	all				0		Transfer (T)	Similar to risk no. 3 above this is not anymore a risk, but rather an issue an triggered severally. [company] employed security personal to safe guard material and equipment at site. Insurrances are in place.	PM, HSSE Mngr., Constr. Mngr.	Active	14/09/2017	
007	Construction	Threat	Contractual factors	Insolvency of a party or inadequate change introduction can impact the schedule and cost of works execution.	all				0		Accept (T&O)	Similar to risk no. 3 above this is not anymore a risk, but rather an issue an triggered. [company] has no influence on other party insolvency and henceforth can only accept the risk.	PM, Project Sponsor	Active	14/09/2017	It seems recommendable to check for availability of insurance that covers this particular risk in the future.

#	Category	Opportunity or Threat	Risk Name	Risk Description	Risk Related to Activity	Probability	Impact	Severity	Estimated Monetary Value - EMV (USD)	Schedule Impact (days)	Response Strategy	Strategy Description	Risk Owner	Status	Last Update	Comments
008	Construction	Threat	Performance factors	Defective works, labor disputes, inefficient productivity, can hinder the progress and thus have schedule and consequently cost impact.	all				0		Mitigate (T)	Defects are unavoidable given the number of 1160 foundations. Inspection prior concreting and supervision while executing activities mitigates the probability. Labour disputes have arisen already and where hard to forecast since such disputes in the particular work environment arise from nothing and are usually unreasonable and illegal. HR department is aware and is in contact with the workers on the ground and communicates changes and the like timely and frequently in advance.	PM, HR Deptm.	Active	14/09/2017	
009	External	Threat	Contractual factors	Client's requirements and expectations higher than documented and weak definition of objectives, can result in extra effort and consequently have cost and possibly schedule impact.	all				0		Mitigate (T)	Changes to requirements, expectations as well as scope of works shall be analyzed and transferred to the change control board for decision and may result in change request(s).	PM	Inactive	14/09/2017	
010	External	Threat	Force majeure factors	Unforeseen market changes, economic and political instability, adverse weather conditions, and similar unforeseeable events could lead to disruptions, delays and consequently cost impact.	all				0		Accept (T&O)	There is literally nothing that can be done to mitigate force majeure events and [company] therefore only can accept the risk.	PM, Project Sponsor	Inactive	14/09/2017	
011	External	Threat	Social factors	Competing interests between project and community, culture and habits, citizens rejecting the project, and similar root causes could have an impact on the project including schedule and cost.	all				0		Accept (T&O)	It is the responsibility of the client to deal with the communities ('expanded' shareholder) in this regard and to find solutions to their demands, to compensate them for the negative impact the project may have to their land, culture and the like. [company] on their part are in contact with the community leaders and keeps them informed about their works.	PM, HR Deptm.	Active	14/09/2017	
012	External	Threat	Environmental factors	Unexpected additional environmental regulations and accidental discovery of historical and archaeological meaningful items, as well as accidental discovery of valuable minerals could interrupt or stop the project works.	Excavating				0		Accept (T&O)	The likelihood of such a discovery seems rather low and prevention seems impossible.	PM, Constr. Mngr.	Inactive	14/09/2017	
013	External	Threat	Political and regulatory factors	Changes in law, complex administrative approval procedures, political sensitivity, obstruction of approvals, and similar events may cause disruption and delays and may result in cost impact.	all				0		Accept (T&O)	It is a matter of fact that the recent elections have caused delays and cost. It seems further obvious that the repetition of presidential elections have impact on the client's (government agency) decision making processes. Cost is tracked and to be invoiced accordingly.	PM, Finance Mngr.	Active	14/09/2017	
014	Organizational	Threat	Organizational and structural factors	Disagreement about objectives or inconsistent objectives, unclear roles and responsibilities among employees and departments and similar organizational problems can cause schedule and cost impact.	all				0		Mitigate (T)	Objectives must be defined clearly and communicated to all concerned staffs and roles and responsibilities need to be clear and unambiguous.	PM, Project Sponsor	Active	14/09/2017	

#	Category	Opportunity or Threat	Risk Name	Risk Description	Risk Related to Activity	Probability	Impact	Severity	Estimated Monetary Value - EMV (USD)	Schedule Impact (days)	Response Strategy	Strategy Description	Risk Owner	Status	Last Update	Comments
015	Project Management	Threat		Incomplete stakeholder identification, all overloaded team, project team instability (rotation) may result into dissatisfaction, and may impact productivity rates and may consequently have time and cost impact.					0		Mitigate (T)	At the beginning of the project life cycle a proper resource and duration estimates shall be performed and verified in the course of the ongoing project. It is desired that resources that resources stay on the project as long as reasonably needed and shall then be returned.	PM, HR Mngr., Constr. Mngr., Proc. & Logisitcs Officer	Accelerating	14/09/2017	
016	Business	Threat	Financial and economical	Funding, inflation rate volatility, exchange rate fluctuations and comperable events may cause project failure.	all				0		Mitigate (T)	Providing the funds for the project execution is a main responsibility of the project sponsor through the finance manager. The finance manager will provide detailed planning prior to contract signature in this regards.	Finance Mngr., Project Sponsor	Active	14/09/2017	
017	Business	Threat	Planning, monitoring, and controlling	Project prioritization, contract selection procedures and the like are likely to impact any project and are may cause disruption and extra cost.	all				0		Mitigate (T)	It is very likely that more than one project compete for resources. It is therefore very important that the business case for any new project is well defined and communicated prior to the commencement of a project. Based on the business case "competing" project managers can analyse the impact of resuorce sharing and decide accordingly.	Project Sponsor	Inactive	14/09/2017	
018	Business	Threat	Land and property, statutory clearance	Land acquisition difficulties and rights of way can cause schedule and cost impact.	all				0		Accept (T&O)	The risk already triggered. However, land acquisition and granting access right to the land are the responsibility of the client and [company] has no influence.	PM	active	14/09/2017	
019	Business	Threat	Property damage	Damage to neighboring and other properties are a high probability risk in any construction project and can result in extra cost and even court cases.	all				0		Transfer (T)	Due to the high likelihood this risk should be always transferred to an insurance company. However, the impact in the remote area of Samburu & Turkana is small.	PM, HSSE Mngr., Constr. Mngr.	Inactive	14/09/2017	
020									0							