

# DEPARTMENT OF MANAGEMENT AUDIT

DEPARTMENT OF MANAGEMENT

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**DEPARTMENT OF MANAGEMENT AUDIT**

**RISK MANAGEMENT FRAMEWORK**

- **Vision**

To be the most outstanding and value adding Management Audit Partner, for the best performance and accountability of public service.

- **Mission**

To providing assistance and guidance to achieve the expected outcomes of public sector organizations by strengthening internal control and procedures.

- **Objectives**

1. To Contribute to enhance the efficiency and effectiveness of Internal Audit in Public Sector.
2. To Strengthen the Internal Audit through Audit and Management Committees.
3. To introduce necessary Guidelines for the development of Internal Audit.
4. To strengthen the process of Management Audit in Development Projects.
5. To disclose irregularities that have occurred and prevent future irregularities in the public sector through special investigations and to introduce preventive measures and recommendations to avoid such situations.

- **Functions**

1. Introduce efficient and effective internal control mechanisms.
2. Issue Circulars and Guidelines on internal control.
3. Coordinate and guide Internal Audit Units in public sector organizations.
4. Develop the capacity of Internal Auditors and supporting staff in public sector organizations.
5. Represent and Guide the Audit and Management Committees of Ministries, Special spending units, Provincial Councils, Departments, District Secretariats, and Project internal review committees.
6. Conduct special investigations and special audits.
7. Participate in the Committee on Public Accounts and submit summary treasury report to COPA.
8. Review the performance of public sector Chief Internal Auditors and Internal Auditors.
9. Conduct department operational activities.

## **RISK CULTURE FRAMEWORK FOR THE DEPARTMENT OF MANAGEMENT AUDIT**

The Department of Management Audit (DMA) has developed a comprehensive risk culture framework aligned with its core functions to strengthen governance, accountability, and decision making in the public sector. Key objectives include embedding risk awareness, promoting resilience and ensuring compliance with the DMA circular 1/2024.

By integrating risk management into activities like AMC meetings, auditor training and COPA representation, the framework fosters transparency and operational excellence.

### **KEY FEATURES OF THE FRAMEWORK**

- |                                    |   |  |
|------------------------------------|---|--|
| 1. Leadership commitment           | - | Demonstrates risk awareness at all organizational levels |
| 2. Employee engagement             | - | Involves all staff in risk identification and management |
| 3. Training and capacity building  | - | Enhance skills for proactive risk mitigation             |
| 4. Risk communication              | - | Establish clear channels for sharing risk and insights   |
| 5. Integration with core functions | - | Embeds risk practices in daily operations                |

## **STRATEGIES**

### **1. AMC Meetings (Participation and Guidance)**

#### ➤ Key Activities

1. Ensuring timely scheduling and participation AMC Meeting
2. Providing accurate, Relevant and timely guidance to Ministries, Department etc. on audit and management issues
3. Documenting and reporting on decision made during the meeting

#### ➤ Strategies

1. Priorities scheduling – Develop a priority scheduling system to ensure that AMC meetings are held on time especially for his priority ministries or department
2. Standardized guidance materials – prepare standardized templates and checklist for guidance to streamline advice during meeting, minimizing preparation time and reducing disruption
3. Backup representatives – Assign alternate officers to step in if primary representative face scheduling conflicts, ensuring continuity in meeting participation.
4. Risk contingency plans – Develop contingency plans for operational challenges such as virtual meeting platforms in case physical participation.

## **2. COPA Meeting Representation**

### **➤ Key Activities**

1. Ensuring timely and well-prepared representation at COPA meetings.
2. Providing accurate, relevant, and data-driven insights on audit and financial matters.
3. Documenting discussions, recommendations, and action points from COPA meetings.
4. Following up on decisions made and ensuring their implementation within ministries and departments.

### **➤ Strategies**

1. Priority-based Scheduling – Develop a structured approach to prioritize COPA meetings, ensuring representation in high-impact sessions.
2. Pre-Meeting Briefings – Conduct internal briefings before COPA meetings to ensure representatives are well-prepared with necessary data and analysis.
3. Standardized Reporting Framework – Implement a consistent format for documenting and reporting discussions, recommendations, and follow-ups from COPA meetings.
4. Alternative Representation Plan – Assign backup officers to attend COPA meetings in case of scheduling conflicts to ensure uninterrupted participation.

5. Digital Documentation and Tracking – Develop a centralized digital system to track discussions, decisions, and follow-ups, ensuring better accountability and implementation of COPA recommendations.

### **3. Internal Auditor Training**

#### ➤ Key Activities

1. Organizing and conducting regular training programs for internal auditors and their staff from ministries department etc.
2. Updating the curriculum and materials to align with evolving audit standards, Guideline, Circulars etc.

#### ➤ Strategies

1. Training calendar – establish a rolling calendar with planned training sessions to manage any delays or rescheduling proactively.
2. Online Training solutions – Develop online training platform to ensure training continues even if in – person session are delayed or canceled due to operational challenge
3. Feedback loops – Introduce real time feedback mechanisms during training sessions to identify and address operational bottlenecks early on.

#### **4. Special Investigations**

##### **➤ Key Activities**

1. Conducting special investigations for ministries / Department and other government institution based on petitions and inquiries
2. Ensuring that investigations are thorough and completed within a reasonable timeframe

##### **➤ Strategies**

1. Investigation prioritization – Prioritize critical investigations to manage workload and reduce the impact or delays on the most sensitive case
2. Investigative checklists – use checklists for key investigative steps to standardize and streamline the process, minimizing delays from manual oversights.
3. Resource Pooling – pooling resources (eg: technology, skilled staff) from access department to ensure investigation are completed on time even if some resources face operational disruptions.

#### 4. Finance and Administration

➤ Key activities

1. Managing the departments' finance including budgeting, reporting and day – to –day administration.
2. Ensuring financial controls are in place and adhered to for accurate financial reporting

➤ Strategies

1. Introduce automated systems for key processes to reduce the risk of operation delays.
2. Delegation of Administrative Tasks – Implement task delegation processes so that administrative functions are covered by multiple staff members to avoid delays due to resource shortages.
3. Backup system – establish backup system (both manual and digital) for financial data management in case of system failures or operational disruptions.

#### RISK APPETITE

##### Introduction

The Department of Management Audit (DMA) plays a crucial role in ensuring effective governance, financial oversight, and internal audit functions across government ministries and departments. This **Risk Appetite Summary Report** outlines the department's approach to managing various risk categories, ensuring that operations align with national policies and governance standards while maintaining efficiency and integrity.

## Risk Appetite Overview

The DMA adopts a structured approach to risk management, categorizing risks based on their impact and tolerance levels. Risk areas are assessed across five key dimensions: **Operational, Compliance & Legal, Reputational, Strategic, and Political/Geopolitical Risks**. The following sections summarize the department's risk appetite for each area and the corresponding mitigation strategies.

### 1. Operational Risks

Operational risks pertain to disruptions affecting the efficiency of key activities, such as **Audit & Management Committee (AMC) meetings, Committee on Public Accounts (COPA) participation, internal auditor training, special investigations, and departmental finance & administration.**

- **Risk Appetite: Medium** – The department is willing to tolerate operational risks such as logistical challenges, provided they do not severely impact core functions.
- **Mitigation Strategies:**
  - Contingency planning for AMC and COPA meetings, including hybrid participation options.
  - Resource allocation to ensure smooth execution of training and investigations.
  - Prioritization of critical investigations to maintain integrity.
  - Process automation to prevent administrative delays.

## 2. Compliance & Legal Risks

Compliance and legal risks involve non-adherence to regulatory requirements, governance frameworks, and Treasury regulations.

- **Risk Appetite: Low** – Strict compliance with legal frameworks is required to prevent governance failures.
- **Mitigation Strategies:**
  - Development and adherence to **Standard Operating Procedures (SOPs)** for compliance.
  - Periodic **compliance training** for staff and internal auditors.
  - Implementation of **pre-meeting compliance checks** and regular internal audits.
  - Transparency in financial management to minimize compliance risks.

## 3. Reputational Risks

Reputational risks arise from failures in delivering core functions, impacting public trust and credibility.

- **Risk Appetite: Very Low** – The DMA prioritizes transparency, accountability, and high governance standards.
- **Mitigation Strategies:**
  - Establishing rigorous **quality assurance measures** for AMC and COPA meetings.
  - Maintaining clear and transparent **stakeholder communication**.
  - Implementing **feedback mechanisms** for continuous improvement.
  - Ensuring **high standards for internal auditor training**.

#### 4. Strategic Risks

Strategic risks relate to decisions affecting the department's long-term objectives, including alignment with **national audit policies, governance reforms, and modernization initiatives**.

- **Risk Appetite: Medium** – The department is willing to accept strategic risks that support long-term improvements but will not tolerate risks that jeopardize core functions.
- **Mitigation Strategies:**
  - Ensuring **alignment with national governance policies**.
  - Implementing **pilot programs** before major strategy shifts.
  - Adopting **flexible training models** and resource allocation frameworks.
  - Regular evaluation of strategic decisions to maintain governance effectiveness.

#### 5. Political & Geopolitical Risks

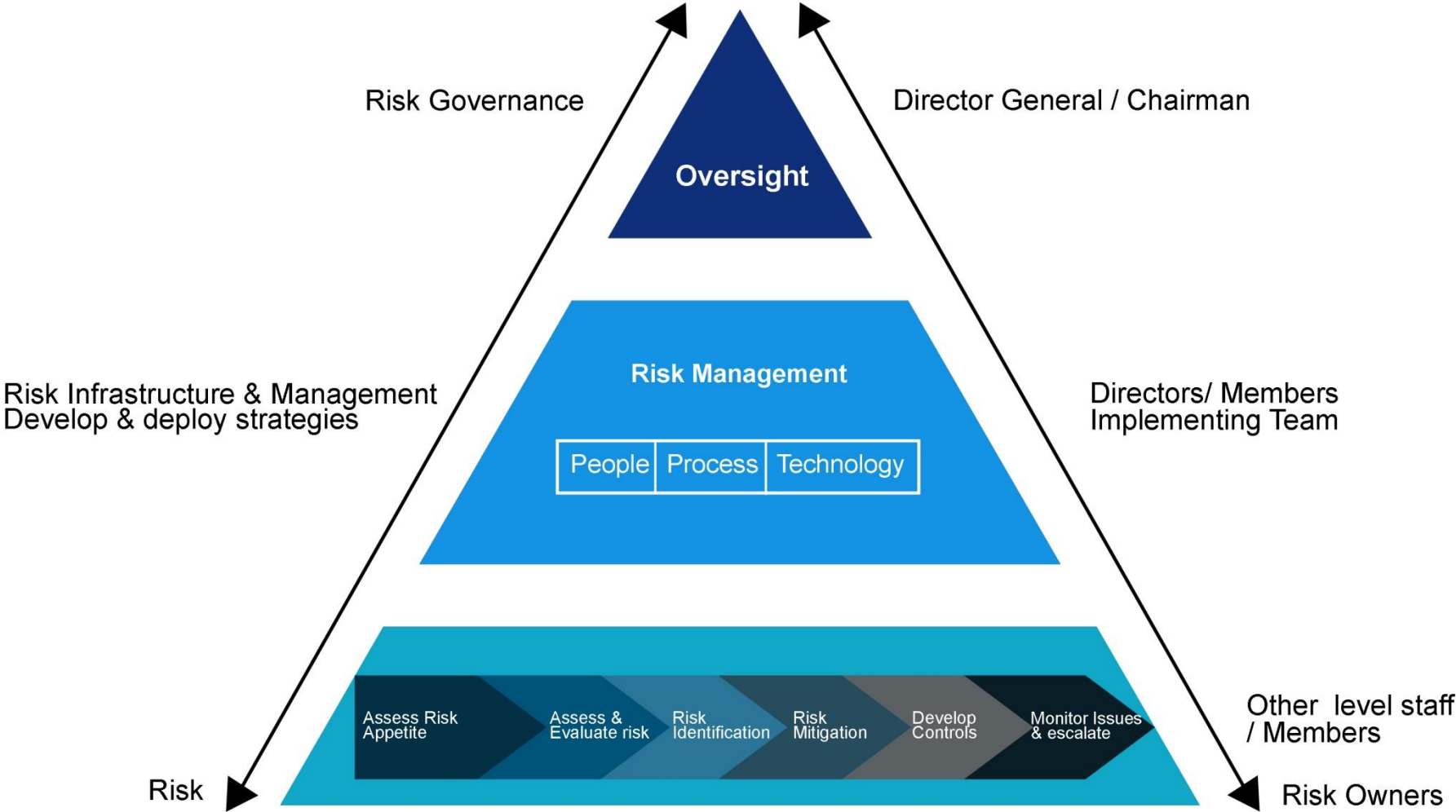
These risks arise from external political and geopolitical influences that may affect the department's operations, funding, and governance framework.

- **Risk Appetite: Low** – The department maintains neutrality and seeks to operate within a stable governance framework.
- **Mitigation Strategies:**
  - Reinforcing **neutrality and transparency** in all governance activities.
  - Monitoring **political developments** to anticipate risks.
  - Establishing **contingency plans** for budget and policy changes.
  - Securing **alternative funding sources** for training and operational sustainability.

## Conclusion

The Department of Management Audit has developed a comprehensive risk appetite framework to balance risk tolerance with operational efficiency. By implementing **proactive mitigation strategies**, the department ensures that risks are managed effectively while maintaining **high governance standards and accountability**. This risk appetite approach supports the DMA's **commitment to transparency, efficiency, and long-term sustainability** in government audit functions.

# Department Risk Management (DRM)



## Operationalizing the three lines of defense in the Department of Management Audit

**1<sup>st</sup>**

Line of Defense

Risk taking & ownership  
section

Proactive identification, assessment and measuring of risk. The risk line manage day to day operations within the limits specified by the risk appetite framework

**2<sup>nd</sup>**

Line of Defense

Risk management control  
& oversight by the Risk  
committee

Development & execution of the risk management framework while setting the risk appetite & establishing the risk culture throughout department. providing guidance & support to first line of defense & the management of risk activities.

**3<sup>rd</sup>**

Line of Defense

Assurance by Internal  
Audit

Provide independent & objective assurance to the Head of Department on the effectiveness of risk management & internal control.

## **DEPARTMENT OF MANAGEMENT AUDIT RISK COMMITTEE CHARTER**

### **1. Introduction**

The Risk Committee of the Department of Management Audit (DMA) is established to provide oversight and guidance on risk management practices within the department. The committee ensures that risks are identified, assessed, and managed in alignment with the department's objectives and government policies.

### **2. Purpose**

The primary purpose of the Risk Committee is to enhance the department's governance by:

- Identifying and assessing key risks related to the department's functions.
- Ensuring appropriate risk mitigation measures are in place.
- Promoting a risk-aware culture within the DMA.
- Advising on the risk management framework and policies.

### **3. Composition**

The Risk Committee shall comprise the following members:

- Chairperson: Director General of the DMA.
- Officer in Charge risk: Additional Director General(Policy & Regulation)
- Representatives from key functional areas (e.g., AMC, COPA, Investigation, Training Accounts & Administration)
- External advisors (if required) with expertise in risk management and governance.

#### **4. Roles and Responsibilities**

The Risk Committee shall:

- Review and approve the department's risk management framework.
- Monitor and evaluate the effectiveness of risk management processes.
- Ensure compliance with national policies and risk management guidelines.
- Provide recommendations on mitigating strategic, operational, compliance, and financial risks.
- Report risk-related issues to relevant authorities when necessary.

