

Order Efficiency Ltd.

Interim Risk Management Service for projects in transition

Introduction

Why This Service is a Good Idea

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- Structuring a Risk and Issues Register
- Implementing an Action Tracking System for Risk Mitigation
- Producing Interim Risk Management Reports
- Data Export and Integration with Client Systems

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Conclusion



For Projects in Transition

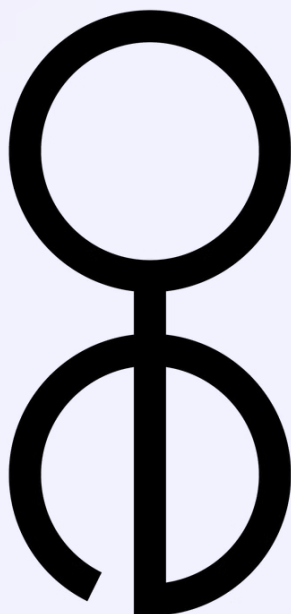
The **Interim Risk Management Service** offers project owners a **low-risk opportunity** to engage with PHC methodology without committing to a full implementation. This service allows them to leverage a **highly skilled risk engineer**, who brings the added advantage of PHC functionality while maintaining traditional risk management practices.

Project owners have the flexibility to use the **risk engineer's expertise as a standalone service** or explore the additional benefits of PHC. The adoption of PHC remains optional; however, those who choose to integrate it can unlock **significant advantages in project cost control and scheduling efficiency**.

This approach ensures that project owners can experience PHC's value **at their own pace**, making it an **accessible and strategic enhancement** rather than a disruptive change.

Why This Service is a Good Idea?

- **Seamless Transition:** Our interim service ensures uninterrupted risk management, providing stability and oversight until the permanent Risk Manager takes over, allowing for a smooth handover.
- **Flexible Engagement:** We offer both remote and on-site support, adapting to the client's specific needs and operational preferences.
- **Proactive Risk Identification:** Through early engagement with the project team, we quickly establish a structured risk management framework, ensuring key risks are identified and addressed from the start.



Other Disciplines covered by PHC

PHC (Project Health Control) is not limited to risk management—it is a **versatile methodology** that applies to a broad range of disciplines.

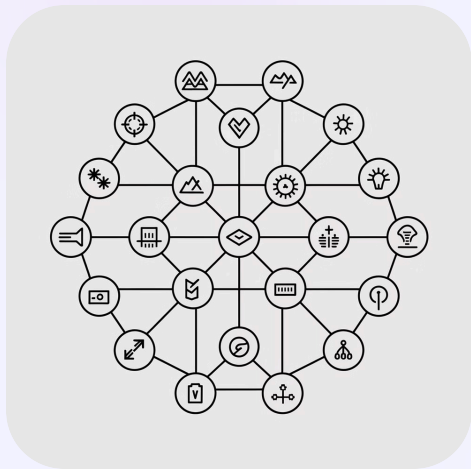
PHC strengthens control and efficiency across multiple areas. Project owners can hire professionals for any of these positions and **take advantage of PHC's benefits**, ensuring structured oversight, improved risk management, and streamlined project execution. The following table outlines **key disciplines** where PHC principles can be effectively utilized:

Quality Management	Implements structured tracking for deliverables, ensuring adherence to industry standards and reducing defects.
Change Management	Monitors and controls changes in project scope, minimizing disruptions and ensuring stakeholder alignment.
Supply Chain Management	Enhances procurement tracking, supplier performance monitoring, and logistics optimization.
Financial Controls	Tracks cost deviations, forecasts financial risks, and ensures efficient resource allocation.
Compliance & Regulatory	Ensures adherence to industry regulations, safety protocols, and corporate governance standards.
Asset Management	Monitors and optimizes asset utilization, maintenance schedules, and lifecycle costs.
Stakeholder Engagement	Enhances transparency and accountability in communications with investors, clients, and teams.
Health, Safety & Environment (HSE)	Identifies hazards, tracks incidents, and ensures regulatory compliance in workplace safety.

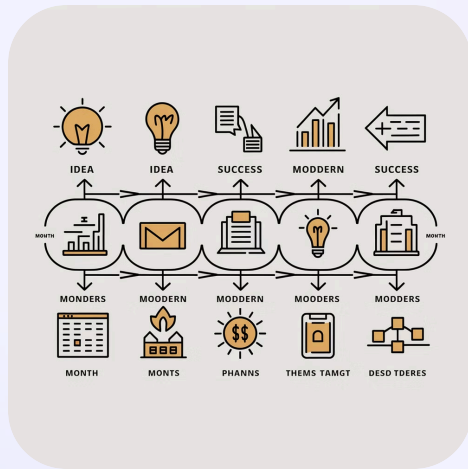
Scope of services

Our **Interim Risk Management Service** includes the following key components.

Structuring a comprehensive Risk & Issue register



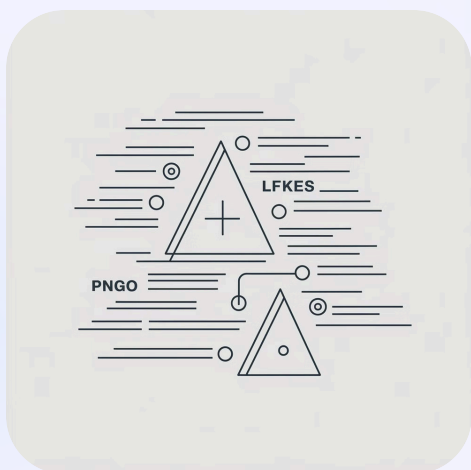
Risk Narratives



Action Plan



Evaluation



Top Risk Summary



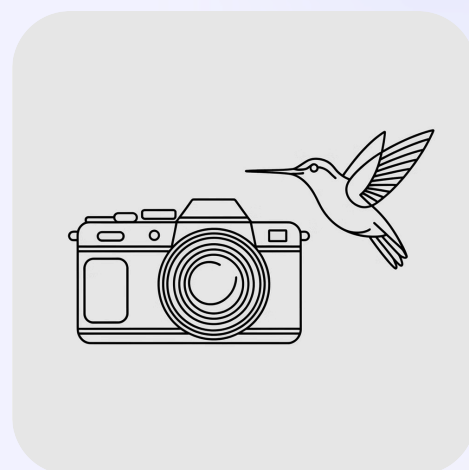
The Dashboard



The Register



The Heatmap



The Snapshot

The following screenshots are examples from a real project: **004 - Power Integration**

Risk Narratives: The Risk Module of the PHC Database shows the seven list of which the Concerns list is our focus. These screenshots are from a project 'P004 - Power Integration' - A prospective project that we use for demonstration. The entries in this database are both Risk and Issues. To appear in the project's Risk Register the 2nd column Reg-ID should be primed with the Risk Number (the Concern number is in the first column). The narratives we use to identify the Risk are in light blue. In dark blue is the standard '3-part statement'.

The screenshot displays the 'Risk Narratives' interface. On the left is a navigation menu with options like Schedule, Concerns, Actions, Locations, People, Events, Deliverables, History, Updates, and Feedback. The main area is divided into several sections: 'Title' (Political Risks Affecting Energy Sector Projects), 'Description' (Changes in government policies or shifts in political leadership pose a significant risk to energy projects...), 'Desired Outcome' (Ensure project continuity and funding regardless of changes in political or policy environments...), 'Current Situation' (The project is currently aligned with the existing political and policy frameworks...), 'Cause' (Changes in government policies or political leadership), 'Event' (Shifts in energy sector priorities or increased opposition), 'Consequence' (Disruption to project continuity, funding, or public support), 'What Could Go Wrong' (Policy changes or political shifts may reduce funding or stall approvals...), 'Proposed Strategy' (1. Develop strong government and stakeholder engagement plans... 2. Prepare contingency plans...), and 'Notes' (Changes in government policies or political leadership could lead to shifts in energy sector priorities...).

ID	Reg-ID	Title	F	S	T	C	Classification	Risk Owner	Status	Response	Sum	Rating	Sum	Rating	Proj	T1/2	Keywords	Opened	Updated	Closed
C00001		Unanticipated cost increases.	1	n			C3 Finance /	Inyang,	Open	Mitigate	9	Medium	9	Medium	PHC	T3	Economics	10/01/2025	13/01/2025	
C00002		Securing Adequate Financing for the	2	n			C3 Finance /	Inyang,	Open	Mitigate	16	High	12	Medium	PHC	T3		12/01/2025	13/01/2025	
C00003		Impact of Naira Exchange Rate	3	n			C7	Owodiong-	Open	Mitigate	9	Medium	6	Medium	PHC	T3		12/01/2025	13/01/2025	

Action Plan: There is an Action Plan for each of the risks that consists of a number of Actions each with its own narratives, assigned owner and key dates. For each risk there is a Target Finish (date when the risk should be complete or is no longer valid) and a Target Check (date when the risk should be reviewed). For each Action there is also a Target Finish and a Target Check. Overdue dates are highlighted in red. Dates nearing overdue status are highlighted in yellow.

The screenshot displays the 'Action Plan' interface for a specific risk. The top section shows the 'Proposed Strategy' (1. Develop strong government and stakeholder engagement plans... 2. Prepare contingency plans...) and '2 Actions'. Below this is a table of actions with columns for Action ID, Description, Follow-up, Owner, Created / Status, Opened / Updated, Closed / Close Cat, and Targ-fin / Targ-chk.

