

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 (Pxl)		ID	Action	Action Owner	Due Date							Close Date	Notes
C00007	R3 Regulations	Barriers to Cross-Border Power Export from Nigeria	Disputes over regulatory requirements, tariffs, and operational procedures between Nigeria and neighboring countries pose significant risks to the success of cross-border power export initiatives. These disagreements can arise due to differences in governance, infrastructure readiness, or varying national priorities. Furthermore, challenges in harmonizing international transmission standards and legal frameworks can exacerbate delays and create uncertainty in energy agreements. These barriers threaten to undermine Nigeria's potential to emerge as a regional power exporter and could hinder economic benefits to all parties involved.	Achieve seamless cross-border power exports by addressing regulatory disputes, aligning international transmission standards, and ensuring timely resolution of energy agreement negotiations, fostering economic growth and regional cooperation. <b>Could Go Wrong?</b> Persistent disputes and delays could lead to failed agreements, financial losses, and missed opportunities for regional integration and economic growth.	Nigeria is actively pursuing opportunities to export power to neighboring countries to leverage its energy surplus. However, the regulatory landscape is fragmented, with varying national laws and tariffs causing delays. Current efforts to harmonize international transmission standards have yet to yield tangible results. Bilateral negotiations are ongoing but have experienced setbacks due to unresolved disputes and misaligned priorities among stakeholders.	1. Establish a multilateral task force involving Nigeria and neighboring countries to address regulatory disputes and tariff discrepancies. 2. Partner with international bodies to develop and implement standardized transmission protocols. 3. Facilitate transparent negotiations supported by mediation to expedite energy agreement resolutions. 4. Invest in capacity building for legal and technical experts to navigate international energy law and infrastructure requirements. 5. Monitor and evaluate progress through regular reporting and stakeholder engagement sessions.	Diverging regulatory frameworks, tariffs, and operational standards across Nigeria and its neighboring countries.	Delays and disagreements during the negotiation and implementation of cross-border energy agreements.	Hindered export of power, financial losses, and weakened regional energy cooperation.	3	4	12	Mitigate	#1	Setup tariff regulation team.	Inyang, Etido	13Mar25	Open	5	8	Umoh, Camillus	22Nov25	Open	12Jan25 Disputes over regulatory requirements, tariffs, or operational procedures between Nigeria and neighboring countries could hinder the export of power. Issues related to international transmission standards and harmonization of laws may lead to delays in cross-border energy agreements.	
C00009	T2 Design / Eng.	Integration Challenges for Decentralized Mini-Grids and Modular Refineries in Nigeria's Energy Sector	The integration of decentralized mini-grids and modular refineries with Nigeria's existing grid presents significant technical and operational challenges. These systems are designed to decentralize energy distribution, enhance grid reliability, and improve energy exports, but the inherent complexity of synchronizing diverse energy sources, including hydroelectric, gas, and renewables, creates risks of inefficiencies, grid instability, and power outages. Furthermore, linking these systems to the main grid without robust infrastructure and governance frameworks may exacerbate existing weaknesses.	Achieve a seamless integration of modular refineries and decentralized mini-grids into Nigeria's energy grid, enhancing reliability, reducing energy losses, and ensuring efficient coordination of resources to prevent power outages. <b>Could Go Wrong?</b> Poor technical synchronization and resource allocation could result in under-utilization or overloading of energy sources, leading to frequent outages, operational inefficiencies, and economic losses.	Nigeria's energy sector relies heavily on centralized power generation with limited grid penetration in rural areas. Modular refineries and mini-grids are proposed as transformative solutions to address inefficiencies, expand energy access, and enable regional energy exports. However, existing grid infrastructure is outdated, and coordination mechanisms for integrating these decentralized systems are inadequate.	1. Conduct a comprehensive feasibility study to assess technical, financial, and regulatory aspects of integration. 2. Upgrade grid infrastructure to support decentralized energy inputs while minimizing transmission losses. 3. Establish a governance framework through the Project Health Control (PHC) Service to monitor, optimize, and mitigate risks associated with integration. 4. Facilitate workshops and training for stakeholders to ensure alignment and build technical capacity. 5. Pilot modular systems in targeted rural and industrial zones to refine the approach before nationwide deployment.	The decentralized nature of mini-grids and modular refineries introduces complexity in coordinating power generation, distribution, and grid integration.	Uncoordinated integration efforts result in technical mismatches, overloading, and resource under-utilization across the energy network.	Grid instability and frequent power outages erode trust in the energy sector, discourage investment, and hinder economic development.	2	3	6	Mitigate	#1	Make a feasibility study to assess project risks.	David, Winter	13Mar25	Open	2	3	Umoh, Camillus	21Mar26	Open	12Jan25 Integrating decentralized mini-grids and modular refineries into Nigeria's existing grid could pose technical challenges, leading to inefficiencies, grid instability, or power outages. Poor coordination between different power generation sources could result in overloading or under-utilization of resources.	
