



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

MINISTRY OF THE ECONOMY, PLANNING AND  
REGIONAL DEVELOPMENT

# MINEPAT RISK MAPPING

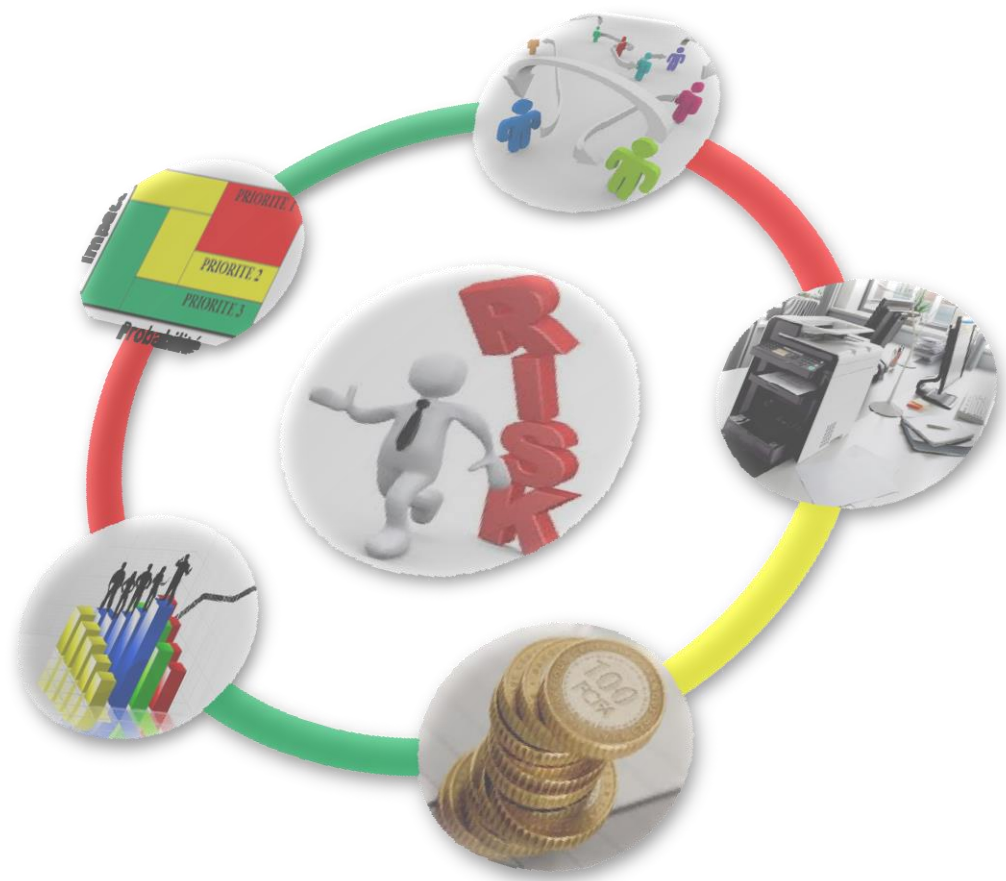


FINAL REPORT - PHASE 1

*Central Services*

August 2020

# MINEPAT RISK MAPPING



Carried out in August 2020

The risk mapping complemented by a risk management plan for the Ministry of the Economy, Planning and Regional Development (MINEPAT) was carried out by the Working Group (WG) set up by Decision No. 1113/D/MINEPAT/SG/DAJ of 14 October 2016 following widespread consultations with managers of the Ministry's four programmes, namely:

- ☞ **Programme 301:** Governance and institutional support of the economy, planning and regional development sub-sector;
- ☞ **Programme 302:** Support to economic recovery for growth acceleration;
- ☞ **Programme 303:** Improve on the contribution of economic partnerships and regional integration in achieving Cameroon's development objectives;
- ☞ **Programme 304:** Strengthening development planning and intensifying land use planning actions.

In this document, the masculine gender is used without any form of discrimination whatsoever and solely with the aim of making the text easier to read.

## FOREWORD



The stakes and challenges to be overcome by the Ministry of the Economy, Planning and Regional Development (MINEPAT) are numerous and diversified. The formulation and implementation of the nation's economic, planning and regional development policy must meet the exigencies of public administration modernization and results-based management promotion. To this effect, MINEPAT has to be at the forefront of satisfying the beneficiaries of public action.

It is therefore in cognizance of this noble mission and challenging responsibility that the formulation of risk mapping was undertaken. It is a modern instrument for the measurement and management of the influence of disturbing phenomena of internal or external origin, on the attainment of expected outcomes of an organization.

This approach thus enabled in a participatory manner to identify, analyze, evaluate and graphically represent risks inherent to the Ministry's activities. The risks listed out, their causes and effects, cover the entire components of management: human, information and communication as well as organizational, financial and material resources. The risks considered are hinged on the four programmes underlying the Ministry's scope of interventions.

The management plan that stems from their analysis detailly unveils all the operational actions and tasks. Their implementation will be incumbent on Managers of Programmes, actions or activities, in coherence with the Ministry's chain of responsibilities.

As an innovative initiative in the public affairs management environment, this risk mapping intends to be:

- a decision support tool;
- a strategic and operational oversight instrument that enables to better manage the effects of unexpected phenomena on the achievement of outcomes;
- a medium for improving on the performance of Programmes, through a better management of available resources;
- a mechanism for strengthening the efficiency of the internal control system.

This is why I am inviting all the performance chain stakeholders to own this modern management tool for organizations. Besides, it is now up to Managers of Programmes to take all measures necessary to ensure programming and implementation using Annual Work Plans, actions which fall under their remit.

The ultimate objective being to create an environment conducive for effectively and efficiently accomplishing the missions assigned to our ministry in a bid to contribute in achieving the emergence objectives of the Development Vision by the year 2035. It is worth recalling that this emergence was transformed into a national cause by the President of the Republic, His Excellency Paul Biya.

I therefore entreat each and every one of you to make good use of MINEPAT's risk mapping.

*Minister of the Economy, Planning and  
Regional Development*



Alain OUSMANE MEY

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## ACRONYMS AND ABBREVIATIONS

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<b>MTEF</b>	Mid-Term Expenditure Framework
<b>CONSUPE</b>	Supreme State Audit
<b>DAJ</b>	Director of Legal Affairs
<b>DD</b>	Divisional Delegate / Divisional Delegation
<b>DPRPC</b>	Public Relations, Promotion and Communication Division
<b>RD</b>	Regional Delegate / Regional Delegation
<b>GESP</b>	Growth and Employment Strategy Paper
<b>PAE</b>	Public Administrative Establishments
<b>RBM</b>	Results-Based Management
<b>IGEFS</b>	General Inspectorate of Services Operations Assessment
<b>MINEPAT</b>	Ministry of the Economy, Planning and Regional Development
<b>MINMAP</b>	Ministry of Public Contracts
<b>MINTP</b>	Ministry of Public Works
<b>CDP</b>	Council Development Plans
<b>PPBM</b>	Planning- Programming- Budgeting- Monitoring/Evaluation
<b>PINORAC</b>	Programme for the Introduction of Performance Standards in Cameroon's Administration
<b>PROMAGAR</b>	Modernization Programme of Cameroon's Administration through the Introduction of Results-Based Management
<b>FR</b>	Financial Resources
<b>HR</b>	Human Resources
<b>ICR</b>	Information/Communication Resources
<b>MR</b>	Material Resources
<b>OR</b>	Organizational Resources
<b>DS</b>	Devolved Services
<b>SG</b>	Secretariat General

## EXECUTIVE SUMMARY

Since 2016, the Ministry of the Economy, Planning and Regional Development (MINEPAT) has embarked in formulating the Ministry's risk mapping plan together with a major risk management plan. This mapping is a measurement and control instrument aimed at improving on the implementation of the Ministry's programs and mastering factors likely to negatively influence performance. It also enables the strengthening of the internal control mechanism through the formulation and implementation of multi-annual audit plans.

The methodology for preparing risk mapping hinged on four (4) points: (1) identification; (2) analysis; (3) assessment; and (4) graphic representation of risks. The first phase, the purport of this report, concerns MINEPAT as an institution as well as its four (4) programs.

The methodology for preparing the risk management plan was, on its part, done in two phases, namely: (1) identification of corrective actions which was generally carried out through focus groups discussions between WG teams and Management Controllers of each program. These deliberations were then submitted for validation by program managers; (2) formulation of risk control plans, the essential of the work of which focused on the identification of tasks to be carried out for each corrective action as well as officials charged with following up their implementation.

The main results obtained from risk mapping are presented at three levels:

### *☞ At the level of MINEPAT as an institution*

The main major risks inherent in the operation of MINEPAT include the following:

The late disbursement of financial Resources; late issuance of exit permits; withholding of information by sector-based administrations; delay in issuing signing powers for agreements; delay in rendering project documents available; overlapping of missions with other administrations; overlapping of missions amongst programs; late disbursement of Resources; delays linked to: service provision, procurement processes and processing expenditure documents; lack of an organic dispensation organic framework and unavailability of an administrative procedures manual.

### *☞ At the level of programmes*

The risks outlined here are those identified per scope and common to each of the programs. They entail:

For the "Human Resources" component: inadequate staff performance and staff irregularity/absence.

*As for the "Material Resources" component, we can mention:* prolonged electrical power cuts/failure and inadequate maintenance of computer infrastructures.

The “Financial Resources” component, we can mention: financial under-estimation of some activities; late provision of Resources; mismanagement/embezzlement of funds and non-implementation of some activities.

For “Organizational Resources”, we can mention the coincidence of several meetings in the same hall; conflict of competence and untimely entrance of users into offices.

For the “Information and Communication Resources”, we have: loss/delay in mail forwarding; malfunctioning of internet services and poor translation of some documents.

☞ *At the level of each specific programme*

1) Programme 301: “**Governance and institutional support to the economy, planning and regional development sub-sector**”

The following can be mentioned: inadequate staff performance; mismatch between Resources and evolution of staff strength; shortage of office equipment for staff; lack of adequate maintenance of the computer infrastructures and precarious health of some members of staff.

2) Programme 302: “**Support to economic recovery for growth acceleration**”

Poor accessibility to economic information; malfunction of internet services and conflicts of competence represent the specific risks inherent to Programme 302.

3) Programme 303: “**Improve on the contribution of economic partners and regional integration to achieving the Cameroon’s development objectives**”

Under Programme 303, we can mention: poor translation of some documents; financial under-estimation of some activities; non-implementation of some programmed activities; delays in issuing non-objection by partners; delays and/or non-payment of statutory contributions in international organizations and non-involvement of some officials in budget preparatory activities are among the major risks impacting on the performance of the programme.

4) Programme 304: “**Strengthening development planning and intensifying land use planning actions**”

The risks involved here include: non-implementation of some programmed activities; delays in payment of counterpart funds; information not shared amongst services; delays in issuing non-objections by partners; proliferation of spontaneous project proposals by some partners.

The formulation of the risk mapping should fall in line with a wider vision aimed at entrenching the integrated management process of major risks within MINEPAT, given that zero risk does not exist. The risk frequency and severity change over time, risks diversify and become complex with dominos effects at times. The top-down approach used led to the collection, not of opinions of all categories of the Ministry’s staff, but

those of managers of programmes and actions. As such, some adjustments in the continuation of the process will enable to fill the gaps observed.

The multi-services and disciplinary working group set up encountered difficulties both in designing and implementing this activity. The latter being new for MINEPAT, its design was based on the “trial and error” principle. This necessitated methodological and practical readjustments with the consequence of failure to meet deadline granted with the general calendar. However, data thus collected was subjected to an in-depth analysis, the results of which are contained in this report.

## 1. GENERAL INTRODUCTION

### 1.1. Context and justification

As part of the modernization of its socio-economic development policy, the Government of Cameroon embarked on major public finance reforms, top amongst which is the adoption of Law No. 2007/006 of 26 December 2007 relating to the Fiscal Regime of the State which introduced the concept of performance in the conduct of public affairs and enshrined programme-based budgeting. It is in the same light that as early as 2007, the Government set up the Modernization Programme of Cameroon's Administration through Results-Based Management (PROMAGAR), as well as the Programme for the Introduction of Performance Standards in Cameroon's Administration (PINORAC) in a bid to rendering effective the evaluation of professional performance with results hinging on the general rules and regulations governing the State Public Service.

This desire of modernizing public administration was thus materialized by assigning the evaluation of service performance and functioning to the Inspectorate General and reaffirmed through the adoption of Laws No. 2018/012 of 11 July 2018 relating on the financial regime of the State and other public entities and No. 2018/011 of 11 July 2018 on the code of transparency and good governance in the management of public finance in Cameroon.

Yet, though this legal arsenal reflects Government's desire to make public service an economic development tool par excellence, it is however certain that numerous constraints continue to curtail the actions of public agents. In fact, several uncontrolled or often neglected internal or external phenomena referred to as risks affect the achievement of results and by so doing their impacts on beneficiaries.

It is on the strength of these findings that the Ministry of the Economy, Planning and Regional Development embarked on the process of formulating a risk mapping. It is a measurement and control instrument of these disturbing phenomena in such a way as to alleviate their impacts on the efficient and effective implementation of activities and encourage the achievement of expected results.

The Working Group set up by Decision No. 1113/D/MINEPAT/SG/DAJ of 14 October 2016 thus had the mandate of preparing the risk mapping linked to the functioning of all the services of the Ministry while proposing the management plan pertaining thereto.

## 1.2. Definitions, objectives and benefits of risk mapping

Risk mapping refers to the objective and structured identification and description of the risks facing an organization. It is an analysis framework which describes and characterizes risks. It is generally defined using three dimensions, namely: occurrence of the event, consequences of the event and management (risk management). Risk in its general dimension can be defined as any event likely to influence the achievement of the results set by an organization. It is the effect of uncertainty in achieving objectives.

In fact, to improve on the performance of structures of the Ministry, it is fundamental to establish a risk profile. This ambition requires an organization to produce mapping which will be the starting point of mobilizing actors around risk control. Thus, possessing risk mapping complemented by an integrated risk management plan for MINEPAT will mainly contribute in strengthening programme performance and by so doing the Ministry's resilience.

More specifically, the activity aims at:

- ☞ establishing consensus on the table of risks identified within the Ministry's Programmes;
- ☞ describing the Ministry's risk appraisal;
- ☞ representing risk impacts on performance criteria;
- ☞ establishing a processing plan for major risks;
- ☞ charting the Ministry's integrated risk management plan.

The potential benefits of this activity are as follows:

- ☞ sink to sensitize and engage the Ministry's officials on integrating risks in their daily actions;
- ☞ better understanding of threats to the achievement of the Ministry's objectives;
- ☞ improve on the planning and response capacity of Managers of Programmes;
- ☞ clarify priorities and allocation of Resources defined in the risk management plan;
- ☞ support tool for implementing principles of global and integrated approach to performance.

## 1.3. Recipients of the activity

As a support tool to decision-making, the risk mapping is a management instrument in that it enables to control risks using adequate measurements. The latter helps to better plan activities and organize available Resources.

The undermentioned MINEPAT officials will obviously have answers to their concerns:

- ☞ Minister;
- ☞ Secretary General;
- ☞ Inspectors General;
- ☞ Directors General;
- ☞ Directors;
- ☞ Regional Delegates.

#### **1.4. Use**

The document on risk mapping complemented by a management plan of the risks in question for MINEPAT will be used as follows:

- a strategic and operational monitoring tool to better manage problematic situations that rise, if possible, resolve them before they worsen;
- an important input in preparing the Annual Work Plan in order to integrate Resources necessary for dealing with possible risks;
- a monitoring/evaluation tool of the performance of programmes, thereby enabling to make the best use of available Resources.

The other parts of the report outline the results of the first phase of the drafting process of MINEPAT's risk mapping which hinges on the following points:

- ☞ methodology, limits and constraints (I);
- ☞ risk mapping (II);
- ☞ risk management (III);
- ☞ monitoring/evaluation mechanism (IV).



## 2. METHODOLOGY, CONSTRAINTS AND WEAKNESSES

This part outlines the methodology adopted to obtain results while mentioning constraints and limits pertaining thereto.

### 2.1. Methodology

Within the framework of this work, two entities were considered, namely:

- ☞ the MINEPAT institution;
- ☞ four (4) management units of Programmes: 301, 302, 303 and 304.

Each programme management unit is characterized by a set of structures intervening directly in its implementation.

Risks have been grouped into five (5) components: Human Resources, Material Resources, Financial Resources, Organizational Resources and Information/Communication Resources.

The methodological approach used in formulating MINEPAT's risk mapping mainly draws inspiration from the ISO 31000 standard of the internal COSO<sup>1</sup> control referential. This standard aims at devising a risk management plan to make it possible to achieved set objectives.

This approach can be summarized in five (5) stages:

- ☞ risk identification;
- ☞ risk analysis;
- ☞ risk evaluation;
- ☞ graphic representation;
- ☞ preparation of the risk management plan.

#### 2.1.1. Risk identification

Risk identification is a process which consists in gathering information on the functioning of an organization, threats facing it and elements exposed to these threats (vulnerabilities).

The risk identification phase was carried out using a given number of tools including a questionnaire, pre-established list of potential risks, technical sheet outlining the project and interview guide (see annex).

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<sup>1</sup> Committee of Sponsoring Organizations of the Treadway Commission

Two approaches were combined for risk identification: the bottom-up and top-down approaches.

The bottom-up approach consists in transmitting information from the constituent structures of various entities mentioned above to Working Groups (WG). Within each Programme, risk identification was carried out using discussion groups and semi-directed interviews with managers of actions. The latter could either retain pre-identified potential risks by the WG, or modify them or even formulate new risks inherent to the implementation of their actions.

As for the top-down approach, the WG organized validation meetings with managers of programmes. Information thus gathered enabled to supplement, if need be, the one gleaned from managers of actions.

At the end of this phase, the consolidation of identified risks was done within each programme.

### **2.1.2. Risk analysis**

It is a process aimed at estimating the risk level using occurrence probability of threats and potential impacts. It thus enables to know precisely the nature of risks, distinguish major and minor risks in order to establish a priority list and choose the more appropriate processing options to alleviate their impact.

The occurrence probability was appraised using a scale graded from 1 to 5: *1= very unlikely; 2= unlikely; 3= unusual, but likely; 4= likely; 5= very likely.*

As for the potential impact or severity of consequences, the scale used was: *1= Very weak; 2= Weak; 3= Average; 4= Strong; 5= Very strong.*

Concerning performance, four criteria were retained: outcome, cost, timeframe and quality to which weighting coefficients were assigned as 0.5; 0.3; 0.1 and 0.1, respectively. This weighting is justified by the fact that the criteria in question do not impact on the achievement of results with the same acuity. However, the global impact of risks on performance is obtained by getting the weighted sum of potential impacts of various criteria.

The interaction of qualitative scales of occurrence probability and global impact has enabled to associate a new risk to each major risk (see annex A).

### **2.1.3. Risk assessment**

It generally enables to determine the risks requiring the introduction of processing measures in order to alleviate the significance of the occurrence impact and allocate a priority to it.

Practically, this stage of evaluation has enabled managers of actions interviewed to indicate, at the tail end of the chain, the priority granted to the management of each risk. The process started off with a risk evaluation meeting of each programme depending on the availability of each manager of an action. Thereafter, collection teams compiled and integrated data obtained from questionnaires filled by managers of actions in the harmonized questionnaire of each programme. Also, the exercise was carried out with the participation of the Management Controller per programme, and the harmonized questionnaire was at the end forwarded to the Programme Manager for validation.

Besides this risk prioritization model which is based on guidelines of the organization's management policy or priority objectives of programme management units, it is also possible to prioritize risks depending on the following choices: occurrence probability; risk level (criticality) and potential impacts on performance.

The study which falls in line with the dynamic and interactive process, also allows for the possibility, as time goes on, to review new strategic or macro-economic guidelines, priority level granted to risks or that new risks should appear and impact on processing main lines.

#### 2.1.4. Graphic representation

After work relating to risk identification, analysis and assessment, it is necessary to graphically outline essential data for a better visualization of results obtained through:

- ☞ the **double-entry** table (annex B), which represents risks following two orthogonal axes with the x-axis as the occurrence probability and, the ordinate axis for performance impact. To this end, the occurrence probability value was obtained at the time of analysis whereas the global impact value on performance was obtained by getting the weighted sum of the potential impacts of various criteria (outcome, timeframe, cost and quality).
- ☞ the **radar graph (potential impact on performance and global impact)** (annex C), which is used to represent major risks on a multiaxe diamond-shaped graph consisting of at least two quantitatively graded dimensions. As such, both potential impact values on outcomes, cost, timeframe and quality and global impact on performance are represented.

#### 2.1.5. Formulation of the risk management plan

The risk management plan is a compilation of all prioritized risks, actions or measures to be implemented, implementation officials and those assigned to monitoring/evaluation.

It is an essential tool in supporting structures and instilling risk-bearing in the process of improving on the performance of services within the Ministry. Its formulation and permanent updating is therefore indispensable.

To this end, the process leading to its formulation was carried out in five (5) phases. The assignment of costs and tasks was not taken into consideration as a result of its complexity. Implementation officials will dwell on this issue.

**Phase 1** focused on the re-ownership by data collection teams of major risks evaluated and validated by Managers of each Programme.

**Phase 2** consisted in determining factors that favour the occurrence of major risks. This was done during meetings of data collection teams assisted by management controllers and Resource persons. The results of this phase were brought to the attention of Managers of Programmes for ownership.

**Phase 3** on its part enabled Managers of Programmes, Management Controllers, Resource persons and teams to analyse and validate the work of stage 2 together. During this stage, Managers took a stance on risk factors and priority actions to be carried out in their management.

**Phase 4** dwelt on team work within each programme in order to determine activities and tasks to be carried out in relation to risk factors previously identified. The teams in question assisted by Management Controllers and Resource persons also proposed officials for implementation and monitoring/evaluation.

**Phase 5** finally enabled the technical secretariat to consolidate proposals made within programmes in a common template. This template was submitted for scrutiny and validation to the rest of WG members.

## **2.2. Constraints and limits**

This self-criticism part generally outlines methodological and practical limits as well as constraints linked to this study and which remain perfectible.

### **2.2.1. Weaknesses**

It is worth pointing out that the study chose an orientation based on responsibilities (advocated for alignment to the programme-based budget) for which a dose of subjectivity is often associated instead of the one based on processes, though more costly in terms of Resources, but also more precise for risk quantification. Also, data collected do not enable to estimate the risk premium given that the impact is not always financially enhanced. As such, actions to be carried out are managed by implementation officials who set aside a reasonable budget subject to constraints of the budget package allocated on which they do not have entire control.

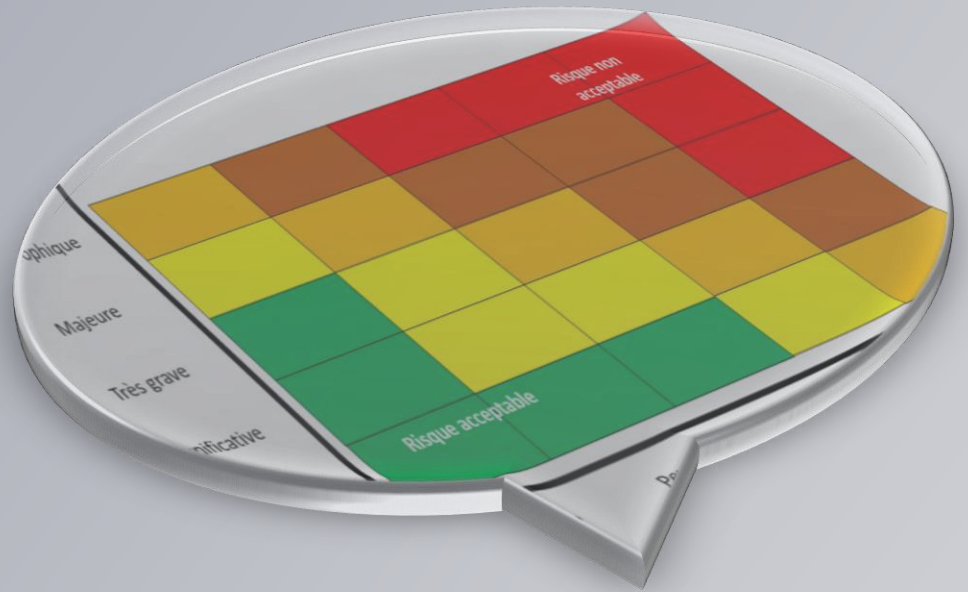
However, risk management is presented as a process which ought to have a positive impact on the performance of public organizations and it would like to see a profile and see how its implementation is linked to generally recognized good practices.

### **2.2.2. Constraints**

Two major constraints should be underscored within the framework of this work: constraint related to the adaptability of the process and that relevant to the context.

As to adaptability, it is important to point out that risk management is a new process in public administrations. It is generally implemented in the insurance, banking and computer science sectors, and its adaptation within the framework of a public administration such as MINEPAT was not easy, especially as such an approach has no known precedent in public administration.

That is why the lack of a methodological framework specific to the Cameroon's administration required methodological adjustments having needed a readjustment of the global schedule of activities.



# RISK MAPPING OUTCOMES

### 3. RISK MAPPING OUTCOMES

The results are outlined for each of the four programmes, in particular and for MINEPAT as an administrative entity, in general. They concern the stages of identification, analysis and assessment of major risks.

#### 3.1. Programme 301: governance and institutional support of the economy, planning and regional development sub-sector

##### 3.1.1. Risks identified

Field data collection enabled to identify the risks listed in the table below:

**Table 1:** Risks identified in Programme 301

Components	Risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Inadequate motivation</li> <li>- Non-respect working hours</li> <li>- Insufficient staff</li> <li>- Late management of newly recruited staff</li> <li>- Insufficient or inadequate capacity</li> <li>- Absence at workstation</li> <li>- Insufficient devotedness to the task</li> <li>- Brain drain</li> <li>- Staff mobility</li> <li>- Non-respect of hierarchy</li> <li>- Corruption</li> <li>- Vacant post management</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Supply of defective computer equipment</li> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burglaries</li> <li>- Fire-disasters</li> <li>- Lack/Insufficiency of infrastructure: internet network, fax, telephone, etc.</li> <li>- Lack / interruption of water supply</li> <li>- Lack of fire-extinguishers</li> <li>- Management of obsolete equipment</li> <li>- Lack of safety equipment</li> <li>- Deficit in computer equipment/consumables</li> <li>- Match of Resources to staff strength evolution</li> <li>- Geographic location of offices</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Increasing demand for off-budget Resources</li> <li>- Late notification of budget allocations</li> <li>- Financial under-estimation for some activities</li> <li>- Malfunctioning of the budget management application</li> <li>- Late provision of resources</li> <li>- Poor specialization of cooperation credits</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in supplying services</li> <li>- Delay in transferring appropriations to PAE</li> </ul>

Components	Risks
	<ul style="list-style-type: none"> <li>- Delay in procurement processing</li> <li>- Embezzlement of funds</li> <li>- Late transmission of quarterly quotas</li> <li>- Delay in processing expenditure documents</li> <li>- Allocation of economic category to inappropriate expenditure</li> <li>- Delay in mobilizing financial resources</li> <li>- Non-involvement of some officials in budget preparatory activities</li> <li>- Inclusion of recurrent activities in investment budget</li> </ul>
<p style="text-align: center;"><b>Organizational Resources</b></p>	<ul style="list-style-type: none"> <li>- Delay in the procurement processing</li> <li>- Insufficiency of the internal control process</li> <li>- Late issuing of exit permits</li> <li>- Delay in issuing legal opinions</li> <li>- Delay in rendering project documents available</li> <li>- Proliferation of spontaneous project proposals by some partners</li> <li>- Lack of collaboration with the other structures</li> <li>- Poor operationalization of existing strategies</li> <li>- Poor consideration of the spatial dimension in defining ministerial programmes and planning process</li> <li>- Inadequate expression of interest in planning</li> <li>- Insufficient internal ownership of planning tools</li> <li>- Unsatisfactory quality of drafted CDP and non- alignment of all to the GESP</li> <li>- Poor connectivity between local planning and central planning</li> <li>- Coincidence of the programming of several meetings in the same hall</li> <li>- Late convening of meetings</li> <li>- Unavailability of vehicles for field trips</li> <li>- Untimely entrance of users in offices</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions</li> <li>- Inadequate implementation of recommendations extracted from reports, notably that of GESP follow-up</li> <li>- Poor efficiency of the mechanism for economic information collection, consolidation and dissemination</li> <li>- Conflicts of competence</li> <li>- Lack of realism in ministerial MTEF</li> <li>- Overlap between meetings instructed by hierarchy</li> <li>- Late involvement of the DPRPC in preparing for MINEPAT's events</li> <li>- Lack of interest for performance evaluation</li> <li>- Inadequate ownership of evaluation tools</li> <li>- Insufficiency in the internal control process</li> <li>- Commitments taken by some unmandated members of staff of the Ministry</li> <li>- Duplication in carrying out some activities</li> </ul>
<p style="text-align: center;"><b>Information/ Communication Resources</b></p>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Late convening of meetings</li> <li>- Information leaks</li> <li>- Malfunctioning of the internet service</li> <li>- Insider dealings</li> <li>- Poor translation of some documents</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> <li>- Insufficient transmission of information (central and devolved services)</li> <li>- Insufficiency of economic promotion documents</li> </ul>

**Source:** Use of field data



Programme 301 has a total of 85 risks, 12 of which are for the *Human Resources* component, 15 for the *Material Resources* component, 17 for the *Financial Resources component*, 29 for the *Organizational Resources* component and 12 for the *information and communication Resources* component.

### 3.1.2. Analysis of risks identified

The risks identified are analyzed following three criteria: occurrence probability (i); severity of consequences (ii) and performance impact (iii).

#### i. Analysis depending on occurrence probability

After the identification phase, the use of data enabled to classify risks according to whether they are common or occasional. The former are more frequent whereas the latter are scarce. The table below outlines this classification.