#### **5. Meetings**

- The committee shall meet **quarterly** or as needed.
- Special meetings may be convened in response to urgent risk matters.
- A quorum shall consist of a majority of the committee members.
- Minutes shall be recorded and approved at each meeting.

#### **6. Reporting and Accountability**

- The Risk Committee shall submit periodic reports to the Secretary to the Treasury.
- Key risk findings and recommendations shall be incorporated into the department's annual performance review.

#### **7. Review and Amendments**

- This charter shall be reviewed annually to ensure its relevance and effectiveness. Amendments may be made with the approval of the Director General of the DMA.

Risk Appetite Statement

Risk Areas	Description	Overview (Impact)	Risk Appetite			Strategies
			Low	Medium	High	
01. Operational Risks	Risk related to operational disruptions affecting the efficiency and smooth functioning of key activities such as AMC meetings, COPA meetings representation, internal auditor training, special investigation and departmental finance & administration.	<p>Department of Management Audit is willing to tolerate medium operational risk such as logistical challenges, provided they do not severely impact of the department’s core functions or disrupt the continuity of guidance and oversight.</p> <p><b><u>Potential Impact</u></b></p> <p><b>1. Audit &amp; Management Committee meetings</b> Meeting delays or inefficiencies in organizing meetings providing necessary guidance to ministries, departments etc. and could affect the overall quality of oversight but, must not prevent core governance function.</p> <p><b>2. Committee on Public Accounts</b>  Risk of inefficiencies or disruptions in the process of participating in COPA meetings, including resource constraints, lack of preparedness, or logistical challenges. Inefficiencies or disruptions could delay</p>		✓		<p><b>1. Audit &amp; Management Committee meetings</b></p> <ul style="list-style-type: none"><li>Contingency Planning: Develop backup plans for rescheduling AMC meetings, including options for remote or hybrid formats to avoid disruption.</li><li>Resource Allocation: Allocate dedicated staff to handle logistical arrangements, ensuring efficient and timely organization of meetings.</li><li>Feedback Mechanism: Implement feedback loops post-meetings to identify inefficiencies and make adjustments, maintaining the quality of oversight.</li></ul> <p><b>2. Committee on Public Accounts</b></p> <ul style="list-style-type: none"><li>Resource Allocation: Ensure adequate staffing and resources are allocated for COPA participation.</li><li>Preparation Protocols: Develop and follow standard preparation protocols, including pre-meeting briefings and review of required documents.</li></ul>

		<p>decision-making, compromise the quality of guidance provided, or result in incomplete representation of critical matters.</p> <p><b>3. Internal Auditor Training</b> Training sessions may delays or rescheduling but the quality of training should not be compromised</p> <p><b>4. Special Investigation</b> Delays in investigations are acceptable as long as critical cases are prioritized and integrity is maintained.</p> <p><b>5. Finance &amp; Administration</b> Minor administrative delays are acceptable but core financial controls must remain intact.</p>			<ul style="list-style-type: none"><li>• Technology Support: Use technology for efficient scheduling, document sharing, and coordination with stakeholders.</li><li>• Contingency Planning: Establish contingency plans for unexpected disruptions, such as alternative representatives or virtual participation options.</li></ul> <p><b>3. Internal Auditor Training</b></p> <ul style="list-style-type: none"><li>• Flexible Scheduling: Use adaptive training schedules and alternative delivery methods (e.g., e-learning) to accommodate potential delays without compromising training quality.</li><li>• Training Quality Assurance: Perform regular quality assessments on training sessions, ensuring that standards remain high despite any rescheduling.</li><li>• Resource Pooling: Leverage available resources across departments to deliver training even when disruptions occur, maintaining continuity.</li></ul> <p><b>4. Special Investigations</b></p> <ul style="list-style-type: none"><li>• Prioritization Protocol: Develop a system to prioritize high-risk or critical cases, ensuring timely attention to cases that impact integrity and operational priorities.</li><li>• Temporary Staffing Solutions: Create a pool of backup personnel who can be deployed as needed to handle investigation demands.</li><li>• Regular Review of Investigation Timelines: Conduct periodic reviews of investigation timelines to detect delays early and address them proactively.</li></ul> <p><b>5. Finance &amp; Administration</b></p> <ul style="list-style-type: none"><li>• Process Automation: Implement automated processes for routine finance and administrative</li></ul>
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						<p>tasks to mitigate minor delays.</p> <ul style="list-style-type: none"><li>• Core Controls Monitoring: Continuously monitor core financial controls, ensuring administrative disruptions do not impact financial integrity.</li><li>• Escalation Protocol: Establish escalation procedures for financial issues that arise from delays, enabling prompt action to prevent escalation.</li></ul>
<b>02. Compliance &amp; Legal Risks</b>	A risk related to non-compliance with legal and regulatory requirements, and potential breaches of governance standards in core departments activities.	<p>The Department of Management Audit has a low tolerance for compliance and legal risks, requiring strict adherence to laws, Treasury regulations and internal governance standards.</p> <p><b><u>Potential Impact</u></b></p> <p><b>1. Audit &amp; Management Committee Meeting</b> Noncompliance in guidance could undermine the department's role in government oversight</p>	✓			<p><b>1. Audit &amp; Management Committee meetings</b></p> <ul style="list-style-type: none"><li>• Standard Operating Procedures (SOPs): Develop and adhere to SOPs that ensure AMC meeting guidance aligns with compliance and regulatory standards.</li><li>• Regular Training on Compliance Standards: Conduct regular training for staff involved in AMC meetings to ensure they are up-to-date on Treasury regulations.</li><li>• Pre-meeting Compliance Checks: Implement checks before AMC meetings to verify adherence to governance standards, minimizing risk of non-compliance.</li></ul>

		<p><b>2. Committee on Public Accounts</b></p> <p>Risk of non-adherence to regulatory or legal requirements during the organization of COPA meetings and providing guidance to ministries and departments.</p> <p><b>3. Internal Auditor Training</b></p> <p>Lack of adherence to legal frameworks in training could affect the quality of governance across ministries, departments etc.</p> <p><b>4. Special Investigation</b></p> <p>Non-compliance during investigations may lead to legal consequences and undermine audit integrity.</p>				<p><b>2. Committee on Public Accounts (COPA Participation)</b></p> <ul style="list-style-type: none"><li>• <b>Regulatory Training:</b> Regularly train staff on relevant laws and regulations.</li><li>• <b>Compliance Checklists:</b> Develop and use compliance checklists for all COPA meeting processes.</li><li>• <b>Periodic Audits:</b> Conduct internal audits to ensure adherence to compliance standards.</li></ul> <p><b>3. Internal Auditor Training</b></p> <ul style="list-style-type: none"><li>• Incorporate Legal Requirements into Training Modules: Ensure training programs cover all relevant legal frameworks, maintaining governance quality across ministries.</li><li>• Monitor Training Compliance: Regularly monitor training programs to verify adherence to regulations, adjusting content as needed.</li><li>• External Compliance Reviews: Engage in periodic external reviews to validate compliance and identify potential gaps in training governance.</li></ul> <p><b>4. Special Investigation</b></p> <ul style="list-style-type: none"><li>• Strict Compliance Protocols: Develop and enforce strict protocols to ensure investigations adhere to legal standards, avoiding any action that might lead to non-compliance.</li><li>• Ongoing Legal Oversight: Engage legal advisors to review investigation processes regularly, ensuring all steps are legally sound.</li><li>• Ethics and Compliance Training for Investigators: Ensure all investigators receive compliance training, focusing on legal and ethical responsibilities during investigations.</li></ul>
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		<b>5. Finance and Administration</b> Noncompliance in Financial Management could lead legal penalties and loss of public trust				<b>5. Finance and Administration</b> <ul style="list-style-type: none"><li>Financial Compliance Audits: Conduct frequent audits of financial processes to ensure adherence to Treasury and regulatory standards, promptly addressing any compliance issues.</li><li>Automated Compliance Alerts: Implement systems that provide real-time alerts for any financial discrepancies or compliance breaches.</li><li>Transparency and Reporting: Maintain transparent reporting of financial activities to stakeholders, enhancing accountability and minimizing reputational and legal risks.</li></ul>
<b>03. Reputational Risk</b>	Risk related to negative perceptions of the Department of Management Audit (DMA) due to failures in delivering core functions.	<p>The DMA has a very low tolerance for reputational risk and seeks to maintain a strong public image through transparency, accountability and high standards of governance in all its activities</p> <p><b><u>Potential Impact</u></b></p> <p><b>1. Audit &amp; Management Committee Meeting</b> Ineffective participation of poor guidance could erode confidence in the department's oversight capabilities.</p>	✓			<p><b>1. Audit &amp; Management Committee Meeting</b></p> <ul style="list-style-type: none"><li>Consistent Quality in Guidance: Ensure high standards of guidance in AMC meetings by developing a quality control process, including peer review and feedback.</li><li>Stakeholder Communication: Regularly communicate the department's role and contributions to stakeholders, enhancing transparency and public trust.</li><li>Immediate Issue Resolution: Quickly address and correct any identified issues in guidance provided at AMC meetings, preserving DMA's reputation for oversight excellence.</li></ul>

		<p><b>2. Committee of Public Accounts</b></p> <p>Errors or delays in guidance during COPA meetings could lead to loss of trust from stakeholders and diminished authority.</p> <p><b>3. Internal Audit Training</b></p> <p>Perceptions of inadequate training may reflect poorly on the department’s role in ensuring robust internal audit entities.</p> <p><b>4. Special Investigation</b></p> <p>Delays on improper conduct in investigations could damage the DMA’s reputation for integrity and impartiality.</p>			<p><b>2. Committee of Public Accounts</b></p> <ul style="list-style-type: none"><li>• <b>Transparency:</b> Maintain clear and transparent communication with stakeholders.</li><li>• <b>Quality Assurance:</b> Implement rigorous review processes for all materials and inputs related to COPA meetings.</li><li>• <b>Feedback Mechanisms:</b> Collect feedback post-meetings to identify and address reputational risks promptly.</li></ul> <p><b>3. Internal Audit Training</b></p> <ul style="list-style-type: none"><li>• <b>Rigorous Training Standards:</b> Establish high standards for training quality, emphasizing the importance of robust internal audit practices to reinforce the department's role in governance.</li><li>• <b>Continuous Improvement:</b> Collect feedback after each training session to ensure satisfaction and quality, making adjustments as needed.</li><li>• <b>Public Reporting on Training Initiatives:</b> Share periodic reports on training initiatives to highlight the department’s commitment to fostering a strong internal audit function.</li></ul> <p><b>4. Special Investigation</b></p> <ul style="list-style-type: none"><li>• <b>Prioritize Transparency and Fairness:</b> Develop a transparency protocol for special investigations, emphasizing timely and impartial investigation processes.</li><li>• <b>Stakeholder Updates:</b> Provide regular updates to relevant stakeholders for high-profile investigations to reassure them of the department’s dedication to integrity.</li><li>• <b>Ethics and Compliance Training:</b> Ensure that investigators receive thorough training in ethics and</li></ul>
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		<p><b>5. Finance &amp; Administration</b> Management of Finance or internal administration could harm public trust and lead to reputational damage</p>			<p>compliance, reinforcing a reputation of fairness and professionalism.</p> <p><b>5. Finance &amp; Administration</b></p> <ul style="list-style-type: none"> <li>• Stringent Financial Oversight: Maintain strict adherence to financial protocols to avoid any administrative errors that could damage public trust.</li> <li>• Proactive Issue Management: Quickly address any minor financial or administrative issues before they escalate and potentially affect DMA's reputation.</li> <li>• Public Disclosure of Financial Practices: Regularly disclose financial practices and results to maintain transparency and reinforce public confidence in the department's administration.</li> </ul>
<b>04. Strategic Risk</b>	<p>Risk relation to decisions or changes in department strategy that could affect long-term objectives, such as aligning with national audit policies, fulfilling the department's mandate and ensuring the effectiveness of AMC meetings, internal auditor training, special investigation, finance and administration.</p>	<p>The Department of Management Audit (DMA) is willing to accept medium strategic risk in pursuit of long term objectives, such as modernizing audit process or improving governance frame work. However, decisions that could significantly jeopardize core department functions of long term goals are not acceptable.</p> <p><b><u>Potential Impact</u></b></p> <p><b>1. Audit &amp; Management Committee Meeting</b> Changes in the departments strategy for AMC participation could influence the effectiveness of its oversight role across ministry, department etc.</p>		✓	<p><b>1. Audit &amp; Management Committee Meeting</b></p> <ul style="list-style-type: none"> <li>• Alignment with National Policies: Ensure all strategic changes in AMC meeting protocols align with national audit policies, strengthening the oversight role across ministries.</li> <li>• Pilot Programs for New Strategies: Test any major strategic changes in AMC processes through pilot programs to assess their impact on effectiveness before full implementation.</li> <li>• Stakeholder Engagement: Engage stakeholders in discussions on proposed strategy shifts, gaining support and ensuring continued effectiveness of the</li> </ul>

		<p><b>2. Committee on Public Accounts</b> Strategic misalignment could lead to reduced effectiveness in achieving departmental objectives.</p> <p><b>3. Internal Auditor Training</b> shifts in training strategy could impact the quality and reach of audit governance</p> <p><b>4. Special Investigations</b> strategic changes in investigation process may affect the department's ability to prioritize or conduct critical investigation</p>			<p>oversight role.</p> <p><b>2. Committee on Public Accounts</b></p> <ul style="list-style-type: none"><li>• <b>Strategic Reviews:</b> Conduct periodic reviews to ensure activities align with departmental and Treasury goals.</li><li>• <b>Stakeholder Collaboration:</b> Enhance collaboration with stakeholders to align COPA meeting objectives with broader strategic priorities.</li><li>• <b>Performance Metrics:</b> Develop and monitor metrics to track the strategic impact of COPA meeting contributions.</li></ul> <p><b>3. Internal Auditor Training</b></p> <ul style="list-style-type: none"><li>• <b>Flexible Training Models:</b> Adopt flexible training models that can be adjusted as strategies evolve, allowing for a consistent reach and quality in audit governance.</li><li>• <b>Benchmarking for Quality:</b> Continuously benchmark training programs against best practices to maintain high standards, even as strategy changes.</li><li>• <b>Long-term Training Goals:</b> Set clear, long-term training goals that align with evolving governance needs, supporting sustainable improvements in audit practices.</li></ul> <p><b>4. Special Investigations</b></p> <ul style="list-style-type: none"><li>• <b>Prioritization Framework for Investigations:</b> Implement a strategic prioritization framework for investigations, ensuring that the department can focus on high-impact cases even as strategy changes.</li><li>• <b>Resource Allocation Flexibility:</b> Maintain a flexible resource allocation model to adapt to strategic shifts without compromising investigative integrity.</li><li>• <b>Evaluation and Adjustment:</b> Regularly evaluate the effectiveness of any new investigation strategies</li></ul>
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		<p><b>5. Finance &amp; Administration</b></p> <p>strategic decisions about financial management or alternative reforms could affect the department’s operational efficiency and long – term sustainability</p>			<p>and adjust as needed to stay aligned with the department’s core mission.</p> <p><b>5.Finance &amp; Administration</b></p> <ul style="list-style-type: none"><li>• Sustainability Planning: Ensure financial and administrative strategies consider long-term sustainability, preparing for potential budget changes or policy shifts.</li><li>• Risk-Balanced Investments in Modernization: Where possible, invest in technologies and tools that streamline finance and administration while balancing risks to continuity.</li><li>• Periodic Strategy Reviews: Conduct periodic reviews of financial and administrative strategies to confirm alignment with departmental goals, adapting as necessary for efficiency and long-term impact.</li></ul>
<p><b>05. Political and Geopolitical Risk</b></p>	<p>Risk arising from changes in political landscapes or geopolitical conditions that may affect the Department of Management Audit.</p> <p>Department of Management Audit’s ability to perform its core functions.</p>	<p>The DMA has a low tolerance for political and geopolitical risk. The department prioritizes maintaining neutrality and operating within a stable governance framework. Any significant political or geopolitical influences that could disrupt core activities are seen as highly undesirable.</p> <p><b><u>Potential Impact</u></b></p> <p><b>1. Audit &amp; Management Committee Meeting</b></p> <p>Political interference or changes in government priorities may disrupt the department’s role in providing guidance and oversight during AMC meetings</p>	✓		<p><b>1. Audit &amp; Management Committee Meeting</b></p> <ul style="list-style-type: none"><li>• Reinforce Neutral Standards: Ensure AMC meeting protocols emphasize impartiality and transparency, reducing susceptibility to political influence.</li><li>• Adaptive Agenda Setting: Create adaptable meeting agendas to align with current government priorities while maintaining core oversight functions.</li><li>• Stakeholder Alignment: Communicate regularly with key stakeholders to clarify the department’s commitment to its core role, fostering</li></ul>