Action ID	Description	Follow-up	Owner	Created / Status	Opened / Updated	Closed / Close Cat	Targ-fin / Targ-chk
C00006_1	Compile Stakeholder Engagement plan		Harakat, Abubakr	12 Jan 25 / Open	12 Jan 25		13 Mar 25 / 11 Feb 25
C00006_2	Prepare contingency plans.		Inyang, Etido	12 Jan 25 / Open	12 Jan 25		13 Mar 25 / 11 Feb 25

ID	Reg-ID	Title	F	S	T	C	Classification	Risk Owner	Status	Response	Sum	Rating	Sum	Rating	Proj	T1/2	Keywords	Opened	Updated	Closed
C00001		Unanticipated cost increases.	1	n			C3 Finance /	Inyang,	Open	Mitigate	9	Medium	9	Medium	PHC	T3	Economics	10/01/2025	13/01/2025	
C00002		Securing Adequate Financing for the	2	n			C3 Finance /	Inyang,	Open	Mitigate	16	High	12	Medium	PHC	T3		12/01/2025	13/01/2025	
C00003		Impact of Naira Exchange Rate	3	n			C7	Owodiong-	Open	Mitigate	9	Medium	6	Medium	PHC	T3		12/01/2025	13/01/2025	
C00004		Potential Delays in Payments for		n			C1	Owodiong-	Open	Mitigate	1	Low	1	Low	PHC	T3		12/01/2025	12/01/2025	

Evaluation: Each Risk has an evaluation profile that sets the Probability and Impact in Current status and Mitigated status. The Mitigated status is what we evaluate will be the case when all defined actions are completed. If there are no defined actions, the current and mitigated status will be the same. Manageability is a statement about how effective is our attempt to mitigate the risk (sometimes hard to achieve).

The screenshot shows the 'Risk Evaluation' section of a software interface. It features a table comparing 'Current' and 'Mitigated' risk levels across several impact areas. The 'Current' column shows risk levels (e.g., Low, Medium, High) and reasons, while the 'Mitigated' column shows the target risk level after actions are taken. A summary on the right shows 'Current' and 'Residual' values for Probability, Impact, Risk Score, and Manageability. A warning box indicates 'Mitigation insufficient, ineffective prevention, detection or recovery - high residual risk'.

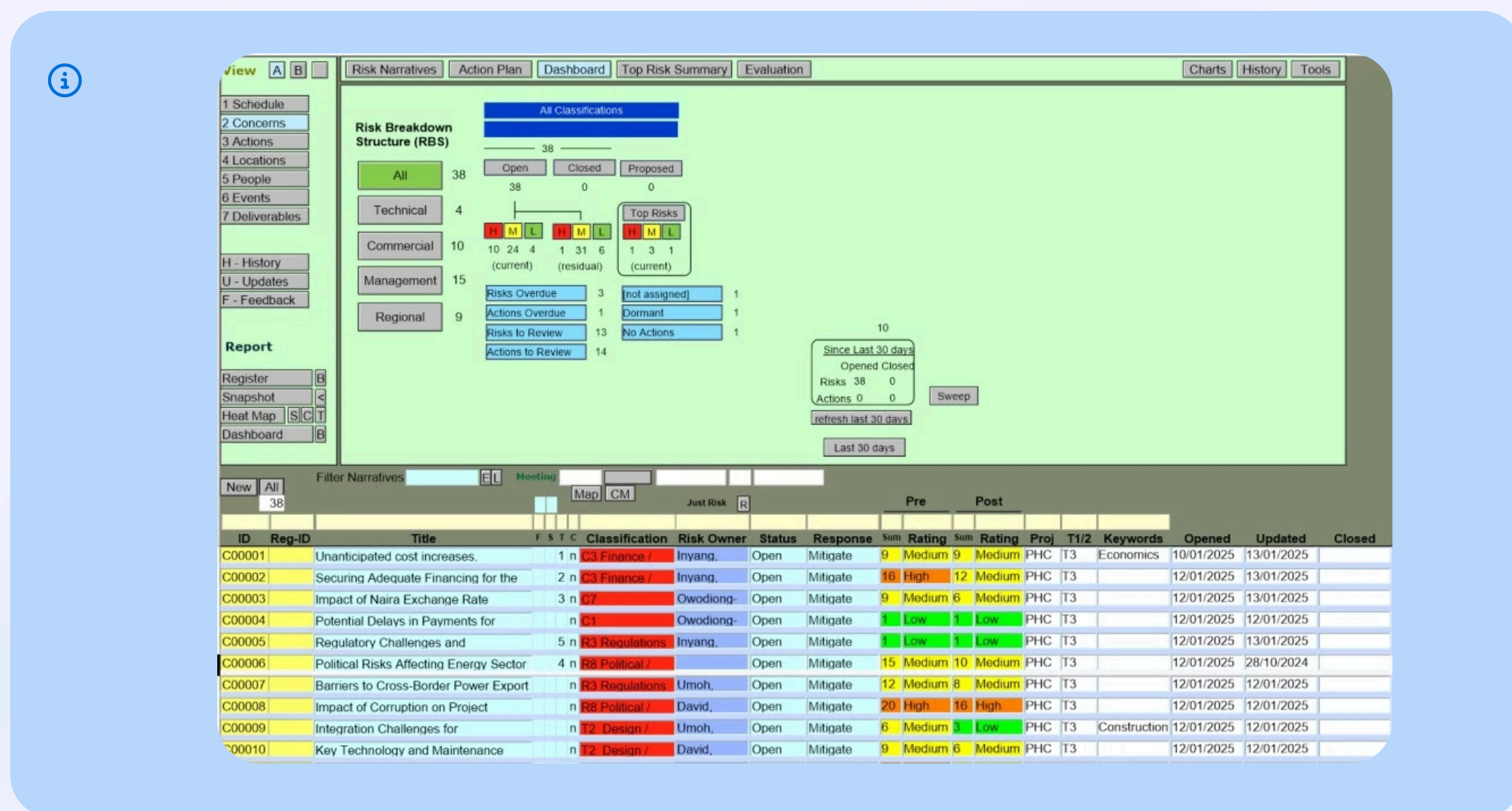
[CA] Impact Area	Current Impact	Current Risk Level	Reason	Mitigated Impact	Mitigated Risk Level	Reason
[CAA] HSE	1	Low		1	Low	
[CAA-A] People	1	Low		1	Low	
[CAA-B] Environment	1	Low		1	Low	
[CAB] Proj. Objectives						
[CAB-A] Cost	3	Medium		3	Medium	
[CAB-B] Quality	1	Low		1	Low	
[CAB-C] Schedule	5	Medium		5	Medium	
[CAB-D] Comm/Business	1	Low		1	Low	
[CAC] Reputation						
[CAC-A] Corp Image	1	Low		1	Low	
[CAC-B] SH Relations	1	Low		1	Low	

Top Risk Summary: For Top Risks there is often a need to express them to the outside world in a different way to how we express them internally among project peers. So for each risk there is a two-field sanitised narrative that's contained in the Top Risk Summary and Top Risk Mitigation. This screen contains the narrative fields and the current evaluation for reference in crafting the Top Risk Narratives with senior project management.