**Table 2:** Classification of risks of Programme 301 depending on occurrence probability

Components	Common risks	Occasional Risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Inadequate motivation</li> <li>- Non-respect working hours</li> <li>- Inadequate staff</li> <li>- Late management of newly recruited staff</li> <li>- insufficient or inadequate capacity</li> <li>- Absence at workstation</li> <li>- Insufficient devotedness to the task</li> <li>- Brain drain</li> <li>- Staff mobility</li> </ul>	<ul style="list-style-type: none"> <li>- Non-respect of hierarchy</li> <li>- Corruption</li> <li>- Vacant post management</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Supply of defective computer equipment</li> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burglaries</li> <li>- Fire-disasters</li> <li>- Lack/Insufficiency of infrastructures: internet network, fax, telephone, etc.</li> <li>- Lack / interruption of water supply</li> <li>- Lack of fire-extinguishers</li> <li>- Management of obsolete equipment</li> <li>- Lack of safety equipment</li> <li>- Deficit in computer equipment/consumables</li> <li>- Match of resources to staff strength evolution</li> <li>- Geographic location of offices</li> </ul>	
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Increasing demand for off-budget resources</li> <li>- Late notification of budget allocations</li> <li>- Financial under-estimation for some activities</li> <li>- Malfunctioning of the budget management application</li> <li>- Late provision of resources</li> <li>- Poor specialization of cooperation credits</li> </ul>	

Components	Common risks	Occasional Risks
	<ul style="list-style-type: none"> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in supplying services</li> <li>- Delay in transferring appropriations to PAE</li> <li>- Delay in procurement processing</li> <li>- Embezzlement of funds</li> <li>- Late transmission of quarterly quotas</li> <li>- Delay in processing expenditure documents</li> <li>- Allocation of an economic category to inappropriate expenditure</li> <li>- Delay in mobilizing financial resources</li> <li>- Non-involvement of some officials in budget preparatory activities</li> <li>- Inclusion of recurrent activities in investment budget</li> </ul>	
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Delay in procurement processing</li> <li>- Insufficiency of the internal control process</li> <li>- Late issuing of exit permits</li> <li>- Delay in issuing legal opinions</li> <li>- Delay in rendering project documents available</li> <li>- Proliferation of spontaneous project proposals by some partners</li> <li>- Lack of collaboration with the other structures</li> <li>- Poor operationalization of existing strategies</li> <li>- Poor consideration of the spatial dimension in defining ministerial programmes and planning process</li> <li>- Inadequate expression of interest in planning</li> <li>- Insufficient internal ownership of planning tools</li> <li>- Unsatisfactory quality of drafted CDP and non-alignment of all to the GESP</li> <li>- Poor connectivity between local planning and central planning</li> <li>- Coincidence of several meetings schedules in the same hall</li> <li>- Late convening of meetings</li> <li>- Unavailability of vehicles for field trips</li> <li>- Untimely entrance of users in offices</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions</li> <li>- Inadequate implementation of recommendation extracted from reports, notably that of GESP follow-up</li> <li>- Poor efficiency of the mechanism for economic information collection, consolidation and dissemination</li> <li>- Conflicts of competence</li> <li>- Lack of realism in ministerial MTEF</li> <li>- Overlap between meetings instructed by hierarchy</li> <li>- Late involvement of the DPRPC in preparing for MINEPAT's events</li> <li>- Lack of interest for performance evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficiency in the internal control process</li> <li>- Commitments taken by some unmandated members of staff of the Ministry</li> <li>- Duplication in carrying out some activities</li> </ul>

Components	Common risks	Occasional Risks
	- Inadequate ownership of evaluation tools	
<b>Information/ Communication Resources</b>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Late convening of meetings</li> <li>- Information leaks</li> <li>- Malfunctioning of the internet service</li> <li>- Insider dealings</li> <li>- Poor translation of some documents</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> <li>- Insufficient transmission of information (central and devolved services)</li> <li>- Insufficiency of economic promotion documents</li> </ul>	

**Source:** Use of field data

Out of the 85 risks to which Programme 301 is exposed, 79 are common and 6 are occasional. As such, more than 95 % of risks identified can occur frequently.

The components of Material Resources, Financial Resources and *Organizational Resources exclusively have common risks*. On the contrary, *Human Resources and Information and communication Resources* record a few occasional risks.

Moreover, the distribution of common risks of the Programme is outlined as follows: *Organizational Resources* (31.9 %), *Financial Resources* (21.5 %), *Material Resources* (19 %), *Information Resources* (15.2 %) and *Human Resources* (11.4 %). It is worth mentioning that *Organizational Resources* account for close to one-third of common risks.

## ii. Analysis depending on the severity of consequences

Three classes of risks can be distinguished depending on the severity of consequences, namely: minor (risks with very low consequences), tolerable (risk with average consequences) and major (risk with significant consequences), as illustrated in table 3 below:

**Table 3:** Classification of risks of Programme 301 depending on the severity of consequences

Minor Risks	Tolerable Risks	Major Risks
<b>Human Resources Component</b>		
	<ul style="list-style-type: none"> <li>- Vacant post Management</li> <li>- Brain drain</li> <li>- Staff mobility</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate motivation</li> <li>- Non-respect of working hours</li> <li>- Inadequate staff</li> <li>- Late payment of newly recruited staff</li> <li>- Insufficient or inadequate capacity</li> </ul>

Minor Risks	Tolerable Risks	Major Risks
		<ul style="list-style-type: none"> <li>- Absence at workstation</li> <li>- Inadequate devotedness to the task</li> <li>- Non-respect of hierarchy</li> <li>- Corruption</li> </ul>
<b>Material Resources Component</b>		
	<ul style="list-style-type: none"> <li>- Deficit of computer equipment/consumables</li> </ul>	<ul style="list-style-type: none"> <li>- Supply of defective computer equipment</li> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burglaries</li> <li>- Fire-disasters</li> <li>- Lack/Insufficiency of infrastructures: internet network, fax, telephone, etc.</li> <li>- Lack / interruption of water supply</li> <li>- Lack of fire-extinguishers</li> <li>- Management of obsolete equipment</li> <li>- Lack of safety equipment</li> <li>- Deficit in computer equipment / consumables</li> <li>- Match of resources to staff strength evolution</li> <li>- Geographic location of offices</li> </ul>
<b>Financial Resources Component</b>		
	<ul style="list-style-type: none"> <li>- Mismanagement</li> <li>- Poor specialization of cooperation credits</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in transferring appropriations to PAE</li> <li>- Malfunctioning of the budget management application</li> </ul>	<ul style="list-style-type: none"> <li>- Increasing demand for off-budget resources</li> <li>- Late notification of budget allocations</li> <li>- Financial under-estimation for some activities</li> <li>- Late provision of resources</li> <li>- Delay in supplying services</li> <li>- Delay in procurement processing</li> <li>- Misappropriation of funds</li> <li>- Late transmission of quarterly quotas</li> <li>- Delay in processing expenditure documents</li> <li>- Allocation of an economic category to inappropriate expenditure</li> <li>- Delay in mobilizing financial resources</li> <li>- Non-involvement of some officials in budget preparatory activities</li> <li>- Inclusion of recurrent activities in investment budget</li> </ul>
<b>Organizational Resources Component</b>		
	<ul style="list-style-type: none"> <li>- Duplication in carrying out some activities</li> <li>- Late issuing of exit permits</li> <li>- Poor operationalization of existing strategies</li> <li>- Inadequate expression of interest in planning</li> <li>- Unsatisfactory quality of drafted CDP and non-</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in procurement processing</li> <li>- Insufficiency of the internal control process</li> <li>- Delay in issuing legal opinions</li> <li>- Delay in rendering project documents available</li> <li>- Proliferation of spontaneous project proposals by some partners</li> <li>- Lack of collaboration with the other structures</li> </ul>

Minor Risks	Tolerable Risks	Major Risks
	<p>alignment of all to the GESP</p> <ul style="list-style-type: none"> <li>- Poor efficiency of the mechanism for economic information collection, consolidation and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>- Poor consideration of the spatial dimension in defining ministerial programmes and planning process</li> <li>- Insufficient internal ownership of planning tools</li> <li>- Unsatisfactory quality of drafted CDP and non- alignment of all to the GESP</li> <li>- Poor connectivity between local planning and central planning</li> <li>- Coincidence of several meetings schedules in the same hall</li> <li>- Late convening of meetings</li> <li>- Unavailability of vehicles for field trips</li> <li>- Untimely entrance of users in offices</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions</li> <li>- Inadequate implementation of recommendation extracted from reports, notably that of GESP follow-up</li> <li>- Poor efficiency of the mechanism for economic information collection, consolidation and dissemination</li> <li>- Conflicts of competence</li> <li>- Lack of realism in ministerial MTEF</li> <li>- Overlap between meetings instructed by hierarchy</li> <li>- Late involvement of the DPRPC in preparing for MINEPAT's events</li> <li>- Lack of interest for performance evaluation</li> <li>- Inadequate ownership of evaluation tools</li> </ul>
<b>Information/Communication Resources Component</b>		
	<ul style="list-style-type: none"> <li>- Information leaks</li> <li>- Insider dealings</li> <li>- Poor translation of some documents</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> <li>- Insufficiency of economic promotion documents</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Late convening of meetings</li> <li>- Malfunctioning of the internet service</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Insufficient transmission of information (central and devolved services)</li> </ul>

**Source:** Use of field data

Out of the 85 risks of Programme 301, there are 62 “major”, 23 “tolerable” and no “minor” one. In relative terms, close to three-quarters (74.7 %) of risks are major ones and the remaining one-quarter is made up of tolerable risks.

Out of the 62 major risks recorded, 21 (close to one-third) make up *Organizational Resources*, 14 *Material Resources*, 9 *Human Resources* and 6 *Information and communication Resources*.

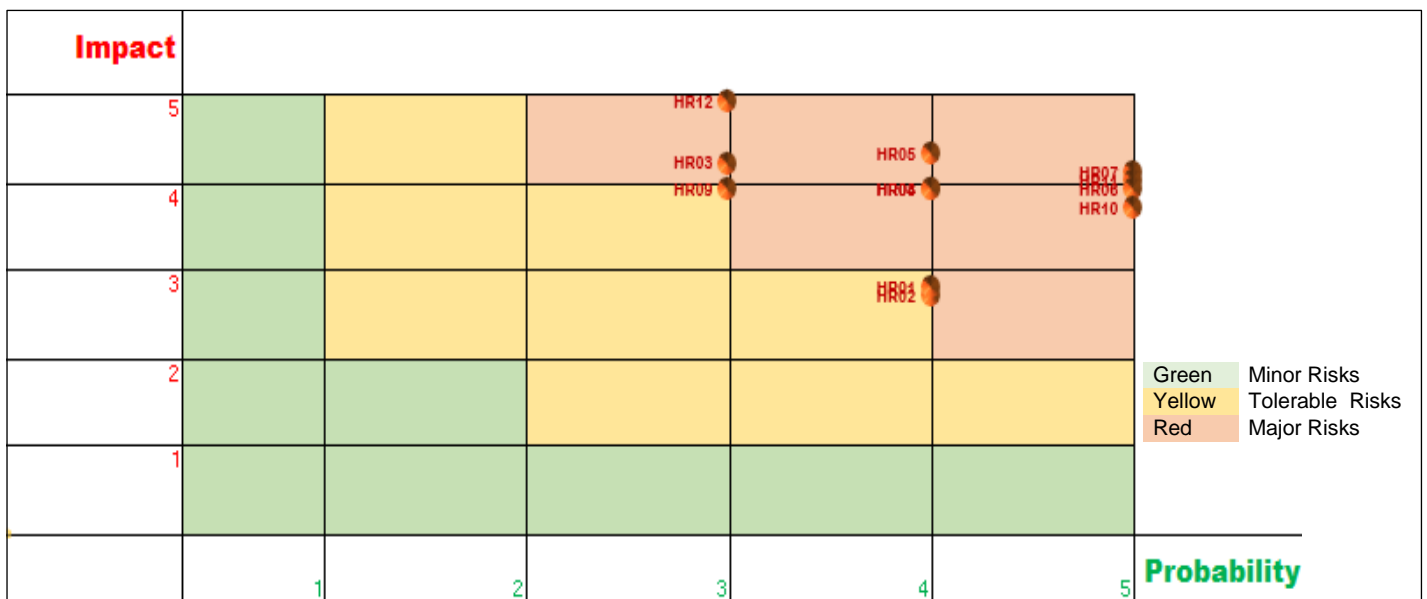
Moreover, out of the 21 tolerable risks identified, *Material Resources* account for only one (1) as against three (3) for *Human Resources*. The other components have an average of six (6) tolerable risks.

Yet, the table below does not underscore the severity level of each risk. The double entry table enables, for each component, to better visualize risk distribution based on the two variables of severity (probability and impact).

- **Human Resources**

The table on the *Human Resources* component is outlined as follows:

**Table 4:** Representation of the HR risks of Programme 301 depending on severity



**Source:** Use of field data

**Key notes:** *HR01:* Staff mobility; *HR02:* Vacant post management; *HR03:* Non-respect of working hours; *HR04:* Absence at workstation; *HR05:* Insufficient or inadequate capacity; *HR06:* Inadequacy of staff; *HR07:* inadequate motivation; *HR08:* Non-respect of hierarchy; *HR09:* Brain drain; *HR10:* Exposure to electric appliance trades; *HR11:* Corruption; *HR12:* Late payment of newly recruited staff.

Four (4) risk groups based on severity stem out from the above representation:

- ☞ risks with very high occurrence probability and strong impact (HR07, HR08, HR10 and HR11);

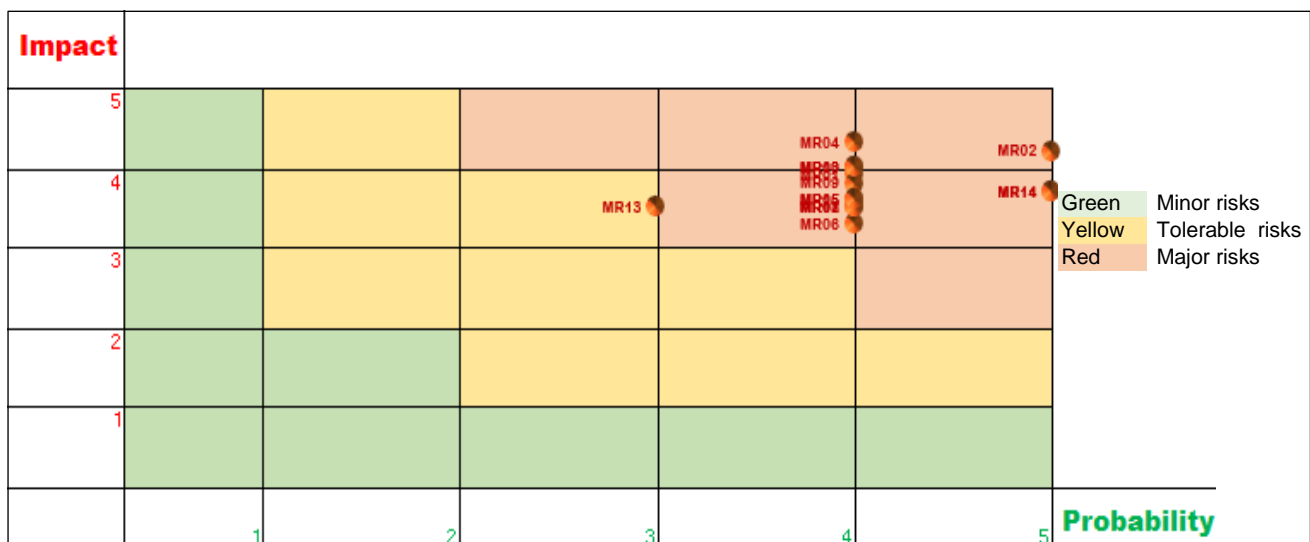
- ☞ risks with high occurrence probability and strong impact (HR04, HR05 and HR06);
- ☞ risks with average occurrence probability and strong impact (HR03 and HR12);
- ☞ risks with average occurrence probability and average impact (HR01, HR02 and HR09).

From the foregoing, it can be noticed that risks linked to inadequate staff motivation, corruption and non-respect of hierarchy have not only greater chances of occurring but also of compromising the achievement of the results of Programme 301. In fact, a demotivated staff loses all desires not only to work but especially to deploy more efforts. Similarly, the corruption mentioned here is one which can occur between the service provider and the contracts service or tenders board. In this specific case, the main consequence is the poor contract award and as such, projects are poorly implemented or abandoned.

- **Material Resources**

The table on the *Material Resources* component can be outlined as follows:

**Table 5:** Representation of MR risks of Programme 301 depending on severity



**Source:** Use of field data

*Key notes:* **MR01:** Supply of defective computer equipment; **MR02:** Presence of computer viruses; **MR03:** Supply of defective office equipment; **MR04:** Electric power cut; **MR05:** Absence/interruption of water supply; **MR06:** Malfunctioning of telephone lines; **MR07:** Robberies/burglaries; **MR08:** Fire-disasters; **MR09:** Absence/Insufficiency of infrastructures: internet network, Fax, telephone, etc.; **MR10:** Lack of fire-extinguishers; **MR11:** Management of obsolete equipment; **MR12:** Lack of safety equipment; **MR13:** Deficit of computer equipment/consumables; **MR14:** Match of Resources to staff strength evolution; **MR15:** Geographic location of offices (for more detailed figures, see Annexe I.B.2).

An analysis of the above table enables to discover that most risks have a high occurrence probability and a strong impact except for MR02 and MR14 which distinguish themselves with a very high occurrence probability and MR13 of average occurrence probability and impact. It stems out that in the area of material Resources, almost all risks identified have high chances of occurrence probability and can have negative consequences on the

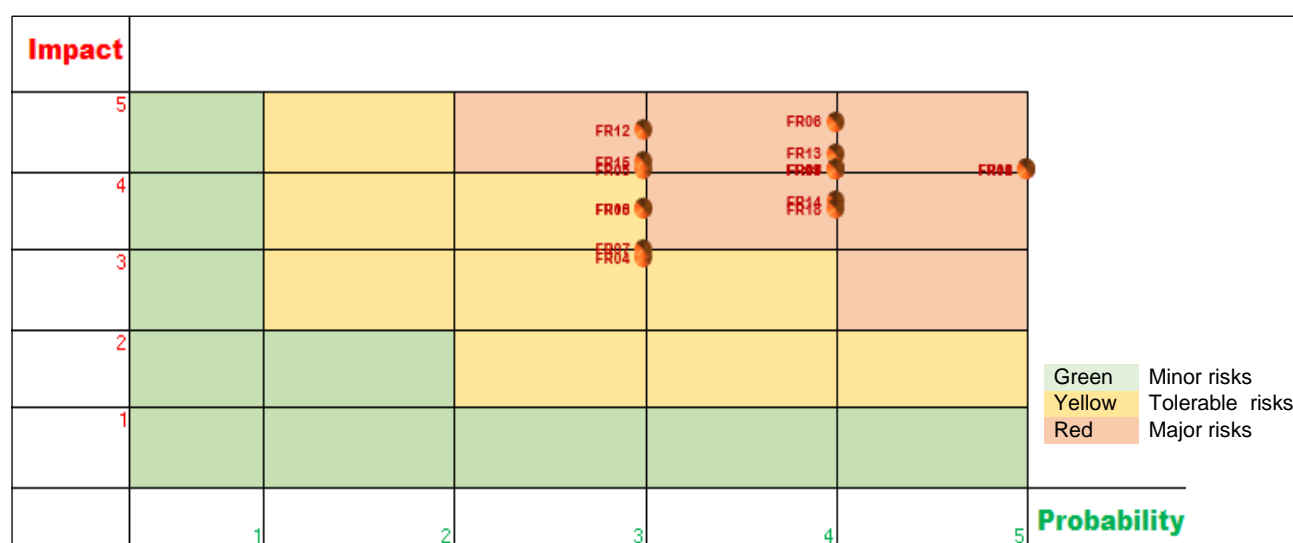
satisfactory achievement of the results of Programme 301. For the case of computer viruses, they render the main working tool, notably the computer, non-operational.

Therefore, there is need to take adequate measures pertaining to the smooth management of material Resources in order to reduce occurrence probability of risks identified.

## - Financial Resources

The table on the *Financial Resources* component can be outlined as follows:

**Table 6:** Representation of the FR risks of Programme 301 depending on severity



**Source:** Use of field data

**Key notes:** **FR01:** Increasing demand for off working plan Resources; **FR02:** Late notification of budgetary allocation; **FR03:** Financial under-estimation of some activities; **FR04:** Mismanagement; **FR05:** Malfunctioning of the budget management application; **FR06:** Late provision of Resources; **FR07:** Poor specialization of cooperation credits; **FR08:** Delay and/or non-payment of statutory contributions in international organizations; **FR09:** Delay in supplying services; **FR10:** Delay in transferring appropriations to PAE; **FR11:** Delay in procurement processing; **FR12:** Embezzlement of funds; **FR13:** Late transmission of quarterly quotas; **FR14:** Delay in processing expenditure documents; **FR15:** Assigning an economic category to inappropriate expenditure; **FR16:** Delay in mobilizing financial Resources; **FR17:** Non-involvement of some officials in budget preparatory activities; **FR18:** Inclusion of recurrent activities under the investment budget (for more detailed figures, see Annexe I.B.3).

Except for risk FR02 which represents a very high occurrence probability and very strong impact, three risk groups can be distinguished depending on severity:

- ☞ risks with high occurrence probability and strong impact (FR03, FR06, FR13, FR09, FR14, FR01 and FR18);
- ☞ risks with an average occurrence probability and strong impact (FR05, FR12 and FR15);
- ☞ risks with average occurrence probability and average impact (FR04, FR07 and FR08).

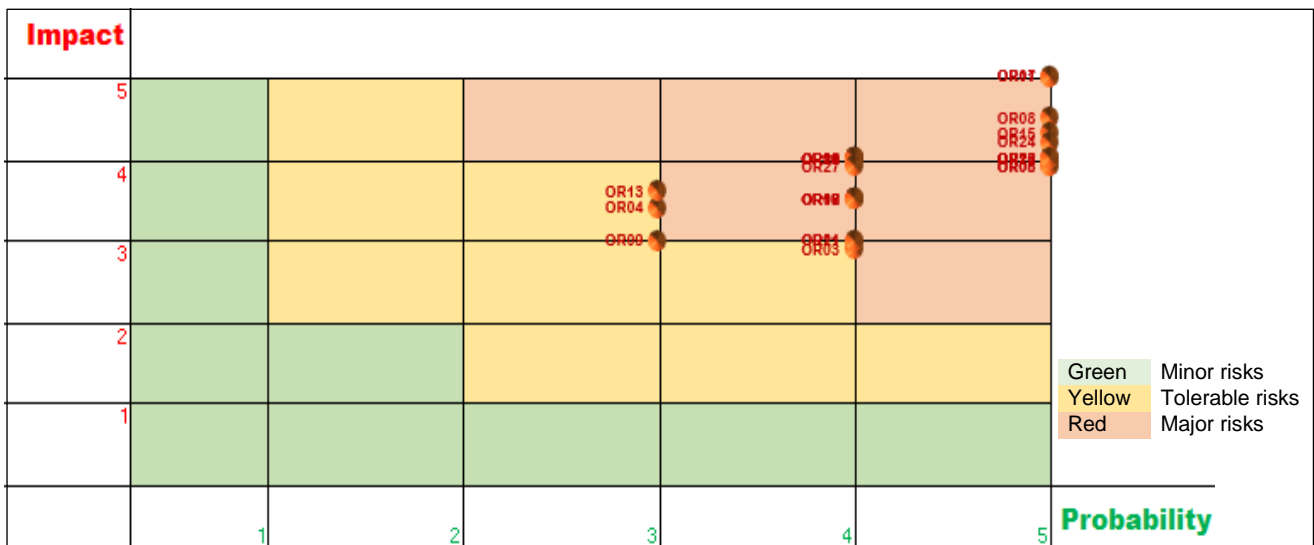


From the foregoing, it can be observed that risks having a high occurrence probability mostly stem from the non-observance of budget principles as a result of the fact that the budget preparatory process is not sufficiently participatory, non-respect of rules on administrative deontology pertaining to celerity in processing files.

**- Organizational Resources**

The table on the *Organizational Resources* component can be outlined as follows:

**Table 7:** Representation of OR risks of Programme 301 depending on severity



**Source:** Use of field data

**Key notes:** **OR01:** Delay in procurement processing; **OR02:** Shortcomings in the internal control process; **OR03:** Commitments taken by some unmandated Ministry staff; **OR04:** Duplication in carrying out some activities; **OR05:** Late issuing of exit permits; **OR06:** Delay in issuing non-objections by partners; **OR07:** Delay in issuing signatory powers for agreements (enabling decrees, etc.); **OR08:** Delay in issuing legal opinions; **OR09:** Delay in rendering project documents available; **OR10:** Proliferation of spontaneous project proposals by some partners; **OR11:** Lack of collaboration with the other structures; **OR12:** Poor operationalization of existing strategies; **OR13:** Poor consideration of the spatial dimension in the planning process and defining ministerial programmes; **OR14:** inadequate expression of interest for planning; **OR15:** Inadequate internal ownership of planning tools; **OR16:** Unsatisfactory quality of drafted CDP and non-alignment of all of them to GESP; **OR17:** Poor connectivity between local and central planning; **OR18:** Coincidence of several meeting schedules in the same hall; **OR19:** Late convening of meetings; **OR20:** Unavailability of vehicles for field trips; **OR21:** Untimely entrance of users in offices; **OR22:** Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions; **OR23:** Inadequate implementation of recommendations extracted from reports, notably that pertaining to GESP follow-up; **OR24:** Poor efficiency of the mechanism for economic information collection, consolidation and dissemination; **OR25:** Conflicts of competence; **OR26:** Lack of realism of ministerial MTEF.

Three (3) groups of risks stem out of the table depending on severity:

- ☞ risks with very high occurrence probability and strong impact (OR06, OR08, OR15, OR24 and OR26);
- ☞ risks with high occurrence probability and strong impact (OR02, OR03, OR07, OR11, OR12, OR14, OR19, OR21 and OR25);

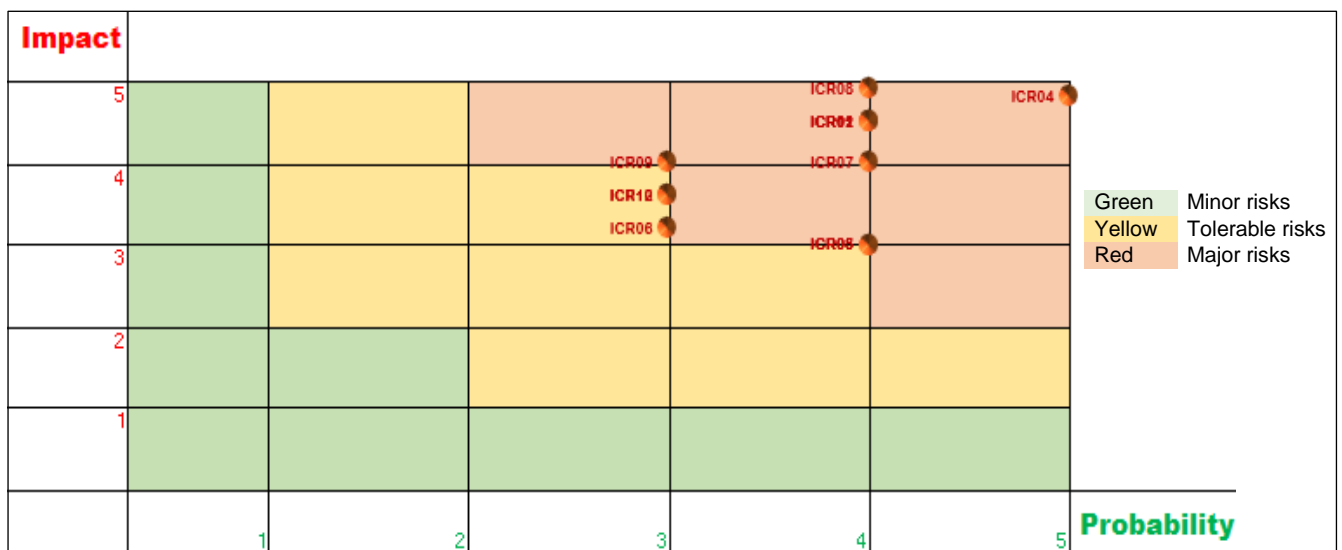
- ☞ risks with average occurrence probability and strong impact (OR04, OR09 and OR13).

From the foregoing, it can be observed that the risks with very high occurrence probability are notably linked to the inadequate coordination of services and unsatisfactory quality of some inputs of the PPBM chain.

- **Information/Communication Resources**

The table on *Information/Communication Resources* component can be outlined as follows:

**Table 8:** Representation of ICR risks of Programme 301 depending on severity



**Source:** Use of field data

**Key notes:** *ICR01: Delay in forwarding internal and external mails; ICR02: Late convening of meetings; ICR03: Information leak; ICR04: Malfunctioning of the internet service; ICR05: Insider dealings; ICR06: poor translation of some documents; ICR07: Loss and/or intrusion of documents during mail distribution; ICR08: Information not shared amongst services; ICR09: Statistical information quality; ICR10: Delays in implementing recommendations pertaining to the improvement of the business climate; ICR11: Inadequate transmission of information (central and devolved services); ICR12: Insufficiency of economic promotion documents (for more detailed figures, see Annexe 1.B.5)*

Apart from risk ICR04 with a very high occurrence probability and very strong impact and risk ICR05 with high occurrence probability and average impact, two other risk groups can be distinguished depending on severity:

- ☞ risks with high occurrence probability and very strong impact (ICR02, ICR07 and ICR08);
- ☞ risks with average occurrence probability and strong impact (ICR06, ICR09 and ICR10).

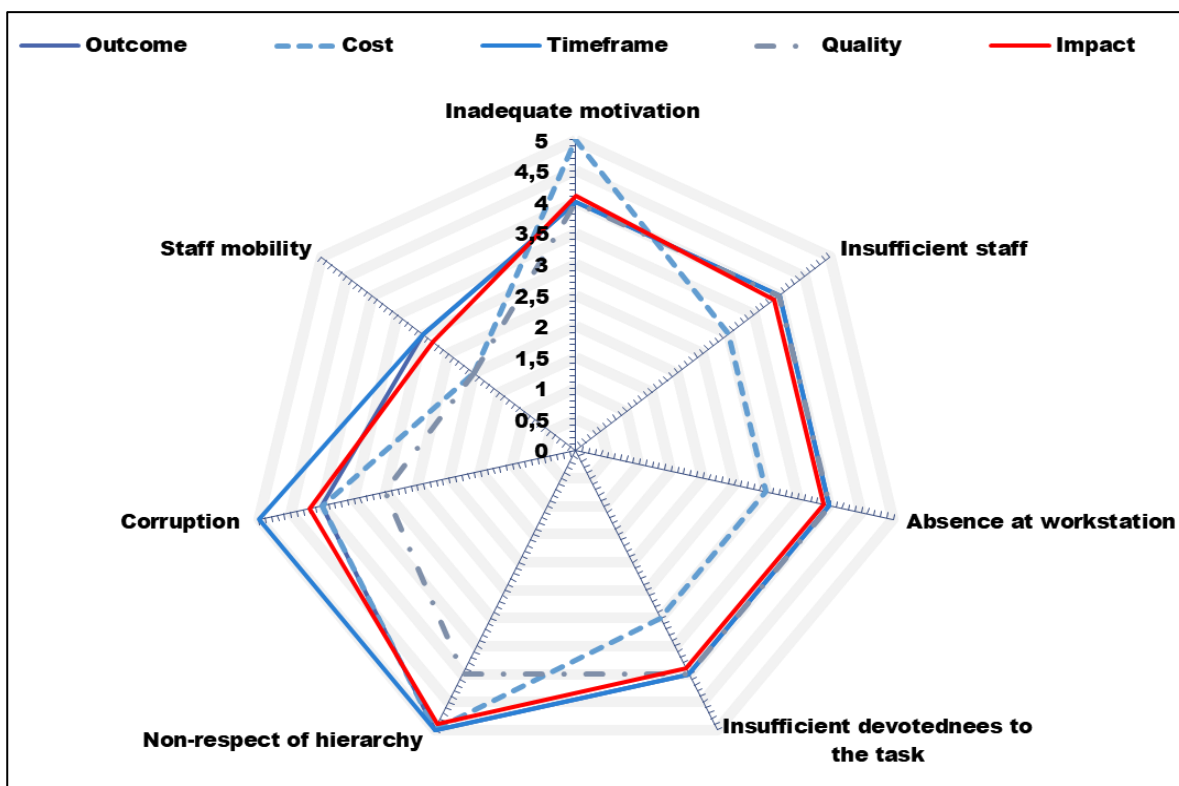
It is worth observing here that risks with greater chances of occurrence probability are notably related to inadequate management and poor capacity of mail services, which are rather vital for the smooth functioning of the Ministry.

### iii. Analysis depending on the impact of major risks on performance criteria

The interest for solely analyzing major risks finds expression in the fact that they impact on performance and at times require unusual measurements. They therefore need to be subject to adequate processing. As an illustration, the KIVIAT diagram is used to underscore their influence on selected performance criteria (outcome, cost, quality and timeframe) as shown in the charts below outlined per component.