		<p><b>2. Committee on Public Accounts</b> Political changes could lead to delays or challenges in coordinating meetings and providing consistent guidance.</p> <p><b>3. Internal Auditor Training</b> Geopolitical changes or political instability may affect funding availability of resources or access to experts for training programs</p> <p><b>4. Special Investigations</b> Political pressure could impede impartiality or result in delays undermining the integrity or investigations</p>			<p>understanding of its mandate and minimizing political interference.</p> <p><b>3. Committee on Public Accounts</b></p> <ul style="list-style-type: none"><li>• Political Monitoring: Regularly monitor political and geopolitical developments to anticipate potential impacts.</li><li>• Contingency Planning: Develop contingency plans to address disruptions caused by external political factors.</li><li>• Stakeholder Engagement: Maintain open communication with key stakeholders to navigate geopolitical challenges effectively.</li></ul> <p><b>3. Internal Auditor Training</b></p> <ul style="list-style-type: none"><li>• Diversify Funding Sources: Seek partnerships with neutral entities or international organizations for funding and expertise, reducing dependency on politically influenced resources.</li><li>• Contingency Planning for Resource Fluctuations: Develop contingency plans to manage potential resource or funding limitations due to political shifts, ensuring continuity in training.</li><li>• Remote and Local Expertise Pool: Establish a pool of local and remote experts to ensure training programs continue even if geopolitical factors limit access to specific resources.</li></ul> <p><b>4. Special Investigations</b></p> <ul style="list-style-type: none"><li>• Protocol for Impartial Investigations: Institute strict protocols that emphasize impartiality in investigations, ensuring integrity regardless of external pressures.</li><li>• Political Risk Shielding Measures: Shield investigation processes from political pressures by involving independent observers or external</li></ul>
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		<p><b>5. Financial &amp; Administration</b></p> <p>Political instability could affect budget allocations, cause delays in administrative processes, or lead to compliance challenges due to shifting policies</p>				<p>auditors when necessary.</p> <ul style="list-style-type: none"><li>• Escalation Protocol: Develop an internal escalation protocol for cases where political pressure threatens investigation integrity, allowing for confidential reviews or alternative oversight if required.</li></ul> <p><b>5. Financial &amp; Administration</b></p> <ul style="list-style-type: none"><li>• Flexible Budgeting Framework: Implement a flexible budget framework that can quickly adjust to changes in funding or budget reallocations due to political shifts.</li><li>• Stable Administrative Procedures: Design administrative procedures that adhere to standardized practices, minimizing disruptions from shifting policies or political interference.</li><li>• Compliance Buffer Strategy: Set up a buffer strategy for compliance, ensuring processes can adapt quickly to policy changes without sacrificing governance standards.</li></ul>
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Colour Code	Risk Rating	Rsik Level
Green	1 - 35	Low Risk
Yellow	36 - 65	Medium Risk
Orange	66 - 99	High Risk
Red	100 ≥	Extreme Risk

Risk Assessment Form

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
01	Internal Control Assessment Report for AMC Meetings		2	4	2	16		Streamlining Processes and Timelines <ul style="list-style-type: none"><li>o Develop and disseminate a detailed procedural manual for appointment processes.</li><li>o Automate nomination and appointment processes using a digital tracking system.</li><li>o Introduce monthly progress reviews to track appointments against timelines.</li></ul>
1.1	Operational Risks	1. Delays in appointing Treasury representatives due to procedural inefficiencies or lack of clear nomination timelines.						
		2. Errors in collecting Chief Internal Auditors' quarterly assessment reports, such as incomplete data or miscommunication with auditors.						
			3	3	2	18		Enhancing Accuracy and Data Management <ul style="list-style-type: none"><li>o Implement a digital platform for standardized report submissions with built-in validation checks.</li><li>o Assign a designated focal point to handle report-related queries and communications.</li></ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Outdated internal auditors' database, leading to inaccuracies in monitoring and decision-making processes.	4	2	3	24		o Perform cross-departmental data verification to ensure consistency in the database.
								Improving Coordination and Communication
								o Use centralized scheduling tools and integrated reminders for stakeholders.
								o Maintain updated contact directories to streamline communication.
								o Assign a dedicated coordination officer to oversee stakeholder communications.
		4. Inefficient coordination with AMC meeting stakeholders, resulting in scheduling conflicts or missed deadlines.	3	4	3	36		Building Resilience to Disruptions
								o Prepare contingency plans for disruption scenarios.
								o Train alternate representatives to handle responsibilities during emergencies.
								o Introduce an on-call system for urgent representative replacements.
		5. Unavailability of AMC representatives due to unforeseen circumstances, disrupting the meeting process.	3	5	3	45		Adopt Alternative procedures & process
								o Develop a centralized meeting calender
								o Set Clear timelines and deadlines
								o Regular pre meeting cordination on call.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
1.2	Compliance & Legal Risks	1. Non-compliance with Treasury guidelines during AMC meetings, resulting from inadequate knowledge of standards or procedural lapses.	4	3	3	36		Adherence to Treasury Guidelines and Standards o Provide training sessions to Treasury representatives on AMC guidelines and expectations. o Develop and distribute an AMC compliance handbook. o Establish a compliance monitoring committee to oversee adherence.
		2. Failure to adhere to legal and regulatory requirements, leading to penalties or legal challenges.	3	4	3	36		Monitoring Legal and Regulatory Compliance o Engage legal experts to conduct workshops on compliance. o Introduce a review mechanism for AMC-related documents and actions. o Maintain a compliance tracking dashboard to monitor adherence in real time.
		3. Inaccurate interpretation of AMC guidelines, causing inconsistent decisions or recommendations.	4	3	2	24		Ensuring Consistent Interpretation of Guidelines o Develop an FAQ document for common guideline clarifications. o Establish an online query resolution system for AMC participants. o Incorporate guideline reviews into every AMC meeting agenda.
1.3	Strategic Risks	01. Inadequate representation of Treasury interests at AMC meetings, potentially weakening Treasury's oversight and decision-making.	3	5	3	45		Securing Treasury Representation o Assign experienced officers and provide them with detailed briefing notes.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		02. Lack of coordination with other Treasury departments on AMC matters, resulting in fragmented decision-making and reduced efficiency.	3	3	2	18		<ul style="list-style-type: none"> <li>o Develop a strategic AMC representation plan that aligns with Treasury priorities.</li> <li>o Conduct post-meeting evaluations to assess the effectiveness of representation.</li> </ul>
		03. Failure to align AMC outcomes with Treasury's long-term objectives, weakening strategic goals.	4	3	3	36		<p>Enhancing Inter-departmental Coordination</p> <ul style="list-style-type: none"> <li>o Use project management tools to track inter-departmental AMC matters.</li> <li>o Establish a cross-departmental AMC task force to resolve coordination issues.</li> <li>o Implement regular reporting mechanisms for updates on inter-departmental actions.</li> </ul> <p>Aligning AMC Outcomes with Strategic Goals</p> <ul style="list-style-type: none"> <li>o Incorporate Treasury's strategic goals into AMC decision-making templates.</li> <li>o Use KPIs to measure alignment with long-term objectives.</li> <li>o Review AMC outcomes quarterly against strategic benchmarks.</li> </ul>
1.4	Reputational Risks	01. Perceived lack of responsiveness in coordinating AMC matters with other institutions, causing dissatisfaction and reputational damage.	4	4	3	48		<p>Fostering Responsiveness</p> <ul style="list-style-type: none"> <li>o Develop response timeline policies and monitor adherence through audits.</li> <li>o Conduct feedback surveys for institutions to assess responsiveness.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		02. Perception of favoritism or bias in appointing Treasury representatives for AMC meetings.	3	4	2	24		<ul style="list-style-type: none"> <li>o Create an escalation process for unresolved coordination issues.</li> </ul>
								<p>Ensuring Transparency in Appointments</p> <ul style="list-style-type: none"> <li>o Publish appointment criteria publicly to enhance transparency.</li> <li>o Rotate representatives periodically to avoid perceptions of favoritism.</li> <li>o Use a third-party audit to evaluate the fairness of the appointment process.</li> </ul>
1.5	Political/Geopolitical Risks	01. Potential political influence affecting AMC decision-making processes, leading to compromised decisions that deviate from Treasury policies.	3	4	3	36		<p>Minimizing Political Influence</p> <ul style="list-style-type: none"> <li>o Appoint ethics officers to oversee AMC decisions.</li> <li>o Require impartiality declarations for all AMC representatives.</li> <li>o Maintain meeting recordings and minutes for accountability.</li> </ul>
		02. Impact of external political changes affecting AMC agenda or meeting outcomes.	4	4	3	48		<p>Adapting to Political Changes</p> <ul style="list-style-type: none"> <li>o Develop flexible AMC agendas with contingency plans for politically sensitive issues.</li> <li>o Monitor political developments and engage analysts for proactive adjustments.</li> <li>o Strengthen collaboration with international institutions for consistency.</li> </ul>
		03. Cross-border implications in AMC matters, especially for projects with international collaboration.	3	4	2	24		<p>Addressing Cross-border Risks</p> <ul style="list-style-type: none"> <li>o Appoint specialized advisors for cross-border discussions.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
								<ul style="list-style-type: none"> <li>o Develop a framework for assessing and addressing international project risks.</li> <li>o Foster partnerships with relevant stakeholders to efficiently manage cross-border challenges.</li> </ul>
<b>02</b>	<b>Internal Control Assessment Report for COPA Participation</b>							
<b>2.1</b>	Operational Risks	<p>1. Incomplete or inaccurate Treasury reports due to delayed or incorrect inputs from other departments.</p> <p>2. Delays in preparing Treasury reports due to inefficiencies in internal processes.</p>	3	5	3	45		<p>Data Collection and Validation</p> <ul style="list-style-type: none"> <li>o Develop standardized templates for data collection.</li> <li>o Conduct preliminary reviews to validate data accuracy.</li> <li>o Set strict timelines for submission and compliance.</li> </ul>
			2	5	3	30		<p>Streamlining report preparation</p> <ul style="list-style-type: none"> <li>o Automate data collation where feasible.</li> <li>o Allocate dedicated personnel to manage deadlines and monitor progress.</li> <li>o Introduce escalation protocols for delays promptly.</li> </ul>
<b>2.2</b>	Compliance & Legal Risks	1. Misinterpretation of Parliamentary series, leading to non-compliance with legal requirements	3	5	3	45		<p>Ensuring Compliance with Parliamentary Series</p> <ul style="list-style-type: none"> <li>o Assign legal advisors to review and validate interpretations of the series.</li> <li>o Develop a compliance checklist derived from Parliamentary requirements.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Failure to document meeting proceedings in adherence to Parliamentary standards.	3	4	3	36		Standardizing Documentation <ul style="list-style-type: none"> <li>o Implement a standardized format for meeting minutes aligned with Parliamentary standards.</li> <li>o Train staff on documentation protocols and conduct refresher sessions periodically.</li> <li>o Schedule internal audits to ensure adherence to documentation standards.</li> </ul>
2.3	Reputational Risks	1. Errors in Treasury reports affecting trust in Treasury representation.	3	5	3	45		Enhancing Report Accuracy <ul style="list-style-type: none"> <li>o Conduct peer reviews of reports before finalizing.</li> <li>o Publish a clear disclaimer for draft versions to manage expectations.</li> <li>o Increase communication with stakeholders to clarify report contexts.</li> </ul>
		2. Perceived lack of preparation or clarity during COPA meetings.	3	4	2	24		Improving Meeting Preparation <ul style="list-style-type: none"> <li>o Prepare detailed briefing notes for attendees.</li> <li>o Rehearse presentations to ensure clarity and professionalism.</li> <li>o Hold pre-meeting briefings to address potential issues and enhance readiness.</li> </ul>
2.4	Strategic Risks	1. Misalignment of meeting outcomes with Treasury objectives.	4	5	3	60		Aligning Outcomes with Strategic Goals <ul style="list-style-type: none"> <li>o Develop a strategic alignment checklist for agendas.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
								<ul style="list-style-type: none"> <li>o Involve senior management in pre-meeting preparations to ensure objectives are considered.</li> <li>o Review meeting outcomes for consistency with Treasury’s strategic priorities.</li> </ul>
2.5	Political / Geopolitical Risks	1. Failure to address politically sensitive issues appropriately during meetings.	3	2	3	18		Handling Politically Sensitive Issues: <ul style="list-style-type: none"> <li>o Conduct specialized training for representatives on political sensitivities.</li> <li>o Develop protocols for discussing politically charged topics during meetings.</li> <li>o Escalate politically sensitive issues to senior officials when necessary.</li> </ul>
		2. Breach of confidentiality regarding sensitive meeting data.	4	4	3	48		Maintaining Confidentiality: <ul style="list-style-type: none"> <li>o Enforce strict data access controls to limit unauthorized access.</li> <li>o Implement confidentiality agreements for all meeting attendees.</li> <li>o Secure sensitive documents using encryption and monitor access logs</li> <li>o Secure sensitive documents using encryption and monitor access logs</li> </ul>
03	Internal Control Assessment Report for Internal Auditors Training							
3.1	Operational Risks	1. Inefficient training logistics and resource allocation.	3	2	2	12		Training Logistics and Resource Allocation: <ul style="list-style-type: none"> <li>o Develop and follow a comprehensive training schedule detailing timelines, resources, and venue arrangements.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Attendance issues and low engagement during training.	4	5	3	60		<ul style="list-style-type: none"> <li>o Assign a logistics coordinator to oversee the allocation and readiness of resources.</li> <li>o Maintain a backup plan for critical resources like venues or technology.</li> </ul>
		3. Lack of mechanisms to gather and act on feedback.	5	4	3	60		<p>Attendance and Participation Monitoring:</p> <ul style="list-style-type: none"> <li>o Use a digital attendance system to accurately track participant attendance and engagement levels.</li> <li>o Establish a policy for mandatory attendance and send reminders to participants.</li> </ul> <p>Feedback and Improvement Mechanisms:</p> <ul style="list-style-type: none"> <li>o Use post-training surveys for participants and instructors to collect feedback.</li> <li>o Analyze feedback and implement improvements before the next session.</li> <li>o Conduct periodic training reviews with stakeholders to ensure alignment with objectives.</li> </ul>
3.2	Compliance & Legal Risks	1. Non-compliance with training regulations and standards.	2	3	2	12		<p>Adherence to Training Regulations and Standards:</p> <ul style="list-style-type: none"> <li>o Regularly review training materials to ensure compliance with current legal and regulatory standards.</li> <li>o Engage legal experts to validate content compliance.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Inaccuracies in certification and credential verification.	2	2	3	12		Certification and Credential Verification: <ul style="list-style-type: none"><li>o Implement a verification process for participant qualifications and prerequisites.</li><li>o Maintain a database of credentials and review it before advanced training enrollment.</li></ul> Internal Compliance Review: <ul style="list-style-type: none"><li>o Schedule periodic compliance audits of training programs.</li><li>o Document and address compliance gaps in alignment with organizational standards.</li></ul>
		3. Gaps in the internal compliance review of training programs.	3	3	2	18		
3.3	Strategic Risks	1. Misalignment of training content with strategic objectives.	3	4	2	24		Alignment of Training Content with Strategic Goals: <ul style="list-style-type: none"><li>o Involve key stakeholders to review and approve training content in alignment with strategic priorities.</li><li>o Adjust training content to reflect evolving organizational goals.</li></ul> Training Effectiveness Evaluation: <ul style="list-style-type: none"><li>o Conduct pre-and post-training assessments to measure learning outcomes.</li><li>o Use evaluation results to refine training modules.</li></ul>
		2. Inadequate evaluation of training effectiveness.	3	5	2	30		