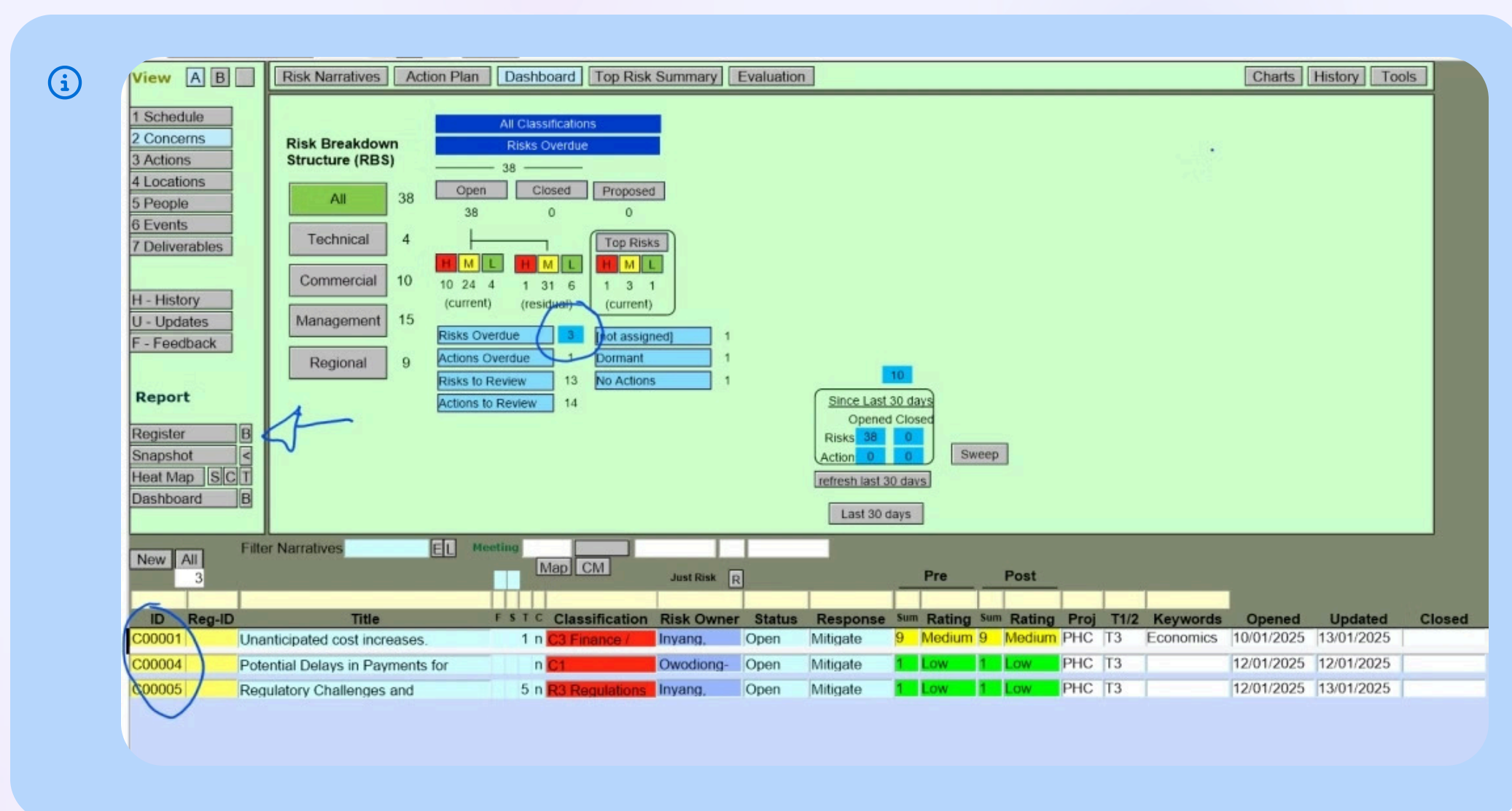
The screenshot displays the 'Top Risk Summary' for a specific risk. It includes a 'Description' of the risk, a 'Current Situation' (The project is currently aligned with the existing political and policy frameworks...), and a 'Proposed Strategy' (1. Develop strong government and stakeholder engagement plans... 2. Prepare contingency plans...). The 'Evaluation' section shows 'Current' and 'Residual' values for Probability, Impact, Risk Score, and Manageability. A warning box indicates 'Mitigation insufficient, ineffective prevention, detection or recovery - high residual risk'.

ID	Reg-ID	Title	F	S	T	C	Classification	Risk Owner	Status	Response	Sum	Rating	Sum	Rating	Proj	T1/2	Keywords	Opened	Updated	Closed
C00001		Unanticipated cost increases.	1	n			C3 Finance /	Inyang.	Open	Mitigate	9	Medium	9	Medium	PHC	T3	Economics	10/01/2025	13/01/2025	
C00002		Securing Adequate Financing for the	2	n			C3 Finance /	Inyang.	Open	Mitigate	16	High	12	Medium	PHC	T3		12/01/2025	13/01/2025	
C00003		Impact of Naira Exchange Rate	3	n			C7	Owodiong-	Open	Mitigate	9	Medium	6	Medium	PHC	T3		12/01/2025	13/01/2025	
C00004		Potential Delays in Payments for		n			C1	Owodiong-	Open	Mitigate	1	Low	1	Low	PHC	T3		12/01/2025	12/01/2025	
C00005		Regulatory Challenges and	5	n			R3 Regulations	Inyang.	Open	Mitigate	1	Low	1	Low	PHC	T3		12/01/2025	13/01/2025	
C00006		Political Risks Affecting Energy Sector	4	n			R8 Political /		Open	Mitigate	15	Medium	10	Medium	PHC	T3		12/01/2025	28/10/2024	
C00007		Barriers to Cross-Border Power Export		n			R3 Regulations	Umoh.	Open	Mitigate	12	Medium	8	Medium	PHC	T3		12/01/2025	12/01/2025	
C00008		Impact of Corruption on Project		n			R8 Political /	David.	Open	Mitigate	20	High	16	High	PHC	T3		12/01/2025	13/01/2025	
C00009		Integration Challenges for		n			T2 Design /	Umoh.	Open	Mitigate	6	Medium	3	Low	PHC	T3	Construction	12/01/2025	12/01/2025	
C00010		Key Technology and Maintenance		n			T2 Design /	David.	Open	Mitigate	9	Medium	6	Medium	PHC	T3		12/01/2025	12/01/2025	
C00011		Challenges in Integrating		n			R4	Umoh.	Open	Mitigate	16	High	8	Medium	PHC	T3		12/01/2025	12/01/2025	
C00012		Risks of Infrastructure Disruption in		n			R2 Security /	Haraka.	Open	Mitigate	16	High	12	Medium	PHC	T3		12/01/2025	12/01/2025	

The Dashboard: A core activity in Risk Management using the PHC database is the selection facility for risks in focused groups. The dashboard here shows 38 Concerns (Risks) in total spread across the four main categories of the Risk Breakdown Structure (RBS). All 38 of the Concerns are either open or closed, none are new and 'proposed'. Here all 38 Concerns are open. Spread across the valuation categories 10 of them are High, 24 are Medium and 4 are Low value. For the 5 Risks that are marked Top Risk, 1 is High, 3 are Medium and 1 is Low value. The blue boxes represent Concerns in 'exception' states. For the PHC Consultant, clicking on the blue box reveals in the list that number of concerns that can be further processed in their batches. For instance the 3 Risks that are overdue can be processed in one of three forms.



The Register: The 3 Risks that are overdue can be processed in the form of a Register.

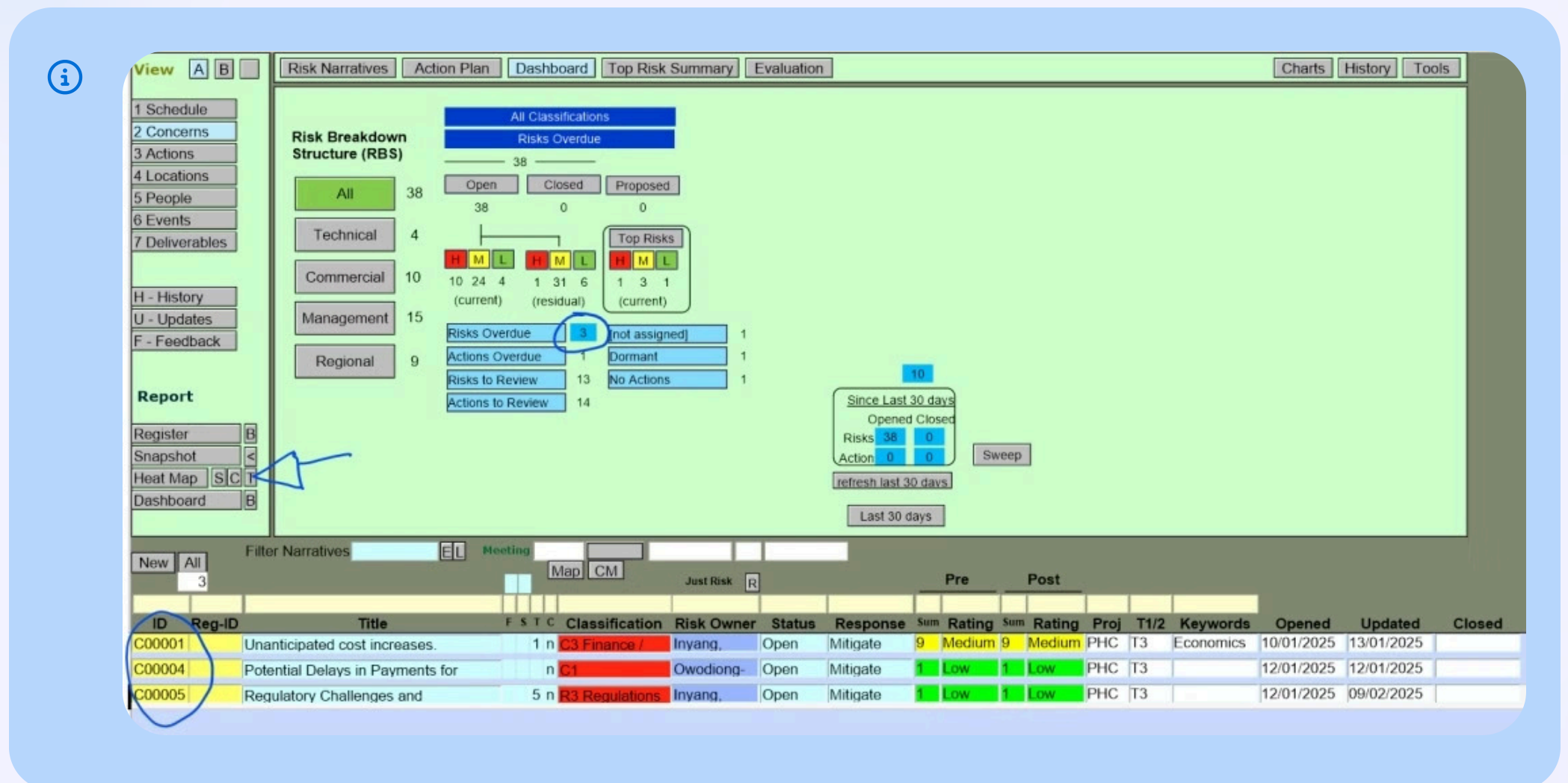


The output is generated by the PHC Consultant team and is included in the online report for access and action by the project team.