#### - Human Resources

Chart 1: Major HR risks of Programme 301 according to their impact on performance criteria



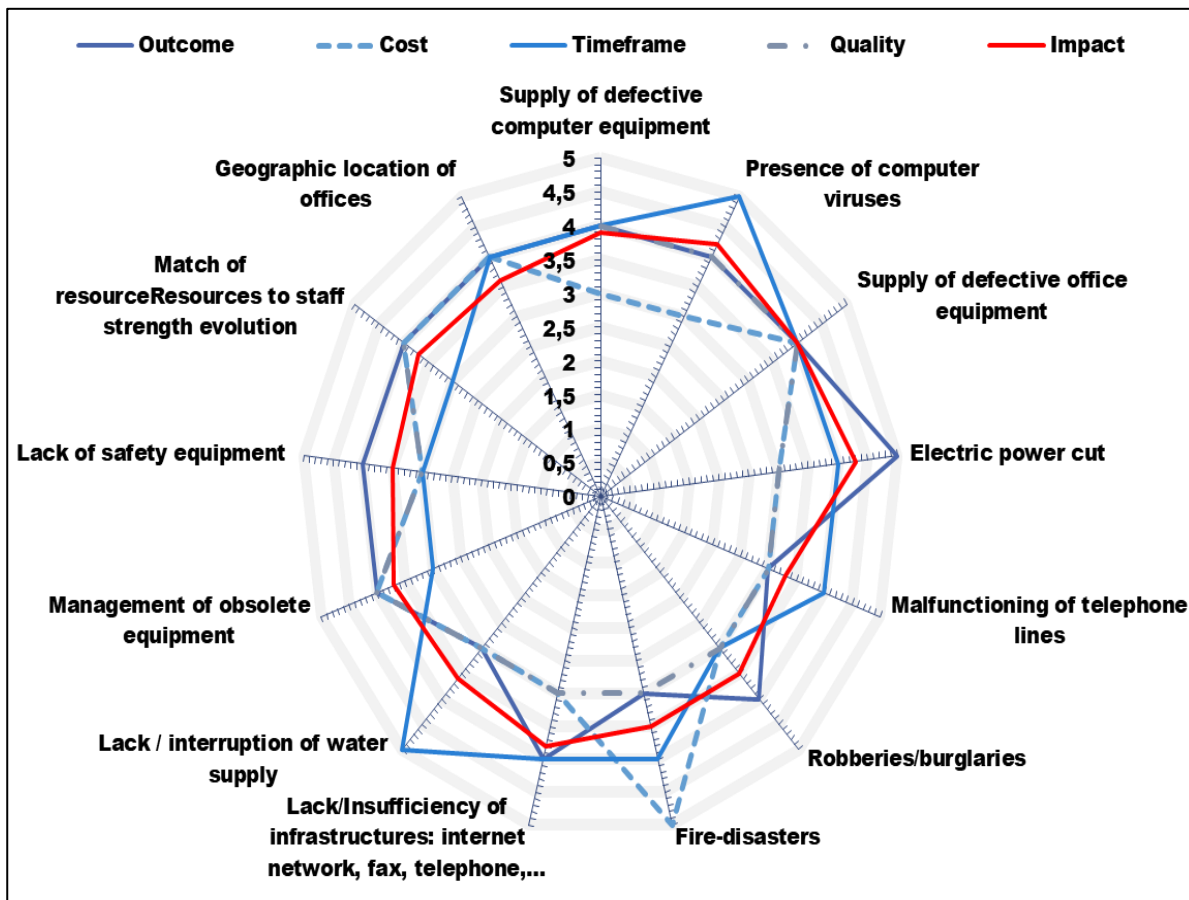
Source: Use of field data

The above diagram reveals that:

- ☞ all major risks strongly impact on outcomes;
- ☞ *inadequate staff motivation* has characteristics that caused most concerns in *human Resource management*, for it has a very strong influence on almost all performance factors. In fact, an inadequately motivated staff is very likely not to respect hierarchy, be absent at duty posts, resort to corruption, be less devoted to the task, etc. The risks mentioned could be the cause of better or poor outcomes, an extension of the deadline for achieving results as well as performance quality.

- **Material Resources**

Chart 2: Major MR risks of Programme 301 depending on their impact on performance criteria



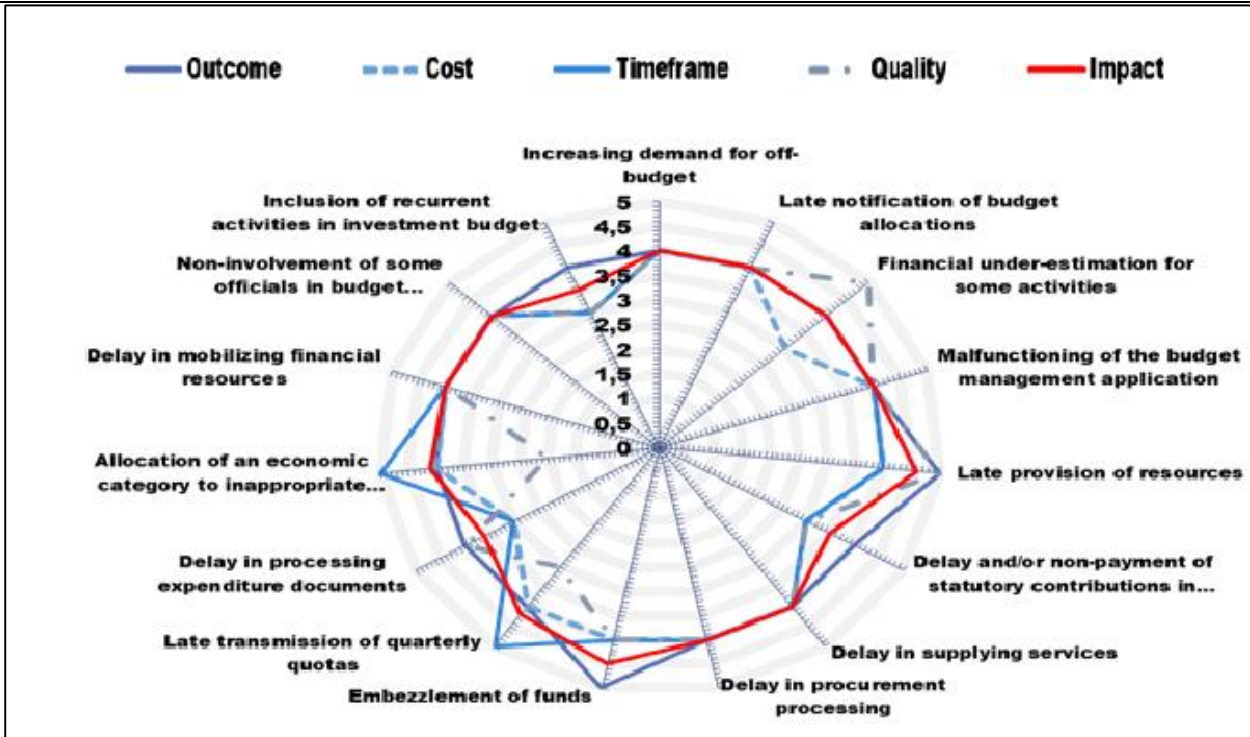
Source: Use of field data

From this diagram, it stems out that:

- ☞ all major risks have a strong incidence on the programme’s global performance. The most serious risk being *electric power cuts* with an impact more tilted on outcomes. Besides, *fire-disasters* mainly affect cost, *the presence of computer viruses* and *lack/interruption of water supply* mainly affect performance deadline;
- ☞ the timeframe and outcomes are the most vulnerable performance criteria to the effects of these risks. Conversely, their effects impact less on quality criteria.

- **Financial Resources**

Chart 3: Major FR risks of Programme 301 depending on their impact on performance criteria



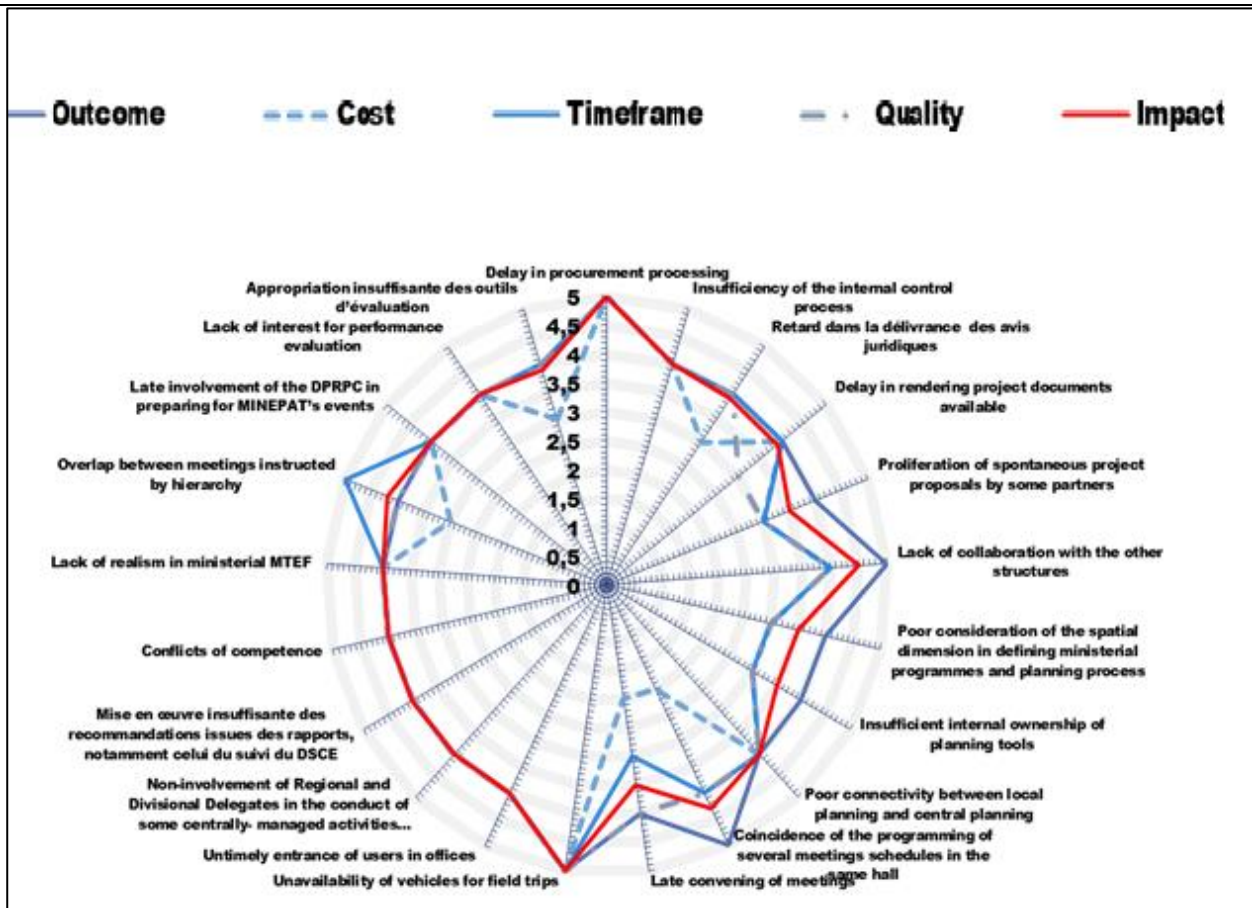
Source: Use of field data

The following salient elements stem out of this graph:

- ☞ all risks strongly impact on the programme's global performance;
- ☞ the late *notification of budget allocations* is one of the component's risks of greatest concern because it depends on the action carried out at the Prime Minister's level. The resultant consequence is the non-respect of the budget calendar prescribed by the Head of State;
- ☞ *the delay in procurement processing and in mobilizing financial Resources are also the component's main major risks*. They induce the likelihood of under-consumption of appropriations as well as deterioration of the support programme's performance, including operational programmes;
- ☞ *the embezzlement of funds strongly impacts on all performance criteria*;
- ☞ *the late transmission of quarterly quotas very strongly undermines deadlines set for implementing the activities of the support programme as well as operational programmes*;
- ☞ *the late provision of Resources is the component's major risk and not the least*. It also fragilizes the performance of programmes as per quality and results criteria. This risk leads to delays or uncertainty in implementing the programme's activities.

## - Organizational Resources

Chart 4: Major OR risks of Programme 301 depending on performance criteria



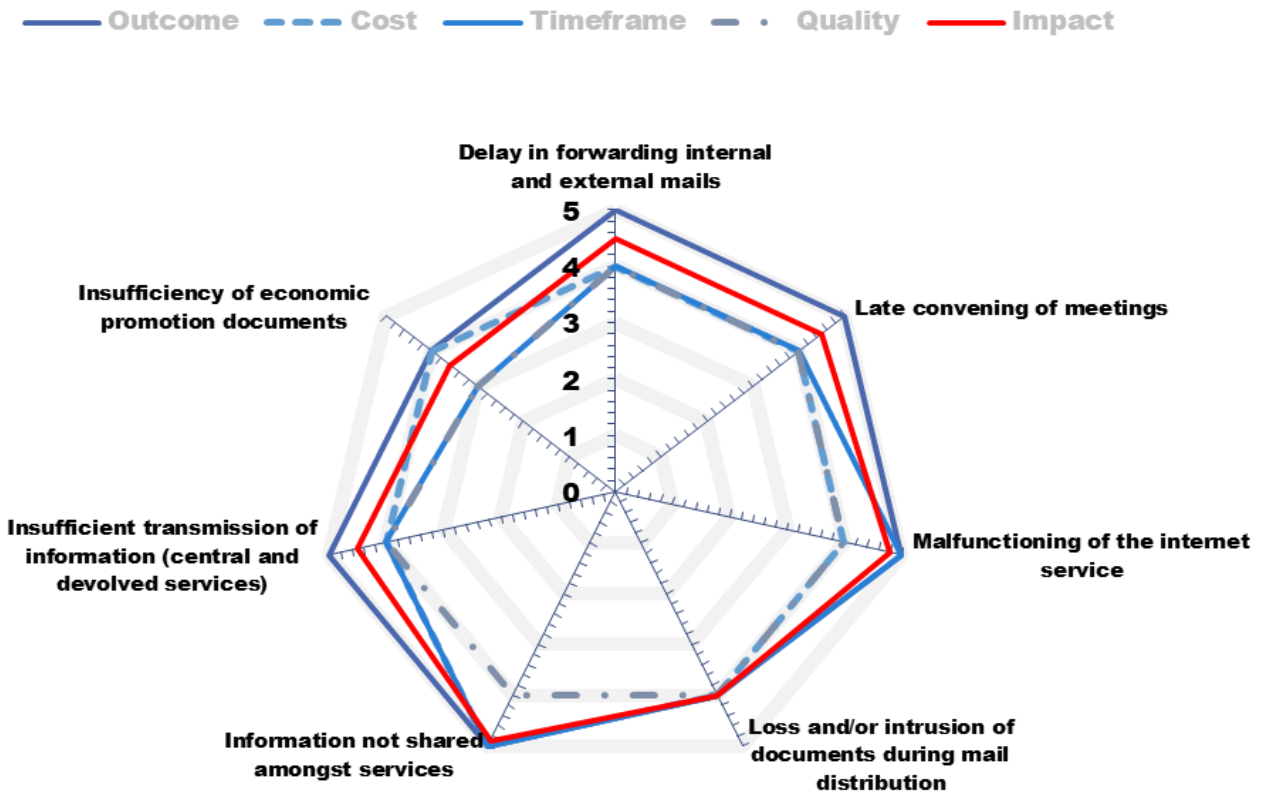
*Source : Exploitation des données de terrain*

From this graph, the following salient points can be underscored:

- ☞ risks of the FR component strongly impact on the global performance of Programme 301; the outcome, quality and timeframe being the most affected criteria;
- ☞ the delay in procurement processing, overlap of meeting instructed by hierarchy, lack of collaboration with the other structures, unavailability of vehicles for field trips, and *coincidence of several meeting schedules in the same hall* have a significant negative impact on the outcomes, timeframes, cost and quality.

#### - Information and Communication Resources

The representation of risks of the Information and Communication Resources component can be outlined as follows:

**Chart 5:** Major ICR risks of Programme 301 depending on their impact on performance criteria

**Source:** Use of field data

The following key elements stem out of the above graph:

- ☞ *malfunctioning of the internet service* is the most preponderant major risk of the component. It impacts on cost, quality and outcomes;
- ☞ *information not shared amongst services* as a result of poor coordination within and between programmes, negatively impacts on the result and information quality disseminated by structures as well as performance quality.

### 3.1.3. Evaluation of major risks

The activities of previous stages enable to gather useful information to determine risks which require processing and come out with priorities. After risk analysis, a list of major risks is drawn up where the latter are classified depending on the priority defined by the programme manager as illustrated by the table below:

**Table 9:** List of major risks and priority granted by the rProgramme Manage 301

Components	Major risks	Priorities
<b>Human Resources</b>	Inadequate motivation	high
	Non-respect of working hours	high
	Inadequate staff	high
	Late payment of newly recruited staff	high
	Insufficient or inadequate capacity	high
	Absence at workstation	high
	Inadequate devotedness to the task	high
	Corruption	high
	Non-respect of hierarchy	low
<b>Material Resources</b>	Supply of defective computer equipment	high
	Presence of computer viruses	high
	Supply of defective office equipment	high
	Robberies/burglaries	high
	Fire-disasters	high
	Lack/Inadequacy of infrastructures: internet network, fax, telephone, etc.	high
	Lack of fire-extinguishers	high
	Management of obsolete equipment	high
	Lack of safety equipment	high
	Match of Resources to staff strength evolution	high
	Geographical location of offices	high
	Electric power cut	low
	malfunctioning of telephone lines	low
Lack/Interruption of water supply	low	
<b>Financial Resources</b>	Increasing demand for off budget Resources	high
	Late notification of budget allocations	high
	Financial under-estimation of some activities	high
	Late provision of Resources	high
	Delay in supplying services	high
	Delay in procurement processing	high
	Embezzlement of funds	high
	Late transmission of quarterly quotas	high
	Delay in processing expenditure documents	high
	Assigning an economic category to inappropriate expenditure	high
	Delay in mobilizing financial Resources	high
	Non-involvement of some officials in budget preparatory activities	high
Inclusion of recurrent activities in the investment budget	high	
<b>Organizational Resources</b>	Delay in procurement processing	high
	Shortcomings in the internal control process	high
	Delay in issuing legal opinions	high
	Delay in rendering project documents available	high
	Lack of collaboration with the other structures	high
	Poor consideration of the spatial dimension in the planning process and definition of ministerial programmes	high
	Poor connectivity between local and central planning	High
	Coincidence of several meeting schedules in the same hall	High
Late convening of meetings	High	



Components	Major risks	Priorities
	Unavailability of vehicles for field trips	High
	Untimely entrance of users in offices	High
	Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions	High
	Inadequate implementation of recommendations extracted from reports, notably that of GEST follow-up	High
	Conflicts of competence	High
	Overlap of meetings instructed by hierarchy	High
	Late involvement of the DPRPC in the preparation of MINEPAT's events	High
	Lack of interest in performance evaluations	High
	Inadequate ownership of evaluation tools	High
	Proliferation of spontaneous project proposals by some partners	Low
	Inadequate internal ownership of planning tools	Low
	<b>Information/Communication Resources</b>	Delay in forwarding internal and external mails
Late convening of meetings		High
Malfunctioning of the internet service		High
Loss and/or intrusion of documents during mail distribution		High
Information not shared amongst services		High
Inadequate transmission of information (central and devolved services)		High

*Source: Use of field data*

Out of the 62 major risks of Programme 301, the manager grants high priority to 56 risks as against 6 whose priority is deemed low. This could translate the latter's desire to wish that measures be taken for processing all the risks of the programme under his responsibility, especially concerning MINEPAT's support programme.

Yet, as work unfolded, an empirical evaluation was carried out on the possible cause and effect relationship which could exist amongst risks, given that the implementation of the approach requires several meetings and involvement of many stakeholders as well as some kind of coherence in the approach. After re-evaluation, a list of risks representing a greater threat to programme performance and which will come out with the most significant management challenges was drawn up. There are therefore these risks which will have top priority in the processing plan.

**Table 10:** List of risks of Programme 301 likely to be processed in priority

<b>Component</b>	<b>Risk</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Inadequate output</li> <li>- Irregularity/absence of staff at workstation</li> <li>- Precarious health of some staff</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Mismatch between resources and staff strength evolution</li> <li>- Electric power cut/prolonged failure</li> <li>- Inadequate maintenance of the computer park</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Financial under-estimation of some activities</li> <li>- Late provision of resources</li> <li>- Mismanagement/embezzlement of funds</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Poor accessibility to economic information</li> <li>- Clash of several meeting schedules in the same hall</li> <li>- Conflicts of competence</li> </ul>
<b>Information and Communication Resources</b>	<ul style="list-style-type: none"> <li>- Loss/delay in forwarding mails</li> <li>- Malfunctioning of the internet service</li> <li>- Poor translation of some documents</li> </ul>

**Source:** Use of field data

### 3.2. Programme 302: support to economic recovery for growth acceleration

#### 3.2.1. Risks identified

Data collected within Programme 302 enabled to identify the following risks:

**Table 11:** List of risks identified within Programme 302

<b>Component</b>	<b>Risks identified</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Staff mobility</li> <li>- Brain drain</li> <li>- Absence at workstation</li> <li>- Inadequate motivation</li> <li>- Insufficient or inadequate capacity</li> <li>- Extended post vacancy</li> <li>- Lack of training</li> <li>- Unavailability of direct hierarchy</li> <li>- Inadequate staff</li> <li>- Inadequate devotedness to the task</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Lack of infrastructures: internet network, Fax, telephone, etc.</li> <li>- Malfunctioning of telephone lines</li> <li>- Fire-disasters</li> <li>- Robberies/burglaries</li> <li>- Prolonged power failure</li> <li>- Supply of defective computer equipment</li> <li>- Lack/interruption of water supply</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Delay in mobilizing financial Resources</li> <li>- Late provision of Resources</li> <li>- Delay in processing expenditure documents</li> <li>- Delay in procurement processing</li> <li>- Poor consideration of the grassroot population's aspirations in including projects in the budget</li> <li>- Non-involvement of some officials in budget preparatory activities</li> <li>- Financial under-estimation of some activities</li> <li>- Increasing demand for off budget Resources</li> <li>- Malfunctioning of the budget management application</li> <li>- Assigning an economic category to inappropriate expenditure</li> <li>- Late transmission of quarterly quotas</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate implementation of recommendations extracted from activity reports</li> <li>- Lack of an administrative procedure manual</li> <li>- Authenticity of documents provided by users</li> <li>- Duplicity in carrying out some activities</li> <li>- Lack of collaboration with the other structures</li> <li>- Unsatisfactory quality of drafted CDP and non-alignment of all to GESP</li> </ul>

Component	Risks identified
	<ul style="list-style-type: none"> <li>- Clash of several meeting schedules in the same hall (Room 230)</li> <li>- Inadequate expression of interest in planning</li> <li>- Inadequate internal ownership of planning tools</li> <li>- Late convening of meetings</li> <li>- Lack of realism of ministerial MTEF</li> <li>- Delay in procurement processing</li> <li>- Delay in rendering project documents available</li> <li>- Poor connectivity between local and central planning</li> <li>- Diversion of files</li> <li>- Delay in issuing legal opinions</li> <li>- Poor operationalization of existing strategies</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions</li> <li>- Poor efficiency of the mechanism for collecting, consolidating and disseminating economic information</li> <li>- Inadequate internal ownership of programme tools</li> <li>- Inadequate internal control process</li> <li>- Commitments taken by some unmandated staff</li> <li>- Unavailability of vehicles for field trip</li> <li>- Conflicts of competence</li> </ul>
<b>Information/communication Resources</b>	<ul style="list-style-type: none"> <li>- Delay in transmitting internal or external mails</li> <li>- Poor translation of some documents</li> <li>- malfunctioning of the internet service</li> <li>- Poor dissemination of information and communication</li> <li>- Distance between the offices of senior executive and those of hierarchy</li> <li>- Information leaks</li> <li>- Late convening to meetings</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> </ul>

**Source:** Use of field data

In all, 68 risks were identified within Programme 302, including 10 for “Human Resources” and “Material Resources” respectively, 11 for “Financial Resources” and “Information and Communication Resources” respectively, and 26 for “Organizational Resources”.

### 3.2.2. Risk analysis

Risks identified are outlined in relation to their occurrence probability (i), severity of consequences (ii) potential impact on programme performance (iii).

#### i. Analysis depending on occurrence probability

Common risks can be distinguished from occasional risks depending on occurrence probability as outlined in the table below:

**Table 12:** Classification of risks of Programme 302 depending on occurrence probability

Component	Common Risks	Occasional Risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Staff mobility</li> <li>- Brain drain</li> <li>- Absence at workstation</li> <li>- Inadequate motivation</li> <li>- Insufficient or inadequate capacity</li> <li>- Prolonged post vacancy</li> <li>- Lack of training</li> <li>- Unavailability of immediate hierarchy</li> <li>- Inadequate staff</li> <li>- Inadequate devotedness to the task</li> </ul>	
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Lack of infrastructures: internet network, fax, telephone, etc.</li> <li>- Malfunctioning of telephone lines</li> <li>- Fire-disasters</li> <li>- Robberies/burglaries</li> <li>- Prolonged power failure</li> <li>- Supply of defective computer equipment</li> <li>- Lack/interruption of water supply</li> </ul>	
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Delay in mobilizing financial Resources</li> <li>- Late provision of Resources</li> <li>- Delay in processing expenditure documents</li> <li>- Delay in procurement processing</li> <li>- Poor consideration of the grassroot population's aspirations in including projects in the budget</li> <li>- Non-involvement of some officials in budget preparatory activities</li> <li>- Financial under-estimation of some activities</li> <li>- Increasing demand for off budget Resources</li> <li>- Malfunctioning of the budget management application</li> <li>- Assigning an economic category to inappropriate expenditure</li> <li>- Late transmission of quarterly quotass</li> </ul>	
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate implementation of recommendations extracted from activity reports</li> <li>- Lack of an administrative procedure manual</li> <li>- Authenticity of documents provided by users</li> <li>- Duplicity in carrying out some activities</li> <li>- Lack of collaboration with the other structures</li> <li>- Unsatisfactory quality of drafted CDP and non-alignment of all to GESP</li> <li>- Coincidence of several meeting schedules in the same hall (Room 230)</li> <li>- Inadequate expression of interest in planning</li> <li>- Inadequate internal ownership of planning tools</li> <li>- Late convening of meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Unavailability of vehicles for field trips</li> <li>- Conflicts of competence</li> </ul>

Component	Common Risks	Occasional Risks
	<ul style="list-style-type: none"> <li>- Lack of realism of ministerial MTEF</li> <li>- Delay in procurement processing</li> <li>- Delay in rendering project documents available</li> <li>- Poor connectivity between local and central planning</li> <li>- Diversion of files</li> <li>- Delay in issuing legal opinions</li> <li>- Poor operationalization of existing strategies</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some activities within their administrative jurisdictions</li> <li>- Poor efficiency of mechanisms for collecting, consolidating and disseminating economic information</li> <li>- Inadequate internal ownership of programme tools</li> <li>- Shortcomings in the internal control process</li> <li>- Commitments taken by some unmandated Ministry staff</li> </ul>	
<b>Information and Communication Resources</b>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Poor translation of some documents</li> <li>- Malfunctioning of the internet service</li> <li>- Poor dissemination of information and communication</li> <li>- Distance between the offices of senior executives and those of hierarchy</li> <li>- Information leaks</li> </ul>	<ul style="list-style-type: none"> <li>- Late convening to meetings</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> </ul>

*Source: Use of field data*

From the preceding table, it stems out that 90 % of risks identified in Programme 302 are common and only 10 % amongst them are occasional. It can also be observed that all risks of the “Human Resources”, “Material Resources” and “Financial Resources” components are common, whereas 2 risks out of 26 of the “Organizational Resources” component and 5 risks out of 11 of the “Information and Communication Resources” component are occasional.

## ii. Analysis depending on the severity of consequences

Three classes of risks can be distinguished, notably major, tolerable and minor risks. The table below outlines the distribution thereof.

**Table 13:** Classification of risks of Programme 302 depending on the severity of consequences

Minor Risks	Tolerable Risks	Major Risks
<b>Human Resources</b>		
	<ul style="list-style-type: none"> <li>- Inadequate staff</li> <li>- Inadequate devotedness to the task</li> </ul>	<ul style="list-style-type: none"> <li>- Staff mobility</li> <li>- Brain drain</li> <li>- Absence at workstations</li> </ul>

Minor Risks	Tolerable Risks	Major Risks
		<ul style="list-style-type: none"> <li>- Insufficient or inadequate capacity</li> <li>- Inadequate motivation</li> <li>- Prolonged post vacancy</li> <li>- Lack of training</li> <li>- Unavailability of immediate hierarchy</li> </ul>
<b>Material Resources</b>		
	<ul style="list-style-type: none"> <li>- Supply of defective computer equipment</li> <li>- Lack/interruption of water supply</li> <li>- Fire-disasters</li> </ul>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Supply of defective office equipment</li> <li>- Electric power cut</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burlaries</li> <li>- Prolonged power failure</li> <li>- Lack of infrastructures : internet network, fax, telephone, etc.</li> </ul>
<b>Financial Resources</b>		
	-	<ul style="list-style-type: none"> <li>- Increasing demand for off budget Resources</li> <li>- Financial under-estimation of some activities</li> <li>- Malfunctioning of the budget management application</li> <li>- Late provision of Resources</li> <li>- Delay in procurement processing</li> <li>- Late transmission of quarterly quotas</li> <li>- Delay in processing expenditure documents</li> <li>- Assigning an economic category to inappropriate expenditure</li> <li>- Delay in mobilizing financial Resources</li> <li>- Poor consideration of the grassroot population's aspirations in including projects in the budget</li> <li>- Non-involvement of some officials in budget preparatory activities</li> </ul>
<b>Organizational Resources</b>		
<ul style="list-style-type: none"> <li>- Unavailability of vehicles for field trips</li> <li>- Conflicts of competence</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in procurement processing</li> <li>- Shortcomings in the internal control process</li> </ul>	<ul style="list-style-type: none"> <li>- Duplication in carrying out some activities</li> <li>- Late issuing of exit permits</li> <li>- Lack of collaboration with the other structures</li> </ul>

Minor Risks	Tolerable Risks	Major Risks
	<ul style="list-style-type: none"> <li>- Commitments taken by some unmandated ministry staff</li> <li>- Delay in issuing legal opinions</li> <li>- Delay in rendering project documents available</li> <li>- Poor operationalization of existing strategies</li> <li>- Inadequate expression of interest in planning</li> <li>- Inadequate internal ownership of planning tools</li> <li>- Poor connectivity between local and central planning</li> <li>- Late convening of meetings</li> <li>- Non-involvement of Regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions</li> <li>- Poor efficiency of mechanisms for collecting, consolidating and disseminating economic information</li> <li>- Lack of realism in ministerial MTEF</li> <li>- Inadequate internal ownership of programme tools</li> <li>- Diversion of files</li> </ul>	<ul style="list-style-type: none"> <li>- Unsatisfactory quality of drafted CDP and non-alignment of all to GESP</li> <li>- Clash of several meeting schedules in the same hall</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate implementation of recommendations extracted from activity reports</li> <li>- Lack of an administrative procedure manual</li> <li>- Authenticity of documents provided by users</li> </ul>
<b>Information/Communication Resources</b>		
<ul style="list-style-type: none"> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Statistical information quality</li> <li>- Delays in implementing recommendations pertaining to the improvement of the business climate</li> <li>- Distance of offices of senior executives from those of hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>- Information leaks</li> <li>- Poor dissemination of informations and communication</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Malfunctioning of the internet service</li> <li>- Poor translation of some documents</li> </ul>

**Source:** Use of field data



The table above enables to observe that there are very few minor risks within Programme 302 (7 out of 68). On the contrary, major risks are more represented (38 out of 68) and tolerable risks account for 24 out of the 68.

