

	Low
	Medium
	High
	Extreme

Risk Register

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
01	Internal Control Assessment Report for AMC Meetings									
1.1	Ensure timely participation in AMC meetings	Operational Risks	1. Delays in appointing Treasury representatives.	DG	Inefficient nomination process and lack of backup representatives.	Delays in appointing representatives result in reduced participation and oversight in critical meetings, potentially affecting the decision-making process and Treasury’s strategic alignment.		Improving the nomination process: <ul style="list-style-type: none">Streamline the nomination process; maintain a list of alternate representatives.	<ul style="list-style-type: none">Assign interim representatives from other teams to attend meetings.	Completed
	Improve accuracy in report collection		2. Errors in collecting Chief Internal Auditors’ quarterly assessment reports.	DIR	Miscommunication or lack of a standardized reporting format.	Errors in reports compromise the accuracy of evaluations, leading to flawed decisions and inefficiencies in addressing identified issues.		Standerdizing reporting framework: <ul style="list-style-type: none">Develop standardized templates; provide training to internal auditors.		Completed

[illegible]

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
1.2	Ensure compliance with Treasury guidelines	Compliance & Legal Risks	1. Non-compliance with Treasury guidelines during AMC meetings.	DIR	Lack of knowledge or training on guidelines.	Non-compliance leads to legal repercussions, reduced credibility, and diminished effectiveness of AMC meetings.		Standerdized compliance checklist: • Provide regular training and issue compliance checklists.	• Review decisions post-meeting to identify and correct any non-compliance issues.	Completed
	Ensure adherence to legal and regulatory requirements.		2. Failure to adhere to legal and regulatory requirements.	DIR	Insufficient awareness of regulatory changes.	Non-compliance results in penalties, reputational damage, and potential legal challenges for the department.		Timely regulatory briefings: • Regularly update staff on legal and regulatory requirements.		Completed
	Enhance understanding of AMC guidelines		3. Inaccurate interpretation of AMC guidelines	DIR	Lack of comprehensive understanding of guidelines, insufficient training	Leads to inconsistent decisions or recommendations, reducing the effectiveness of AMC meetings and potentially affecting policy outcomes.		Ongoing AMC training sessions: • Conduct regular training sessions and workshops to enhance understanding of AMC guidelines.	• Assign senior officers or subject matter experts to review critical decisions. • Organize immediate clarification meetings for resolving interpretation issues	Completed
1.3	Strengthen Treasury's representation in AMC meetings.	Strategic Risks	1. Inadequate representation of Treasury interests at AMC meetings.	DIR	Insufficient briefing and lack of expertise.	Poor decision-making that fails to align with Treasury objectives.		Comprehensive pre-meeting breifings: • Provide detailed pre-meeting briefings and assign experienced officers.	• Schedule follow-up meetings to address gaps in representation.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve inter-departmental coordination on AMC matters		2. Lack of coordination with other Treasury departments on AMC matters	ADG (AMC)	Absence of a structured coordination framework	Inconsistent decisions, delays, and reduced efficiency, affecting the overall effectiveness of AMC meetings.		Cross-departmental AMC coordination: • Establish an inter-departmental coordination committee for AMC-related matters.	• Assign a liaison officer to facilitate urgent coordination. • Use digital collaboration tools for immediate information sharing.	Completed
	Align AMC outcomes with Treasury's strategic objectives		3. Failure to align AMC outcomes with Treasury's long-term objectives.	ADG (AMC)	Lack of strategic alignment processes, inadequate understanding of Treasury objectives among AMC participants	Leads to outcomes that do not support Treasury's strategic direction, reducing the impact and relevance of AMC decisions.		AMC decision alignment with treasury strategy: • Develop a framework to ensure AMC decisions are mapped to Treasury's strategic objectives. • Conduct briefing sessions for AMC participants on Treasury's long-term goals.	• Review and adjust AMC outcomes through follow-up sessions if misalignment is detected. • Engage strategic planners to reassess and guide AMC recommendations.	Completed Completed
1.4	Improve institutional responsiveness	Reputational Risks	1. Perceived lack of responsiveness in AMC coordination with other institutions	ADG (AMC)	Delays in communication or lack of follow-up mechanisms.	Damages trust and collaboration with key stakeholders, reducing institutional credibility.		Clear communication protocols: • Establish a communication protocol with deadlines; appoint focal points for key stakeholders.	• Apologize for delays and expedite pending responses.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Maintain transparency in appointment processes		2. Perception of favoritism in appointing Treasury representatives	DG	Lack of transparency in the nomination process.	Undermines trust in the department and erodes staff morale.		Merit-based selection process: <ul style="list-style-type: none">• Use a transparent, merit-based selection process and communicate criteria publicly.	<ul style="list-style-type: none">• Issue clarification and rectify any perception issues.	Completed
1.5	Ensure unbiased decision-making	Political/ Geopolitical Risks	1. Political influence affecting AMC decision-making processes.	DG	External pressures or conflicting priorities among stakeholders.	Compromised decision-making, undermining Treasury’s strategic objectives.		Rigorous treasury policy enforcement: <ul style="list-style-type: none">• Ensure strict adherence to Treasury policies; maintain transparency in decision-making.	<ul style="list-style-type: none">• Seek higher-level intervention or mediation to address political influences.	Completed
	Manage international regulatory compliance		2. Cross-border implications in AMC matters	DG	Limited understanding of international regulations, inadequate stakeholder	Lead to compliance issues, project delays, or strained international partnerships, affecting the success of collaborative projects.		International projects coordination framework: <ul style="list-style-type: none">• Conduct specialized training on international collaboration and regulatory requirements.• Establish a dedicated coordination unit for international projects.	<ul style="list-style-type: none">• Consult with legal and international affairs experts for quick resolution of cross-border issues.• Arrange emergency coordination meetings with international partners	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
02	Internal Control Assessment Report for COPA									
2.1	Ensure accuracy and timely submission of Treasury reports	Operational Risks	1. Incomplete or inaccurate Treasury reports	DIR	Lack of standardized reporting formats, delayed submission from departments, and inadequate data verification processes.	Leads to inaccurate reporting, affecting decision-making, policy formulation, and oversight responsibilities.		Standerdized reporting templates: <ul style="list-style-type: none"> Develop and implement standardized reporting templates staff. Conduct training sessions for departments on accurate and timely reporting. 	<ul style="list-style-type: none"> Use preliminary data while awaiting final inputs and mark them as provisional. Request expedited submissions from key departments for critical reports. 	Completed
	Improve efficiency in preparing Treasury reports		2. Delays in preparing Treasury reports	ADG (COPA)	Lack of clear timelines, and insufficient coordination among internal teams.	Late submissions, undermining the effectiveness of decision-making and impacting compliance with reporting deadlines.		Auomated data collection & reporting: <ul style="list-style-type: none"> Automate data collection and report preparation process Define clear timelines and assign responsibilities for each stage of report preparation. 	<ul style="list-style-type: none"> Reallocate resources to expedite pending tasks Prioritize critical reports and streamline non-essential processes temporarily. 	Pending Completed
