

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
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.	To establish a streamlined and predictable process for acquiring permits, approvals, and licenses, and to work towards the development or clarification of consistent regulatory frameworks for modular refineries and mini-grids. These measures should minimize delays, reduce compliance-related risks, and facilitate smoother project initiation and implementation. <div style="border: 1px solid black; padding: 2px;">What Could Go Wrong?</div> Prolonged bureaucratic delays could result in significant project postponements, leading to increased costs and missed opportunities. Ambiguous regulatory frameworks could create conflicts during implementation, risking non-compliance penalties or project suspension.	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. These conditions present immediate hurdles for initiating and executing projects effectively.	1. Engage proactively with relevant government agencies to understand specific requirements and build relationships. 2. Advocate for a 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. Promote collaboration with industry stakeholders to push for the creation of standardized frameworks. 5. Identify alternative strategies to mitigate delays, such as working on parallel preparatory activities during the approval process.

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)							
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	1	Mitigate	1	1	Inyang, Etido	31Oct25	Open	13Jan25 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.

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Establish committee of Government agencies.	Asibong, Ime	13Mar25	Open
#2	Establish Legal and Compliance team.	Asibong, Ime	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.