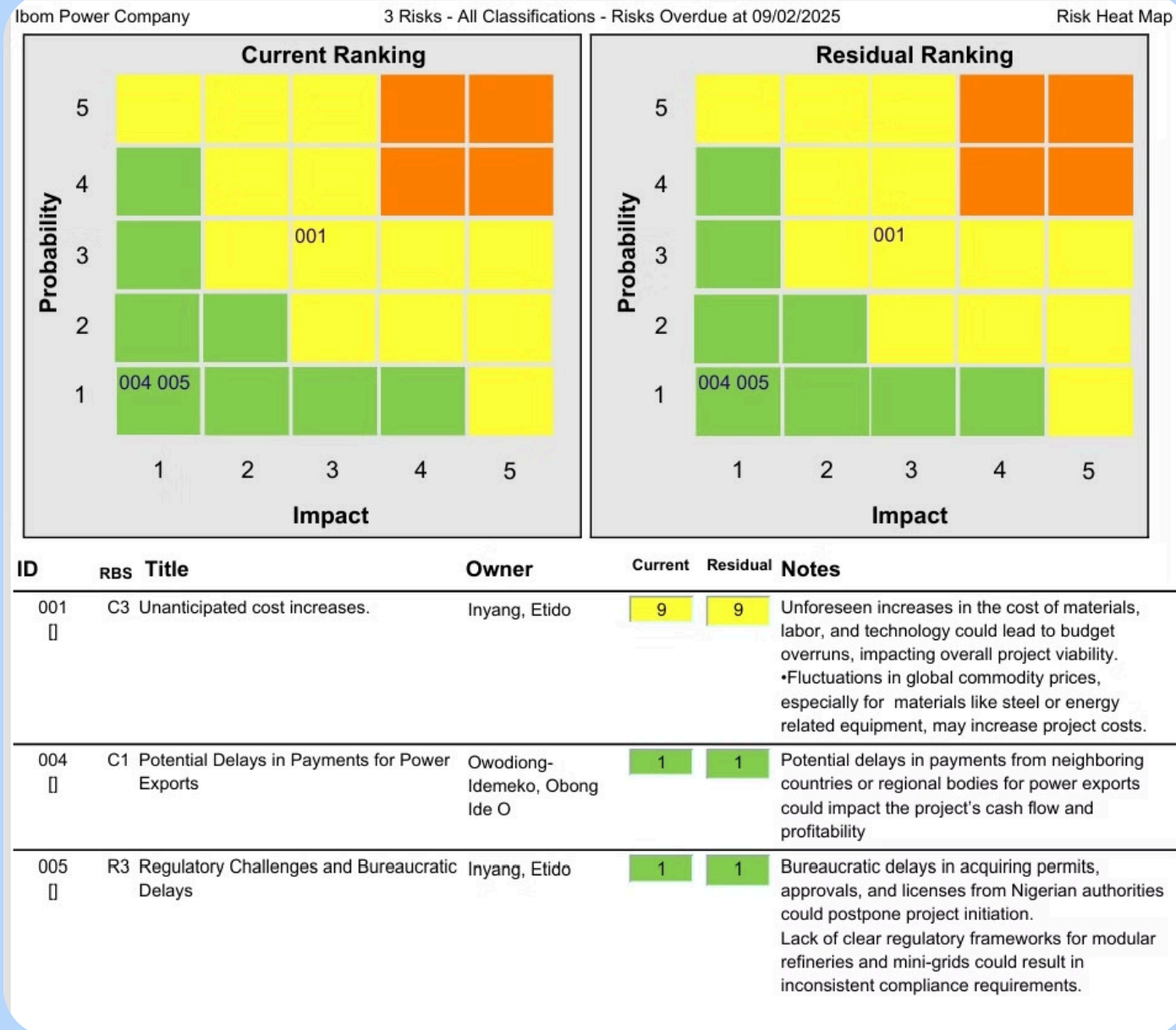
3 Risks - All Classifications - Risks Overdue at 09/02/2025

ID Concern [reg.]	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy	Risk (three-part) Statement			Current Risk		Response	Mitigating Action / Response				Residual Risk	Risk Owner	Target Review Date	Close Date	Last Review Date	Notes
							Cause	Risk Event [uncertainty]	Consequence	Probability	Impact		Score (PxL)	ID	Action	Action Owner						
C00001	C3 Finance / Funding	Unanticipated cost increases.	Unanticipated increases in the cost of materials, labor, and technology pose a significant risk to project budgets. This issue is compounded by external factors, such as fluctuations in global commodity prices, especially for essential materials like steel and energy-related equipment. These challenges can disrupt financial planning and potentially compromise the project's overall viability if not adequately managed.	Maintain project costs within the approved budget, ensuring financial sustainability and the successful completion of the project without compromising quality or timelines.	Global commodity prices for critical materials are showing volatility, and labor markets are experiencing wage pressures. There is no buffer in the current budget to absorb these fluctuations, making the project vulnerable to cost escalations.	1. Conduct a comprehensive risk assessment to identify cost-sensitive components. 2. Establish a contingency fund to cover unforeseen expenses. 3. Regularly monitor market trends for materials and labor costs. 4. Negotiate long-term contracts with suppliers to lock in prices. 5. Implement cost-control measures and explore alternative, cost-effective materials or technologies where feasible.	Unforeseen changes in the cost of raw materials, labor, or technology.	Budget overruns caused by price fluctuations or unexpected cost increases.	Financial strain on the project, potential delays, and a reduced likelihood of achieving project objectives.	3	9	Mitigate	#1 Cost Risk Assessment.	David, Winter	11Mar25	Open	5	Inyang, Eldo	09Feb25	Open	13Jan25	Unforeseen increases in the cost of materials, labor, and technology could lead to budget overruns, impacting overall project viability. Fluctuations in global commodity prices, especially for materials like steel or energy related equipment, may increase project costs.
C00004	C1 Feasibility/Business Case	Potential Delays in Payments for Power Exports	The project involves exporting power to neighboring countries or regional bodies. While agreements are in place, there is a risk of delayed payments due to factors such as administrative inefficiencies, political instability, or economic challenges in the importing regions. These delays could disrupt the project's financial stability, particularly its cash flow and profitability, impacting both operational continuity and long-term sustainability.	Timely payments from importing countries or regional bodies. Steady cash flow. Minimized payment delay risk. Maintained profitability for ensured viability and expansion.	Export agreements have been signed, and initial payments are on schedule. However, there are no robust guarantees or escrow mechanisms in place to ensure payment timeliness. Persistent delays in payments could lead to financial shortfalls, affecting the project's ability to meet operational expenses, repay debts, or reinvest in expansion.	1. Negotiate strict payment terms with penalties for delays and consider implementing an escrow payment system. Conduct a creditworthiness assessment of importing entities and maintain a contingency fund to cover cash flow gaps. Establish a dispute resolution mechanism to handle payment disagreements efficiently.	Economic instability, administrative inefficiencies, or political challenges in importing countries or regional bodies.	Payments for exported power are delayed or deferred beyond agreed timelines.	The project experiences cash flow disruptions, potentially leading to operational delays, reduced profitability, or an inability to fulfill financial obligations.	1	1	Mitigate	#1 Negotiate strict payment terms with penalties.	Inyang, Eldo	18Mar25	Open	1	Owodiong-Idereko, Owing Ide O	07Feb25	Open	12Jan25	Potential delays in payments from neighboring countries or regional bodies for power exports could impact the project's cash flow and profitability.
C00005	R3 Regulations	Regulatory Challenges and Bureaucratic Delays	Delays in acquiring necessary permits, approvals, and licenses from Nigerian authorities have the potential to stall project initiation timelines. Additionally, the absence of clear and standardized regulatory frameworks for modular refineries and mini-grids creates inconsistent compliance requirements, adding uncertainty and complexity to the project execution process. These challenges could negatively impact both the scheduling and the cost-effectiveness of proposed initiatives.	A streamlined process for permits, approvals, and licenses. Consistent regulatory frameworks for modular refineries and mini-grids. Minimal compliance-related risks, and smoother project implementation. Postponements, increased costs and missed opportunities. Conflicts during implementation. Non-compliance penalties. Project suspension.	Permit and approval processes are slower to be time-intensive and subject to inefficiencies in Nigeria, often exacerbated by overlapping jurisdictions and inconsistent regulatory requirements. Regulatory guidelines for modular refineries and mini-grids are either undefined or vary across regions, leaving room for interpretation and potential disputes.	1. Engage with relevant government agencies to understand specific requirements and build relationships. 2. Dedicated regulatory liaison within the project team to address compliance challenges swiftly. 3. Partner with local legal and policy experts to navigate existing regulatory landscapes effectively. 4. Collaboration with industry stakeholders to push for the creation of standardized frameworks. 5. Parallel preparatory activities during the approval process.	An inefficient and bureaucratic system coupled with inadequate or inconsistent regulatory frameworks for emerging industries like modular refineries and mini-grids.	Delays in securing permits, approvals, and licenses or inconsistent regulatory compliance requirements for modular refineries and mini-grids.	Postponed project initiation, increased costs, operational risks, and potential non-compliance disputes that may hinder project outcomes.	1	1	Mitigate	#1 Establish committee of Government agencies.	Asibong, Ibe	13Mar25	Open	1	Inyang, Eldo	09Feb25	Open	09Feb25	Bureaucratic delays in acquiring permits, approvals, and licenses from Nigerian authorities could postpone project initiation. Lack of clear regulatory frameworks for modular refineries and mini-grids could result in inconsistent compliance requirements.