2.2	Ensure compliance with Parliamentary protocols	Compliance & Legal Risks	1. Misinterpretation of Parliamentary series	ADG (COPA)	Insufficient understanding of Parliamentary protocols, lack of updated reference materials	Non-compliance with legal standards, which can lead to reputational risks, legal challenges, or delays in decision-making processes.		Updated legal & parliamentary guides: <ul style="list-style-type: none"> Conduct regular training sessions on interpreting Parliamentary procedures & legal standards. Provide updated reference guides 	<ul style="list-style-type: none"> Engage external legal consultants for immediate clarification on complex issues. Organize rapid internal reviews to rectify misinterpretations before finalizing decisions. 	Completed Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Maintain complete and accurate documentation of meeting proceedings		2. Failure to document meeting proceedings in adherence to Parliamentary standards.	ADG (COPA)	Lack of awareness of documentation protocols, inadequate training, and absence of standardized templates.	Leads to incomplete or incorrect records, reducing transparency and risking non-compliance with Parliamentary requirements.		Training on parliamentary reporting: • Develop standardized templates aligned with Parliamentary documentation standards. • Provide training to staff responsible for documenting proceedings.	• Assign senior officers to review and correct documentation promptly. • Conduct follow-up meetings to clarify and document missed information.	Completed Completed
2.3	Align meeting agendas with strategic goals	Strategic Risks	1. Misalignment of meeting agenda with strategic goals	DIR	Poor coordination between strategic objectives and meeting outcomes.	Inefficiencies and wasted resources, affecting long-term organizational performance.		Ongoing strategy alignment in decision-making: • Regularly review strategic objectives to ensure alignment. • Engage senior management in decision-making processes.	• Develop corrective action plans to realign goals as necessary.	Completed Completed
2.4	Maintain accuracy and reliability of Treasury reports	Reputational Risks	1. Errors in Treasury reports	ADG (COPA)	Inadequate data verification processes, lack of peer review, and time constraints	Reduces credibility and trust in Treasury's representation, potentially impacting decision-making and stakeholder relationships.		Multi level report verification: • Implement a multi-level verification and peer review process for report preparation. • Allocate sufficient time for report compilation	• Issue clarifications or corrections promptly if errors are identified post-submission. • Establish a rapid response team to address and rectify reporting errors.	Completed Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Ensure thorough preparation and availability of updated information for COPA meetings		2. Perceived lack of preparation or clarity during COPA meetings.	ADG (COPA)	Inadequate briefing, lack of access to updated information, and insufficient pre-meeting coordination.	Weakens the effectiveness of Treasury's contributions and may undermine the department's credibility in COPA discussions.		Pre-meeting briefings: <ul style="list-style-type: none"> • Conduct thorough pre-meeting briefings and mock sessions. • Ensure access to the latest data and reports for all participants. 	<ul style="list-style-type: none"> • Assign senior officers to step in and provide clarifications when necessary. • Arrange post-meeting follow-ups to address any gaps or unclear points raised. 	Completed Completed
2.5	Address politically sensitive issues appropriately in meetings	Political/Geo political Risks	1. Failure to address politically sensitive issues appropriately during meetings.	DIR	Lack of awareness or understanding of political dynamics, inadequate briefing,	May lead to reputational damage, strained stakeholder relationships, and escalation of political tensions.		Pre-meeting & escalation procedures: <ul style="list-style-type: none"> • Conduct specialized training on managing politically sensitive discussions. • Provide detailed briefings to representatives before meetings. • Develop clear protocols for addressing and escalating sensitive issues. 	<ul style="list-style-type: none"> • Engage senior officials for immediate intervention if sensitive issues arise unexpectedly. • Document sensitive issues for internal review and future guidance. 	Completed Completed
	Strengthen data security measures to prevent confidentiality breaches		2. Breach of confidentiality regarding sensitive meeting data.	DIR	Weak data security measures, lack of awareness about confidentiality protocols, and accidental disclosures.	Loss of stakeholder trust, legal consequences, and reputational damage.		Data confidentiality protocols: <ul style="list-style-type: none"> • Establish strict data confidentiality protocols and conduct regular awareness sessions. 	<ul style="list-style-type: none"> • Conduct immediate investigations to assess and mitigate the impact of any breach. Review and strengthen security measures to prevent future breaches. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
								<ul style="list-style-type: none">• Implement secure systems for document sharing and storage.• Restrict access to sensitive data based on role requirements.		Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve attendance and participant engagement in training sessions		2. Attendance issues and low engagement during training	DIR (TR)	Arises from lack of clear communication, insufficient motivation, or scheduling conflicts for participants.	Leads to reduced learning outcomes, ineffective sessions, and failure to achieve training objectives.		Attendance and Participation Monitoring: <ul style="list-style-type: none">Use a digital attendance system to accurately track participant attendance and engagement levels.Establish a policy for mandatory attendance and send reminders to participants.	<ul style="list-style-type: none">Introduce a standby list of participants to fill in for no-shows.Use interactive tools like polls and quizzes during sessions to boost engagement.Have a backup virtual training option for participants unable to attend in person.	Completed
	Implement structured mechanisms to collect and act on training feedback		3. Lack of mechanisms to gather and act on feedback	DIR (TR)	Results from absence of structured feedback collection systems and lack of follow-up on participant input.	Causes recurring issues in training programs, decreased participant satisfaction, and stagnation in program improvement.		Feedback and Improvement Mechanisms: <ul style="list-style-type: none">Use post-training surveys for participants and instructors to collect feedback.	Prepare emergency feedback collection methods, such as quick-response surveys via mobile apps.	Pending
										Completed
										Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
								<ul style="list-style-type: none">Analyze feedback and implement improvements before the next session.	<ul style="list-style-type: none">Designate a feedback review team to act on issues flagged during the training itself.	Completed
								<ul style="list-style-type: none">Conduct periodic training reviews with stakeholders to ensure alignment with objectives.	<ul style="list-style-type: none">Use focus groups or informal discussions post-training to gather additional insights.	Completed
3.2	Ensure compliance with training regulations and standards	Compliance & Legal Risks	1. Non-compliance with training regulations and standards	DIR (TR)	Due to outdated training materials, lack of regulatory reviews, or failure to consult legal experts.	Can result in penalties, invalid certifications, and loss of credibility with stakeholders.		Adherence to Training Regulations and Standards: <ul style="list-style-type: none">Regularly review training materials to ensure compliance with current legal and regulatory standards.Engage legal experts to validate content compliance.	<ul style="list-style-type: none">Establish a quick legal review mechanism for urgent content adjustments.Develop a compliance checklist to cross-verify training materials in real time.	<div>Completed</div> <div>Completed</div>