C00011	R4 Infrastructure	Challenges in Integrating Decentralized Energy Systems with Nigeria's National Grid	Nigeria's energy sector faces significant challenges in modernizing its transmission and distribution infrastructure. As new modular refineries and mini-grids are integrated into the energy ecosystem, the national grid's capacity to handle decentralized energy sources is under scrutiny. Furthermore, the absence of modern equipment for grid monitoring, real-time analytics, and predictive maintenance exacerbates the risk of inefficiencies and delays in connecting new systems.	A robust, modernized grid infrastructure capable of seamlessly integrating decentralized energy systems, supported by advanced grid monitoring and analytics tools to enhance real-time decision-making and predictive maintenance capabilities. <b>Could Go Wrong?</b> Inadequate modernization of grid infrastructure could lead to systemic inefficiencies, increasing power outages and undermining public trust in the energy reforms. Delays in adopting advanced technologies may hinder the timely execution of the project and discourage investor confidence.	Nigeria's existing grid infrastructure struggles with inefficiencies, high transmission losses, and an inability to accommodate decentralized power sources effectively. Modern grid monitoring and analytics tools remain underutilized, leading to a lack of actionable insights for proactive maintenance and system optimization.	1. Conduct a comprehensive feasibility study to identify grid bottlenecks. 2. Prioritize investment in modern grid monitoring and analytics technologies. 3. Develop a phased grid modernization plan aligned with project timelines. 4. Engage stakeholders in workshops to promote the adoption of innovative practices. 5. Establish partnerships with international experts and financing institutions to facilitate knowledge transfer and funding for technology upgrades.	Insufficient investment and planning in grid modernization for decentralized energy systems.	Delays in connecting new modular refineries and mini-grids to the national grid due to outdated infrastructure and tools.	Reduced project efficiency, higher operational costs, and a slower realization of the project's benefits, affecting both national energy goals and regional trade opportunities.	4	4	16	Mitigate	#1	Make a feasibility study to identify grid bottlenecks.	Inyang, Etido	13Mar25	Open	2	8	Umoh, Camillus	15Nov25	Open	12Jan25 Nigeria's existing transmission and distribution infrastructure may be inadequate to handle the increased capacity and decentralized energy sources, leading to delays in connecting new systems. Lack of modern equipment for grid monitoring, real-time analytics, and predictive maintenance could slow project progress.	

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C00013	M9 Health / Safety / Environment	Mitigation of Environmental Risks in Modular Refineries and Transmission Infrastructure Projects.	The integration of modular refineries and the construction of transmission lines aim to enhance Nigeria's energy capacity and distribution efficiency. However, non-compliance with environmental standards during these activities can lead to project delays, legal challenges, and penalties. Additionally, pollution risks from modular refineries could provoke local community opposition or stricter environmental regulations.	Ensure environmental compliance through proactive planning, stakeholder engagement, and robust mitigation strategies. Strengthen community relations and align project execution with international environmental standards to avoid disruptions.	The project is in the feasibility and regulatory planning phase, focusing on the deployment of modular refineries and mini-grids. Preliminary environmental assessments highlight potential risks tied to pollution and compliance issues. Stakeholder concerns, including local communities and environmental agencies, require detailed action plans to address these risks.	1. Conduct comprehensive environmental impact assessments for modular refineries and transmission projects. 2. Develop and implement stringent pollution control measures during construction and operation phases. 3. Engage local communities early to address concerns and build trust through transparent communication. 4. Collaborate with regulatory authorities to ensure alignment with environmental standards. 5. Monitor environmental performance in real time using PHC tools to preemptively resolve issues.	Insufficient environmental planning or oversight during the construction and operation phases of modular refineries and associated infrastructure projects.	Violation of environmental standards or pollution incidents occurring during project implementation.	Delays, fines, legal disputes, and potential project suspension; diminished community support and reputational damage.	3	3	9	Mitigate	#1	Conduct Environmental Impact Assessment for all projects.	Asibong, Ime	13Mar25	Open	3	6	Umoh, Camillus	21Jun26	Open	12Jan25	
				<b>Could Go Wrong?</b> Failure to meet environmental standards could result in significant project delays, financial penalties, and legal disputes. Community backlash or regulatory tightening might further disrupt operations.									#2	Develop pollution control plan.	Asibong, Ime	13Mar25	Open							Failure to meet environmental standards during the construction of modular refineries or the laying of transmission lines could result in project delays, fines, or legal disputes. Pollution risks associated with modular refineries may lead to local community opposition or stricter environmental regulations.	
														#3	Establish liaison with local communities.	Asibong, Ime	13Mar25	Open							