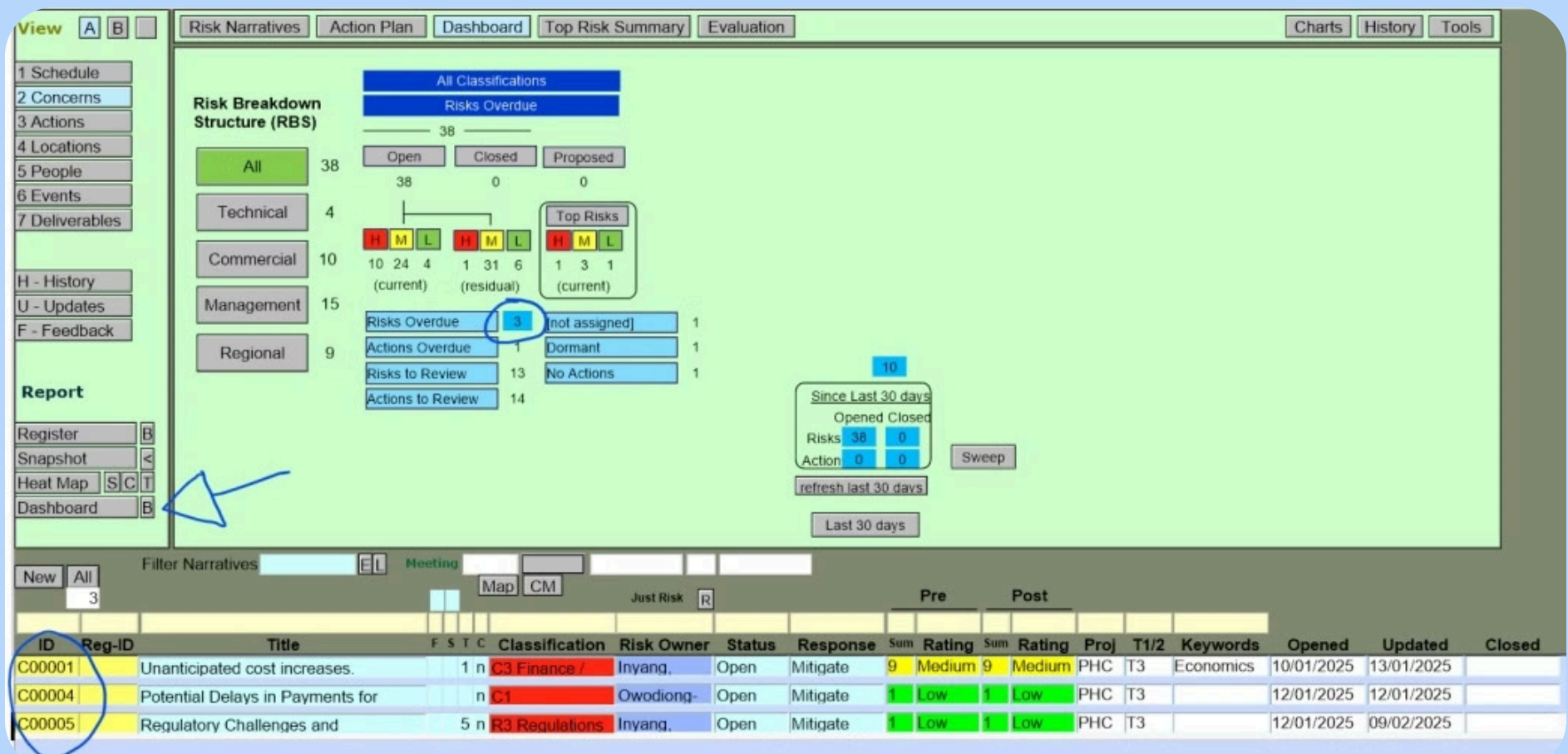
The Heatmap: The 3 Risks that are overdue can be processed in the form of a Heat Map.



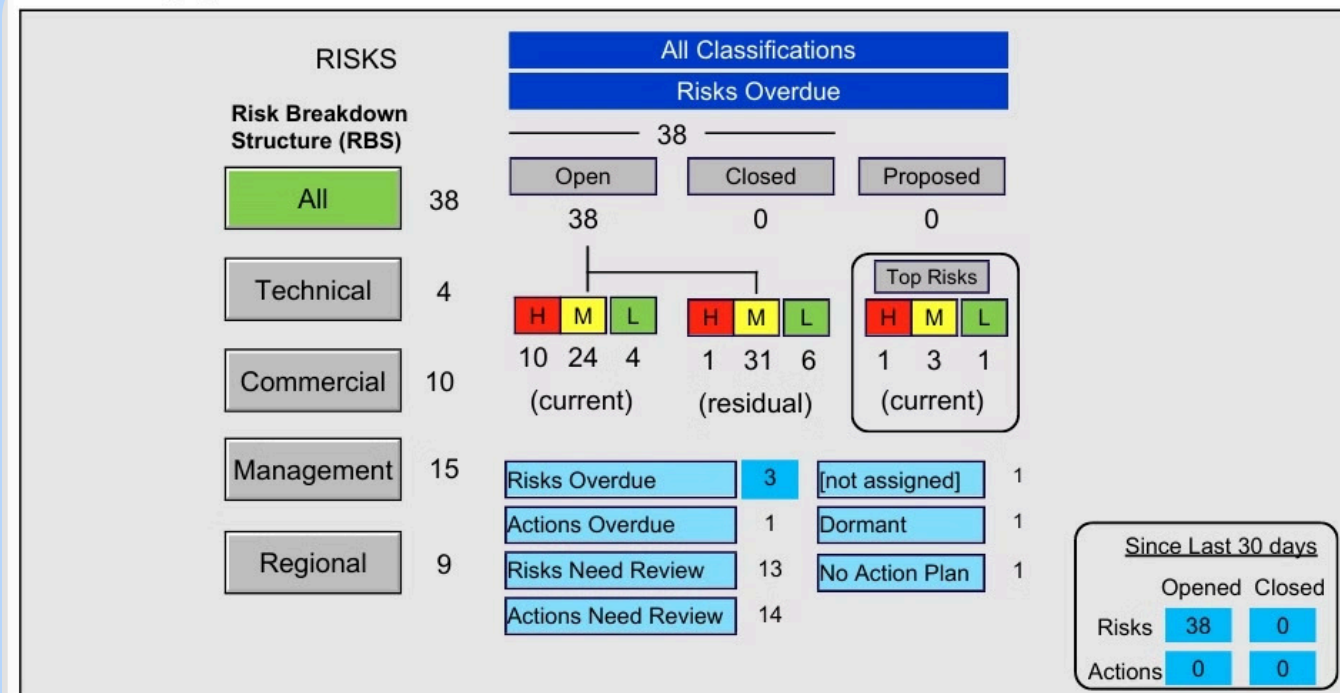
The output is generated by the PHC Consultant team and is included in the online report for access and action by the project team.



The Dashboard: The 3 Risks that are overdue can be processed in the form of a Dashboard.



The output is generated by the PHC Consultant team and is included in the online report for access and action by the project team.



ID	RBS	Title	Owner	Current	Residual	Notes
C00001	C3	Unanticipated cost increases.	Inyang, Etido [risk overdue] [risk needs review] [action needs review]	9	9	Unforeseen increases in the cost of materials, labor, and technology could lead to budget overruns, impacting overall project viability. •Fluctuations in global commodity prices, especially for materials like steel or energy related equipment, may increase project costs.
C00004	C1	Potential Delays in Payments for Power Exports	Owodiog-Idemeko, Obong Ide O [risk overdue]	1	1	Potential delays in payments from neighboring countries or regional bodies for power exports could impact the project's cash flow and profitability
C00005	R3	Regulatory Challenges and Bureaucratic Delays	Inyang, Etido [risk overdue]	1	1	Bureaucratic delays in acquiring permits, approvals, and licenses from Nigerian authorities could postpone project initiation. Lack of clear regulatory frameworks for modular refineries and mini-grids could result in inconsistent compliance requirements.

The Snapshot: And any of the risks can be expressed as a single page snapshot. A useful printout for gathering information on project virtual or physical walkabout.



Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy	
C00005	R3 Regulation	Regulatory Challenges and Bureaucratic Delays	Delays in acquiring necessary permits, approvals, and licenses from Nigerian authorities have the potential to stall project initiation timelines. Additionally, the absence of clear and standardized regulatory frameworks for modular refineries and mini-grids creates inconsistent compliance requirements, adding uncertainty and complexity to the project execution process. These challenges could negatively impact both the scheduling and the cost-effectiveness of proposed initiatives.	A streamlined process for permits, approvals, and licenses. Consistent regulatory frameworks for modular refineries and mini-grids. Minimal compliance-related risks, and smoother project implementation.	Permit and approval processes are known to be time-intensive and subject to inefficiencies in Nigeria, often exacerbated by overlapping jurisdictional responsibilities. Regulatory guidelines for modular refineries and mini-grids are either undefined or vary across regions, leaving room for interpretation and potential disputes.	1. Engage with relevant government agencies to understand specific requirements and build relationships. 2. Dedicated regulatory liaison within the project team to address compliance challenges swiftly. 3. Partner with local legal and policy experts to navigate existing regulatory landscapes effectively. 4. Collaboration with industry stakeholders to push for the creation of standardized frameworks. 5. Parallel preparatory activities during the approval process.	
Risk (three-part) Statement			Current Risk				
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)	Response Type	
An inefficient and fragmented bureaucratic system coupled with inadequate or inconsistent regulatory frameworks for emerging industries like modular refineries and mini-grids.	Delays in securing permits, approvals, and licenses or inconsistent regulatory requirements for modular refineries and mini-grids.	Postponed project initiation, increased costs, operational risks, and potential non-compliance disputes that may hinder project outcomes.	1	1	H-1 C-1 Q-1 S-1	Mitigate	
Mitigating Actions / Response							
ID	Actions				Action Owner	Due Date	Close Date
#1	Establish committee of Government agencies.				Asibong, Ima	13Mar25	Open
#2	Establish Legal and Compliance team.				Asibong, Ima	13Mar25	Open
Last 10 RM Events (Meetings/Interviews/Workshops)							
Mtg.	Date	Title / Person / Department	Objective	(<File Missing> Events Held)			
Comments							
History							
Top Risk	5	Summary	Regulatory Challenges and Bureaucratic Delays				
Top Risk Mitigation	1. Engage proactively with relevant government agencies. 2. Advocate for a dedicated regulatory liaison within the project team. 3. Partner with local legal and policy experts. 4. Promote collaboration with industry stakeholders. 5. Identify alternative strategies to mitigate delays.						

- Conducting early risk assessments with project teams
- Ensuring risks are categorized, prioritized, and assigned appropriate mitigation strategies

Implementing an Action Tracking System for Risk Mitigation

- Establishing a risk action tracking system to monitor identified risks
 - The PHC Portal

- ① The project has a portal that can be used by the project team to enter information about the risks.

P004 - Power Integration	
Reference Documents	Latest Status
Power_Integration_Project_Summary.pdf	Cornel to use for initial approaches and send as attachment with all letter/proposal submissions.
PHC Report	For check on Report content. This is the PHC Report link referenced in the proposal.
PHC Portal Access	For check on the Portal content. This is the PHC Portal Access link referenced in the proposal.
Proposals	Latest Status
Power Integration 30dec24	In discussion in connection with a proposed January 2025 visit to Nigeria for Energy Summit.

This is a password controlled access to the project's Concerns list

P004 - Power Integration - PHC Portal.

Please login to access PHC Port data.

Username:

Password:

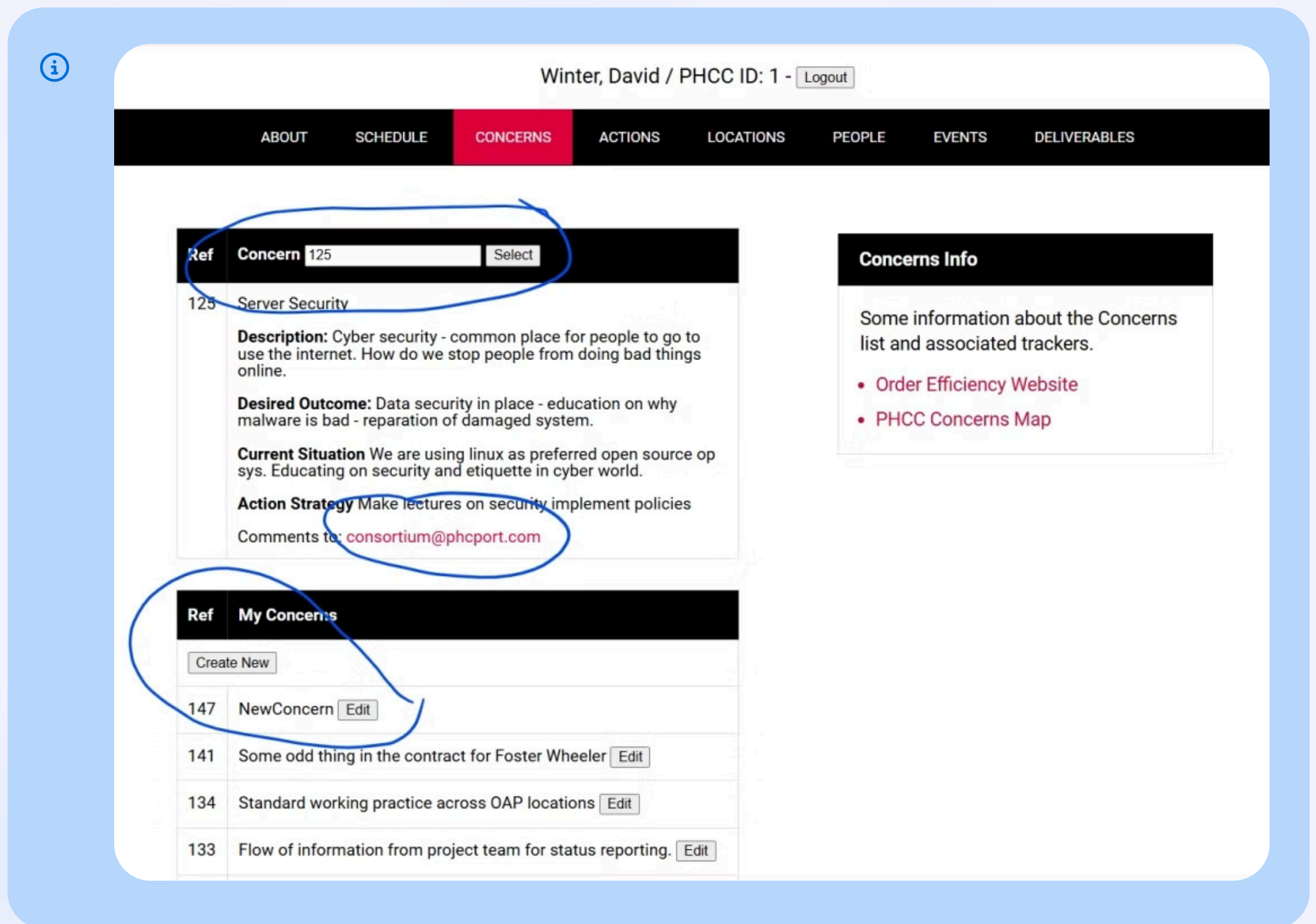
[LOGIN](#)

To register, send email to - addme@phcport.com

Contact: david.winter@order-efficiency.com

The portal is a simple interface to the PHC database. Concerns created by the user appear in the user's list for editing.

Other Concerns can be referenced by number and comment passed by email to consortium@phcport.com



- Implementing an online comment collection mechanism that allows real-time feedback and updates from the project team
- Facilitating communication between stakeholders to ensure transparency in risk handling

Producing Interim Risk Management Reports

- Generating status reports to provide project leadership with insights on evolving risks

The **PHC** report

Progress Narratives & Top Risks

Concerns Histogram and Classifications

Links to Database Extract Documents

The SCALPED lists

The PHC Report: The project PHC Report is online and can be used by the project team for information about about the risks.

Reference Documents	Latest Status
Power_Integration_Project_Summary.pdf	Cornel to use for initial approaches and send as attachment with all letter/proposal submissions.
PHC Report	For check on Report content. This is the PHC Report link referenced in the proposal.
PHC Portal Access	For check on the Portal content. This is the PHC Portal Access link referenced in the proposal.

Proposals	Latest Status
Power_Integration_30dec24	In discussion in connection with a proposed January 2025 visit to Nigeria for Energy Summit.

Access is password-controlled for increased security

Progress Narratives & Top Risks: The progress and further work narrative boxes are updated regularly as project events proceed.

Progress

(1) P004 Power Integration proposal is distributed to relevant parties for consideration.

(2) P002 Thorium proposal is available on the Whiteboard for consideration alongside the Power Integration project.

(3) Our interest in the Akwa Ibom Power Summit (in preparation) is declared.

Further Work

(1) Presentations for Power Summit (workings of PHC Service, Humanitarian influence of PHC Service on Nigerian society and community).

(2) PHC Set up (in progress).

Top Risk	Summary Description	Mitigation Description
T1 - C00001	Unanticipated cost increases.	Risk assessment, contingency fund, market trend monitoring, fixed price contracts and cost-control.
T2 - C00002	Securing Adequate Financing for the Project	1. Robust financial model. 2. Stakeholder Engagement. 3. Leverage partnerships and endorsements from credible organizations. 4. Diversify funding strategies.
T3 - C00003	Impact of Naira Exchange Rate Volatility on Import Costs	1. Identify and establish hedging solutions. 2. Bulk exchange deals or forward contracts. 3. Local sourcing options. 4. Contingency within project budgets.
T4 - C00006	Political Risks Affecting Energy Sector Projects	1. Develop strong government and stakeholder engagement plans to maintain alignment with policy priorities. 2. Establish coalitions with industry allies to counter opposition. 3. Prepare contingency plans to adjust project goals and secure alternate funding if necessary.
T5 - C00005	Regulatory Challenges and Bureaucratic Delays	1. Engage proactively with relevant government agencies. 2. Advocate for a dedicated regulatory liaison within the project team. 3. Partner with local legal and policy experts. 4. Promote collaboration with industry stakeholders. 5. Identify alternative strategies to mitigate delays.