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Maintain accuracy and reliability in certification and credential verification		2. Inaccuracies in certification and credential verification	DIR (TR)	Arises from inadequate verification systems and lack of proper record-keeping practices.	Leads to disputes over participant qualifications, reduced trust in the training program, and reputational damage.		Certification and Credential Verification: <ul style="list-style-type: none"> Implement a verification process for participant qualifications and prerequisites. Maintain a database of credentials and review it before advanced training enrollment. 	<ul style="list-style-type: none"> Implement a double-verification process involving both manual checks and automated systems. Prepare an on-demand mechanism for issuing corrected certifications in case of errors. 	Completed
	Strengthen internal compliance review mechanisms for training programs		3. Gaps in the internal compliance review of training programs	DIR (TR)	Caused by irregular audits, absence of compliance policies, or failure to address identified gaps.	Results in non-compliance, operational inefficiencies, and potential legal issues.		Internal Compliance Review: <ul style="list-style-type: none"> Schedule periodic compliance audits of training programs. Document and address compliance gaps in alignment with organizational standards. 	<ul style="list-style-type: none"> Deploy ad hoc compliance review teams to address emerging gaps during the training cycle. Use a monitoring dashboard to track compliance metrics and flag potential issues. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
3.3	Align training content with organizational strategic goals	Strategic Risks	1. Misalignment of training content with strategic objectives	DIR (TR)	Occurs due to lack of stakeholder involvement in content development and failure to align training with organizational goals.	Leads to wasted resources, reduced relevance of training, and failure to support long-term strategic priorities.		Alignment of Training Content with Strategic Goals: <ul style="list-style-type: none"> Involve key stakeholders to review and approve training content in alignment with strategic priorities. Adjust training content to reflect evolving organizational goals. 	<ul style="list-style-type: none"> Form a rapid review panel to adjust training content in response to strategic changes. Develop modular training materials that can be quickly tailored to shifting priorities. 	Completed
	Develop robust evaluation methods for training effectiveness		2. Inadequate evaluation of training effectiveness	DIR (TR)	Arises from lack of robust assessment methods or insufficient analysis of training outcomes.	Results in unmeasured progress, inefficient programs, and inability to improve future training initiatives.		Training Effectiveness Evaluation: <ul style="list-style-type: none"> Conduct pre-and post-training assessments to measure learning outcomes. Use evaluation results to refine training modules. 	<ul style="list-style-type: none"> Implement alternative evaluation methods like peer reviews or real-time observation. Use post-training focus groups for immediate feedback on session effectiveness. 	Completed

[illegible]