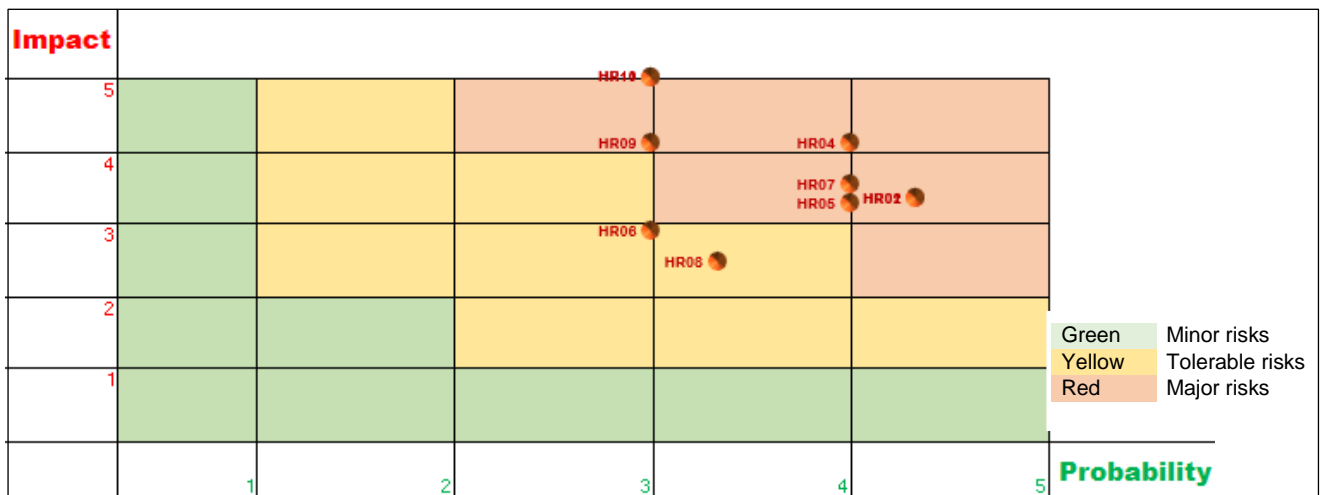
Out of the 38 major risks of the programme, 8 fall under Human resources, 7 under Material resources, 11 under Financial resources, 9 under Organizational resources and 3 under Information and Communication resources.

A more in-depth analysis of severity combining occurrence probability of risk with its potential impact enables to obtain an interesting result. To this effect, the double-entry graphic representation is outlined for each component.

### - Human Resources

The undermentioned double-entry table outlines the risk disposition of the Human Resources component depending on the severity of consequences.

**Tableau 14 :** Representation of HR risks of Programme 302 depending on the severity of consequences



**Source:** Use of field data

**Key notes:** HR08: Inadequate devotedness to the task; HR06: Inadequate staff; HR09: Prolonged post vacancy; HR05: Insufficient or inadequate capacity; HR07: Inadequate motivation; HR01: Staff mobility; HR02: Brain drain; HR10: Lack of training; HR11: Unavailability of immediate hierarchy; HR04: Absence at workstations (for more detailed figures, see Annexe II.B.1).

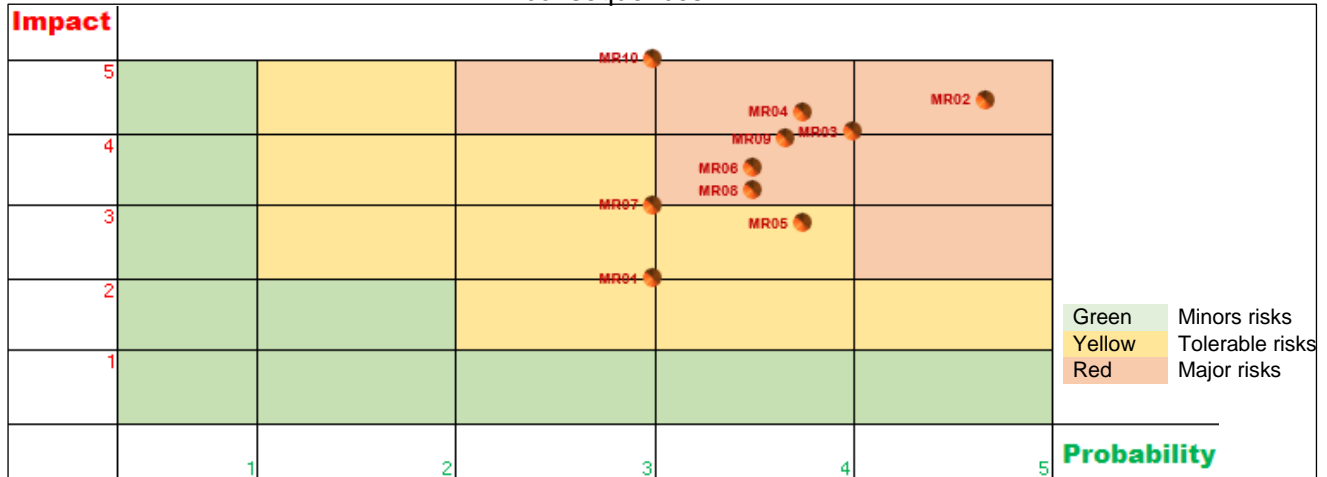
By considering the Human Resources component, three groups of risks crop up:

- ☞ risks with high occurrence probability and strong impact (RH02, RH04, RH05 and RH07);
- ☞ risks with average occurrence probability and very strong impact (HR09 and HR10);
- ☞ risks with average occurrence probability and average impact (HR08 and HR06).

- **Material Resources**

The table of the Material Resources component is as follows:

**Table 15:** Representation of MR risks of Programme 302 depending on the severity of consequences



**Source:** use of field data

*Key notes: MR01: Supply of defective computer equipment; MR07: Robberies/burglaries; MR05: Lack/interruption of water supply; MR08: Fire-disasters; MR06: Malfunctioning of telephone lines; MR09: Lack of infrastructures (Internet network, fax, telephone, etc.); MR10: Prolonged electric power failure; MR03: Supply of defective office equipment; MR04: Electric power cut; MR02: Presence of computer viruses (for more detailed figures, see Annexe II.B.2).*

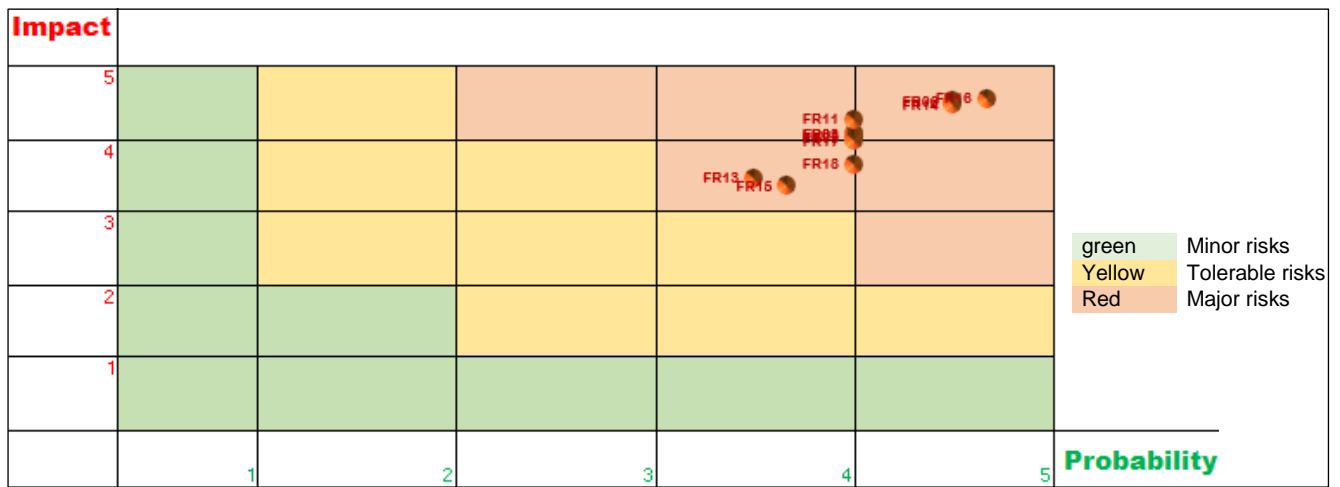
It is observed that:

- ☞ the presence of computer viruses (MR02) has a very high occurrence probability and a very strong impact. As such, it represents a great threat for the programme’s performance;
- ☞ prolonged electric power failure (MR10) has a very strong impact and an average occurrence probability;
- ☞ the group of risks consisting of MR02, MR04, MR06, MR08 and MR09 have a high occurrence probability and a strong impact;
- ☞ lastly, risks MR01, MR05 and MR07 are relatively tolerable risks with an average occurrence probability and impact.

- **Financial Resources**

The table below represents risk distribution for the Financial Resources component.

**Table16:** Representation of FR risks of Programme 302 depending on occurrence probability, global impact and severity



**Source:** Use of field data

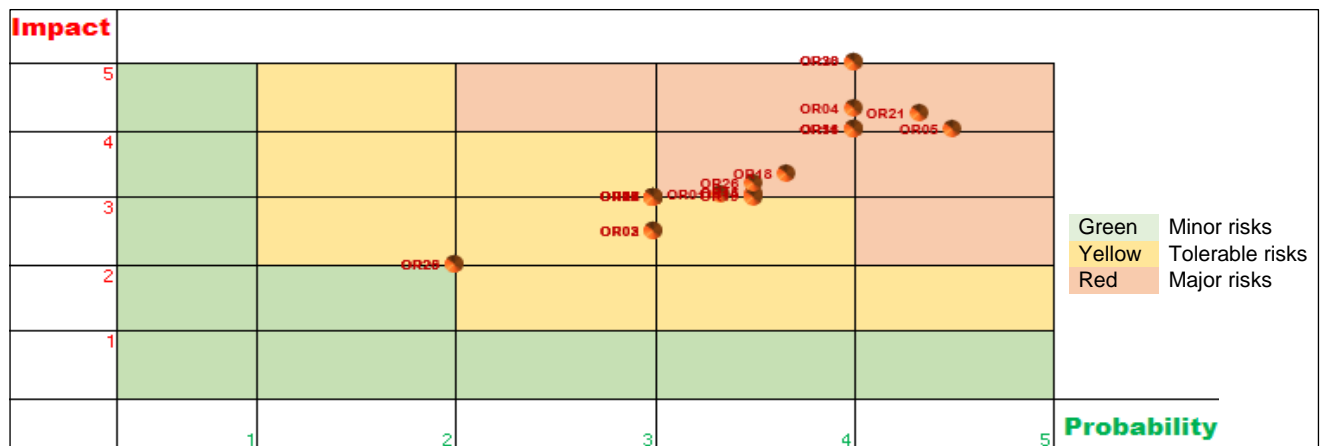
**Key notes:** **FR01:** Increasing demand for off budget Resources; **FR03:** Financial under-estimation of some activities; **FR05:** Malfunctioning of the budget management application; **FR06:** Late provision of Resources; **FR11:** Delay in procurement processing; **FR13:** Late transmission of quarterly quotas; **FR14:** Delay in processing expenditure documents; **FR15:** Assigning an economic category to inappropriate expenditure; **FR16:** Delay in mobilizing financial Resources; **FR17:** Poor consideration of the grass root population's aspirations in including projects in the budget; **FR18:** Non-involvement of some officials in budget preparatory activities (for more detailed figures, see Annexe II.B.3).

It stems out from the risk representation of the “Financial Resources” component that all risks identified have serious consequences on the achievement of the programme’s objectives. In fact, they have a high occurrence probability and a very strong impact on performance.

- **Organizational Resources**

As for the “Organizational Resources” component, the representation is as follows:

**Table 17:** Representation of OR risks of Programme 302 depending on the severity of consequences



**Source:** Use of field data

**Key notes:** **OR01:** Delay in procurement processing; **OR02:** Shortcomings in the internal control process; **OR03:** Commitments taken by some unmandated Ministry staff; **OR04:** Duplication in carrying out some activities; **OR05:** Late issuing of exit permits; **OR06:** Delay in issuing non-objections by partners; **OR07:** Delay in issuing signatory powers for agreements (enabling decrees, etc.); **OR08:** Delay in issuing legal opinions; **OR09:** Delay in rendering project documents available; **OR10:** Proliferation of spontaneous project proposals by some partners; **OR11:** Lack of collaboration with the other structures; **OR12:** Poor operationalization of existing strategies; **OR13:** Poor consideration of the spatial dimension in the planning process and defining ministerial programmes; **OR14:** Inadequate expression of interest for planning; **OR15:** Inadequate internal ownership of planning tools; **OR16:** Unsatisfactory quality of drafted CDP and non-alignment of all to GESP; **OR17:** Poor connectivity between local and central planning; **OR18:** Clash of several meeting schedules in the same hall; **OR19:** Late convening of meetings; **OR20:** Unavailability of vehicles for field trips; **OR21:** Untimely entrance of users in offices; **OR22:** Non-involvement of regional and Divisional Delegates in the conduct of some centrally-managed activities within their administrative jurisdictions; **OR23:** Inadequate implementation of recommendations extracted from reports, notably that of GESP follow-up; **OR24:** Poor efficiency of the mechanisms for collecting, consolidating and disseminating economic information; **OR25:** Conflicts of competence; **OR26:** Lack of realism of ministerial MTEFs.

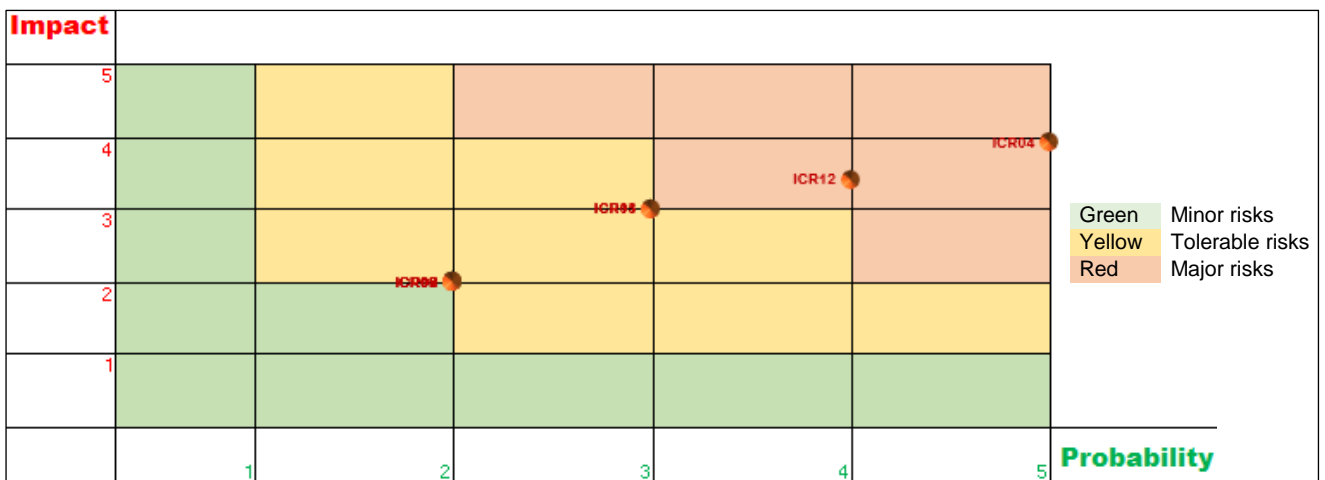
From the above representation, three groups of risks can be underscored:

- ☞ Risks with a very high occurrence probability and very strong impact, notably: OR04, OR04, OR21, OR16 and OR28 ;
- ☞ risks with high occurrence probability and strong impact: OR18, OR19 and OR26;
- ☞ risks with low occurrence probability and low impact: OR03 and OR20.

**- Information and Communication Resources**

The risk representation is as follows:

**Table 18:** Representation of ICR risks of Programme 302 depending on the severity of consequences



**Source:** Use of field data

**Key notes:** **ICR02:** Late convening to meetings; **ICR06:** Poor translation of some documents; **ICR07:** Loss and/or intrusion of documents during mail distribution; **ICR08:** information not shared amongst services; **ICR09:** Statistical information quality; **ICR10:** Delays in implementing recommendations pertaining to the improvement of the business climate; **ICR03:** Information leaks; **ICR11:** poor dissemination of information and communication; **ICR12:** Distance of executive staff's offices to those of hierarchy; **ICR04:** Malfunctioning of the internet service; **ICR01:** Delay in forwarding internal and external mails (for more detailed figures, see Annexe II.B.5).

Two groups of risks can be distinguished at this juncture:

- ☞ those with a very high occurrence probability and strong impact where we have risks RIC04 and RIC12;

- ☞ those with average occurrence probability and average impact, namely: RIC01 and RIC06.

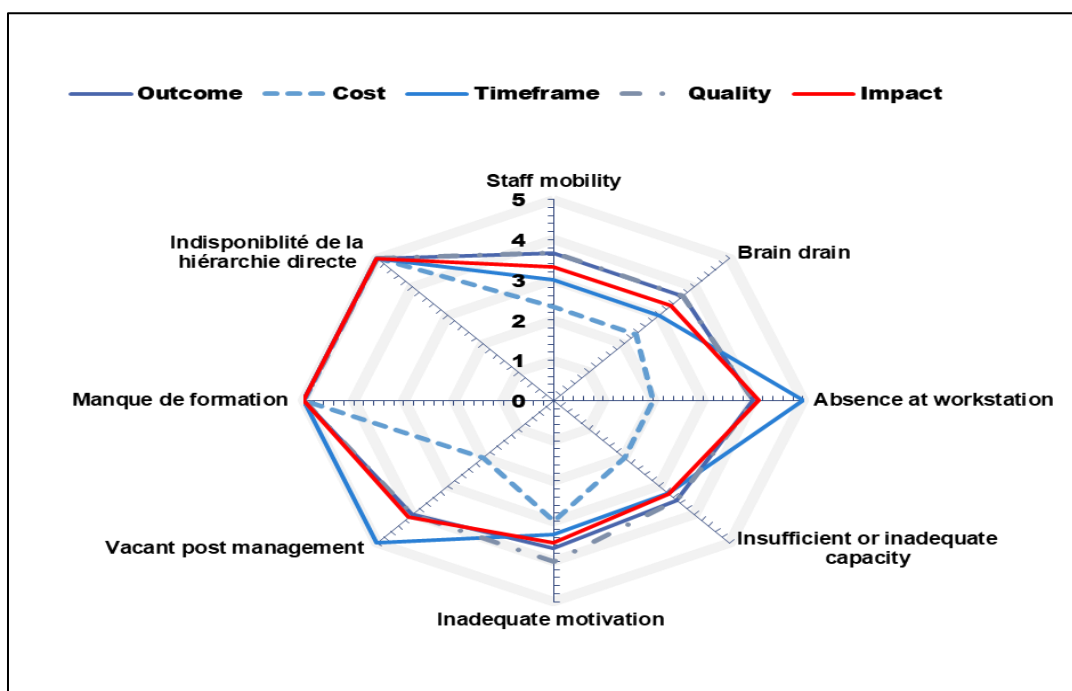
### iii. Analysis depending on performance impact

The analysis depending on performance impact is mainly based on the relationship between major risks and performance variables which include: outcome, cost, quality and timeframe. Based on each component, it can be outlined as follows:

#### - Human Resources

The performance impact is represented as follows:

**Chart 6:** Major HR risks of Programme 302 depending on their impact on performance criteria



**Source:** Use of field data

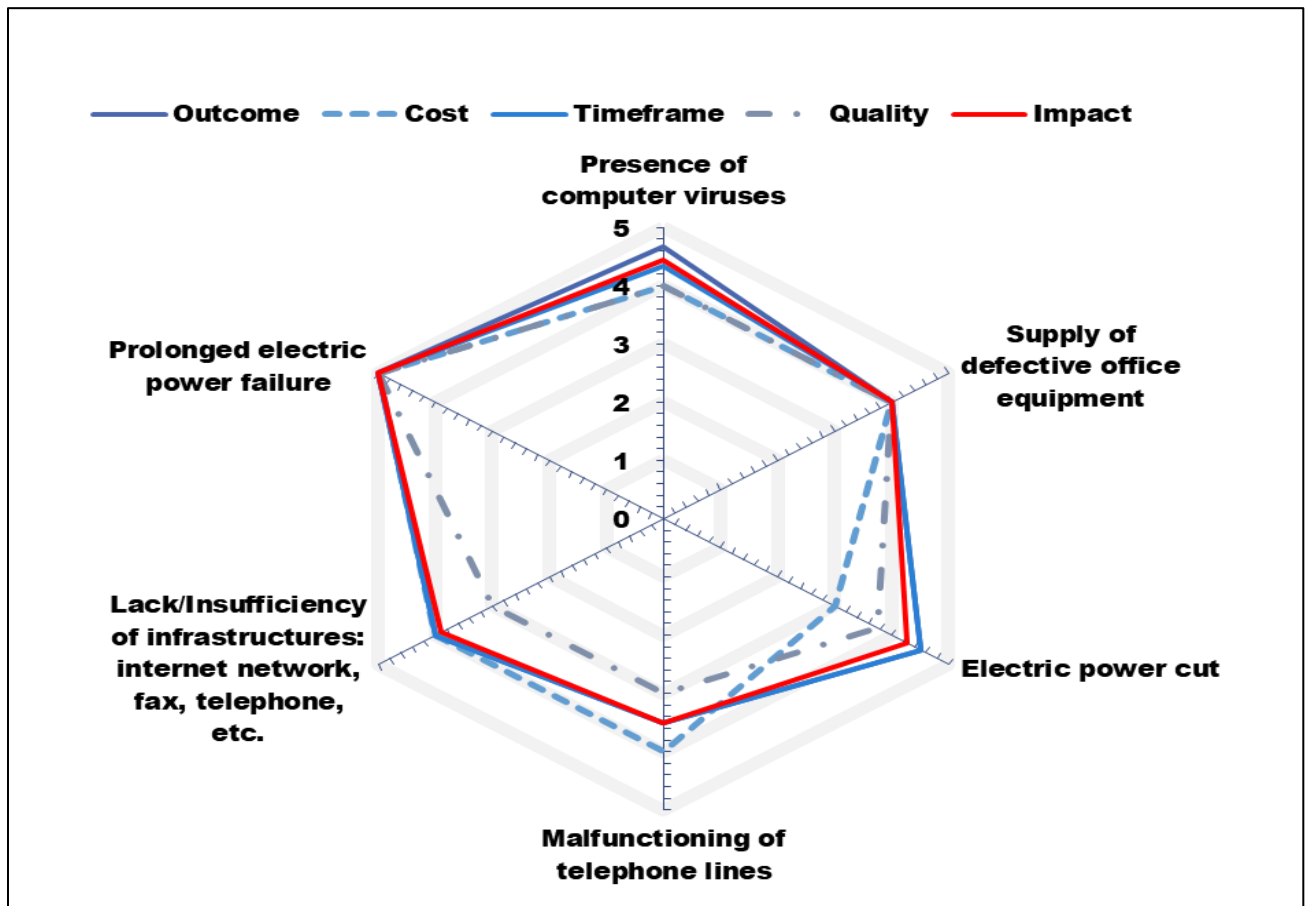
It can be observed from the diagram above that:

- ☞ the global impact of the risks pertaining to “Lack of staff training” and “Unavailability of immediate hierarchy” on performance is very high as compared to other risks. This observation could be the consequence of shortcoming uncovered in the strategic management of staff strength and skills within the Ministry;
- ☞ the “unavailability of hierarchy” and “lack of training” represent two risks from the HR component which impact very strongly on the four performance criteria;
- ☞ the risks pertaining to “absence at workstations” and “prolonged post vacancy” impact very strongly on the processing deadlines of files;
- ☞ lastly, the cost criterion is less influenced by HR risks.

## - Material Resources

The performance impact can be outlined as follows:

**Chart 7:** Major RM risks of Programme 302 depending on their impact on performance criteria



**Source:** Use of field data

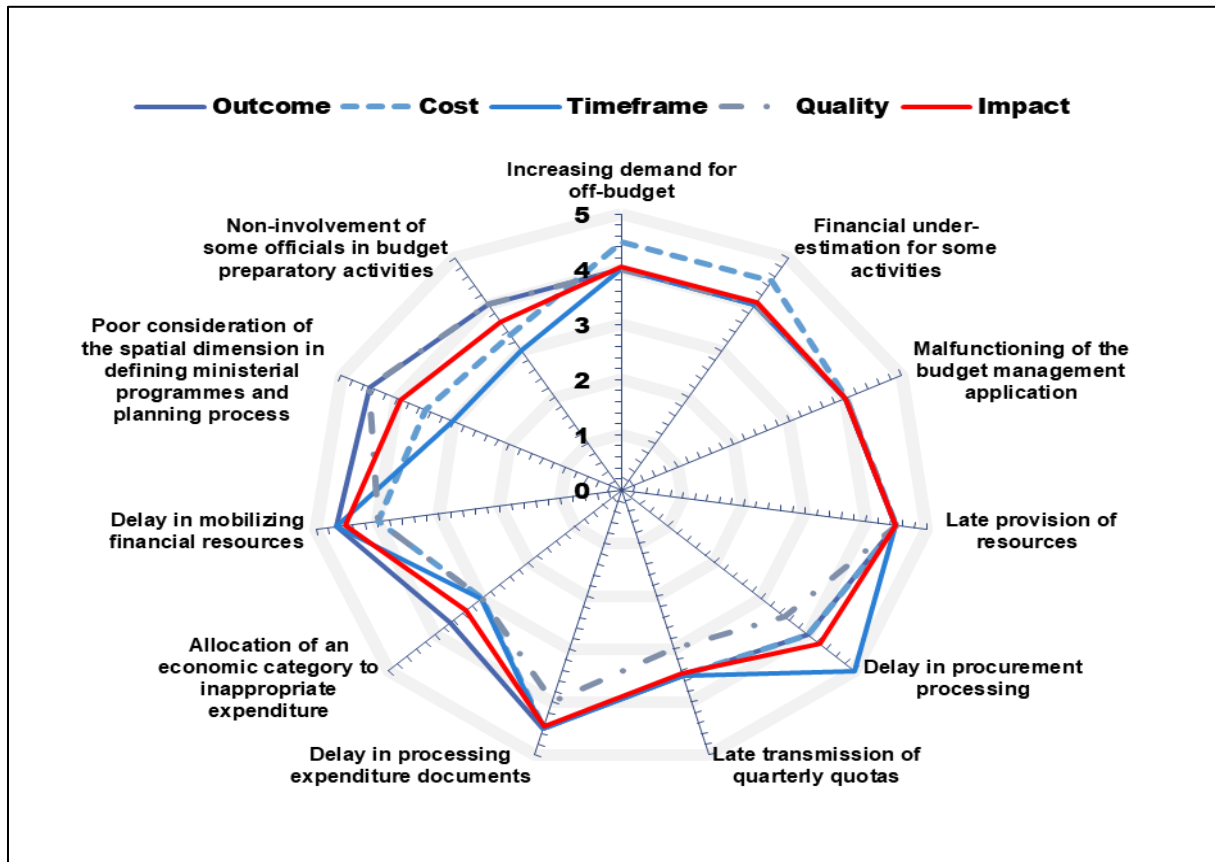
The above diagram shows that:

- ☞ “prolonged electric power failure” is the risk of the MR component which has a very high global impact. In other words, this risk seriously influences the four performance criteria;
- ☞ the presence of computer viruses impacts very strongly on the achievement of outcomes and timeframes impact very strongly on cost and quality;
- ☞ “electric power cut” has a very strong impact on timeframes and outcomes and averagely on quality and lowly on cost;
- ☞ the criterion on cost is strongly influenced by the lack of infrastructure, malfunctioning of telephone lines and supply of defective equipment.

## - Financial Resources

The performance impact can be outlined as follows:

**Chart 8:** Major FR risks of Programme 302 depending on their impact on selon leur impact performance criteria



Source: Use of field data

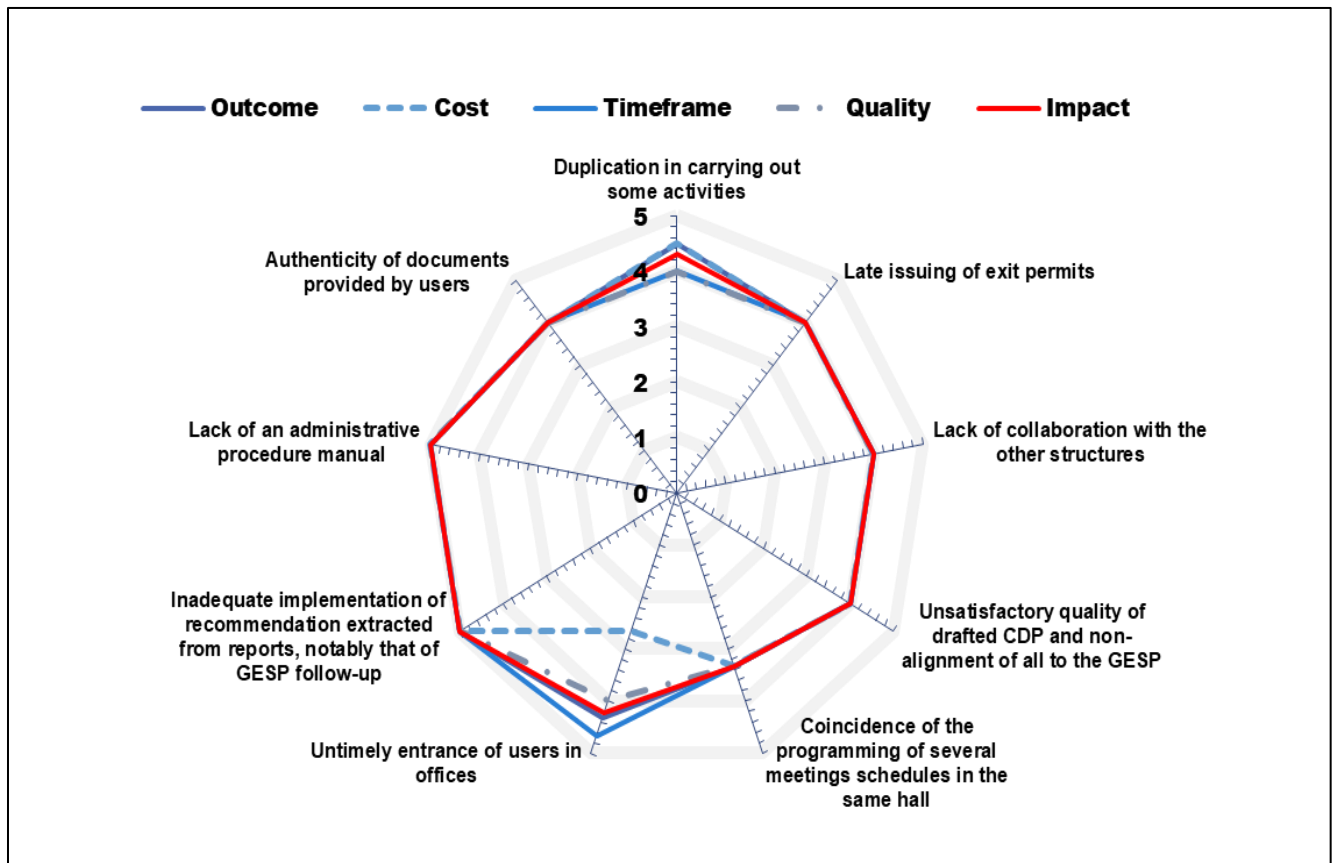
From the above diagram, it is observed that the “late provision of resources”, “delay in processing expenditure documents”, “delay in mobilizing financial resources” and “poor consideration of the aspirations of the grassroots population in including projects in the budget” have very high impact on outcomes and timeframes.