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Failure to support continuous learning and development goals.	3	4	3	36		Continuous Learning and Development Review:  o Introduce a professional development framework to support ongoing learning.  o Update training programs regularly to address new challenges and opportunities.
3.4	Reputational Risks	1. Inconsistent quality in training delivery.	2	4	2	16		Quality and Consistency of Training Delivery:  o Employ experienced and certified trainers with relevant expertise. o Standardize training delivery methods to ensure consistency.
		2. Lack of transparency and accountability in training outcomes.	2	5	1	10		Transparency and Accountability in Training Outcomes:  o Share evaluation results and training outcomes with stakeholders. o Establish a transparent process for addressing participant concerns.
		3. Conflicts of interest in training processes.	2	4	2	16		Management of Conflicts of Interest:  o Create a conflict-of-interest policy for trainers and participants.  o Monitor and address any identified conflicts to maintain program integrity.
3.5	Political/Geopolitical Risks	1. Insensitivity to political or cultural sensitivities in training.	2	3	2	12		Awareness of Political Sensitivities in Training Content:  o Ensure training material is neutral and culturally sensitive, avoiding controversial topics.

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		<p>2. Breaches of confidentiality regarding training data.</p> <p>3. Ineffective handling of politically sensitive issues.</p>	2	2	2	8		<p>o Engage subject-matter experts to validate the material's appropriateness.</p> <p>Confidentiality and Information Security for Training Data:</p> <p>o Use secure storage solutions to protect training data from unauthorized access.</p> <p>o Train staff on data privacy best practices and enforce strict access controls.</p>
			2	4	2	16		<p>Escalation Mechanisms for Sensitive Issues:</p> <p>o Establish a clear escalation protocol for handling sensitive issues raised during training.</p> <p>o Designate a trained mediator to resolve politically or culturally sensitive conflicts.</p>
04	Internal Control Assessment Report for Investigation Activities							
4.1	Operational Risks	1. Inefficient investigation planning and resource allocation.	4	4	3	48		<p>Investigation Planning and Resource Allocation:</p> <p>o Develop detailed investigation plans with defined timelines, allocated resources, and clear roles and responsibilities.</p> <p>o Allocate dedicated personnel and resources to ensure timely completion of investigations.</p>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Inaccurate evidence collection and documentation.	3	4	3	36		Evidence Collection and Documentation:  o Implement standardized procedures for evidence collection, handling, and documentation to ensure consistency and legal compliance.  o Train investigators on proper evidence handling techniques and documentation practices.
		3. Inadequate follow-up on investigation of Internal Control Assessment Report for Investigation Activities Findings and corrective actions.	3	3	4	36		Follow-up on Findings and Corrective Actions:  o Establish a tracking system to monitor corrective actions and ensure timely implementation.  o Assign responsibility for implementing corrective actions and regularly review their status.
4.2	Compliance & Legal Risks	1. Non-compliance with investigation standards and regulations.	4	4	3	48		Adherence to Investigation Standards and Regulation:  o Regularly review and update investigation processes to ensure adherence to legal and regulatory standards.  o Involve legal experts in the design and execution of investigations to ensure compliance.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Breaches of confidentiality and inadequate data protection.	3	5	3	45		Confidentiality and Data Protection:  o Maintain strict confidentiality protocols to protect sensitive information during the investigation process.  o Ensure that all personnel involved in investigations are trained on data protection laws and best practices.
		3. Inadequate legal compliance review of investigation outcomes.	3	4	2	24		Legal Compliance Review:  o Conduct periodic legal reviews of investigation outcomes to verify compliance with applicable laws. o Ensure that legal advisors are involved in significant decisions related to investigation conclusions.
4.3	Strategic Risks	1. Misalignment of investigation goals with organizational objectives.	3	3	3	27		Alignment of Investigation Goals with Organizational Objectives:  o Ensure that investigation goals and objectives are clearly aligned with broader organizational and strategic priorities.  o Involve senior management and key stakeholders in setting the direction for investigations.
		2. Insufficient impact analysis of investigation findings.	4	3	4	48		Impact Analysis of Investigation Findings:  o Evaluate the impact of findings from investigations on strategic goals and recommend improvements based on these insights.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Lack of continuous improvement based on investigation results.	3	4	4	48		<ul style="list-style-type: none"> <li>o Develop a structured process for assessing how investigation findings influence organizational objectives and decision-making.</li> </ul>
								Continuous Improvement Based on Investigation Results: <ul style="list-style-type: none"> <li>o Apply lessons learned from each investigation to refine the investigation process and improve future outcomes.</li> <li>o Regularly update investigation protocols based on feedback and evolving organizational needs.</li> </ul>
4.4	Reputational Risks	1. Lack of transparency in the investigation process.	2	4	2	16		Transparency in Investigation Process: <ul style="list-style-type: none"> <li>o Establish clear communication protocols to ensure transparency with stakeholders about investigation progress and outcomes.</li> <li>o Regularly provide status updates and invite feedback to demonstrate openness.</li> </ul>
		2. Inadequate public disclosure of investigation results (as appropriate).	3	4	3	36		Public Disclosure of Investigation Results: <ul style="list-style-type: none"> <li>o Share investigation outcomes with relevant stakeholders while protecting sensitive information.</li> <li>o Ensure that only the necessary information is disclosed to the public, following applicable laws and policies.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Conflicts of interest in the investigation process.	2	2	3	12		Conflict of Interest Management: <ul style="list-style-type: none"> <li>o Implement a conflict-of-interest policy to ensure impartiality in the investigation process.</li> <li>o Require investigators and stakeholders to disclose potential conflicts before participating in investigations.</li> </ul>
4.5	Political/Geopolitical Risks	1. Inability to handle political and cultural sensitivities.	2	3	2	12		Sensitivity to Political and Cultural Context: <ul style="list-style-type: none"> <li>o Ensure that all investigation processes respect political and cultural sensitivities where applicable.</li> <li>o Train investigators and staff on cultural awareness and political neutrality.</li> </ul>
		2. Breaches of data security related to sensitive investigation information.	2	4	2	16		Data Security for Sensitive Investigation Information: <ul style="list-style-type: none"> <li>o Implement robust data security measures to ensure the protection of sensitive information related to investigations.</li> <li>o Use secure data storage and encryption protocols for all investigation records.</li> </ul>
		3. Inadequate escalation procedures for politically sensitive issues.	2	3	3	18		Escalation Procedures for Politically Sensitive Issues: <ul style="list-style-type: none"> <li>o Establish clear escalation protocols for issues that may be politically or culturally sensitive.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
								o Designate senior leadership or a specialized team to manage and resolve politically sensitive matters.
05	Internal Control Assessment for Accounting, Financial Statement Preparation, Administration, Procurement, and Vehicle Control Activities Actions							
5.1	Operational Risks	1. Inefficient budgeting and financial planning.	3	3	2	18		Budgeting and Financial Planning: o Establish a comprehensive budget with detailed line items and align allocations with departmental priorities. o Use financial forecasting tools and regularly review the budget at set intervals to ensure alignment with actual spending.
		2. Inaccurate expense tracking and monitoring.	3	2	1	6		Expense Tracking and Monitoring: o Implement automated tracking systems with alerts for budget overages and conduct periodic budget reviews. o Use real-time tracking tools for expenses, ensuring accurate reporting and timely adjustments.
		3. Errors in payroll and benefits management.	2	2	2	8		Payroll and Benefits Management: o Implement automated payroll systems to ensure accurate calculations and timely distribution of salaries and benefits. o Regularly audit payroll to ensure compliance and accuracy.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		4. Errors in financial statement preparation due to lack of standardized procedures or automation.	3	4	2	24		Standardizing and Automating Financial Statement Preparation o Develop and implement detailed procedures for preparing financial statements. o Use accounting software to automate calculations and reduce errors.
		5. Delays in financial statement preparation and submission due to inadequate planning and accountability.	2	4	2	16		Strengthening Financial Statement Planning: o Establish clear timelines and milestones for the preparation process. o Assign responsibilities and monitor progress regularly.
		6. Procurement planning issues.	4	3	3	36		Procurement Planning: o Develop detailed procurement plans with clear specifications, timelines, and allocated budgets to ensure timely execution. o Align procurement planning with organizational goals and departmental needs.
		7. Challenges in vendor selection and contract management.	2	2	1	4		Vendor Selection and Contract Management: o Implement structured vendor selection processes, including due diligence checks and ensuring contract compliance. o Use vendor management software to track performance and compliance.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		8. Mismanagement of inventory and assets.	2	1	1	2		Inventory and Asset Management: o Track and monitor inventory regularly to prevent misappropriation, damage, or loss. o Implement an inventory management system for real-time tracking and reporting.
		9. Ineffective vehicle allocation and usage monitoring.	3	3	3	27		Vehicle Allocation and Usage Monitoring: o Implement a vehicle tracking system to monitor usage and ensure vehicles are used only for authorized purposes. o Develop a vehicle allocation policy that aligns with organizational needs and reduces misuse.
		10. Vehicle maintenance scheduling failures.	3	4	2	24		Vehicle Maintenance Scheduling: o Schedule regular maintenance for all vehicles to ensure safety and operational efficiency. o Implement a maintenance tracking system to monitor the completion of scheduled maintenance tasks.
		11. Fuel expense monitoring anomalies.	2	3	2	12		Fuel Expense Monitoring: o Implement a fuel usage tracking system to monitor consumption and compare with expected rates. o Regularly audit fuel expenses to detect anomalies and prevent misuse.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
5.2	Compliance & Legal Risks	1. Non-compliance with financial regulations.	3	3	2	18		Compliance with Financial Regulations: o Regularly review financial regulations and ensure all accounting and procurement practices comply with relevant standards. o Conduct periodic compliance audits to ensure adherence to financial regulations.
		2. Poor document retention and archiving.	3	4	2	24		Document Retention and Archiving: o Implement document retention policies that meet both legal and audit requirements. o Regularly review and update retention procedures to ensure compliance with applicable laws.
		3. Lack of an audit trail for financial transactions.	3	2	1	6		Audit Trail Maintenance: o Maintain secure audit trails for all transactions to enhance traceability and accountability. o Use digital audit systems that log every transaction in real-time for easy review.
		4. Non-compliance with accounting standards or legal requirements due to insufficient training or awareness.	3	4	2	24		Ensuring Compliance with Accounting Standards and Legal Requirements. o Conduct regular staff training on applicable accounting standards and regulations. o Perform periodic compliance reviews.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		5. Procurement non-compliance.	3	3	2	18		Procurement Compliance:
								<ul style="list-style-type: none"> <li>o Ensure procurement activities comply with local and international standards and regulations.</li> <li>o Regularly review procurement policies and procedures to stay aligned with regulatory requirements.</li> </ul>
		6. Vehicle licensing and insurance non-compliance.	2	3	1	6		Vehicle Licensing and Insurance Compliance:
								<ul style="list-style-type: none"> <li>o Track vehicle licenses and insurance status to ensure compliance with legal requirements.</li> <li>o Develop a vehicle compliance checklist to ensure all vehicles are properly licensed and insured.</li> </ul>
5.3	Strategic Risks	1. Misalignment of financial and procurement goals with organizational objectives.	3	3	3	27		Alignment of Financial and Procurement Goals:
								<ul style="list-style-type: none"> <li>o Align financial and procurement goals with organizational objectives to ensure the effective allocation of resources.</li> <li>o Ensure regular cross-functional reviews to assess alignment with long-term strategic goals.</li> </ul>
		2. Inaccurate financial statements leading to poor decision-making and misalignment with organizational objectives.	2	3	3	18		Ensuring Financial Accuracy and Strategic Alignment
								<ul style="list-style-type: none"> <li>o Implement a multi-level review process to validate accuracy and alignment with strategic goals.</li> <li>o Engage external auditors for an unbiased review.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Inadequate financial and procurement performance analysis.	3	4	2	24		Financial and Procurement Performance Analysis: o Analyze financial and procurement performance regularly to identify areas for improvement. o Use performance dashboards and key performance indicators (KPIs) to assess efficiency.
		4. Inefficient strategic resource allocation.	3	4	1	12		Strategic Resource Allocation: o Allocate resources efficiently based on organizational priorities and needs. o Develop a resource allocation model that takes into account both short-term and long-term goals.
5.4	Reputational Risks	1. Lack of transparency in financial and procurement reporting.	3	4	2	24		Transparency in Financial and Procurement Reporting: o Implement transparent reporting practices to ensure the public and stakeholders have accurate, up-to-date information. o Regularly publish financial and procurement reports to maintain stakeholder trust.
		2. Conflicts of interest in financial transactions.	2	3	1	6		Conflict of Interest in Financial Transactions: o Implement a conflict-of-interest policy to prevent unethical practices in financial and procurement activities.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		3. Publication of inaccurate or non-compliant financial statements damaging the organization's credibility and trust.	2	4	2	16		o Require disclosures from all employees involved in financial transactions or procurement.
								Enhancing Internal Controls and Transparency in Financial Repairing
		4. Insufficient public procurement disclosures.	3	3	2	18		o Strengthen internal controls and review processes. o Ensure transparency by adhering to high reporting standards and conducting independent audits.
								Public Procurement Disclosures:
								o Ensure disclosure of procurement information to stakeholders in compliance with transparency guidelines. o Publish procurement outcomes and key decisions in a timely manner to maintain public trust.
		5. Negative public perception of vehicle use.	3	2	2	12		Public Perception of Vehicle Use:
	Political/ Geopolitical Risks	1. Inability to adapt to changes in government policy.	2	3	2	12		Adaptability to Changes in Government Policy:
								o Continuously monitor government policies and adjust financial and procurement activities accordingly.