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Ensure transparency and accountability in training outcomes		2. Lack of transparency and accountability in training outcomes	DIR (TR)	Results from unclear evaluation processes and reluctance to share training results with stakeholders.	Causes suspicion, diminished credibility, and reduced stakeholder confidence in the training program.		Transparency and Accountability in Training Outcomes: <ul style="list-style-type: none">Share evaluation results and training outcomes with stakeholders.Establish a transparent process for addressing participant concerns.	<ul style="list-style-type: none">Publish real-time updates on training progress and outcomes via internal dashboards.Create a grievance redress mechanism to address participant concerns promptly.	Completed
	Implement policies to manage conflicts of interest in training processes		3. Conflicts of interest in training processes	DIR (TR)	Arises from lack of clear policies to identify and manage conflicts, leading to perceived or actual bias.	Undermines program integrity, decreases participant trust, and risks reputational damage.		Management of Conflicts of Interest: <ul style="list-style-type: none">Create a conflict-of-interest policy for trainers and participants.Monitor and address any identified conflicts to maintain program integrity	<ul style="list-style-type: none">Have an external review board assess potential conflicts in critical training sessions.Develop an escalation protocol to replace trainers or participants involved in conflicts.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
3.5	Promote cultural and political sensitivity in training content	Political/ Geopolitical Risks	1. Insensitivity to political or cultural sensitivities in training	DIR (TR)	Caused by lack of awareness or understanding of diverse cultural or political contexts during content development	May result in public backlash, strained relationships, and negative perceptions among participants.		Awareness of Political Sensitivities in Training Content: <ul style="list-style-type: none">• Ensure training material is neutral and culturally sensitive, avoiding controversial topics.• Engage subject-matter experts to validate the material's appropriateness.	<ul style="list-style-type: none">• Keep an alternative set of training materials vetted for political or cultural neutrality.• Conduct last-minute reviews by cultural advisors or stakeholders to flag sensitive content.	Completed
	Strengthen security protocols for training data		2. Breaches of confidentiality regarding training data	DIR (TR)	Results from inadequate security protocols, insufficient staff training, or improper data storage practices.	Leads to legal ramifications, loss of trust, and compromised participant privacy.		Confidentiality and Information Security for Training Data: <ul style="list-style-type: none">• Use secure storage solutions to protect training data from unauthorized access.• Train staff on data privacy best practices and enforce strict access controls.	<ul style="list-style-type: none">• Implement an immediate lockdown protocol for suspected data breaches.• Notify affected parties promptly and provide mitigation plans to restore trust.	Completed

[illegible]

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
								<ul style="list-style-type: none">Allocate dedicated personnel and resources to ensure timely completion of investigations.	<ul style="list-style-type: none">Develop a contingency plan to reallocate resources if timelines or workloads shift unexpectedly.	Completed
	Ensure accuracy in evidence collection and documentation		2. Inaccurate evidence collection and documentation	DIR (INV)	Caused by lack of standardized procedures and inadequate training for investigators.	Leads to flawed investigations, legal challenges, and reduced credibility of findings.		Evidence Collection and Documentation: <ul style="list-style-type: none">Implement standardized procedures for evidence collection, handling, and documentation to ensure consistency and legal compliance.	<ul style="list-style-type: none">Prepare adaptable templates for investigation plans to handle unexpected changes.	Completed
								<ul style="list-style-type: none">Train investigators on proper evidence handling techniques and documentation practices.	<ul style="list-style-type: none">Introduce a real-time evidence validation system (e.g., double-check protocols or peer reviews).	Completed
								<ul style="list-style-type: none">Provide quick access to legal or forensic experts for immediate consultation on complex evidence issues.		Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Strengthen follow-up mechanisms for investigation findings and corrective actions		3. Inadequate follow-up on investigation findings and corrective actions	DIR (INV)	Due to absence of robust tracking systems and unclear assignment of responsibilities.	Results in unresolved issues, recurring problems, and diminished trust in the investigative process.		Follow-up on Findings and Corrective Actions: <ul style="list-style-type: none"> Establish a tracking system to monitor corrective actions and ensure timely implementation. Assign responsibility for implementing corrective actions and regularly review their status. 	<ul style="list-style-type: none"> Maintain a reserve of tamper-proof evidence storage kits for emergencies. Set up automated alerts in the tracking system to flag overdue corrective actions. Develop a backup follow-up protocol with secondary staff responsible for monitoring implementation. Introduce escalation procedures for unaddressed findings to senior management. 	Completed Completed
4.2	Ensure compliance with investigation standards & regulations	Compliance & Legal Risks	1. Non-compliance with investigation standards and regulations	DIR (INV)	Occurs due to outdated practices, insufficient legal	Can lead to legal penalties, invalid findings, and reputational damage.		Adherence to Investigation Standards and Regulation:		

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
					oversight, and lack of awareness of current standards.			<ul style="list-style-type: none">Regularly review and update investigation processes to ensure adherence to legal and regulatory standards.	<ul style="list-style-type: none">Establish a rapid-response legal review team to address emergent compliance concerns.	Completed
								<ul style="list-style-type: none">Involve legal experts in the design and execution of investigations to ensure compliance.	<ul style="list-style-type: none">Keep pre-approved templates and checklists for investigations to ensure immediate compliance.	Completed
	Strengthen data protection and confidentiality protocols		2. Breaches of confidentiality and inadequate data protection	DIR (INV)	Results from weak confidentiality protocols, inadequate training, or outdated security measures.	Exposes sensitive information, results in legal liabilities, and undermines stakeholder trust.		Confidentiality and Data Protection: <ul style="list-style-type: none">Maintain strict confidentiality protocols to protect sensitive information during the investigation process.	<ul style="list-style-type: none">Prepare a crisis response plan for data breaches, including immediate containment and notification procedures.	Completed
								<ul style="list-style-type: none">Ensure that all personnel involved in investigations are trained on data protection laws and best practices.	<ul style="list-style-type: none">Use secondary secure storage locations as backups in case of data compromise.	Completed

[illegible]

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Conduct thorough impact analysis of investigation findings		2. Insufficient impact analysis of investigation findings	DIR (INV)	Arises from inadequate processes to evaluate how findings influence strategic goals.	Leads to missed opportunities for improvement and ineffective decision-making.		<ul style="list-style-type: none">Involve senior management and key stakeholders in setting the direction for investigations.	<ul style="list-style-type: none">Develop modular investigation goals that can be adjusted to reflect sudden changes in strategic priorities.	Completed
								Impact Analysis of Investigation Findings: <ul style="list-style-type: none">Evaluate the impact of findings from investigations on strategic goals and recommend improvements based on these insights.	<ul style="list-style-type: none">Maintain access to external analysts to conduct rapid impact assessments if internal capacity is limited.	Completed
								<ul style="list-style-type: none">Develop a structured process for assessing how investigation findings influence organizational objectives and decision-making.	<ul style="list-style-type: none">Develop a checklist-based evaluation tool for expedited analysis of findings' implications.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Impelement continous improveme nt mechanisms based on investigatio n results		3. Lack of continuous improvement based on investigation results	DIR (INV)	Due to absence of feedback mechanisms and failure to integrate lessons learned.	Results in repeated mistakes, stagnation, and reduced process effectiveness.		<div>Continuous Improvement Based on Investigation Results:</div> <ul style="list-style-type: none">• Apply lessons learned from each investigation to refine the investigation process and improve future outcomes.• Regularly update investigation protocols based on feedback and evolving organizational needs.	<ul style="list-style-type: none">• Create a rapid feedback mechanism where lessons learned can be immediately incorporated into ongoing investigations.• Develop a rolling update schedule for investigation protocols to integrate improvements in real time.	<div>Completed</div> <div>Completed</div>

