

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				Manageability	Residual Risk	Risk Owner	Target Review Date	Close Date	Last Review Date		
							Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)		ID	Action	Action Owner	Due Date							Close Date	Notes
C00014	R8 Political / Government	Community Resistance to Power Infrastructure Projects	The development of modular refineries, mini-grids, and transmission lines is critical to enhancing Nigeria's energy infrastructure. However, affected communities often resist these projects due to land acquisition disputes and concerns over environmental degradation. Such resistance could lead to significant delays, legal disputes, or the complete stalling of the project.	Establishing a robust community engagement strategy to address land use and environmental concerns, fostering trust and cooperation. Could Go Wrong? Failure to engage effectively with local communities might result in escalated protests, legal battles, and reputational damage, delaying or derailing the project.	Many communities express skepticism or opposition to energy projects due to past experiences of displacement or unfulfilled promises. There is limited structured engagement between project developers and local stakeholders to mitigate these issues.	1. Conduct comprehensive stakeholder mapping to identify all affected parties. 2. Initiate early and transparent consultations with local leaders and communities. 3. Develop community benefit programs, including job creation and infrastructure improvements. 4. Implement an environmental management plan with third-party validation to address ecological concerns. 5. Establish conflict resolution mechanisms to address grievances promptly.	Communities perceive land acquisition and environmental policies as unfair or inadequate.	Communities organize protests or file legal actions against the project.	The project experiences delays, increased costs, and possible reputational damage, impacting its overall success and stakeholder confidence.	4	4	16	Mitigate	#1	Establish Stakeholder Register.	Harakat, Abubakr	13Mar25	Open	4	12	Asibong, Ime	14Mar26	Open	12Jan25 Communities affected by the construction of modular refineries, mini-grids, or transmission lines may resist the project due to land acquisition issues or concerns about environmental impact. Failure to properly engage with local communities could result in protests or legal actions, slowing down the project.	
C00016	M9 Health / Safety / Environment	Environmental Risks Associated with Modular Refineries	The integration of modular refineries into Nigeria's energy infrastructure introduces potential environmental challenges, particularly related to emissions and waste disposal. If these facilities are perceived as significant contributors to pollution or environmental degradation, they may face strong opposition from environmental groups and the public. Addressing these concerns proactively is critical to ensure smooth implementation and long-term sustainability of the project.	The project incorporates comprehensive mitigation measures to address the environmental impacts of emissions and waste disposal, earning approval from environmental groups and ensuring compliance with international environmental standards. This approach not only reduces opposition but also enhances the project's reputation and operational success. Could Go Wrong? 1. Environmental groups may oppose the project due to perceived risks, delaying implementation. 2. Legal challenges might arise from insufficient mitigation measures, impacting timelines and budgets.	The project is in the planning stages, with feasibility studies and pilot deployments being prioritized. The focus is on linking modular refineries with the national grid and renewable energy sources while addressing challenges like energy loss and inefficient crude oil processing. Environmental risks have been identified but require detailed mitigation planning.	1. Conduct environmental impact assessments to identify potential risks from emissions and waste disposal. 2. Develop and implement robust mitigation strategies, including advanced filtration systems and waste recycling initiatives. 3. Engage with environmental groups and regulatory bodies to build trust and align on sustainable practices. 4. Establish transparent monitoring and reporting mechanisms to demonstrate environmental compliance and progress.	Modular refineries emit pollutants and generate waste during crude oil processing.	Failure to implement adequate mitigation measures for emissions and waste disposal.	Legal challenges and opposition from environmental groups could delay or derail the project, increasing costs and damaging reputation.	4	4	16	Mitigate	#1	Make Environmental Impact Assessment for emissions and waste disposal.	David, Winter	13Mar25	Open	4	12	Asibong, Ime	23May26	Open	12Jan25 Modular refineries may face opposition from environmental groups if they are seen as contributing to pollution or environmental degradation. Failure to implement adequate mitigation measures for the environmental impact of refinery emissions and waste disposal could lead to legal challenges.	