The delay in procurement processing seriously affects the timeframe criterion;

The financial under-estimation of some activities and increasing demand for off budget resources have a strong impact on the cost for implementing the programme's activities. In fact, this practice is recurrent because the expression of needs is always higher than the allocated budget, on the one hand, and the occurrence of non-budgeted activities but which are imperative within the framework of the missions assigned to the programme, on the other hand.

#### - Organizational Resources

The impact on performance is illustrated below:

**Chart 9:** Major OR risks of Programme 302 depending on their impact on performance criteria

**Source :** Exploitation des données de terrain

The global impact on performance criteria is very strong for risks relating the *inadequate implementation of recommendations extracted from reports, notably that on GESP follow-up and lack of an administrative procedure manual*. The first risk might be due to the intensification of the coordination of economic activity carried out by MINEPAT and the second to failure to prioritize the drafting of the manuals within various structures.

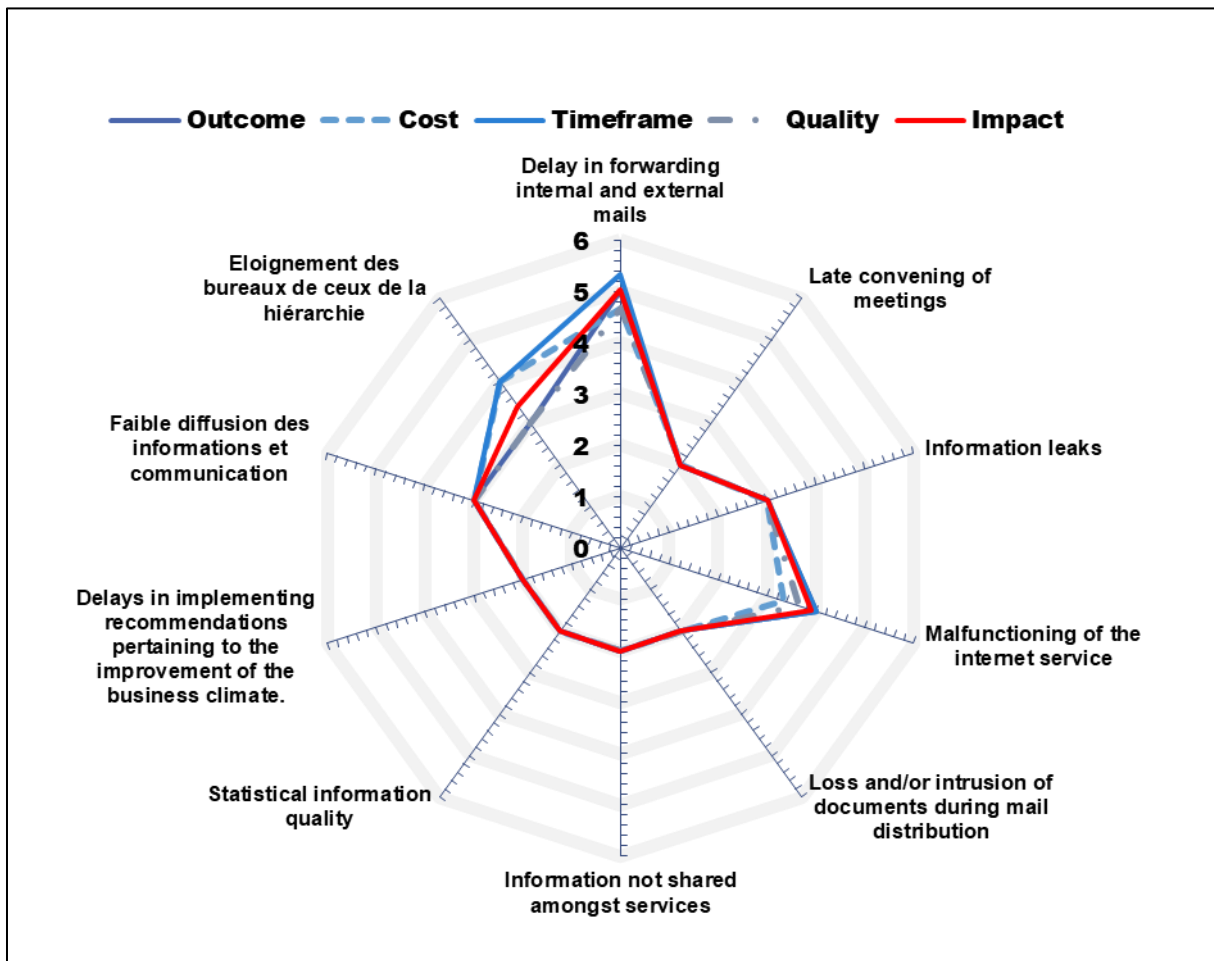
The impact is relatively strong for the remaining major risks of the component.

The *duplications in carrying out some activities* impact more on the outcome and cost of the programme's activities. This could be explained, amongst others, by the shortcomings pertaining to structuring and implementation of the organizational chart.

#### - Information and Communication Resource

The impact representation on performance can be outlined as follows:



**Chart 10:** Major ICR risks of Programme 302 depending on their impact on performance criteria

Source: use of field data

In this component, the delay in forwarding internal and external mails and the *malfunctioning of the internet service* are risks for which the impacts are the highest on performance. In fact, two risks have relatively strong impacts on the various performance components.

*The delay in forwarding internal and external mails* could be explained by the shortage of staff, lack of training and retraining, lack of means to travel, means to liaise between services as well as inadequate working material.

As for the *malfunctioning of Internet services*, its strong impact on performance could be explained by the nature of interventions of the programme in question which requires permanent interconnectivity of stakeholders in the domain. Moreover, its impact would still be more significant if there was no desire by the staff to become autonomous through the use of individual connections.

### 3.2.3. Evaluation of major risks

After risk analysis, a list of major risks was drawn up. The Programme Manager granted some priority to it as outlined in the table below:

**Table 19:** List of major risks and priority granted by the Manager of Programme 302

Components	Major Risks	Priorities
<b>Human Resources</b>	Staff mobility	High
	Brain drain	High
	Insufficient or inadequate capacity	High
	Inadequate motivation	High
	Lack of training	High
	Unavailability of immediate hierarchy	High
	Absence at workstations	Low
	Prolonged post vacancy	Low
<b>Material Resources</b>	Presence of computer viruses	High
	Supply of defective office equipment	High
	Electric power cut	High
	Malfunctioning of telephone lines	High
	Lack of infrastructures: internet network, fax, telephone, etc.	High
	Prolonged electric power cut	High
	Robberies/burglaries	Low
<b>Financial Resources</b>	Increasing demand for off budget resources	High
	Financial under-estimation of some activities	High
	Late provision of Resources	High
	Delay in procurement processing	High
	Delay in processing expenditure documents	High
	Delay in mobilizing financial Resources	High
	Malfunctioning of the budget management application	Low
	Late transmission of quarterly quotas	Low
	Assigning an economic category to inappropriate expenditure	Low
	poor consideration of the grassroot population's aspirations in including projects in the budget	High
	Non-involvement of some officials in budget preparatory activities	High
<b>Organizational Resources</b>	Duplications in carrying out some activities	High
	Late issuing of exit permits	High
	Lack of collaboration with the other structures	High
	Unsatisfactory quality of drafted CDP and non-alignment of all to GESP	High
	Clash of several meeting schedules in the same hall	High
	Untimely entrance of users in offices	High
	Inadequate implementation of the recommendations extracted from activity reports	High
	Lack of an administrative procedure manual	High
	Authenticity of documents provided by users	High
<b>Information and Communication Resources</b>	Delay in forwarding internal and external mails	High
	Malfunctioning of the internet service	High
	Poor translation of some documents	High

**Source:** Use of field data

Out of the 38 major risks identified in Programme 302, the Programme Manager gave priority treatment to 32 as opposed to only 6 with low priority.

However, it should be noted that on examining the severity of some risks to which the Manager gave a high priority, it was clear that they are rather tolerable risks. This is the case of *delays in the procurement process, delays in the availability of project documents, late convening of meetings and diversion of files.*

As was the case in Programme 301, a reassessment of risks was made on the basis of the cause and effect relationships that would exist between the risks. This resulted in a list of risks that posed a greater threat to the Programme's performance and that would pose the most critical management challenges. These risks will be prioritized in the processing plan.

**Table 20:** List of risks of Programme 302 to be -processed as priority

<b>Component</b>	<b>Risk</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Insufficient output</li> <li>- Irregularity/absence of staff at the workstation</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence computer viruses</li> <li>- Reception of defective office equipment</li> <li>- Prolonged electrical power cut/failure</li> <li>- Malfunctioning of the fixed telephony network</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Increasing demand of off- budget resources</li> <li>- Late provision of resources</li> <li>- Poor consideration of the aspirations of grassroot populations in the inclusion of projects in the Budget.</li> <li>- Delay in the procurement process</li> <li>- Mismanagement / Embezzlement of funds</li> <li>- Malfunctioning in the implementation of budgetary management</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Inefficiency in carrying out some activities</li> <li>- Forgery of documents by users</li> <li>- Clash in the programming of several meetings in the same room</li> <li>- Untimely entrance of users in offices</li> </ul>
<b>Information and Communication Resources</b>	<ul style="list-style-type: none"> <li>- Loss/delay in the transmission of mails</li> <li>- Malfunctioning of the internet service</li> </ul>

### 3.3. Programme 303: Strengthening development partnership and regional integration

#### 3.3.1. Risks identified

The list of risks identified in Programme 303 is outlined in the following table:

**Table 21:** List of risks identified in Programme 303

Components	Common risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Absence at workstations</li> <li>- Insufficient or inadequate capacity</li> <li>- Inadequate motivation</li> <li>- Exposure to the harmful effects of electrical appliances</li> <li>- Staff mobility</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Electrical power cut</li> <li>- Lack /interruption of water supply</li> <li>- Malfunctioning of telephone lines</li> <li>- Fire-disasters</li> <li>- Lack/insufficiency of infrastructure: internet network, fax, telephone, etc.</li> <li>- Lack/obsolescence of office equipment, ageing/absent rolling stock</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Financial under-estimation of some activities</li> <li>- Late transmission of quarterly quotas</li> <li>- Late provision of resources</li> <li>- Poor specialization of cooperation credits</li> <li>- Assigning an economic category to inappropriate expenditure</li> <li>- Strong presence of off-budget activities</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in mobilizing financial resources</li> <li>- Non-payment of counterpart funds</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Late issuance of exit permits</li> <li>- Delay in issuing non-objections by partners</li> <li>- Delay in issuing signatory powers for agreements (enabling decrees, etc.)</li> <li>- Proliferation of unsolicited project offers by some partners</li> <li>- Coincidence of several meeting schedules in the same hall</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate composition of delegations during missions</li> </ul>
<b>Information/ Communication Resources</b>	<ul style="list-style-type: none"> <li>- Malfunctioning of the internet service</li> <li>- Poor translation of some documents</li> <li>- Information not shared amongst services</li> <li>- Delay in the forwarding internal and external mail</li> <li>- Delays in distributing newspapers, inadequacy of the said newspapers</li> <li>- Statistical information quality</li> <li>- Late convening of meetings</li> </ul>

**Source:** Use of field data

Table 21 shows that a total of 37 risks were identified within Programme 303. Hence, Material Resources (8 risks, 22%), Financial Resources (9 risks, 24%), Organizational Resources (7 risks, 19%) and Information/Communication Resources (8 risks, 22%)

alone account for 89% of the risks, making a total of 32 risks. As opposed to Human Resources which only accounted for 5 risks, that is 13.5% of the total risks.

This concentration of risks within the material, financial, organizational and information/communication components clearly shows the peculiarity of this programme, the identified risks of which may be detrimental to the achievement of statutory missions, particularly the densification of cooperation portfolio, promotion of regional and sub-regional integration and performance of development partnership.

### 3.3.2. Risk Analysis

Risks will be outlined according to their occurrence probability, severity of their consequences and impact on selected performance criteria.

#### i. Analysis based on occurrence probability

At the end of identification work, risks were classified according to whether they are common or occasional, as illustrated in the table below:

**Table 22:** Classification of the risks identified in Programme 303 according to occurrence probability

Components	Common risks	Occasional risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Absence at workstations</li> <li>- Insufficient or inadequate capacity</li> <li>- Inadequate motivation</li> <li>- Exposure to the harmful effects of electrical appliances</li> <li>- Staff mobility</li> </ul>	
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Electrical power cut</li> <li>- Lack/interruption of water supply</li> <li>- Malfunctioning of telephone lines</li> <li>- Fire-disasters</li> <li>- Lack/inadequacy of infrastructures: internet network, fax, telephone, etc.</li> <li>- Lack/obsolescence of office equipment, ageing/absent rolling stock</li> </ul>	
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Financial under-estimation of some activities</li> <li>- Late transmission of quarterly quotas</li> <li>- Late provision of Resources</li> <li>- Poor specialization of cooperation credits</li> <li>- Assigning an economic category to inappropriate expenditure</li> </ul>	<ul style="list-style-type: none"> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in mobilizing financial resources</li> </ul>

Components	Common risks	Occasional risks
	<ul style="list-style-type: none"> <li>- High presence of off-budget activities</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in mobilizing financial Resources</li> <li>- Non-payment of counterpart funds</li> </ul>	
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Delay in issuing non-objections by partners</li> <li>- Delay in the issuing signatory powers for agreements (enabling decrees, etc.)</li> <li>- Proliferation of unsolicited project offers by some partners</li> <li>- Coincidence of several meeting schedules in the same hall</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate composition of delegations during missions</li> </ul>	
<b>Information/ Communication Resources</b>	<ul style="list-style-type: none"> <li>- Malfunctioning of the internet service</li> <li>- Poor translation of some documents</li> <li>- Information not shared amongst services</li> <li>- Delay in forwarding internal and external mails</li> <li>- Delays in distributing newspapers, inadequacy of the said newspapers</li> <li>- Poor translation of some documents</li> </ul>	<ul style="list-style-type: none"> <li>- Late convening of meetings</li> <li>- Statistical information quality</li> </ul>

**Source:** Use of field data

In the light of the above table, the survey carried out revealed the following statistical information:

- ☞ Programme 303 has a total of 33 common risks (89%) and 4 occasional risks (11%);
- ☞ all the components have common risks. However, the four occasional risks are only found in *the Financial Resources (2 out of 11, 18.2%) and Information/Communication Resources (2 out of 8, 25%) components.*

## ii. Analysis according to severity of consequences

This sub-section is devoted to the analysis of risks depending on their impact on the Programme's performance and occurrence probability. It leads to the classification of

risks according to their degree of severity. Thus, for each of the components, risks are grouped into **major**, **tolerable** or **minor risks**. The table below provides information on the classification of risks according to their severity.

**Table 23:** Classification of risks of Programme 303 according to severity

Major risks	Tolerable risks	Minor risks
<b>Human Resources Component</b>		
<ul style="list-style-type: none"> <li>- Absence at workstations</li> <li>- Insufficient or inadequate capacity</li> <li>- Inadequate motivation</li> </ul>	<ul style="list-style-type: none"> <li>- Exposure to the harmful effects of electrical appliances</li> <li>- Staff mobility</li> </ul>	
<b>Material Resources Component</b>		
<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Electrical power cut</li> <li>- Lack /interruption of water supply</li> <li>- Malfunctioning of telephone lines</li> <li>- Fire-disasters</li> <li>- Lack/inadequacy of infrastructures: internet network, fax, telephone, etc.</li> <li>- Lack/obsolescence of office equipment, ageing/absent rolling stock</li> </ul>		
<b>Financial Resources Component</b>		
<ul style="list-style-type: none"> <li>- Non-payment of counterpart funds</li> <li>- Assigning an economic category to inappropriate expenditure</li> <li>- Late provision of resources</li> <li>- Poor specialization of cooperation credits</li> <li>- Financial under-estimation of some activities</li> <li>- High presence of off-budget activities</li> </ul>	<ul style="list-style-type: none"> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Late transmission of quarterly quotas</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in mobilizing financial resources</li> </ul>
<b>Organizational Resources Component</b>		
<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Delay in issuing non-objections by partners</li> <li>- Delay in issuing signatory powers for agreements (enabling decrees, etc.)</li> <li>- Proliferation of unsolicited project offers by some partners</li> <li>- Coincidence of several meeting schedules in the same hall</li> <li>- Untimely entrance of users in offices</li> <li>- Inadequate composition of delegations during missions</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in issuing legal opinions</li> </ul>	
<b>Information/Communication Resources Component</b>		
<ul style="list-style-type: none"> <li>- Delays in distributing newspapers, inadequacy of the said newspapers</li> <li>- Information not shared amongst services</li> <li>- Malfunctioning of the internet service</li> <li>- Delay in forwarding internal and external mails</li> </ul>	<ul style="list-style-type: none"> <li>- Late convening of meetings</li> <li>- Poor translation of some documents</li> <li>- Statistical information quality</li> </ul>	

**Source:** Use of field data

The table above provides the following information:

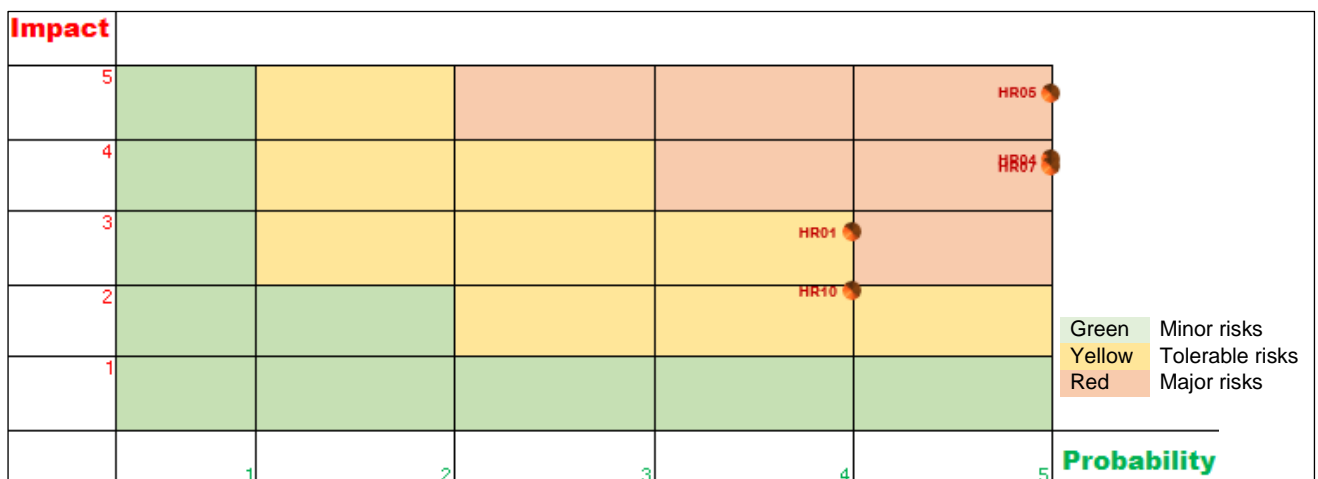
- ☞ out of the 37 risks in the Programme, there are 28 (75.7%) major risks, 8 (21.6%) tolerable risks and 1 (2.7%) minor risk. This means that the Programme is subject to risks with a high impact on the achievement of strategic and operational goals;
- ☞ out of the 28 major risks recorded, 8 (28.6%) stem from Material Resources, 7 (25%) from Organizational Resources, 6 (21.4%) from Financial Resources, 4 (14.3%) from Information/Communication Resources and 3 (10.7%) from Human Resources. It should be noted that all the risks of Material Resources are major. It can also be observed that unlike Material, Financial and Organizational Resources, Human Resources do not have many major risks (*absence at workstations, insufficient or inadequate capacity, inadequate motivation*), which might imply that they do not have a great impact on the Programme's performance ;
- ☞ out of the 8 tolerable risks, 3 (37.5%) emerge from Information/Communication Resources, 2 (25%) from Human Resources, 2 (25%) from Financial Resources and 1 (12.5%) from Organizational Resources. The only minor risk recorded was in Financial Resources, namely *the delay in mobilizing financial Resources*.

Although rich in information, the table above does not highlight the level of severity of each risk and the disparities between risks. It is in this sense that the double-entry table allows, for each component, a better visualization of the distribution of risks according to the two severity variables (probability, impact).

**- Human Resources**

The table below outlines the risks of the HR component at one level.

**Table 24:** Representation of HR risks of Programme 303 depending on the severity of consequences



**Source:** Use of field data

**Key notes:** HR01: Staff mobility; HR04: Absence at work stations; HR05: Insufficient or inadequate capacity; HR07: Inadequate motivation; HR10: Exposure to the electrical appliance trades; (for more detailed figures, see Annexe III.B.1).



Table three (3) groups of risks according to severity:

- ☞ an extreme risk with a very high occurrence probability and a very high impact (HR05);
- ☞ risks with very high occurrence and high impact (HR04 and HR07) ;
- ☞ risks with high occurrence and medium impact (HR01 and HR10).

As it can be seen from the table above, inadequate staff motivation, absence at workstations and low capacity (located in the red zone) are the major risks of the Human Resources component. It therefore means that these factors strongly affect the programme's performance.

Among these, low staff capacity with the highest severity emerges as the most preponderant risk. This situation could be explained by the fact that staff working in these structures do not always have the training adapted to functions for mobilizing external funding.

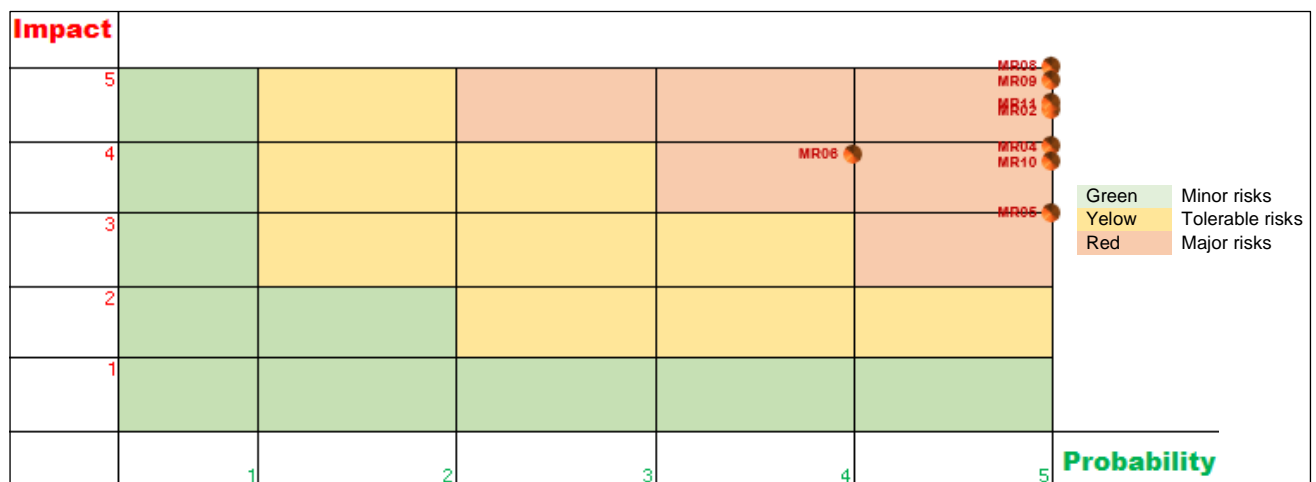
Equally, the absence of staff at workstations, which emerges as one of the important factors in this component, deserves to be paid special attention.

Conversely, exposure to electrical trades and staff mobility are considered tolerable as they would cause less damage to the programme's performance. This can be explained by the practice of workplace safety and by the fact that managers use their managerial experience to better manage staff rotation.

**- Material Resources**

The table below outlines risk categories of the Material Resources component.

**Table 25:** Representation of MR risks of Programme 303 according to the severity of the consequences



**Source:** Use of field data

**Key notes:** MR02: Presence of computer viruses; MR04: Electrical power cut; MR05: Lack/interruption of water supply; MR06: Malfunctioning of telephone lines; MR08: Fire-disasters; MR09: Absence/inadequacy of infrastructures: internet, fax, telephone,

etc.; **MR10**: Absence/obsolescence of office equipment; **MR11**: ageing/absent rolling stock (for more detailed figures see Annexe III.B.2).

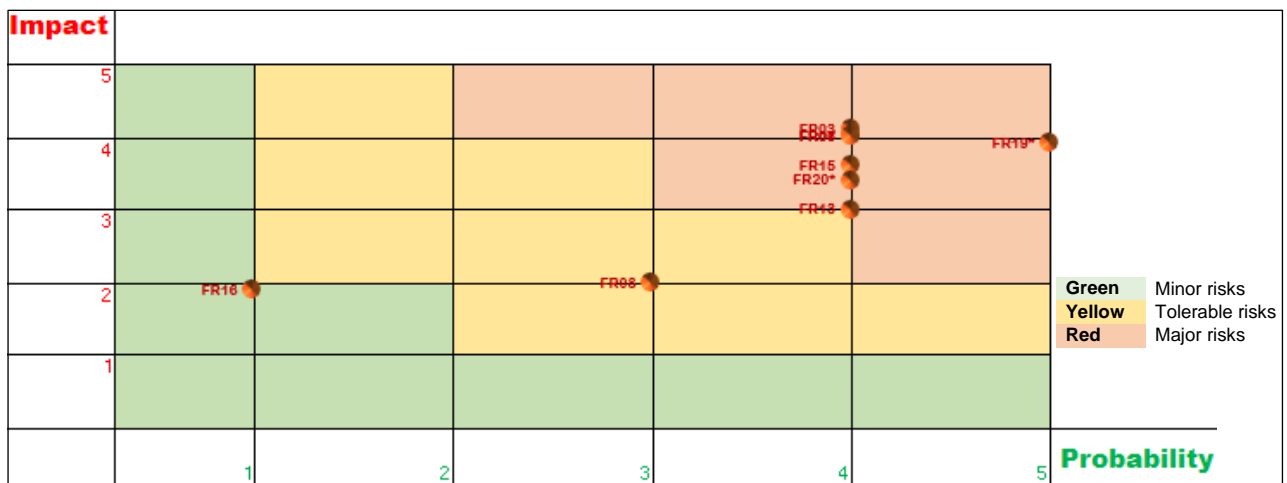
A reading of the above table shows that all risks of the Material Resources component are grouped together in the critical zone.

The risks of fire-disasters, absence or inadequacy of communication infrastructures, power cuts and presence of computer viruses are particularly disturbing. This situation can be observed at the level of Annexe 1 Building, which hosts the majority of structures of the Directorate General of Regional Cooperation and Integration (DGCOOP). Although considered to be major, albeit to a lesser extent, the malfunctioning of the internet service remains a concern that affects performance. Some staff work with their own Internet connection, which makes them to incur additional expenses.

- **Financial Resources**

The table below outlines risks of the Financial Resources component.

**Table 26**::Representation of RF risks of Programme 303 according to the severity of consequences



**Source:** Use of field data

**Key note:** **FR03**: Financial under-estimation of some activities; **FR06**: Late provision of Resources; **FR07**: Poor specialization of cooperation funds; **FR08**: Delay and/or non-payment of statutory contributions in international organizations; **FR13**: Late transmission of quarterly quotas; **FR15**: Assigning an economic category to inappropriate expenditure; **FR16**: Delay in mobilizing financial Resources; **FR19**: Strong presence of off-budget activities; **FR20**: Non-payment of counterpart funds (for more details see Annexe III. B.3).

In the light of the above table, the following risk grouping zones can be identified:

- ☞ one (1) risk in the minor region FR16;
- ☞ two (2) risks in the tolerable zone, late and/or non-payment of statutory contributions in international organizations (FR08) and late transmission of quarterly quotas (FR13) ;

- ☞ six (6) risks are identified as critical in this component, namely *non-payment of counterpart funds, assigning an economic category to inappropriate expenditure, late provision of financial Resources, low degree of specialization of cooperation credits;*
- ☞ *financial under-estimation of some activities and the strong presence of off-budget activities.* In this critical zone, we identify a group of risks with a high occurrence probability and a medium impact on overall performance (FR15, FR20), a group of risks with a high occurrence probability and a high impact on overall performance (FR03, FR06 and FR07) and a highly probable extreme risk with a strong impact: *strong presence of off-budget activities (FR19).*

**- Organizational Resources**

The table below shows the risk groupings of the Organizational Resources component.

**Table 27:** Representation of OR risks of Programme 303 according to the severity of consequences

Impact					
5					OR07 OR19 OR05 OR18
4				OR06 OR27*	
3			OR08		
2					
1					
	1	2	3	4	5
	<b>Probability</b>				

	Minor risks
	Tolerable risks
	Major risks

**Source:** Use of field data

**Key note:** **OR05:** Late issuance of exit permits; **OR06:** Delay in issuing non-objections by partners; **OR07:** Delay in issuing signatory powers for agreements (enabling decrees, etc.); **OR08:** Delay in issuing legal opinions; **OR10:** Proliferation of unsolicited project offers by some partners; **OR18:** Coincidence of several meeting schedules in the same hall; **OR21:** Untimely entrance of users into offices; **OR27:** Inadequate composition of delegations during missions (for more details and figures, see Annexe III.B.4);

The table above shows the following factual elements:

- ☞ apart from *the delay in issuing legal opinions (OR08)* classified as a tolerable risk, all the other risks identified are major;
- ☞ a group of risks with a very high occurrence probability and a very strong impact stands out. These are the *proliferation of unsolicited project offers by some partners (OR10)*, the *delay in issuing signatory powers for agreements (enabling decrees, etc.) (OR07)*, the *coincidence of several meeting schedules in the same*

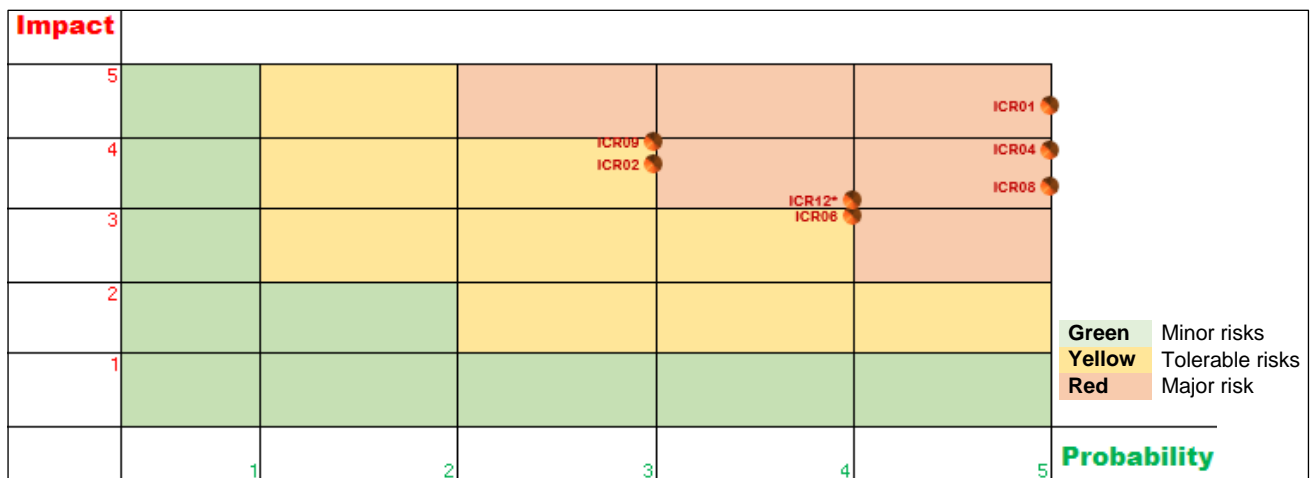
hall (OR18), the late issuing of exit permit (OR05) and the untimely entrance of users into offices (OR21);

- ☞ Another group of risks with high probability and a strong impact can also be distinguished. It is made up of the *delay in issuing non-objection by partners* (OR06) and the *inadequate composition of delegations during missions* (OR27).