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
4.4	Enhance transparency in the investigation process	Reputational Risks	1. Lack of transparency in the investigation process	DIR (INV)	Caused by unclear communication protocols and reluctance to share progress with stakeholders.	Leads to stakeholder mistrust, public criticism, and reputational damage.		Transparency in Investigation Process: <ul style="list-style-type: none">Establish clear communication protocols to ensure transparency with stakeholders about investigation progress and outcomes.Regularly provide status updates and invite feedback to demonstrate openness.	<ul style="list-style-type: none">Designate a spokesperson to provide timely updates on sensitive investigations to stakeholders.Prepare generic status update templates to ensure prompt communication without breaching confidentiality.	Completed
	Establish guidelines for appropriate public disclosure of investigation results		2. Inadquate public disclouser of investigation results (as appropriate)	DIR (INV)	Results from reluctance to share information or absence of guidelines for public disclosure	Causes suspicion, diminisshed credibility, and lack of stakeholder confidnce.		Public Discousre of Investigatin Results: <ul style="list-style-type: none">Share investigation outcomes with relevant stakeholders while protecting sensitive information.Develop a contingency dislosure framework to handle unexpected public or media inquiries.		Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Implement conflict-of-interest policies in investigation processes		3. Conflicts of interest in the investigation process	DIR (INV)	Arises from lack of policies to identify and manage conflicts, leading to perceived bias.	Undermines the integrity of the investigation and damages organizational credibility.		<ul style="list-style-type: none"> Ensure that only the necessary information is disclosed to the public, following applicable laws and policies. 	<ul style="list-style-type: none"> Train an alternative team on public disclosure protocols to step in if primary staff are unavailable. 	Completed
								Conflict of Interest Management: <ul style="list-style-type: none"> Implement a conflict-of-interest policy to ensure impartiality in the investigation process. 	<ul style="list-style-type: none"> Maintain a roster of independent investigators or external auditors who can step in to manage cases with potential conflicts of interest. 	Completed
								<ul style="list-style-type: none"> Require investigators and stakeholders to disclose potential conflicts before participating in investigations. 	<ul style="list-style-type: none"> Establish a rapid review committee to address conflicts as they arise during investigations. 	Completed
4.5	Implement conflict-of-interest policies in investigation processes	Political/ Geopolitical Risks	1. Inability to handle political and cultural sensitivities	DIR (INV)	Due to lack of training and awareness of political and cultural contexts.	May lead to strained relationships, public backlash, and diminished trust in the organization		Sensitivity to Political and Cultural Context: <ul style="list-style-type: none"> Ensure that all investigation processes respect political and cultural sensitivities where applicable. 	<ul style="list-style-type: none"> Engage a standby panel of cultural and political experts to advise on sensitive cases. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Strengthen data security measures for sensitive investigation information		2. Breaches of data security related to sensitive investigation information	DIR (INV)	Caused by insufficient security measures and inadequate training on data protection.	Results in legal penalties, reputational damage, and loss of stakeholder trust.		<ul style="list-style-type: none">Train investigators and staff on cultural awareness and political neutrality.	<ul style="list-style-type: none">Prepare pre-approved neutral templates for investigation communication in politically charged situations.	Completed
								Data Security for Sensitive Investigation Information:	<ul style="list-style-type: none">Implement robust data security measures to ensure the protection of sensitive information related to investigations.	<ul style="list-style-type: none">Maintain offline backups of sensitive investigation data to prevent unauthorized access in case of a breach.
	Develop clear escalation procedures for politically sensitive issues		3. Inadequate escalation procedures for politically sensitive issues	DIR (INV)	Results from absence of defined protocols and lack of trained personnel to handle sensitive matters.	Leads to unresolved conflicts, public scrutiny, and strained organizational relationships.		<ul style="list-style-type: none">Use secure data storage and encryption protocols for all investigation records.	<ul style="list-style-type: none">Deploy a cyber-security incident response team for immediate containment and recovery.	Pending
								Escalation Procedures for Politically Sensitive Issues:	<ul style="list-style-type: none">Create an emergency escalation team trained to handle politically sensitive investigations.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
								<ul style="list-style-type: none"> Establish clear escalation protocols for issues that may be politically or culturally sensitive. Designate senior leadership or a specialized team to manage and resolve politically sensitive matters. 	<ul style="list-style-type: none"> Develop contingency protocols to delay or redirect politically sensitive matters to higher authorities for resolution. 	<p>Completed</p> <p>Completed</p>
05	Internal Control Assessment for Accounting, Preperation of Final Statements, Administration, Procurement and Vehicle Control Activities Actions									