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		2. Changes in international or local accounting standards creating inconsistencies or delays in compliance.	3	4	3	36		<ul style="list-style-type: none"> <li>o Develop an adaptability strategy to respond quickly to policy changes.</li> </ul>
		3. Breaches of sensitive financial and procurement information.	2	2	1	4		<p>Ensuring Compliance with Evolving Accounting Standards</p> <ul style="list-style-type: none"> <li>o Establish a monitoring mechanism for updates to accounting standards.</li> <li>o Collaborate with experts to ensure timely adaptation to new requirements.</li> </ul>
		4. Inadequate escalation protocols for politically sensitive issues.	2	3	2	12		<p>Protection of Sensitive Financial and Procurement Information:</p> <ul style="list-style-type: none"> <li>o Implement data protection measures for sensitive financial and procurement information to prevent unauthorized access.</li> <li>o Conduct regular audits to ensure data protection policies are effective.</li> </ul> <p>Escalation Protocol for Political Sensitivities</p> <ul style="list-style-type: none"> <li>o Establish clear escalation procedures for handling politically sensitive financial or procurement issues.</li> <li>o Designate senior leadership to oversee and manage politically sensitive situations.</li> </ul>

Risk No	Risk Areas	Description	Likelihood (A) (1 -5)	Consequence (B) (1-5)	Control Effectiveness (C ) (1-6)	Risk Rating (D) = (A)x(B)x(C)	Risk Level (Colour)	Mitigation Action
		5. Vehicle use in sensitive areas	2	4	2	16		<div>Vehicle Use in Sensitive Areas</div> <div><div>o Develop protocols for vehicle use in sensitive areas to avoid misinterpretations or potential conflicts.</div><div>o Ensure vehicles are used appropriately and monitored when operating in sensitive regions.</div></div>

	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"><li>Streamline the nomination process; maintain a list of alternate representatives.</li></ul>	<ul style="list-style-type: none"><li>Assign interim representatives from other teams to attend meetings.</li></ul>	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"><li>Develop standardized templates; provide training to internal auditors.</li></ul>		Completed

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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.		Standardized 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.	• Consult legal experts immediately to address non-compliance.	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 briefings: • 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.	• Review and adjust AMC outcomes through follow-up sessions if misalignment is detected.	Completed
								• Conduct briefing sessions for AMC participants on Treasury's long-term goals.	• Engage strategic planners to reassess and guide AMC recommendations.	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"><li>• Use a transparent, merit-based selection process and communicate criteria publicly.</li></ul>	<ul style="list-style-type: none"><li>• Issue clarification and rectify any perception issues.</li></ul>	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"><li>• Ensure strict adherence to Treasury policies; maintain transparency in decision-making.</li></ul>	<ul style="list-style-type: none"><li>• Seek higher-level intervention or mediation to address political influences.</li></ul>	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"><li>• Conduct specialized training on international collaboration and regulatory requirements.</li><li>• Establish a dedicated coordination unit for international projects.</li></ul>	<ul style="list-style-type: none"><li>• Consult with legal and international affairs experts for quick resolution of cross-border issues.</li><li>• Arrange emergency coordination meetings with international partners</li></ul>	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"> <li>Develop and implement standardized reporting templates staff.</li> <li>Conduct training sessions for departments on accurate and timely reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Use preliminary data while awaiting final inputs and mark them as provisional.</li> <li>Request expedited submissions from key departments for critical reports.</li> </ul>	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"> <li>Automate data collection and report preparation process</li> <li>Define clear timelines and assign responsibilities for each stage of report preparation.</li> </ul>	<ul style="list-style-type: none"> <li>Reallocate resources to expedite pending tasks</li> <li>Prioritize critical reports and streamline non-essential processes temporarily.</li> </ul>	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"> <li>Conduct regular training sessions on interpreting Parliamentary procedures &amp; legal standards.</li> <li>Provide updated reference guides</li> </ul>	<ul style="list-style-type: none"> <li>Engage external legal consultants for immediate clarification on complex issues.</li> <li>Organize rapid internal reviews to rectify misinterpretations before finalizing decisions.</li> </ul>	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"> <li>• Conduct thorough pre-meeting briefings and mock sessions.</li> <li>• Ensure access to the latest data and reports for all participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Assign senior officers to step in and provide clarifications when necessary.</li> <li>• Arrange post-meeting follow-ups to address any gaps or unclear points raised.</li> </ul>	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"> <li>• Conduct specialized training on managing politically sensitive discussions.</li> <li>• Provide detailed briefings to representatives before meetings.</li> <li>• Develop clear protocols for addressing and escalating sensitive issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage senior officials for immediate intervention if sensitive issues arise unexpectedly.</li> <li>• Document sensitive issues for internal review and future guidance.</li> </ul>	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"> <li>• Establish strict data confidentiality protocols and conduct regular awareness sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct immediate investigations to assess and mitigate the impact of any breach. Review and strengthen security measures to prevent future breaches.</li> </ul>	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"><li>• Implement secure systems for document sharing and storage.</li><li>• Restrict access to sensitive data based on role requirements.</li></ul>		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"><li>Use a digital attendance system to accurately track participant attendance and engagement levels.</li><li>Establish a policy for mandatory attendance and send reminders to participants.</li></ul>	<ul style="list-style-type: none"><li>Introduce a standby list of participants to fill in for no-shows.</li><li>Use interactive tools like polls and quizzes during sessions to boost engagement.</li><li>Have a backup virtual training option for participants unable to attend in person.</li></ul>	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"><li>Use post-training surveys for participants and instructors to collect feedback.</li></ul>		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"> <li>Analyze feedback and implement improvements before the next session.</li> <li>Conduct periodic training reviews with stakeholders to ensure alignment with objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Designate a feedback review team to act on issues flagged during the training itself.</li> <li>Use focus groups or informal discussions post-training to gather additional insights.</li> </ul>	<p>Completed</p> <p>Completed</p>
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.		<p>Adherence to Training Regulations and Standards:</p> <ul style="list-style-type: none"> <li>Regularly review training materials to ensure compliance with current legal and regulatory standards.</li> <li>Engage legal experts to validate content compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a quick legal review mechanism for urgent content adjustments.</li> <li>Develop a compliance checklist to cross-verify training materials in real time.</li> </ul>	<p>Completed</p> <p>Completed</p>

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"> <li>Implement a verification process for participant qualifications and prerequisites.</li> <li>Maintain a database of credentials and review it before advanced training enrollment.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a double-verification process involving both manual checks and automated systems.</li> <li>Prepare an on-demand mechanism for issuing corrected certifications in case of errors.</li> </ul>	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"> <li>Schedule periodic compliance audits of training programs.</li> <li>Document and address compliance gaps in alignment with organizational standards.</li> </ul>	<ul style="list-style-type: none"> <li>Deploy ad hoc compliance review teams to address emerging gaps during the training cycle.</li> <li>Use a monitoring dashboard to track compliance metrics and flag potential issues.</li> </ul>	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"> <li>Involve key stakeholders to review and approve training content in alignment with strategic priorities.</li> <li>Adjust training content to reflect evolving organizational goals.</li> </ul>	<ul style="list-style-type: none"> <li>Form a rapid review panel to adjust training content in response to strategic changes.</li> <li>Develop modular training materials that can be quickly tailored to shifting priorities.</li> </ul>	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"> <li>Conduct pre-and post-training assessments to measure learning outcomes.</li> <li>Use evaluation results to refine training modules.</li> </ul>	<ul style="list-style-type: none"> <li>Implement alternative evaluation methods like peer reviews or real-time observation.</li> <li>Use post-training focus groups for immediate feedback on session effectiveness.</li> </ul>	Completed

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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"><li>Share evaluation results and training outcomes with stakeholders.</li><li>Establish a transparent process for addressing participant concerns.</li></ul>	<ul style="list-style-type: none"><li>Publish real-time updates on training progress and outcomes via internal dashboards.</li><li>Create a grievance redress mechanism to address participant concerns promptly.</li></ul>	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"><li>Create a conflict-of-interest policy for trainers and participants.</li><li>Monitor and address any identified conflicts to maintain program integrity</li></ul>	<ul style="list-style-type: none"><li>Have an external review board assess potential conflicts in critical training sessions.</li><li>Develop an escalation protocol to replace trainers or participants involved in conflicts.</li></ul>	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"><li>• Ensure training material is neutral and culturally sensitive, avoiding controversial topics.</li><li>• Engage subject-matter experts to validate the material's appropriateness.</li></ul>	<ul style="list-style-type: none"><li>• Keep an alternative set of training materials vetted for political or cultural neutrality.</li><li>• Conduct last-minute reviews by cultural advisors or stakeholders to flag sensitive content.</li></ul>	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"><li>• Use secure storage solutions to protect training data from unauthorized access.</li><li>• Train staff on data privacy best practices and enforce strict access controls.</li></ul>	<ul style="list-style-type: none"><li>• Implement an immediate lockdown protocol for suspected data breaches.</li><li>• Notify affected parties promptly and provide mitigation plans to restore trust.</li></ul>	Completed

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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"><li>Allocate dedicated personnel and resources to ensure timely completion of investigations.</li></ul>	<ul style="list-style-type: none"><li>Develop a contingency plan to reallocate resources if timelines or workloads shift unexpectedly.</li></ul>	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"><li>Implement standardized procedures for evidence collection, handling, and documentation to ensure consistency and legal compliance.</li></ul>	<ul style="list-style-type: none"><li>Prepare adaptable templates for investigation plans to handle unexpected changes.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Train investigators on proper evidence handling techniques and documentation practices.</li></ul>	<ul style="list-style-type: none"><li>Introduce a real-time evidence validation system (e.g., double-check protocols or peer reviews).</li></ul>	Completed
								<ul style="list-style-type: none"><li>Provide quick access to legal or forensic experts for immediate consultation on complex evidence issues.</li></ul>		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"> <li>Establish a tracking system to monitor corrective actions and ensure timely implementation.</li> <li>Assign responsibility for implementing corrective actions and regularly review their status.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a reserve of tamper-proof evidence storage kits for emergencies.</li> <li>Set up automated alerts in the tracking system to flag overdue corrective actions.</li> <li>Develop a backup follow-up protocol with secondary staff responsible for monitoring implementation.</li> <li>Introduce escalation procedures for unaddressed findings to senior management.</li> </ul>	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"> <li>Regularly review and update investigation processes to ensure adherence to legal and regulatory standards.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a rapid-response legal review team to address emergent compliance concerns.</li> </ul>	Completed
								<ul style="list-style-type: none"> <li>Involve legal experts in the design and execution of investigations to ensure compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Keep pre-approved templates and checklists for investigations to ensure immediate compliance.</li> </ul>	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"> <li>Maintain strict confidentiality protocols to protect sensitive information during the investigation process.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a crisis response plan for data breaches, including immediate containment and notification procedures.</li> </ul>	Completed
								<ul style="list-style-type: none"> <li>Ensure that all personnel involved in investigations are trained on data protection laws and best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Use secondary secure storage locations as backups in case of data compromise.</li> </ul>	Completed

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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"><li>Involve senior management and key stakeholders in setting the direction for investigations.</li></ul>	<ul style="list-style-type: none"><li>Develop modular investigation goals that can be adjusted to reflect sudden changes in strategic priorities.</li></ul>	Completed
								Impact Analysis of Investigation Findings: <ul style="list-style-type: none"><li>Evaluate the impact of findings from investigations on strategic goals and recommend improvements based on these insights.</li></ul>	<ul style="list-style-type: none"><li>Maintain access to external analysts to conduct rapid impact assessments if internal capacity is limited.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Develop a structured process for assessing how investigation findings influence organizational objectives and decision-making.</li></ul>	<ul style="list-style-type: none"><li>Develop a checklist-based evaluation tool for expedited analysis of findings' implications.</li></ul>	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"><li>• Apply lessons learned from each investigation to refine the investigation process and improve future outcomes.</li><li>• Regularly update investigation protocols based on feedback and evolving organizational needs.</li></ul>	<ul style="list-style-type: none"><li>• Create a rapid feedback mechanism where lessons learned can be immediately incorporated into ongoing investigations.</li><li>• Develop a rolling update schedule for investigation protocols to integrate improvements in real time.</li></ul>	<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"><li>Establish clear communication protocols to ensure transparency with stakeholders about investigation progress and outcomes.</li><li>Regularly provide status updates and invite feedback to demonstrate openness.</li></ul>	<ul style="list-style-type: none"><li>Designate a spokesperson to provide timely updates on sensitive investigations to stakeholders.</li><li>Prepare generic status update templates to ensure prompt communication without breaching confidentiality.</li></ul>	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 Discourse of Investigatin Results: <ul style="list-style-type: none"><li>Share investigation outcomes with relevant stakeholders while protecting sensitive information.</li><li>Develop a contingency dislosure framework to handle unexpected public or media inquiries.</li></ul>	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"> <li>Ensure that only the necessary information is disclosed to the public, following applicable laws and policies.</li> </ul>	<ul style="list-style-type: none"> <li>Train an alternative team on public disclosure protocols to step in if primary staff are unavailable.</li> </ul>	Completed
								<b>Conflict of Interest Management:</b> <ul style="list-style-type: none"> <li>Implement a conflict-of-interest policy to ensure impartiality in the investigation process.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a roster of independent investigators or external auditors who can step in to manage cases with potential conflicts of interest.</li> </ul>	Completed
								<ul style="list-style-type: none"> <li>Require investigators and stakeholders to disclose potential conflicts before participating in investigations.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a rapid review committee to address conflicts as they arise during investigations.</li> </ul>	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		<b>Sensitivity to Political and Cultural Context:</b> <ul style="list-style-type: none"> <li>Ensure that all investigation processes respect political and cultural sensitivities where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>Engage a standby panel of cultural and political experts to advise on sensitive cases.</li> </ul>	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"><li>Train investigators and staff on cultural awareness and political neutrality.</li></ul>	<ul style="list-style-type: none"><li>Prepare pre-approved neutral templates for investigation communication in politically charged situations.</li></ul>	Completed	
								Data Security for Sensitive Investigation Information:	<ul style="list-style-type: none"><li>Implement robust data security measures to ensure the protection of sensitive information related to investigations.</li></ul>	<ul style="list-style-type: none"><li>Maintain offline backups of sensitive investigation data to prevent unauthorized access in case of a breach.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Use secure data storage and encryption protocols for all investigation records.</li></ul>	<ul style="list-style-type: none"><li>Deploy a cyber-security incident response team for immediate containment and recovery.</li></ul>	Pending	
	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.		Escalation Procedures for Politically Sensitive Issues:	<ul style="list-style-type: none"><li>Create an emergency escalation team trained to handle politically sensitive investigations.</li></ul>	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"> <li>Establish clear escalation protocols for issues that may be politically or culturally sensitive.</li> <li>Designate senior leadership or a specialized team to manage and resolve politically sensitive matters.</li> </ul>	<ul style="list-style-type: none"> <li>Develop contingency protocols to delay or redirect politically sensitive matters to higher authorities for resolution.</li> </ul>	<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"> <li>Establish a comprehensive budget with detailed line items and align allocations with departmental priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a rapid reallocation protocol for reallocating funds in response to unexpected shortfalls.</li> </ul>	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"> <li>Use financial forecasting tools and regularly review the budget at set intervals to ensure alignment with actual spending.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare simplified budget templates to accommodate quick revisions.</li> </ul>	Completed
								Expense Tracking and Monitoring: <ul style="list-style-type: none"> <li>Implement automated tracking systems with alerts for budget overages and conduct periodic budget reviews.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce manual backup checks if automated systems fail.</li> </ul>	Completed
								<ul style="list-style-type: none"> <li>Use real-time tracking tools for expenses, ensuring accurate reporting and timely adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct ad hoc internal reviews when discrepancies arise.</li> </ul>	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"> <li>Implement automated payroll systems to ensure accurate calculations and timely distribution of salaries and benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an emergency payroll fund to address urgent errors.</li> </ul>	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"> <li>Regularly audit payroll to ensure compliance and accuracy.</li> </ul>	<ul style="list-style-type: none"> <li>Engage an external payroll consultant for immediate corrective action if needed.</li> </ul>	Completed
								Efficiency through Automation:		
								<ul style="list-style-type: none"> <li>Develop and implement detailed procedures.</li> <li>Automate calculations using accounting software.</li> </ul>	<ul style="list-style-type: none"> <li>Engage external consultants for urgent corrections.</li> <li>Manually review statements if systems fail.</li> </ul>	Completed
										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"> <li>Set clear timelines and assign responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Request extensions from stakeholders if delays are inevitable.</li> </ul>	Completed
								<ul style="list-style-type: none"> <li>Regularly monitor progress and ensure adherence to deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>Reallocate resources to expedite the process.</li> </ul>	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"><li>Develop detailed procurement plans with clear specifications, timelines, and allocated budgets to ensure timely execution.</li></ul>	<ul style="list-style-type: none"><li>Establish a contingency procurement list for emergencies.</li></ul>	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.		<ul style="list-style-type: none"><li>Align procurement planning with organizational goals and departmental needs.</li></ul>	<ul style="list-style-type: none"><li>Form a standby procurement team to handle delayed processes.</li></ul>	Completed
								Vendor Selection and Contract Management: <ul style="list-style-type: none"><li>Implement structured vendor selection processes, including due diligence checks and ensuring contract compliance.</li></ul>	<ul style="list-style-type: none"><li>Maintain a pre-qualified vendor list for immediate selection.</li></ul>	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"><li>Use vendor management software to track performance and compliance.</li></ul>	<ul style="list-style-type: none"><li>Create pre-drafted contracts to expedite agreement processes during time-sensitive scenarios.</li></ul>	Completed
								Inventory and Asset Management:		
								<ul style="list-style-type: none"><li>Track and monitor inventory regularly to prevent misappropriation, damage, or loss.</li></ul>	<ul style="list-style-type: none"><li>Conduct urgent inventory counts when discrepancies are identified.</li></ul>	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"><li>Implement an inventory management system for real-time tracking and reporting.</li></ul>	<ul style="list-style-type: none"><li>Allocate temporary storage or handling solutions for inventory overflow or shortages.</li></ul>	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"><li>Implement a vehicle tracking system to monitor usage and ensure vehicles are used only for authorized purposes.</li></ul>	<ul style="list-style-type: none"><li>Introduce a manual logbook system if digital tracking fails.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Develop a vehicle allocation policy that aligns with organizational needs and reduces misuse.</li></ul>	<ul style="list-style-type: none"><li>Designate an emergency fleet manager to reassess allocation needs.</li></ul>	Completed
							Vehicle Maintenance Scheduling:	<ul style="list-style-type: none"><li>Schedule regular maintenance for all vehicles to ensure safety and operational efficiency.</li></ul>	<ul style="list-style-type: none"><li>Maintain a partnership with external service providers for backup maintenance.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Implement a maintenance tracking system to monitor the completion of scheduled maintenance tasks.</li></ul>	<ul style="list-style-type: none"><li>Use rental vehicles temporarily during prolonged maintenance delays.</li></ul>	Completed

