

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00329	M3 Communication	Cultural and Language Barriers in Coastal Communities	Communication with local partners and workers may be hindered by language, literacy, or cultural disconnects.	Inclusive, culturally aware project communications What Could Go Wrong? Misunderstanding of roles or safety procedures	Engagement is mostly informal with limited translation	Deploy multilingual community liaisons and translate all PHC materials

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							Notes
Local-linguistic diversity unaccounted for	Instructions misunderstood or ignored	Safety risk, loss of trust, lower participation	1	1 H-1 C-1 Q-1 S-1	1	Mitigate	1	1	Winter, David		Open	15Oct25 Relates to C00004 - Community engagement sustainability over multi-year deployments

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date

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

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)

<u>Comments</u>		<u>History</u>
<u>Top Risk</u>	<u>Summary</u>	<u>Top Risk Mitigation</u>