5.1	Improve budgeting and financial planning	Operational Risks	1. Inefficient budgeting and financial planning	DD (FIN)	Lack of comprehensive budgeting and alignment with priorities.	Causes resource misallocation and potential overspending.		Budgeting and Financial Planning: <ul style="list-style-type: none"> Establish a comprehensive budget with detailed line items and align allocations with departmental priorities. 	<ul style="list-style-type: none"> Develop a rapid reallocation protocol for reallocating funds in response to unexpected shortfalls. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Strengthen expense tracking and monitoring		2. Inaccurate expense tracking and monitoring	DD (FIN)	Insufficient tracking tools and lack of real-time updates.	Results in budget overruns and financial mismanagement.		<ul style="list-style-type: none"> Use financial forecasting tools and regularly review the budget at set intervals to ensure alignment with actual spending. 	<ul style="list-style-type: none"> Prepare simplified budget templates to accommodate quick revisions. 	Completed
								Expense Tracking and Monitoring: <ul style="list-style-type: none"> Implement automated tracking systems with alerts for budget overages and conduct periodic budget reviews. 	<ul style="list-style-type: none"> Introduce manual backup checks if automated systems fail. 	Completed
								<ul style="list-style-type: none"> Use real-time tracking tools for expenses, ensuring accurate reporting and timely adjustments. 	<ul style="list-style-type: none"> Conduct ad hoc internal reviews when discrepancies arise. 	Completed
	Ensure accuracy in payroll and benefits management		3. Errors in payroll and benefits	DD (FIN)	Manual processes or outdated systems for payroll management.	Leads to payment errors, employee dissatisfaction, and compliance risks.		Payroll and Benefits Management: <ul style="list-style-type: none"> Implement automated payroll systems to ensure accurate calculations and timely distribution of salaries and benefits. 	<ul style="list-style-type: none"> Maintain an emergency payroll fund to address urgent errors. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve accuracy in financial statement preparation		4. Errors in financial statement preparation due to lack of standardized procedures or automation.	DD (FIN)	Insufficient training and manual processes.	Inaccurate financial statements impacting decision-making and compliance.		<ul style="list-style-type: none">Regularly audit payroll to ensure compliance and accuracy.	<ul style="list-style-type: none">Engage an external payroll consultant for immediate corrective action if needed.	Completed
								Efficiency through Automation: <ul style="list-style-type: none">Develop and implement detailed procedures.Automate calculations using accounting software.	<ul style="list-style-type: none">Engage external consultants for urgent corrections.Manually review statements if systems fail.	Completed
	Reduce delays in financial statement submission		5. Delays in financial statement preparation and submission.	DD (FIN)	Poor planning and lack of clear accountability.	Late submission affecting operational and strategic decisions.		Effective timeline management: <ul style="list-style-type: none">Set clear timelines and assign responsibilities.	<ul style="list-style-type: none">Request extensions from stakeholders if delays are inevitable.	Completed
								<ul style="list-style-type: none">Regularly monitor progress and ensure adherence to deadlines.	<ul style="list-style-type: none">Reallocate resources to expedite the process.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve procurement planning and execution		6. Procurement planning issues	DIR (Admin)	Lack of detailed specifications, timelines, or budget alignment.	Delays in procurement and misaligned purchases.		Procurement Planning: <ul style="list-style-type: none">Develop detailed procurement plans with clear specifications, timelines, and allocated budgets to ensure timely execution.Align procurement planning with organizational goals and departmental needs.	<ul style="list-style-type: none">Establish a contingency procurement list for emergencies.Form a standby procurement team to handle delayed processes.	Completed
	Strengthen vendor selection and contract management		7. Challenges in vendor selection and contract management	DIR (Admin)	Poor vetting processes and inadequate contract oversight.	Results in subpar vendor performance and potential disputes.		Vendor Selection and Contract Management: <ul style="list-style-type: none">Implement structured vendor selection processes, including due diligence checks and ensuring contract compliance.	<ul style="list-style-type: none">Maintain a pre-qualified vendor list for immediate selection.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Enhance inventory and asset management		8. Mismanagement of inventory and assets	DD (FIN)	Ineffective tracking and reporting systems.	Leads to loss, theft, or underutilization of resources.		<ul style="list-style-type: none">Use vendor management software to track performance and compliance.	<ul style="list-style-type: none">Create pre-drafted contracts to expedite agreement processes during time-sensitive scenarios.	Completed
								Inventory and Asset Management:		
								<ul style="list-style-type: none">Track and monitor inventory regularly to prevent misappropriation, damage, or loss.	<ul style="list-style-type: none">Conduct urgent inventory counts when discrepancies are identified.	Completed
	Strengthen vehicle allocation and monitoring		9. Ineffective vehicle allocation and usage monitoring	DIR (Admin)	Absence of tracking systems or vehicle policies.	Results in misuse of vehicles and operational inefficiencies.		<ul style="list-style-type: none">Implement an inventory management system for real-time tracking and reporting.	<ul style="list-style-type: none">Allocate temporary storage or handling solutions for inventory overflow or shortages.	Completed
								Vehicle Allocation and Usage Monitoring:		