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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"><li>Conduct periodic compliance audits to ensure adherence to financial regulations.</li></ul>	<ul style="list-style-type: none"><li>Keep a compliance task force on standby for immediate issue resolution.</li></ul>	Completed
								Document Retention and Archiving: <ul style="list-style-type: none"><li>Implement document retention policies that meet both legal and audit requirements.</li></ul>	<ul style="list-style-type: none"><li>Store backups of critical documents in an alternative, secure location.</li></ul>	
	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"><li>Regularly review and update retention procedures to ensure compliance with applicable laws.</li></ul>	<ul style="list-style-type: none"><li>Partner with third-party archiving services in emergencies.</li></ul>	Completed
								Audit Trail Maintenance: <ul style="list-style-type: none"><li>Maintain secure audit trails for all transactions to enhance traceability and accountability.</li></ul>	<ul style="list-style-type: none"><li>Use a secondary manual logging system for traceability in case of digital failures.</li></ul>	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"><li>Use digital audit systems that log every transaction in real-time for easy review.</li></ul>	<ul style="list-style-type: none"><li>Maintain a shadow ledger for high-risk transactions.</li></ul>	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"><li>Conduct regular training on standards.</li><li>Perform periodic internal compliance audits.</li></ul>	<ul style="list-style-type: none"><li>Seek legal advice to rectify non-compliance.</li><li>Address audit objections promptly with corrective measures.</li></ul>	Completed
								Procurement Compliance: <ul style="list-style-type: none"><li>Ensure procurement activities comply with local and international standards and regulations.</li></ul>	<ul style="list-style-type: none"><li>Establish a temporary procurement oversight committee to review urgent matters.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Regularly review procurement policies and procedures to stay aligned with regulatory requirements.</li></ul>	<ul style="list-style-type: none"><li>Keep an external compliance auditor on retainer for unexpected issues.</li></ul>	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"><li>Track vehicle licenses and insurance status to ensure compliance with legal requirements.</li></ul>	<ul style="list-style-type: none"><li>Use a compliance checklist for immediate verification of licenses and insurance.</li></ul>	Completed	
								<ul style="list-style-type: none"><li>Develop a vehicle compliance checklist to ensure all vehicles are properly licensed and insured.</li></ul>	<ul style="list-style-type: none"><li>Partner with legal advisors to expedite renewal processes.</li></ul>	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"><li>Align financial and procurement goals with organizational objectives to ensure the effective allocation of resources.</li></ul>	<ul style="list-style-type: none"><li>Conduct emergency alignment meetings with senior stakeholders.</li></ul>	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"><li>Ensure regular cross-functional reviews to assess alignment with long-term strategic goals.</li></ul>	<ul style="list-style-type: none"><li>Develop flexible financial and procurement frameworks to accommodate shifting priorities.</li></ul>	Completed
								Financial statement align with goals: <ul style="list-style-type: none"><li>Include strategic alignment checks in the review process.</li></ul>	<ul style="list-style-type: none"><li>Conduct emergency strategic reviews.</li></ul>	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"><li>Engage stakeholders in the preparation process.</li></ul>	<ul style="list-style-type: none"><li>Adjust resource allocation based on immediate needs.</li></ul>	Completed
								Financial and Procurement Performance Analysis: <ul style="list-style-type: none"><li>Analyze financial and procurement performance regularly to identify areas for improvement.</li></ul>	<ul style="list-style-type: none"><li>Use temporary external consultants to provide performance evaluations.</li></ul>	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"><li>• Use performance dashboards and key performance indicators (KPIs) to assess efficiency.</li></ul>	<ul style="list-style-type: none"><li>• Establish an emergency reporting mechanism to identify critical gaps.</li></ul>	Completed
								Strategic Resource Allocation: <ul style="list-style-type: none"><li>• Allocate resources efficiently based on organizational priorities and needs.</li></ul>	<ul style="list-style-type: none"><li>• Develop a provisional resource allocation plan for unexpected demand spikes.</li></ul>	Completed
								<ul style="list-style-type: none"><li>• Develop a resource allocation model that takes into account both short-term and long-term goals.</li></ul>	<ul style="list-style-type: none"><li>• Maintain a reserve fund or inventory for strategic reallocations.</li></ul>	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"> <li>Implement transparent reporting practices to ensure the public and stakeholders have accurate, up-to-date information.</li> <li>Regularly publish financial and procurement reports to maintain stakeholder trust.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a crisis communication team for immediate stakeholder updates.</li> <li>Create summary reports to address urgent information requests.</li> </ul>	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"> <li>Implement a conflict-of-interest policy to prevent unethical practices in financial and procurement activities.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a third-party mediator for sensitive financial matters.</li> </ul>	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"><li>Require disclosures from all employees involved in financial transactions or procurement.</li></ul>	<ul style="list-style-type: none"><li>Use anonymous reporting channels to identify undisclosed conflicts.</li></ul>	Completed	
								Publication of accurate Financial statement: <ul style="list-style-type: none"><li>Strengthen internal controls and multi-level review processes.</li><li>Conduct independent external audits regularly.</li></ul>	<ul style="list-style-type: none"><li>Issue public clarifications and rectifications.</li><li>Strengthen crisis communication strategies.</li></ul>	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"><li>Ensure disclosure of procurement information to stakeholders in compliance with transparency guidelines.</li><li>Publish procurement outcomes and key decisions in a timely manner to maintain public trust.</li></ul>	<ul style="list-style-type: none"><li>Release interim disclosure reports to maintain trust during delays.</li><li>Develop a communication strategy for handling sensitive disclosures.</li></ul>	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"><li>Develop an adaptability strategy to respond quickly to policy changes.</li></ul>	<ul style="list-style-type: none"><li>Develop a rolling policy compliance review mechanism for proactive adjustments.</li></ul>	Completed
								Protection of sensitive financial and procurement information: <ul style="list-style-type: none"><li>Implement data protection measures for sensitive financial and procurement information to prevent unauthorized access.</li></ul>	<ul style="list-style-type: none"><li>Activate a data breach response protocol with defined roles and actions.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Conduct regular audits to ensure data protection policies are effective.</li></ul>	<ul style="list-style-type: none"><li>Engage cyber-security experts to secure breached systems.</li></ul>	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"><li>• Monitor regulatory changes proactively.</li><li>• Engage accounting standard experts to update processes and train staff.</li></ul>	<ul style="list-style-type: none"><li>• Collaborate with international partners to align with new standards.</li><li>• Seek interim compliance certifications.</li></ul>	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"><li>• Establish clear escalation procedures for handling politically sensitive financial or procurement issues.</li><li>• Designate senior leadership to oversee and manage politically sensitive situations.</li></ul>	<ul style="list-style-type: none"><li>• Form a rapid response team for politically sensitive financial issues.</li><li>• Escalate unresolved matters directly to senior policymakers.</li></ul>	Completed
										Completed
										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
	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"><li>Develop protocols for vehicle use in sensitive areas to avoid misinterpretations or potential conflicts.</li></ul>	<ul style="list-style-type: none"><li>Equip vehicles with GPS monitoring to ensure proper use.</li></ul>	Completed
								<ul style="list-style-type: none"><li>Ensure vehicles are used appropriately and monitored when operating in sensitive regions.</li></ul>	<ul style="list-style-type: none"><li>Prepare contingency routes and alternative vehicles for operations in sensitive regions.</li></ul>	Completed

Type of Control		Effectiveness of Internal Control		Risk Assessment
DI	Directive	(1-2)	High	L - Low
PR	Preventive	(3-4)	Medium	M - Medium
DE	Detective	(5-6)	Low	H - High
CR	Corrective			E - Extreme

Review of the Effectiveness of Internal Control System

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action	
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
01	Internal Control Assessment Reprt for AMC Meetings				✓					✓	✓					<ul style="list-style-type: none"><li>Establish a standby representative list to ensure coverage in case of unavailability</li><li>Implement a clear nomination process with predefined criteria and approval timelines</li><li>Conduct advance scheduling and reminders to secure availability of representatives</li></ul>	Completed
1.1	Operational	Appointment and availability of Treasury representatives	<ul style="list-style-type: none"><li>Policies for nomination timelines, criteria for appointment, and backup representative identification.</li></ul>														
1.1.1																	
1.1.2		Collection and verification of Chief Internal Auditors’ reports	<ul style="list-style-type: none"><li>Guidelines for report submission deadlines, formats, and validation processes.</li></ul>			✓			✓		✓				<ul style="list-style-type: none"><li>Develop an automated tracking system to monitor submission status and send reminders.</li></ul>	Pending	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
															<ul style="list-style-type: none"> <li>Conduct periodic training sessions for Chief Internal Auditors on submission formats and validation requirements</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Assign a dedicated review team to verify reports and provide feedback within a defined timeframe.</li> </ul>	Completed
1.1.3		Database management and updates for internal auditors	<ul style="list-style-type: none"> <li>Policies for periodic updates, error correction, and secure data storage.</li> </ul>		✓		✓		✓			✓			<ul style="list-style-type: none"> <li>Use secure cloud-based storage with role-based access control to ensure data integrity.</li> </ul>	In progress
															<ul style="list-style-type: none"> <li>Establish scheduled database updates with assigned personnel for monitoring and maintenance.</li> </ul>	In progress
1.1.4		Coordination and scheduling of AMC meetings	<ul style="list-style-type: none"> <li>Procedures for setting meeting dates, inviting participants, and tracking meeting outcomes.</li> </ul>		✓				✓				✓		<ul style="list-style-type: none"> <li>Use an automated scheduling system to set meeting dates and send reminders.</li> </ul>	Pending
															<ul style="list-style-type: none"> <li>Develop a structured checklist for meeting coordination, including invitations, agenda preparation, and follow-up actions.</li> </ul>	Pending

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
1.2.1		Adherence to Treasury guidelines in AMC meetings	<ul style="list-style-type: none"><li>Established Treasury guidelines for meeting participation and reporting.</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Conduct regular training and awareness programs for AMC participants on Treasury guidelines.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Develop a compliance checklist for meeting procedures and reporting.</li></ul>	Completed
1.2.2		02. Legal and regulatory compliance in AMC activities	<ul style="list-style-type: none"><li>Policies for monitoring and implementing relevant regulatory updates.</li></ul>			✓	✓			✓	✓				<ul style="list-style-type: none"><li>Establish a regulatory monitoring team to track and implement updates.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Develop standardized reporting templates to ensure legal and procedural consistency.</li></ul>	Completed
1.3	Strategic	Alignment of AMC outcomes with Treasury’s strategic objectives	<ul style="list-style-type: none"><li>Policies to integrate long-term Treasury goals into AMC meeting agendas and discussions.</li></ul>		✓					✓		✓			<ul style="list-style-type: none"><li>Ensure AMC discussions incorporate Treasury’s long-term goals.</li></ul>	Completed
<ul style="list-style-type: none"><li>Align AMC recommendations with national financial and governance strategies.</li></ul>															Completed	
1.3.1															<ul style="list-style-type: none"><li>Develop a mechanism for tracking progress on strategic initiatives discussed in AMC meetings.</li></ul>	Pending

