
RISK REGISTER

National Currency Printing and Secure Banknote Production Facility Project
(NCPBF)



PMIC

Project Management Initiatives Center
Initiated By Lazuli Pamir
Consulting Engineering Services Co
PMI Authorized Training Partner (ATP)
in Afghanistan

Project Title:

National Currency Printing and Secure Banknote Production Facility Project
(NCPBF)

Project Sponsor:

Central Bank

Prepared by: PMIC of Lazuli Pamir Consulting – for learning purpose only

Project: National Currency Printing and Secure Banknote Production Facility (NCPBF)

Owner: Project Manager

Governance Oversight: PMO / Steering Committee

Last Updated:

Risk Scoring Scale:

- Probability (P): 1–5
- Impact (I): 1–5
- Risk Score = $P \times I$
- High ≥ 16
- Medium 9–15
- Low ≤ 8

STRATEGIC & GOVERNANCE RISKS:

Risk ID	Risk Category	Risk Description	Root Cause	Phase	P	I	Score	Risk Level	Risk Owner	Response Strategy	Mitigation Actions	Contingency	Status
R-01	Strategic	Executive disengagement or delayed decisions	Competing priorities	All	3	5	15	High	Project Manager	Mitigate	Structured executive reporting, monthly briefings	Escalate to Sponsor	Open
R-02	Governance	Stage-gate approval delays	Incomplete documentation	Gate Reviews	3	4	12	Medium	PMO	Mitigate	Pre-gate readiness reviews	Interim approval	Open
R-03	Governance	Informal commitments bypassing governance	Weak discipline	All	2	5	10	Medium	PMO	Avoid	Reinforce Team Charter, authority matrix	Formal corrective action	Open
R-04	Strategic	Loss of funding confidence	Cost overrun signals	Execution	3	5	15	High	Finance Manager	Mitigate	Transparent financial reporting	Re-baseline proposal	Open

SCHEDULE RISKS:

Risk ID	Risk Category	Risk Description	Root Cause	Phase	P	I	Score	Level	Owner	Response	Mitigation	Contingency	Status
R-05	Schedule	Construction delays	Contractor performance	Construction	4	4	16	High	Construction Lead	Mitigate	Performance monitoring, liquidated damages	Acceleration plan	Open
R-06	Schedule	Machinery delivery delay	Supply chain dependency	Procurement	3	5	15	High	Commercial Manager	Mitigate	Early procurement, supplier audits	Air freight option	Open

Risk ID	Risk Category	Risk Description	Root Cause	Phase	PI	Score	Level	Owner	Response	Mitigation	Contingency	Status
R-07	Integration	Systems integration failure	Interface complexity	Integration	3	515	High	IT Lead	Mitigate	Interface testing strategy	Extended testing window	Open
R-08	Commissioning	Failure to meet readiness criteria	Incomplete training	Commissioning	3	412	Medium	Testing Manager	Mitigate	Progressive commissioning	Phased go-live	Open

COST & FINANCIAL RISKS:

Risk ID	Category	Description	Root Cause	Phase	PI	Score	Level	Owner	Strategy	Mitigation	Contingency	Status
R-09	Cost	Budget overrun	Scope creep	Execution	3	515	High	Cost Controller	Avoid	Strict change control	Use contingency reserve	Open
R-10	Commercial	Vendor claims escalation	Contract disputes	Execution	3	412	Medium	Commercial Manager	Mitigate	Clear contract administration	Legal mediation	Open
R-11	Cost	Currency fluctuation impact	International procurement	Procurement	2	48	Medium	Finance Manager	Mitigate	Hedging strategy	Contingency reserve	Open

SECURITY RISKS (CRITICAL):

Risk ID	Category	Description	Root Cause	Phase	PI	Score	Level	Owner	Strategy	Mitigation	Contingency	Status	
R-12	Security	Unauthorized information disclosure	Weak access control	All	2	5	10	High	Security Manager	Avoid	Role-based access, audits	Incident response protocol	Open
R-13	Cybersecurity	Cyber intrusion into systems	Advanced threats	IT Phase	3	5	15	High	CISO	Mitigate	Penetration testing	System isolation	Open
R-14	Physical Security	Site breach during construction	Weak perimeter control	Construction	2	5	10	High	Security Lead	Avoid	Secure fencing, surveillance	Emergency lockdown	Open
R-15	Insider Threat	Malicious internal activity	Insufficient vetting	All	2	5	10	High	Security Manager	Mitigate	Vetting & monitoring	Immediate suspension	Open

RESOURCE RISKS:

Risk ID	Category	Description	Root Cause	Phase	PI	Score	Level	Owner	Strategy	Mitigation	Contingency	Status	
R-16	Resource	Attrition of critical staff	Long duration	All	3	4	12	Medium	Project Manager	Mitigate	Succession planning	Temporary assignment	Open
R-17	Resource	Skill shortage	Specialized expertise required	Integration	3	4	12	Medium	PMO	Mitigate	Early recruitment	External consultant	Open
R-18	Vendor Dependency	Over-reliance on single supplier	Specialized equipment	Procurement	3	5	15	High	Commercial Manager	Mitigate	Multi-supplier strategy	Backup vendor	Open

OPERATIONAL READINESS RISKS:

Risk ID	Category	Description	Root Cause	Phase	PI	Score	Level	Owner	Strategy	Mitigation	Contingency	Status	
R-19	Operational	Inadequate knowledge transfer	Weak vendor cooperation	Commissioning	3	4	12	Medium	Training Lead	Mitigate	Mandatory training clauses	Extended shadow period	Open
R-20	Operational	Benefits realization delay	Weak transition planning	Handover	3	4	12	Medium	Operations Liaison	Mitigate	Structured handover plan	Extended support	Open

COMPLIANCE & AUDIT RISKS:

Risk ID	Category	Description	Root Cause	Phase	PI	Score	Level	Owner	Strategy	Mitigation	Contingency	Status	
R-21	Compliance	Regulatory non-compliance	Incomplete documentation	All	2	4	8	Medium	PMO	Avoid	Compliance checklist	Corrective action plan	Open
R-22	Audit	Adverse audit finding	Weak documentation control	All	3	4	12	Medium	Document Control	Mitigate	Strict configuration control	Audit remediation plan	Open