C00019	M1 Project Management	Coordination Challenges in Project Execution	Poor coordination among contractors, suppliers, and stakeholders poses a significant risk to project timelines and outcomes. Delays in construction, equipment procurement, or the commissioning of new facilities are likely consequences. Inefficient project management practices and communication breakdowns exacerbate the problem, leading to a lack of synchronization and a domino effect of inefficiencies. This issue impacts not only the immediate progress but also the reputation of the project and trust among involved parties.	A fully coordinated project execution framework where contractors, suppliers, and stakeholders work seamlessly, ensuring that all phases of construction, procurement, and commissioning are completed on time and within budget. Could Go Wrong? Failure to address coordination challenges could result in significant project delays, increased costs, and diminished stakeholder confidence, potentially jeopardizing the project's overall success.	The current project management environment lacks streamlined coordination and robust communication channels. Contractors and suppliers operate with limited synchronization, while stakeholders often experience delayed updates and unclear instructions. This has already caused minor delays, and further disruptions seem imminent unless addressed promptly.	1. Implement a centralized project management system to facilitate transparent communication and task tracking. 2. Assign dedicated project coordinators to monitor and align the efforts of contractors and suppliers. 3. Conduct regular progress review meetings with all stakeholders to identify and address potential bottlenecks early. 4. Establish clear protocols for communication and dispute resolution to ensure swift issue management. 5. Monitor performance metrics to evaluate the effectiveness of coordination efforts and adapt strategies as needed.	Lack of a unified project management system and clear communication protocols among contractors, suppliers, and stakeholders.	Delays in construction, equipment procurement, or commissioning due to misaligned schedules and poor information flow.	Extended project timelines, increased costs, and a loss of trust among stakeholders, ultimately compromising the project's success.	3	4	12	Mitigate	#1	Assign dedicated project coordinators for alignment of efforts of contractors and suppliers.	Harakat, Abubakr	13Mar25	Open	3	8	Asibong, Ime	26Apr26	Open	12Jan25 Poor coordination among contractors, suppliers, and stakeholders could lead to delays in construction, equipment procurement, or commissioning of new facilities. Inefficient project management and communication breakdowns could result in missed deadlines and extended timelines.	

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C00024	T2 Design / Eng.	Technological Obsolescence	The fast-paced evolution of energy storage, smart grid technology, and power generation presents both opportunities and risks for projects in the energy sector. While new technologies can enhance efficiency and sustainability, they may also render parts of an ongoing project obsolete if they are not adopted or integrated promptly. This concern highlights the need to monitor technological trends and assess their potential impacts on project development and implementation.	To ensure the project remains technologically relevant and competitive by continuously evaluating and incorporating advancements in energy storage, smart grid technology, and power generation as they emerge. Could Go Wrong? Parts of the project may become outdated, leading to inefficiencies, increased costs, and reduced competitiveness in the energy sector.	The project is under development and utilizes current technologies that meet the initial requirements. However, technological advancements are occurring rapidly, with emerging trends in energy storage and smart grids that may soon outstrip the project's capabilities if not anticipated and addressed.	Establish a dedicated technology-monitoring team to track advancements in energy-related technologies. Integrate an agile review process to assess the relevance of new technologies and plan for their adoption. Collaborate with industry experts and technology providers to remain at the forefront of innovation. Ensure flexible project design to facilitate the incorporation of cutting-edge technologies without major disruptions.	Rapid technological advancements in energy storage, smart grid technology, and power generation.	Failure to adopt and integrate emerging technologies during project development.	Obsolescence of project components, inefficiencies in operation, and competitive disadvantages in the market.	3	3	9	Mitigate	#1	Establish a dedicated technology-monitoring team.	Inyang, Etido	13Mar25	Open	3	6	Asibong, Ime	25Jul26	Open	12Jan25	
														#2	Build a register of industry experts and technology providers.	Inyang, Etido	13Mar25	Open							Rapid technological advances in energy storage, smart grid technology, and power generation may outpace the project's development, rendering parts of it obsolete. Failure to adopt cutting-edge technologies as they emerge may lead to inefficiencies and competitive disadvantages.