Top Risks are tabled here with the Snapshot for each risk linked via the Top risk number.



Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00002 []	C3 Finance / Funding	Securing Adequate Financing for the Project	The success of this project is heavily dependent on securing sufficient financial support from private investors, international donors, or the Nigerian government. The funding is required for planning, implementation, and operational phases, and a lack of financial backing could lead to significant delays or even project cancellation. Additionally, high project costs in combination with unstable economic conditions might discourage potential investors from committing funds.	To ensure timely and sufficient funding is secured from diverse sources, including private investors, international donors, and governmental support, enabling smooth project execution without financial interruptions. What Could Go Wrong? Delays or failure to secure financing may halt the project, resulting in missed opportunities, wasted resources, and a tarnished reputation.	Efforts to attract funding are ongoing, but no firm commitments have been secured yet. While preliminary discussions with stakeholders show interest, economic volatility and concerns about project costs have created hesitation among potential investors and donors.	Develop a robust financial model demonstrating project viability, ROI, and socio-economic benefits. Engage stakeholders through tailored presentations and meetings. Leverage partnerships and endorsements from credible organizations to build investor confidence. Diversify funding strategies to include government grants, CSR initiatives, and crowdfunding campaigns.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							

Economic volatility and high project costs reduce the appeal of investment opportunities.	Inadequate financial backing is secured from key stakeholders.	The project faces delays or termination, hindering its objectives and damaging stakeholder confidence.	4	4	16	Mitigate	4	12	Inyang, Etido	31May25	Open	13Jan25 Failure to secure adequate financing from private investors, international donors, or the Nigerian government may delay or halt the project. High project costs could deter potential investors, especially in volatile economic conditions.
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Mitigating Actions / Response

ID	Actions	Action Owner	Due Date	Close Date
#1	Develop financial model.	Umch, Camillus	13Mar25	Open
#2	Engage Stakeholders by presentations and meetings	Umch, Camillus	13Mar25	Open
#3	Diversify funding strategies.	Owodiog-Idemeko, Obong Ide O	13Mar25	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective	(-File Missing> Events held.)

Comments

History

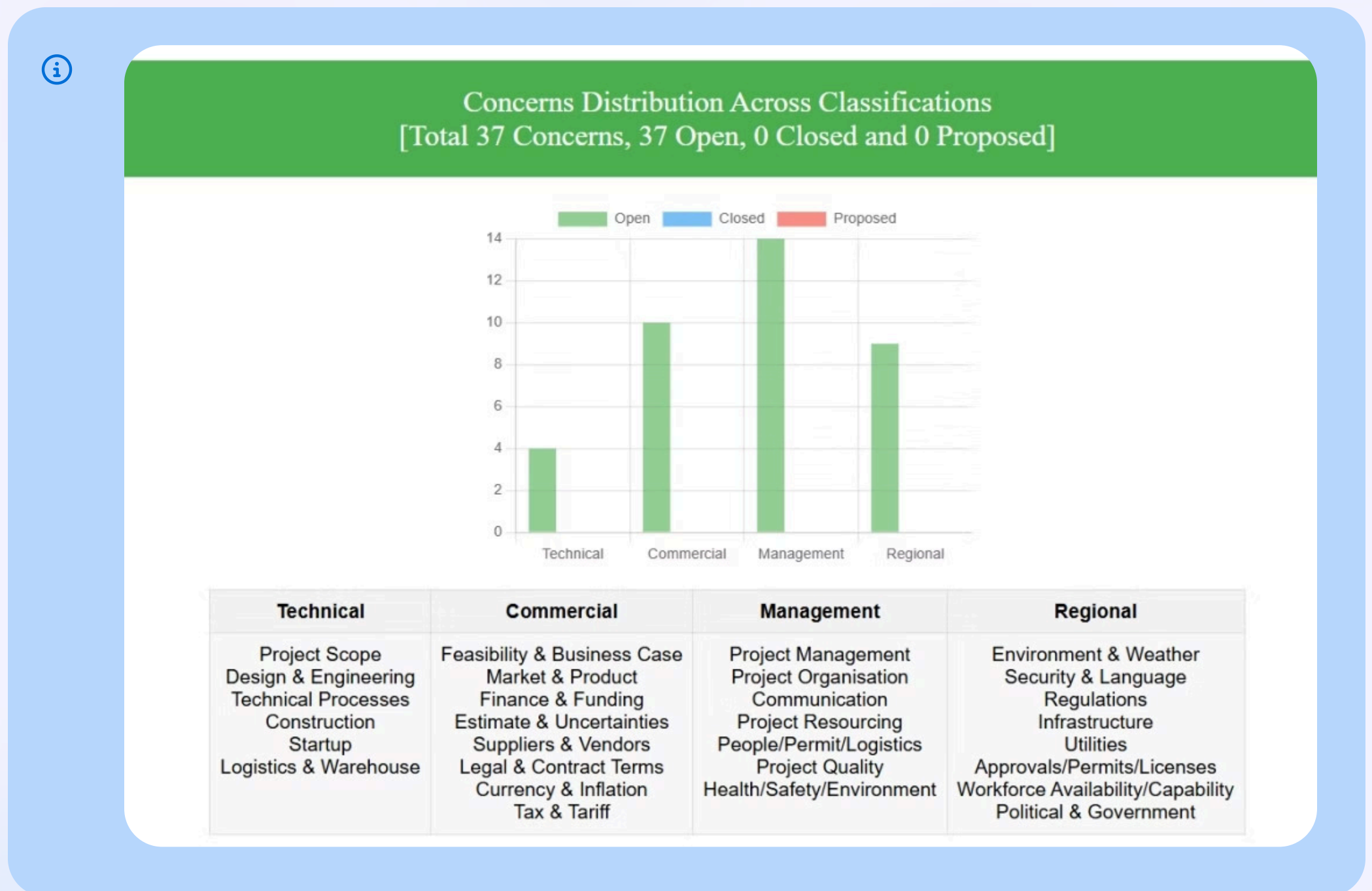
Top Risk 2 Summary

Securing Adequate Financing for the Project

Top Risk Mitigation

1. Robust financial model.
2. Stakeholder Engagement.
3. Leverage partnerships and endorsements from credible organizations.
4. Diversify funding strategies.

Concerns and Histograms Classification: The overall numbers for risks and their status across classifications is graphed here.



Links to Database Extract Documents: Here are extracts from the database, some of which will be more significant to individuals than others. Managers and project directors will all be interested in the Top Risks. Managers and project staff will be interested in the Open Risks.

Links to Database Extract Documents

Top Risks
[Dashboard](#) 13Jan25 [Register](#) 13Jan25 [Heat Map](#) 13Jan25


Open Risks
[Dashboard](#) 13Jan25 [Register](#) 13Jan25 [Heat Map](#) 13Jan25

All Concerns
[Dashboard](#) 13Jan25 [Register](#) 13Jan25

All Concerns - Accountabilities

- [P1_David_Winter_Register.pdf](#) 13Jan25
- [P2_\[Organiser\]_Summit_Register.pdf](#) 13Jan25
- [P3_Harakat_Abubakr_Register.pdf](#) 13Jan25
- [P4_Asibong_Ime_Register.pdf](#) 13Jan25
- [P5_Inyang_Etido_Register.pdf](#) 13Jan25
- [P6_Owodiong-Idemeko_Obong_Register.pdf](#) 13Jan25
- [P7_Umoh_Camillus_Register.pdf](#) 13Jan25

The Accountabilities Registers are of particular interest to the individual referenced.

 The one here is referenced to the 'organiser of the summit' as yet unknown.