**- Information/Communication Resources**

The representation of the Information/Communication Resources component is as follows:

**Table 28:** Representation of ICR risks of Programme 303 according to severity of consequences



**Source :**Exploitation of field data

**Key note:** ICR01: Delay in forwarding internal and external mails; ICR02: Late convening of meetings; ICR04: Malfunctioning of the internet service; ICR06: Poor translation of some documents; ICR08: Information not shared amongst services; ICR09: of Statistical information quality; ICR12: Delays in distributing newspapers, inadequacy of the said newspapers.

The table above shows three (3) risk groups:

- ☞ a group of risks with a medium occurrence probability and a strong impact (ICR09 and ICR02). *Statistical information quality* (ICR09) is essential for strategic planning. If it is poorly collected, it can lead to misleading decisions and policies. Besides, *the late convening of meetings* is less frequent, as it is more a matter of internal organization and communication between structures;
- ☞ another group is made up of risks with a high probability and overall average impact on performance (ICR12 and ICR06). *The poor translation of documents* has a negative impact on their quality and deteriorates the credibility and truthfulness of information;
- ☞ the last group is made up of three (3) predominant risks with a very high occurrence probability and a strong impact (ICR04, ICR08 and ICR01). *The malfunctioning of the Internet service* considerably slows down inter- and intra-service communication.

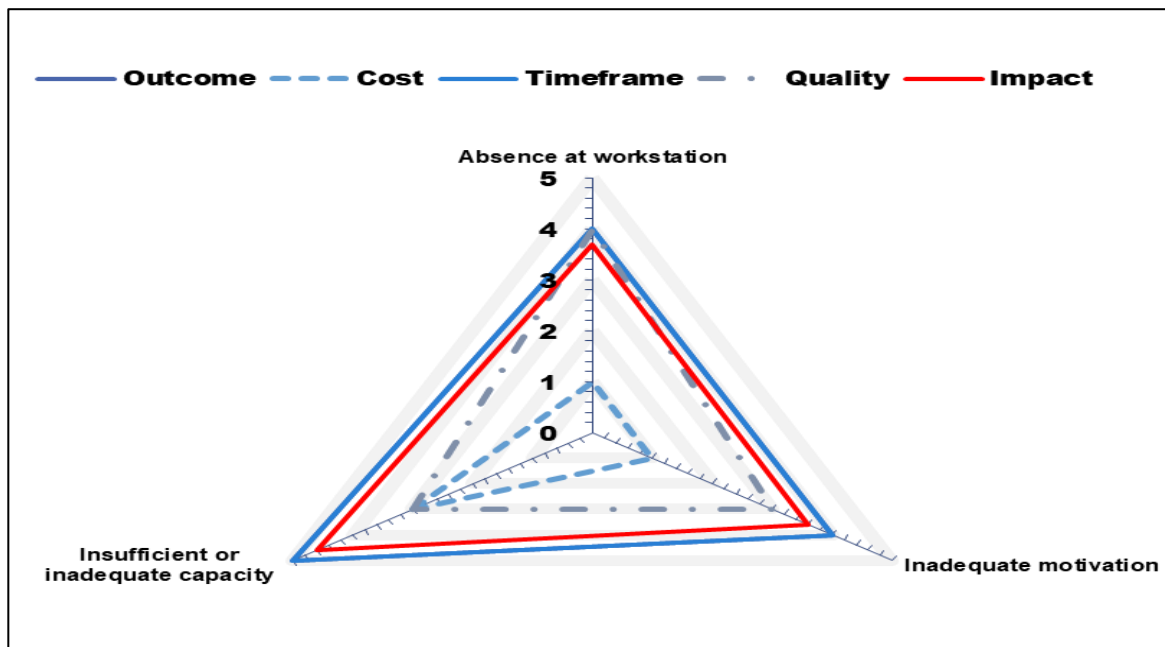
### iii. Analysis according to impact on performance criteria

The interest in analysing only major risks is justified by the fact that they impact the Programme's performance and sometimes require unusual measures. They must therefore be dealt with appropriately. As such, the KIVIAT diagram is used to highlight their impact on the selected performance criteria (outcome, cost, quality and timeframe) as illustrated in the charts below outlined by component.

#### - Human Resources

The impact on the performance of the HR component is represented as follows:

**Chart 11:** Major HR risks of Programme 303 according to their impact on performance criteria



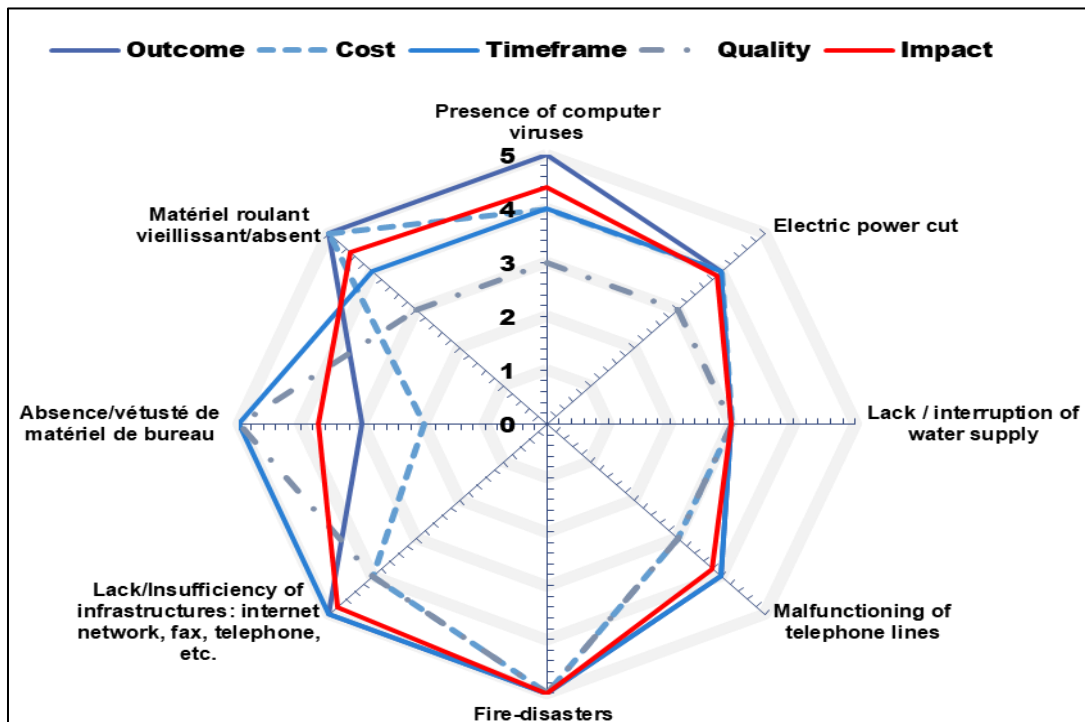
**Source:** Use of field data

The following information emerges from the diagram above:

- ☞ all major risks strongly affect the overall impact;
- ☞ the three (3) major risks have a very strong impact on the outcome and the timeframe;
- ☞ absence at workstations affect all performance criteria. This is the most unacceptable risk of this component in view of its characteristics.

#### - Material Resources

A detailed analysis of the impact of the main risks mentioned above on key performance factors enabled the drafting of the following graph:

**Chart 12:** Major MR risks of Programme 303 according to their impact on performance criteria

**Source:** Use of field data

The following elements of analysis emerge from this graph:

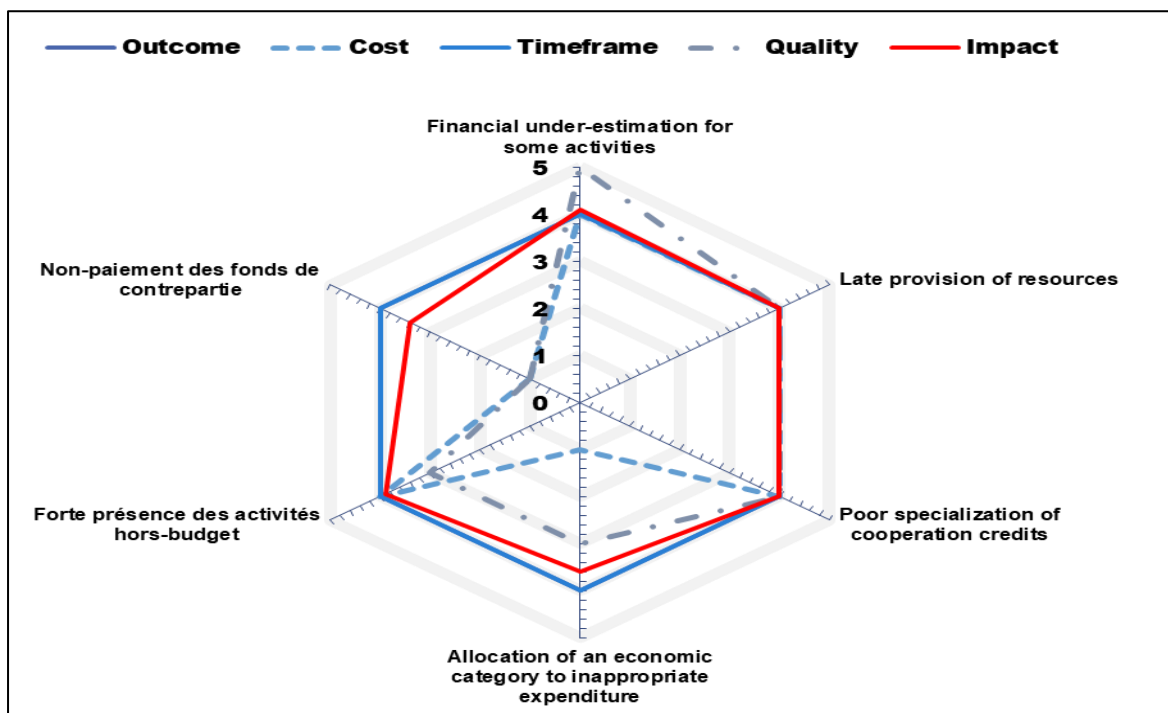
- ☞ risks of the MR component have a strong overall impact on the Programme's performance, with the exception of the *lack/interruption of water supply*, which has a moderate effect on the Programme's performance;
- ☞ cost remains the criterion least impacted by most risks, except for risks of *fire-disasters* and *lack/obsolescence of office equipment* ;
- ☞ the risk of *fire-disasters* presents the most disturbing characteristics, as it has maximum impact on all performance criteria. It is inherent in the poor quality and obsolescence of electrical installations in Annexe 1 buildings, which could be one of the causes of the deterioration of the computer equipment identified as another major risk in this Programme.
- ☞ the lack or inadequacy of telecommunication infrastructures (Internet network, fax, telephone, etc.) is also a handicap for Programme 303, as its impact is very strong on the outcome and timeframe, and strong on quality and cost. The importance of this risk is all the more pronounced as activities carried out are highly dependent on telecommunication tools, which are essential for collaboration with external partners.

- ☞ the lack of rolling stock necessary for project supervision missions and the reception of Technical and Financial Partners (TFPs) increases the cost of the activities and affects their completion deadlines ;
- ☞ the presence of computer viruses is also to be deplored and shows the absence or inadequacy of regular updates of antivirus softwares installed in office computers;
- ☞ power cut has a strong impact on all performance criteria. The severity of this risk could be explained by the fact that there are no alternative sources of electrical energy.

## - Financial Resources

The detailed analysis of the impact of the major risks of this component on the selected performance factors is illustrated in the graph below:

**Chart13:** Major RF risks of Programme 303 according to their impact on performance criteria



**Source:** Use of field data

The following elements of analysis emerge from this graph:

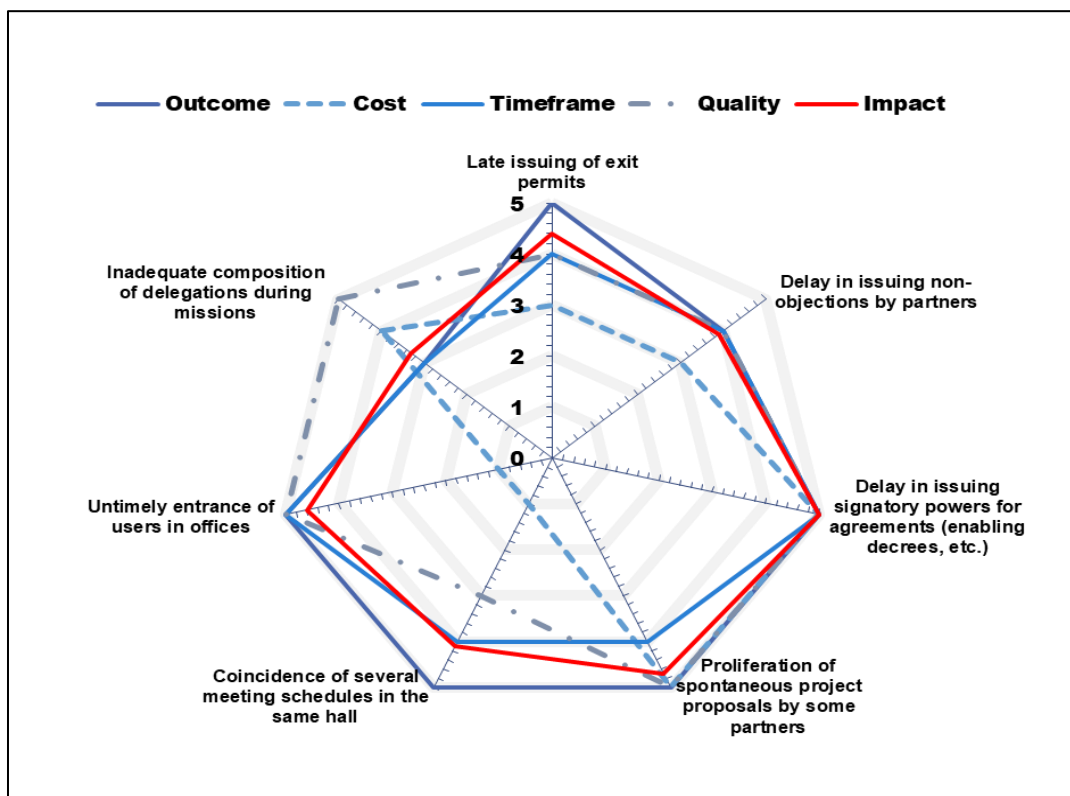
- ☞ the major risks of this component have a strong impact on timeframe and outcome;
- ☞ the strong *presence of off-budget activities* is the most preoccupying risk due to the difficult predictability of some cooperation missions. Hence, the difficulty to mobilize the Resources needed to finance them (problem of budget coverage) and delays in their implementation;

- ☞ *the poor specialization of cooperation credits* is also a major risk in this component. It leads to frequent recourse to exceptional procedures for authorizing the release of funds and, consequently, delays and uncertainty in the implementation of programmed activities;
- ☞ *Non-payment of counterpart funds* has a high occurrence with a significant impact on Programme outcomes. It contributes to the accumulation of Committed Unpaid Salaries (SEND) and consequently reduces the performance of project portfolios.

## - Organizational Resources

The impact of major risks of the OR component on the selected performance factors is illustrated in the graph below:

**Chart 14:** Impact of major risks on the performance of Programme 303 for the OR component



**Source:** Use of field data

The following points emerge from this graph:

- ☞ all major risks have a profile characterized by a strong impact on performance;
- ☞ the cost criterion is the least impacted, as opposed to outcome, timeframe and quality;
- ☞ *delay in issuing signatory powers for agreements and conventions* extends the time required for project appraisal and start-up;
- ☞ *late issuing of exit permits* has an impact on outcome and contributes to the non-respect of commitments with external partners;

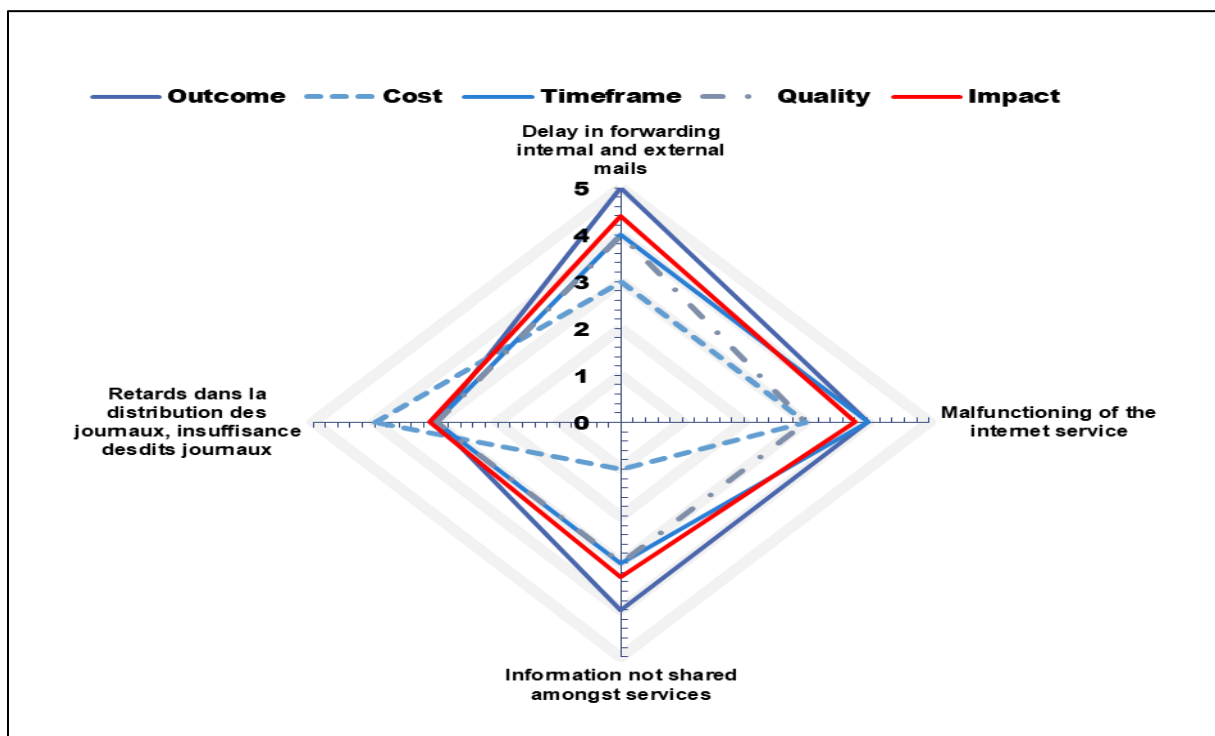


- ☞ the *inadequate composition of delegations* during missions has an impact on the quality of results. It is the consequence of reducing the size of delegations in order to lighten financial burden but which sometimes reduces its effectiveness;
- ☞ the *proliferation of unsolicited project offers from some TFPs* has a very strong impact on outcome, cost and quality performance criteria. This situation reflects the weakness of the central and sector-based project management system, particularly the identification, preparation, maturation and selection of projects to be included in the budget. The consequence is poor ownership and low impact of the suggested projects on growth;
- ☞ delay in issuing *non-objection opinions* by partners has a strong impact on the outcome, timeframe and quality. It sometimes arises from the differences in the way files are handled between the UGP and the relevant services of the donor, and also from the poor ownership of some procedures by the managers in charge of project implementation and execution of agreements.

#### - Information/Communication Resources

The impact of major risks of the ICR component on the selected performance criteria is illustrated in the graph below:

**Figure 15** : Impact of major risks on the performance of Programme 303 for the ICR component



**Source:** Use of field data

The following stylized facts emerge from the above graph:

- ☞ the majority of major risks in this component have a moderate impact on overall performance;

- ☞ cost is the least impacted performance criterion, it is also very low for *information not shared amongst services*, as opposed to outcome, timeframe and quality;
- ☞ delay in forwarding *internal and external mails* has a significant impact on the outcome;
- ☞ *information not shared amongst services due*, among other things, to poor coordination within and between Programmes has a negative impact on the outcome and quality of the information disseminated by structures;
- ☞ *the malfunctioning of the internet service* has a negative impact on timeframe and outcome.

### 3.3.3. Assessment of major risks

In this part, the exercise consists, as concerns the major risks identified in previous sections, in assessing per component, the level of priority given to them by the Manager of Programme 303 and Action Managers. The table below outlines the level of priority given by the Manager to major risks according to the management components. With a few exceptions, some tolerable risks have been deemed a priority in management, notably the poor translation of some documents.

**Table 29:** Major risks and priority given by the Manager of Programme 303

Components	Risks	Priority
<b>Human Resources</b>	Inadequate motivation	High
	Insufficient or inadequate capacity	High
	Absence at workstations	Low
	Electrical power cut	High
	Lack/interruption of water supply	High
	Malfunctioning of telephone lines	High
	Fire-disasters	High
	Lack/inadequacy of infrastructures: internet network, fax, telephone, etc.	High
	Lack/obsolescence of office equipment	High
	Presence of computer viruses	Low
	Ageing/absent rolling stock	Low
<b>Financial Resources</b>	Strong presence of off-budget activities	High
	Financial under-estimation of some activities	Low
	Late provision of Resources	Low
	Poor specialization of cooperation credits	Low
	Assigning an economic category to inappropriate expenditure	Low
	Non-payment of counterpart funds	Low
	Late issuing of exit permits	High

Components	Risks	Priority
<b>Organizational Resources</b>	Delay in issuing signatory powers for agreements (enabling decrees, etc.)	High
	Untimely entrance of users into offices	High
	Inadequate composition of delegations during missions	High
	Delay in issuing non-objections by partners	Low
	Proliferation of unsolicited project offers by some partners	Low
	Coincidence of several meeting schedules in the same hall	Low
<b>Information/ Communication Resources</b>	Delay in forwarding internal and external mails	High
	Poor translation of some documents	High
	Malfunctioning of the internet service	Low
	Delays in distributing newspapers, inadequacy of the said newspapers	Low
	Information not shared amongst services	None

**Source** : Use of field data

With regard to the **Human Resources** component, it emerged that absence at workstations would be a low priority for Programme 303 managers, contrary to the classification resulting from data analysis. This could be explained by the ability of managers to make effective use of available Resources. Besides, there is a convergence of priorities in terms of inadequate staff motivation and insufficient or inadequate capacity.

As for the **Material Resources** component, two (2) major risks were considered to be of low priority by the managers, namely the presence of computer viruses and the presence of ageing/lack of rolling stock. The problem of computer viruses seems to be explained by the fact that staff have their own laptops and personally purchased their antivirus software. Defective rolling stock is compensated by renting and recourse to the Department of General Affairs (DAG).

Concerning **Financial Resources**, however, given the strong presence of off-budget activities, all other critical risks of the financial Resources component of Programme 303 were given low priority by Programme 303 managers. The assigning of an economic category to inappropriate expenditure is explained by the pre-financing of activities on line 94 to fill gaps in Budget presentation.

As concerns the **Organizational Resources** component, there would not be much impact on delay in issuing non-objections by partners. With regard to the coincidence of several meeting schedules in the same hall, managers succeeded to hold their meetings even under unsuitable conditions. There was no power of contention to limit the proliferation of spontaneous project offers by some partners.

Finally, regarding **Information/Communication Resources**, only *the delay in forwarding internal and external mails* was considered a priority by the Programme's

managers. The other risks were manageable, as the Programme Manager succeeded in obtaining information using his/her own means.

After an in-depth analysis of the relationships and factors determining risks, the work-group proceeded to review the risks to be included in the management plan. Some risks were renamed, others were condensed into one, and finally new risks emerged in terms of priority. For example, inadequate motivation and insufficient or inadequate capacity were summarized in a single risk, namely: insufficient output. Other risks were identified as potential causes of some risks and it was agreed that they should be excluded from the management plan. New risks emerged, for instance, the precarious health of some staff in the human Resources component. After making these readjustments; we retained a list of risks to be included in the management plan.

**Tableau 30:** Risks of Programme 303 to be addressed as a matter of priority

<b>Components</b>	<b>Risks</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Insufficient output</li> <li>- Precarious health of some staff</li> <li>- Irregularity/Absence of staff at the workstation</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- interruption of water supply</li> <li>- Lack of renewal of small computer and office equipment (use of depreciated computer and office equipment)</li> <li>- Fire-disasters</li> <li>- Lack/insufficiency of infrastructures: internet network, fax, telephone, etc.</li> <li>- Malfunctioning of the fixed telephony network</li> <li>- Presence of computer viruses</li> <li>- Prolonged electrical power cut/failure</li> <li>- Inadequacy of Resources in relation to workforce evolution</li> <li>- Insufficient maintenance of the computer park</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Mismanagement / Embezzlement of funds</li> <li>- Late provision of Resources</li> <li>- Non-implementation of some programmed activities</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Delay in issuing non-objections by partners</li> <li>- Delay in issuing signatory powers for agreements (enabling decrees, etc.)</li> <li>- Coincidence of several meetings in the same hall</li> <li>- Untimely entrance of users into offices</li> </ul>
<b>Information/ Communication Resources</b>	<ul style="list-style-type: none"> <li>- Loss/delay in forwarding internal and external mails</li> <li>- Information not shared amongst services</li> <li>- Poor translation of some documents</li> <li>- Malfunctioning of the internet service</li> <li>- Delays in distributing newspapers, inadequacy of the said newspapers</li> <li>- Information not shared amongst services</li> </ul>

**Source:** Use of field data

### 3.4. Programme 304: strengthening development planning and intensification of regional development actions

#### 3.4.1. Risks identified

Data collected in Programme 304 identified the following risks:

**Table 31:** Risks identified in Programme 304

Components	Risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Corruption</li> <li>- Staff mobility</li> <li>- Inadequate motivation</li> <li>- Insufficient devotedness to the task</li> <li>- Absence at workstations</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Electrical power cut</li> <li>- Lack of infrastructures: internet network, fax, telephone, etc</li> <li>- Presence of computer viruses</li> <li>- Lack/interruption of water supply</li> <li>- Supply of defective office equipment</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burglaries</li> <li>- Supply of defective computer equipment</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Mismanagement</li> <li>- Delay in transferring appropriations to PAEs</li> <li>- Delay in providing services</li> <li>- Delay in processing expenditure documents</li> <li>- Delay in mobilizing financial Resources</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in the procurement process</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Coincidence of several meeting schedules in the same hall (room 230)</li> <li>- Late issuing of exit permits</li> <li>- Delay in the procurement process</li> <li>- Delay in issuing non-objections by partners</li> <li>- Unavailability of vehicles for field trips</li> <li>- Late transmission of quarterly quotas</li> </ul>
<b>Information/ Communication Resources</b>	<ul style="list-style-type: none"> <li>- Delay in forwarding internal and external mails</li> <li>- Information leaks</li> <li>- Loss and/or intrusion of documents during the distribution of mail</li> <li>- Information not shared amongst services</li> <li>- Malfunctioning of the internet service</li> <li>- Duplication in carrying out some activities</li> <li>- Commitments taken by some unmandated Ministry staff</li> </ul>

**Source:** Use of field data

The table above outlines all the risks identified in Programme 304. Based on the data in this table, 34 risks have been identified in total, comprising five (5) risks in the *Human Resources* component, eight (8) risks in *Material Resources*, eight (8) risks in *Financial Resources*, seven (7) risks in *Organizational Resources* and six (6) risks in *Information and Communication Resources*.

### 3.4.2. Analysis of identified risks

The risks identified were analyzed following three criteria: occurrence probability (i); severity of consequences (ii); and performance impact (iii).

#### i. Analysis following occurrence probability

At the end of deliberations to make use of the data collected, the table below outlines the classification of common and occasional risks.

**Table 32:** Classification of risks of programme 304 according to occurrence probability

Component	Common risks	Occasional risks
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- corruption</li> <li>- Staff mobility</li> <li>- Inadequate motivation</li> <li>- Insufficient dedication to the task</li> </ul>	<ul style="list-style-type: none"> <li>- Absence at workstations</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Electrical power cut</li> <li>- Lack of infrastructures: internet network, fax, telephone, etc.</li> <li>- Presence of computer viruses</li> <li>- Lack/interruption of water supply</li> </ul>	<ul style="list-style-type: none"> <li>- Supply of defective office equipment</li> <li>- Malfunctioning of telephone lines</li> <li>- Robberies/burglaries</li> <li>- Supply of defective computer equipment</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Mismanagement</li> <li>- Delay in transferring appropriations to PAEs</li> <li>- Delay in providing services</li> <li>- Delay in processing expenditure documents</li> <li>- Delay in mobilizing financial resources</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in the procurement process</li> </ul>	<ul style="list-style-type: none"> <li>- Late transmission of quarterly quotas</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Coincidence of several meeting schedules in the same hall (room 230)</li> <li>- Late issuing of exit permits</li> <li>- Delay in the procurement process</li> <li>- Delay in issuing non-objections by partners</li> <li>- Unavailability of vehicles for the field trips</li> </ul>	<ul style="list-style-type: none"> <li>- Duplication in carrying out some activities</li> <li>- Commitments taken by some unmandated Ministry staff</li> </ul>
<b>Information/communication Resources</b>	<ul style="list-style-type: none"> <li>- Late convening of meetings</li> <li>- Delay in forwarding internal and external mails</li> <li>- Information leaks</li> <li>- Loss and/or intrusion of documents during mail distribution</li> <li>- Information not shared amongst services</li> <li>- Malfunctioning of the internet service</li> </ul>	

**Source:** Use of field data

It emerged that 76.47% of the risks identified in Programme 304 are common and 23.53% are occasional. Also, it was noted that:

- ☞ the *Human Resources* component includes four (4) common risks and one (1) occasional risk;

- ☞ the *Material Resources* component has four (4) common risks and four (4) occasional risks ;
- ☞ the *Financial Resources* component includes seven (7) common risks and one (1) occasional risk;
- ☞ the *Organizational Resources* component has five (5) common risks and two (2) occasional risks ;
- ☞ the six (6) risks of the *Information/Communication Resources* component are common risks.

## ii. Analysis following severity of consequences

After analysis according to the severity of the consequences, three classes of risks have been distinguished, namely major, tolerable and minor risks. The table below shows their distribution per risk category and component.