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions	
	Improve vehicle maintenance scheduling		10. Vehicle maintenance scheduling failures	DIR (Admin)	Lack of regular maintenance plans and tracking systems.	Leads to frequent breakdowns and higher repair costs.		<ul style="list-style-type: none">Implement a vehicle tracking system to monitor usage and ensure vehicles are used only for authorized purposes.	<ul style="list-style-type: none">Introduce a manual logbook system if digital tracking fails.	Completed	
								<ul style="list-style-type: none">Develop a vehicle allocation policy that aligns with organizational needs and reduces misuse.	<ul style="list-style-type: none">Designate an emergency fleet manager to reassess allocation needs.	Completed	
								Vehicle Maintenance Scheduling:	<ul style="list-style-type: none">Schedule regular maintenance for all vehicles to ensure safety and operational efficiency.	<ul style="list-style-type: none">Maintain a partnership with external service providers for backup maintenance.	Completed
								<ul style="list-style-type: none">Implement a maintenance tracking system to monitor the completion of scheduled maintenance tasks.	<ul style="list-style-type: none">Use rental vehicles temporarily during prolonged maintenance delays.	Completed	

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Strengthen fuel expense tracking and audits		11. Fuel expense monitoring anomalies	DIR (Admin)	Insufficient tracking of consumption and expense audits.	Impact: Causes unexplained fuel costs and potential misuse.		Fuel Expense Monitoring: • Implement a fuel usage tracking system to monitor consumption and compare with expected rates. • Regularly audit fuel expenses to detect anomalies and prevent misuse.	• Conduct surprise fuel audits to identify and address anomalies. • Introduce prepaid fuel cards as an alternative control measure.	Completed Completed
5.2	Ensure compliance with financial regulations	Compliance & Legal Risks	1. Non-compliance with financial regulations	DD (FIN)	Outdated practices and insufficient awareness of standards.	Impact: Results in legal penalties and financial irregularities.		Compliance with Financial Regulations: • Regularly review financial regulations and ensure all accounting and procurement practices comply with relevant standards.	• Develop an escalation process for legal reviews during audits.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve document retention and archiving		2. Poor document retention and archiving	DIR (Admin)	Lack of structured policies and systems for record management.	Impact: Leads to audit failures and non-compliance.		<ul style="list-style-type: none">Conduct periodic compliance audits to ensure adherence to financial regulations.	<ul style="list-style-type: none">Keep a compliance task force on standby for immediate issue resolution.	Completed
								Document Retention and Archiving: <ul style="list-style-type: none">Implement document retention policies that meet both legal and audit requirements.	<ul style="list-style-type: none">Store backups of critical documents in an alternative, secure location.	
	Strengthen financial transaction traceability		3. Lack of an audit trail for financial transactions	DD (FIN)	Inadequate systems to ensure traceability and accountability.	Impact: Compromises transparency and trust in financial practices.		<ul style="list-style-type: none">Regularly review and update retention procedures to ensure compliance with applicable laws.	<ul style="list-style-type: none">Partner with third-party archiving services in emergencies.	Completed
								Audit Trail Maintenance: <ul style="list-style-type: none">Maintain secure audit trails for all transactions to enhance traceability and accountability.	<ul style="list-style-type: none">Use a secondary manual logging system for traceability in case of digital failures.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions	
	Ensure compliance with accounting standards		4. Non-compliance with accounting standards or legal requirements.	DD (FIN)	Lack of awareness of updated standards or inadequate compliance checks.	Penalties, audit objections, and reputational damage.		<ul style="list-style-type: none">• Use digital audit systems that log every transaction in real-time for easy review.	<ul style="list-style-type: none">• Maintain a shadow ledger for high-risk transactions.	Completed	
	Strengthen procurement compliance		5. Procurement non-compliance	DIR (Admin)	Lack of alignment with legal and international standards.	Results in disputes, legal penalties, and inefficiencies.		Comply with Accounting Standards:	<ul style="list-style-type: none">• Conduct regular training on standards.	<ul style="list-style-type: none">• Seek legal advice to rectify non-compliance.	Completed
								<ul style="list-style-type: none">• Perform periodic internal compliance audits.	<ul style="list-style-type: none">• Address audit objections promptly with corrective measures.	Completed	
								Procurement Compliance:	<ul style="list-style-type: none">• Ensure procurement activities comply with local and international standards and regulations.	<ul style="list-style-type: none">• Establish a temporary procurement oversight committee to review urgent matters.	Completed
								<ul style="list-style-type: none">• Regularly review procurement policies and procedures to stay aligned with regulatory requirements.	<ul style="list-style-type: none">• Keep an external compliance auditor on retainer for unexpected issues.	Completed	