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
1.3.2		Performance evaluation of AMC activities	<ul style="list-style-type: none"><li>Procedures for periodic evaluation of AMC outcomes and Treasury’s role in meetings.</li></ul>			✓	✓		✓			✓			<ul style="list-style-type: none"><li>Implement standardized evaluation criteria for measuring AMC effectiveness.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Conduct annual performance reviews to assess impact on governance and decision-making.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Utilize data-driven analysis to refine AMC processes and enhance Treasury oversight.</li></ul>	Pending
1.4	Reputational	Responsiveness and accountability in AMC coordination	<ul style="list-style-type: none"><li>Procedures for timely communication, tracking stakeholder queries, and providing updates.</li></ul>				✓		✓			✓			<ul style="list-style-type: none"><li>Establish clear communication protocols to handle stakeholder queries efficiently.</li></ul>	Completed
<ul style="list-style-type: none"><li>Implement a tracking system for monitoring follow-ups and commitments from AMC meetings.</li></ul>															Pending	
<ul style="list-style-type: none"><li>Ensure timely response mechanisms to address concerns raised by ministries and departments.</li></ul>															Completed	
1.4.2		02. Transparency in appointing Treasury representatives	<ul style="list-style-type: none"><li>Policies for transparent, merit-based selection criteria and publicly accessible nomination processes.</li></ul>		✓					✓	✓			<ul style="list-style-type: none"><li>Develop transparent, merit-based selection criteria for Treasury representatives.</li></ul>	Completed	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action	
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
															<ul style="list-style-type: none"><li>Maintain clear documentation of selection processes to avoid conflicts of interest.</li></ul>	Completed	
1.5	Political/ Geopolitical	Impatially and transparemncy in decision- making processes	<ul style="list-style-type: none"><li>Policies to ensure decision-making processes are free from external political influence.</li></ul>		✓					✓	✓					<ul style="list-style-type: none"><li>Establish clear guidelines to prevent external political influence in AMC decisions.</li></ul>	Completed
1.5.1																<ul style="list-style-type: none"><li>Conduct regular audits of decision-making frameworks to ensure neutrality.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Train Treasury representatives on handling politically sensitive discussions with objectivity.</li></ul>	Completed
1.5.2		Adaptability to external political or policy changes	<ul style="list-style-type: none"><li>Policies for monitoring political developments and implementing flexible meeting agendas.</li></ul>				✓			✓	✓					<ul style="list-style-type: none"><li>Monitor political and economic developments to anticipate potential AMC impacts.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Maintain flexible meeting agendas that can be adjusted in response to emerging policy shifts.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Develop contingency plans for governance continuity in cases of political transitions.</li></ul>	Completed	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
02	Internal Control Assessment Report for COPA meetings Participation															
2.1	Operational	Attendance at COPA meetings	• Ensure timely preparation, submission, and tracking of required documents			✓				✓		✓			• Implement an attendance tracking system to ensure Treasury representation at all COPA meetings.	Completed
2.1.1															• Develop a backup representative plan to ensure continuity in case of absence.	Completed
															• Use automated reminders and scheduling tools to keep representatives informed.	In Progress
2.1.2		Coordination with parliamentary staff	• Regular communication, follow-up, and updates on COPA matters		✓					✓	✓				• Establish a dedicated liaison officer for seamless communication with parliamentary staff.	Completed
															• Conduct regular coordination meetings to stay updated on parliamentary requirements.	Completed
	• Maintain a centralized communication log to track requests, follow-ups, and resolutions.														Completed	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
2.1.3		Document archival and retrieval	<ul style="list-style-type: none"> <li>Maintain an efficient system for archiving and retrieving meeting records</li> </ul>		✓				✓			✓			<ul style="list-style-type: none"> <li>Implement a digital document management system with secure storage and quick retrieval options.</li> </ul>	Pending
															<ul style="list-style-type: none"> <li>Establish clear protocols for indexing and categorizing meeting records for easy access.</li> </ul>	Completed
2.2	Compliance & Legal	Adherence to parliamentary series	<ul style="list-style-type: none"> <li>Review and compliance with COPA series and Treasury minutes</li> </ul>			✓				✓	✓				<ul style="list-style-type: none"> <li>Conduct regular training sessions on parliamentary guidelines and procedures.</li> </ul>	Completed
2.2.1															<ul style="list-style-type: none"> <li>Develop a standardized compliance checklist to ensure adherence.</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Assign compliance officers to review and validate COPA-related submissions.</li> </ul>	Completed
2.2.2		Coordination with Department of Public Finance	<ul style="list-style-type: none"> <li>Regular updates, tracking, and action on Treasury minutes</li> </ul>		✓					✓	✓				<ul style="list-style-type: none"> <li>Establish a formal coordination mechanism with defined roles and responsibilities.</li> </ul>	Completed
2.2.3		Regulatory updates	<ul style="list-style-type: none"> <li>Monitoring changes in laws and regulations affecting operations</li> </ul>		✓				✓			✓			<ul style="list-style-type: none"> <li>Set up an automated regulatory monitoring system to track changes.</li> </ul>	Pending

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
															<ul style="list-style-type: none"><li>Develop a policy amendment process to integrate new regulations into operations.</li></ul>	Pending
2.3	Startegic	Strengthening COPA representation	<ul style="list-style-type: none"><li>Comprehensive preparation for meetings</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Develop a specialized training program for Treasury representatives to enhance their effectiveness.</li></ul>	Completed
2.3.1															<ul style="list-style-type: none"><li>Assign senior Treasury officials to lead critical discussions.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Establish pre-meeting briefing sessions to align with Treasury’s key objectives.</li></ul>	Completed
2.3.2		Long-term planning for audit representation	<ul style="list-style-type: none"><li>Develop strategies for effective Treasury representation in committees</li></ul>		✓					✓	✓			<ul style="list-style-type: none"><li>Create a succession plan to ensure continued expertise in audit representation.</li></ul>	Completed	
														<ul style="list-style-type: none"><li>Develop multi-year strategic plans to enhance Treasury’s influence in COPA decisions.</li></ul>	Completed	
														<ul style="list-style-type: none"><li>Conduct performance assessments of Treasury representatives to ensure effectiveness.</li></ul>	Pending	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
2.4	Reputational	Transparent reporting	<ul style="list-style-type: none"><li>Publish meeting outcomes, summaries, and action points</li></ul>		✓			✓				✓			<ul style="list-style-type: none"><li>Publish meeting summaries and action points on official Treasury platforms.</li></ul>	Pending
2.4.1															<ul style="list-style-type: none"><li>Develop a public disclosure policy to ensure accountability.</li></ul>	Pending
															<ul style="list-style-type: none"><li>Implement a real-time tracking dashboard for pending actions.</li></ul>	Not attend
2.4.2		Stakeholder engagement	<ul style="list-style-type: none"><li>Conduct periodic meetings with stakeholders to build trust</li></ul>		✓				✓			✓			<ul style="list-style-type: none"><li>Organize periodic consultation meetings with key stakeholders to build trust.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Establish a feedback mechanism to address stakeholder concerns proactively.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Develop public communication strategies to enhance transparency and credibility.</li></ul>	Pending
2.5	Political/ Geopolitical	Mitigation of external political risks	<ul style="list-style-type: none"><li>Regular environmental scans, scenario planning, and workshops</li></ul>		✓				✓			✓			<ul style="list-style-type: none"><li>Conduct regular political risk assessments and scenario planning.</li></ul>	Pending
2.5.1																

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
2.5.2		Collaboration with external entities	<ul style="list-style-type: none"><li>Engage with relevant stakeholders to minimize political disruptions</li></ul>		✓										<ul style="list-style-type: none"><li>Foster strategic partnerships with relevant institutions to minimize political disruptions.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Conduct policy alignment discussions with external stakeholders to ensure smooth cooperation.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Maintain open communication channels with policymakers to navigate political shifts effectively.</li></ul>	Pending
03	Internal Control Assessment Report for Internal Auditors Training Actions				✓					✓	✓				<ul style="list-style-type: none"><li>Develop a centralized training calendar with clear scheduling and resource allocation.</li></ul>	Completed
3.1	Operational	Training Logistics and Resource Allocation	<ul style="list-style-type: none"><li>Prepare detailed training schedules, resource requirements, and allocate personnel for logistics</li></ul>													
3.1.1																
3.1.2		Attendance and Participation Monitoring	<ul style="list-style-type: none"><li>Implement attendance tracking and monitor engagement levels during training sessions</li></ul>			✓				✓	✓			<ul style="list-style-type: none"><li>Implement participation analytics to monitor engagement levels.</li></ul>	Completed	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action	
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
															<ul style="list-style-type: none"><li>Establish a follow-up system for absentee participants to ensure learning completion.</li></ul>	Completed	
3.1.3		03. Feedback and Improvement Mechanisms	<ul style="list-style-type: none"><li>Collect feedback from participants and instructors to continuously improve training quality</li></ul>				✓			✓	✓					<ul style="list-style-type: none"><li>Conduct post-training surveys for participants and trainers.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Implement a continuous improvement framework to refine content and delivery.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Establish a feedback action committee to review and act on suggestions.</li></ul>	Completed
3.2	Compliance & Legal	Adherence to Training Regulations and Standards	<ul style="list-style-type: none"><li>Ensure training materials comply with applicable laws, regulations, and standards</li></ul>		✓				✓	✓					<ul style="list-style-type: none"><li>Ensure all training programs follow government and industry regulations.</li></ul>	Completed	
3.2.1															<ul style="list-style-type: none"><li>Establish a legal review process for new training content.</li></ul>	Completed	
3.2.2		Certification and Credential Verification	<ul style="list-style-type: none"><li>Verify that participants meet necessary prerequisites and certifications for advanced training modules</li></ul>			✓						✓		<ul style="list-style-type: none"><li>Develop an automated system to verify participant eligibility.</li></ul>	Pending		
														<ul style="list-style-type: none"><li>Implement secure digital certificates with validation features.</li></ul>	Not attend		

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action	
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
3.2.3		Internal Compliance Review for Training Programs	• Conduct reviews to ensure training content aligns with legal and regulatory compliance requirements			✓				✓	✓					• Conduct quarterly internal compliance reviews.	Completed
																• Develop standardized training evaluation criteria.	Completed
																• Assign a compliance officer to oversee training governance.	Completed
3.3	Strategic	Alignment of Training Content with Strategic Goals	• Review training content to ensure alignment with organizational and departmental strategic objectives			✓				✓	✓					• Establish training committees to align content with departmental objectives.	Completed
• Regularly update training modules to reflect evolving policies.																Completed	
• Integrate long-term workforce development plans into training initiatives.																Completed	
3.3.2		Training Effectiveness Evaluation	• Assess training effectiveness through pre-and post-training evaluations to measure knowledge gain.			✓				✓	✓					• Implement pre-and post-training assessments to measure knowledge gain.	Completed
																• Use KPIs to assess training impact on job performance.	Completed
	• Conduct annual impact reports on training outcomes.															Pending	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
3.3.3		Continuous Learning and Development Review	<ul style="list-style-type: none"><li>Monitor skill development over time and update training modules to address evolving strategic needs</li></ul>				✓		✓			✓			<ul style="list-style-type: none"><li>Develop a structured learning roadmap for employees.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Use learning management systems (LMS) to track skill progression.</li></ul>	Not attend
															<ul style="list-style-type: none"><li>Regularly update training content to reflect industry trends and best practices.</li></ul>	Completed
3.4	Reputational	Quality and Consistency of Training Delivery	<ul style="list-style-type: none"><li>Ensure instructors are qualified and provide consistent, high-quality training</li></ul>				✓			✓		✓			<ul style="list-style-type: none"><li>Establish trainer certification programs to ensure quality standards.</li></ul>	Pending
<ul style="list-style-type: none"><li>Conduct peer reviews and periodic evaluations of training sessions.</li></ul>															Completed	
<ul style="list-style-type: none"><li>Implement uniform training materials across all programs.</li></ul>															Completed	
3.4.1.		Transparency and Accountability in Training Outcomes	<ul style="list-style-type: none"><li>Communicate training outcomes clearly to stakeholders and maintain transparency in evaluation processes</li></ul>				✓			✓	✓				<ul style="list-style-type: none"><li>Implement clear criteria for training assessments and results.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Conduct regular public audits of training effectiveness.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Develop a code of ethics for trainers and participants.</li></ul>	Completed

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
3.4.3		Management of Conflicts of Interest	<ul style="list-style-type: none"><li>Establish a process to address any potential conflicts of interest among trainers or participants</li></ul>				✓		✓			✓			<ul style="list-style-type: none"><li>Implement declaration policies for trainers on potential conflicts.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Assign independent reviewers to assess training fairness.</li></ul>	Not attend
3.5	Political/ Geopolitical	Awareness of Political Sensitivities in Training Content	<ul style="list-style-type: none"><li>Ensure training material is unbiased and neutral, particularly for sensitive or controversial topics</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Ensure neutral, non-partisan training materials.</li></ul>	Completed
<ul style="list-style-type: none"><li>Conduct content reviews to remove politically biased elements.</li></ul>															Completed	
3.5.2		Confidentiality and Information Security for Training Data	<ul style="list-style-type: none"><li>Protect participant information and training data to prevent unauthorized access or disclosure</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Implement strict data protection policies for participant records.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Use encrypted databases for storing training information.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Restrict access to authorized personnel only.</li></ul>	Completed
3.5.3	Escalation Mechanisms for Sensitive Issues	<ul style="list-style-type: none"><li>Develop protocols for reporting and addressing politically or culturally sensitive issues raised in training</li></ul>				✓		✓		✓				<ul style="list-style-type: none"><li>Develop reporting mechanisms for politically sensitive concerns.</li></ul>	Pending	
														<ul style="list-style-type: none"><li>Assign ombudspersons to address participant complaints.</li></ul>	Completed	

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action												
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E														
04	Internal Control Assessment Report for Investigation Activities			<div>✓</div>						<div>✓</div>	<div>✓</div>				<div><div>• Develop structured investigation plans with clear objectives and timelines.</div><div>• Allocate dedicated resources for high-priority investigations.</div></div>	Completed												
4.1	Operational	Investigation planning and resource allocation	<div><div>• Develop investigation plans with allocated resource, timelines and defined voles and responsibility</div></div>																									
4.1.1																												
4.1.2		Evidence collection and documentation	<div><div>• Implement standardized procedures for evidence gathering, handling and documentation</div></div>															<div>✓</div>			<div>✓</div>	<div>✓</div>				<div><div>• Standardize procedures for evidence gathering and storage.</div></div>	Completed	
																										<div><div>• Ensure chain-of-custody protocols for all evidence.</div></div>	Completed	
																										<div><div>• Use digital documentation tools for investigation records.</div></div>	Completed	
4.1.3		Fallow-upon findings and corrective actions	<div><div>• Track and monitor corrective action based on investigation finding to ensure resolution</div></div>																<div>✓</div>			<div>✓</div>	<div>✓</div>				<div><div>• Establish a tracking system for investigation outcomes.</div></div>	Completed
																											<div><div>• Implement corrective action monitoring with set deadlines.</div></div>	Completed
																											<div><div>• Conduct periodic reviews to assess resolution effectiveness.</div></div>	Completed

No.	Risk Areas	Control Areas	Control Activities	Internal Control Activity				Effectiveness of Internal Control			Risk Assessment				Mitigation Action	Progress on Action
			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
															<ul style="list-style-type: none"><li>Conduct periodic audits of investigation protocols to maintain compliance.</li></ul>	Pending
															<ul style="list-style-type: none"><li>Provide training on investigative standards and ethics for all staff.</li></ul>	Completed
4.2.2		Confidentiality and data protection	<ul style="list-style-type: none"><li>Maintain confidentiality or sensitive information and fallow data protection protocols</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Implement strict access controls for investigation records.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Conduct regular security audits to prevent data breaches.</li></ul>	Completed
4.2.3		Legal compliance review	<ul style="list-style-type: none"><li>Conduct reviews to ensure that investigation outcomes comply with legal requirement</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Develop a compliance checklist for investigation procedures.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Ensure legal oversight in investigation outcomes through expert review.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Maintain detailed documentation to support legal scrutiny.</li></ul>	Completed
4.3		Strategic	Alignment of investigation goals with organizational objectives	<ul style="list-style-type: none"><li>Ensure investigation scope and objectives align with strategic priorities</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Ensure investigation priorities align with the organization’s risk management strategy.</li></ul>
4.3.1	<ul style="list-style-type: none"><li>Integrate investigation findings into strategic decision-making.</li></ul>															Completed