11 Risks - All Classifications - Assignments to [Organiser], [Summit] at 13/01/2025										Risk Register Extract													
ID Concern [req.]	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy	Risk (three-part) Statement			Current Risk		Response	Mitigating Action / Response				Residual Risk	Risk Owner	Target Review Date	Close Date	Last Review Date		
							Cause	Risk Event [uncertainty]	Consequence	Probability	Impact		Score (Pxl)	ID	Action	Action Owner						Due Date	Close Date
C00027	M2 Project Organisation	Stakeholder Participation	Ensuring participation of all key stakeholders with aligned objectives.	Comprehensive representation and alignment on project goals.	Stakeholders identified, but confirmations may be pending.	Outreach through direct invitations, follow-up communications, and customized agendas.	Lack of timely coordination.	Stakeholders fail to confirm participation.	Missed opportunities for input and collaboration.	3	3	Mitigate	#1	Compile invitation list.	[Organiser], [Summit]	11Feb25	Open	3	6	[Organiser], [Summit]	31May25	Open	12Jan25
C00028	M7 Operations / Logistics	Logistical Arrangements	Coordinating venue, travel, and accommodations for participants.	Seamless organization and comfort for all attendees.	Preliminary venue options reviewed, but no finalization yet.	Assign logistics team to manage bookings and contingencies.	Poor planning or budget constraints.	Participants face travel or accommodation issues.	Negative perception of event management.	2	2	Mitigate	#1	Set up Logistics team for bookings.	Aisling, [Summit]	11Feb25	Open	3	6	[Organiser], [Summit]	31May25	Open	12Jan25
C00029	M1 Project Management	Agenda and Content	Structuring an engaging and informative agenda aligned with project objectives.	Well-received agenda that balances strategic discussions and technical insights.	Key topics identified, but the schedule remains unfinalized.	Collaborate with stakeholders to develop and review agenda content.	Inadequate stakeholder consultation.	Disengagement or dissatisfaction with the summit content.	Lack of actionable outcomes or alignment.	2	2	Mitigate	#1	Revise agenda content with stakeholders.	[Organiser], [Summit]	11Feb25	Open	3	6	[Organiser], [Summit]	31May25	Open	12Jan25
C00030	T1 Project Scope	Technical Demonstrations	Effective demonstrations of energy integration solutions (e.g., modular energy).	Convince stakeholders of the project's feasibility and scalability.	Potential demonstration methods identified, tech rehearsals pending.	Conduct multiple rehearsals and have technical experts on-site.	Insufficient preparation or testing.	Demonstrations fail during the event.	Credibility and stakeholder confidence are negatively affected.	3	3	Mitigate	#1	Schedule rehearsals of technical presentations.	[Organiser], [Summit]	11Feb25	Open	3	6	[Organiser], [Summit]	31May25	Open	12Jan25
C00031	C3 Finance / Funding	Budget and Fundraising	Securing funding or sponsorships to offset summit costs.	Financial feasibility of the summit without compromising quality.	Estimated costs outlined; funding sources being explored.	Approach sponsors early with a compelling value proposition.	Delayed or insufficient funding commitments.	Funding gaps delay summit preparations.	Reduced quality or potential cancellation.	3	3	Mitigate	#1	Develop value proposition for sponsors.	Iryang, Edo	11Feb25	Open	3	6	[Organiser], [Summit]	31May25	Open	12Jan25
C00032	M1 Project Management	Risk Management	Identifying and mitigating risks (e.g., disruptions, technical issues, political instability).	Smooth execution with contingencies in place for disruptions.	Initial risk assessment done, but detailed plan needs preparation.	Develop a detailed risk management and contingency plan.	Lack of foresight or planning.	Risk manifests without proper contingency.	Stakeholder trust and event reputation are damaged.	4	4	Mitigate	#1	Develop Risk Management and Contingency plan.	David, Winter	11Feb25	Open	5	8	[Organiser], [Summit]	31May25	Open	12Jan25
C00033	M3 Communication and Publicity	Communication and Publicity	Promoting the summit effectively to attract strong	High turnout and positive media	Initial announcements	Engage PR teams and leverage multiple media	Inadequate media planning or	Low visibility and participation in the	Missed opportunities for	4	4	Mitigate	#1	Engage PR teams.	[Organiser], [Summit]	11Feb25	Open	2	6	[Organiser], [Summit]	31May25	Open	12Jan25

The SCALPED lists: The SCALPED Lists are of interest to all project participants and are set out here for reference information. These lists have information in the form of simple text document and online mindmap. The information is constantly developing and current content is reflected here in each report.



Links to SCALPED Documents

The SCALPED Lists

[01 Schedule](#) [map](#)

[02 Concerns](#) [map](#)

[03 Actions](#) [map](#)

[04 Locations](#) [map](#)

[05 People](#) [map](#)

[06 Events](#) [map](#)

[07 Deliverables](#) [map](#)

Integration of Power Generation Projects with Modular Refineries and Mini-Grids Network

Concerns – [SCALPED]

1. Financial Risks

1. Cost Overruns:

- Unforeseen increases in the cost of materials, labor, and technology could lead to budget overruns, impacting overall project viability.
- Fluctuations in global commodity prices, especially for materials like steel or energy-related equipment, may increase project costs.

2. Insufficient Funding:

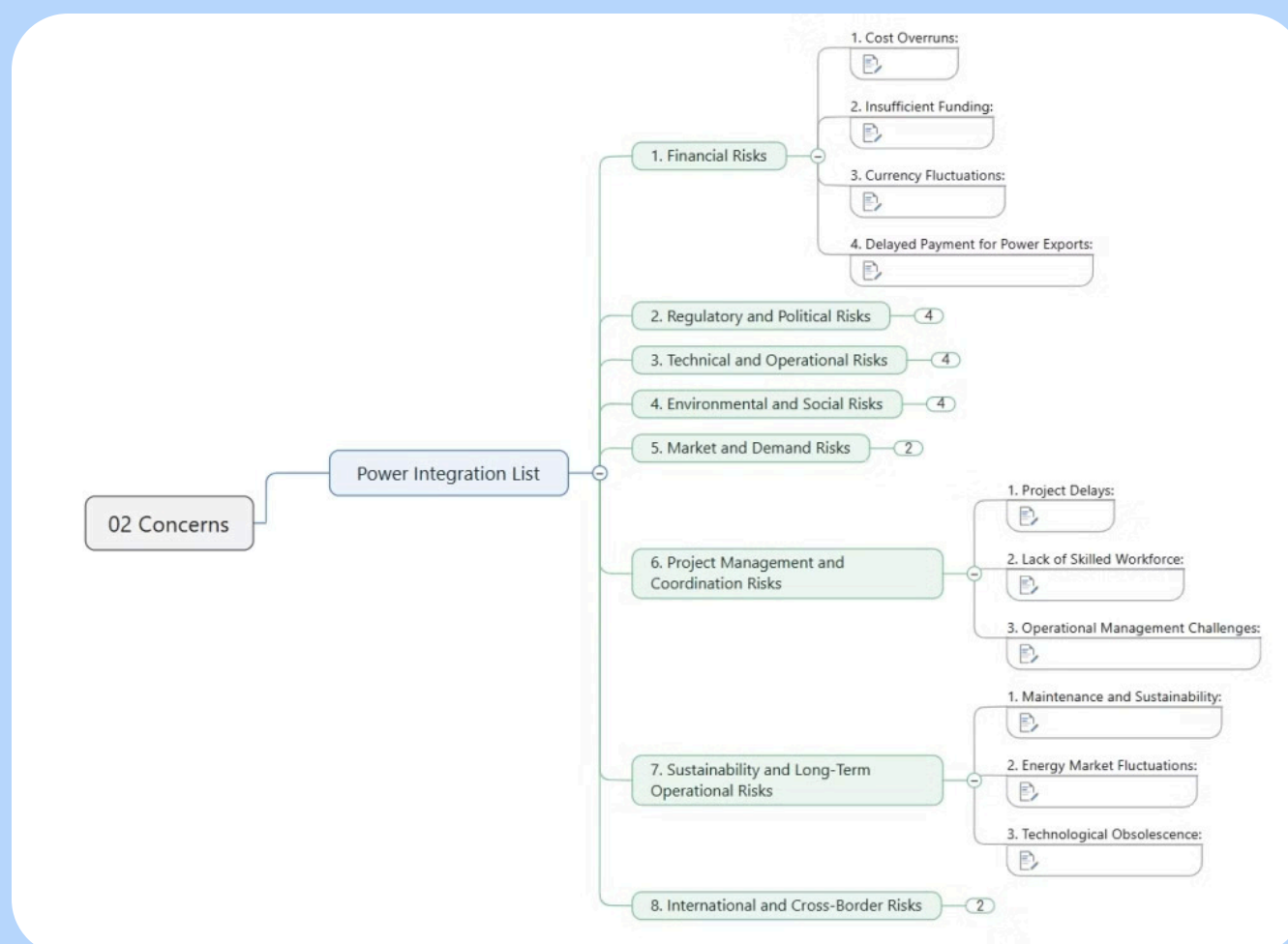
- Failure to secure adequate financing from private investors, international donors, or the Nigerian government may delay or halt the project.
- High project costs could deter potential investors, especially in volatile economic conditions.

3. Currency Fluctuations:

- Volatility in the Nigerian naira exchange rate could impact the cost of importing essential materials and equipment.
- Difficulty in securing favorable exchange rates may affect financial planning and budget allocation.

4. Delayed Payment for Power Exports:

- Potential delays in payments from neighboring countries or regional bodies for power exports could impact the project’s cash flow and profitability.



- Offering trend analysis to help predict potential future risks
- Ensuring structured documentation that the permanent Risk Manager can seamlessly take over

Data Export and Integration with Client Systems

- Developing structured CSV files that enable easy import into the client's proprietary risk register system
- Ensuring compatibility with both spreadsheet-based and database-driven risk registers

Engagement Model

We offer a flexible hourly rate service, allowing clients to scale the engagement based on their project needs.

Hourly Rates

Tailored to fit your project's unique needs.

Duration

Until the permanent Risk Manager assumes the role.

Mode of Operation

Remote or on-site, based on client preference.

Conclusion

By utilizing our Interim Risk Management Service, projects can avoid early-stage risk blind spots and ensure continuity in risk oversight. Our structured approach allows a seamless handover to the permanent Risk Manager, setting the foundation for robust risk governance. Project owners can also hire for other roles beyond Risk Management while still benefiting from PHC methodology as an integrated support system, rather than a standalone service.

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