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve vehicle licensing and insurance compliance		6. Vehicle licensing and insurance non-compliance	DIR (Admin)	Absence of regular tracking and updates.	Causes legal penalties and operational disruptions.		Vehicle Licensing and Insurance Compliance: <ul style="list-style-type: none"> Track vehicle licenses and insurance status to ensure compliance with legal requirements. Develop a vehicle compliance checklist to ensure all vehicles are properly licensed and insured. 	<ul style="list-style-type: none"> Use a compliance checklist for immediate verification of licenses and insurance. Partner with legal advisors to expedite renewal processes. 	Completed Completed
5.3	Align financial and procurement goals with organizational strategy	Strategic Risks	1. Misalignment of financial and procurement goals with organizational objectives	DIR (Admin)	Lack of strategic coordination and alignment.	Leads to resource wastage and reduced effectiveness.		Alignment of Financial and Procurement Goals: <ul style="list-style-type: none"> Align financial and procurement goals with organizational objectives to ensure the effective allocation of resources. 	<ul style="list-style-type: none"> Conduct emergency alignment meetings with senior stakeholders. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Improve financial statement alignment with organizational strategy		2. Misalignment of financial statements with organizational goals.	DD (FIN)	Lack of coordination between finance and strategic planning teams.	Poor resource allocation and reduced organizational efficiency.		<ul style="list-style-type: none">• Ensure regular cross-functional reviews to assess alignment with long-term strategic goals.	<ul style="list-style-type: none">• Develop flexible financial and procurement frameworks to accommodate shifting priorities.	Completed
								Financial statement align with goals: <ul style="list-style-type: none">• Include strategic alignment checks in the review process.	<ul style="list-style-type: none">• Conduct emergency strategic reviews.	Completed
	Enhance financial and procurement performance analysis		3. Inadequate financial and procurement performance analysis	DIR (Admin)	Insufficient use of performance metrics and analytical tools.	Causes missed opportunities for improvement and cost inefficiencies.		<ul style="list-style-type: none">• Engage stakeholders in the preparation process.	<ul style="list-style-type: none">• Adjust resource allocation based on immediate needs.	Completed
								Financial and Procurement Performance Analysis: <ul style="list-style-type: none">• Analyze financial and procurement performance regularly to identify areas for improvement.	<ul style="list-style-type: none">• Use temporary external consultants to provide performance evaluations.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Optimize strategic resource allocation		4. Inefficient strategic resource allocation	DIR (Admin)	Absence of structured allocation models and priority-setting.	Results in resource imbalances and unmet organizational goals.		<ul style="list-style-type: none">• Use performance dashboards and key performance indicators (KPIs) to assess efficiency.	<ul style="list-style-type: none">• Establish an emergency reporting mechanism to identify critical gaps.	Completed
								Strategic Resource Allocation: <ul style="list-style-type: none">• Allocate resources efficiently based on organizational priorities and needs.	<ul style="list-style-type: none">• Develop a provisional resource allocation plan for unexpected demand spikes.	Completed
								<ul style="list-style-type: none">• Develop a resource allocation model that takes into account both short-term and long-term goals.	<ul style="list-style-type: none">• Maintain a reserve fund or inventory for strategic reallocations.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
5.4	Improve transparency in financial and procurement reporting	Reputational Risks	1. Lack of transparency in financial and procurement reporting	DD (FIN)	Failure to communicate accurate, timely information to stakeholders.	Leads to public criticism and diminished trust.		Transparency in Financial and Procurement Reporting: <ul style="list-style-type: none"> Implement transparent reporting practices to ensure the public and stakeholders have accurate, up-to-date information. Regularly publish financial and procurement reports to maintain stakeholder trust. 	<ul style="list-style-type: none"> Establish a crisis communication team for immediate stakeholder updates. Create summary reports to address urgent information requests. 	Completed
	Strengthen conflict-of-interest policies in financial transactions		2. Conflicts of interest in financial transactions	DD (FIN)	Absence of robust conflict-of-interest policies.	Causes unethical practices and reputational damage.		Conflict of Interest in Financial Transactions: <ul style="list-style-type: none"> Implement a conflict-of-interest policy to prevent unethical practices in financial and procurement activities. 	<ul style="list-style-type: none"> Appoint a third-party mediator for sensitive financial matters. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Ensure accuracy in financial reporting		3. Publication of inaccurate or non-compliant financial statements.	DD (FIN)	Errors in reporting or oversight failures.	Loss of public trust, investor confidence, and stakeholder relations.		<ul style="list-style-type: none">Require disclosures from all employees involved in financial transactions or procurement.	<ul style="list-style-type: none">Use anonymous reporting channels to identify undisclosed conflicts.	Completed
								Publication of accurate Financial statement: <ul style="list-style-type: none">Strengthen internal controls and multi-level review processes.Conduct independent external audits regularly.	<ul style="list-style-type: none">Issue public clarifications and rectifications.Strengthen crisis communication strategies.	Completed
	Improve public disclosure of procurement details		4. Insufficient public procurement disclosures:	DIR (Admin)	Reluctance to share procurement details or lack of systems to do so.	Results in stakeholder mistrust and perceptions of opacity.		Public Procurement Disclosures: <ul style="list-style-type: none">Ensure disclosure of procurement information to stakeholders in compliance with transparency guidelines.Publish procurement outcomes and key decisions in a timely manner to maintain public trust.	<ul style="list-style-type: none">Release interim disclosure reports to maintain trust during delays.Develop a communication strategy for handling sensitive disclosures.	Completed

[illegible]

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Strengthen data security for financial and procurement information		2. Breaches of sensitive financial and procurement information	DIR (Admin)	Inadequate data protection measures.	Causes legal and reputational harm.		<ul style="list-style-type: none">Develop an adaptability strategy to respond quickly to policy changes.	<ul style="list-style-type: none">Develop a rolling policy compliance review mechanism for proactive adjustments.	Completed
								Protection of sensitive financial and procurement information: <ul style="list-style-type: none">Implement data protection measures for sensitive financial and procurement information to prevent unauthorized access.	<ul style="list-style-type: none">Activate a data breach response protocol with defined roles and actions.	Completed
								<ul style="list-style-type: none">Conduct regular audits to ensure data protection policies are effective.	<ul style="list-style-type: none">Engage cyber-security experts to secure breached systems.	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Ensure compliance with evolving accounting standards		3. Changes in international or local accounting standards creating inconsistencies or delays.	DD (FIN)	Lack of timely updates or failure to adapt processes to new standards.	Discrepancies in reports, delays in compliance, and potential legal challenges.		Update changes of Accounting standards: <ul style="list-style-type: none"> Monitor regulatory changes proactively. Engage accounting standard experts to update processes and train staff. 	<ul style="list-style-type: none"> Collaborate with international partners to align with new standards. Seek interim compliance certifications. 	Completed
	Improve escalation procedures for sensitive political issues		4. Inadequate escalation protocols for politically sensitive issues	DIR (Admin)	Lack of structured protocols and trained personnel.	Leads to unresolved conflicts and strained relationships.		Escalation Protocol for Political Sensitivities: <ul style="list-style-type: none"> Establish clear escalation procedures for handling politically sensitive financial or procurement issues. Designate senior leadership to oversee and manage politically sensitive situations. 	<ul style="list-style-type: none"> Form a rapid response team for politically sensitive financial issues. Escalate unresolved matters directly to senior policymakers. 	Completed

No	Targets	Risk Areas	Risk Description	Owner of Risks	Reasons/Cause	Impact	Risk Colour	Mitigation Action (Reduce the likelihood)	Contingent Action (Action to be taken if the risk happens)	Progress on Actions
	Establish clear protocols for vehicle use in sensitive areas		5. Vehicle use in sensitive areas	DIR (Admin)	Absence of clear protocols and monitoring systems.	May lead to conflicts and public backlash.		Vehicle Use in Sensitive Areas:		
								<ul style="list-style-type: none">Develop protocols for vehicle use in sensitive areas to avoid misinterpretations or potential conflicts.	<ul style="list-style-type: none">Equip vehicles with GPS monitoring to ensure proper use.	Completed
								<ul style="list-style-type: none">Ensure vehicles are used appropriately and monitored when operating in sensitive regions.	<ul style="list-style-type: none">Prepare contingency routes and alternative vehicles for operations in sensitive regions.	Completed