**Table 33:** Classification of risks of Programme 304 according to the severity of the consequences

Minor Risks	Tolerable Risks	Major Risks
<b>Human Resources</b>		
	<ul style="list-style-type: none"> <li>- Staff mobility</li> <li>- Inadequate motivation</li> <li>- Insufficient devotedness to the task</li> <li>- Absence from workstations</li> </ul>	<ul style="list-style-type: none"> <li>- Corruption</li> </ul>
<b>Material Resources</b>		
<ul style="list-style-type: none"> <li>- Lack/interruption of water supply</li> <li>- Robberies/burglaries</li> <li>- Supply of defective computer equipment</li> <li>- Malfunctioning of telephone lines</li> <li>- Supply of defective office equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Malfunctioning of telephone lines</li> </ul>	<ul style="list-style-type: none"> <li>- Electrical power cut</li> <li>- Lack of infrastructures: internet network, fax, telephone, etc.</li> </ul>
<b>Financial Resources</b>		
<ul style="list-style-type: none"> <li>- Late transmission of quotas</li> </ul>	<ul style="list-style-type: none"> <li>- Mismanagement</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in transferring appropriations to PAEs</li> <li>- Delay in providing services</li> <li>- Delay in processing expenditure documents</li> <li>- Delay in mobilizing financial resources</li> <li>- Delay and/or non-payment of statutory contributions in international organizations</li> <li>- Delay in the procurement process</li> </ul>
<b>Organizational Resources</b>		
<ul style="list-style-type: none"> <li>- Commitments taken by unmandated Ministry staff</li> </ul>	<ul style="list-style-type: none"> <li>- Duplication in carrying out some activities</li> </ul>	<ul style="list-style-type: none"> <li>- Late issuing of exit permits</li> <li>- Delay in the procurement process</li> </ul>

Minor Risks	Tolerable Risks	Major Risks
	<ul style="list-style-type: none"> <li>- Coincidence of several meeting schedules in the same hall (room 230)</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in issuing non-objections by partners</li> <li>- Unavailability of vehicles for the field trips</li> </ul>
<b>Information/communication Resources</b>		
	<ul style="list-style-type: none"> <li>- Late convening of meetings</li> <li>- Delay in forwarding internal and external mails</li> <li>- Information leaks</li> <li>- Loss and/or intrusion of documents during the mail distribution</li> <li>- Information not shared amongst services</li> </ul>	<ul style="list-style-type: none"> <li>- Malfunctioning of the internet service</li> </ul>

**Source:** Use of field data

From the observation of the above table, it can be seen that minor risks are few (6 out of 34). On the contrary, major and tolerable risks have the same number of risks (14 out of 34 for each category).

The 14 major risks in Programme 304 are distributed in the components as follows: 1 risk for Human Resources, 2 risks for Material Resources, 6 risks for Financial Resources, 4 risks for Organizational Resources and 1 risk for Information/Communication Resources.

In addition, out of the 14 tolerable risks identified, Financial Resources have only one risk, Material Resources and Organizational Resources components have 2 risks each, Human Resources have 4 risks and Information/Communication Risks have 5 risks.

The analysis of the level of severity of each risk combined with the occurrence probability of the risk with its potential impact provides a more accurate result. Also, the double-entry graphical representation better illustrates the distribution of risks for each component.

#### - **Human Resources**

The following double-entry table shows the disposition of risks in the Human Resources component according to the severity of the consequences.



**Table 34:** HR risks of Programme 304 according to the severity of the consequences

Impact						
5						
4				HR03		
3				HR01		
2			HR04	HR02		
1						
		1	2	3	4	5
						<b>Probability</b>

Source: Use of field data

**Key notes:** HR01: Staff mobility; HR03: Corruption; HR04: Absence at workstations; HR08: Devotedness to the task (for more detailed figures see Annexe IV.B.1).

Among these major risks, *Corruption* with the highest severity emerged as the single most critical risk. Thus, this major risk deserves the special attention of the Programme Manager.

#### - Material Resources

The table below outlines the impact of risks on the Material Resources component.

**Table 35:** MR risks of Programme 304 according to the severity of the consequences

Impact						
5						
4				MR09		
3					MR04	
2		MR07	MR06	MR05	MR02	
1				MR03		
		1	2	3	4	5
						<b>Probability</b>

Source: Use of field data

**Key notes:** MR02: Presence of computer viruses; MR03: Supply of defective office equipment; MR04: Electrical power cut; MR05: Lack/interruption of water supply; MR06: Malfunctioning of telephone lines; MR07: Robberies/burglaries; MR09: Lack/inadequacy of infrastructure: Internet, fax, telephone, etc. (for more detailed figures see Annexe IV.B.2).

The analysis of the above table shows that two risks *electrical power cut* (MR04), *lack of infrastructures: internet network, fax, telephone, etc.*, (MR09) are critical.

The table outlines four (4) groups of risks classified according to severity:

- ☞ Risks with a very high occurrence probability and strong impact (HR07, HR08, HR10 and HR11) ;
- ☞ Risks with a high occurrence probability and strong impact (HR04, HR05 and HR06) ;
- ☞ Risks with an average occurrence probability and strong impact (HR03 and HR12).

### - Financial Resources

The following table presents the impact of risks on the "Financial Resources (FR)" component:

**Table 36:** FR risks of Programme 304 according to the severity of the consequences

Impact					
5					
4	FR13			FR11 FR16 FR09 FR04	
3					
2					
1					
	1	2	3	4	5
	<b>Probability</b>				

**Source:** Use of field data

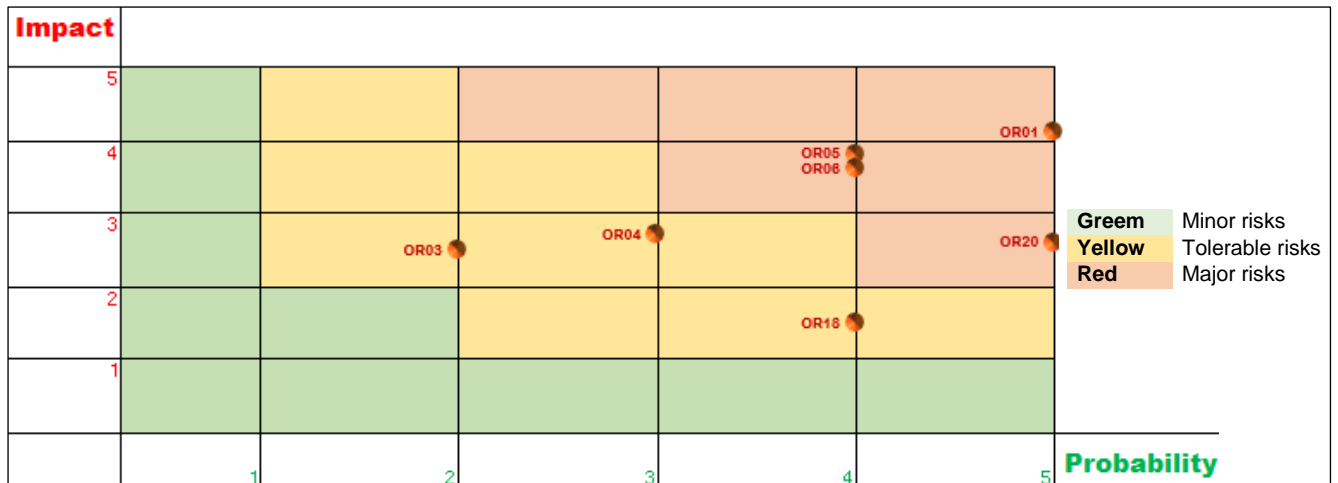
**Key note:** **FR04:** Mismanagement; **FR08:** Delay and/or non-payment of statutory contributions in international organizations; **FR09:** Delay in providing services; **FR10:** Delay in transferring appropriations to PAEs; **FR11:** Delay in the procurement process; **FR13:** Late transmission of quarterly quotas; **FR14:** Delay in the processing expenditure documents; **FR16:** Delay in mobilizing financial Resources (for more detailed figures see Annexe IV.B.3).

With regard to the Financial Resources component, almost all of the risks have a high level of severity (6 out of 7) except for *mismanagement*, which is tolerable.

### - Organizational Resources

The table of the Organizational Resources component is as follows:

**Table 37:** OR risks of Programme 304 according to the severity of the consequences



**Source:** Use of field data

**Key note:** **OR03:** Commitments taken by unmandated MINEPAT staff; **OR04:** Duplication in carrying out some activities; **OR05:** Late issuing of exit permits; **OR06:** Delay in issuing non-objections by partners; **OR18:** Coincidence of several meeting schedules in the same hall; **OR20:** Unavailability of vehicles for field trips (for more detailed figures see Annexe IV.B.4).

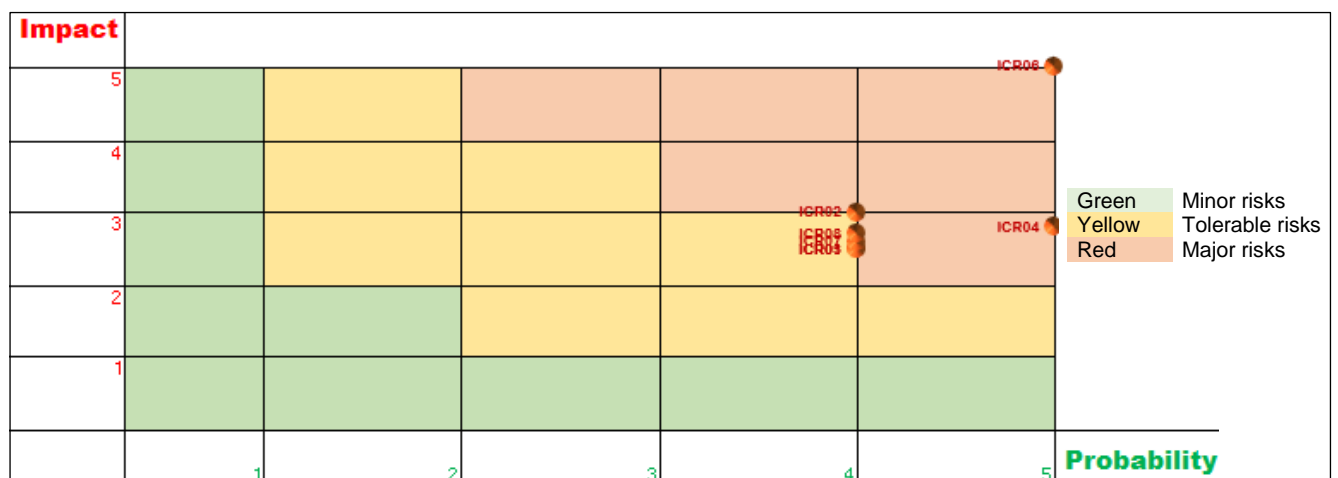
According to the above representation, the following can be noted:

- ☞ risk with a very high occurrence and a very strong impact, particularly: OR01;
- ☞ risk with a very high occurrence and a average impact: OR20;
- ☞ risks with high occurrence and low impact: OR18;
- ☞ risks with average occurrence and average impact: OR04;
- ☞ risk with low occurrence and average impact: OR03.

- **Information/Communication Resources**

The table of the Information/Communication Resources component is as follows:

**Table38:** ICR risks of Programme 304 according to the severity of the consequences



**Source:** Use of field data

**Key note:** **ICR01:** Delay in forwarding internal and external mails; **ICR02:** Late convening of meetings; **ICR03:** Information leaks, **ICR04:** Malfunctioning of the internet service; **ICR07:** Loss and/or inclusion of documents during distribution; **ICR08:** Information not shared amongst services; (see annexe).

It emerges from the graph above that:

- ☞ ICR06 risk is the risk with a very high occurrence and a very strong impact;
- ☞ ICR04 risk is the risk with very high occurrence and average impact;
- ☞ Risks with very high occurrence and average impact are: ICR02, ICR08, ICR03 and ICR01.

## ii. Analysis according to performance impact

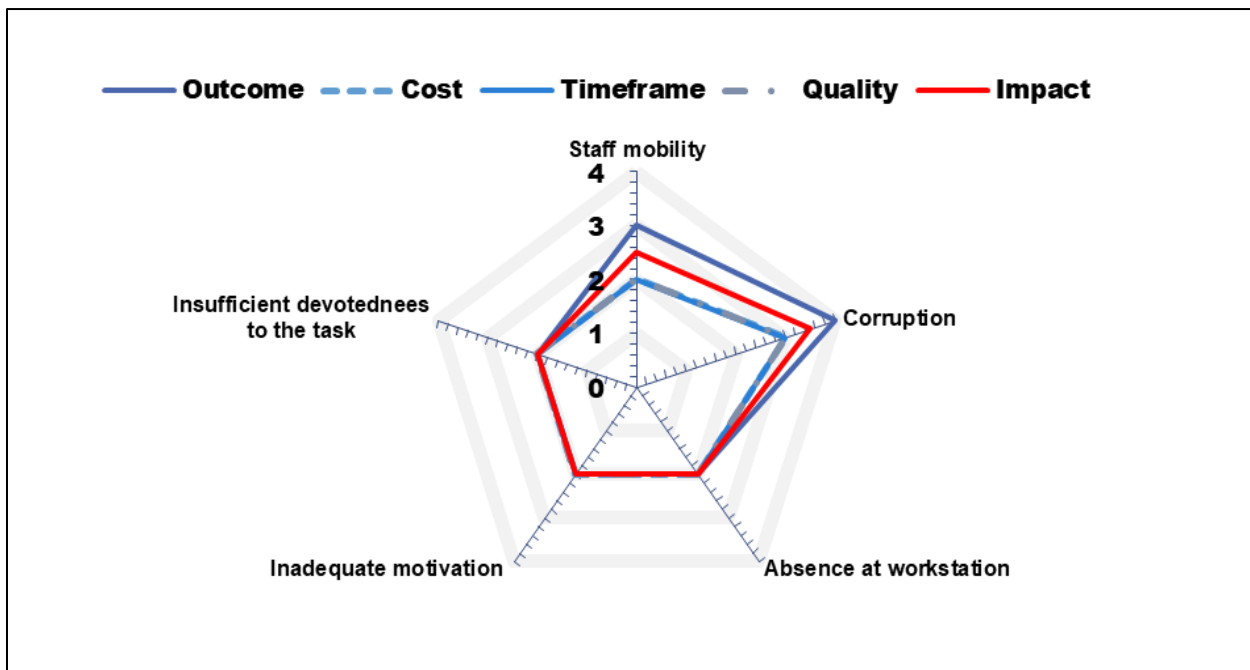
Performance impact analysis is mainly based on the relationship between the major risks and the performance variables: outcome, cost, quality and timeframe.

In the light of each component, it is as follows:

### - Human Resources

The performance impact is represented as follows:

**Chart 16:** Impact of major risks on the performance of Programme 304 for the HR component



**Source:** Use of field data

It can be seen from the diagram above that:

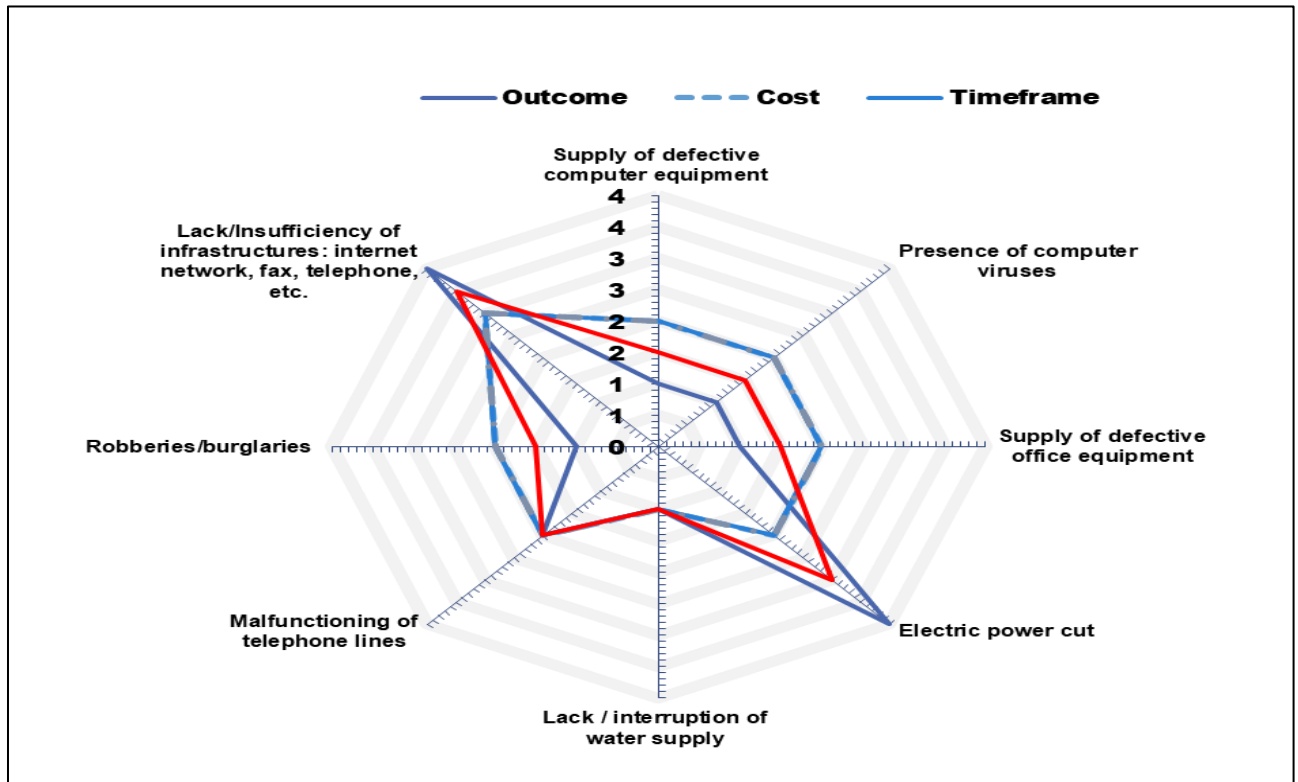
- ☞ Corruption has a very strong impact on the outcome of the programme;

- ☞ staff mobility has a strong impact on the outcome and the time taken to process files;
- ☞ risks of absence at workstations, devotedness to the task and inadequate motivation have very little impact on performance criteria;
- ☞ cost criterion is the least affected by HR risks.

### - Material Resources

The performance impact is as follows:

**Chart 17:** Impact of major risks on the performance of Programme 304 for the MR component



**Source:** Use of field data

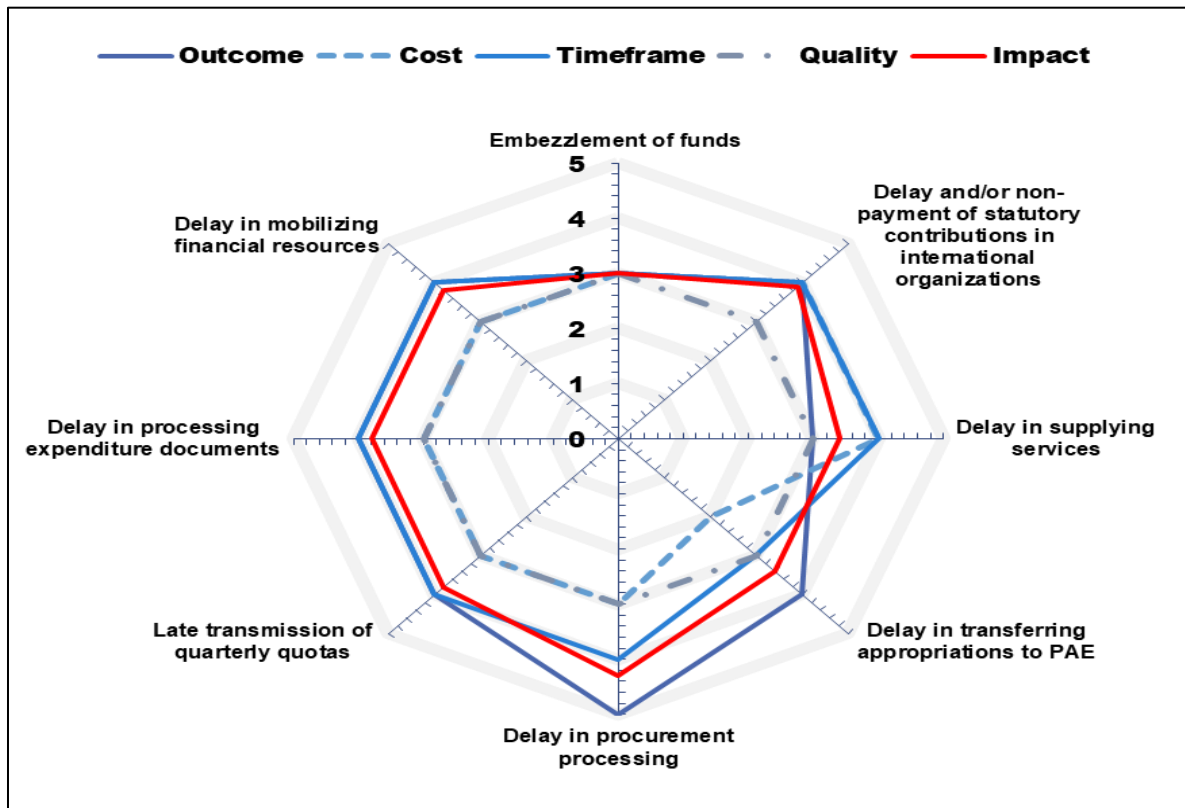
The diagram above shows that:

- ☞ Lack of infrastructures: internet network, fax, telephone, etc. and electrical power cuts are risks of the MR component which have a very strong overall impact. In other words, these risks seriously influence the four performance criteria ;
- ☞ Robberies/burglaries have a low impact on the quality of the processing of files and on expected outcomes;
- ☞ Malfunctioning of telephone lines and supply of defective equipment has a low impact on the four performance criteria;
- ☞ Lack/interruption of water supply has very little effect on outcomes, quality and cost.

## - Financial Resources

The performance impact is as follows:

**Chart 18:** Impact of major risks on the performance of Programme 304 for the FR component



**Source:** Use of field data

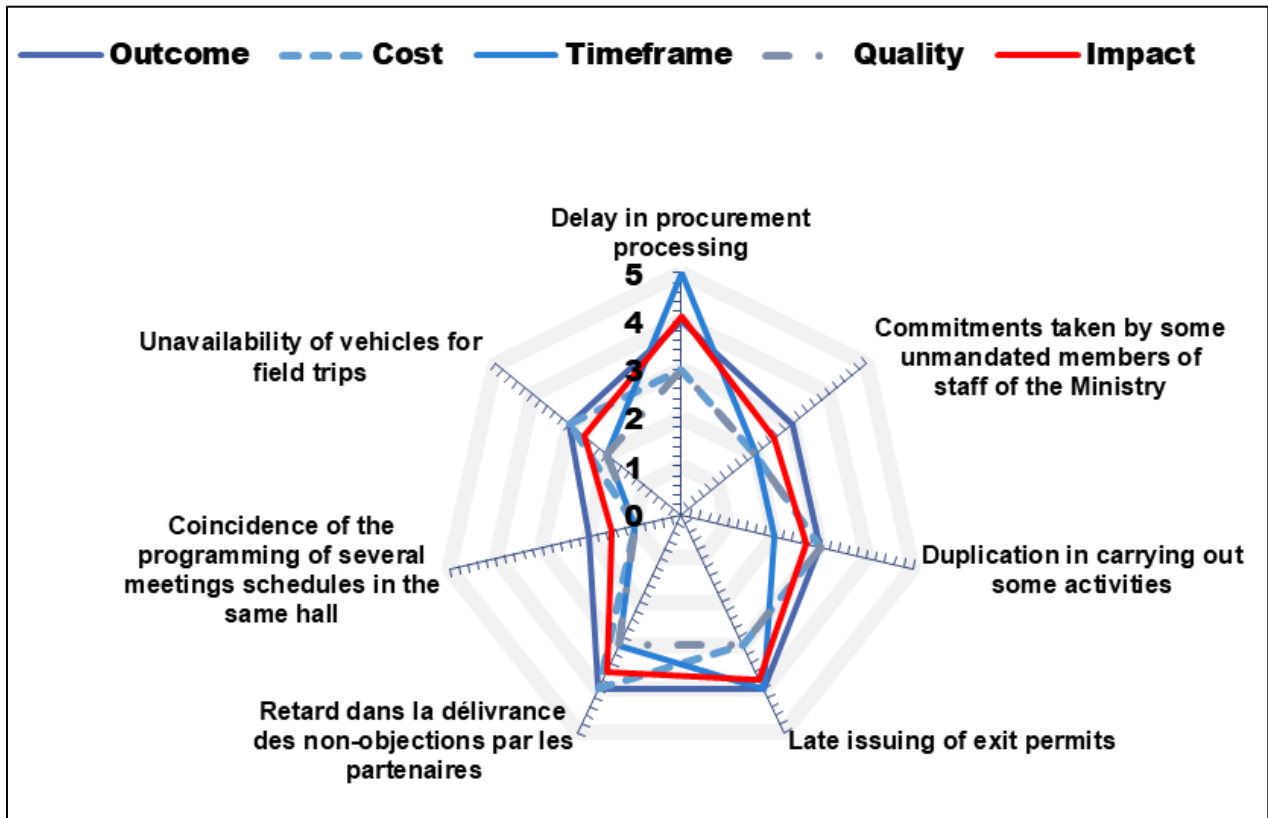
The graph above shows us that:

- ☞ *delay in the procurement process* has a very strong impact on the programme's outcome, as well as a strong impact on timeframe criteria as opposed to the average impact on quality and cost criteria;
- ☞ *delay/non-payment of statutory contributions in international organizations, delay in mobilizing financial Resources, delay in processing expenditure documents, delay in the providing services, delays in transferring appropriations to PAEs* have a strong impact on the outcome, but a weak impact on the cost criterion;
- ☞ the performance timeframe criterion has a strong impact on all risks under Financial Resource component with the exception of the risk of delay in transferring appropriations to PAEs.

## - Organizational Resources

The performance impact is presented below:

**Figure 19:** Impact of major risks on the performance of Programme 304 for the OR component



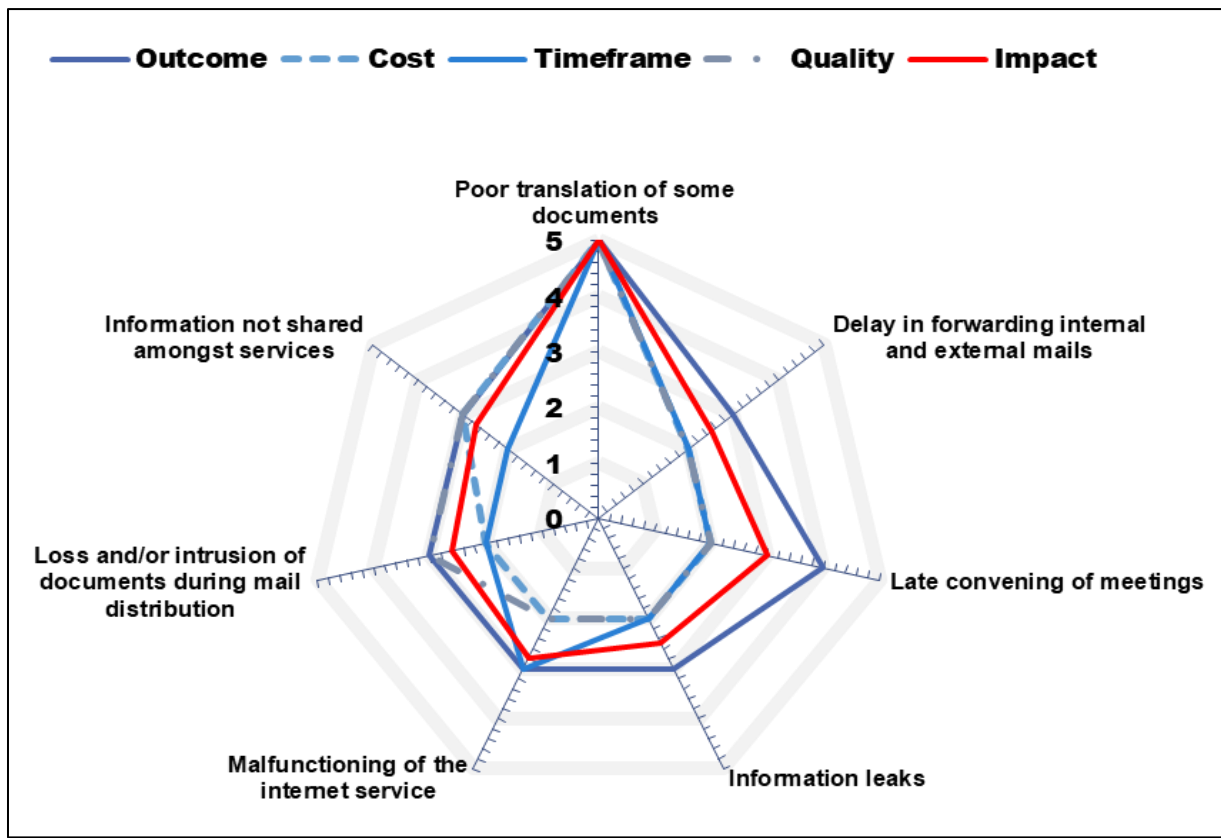
**Source:** Use of field data

The graph above shows us that:

- ☞ delay in the procurement process has a very strong impact on the timeframe, as well as a strong impact on the outcome;
- ☞ the result criterion is strongly impacted by all the risks of this component;
- ☞ late issuing of exit permits, duplication in carrying out some activities and delay in the procurement process has little impact on cost and quality criteria;
- ☞ coincidence of several meeting schedules in the same hall (room 230) has a very low impact on cost and quality.

#### - Information and Communication Resources

The impact of major risks of the ICR component on the selected performance criteria is illustrated in the graph below:

**Chart 20:** Impact of major risks on the performance of Programme 304 for the ICR component

**Source:** Use of field data

The following elements of analysis emerge from this graph:

- ☞ *poor translation of some documents* has a very strong impact on all performance criteria;
- ☞ *delay in the forwarding internal and external mails* has a low impact on outcome and quality ;
- ☞ *information not shared amongst services* has a negative impact on the outcome and quality of the information disseminated by structures. ;
- ☞ malfunctioning of the *internet service* has little impact on the outcome and quality.

### 3.4.3. Assessment of major risks

After the risk analysis, a list of major risks has been drawn up so that the Programme Manager can give them some management priority as outlined in the table below:



**Table 39:** Major risks and priority given by the Manager of Programme 304

Components	Major Risks	Priorities
<b>Human Resources</b>	Corruption	high
<b>Material Resources</b>	Electrical power cut	low
	Lack of infrastructures: internet network, fax, telephone, etc.	none
<b>Financial Resources</b>	Delay and/or non-payment of statutory contributions in international organizations	high
	Delay in the procurement process	high
	Delay in processing expenditure documents	high
	Delay in mobilizing financial Resources	high
	Delay in providing services	low
	Delay in transferring appropriations to PAEs	low
<b>Organizational Resources</b>	Delay in the procurement process	low
	Delay in issuing non-objections by partners	low
	Unavailability of vehicles for the field trips	low
	Late issuing of exit permits	none
<b>Information/Communication Resources</b>	Malfunctioning of the internet service	high

**Source:** Use of field data

From the table above, it can be seen that not all major risks are of high priority to the Programme Manager. Out of the 14 major risks identified within Programme 304, he gives priority to 6 risks, as against 6 that have a low priority and 2 that have no priority at all.

However, we note that in the *Material Resources* component, out of the two risks with a high criticality, we observe that for the Programme Manager, the risk "lack of infrastructures: internet network, fax, telephone, etc." has no priority, whereas the work is correlated to infrastructures, the lack of which would delay the implementation of activities. Furthermore, the risk of "power cuts", although highly critical, has a low priority.

In the *Financial Resources* component, almost all risks of high criticality are given high priority by the Programme Manager. This is accounted for by the fact that disruptions in the financial system would lead to a blockage of activities and failure to achieve the set objectives.

In the *Organizational Resources* component, we note that the Programme Manager does not give any high priority to all the risks with high criticality. Thus, three risks "Non-involvement of the Regional and Divisional Delegates in the conduct of some centrally managed activities with their administrative jurisdictions; delay in issuing non-objections by partners; delays in the procurement process" had a low priority and one risk "late issuing of exit permits" had no priority.

The only major risk in the *Information/Communication Resources* component is given high priority by the Programme Manager.

Considering the contrasts noted on risks with a high criticality, but which are not given priority by the Programme Manager, a reassessment of the risks was made on the

basis of the cause-and-effect relationships that would exist between the risks. Thus, a list of risks presenting a major threat to the Programme's performance was drawn up for inclusion in the risk management plan. This list of risks is outlined in the table below.