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
															• Conduct regular reviews to assess alignment with broader objectives.	Completed	
4.3.2		Impact analysis or investigation findings	• Evaluation now findings impact strategic goals and make recommendations for improvement			✓				✓	✓					• Develop a framework for measuring the strategic impact of investigations.	Completed
																• Ensure findings lead to actionable recommendations for organizational improvement.	Completed
																• Conduct post-investigation reviews to track the effectiveness of implemented changes.	Completed
4.3.3		Continuous improvement based on investigation results	• Apply lessons learned to refine investigation processes and improve future outcomes				✓		✓		✓					• Implement a feedback loop to refine investigation processes.	Completed
																• Use data analytics to identify recurring issues and trends.	Completed
																• Conduct periodic training updates based on lessons learned.	Completed
4.4	Reputaional	Transparency in Investigation process	• Develop transparent communication protocols to manage stakeholder expectation		✓				✓		✓				• Develop clear guidelines on investigation disclosure policies.	Completed	
4.4.1																	

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
															<ul style="list-style-type: none"> <li>Establish protocols for stakeholder communication while maintaining confidentiality.</li> </ul>	Completed
4.4.2		Public disclosure or investigation results (as appropriate)	<ul style="list-style-type: none"> <li>Shave investigation outcomes with relevant trust while protecting sensitive information</li> </ul>			✓				✓	✓				<ul style="list-style-type: none"> <li>Create a disclosure framework that balances transparency with confidentiality.</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Ensure investigation summaries are accessible to authorized stakeholders.</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Conduct risk assessments before public disclosures to mitigate potential backlash.</li> </ul>	Completed
4.4.3		Conflict or interest management in investigation	<ul style="list-style-type: none"> <li>Implement a conflict of interest policy to ensure impartiality in investigation activities</li> </ul>				✓			✓	✓				<ul style="list-style-type: none"> <li>Implement a strict conflict-of-interest declaration policy for investigators</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Ensure independent oversight in investigations involving senior officials.</li> </ul>	Completed
															<ul style="list-style-type: none"> <li>Establish mechanisms for anonymous reporting of conflicts of interest.</li> </ul>	Completed

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4.5	Political/ Geopolitical	Sensitivity to political and cultural context	<ul style="list-style-type: none"><li>Ensure investigation processes respect political and cultural sensitivities where applicable</li></ul>		✓					✓		✓				<ul style="list-style-type: none"><li>Train investigators on handling politically or culturally sensitive cases.</li></ul>	Completed
4.5.1																<ul style="list-style-type: none"><li>Ensure impartiality and neutrality in politically charged investigations.</li></ul>	Completed
4.5.2		Data security for sensitive investigation information	<ul style="list-style-type: none"><li>Implement strict data security measures for handling and storing sensitive information</li></ul>			✓			✓			✓				<ul style="list-style-type: none"><li>Implement advanced cyber security measures to protect confidential data.</li></ul>	Pending
																<ul style="list-style-type: none"><li>Restrict data access to authorized personnel only.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Conduct frequent security audits to prevent leaks.</li></ul>	Completed
4.5.3		Escalation procedures for politically sensitive issues	<ul style="list-style-type: none"><li>Establish escalation protocols for cases involving politically or culturally sensitive matters</li></ul>				✓			✓	✓					<ul style="list-style-type: none"><li>Establish a structured escalation framework for high-risk cases.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Define clear reporting lines for sensitive matters.</li></ul>	Completed
	<ul style="list-style-type: none"><li>Engage legal and government advisory bodies for guidance on politically sensitive cases.</li></ul>															Completed	

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
05	Internal Control Assessment Report for Accounting, Financial Statement Preparation, Administration, Procurement, and Vehicle Control Activities															
5.1	Operational															
5.1.1		Budgeting and Financial Planning	<ul style="list-style-type: none"><li>Establish a comprehensive budget with line-item details, aligning allocations with departmental priorities</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Conduct quarterly budget reviews to track financial performance</li></ul>	Completed
5.1.2		Expense Tracking and Monitoring	<ul style="list-style-type: none"><li>Implement automated tracking and alerts for budget overages; regular review at set intervals</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Deploy automated expense tracking software for real-time monitoring.</li></ul>	Completed
													<ul style="list-style-type: none"><li>Set up budget threshold alerts for over spending warnings.</li></ul>	Completed		
												<ul style="list-style-type: none"><li>Conduct regular financial reconciliations to identify discrepancies.</li></ul>	Completed			
5.1.3		Payroll and Benefits Management	<ul style="list-style-type: none"><li>Ensure accuracy in payroll calculations, timely distribution of salaries and benefits</li></ul>				✓			✓	✓				<ul style="list-style-type: none"><li>Ensure payroll automation to minimize errors.</li></ul>	Completed
													<ul style="list-style-type: none"><li>Conduct regular audits to verify payroll accuracy.</li></ul>	Completed		
5.1.4		Financial reporting processes, operational procedures for compiling financial data, and timely submission.	<ul style="list-style-type: none"><li>Standardized procedures and automated tools.</li><li>Review processes to identify and fix errors.</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Implement standardized financial reporting templates.</li></ul>	Completed
							✓			✓	✓				<ul style="list-style-type: none"><li>Use financial dashboards for real-time data analysis.</li></ul>	completed
														<ul style="list-style-type: none"><li>Establish a compliance review team for financial reports.</li></ul>	completed	

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
5.1.5		Procurement Planning	<ul style="list-style-type: none"><li>Develop procurement plans with clear specifications, timelines, and approved budgets</li></ul>		✓										<ul style="list-style-type: none"><li>Conduct cost-benefit analyses before major purchases.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Implement E-procurement systems for transparency.</li></ul>	Completed
5.1.6		Vendor Selection and Contract Management	<ul style="list-style-type: none"><li>Implement structured vendor selection processes, including due diligence and contract compliance</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Use competitive bidding processes for vendor selection.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Maintain vendor performance review records.</li></ul>	Completed
5.1.7		Inventory and Asset Management	<ul style="list-style-type: none"><li>Regularly track and manage inventory to prevent misappropriation and loss</li></ul>			✓				✓				<ul style="list-style-type: none"><li>Implement barcode or RFID tracking for asset monitoring.</li></ul>	Pending	
														<ul style="list-style-type: none"><li>Conduct quarterly inventory audits.</li></ul>	Completed	
														<ul style="list-style-type: none"><li>Establish preventive maintenance schedules for high-value assets.</li></ul>	Completed	
5.1.8		Vehicle Allocation and Usage Monitoring	<ul style="list-style-type: none"><li>Implement tracking system for vehicle use, ensuring vehicles are used only for authorized purposes</li></ul>			✓				✓		✓		<ul style="list-style-type: none"><li>Implement GPS tracking for official vehicles.</li></ul>	Not attend	
														<ul style="list-style-type: none"><li>Develop a vehicle usage policy to ensure accountability.</li></ul>	Completed	
														<ul style="list-style-type: none"><li>Assign vehicle logs to track mileage and fuel consumption.</li></ul>	Completed	
5.1.9		Vehicle Maintenance Scheduling	<ul style="list-style-type: none"><li>Schedule routine maintenance for all vehicles to ensure operational efficiency and safety</li></ul>		✓					✓	✓			<ul style="list-style-type: none"><li>Set up automated maintenance alerts.</li></ul>	Pending	
														<ul style="list-style-type: none"><li>Maintain detailed service records for all vehicles.</li></ul>	Completed	

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E			
	5.1.10														<ul style="list-style-type: none"><li>Establish contracts with certified maintenance providers.</li></ul>	Completed	
		Fuel Expense Monitoring	<ul style="list-style-type: none"><li>Track fuel usage and compare with expected consumption rates to detect anomalies</li></ul>			✓				✓	✓					<ul style="list-style-type: none"><li>Use fuel management systems to track consumption.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Conduct monthly fuel usage audits to detect anomalies.</li></ul>	Completed
5.2	Compliance & Legal	Compliance with Financial Regulations	<ul style="list-style-type: none"><li>Ensure adherence to financial regulations and standards in all accounting and procurement practices</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Conduct periodic internal audits to ensure adherence to financial regulations.</li></ul>	Completed	
5.2.1															<ul style="list-style-type: none"><li>Provide ongoing compliance training for finance and procurement staff.</li></ul>	Completed	
															<ul style="list-style-type: none"><li>Implement automated compliance tracking systems.</li></ul>	Not attend	
5.2.2		Document Retention and Archiving	<ul style="list-style-type: none"><li>Establish policies for document retention to meet legal and audit requirements</li></ul>				✓			✓	✓				<ul style="list-style-type: none"><li>Develop a document retention policy aligned with legal and regulatory requirements.</li></ul>	Completed	
															<ul style="list-style-type: none"><li>Schedule regular reviews and disposal of outdated financial records.</li></ul>	Completed	
5.2.3	Audit Trail Maintenance	<ul style="list-style-type: none"><li>Maintain a clear, secure audit trail for all transactions to enhance traceability</li></ul>			✓				✓	✓				<ul style="list-style-type: none"><li>Ensure all transactions are digitally recorded with timestamps.</li></ul>	Completed		
														<ul style="list-style-type: none"><li>Conduct routine audit trail verifications for accuracy.</li></ul>	Pending		

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
5.2.4		Adherence to regulatory requirements, accounting standards, and legal obligations in the preparation of financial statement	• Periodic compliance audits and reviews.			✓			✓	✓					• Regularly review changes in accounting and regulatory standards.	Completed
			• Training programs for staff.		✓									• Ensure external audit validation of financial statements.	Completed	
														• Maintain documentation of compliance measures for transparency.	Completed	
5.2.5		Procurement Compliance	• Ensure procurement activities comply with local and international standards and regulations		✓						✓	✓			• Implement e-procurement systems for process transparency.	Completed
															• Ensure procurement policies align with national and international standards.	Completed
															• Conduct periodic procurement audits to identify risks.	Completed
5.2.6	Vehicle Licensing and Insurance Compliance	• Ensure all vehicles have valid licenses and are insured as required by law	✓					✓		✓				• Maintain a database tracking license and insurance expirations.	Completed	
														• Set up automated renewal alerts to prevent lapses.	Completed	
														• Conduct quarterly compliance checks for all government vehicles.	Pending	

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5.3	Strategic	Alignment of Financial and Procurement Goals.	<ul style="list-style-type: none"><li>Align financial and procurement planning with organizational goals</li></ul>		✓					✓	✓					<ul style="list-style-type: none"><li>Develop a financial strategy roadmap aligned with organizational objectives.</li></ul>	Completed
5.3.1																<ul style="list-style-type: none"><li>Conduct cross-departmental planning for better alignment.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Implement KPIs to track financial and procurement efficiency.</li></ul>	Completed
5.3.2		Alignment of financial reporting with the organization's strategic goals.	<ul style="list-style-type: none"><li>Strategic alignment checks during reviews.</li></ul>			✓				✓	✓					<ul style="list-style-type: none"><li>Ensure financial reports reflect long-term organizational priorities.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Conduct bi-annual financial strategy assessments.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Align budget allocation with performance-driven objectives.</li></ul>	Completed
5.3.3		Financial and Procurement Performance Analysis	<ul style="list-style-type: none"><li>Regularly analyze performance to identify improvement opportunities</li></ul>				✓			✓	✓					<ul style="list-style-type: none"><li>Establish real-time financial dashboards for monitoring.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Conduct quarterly financial performance reviews.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Implement benchmarking studies to compare procurement efficiency.</li></ul>	Completed

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5.3.4		Strategic Resource Allocation	<ul style="list-style-type: none"><li>Allocate resources efficiently to support operational and strategic effectiveness</li></ul>				✓			✓	✓					<ul style="list-style-type: none"><li>Use data-driven decision-making tools for budget planning.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Align procurement and resource allocation with project priorities.</li></ul>	Completed
																<ul style="list-style-type: none"><li>Conduct cost-benefit analyses before major financial commitments.</li></ul>	Completed
5.4	Reputational	Transparency in Financial and Procurement Reporting	<ul style="list-style-type: none"><li>Implement transparent practices in financial and procurement reporting to maintain trust</li></ul>							✓	✓					<ul style="list-style-type: none"><li>Publish annual financial reports for public accountability.</li></ul>	Completed
<ul style="list-style-type: none"><li>Implement open procurement practices to reduce fraud risk.</li></ul>																Completed	
5.4.2																Conflict of Interest in Financial Transactions	<ul style="list-style-type: none"><li>Establish controls to manage potential conflicts of interest in all transactions</li></ul>
		<ul style="list-style-type: none"><li>Enforce strict ethical policies for finance and procurement teams.</li></ul>	Completed														
5.4.3		Transparency and accuracy in financial reporting.	<ul style="list-style-type: none"><li>Enhanced review controls and external audits.</li></ul>			✓					✓	✓				<ul style="list-style-type: none"><li>Establish real time financial monitoring system to detect discrepancies</li></ul>	Pending
																<ul style="list-style-type: none"><li>Provide periodic training to financial officers on best practices for transparent reporting</li></ul>	Completed

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
5.4.4		Public Procurement Disclosures	<ul style="list-style-type: none"><li>Disclose procurement information to stakeholders, following transparency guidelines</li></ul>				✓			✓	✓				<ul style="list-style-type: none"><li>Maintain a public procurement database for transparency.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Provide stakeholder briefings on procurement decisions.</li></ul>	Pending
															<ul style="list-style-type: none"><li>Implement whistleblower protections to report procurement misconduct.</li></ul>	Completed
5.4.5		Public Perception of Vehicle Use	<ul style="list-style-type: none"><li>Ensure vehicle use policies are followed to maintain public trust in the organization’s resource management</li></ul>				✓			✓	✓				<ul style="list-style-type: none"><li>Enforce strict policies on official vehicle usage.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Maintain vehicle usage logs for accountability.</li></ul>	Completed
5.5	Political/ Geopolitical	Adaptability to Changes in Government Policy	<ul style="list-style-type: none"><li>Monitor and adjust financial and procurement activities in response to policy changes</li></ul>		✓					✓	✓				<ul style="list-style-type: none"><li>Establish a policy monitoring team to track legislative updates.</li></ul>	Completed
5.5.1																<ul style="list-style-type: none"><li>Adjust financial strategies proactively to regulatory changes.</li></ul>
5.5.2			Protection of Sensitive Financial and Procurement Information	<ul style="list-style-type: none"><li>Implement data protection measures for sensitive financial and procurement information</li></ul>		✓					✓	✓			<ul style="list-style-type: none"><li>Implement cyber security measures to protect sensitive data.</li></ul>	Completed
															<ul style="list-style-type: none"><li>Restrict financial data access to authorized personnel.</li></ul>	Completed
														<ul style="list-style-type: none"><li>Conduct regular data security audits.</li></ul>	Completed	

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			(Policies & Procedures)	DI	PR	DE	CR	L	M	H	L	M	H	E		
5.5.3		Impact of external geopolitical factors on financial performance and reporting.	• Monitoring regulatory changes.		✓										• Monitor global economic trends affecting financial stability.	Completed
			• Interim adjustments and certifications.				✓			✓	✓				• Establish financial risk mitigation plans for geopolitical risks.	Completed
															• Maintain alternative procurement sources to counter supply chain disruptions.	Completed
5.5.4		Escalation Protocol for Political Sensitivities	• Establish procedures for handling politically sensitive financial or procurement issues				✓		✓			✓			• Develop political risk assessment frameworks	Pending
														• Train finance teams on handling politically sensitive transactions.	Completed	
														• Maintain open communication channels with policymakers.	Completed	
5.5.5	Vehicle Use in Sensitive Areas	• Develop protocols for vehicle use in politically sensitive areas to avoid misinterpretations				✓			✓	✓				• Train drivers and staff on risk management in sensitive areas.	Completed	
														• Monitor vehicle movement in high-risk locations.	Completed	

I certify that the internal control system implemented for effective financial control has been consistently applied throughout the year. The system undergoes periodic review and monitoring, with necessary amendments made to ensure its effective implementation by the entity.

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Accounting Officer

.....  
Date