**Table 40:** Risks of Programme 304 to be processed as a priority

<b>Component</b>	<b>Risk</b>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Insufficient output</li> <li>- Irregularity/absence of staff at the workstation</li> </ul>
<b>Material Resources</b>	<ul style="list-style-type: none"> <li>- Presence of computer viruses</li> <li>- Prolonged power cut/failure</li> <li>- Water supply interruptions</li> <li>- Malfunctioning of the fixed telephony network</li> <li>- Fire-disasters</li> </ul>
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Non-implementation of some programmed activities</li> <li>- Late provision of Resources</li> <li>- Mismanagement / Embezzlement of funds</li> <li>- Late transmission of quotas</li> <li>- Strong presence of off-budget activities</li> <li>- Late payment of counterpart funds</li> </ul>
<b>Organizational Resources</b>	<ul style="list-style-type: none"> <li>- Malfunctioning of the internet service</li> <li>- Information not shared amongst services</li> <li>- Late issuing of exit permits</li> <li>- Delay in issuing non-objections by partners</li> <li>- Delay in issuing signatory powers for agreements (enabling decrees, etc.)</li> <li>- Proliferation of unsolicited project offers by some partners</li> <li>- Coincidence of several meetings in the same hall</li> <li>- Untimely entrance of users into offices</li> <li>- Modification of the composition of delegations during missions</li> </ul>
<b>Information and Communication Resources</b>	<ul style="list-style-type: none"> <li>- Loss/delay in forwarding mails</li> <li>- Malfunctioning of the internet service</li> </ul>

**Source:** Use of field data

### 3.5. Risks borne by MINEPAT entity

This section focuses on the extramural risks that have a negative impact on the achievement of the objectives and performance of MINEPAT, considered here as a single entity. By entity, we mean the aggregation of its services, both at the central and decentralized levels.

#### 3.5.1. Risks identified

The risks identified independently of the components are:

1. prolonged power failure
2. interruption of water supply
3. late provision of financial Resources
4. late issuing of exit permits
5. withholding of information by sector-based administrations
6. delay in issuing signatory powers for agreements
7. Delay in issuing non-objections by partners
8. delay in rendering project documents available
9. overlapping of missions with other administrations
10. delays in providing services
11. delays in the procurement process
12. delays in processing expenditure documents
13. late notification of budget envelopes
14. poor specialization of cooperation credits
15. non-payment of counterpart funds

#### 3.5.2. Analysis of risks

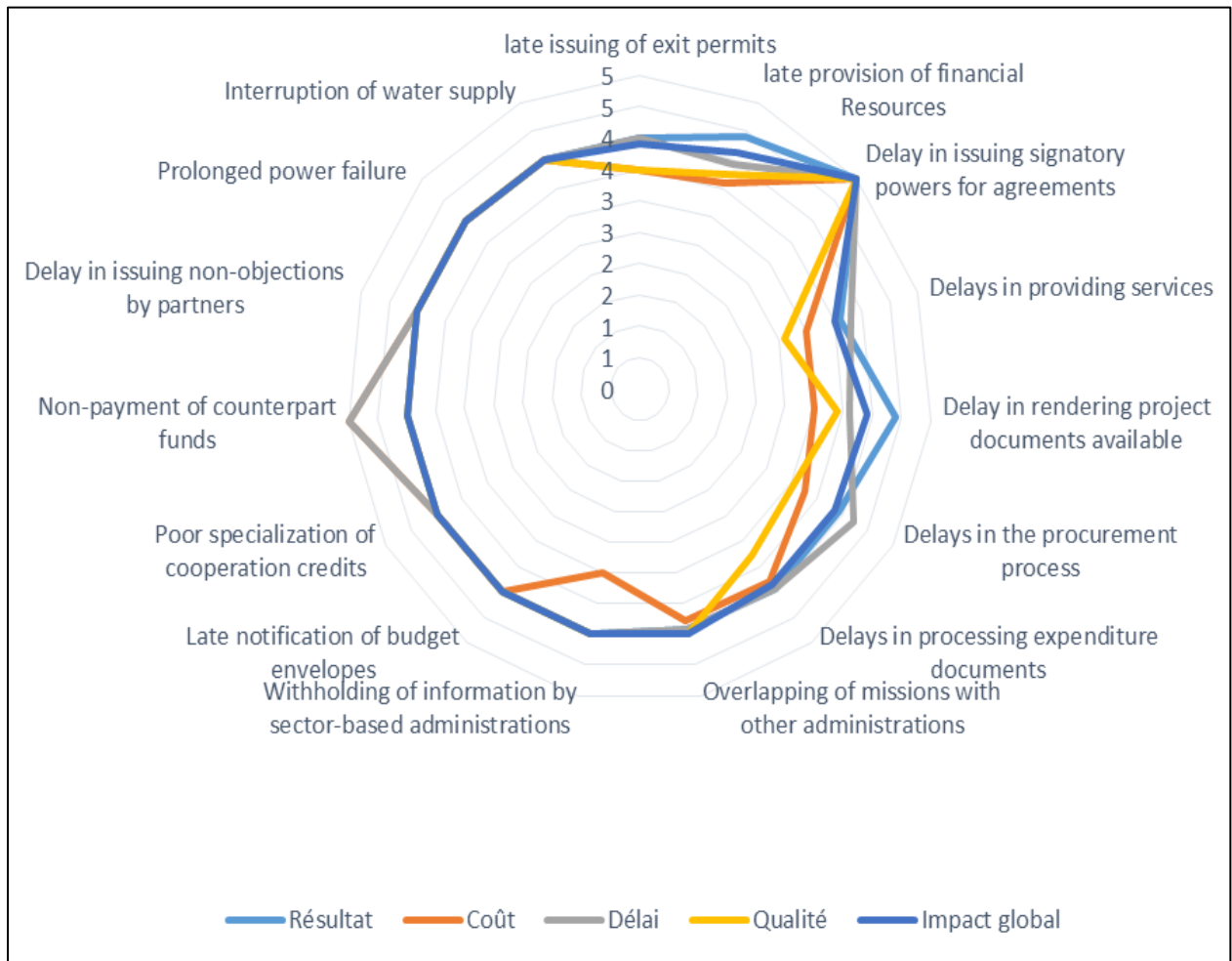
Analysis according to the occurrence probability of the twelve risks identified at the level of MINEPAT entity shows that they all occur frequently. The same holds true for the analysis according to the severity of consequences, where all risks are classified as major, and therefore with significant consequences.

With regard to analysis according to performance impact, it emerges that:

- the risk of *delays in issuing signatory powers for agreements* has a very strong overall impact, particularly on the four performance criteria which are outcome, cost, quality and timeframe;
- *non-payment of counterpart funds* has a strong impact on the Ministry's performance criteria of timeframe and cost;
- the risks of *delays in rendering project documents available* and the *late provision of financial Resources* has a greater impact on the outcome criterion;
- timeframe is the performance criterion most affected by risks of delays in the procurement process and late issuing exit permits;

- risks of *withholding information by sector-based administrations and overlapping missions with other administrations* have a greater impact on the quality criterion;
- *delays in processing expenditure documents and overlapping missions with other administrations* have a strong impact on the cost criterion;

**Figure 21** : Major risks of MINEPAT entity according to performance impact



**Source:** Use of field data

### 3.5.3. Risk assessment of MINEPAT entity

The MINEPAT entity's risk assessment shows that risks represent the greatest threat to the achievement of performance objectives. The causal analysis shows that these risks require appropriate treatment and are listed below in order of priority:

1. delay in issuing signatory powers for agreements
2. non-payment of counterpart funds
3. late provision of financial resources
4. delays in processing expenditure documents
5. withholding of information by sector-based administrations
6. overlapping of missions with other administrations
7. late issuing of exit permits

8. late notification of budget envelopes
9. poor specialization of cooperation credits
10. delay in rendering project documents available
11. delays in the procurement process
12. delays in providing services
13. prolonged power failure
14. interruption of water supply
15. late provision of financial Resources



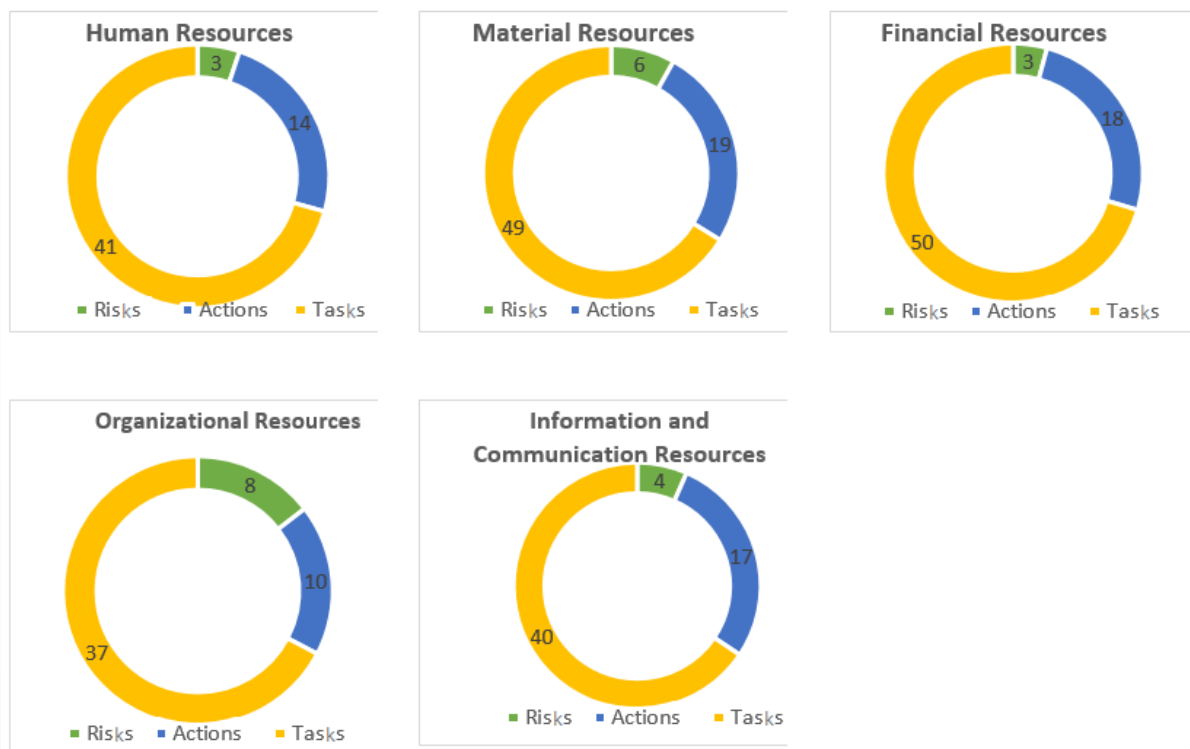
# RISK MANAGEMENT PLAN


## 4. Risk management plan

### 4.1. Presentation of the risk management plan

Information collected during the previous phases was used to carry out this phase. Considering the fact that it is difficult to achieve zero risk, risk management aims at finding measures and undertaking actions or tasks geared towards making them acceptable. To do this, an empirical assessment was made of possible cause-and-effect relationships between identified risks, since the implementation of the approach requires some degree of coherence, several meetings and the involvement of many stakeholders. After re-assessment, a list of risks emerged that would pose a greater threat to programme performance and would present the greatest management challenges. It is therefore these risks that are given priority in the management plan.

This management plan comprises a total of 32 priority risks, including 17 specific to the Programs, 8 specific to MINEPAT taken as an entity and 7 for both MINEPAT and the Programs. In total, 81 actions and 205 tasks are to be implemented to deal with said risks. They are broken down by Program and by component as follows:





## **4.2. PROGRAM 301 RISK MANAGEMENT PLAN**





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## **Risk management of the Human Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Inadequate output	HP	Sg	H	1. Late payment of newly recruited staff	1. Establish a MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary) platform to monitor the processing of files of newly recruited staff	1. Draw up an annual schedule of consultation meetings; 2. Draw up a list of staff in the process of absorption and handle the files in a group or collective manner. 3. Diligently process salary files at the level of MINEPAT1.	MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary)
					2. Rapidly assign newly recruited staff in programmes	1. Engage the newly recruited staff as soon as they are posted for practicum training period from 3 to 6 months. 2. Assign newly recruited staff in the various programmes of MINEPAT	DAG	
					1. Finalize and implement the organizational framework	1. Reactivate the working group 2. Produce and validate the organizational framework 3. Popularize the organizational framework targeting Programme Managers and Devolved Services.		
					2. Capacity building for persons affected within each programme.	1. Provide a database of trainers within each programme 2. Prioritize mass training	Programme managers	
					3. Systematize the formulation of procedure manuals, in technical fields particularly, - cooperation activities, - monitoring and control of projects, - processing of attestations of financial coverage (APEC), - MTEF, - maturation of projects, - Macroeconomic Framework, - MTBF, - elaboration, monitoring and updating of the national development strategy and the sector-based plans - performance assessment - internal audit - etc.	1. Develop/finalize the different procedure manuals in the various domains 2. Popularize the said procedure manuals	Programme managers and other stakeholders	
					4. Initiate proposals for appointments on the basis of the organizational framework		SG, DAG, DAJ, Programme and action managers	

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Low level of motivation	1. Put in place a performance assessment system	1. Draw up specifications for each workstation (monthly, quarterly, half-yearly or annual) within the programmes 2. Popularize specifications 3. Implementation	IGEFS, IGEPS, Programme managers
					2. Put in place a motivation system		1. Define motivation criteria when distributing bonuses within each programme 2. Ensure that resources for bonuses are included in the budget. 3. Allocate each member of staff a workstation and equipment.	Programme managers
					4. Shortcomings in the continuing training of personnel	Revitalize continuing training	1. Use the database of internal trainers in the implementation of the training plan 2. Set up a mechanism for updating the database of trained staff 3. Evaluate the implementation of the training plan 4. Promote online training 5. Outsource (trainers from outside MINEPAT or abroad) specific training courses	DAG
2	Irregularity/ Absence of staff at the workstation	Pb	VS	H	1. Insufficiency of working material	Equip/make available working materials in sufficient quantity and quality within the Programmes	1. Draw up a statement of working material needs at the beginning of the financial year; 2. Plan the provision of working material within programmes; 3. Ensure forward planning management of working material by producing a regular (quarterly) report on its use; 4. Ensure that the quantities delivered and made available to staff correspond to the orders; 5. At the time of budgeting, ensure consistency between allocations and missions and staff of the programme	Programme managers DAG/SDEM/SDPSP , Stores Accountants, Management Controller
					2. Inadequacy of the regular staff monitoring system	Strengthen and disseminate the regular staff monitoring system	1. Set up a computerized attendance control system 2. Ensure the regular holding of management dialogues in accordance with the ministerial charter and management protocol. 3. Prepare and carry out unannounced presence checks within the Programme structures.	(IGEFS, DAG, DI, Programme and action managers) IGEPS

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Weaknesses in the staff disciplinary system	Strengthen and include discipline (positive and negative) in the control system	<ol style="list-style-type: none"> <li>1. Propose a sanction mechanism in the control dispensation in accordance with the regulations in force.</li> <li>2. Sensitize staff</li> <li>3. Apply the measures provided for in the event irregularities are detected.</li> </ol>	(IGEFS, IGEPS, DAG, DAJ, Programme managers)
3	Precarious health of some staff	HP	Sg	H	1. Presence of some pathologies	Set up a health care system for staff	<ol style="list-style-type: none"> <li>1. Plan and organize periodic screening campaigns.</li> <li>2. Set up a sports system</li> <li>3. Set up an infirmary in collaboration with MINSANTE.</li> <li>4. Budget protection kits for some functions (documentation staff)</li> </ol>	DAG, IGEFS, IGEPS
					2. Insufficiency of resources dedicated to social activities	Strengthening the social action system	<ol style="list-style-type: none"> <li>1. Finalize the setting up of an insurance/mutual solidarity association policy for the social welfare of personnel</li> <li>2. Significantly increase the budget allocation dedicated to the social welfare of staff.</li> <li>3. Harmonize social welfare / objectively and transparently codify welfare activities</li> </ol>	DAG, DAJ

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Material  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Prolonged electrical power cut/failure	Pb	Sg	H	1. Absence of an alternative source of electrical energy	Equip buildings with alternative sources of electrical energy	1. Equip buildings with other sources of electrical energy (generators, solar panels, etc.) 2. Ensure maintenance 3. Make provisions for fuel supply for the generators. 4. Equip each computer with an inverter	DAG ACOCOM
					2. Obsolescence of electrical equipment	1. Make an exhaustive inventory of obsolete equipment	1. Make a tour of the buildings 2. Acquire new equipment	
						2. Ensure the maintenance of installations	1. Carry out regular checks on electrical equipment 2. Replace in case of failure	
					3. Poor quality of electrical equipment	1. Acquire good quality electrical equipment	1. Ensure that a good system is put in place for selecting companies to supply electrical equipment. 2. Ensure the quality of the material to be supplied at the time of receipt. 3. 3. Replace poor quality equipment	
2	Insufficient maintenance of stocks of software and hardware	Pb	VS	H	1. Insufficient resources dedicated to the maintenance of software and hardware	1. Increase resources related to computer maintenance	1. Update equipment inventory 2. Create a line in the AWP (Annual Work Plan) dedicated to computer maintenance and include the relevant allocations in it. 3. Acquire new security and monitoring tools for the local computer network. 4. Integrate Computer Division staff from the very beginning of any computer project, including maintenance.	DAG DI
						2. Update MINEPAT's computer master plan (2022-2025)	1. Develop ToRs of the activity and seek funding 2. Recruit a consultant 3. Monitor the updating process right to the deliverable 4. Implement the computer master plan	
					2. Insufficient skills of staff in target services	Enhance the capacity of DI staff	1. Build the capacity of DI staff 2. Assign computer professionals to the DI 3. Improve conditions for the motivation of DI staff	

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
3	Presence of computer viruses	HP	Sg	H	1. Absence of anti-virus software on some computers	Equip all computers with antivirus software	1. Complete the installation of antivirus software on each workstation. 2. Systematically connect all offices to the Internet to facilitate antivirus updates.	DAG, DI
					2. Use of inappropriate computer media	Ensure the exclusive use of computer media that safeguard the interests of MINEPAT	1. Prohibit the installation of pirated software on MINEPAT computers 2. Ensure the systematic backup of files processed in personal computers by saving them in the Ministry's computers 3. Create a domain for the management of computers assigned to the Ministry	MINEPAT DI
4	Interruptions of water supply	HP	M	M	1. Insufficient national supply	Equip structures with drinking water	1. Acquire more equipment in the MINEPAT hydraulic park (tanks, stocks of cylinders, etc.) 2. Continue the installation of drinking water points in all sensitive areas within buildings. 3. Systematically equip devolved delegations with boreholes.	DAG
5	Malfunctioning of fixed telephony network	Pb	Sg	H	1. Obsolescence of infrastructure	1. Re-install the telephone network facilities at the various sites of the Ministry	1. Make an inventory and diagnosis of the MINEPAT's telephone network. 2. Label and document the Ministry's telephone network Replace obsolete equipment with state-of-the-art equipment (switch to Internet Protocol telephony) 3. Regularly monitor facilities	MINEPAT DAG DI
						2. Obtain a fleet of numbers from a private operator for managers	Establish ties with mobile operators with a view to acquiring a fleet for managers	
					2. Non-payment of bills	1. Make an inventory of unpaid bills	Contact the operator in order to determine the situation of unpaid bills of MINEPAT.	
						2. Improve the bill payment circuit	1. Define the budget envelope and streamline it 2. Define and respect quotas 3. Communicate to the operator the ceiling of monthly consumptions 4. Create a double CAMTEL-MINEPAT link in all sites by fibre optics and by radio	

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Non-mastery of technical staff	Identify skilled technical staff	1. Establish the file index of technical staff 2. Transmit the file to officials in charge of structures	
6	Fire-disasters	HP	VS	VH	1. Poor internal electrical installation	1. Regulate the installation of modern equipment	Acquire modern tools Replace old installations	DAG
						2. Ensure the maintenance of electrical circuits	1. Set up a permanent monitoring team and grant it resources 2. Acquire replacement tools in stock	DAG
					4. Criminality	1. Reinforce the security of buildings	1. Strengthen the security information system 2. Strengthen access routes and systems for securing premises	DAG Security guards Staff
						2. Work with ENEO's electrical maintenance services, the fire brigade and gendarmerie services	1. Comply with building safety regulations 2. Ensure the security of persons and property	DAG

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High





**Risk management of the Financial  
Resources component**

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
1	Financial under-estimation of some activities	Pb	Sg	H	1. Non-involvement of some managers in budget preparatory activities	1. Strengthen the participation of stakeholders in management control	1. Disseminate the Ministerial Charter on programme management and ensure its ownership by all stakeholders	Managers of Programme 301 and DPRPC/CELCOM
							2. Finalize and disseminate programme management protocols	Programme Managers, Management Controllers DPRPC/CELCOM
							3. Organize a session on the ownership of the Ministerial Charter	Manager of Programme 301
							4. Contractualize all managers of the performance chain	Programme Managers
						2. Formulate/update budget preparatory tools (programme strategy, logical framework, performance model, OVAR approach)	1. Make an inventory of existing tools	Programme Managers and Management Controllers
							2. Review existing tools	
							3. Build the capacities of stakeholders	
							4. Popularize the tools and ensure their use	
					3. Organize steering meetings devoted to the preparation of the budget for the year n+1.	1. Involve activity managers in discussions on budget preparation	Programme Managers, DAG and Management Controllers	
						2. Organize information-sharing meetings with action managers on the budget preparation process	Programme Managers and Action Managers	
						3. Communicate the outputs of each stage to the various managers	Programme Managers and Action Managers	
						4. Self-assess the level of involvement of all Managers in budget preparation activities.	Programme Managers and Action Managers Management Controllers	
					2. Low maturity of some activities	1. Build the capacity for technical and financial maturation within programmes and project management units	1. Training on budget classification and structuring the costs of an activity according to its results (costing procedures, presentation model, standard TORs, results chain, OVARs).	DAG/DPPPP
							2. Organize capacity building sessions for Programme, Action and Activity Managers on the process of technical and financial maturation of activities to be budgeted	DAG/DPPPP
2. Apply mechanisms for the selection and maturation of activities	1. Disseminate criteria for technical and financial maturation	DPPPP/ Management Controllers						
	2. Disseminate cost assessment tools (cost accounting)	Management Controllers						

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders							
		P	I	S											
							3. Carry out the maturation and evaluation of activities within the Programmes on the basis of a selection grid drawn up and disseminated.	Programme Managers / Management Controllers / Internal Committee							
							4. Involve management controllers, reference persons and contract services if necessary, to support structures in the maturation process.	Programme Managers							
							4. Insufficient allocation of operational resources	1. Prioritize needs within the Programmes	1. Define the objectives and funding needs of Programmes	Programme Managers					
									2. Propose an indicative prioritization mechanism within programmes	Management Controllers/ Programme Managers					
									3. Involve Action Managers in prioritizing needs	Programme Managers					
							2. Strengthen strategic budget management tools		1. Hold strategic management dialogue meetings	Minister, Programme Managers, DSR					
									2. Clarify strategic objectives and lines of action	Programme Managers					
									3. Develop objectives and priorities by Programmes	Programme Managers					
							2	Late provision of resources	Pb	Sg	H	1. Late notification of quarterly quotas	1. Implement activities in the first quarter with low dependency on budgetary resources	1. Analyse the costs of activities in Programmes	Programme and Action Managers, Management Controllers
													2. Prioritize activities	Programme and Action Managers,	
2. Strengthen the operational preparation of the implementation of activities to enable their rapid execution	Prepare the technical, administrative and financial files of activities	Programme Managers													
3. Streamline quota allocation between Programmes	1. Schedule within Programmes the budgetary resource needs compatible with action plans	Programme Managers													
	2. Hold quota allocation meetings	Manager of Programme 301 et DAG													
2. Delay in processing expenditure documents	1. Identify the links in the spending chain	IGEFS/DAG													
	2. Propose quality service standards	IGEFS/DAG													
	3. Popularize the procedures and bundle required at each stage in the processing of a financial file.	DAG/DPIP													
	4. Designate the focal points responsible for the operational follow-up of the files.	Programme Managers													
	1. Monitor the implementation of the work plan in coordination meetings	Programme Managers													

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders			
		P	I	S							
						3. Monitor the implementation of the work plan and remove obstacles	2. Remove obstacles	Programme Managers			
					3. Malfunctioning of the budget management application	Ensure, in collaboration with MINFI, the optimal functioning of the PROB MIS application	1. Update the budget management application in liaison with MINFI	DAG			
							2. Take ownership of new innovations brought to the PROB MIS application	DAG			
							3. Correct the discrepancies observed in the process of making resources available linked to the PROB MIS application in conjunction with MINFI	DAG			
							4. Inform Managers in case of malfunctioning of the application.	DAG			
3	Mismanagement / Embezzlement of funds	UP	Sg	H	1. Poor mastery of financial management procedures	Build the capacities of stakeholders of the procedure expenditure chain	1. Formulate and popularize the manager's guide	IGEFS			
								2. Train stakeholders of the expenditure chain (managers, store accountants, Employees in charge of commitment operations).	DAG		
					2. Inadequate audit and internal control mechanisms	Strengthen the internal control and audit mechanism	1. Finalize and popularize internal control and audit tools (internal audit guide, administrative procedures manual, etc.).	IGEFS/ IGEPS			
								2. Monitor and evaluate the level of mastery and application of these tools	IGEFS/ IGEPS		
								1. Organize awareness-raising days for staff on the need to persevere in the general interest	IGEFS/ IGEPS		
								2. Organize capacity-building sessions on financial management procedures, in collaboration with CONSUPE	IGEFS/ IGEPS /DAG		
								3. Low moral probity of some staff	1. Conduct Rapid Results Initiatives (RRIs)	IGEFS/ IGEPS	
									2. Conduct investigations	2. Organize unannounced missions	IGEFS/ IGEPS
										3. Elucidate cases instructed by hierarchy	IGEFS/ IGEPS
										4. Sanction staff	IGEFS/ IGEPS
				3. Put in place incentive mechanisms to preserve staff integrity	Design a staff integrity model	IGEFS/ IGEPS					

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Organizational  
Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Poor accessibility to economic information	Pb	Sg	H	1. Poor cooperation between DPRPC and other departments	Implement ministerial instruction No.0425/CAB/MINEPAT of 31 March 2017 pertaining to the systematic involvement of DPRPC in the organisation of events that concern the Minister or the Minister Delegate right from the inception of the activity	1. Include DPRPC right from the inception of the activities requiring their participation 2. Provide DPRPC with all economic information likely to be published	SG DPRPC DI Programme and action managers
					2. Temporary shut-down of the website of the Ministry	Ensure the permanent functioning of the website of the Ministry	1. Identify bottlenecks, in conjunction with the Computer and Data Processing Division 2. Ensure the functioning of the task force charged with updating the Website of the Ministry 3. Instruct the structures to provide the task force charged with updating the website with the information to be posted on the website 4. Establish a permanent functioning assessment mechanism to correct the shortcomings identified 5. Set up soft wares or fire walls and antiviruses to secure the website	
2	Coincidence of several meeting schedules in the same hall	HP	Sg	H	Lack of an efficient mechanism for halls management	Improve cooperation between DAG and other structures with regard to halls management	1. Deposit copies of meeting convening notices to DAG at least one week ahead of time 2. Plan and post the meeting schedule in every meeting hall 3. Adjust according to impromptu requests and inform the structures concerned	Action managers DAG
3	Conflict of competence	Pb	Sg	H	1. Late involvement of DPRPC in the preparation of MINEPAT events	Implement ministerial instruction No.0425/CAB/MINEPAT of 31 March 2017 pertaining to the systematic involvement of DPRPC in the organisation of the events that concern the Minister or the Minister Delegate right from the inception of the activity	1. Include DPRPC right from the inception of the activities requiring their participation 2. Provide DPRPC with all economic information likely to be published	Programme and action managers
					2. Non-existence of a Manual of Procedures in MINEPAT	Finalize the preparation of the Manual of Procedures	1. Propose the update of the Committee charged with preparing the Manual of Procedures 2. Follow up the activities of the Committee	Minister SG Programme Managers

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
							3. Validate and publish the Manual of Procedures	
					3. Lack of cooperation between structures	Lead executive dialogue within Programmes	1. Organise monthly meetings on executive dialogue within Programmes 2. Hold monthly coordination meetings on Programmes 3. Organise consultations between Programmes on cross-cutting themes 4. Share the findings of important surveys (meeting, hard copies, Intranet, etc.)	

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



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## **Risk management of the Information and Communication Resources component**




S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Loss/delays in the submission of files	Pb	Sg	H	1. Malfunction of the Internet service	See risk 2 below		MINISTER SG Programme and action managers
					2. Insufficient means of transportation	Ensure the permanent functioning of the website of the Ministry	1. Identify bottlenecks, in conjunction with the Computer and Data Processing Division 2. Ensure the functioning of the task force charged with updating the Website of the Ministry 3. Instruct the structures to provide the task force charged with updating the website with the information to be posted on the website 4. Establish a permanent functioning assessment mechanism to correct the shortcomings identified 5. Set up software or fire walls and antiviruses to secure the website	
					3. Loss/intrusion of documents	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL
					4. Insufficient motivation of staff members charged with mail management	Increase bonuses for mail agents	Base the distribution of bonuses of staff charged with mail on their output	
					5. Low coordination between the various mail services	Improve the coordination system between the mail services	1. Exploit and improve the mail management interconnected platform of the Ministry 2. Pinpoint and correct the shortcomings observed in the coordination of mail services 3. Digitize the entire mail forwarding process (e-governance)	DI SDACL
					6. Low capacity of staff members charged with mail management	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stake holders
		P	I	S				
					7. Dispersion of the location of services	<ol style="list-style-type: none"> <li>1. Increase the means of transport of liaison agents</li> <li>2. If possible, plan to locate the various services close together</li> <li>3. Increase bonuses for mail agents</li> </ol>	<p>Facilitate the movement of liaison agents through the acquisition of means of transport</p> <p>Finalize reflections on the construction of a single building for MINEPAT</p>	DAG SDACL
					8. Late signature of invitations	Take measures to ensure the effective participation of officials in meetings within a reasonable timeline	<ol style="list-style-type: none"> <li>1. Submit draft letters of invitation for hierarchy's signature two weeks before the meeting (Task Managers)</li> <li>2. Inform the officials concerned by telephone</li> </ol>	
2	<b>Malfunction of the Internet service</b>	HP	Sg	H	1. Delays in the payment of bills	Ensure the payment of bills on time	<ol style="list-style-type: none"> <li>1. Make an inventory of outstanding bills</li> <li>2. Provide ways for their settlement</li> <li>3. Include the payment of Internet bills in the category of fixed overhead expenses</li> <li>4. Limit access to pages that require a high bandwidth (firewall)</li> </ol>	DAG DI
					2. Regular failure of servers	Ensure the maintenance of servers on a regular basis	<ol style="list-style-type: none"> <li>1. Build teams to watch servers</li> <li>2. Acquisition of a backup server or technology to avoid interruption in service even in case of failure in one server</li> <li>3. Improve the Internet speed</li> </ol>	
					3. High number of users compared to the service speed	Rationalize the use of the Internet	<ol style="list-style-type: none"> <li>1. Limit access to pages that require a high bandwidth (firewall)</li> <li>2. Upgrade of the computer backbone</li> <li>3. Solicit the increase of the Internet speed if necessary</li> </ol>	

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Poor quality of hard and soft ware	1. Acquire good standard hard and soft ware	1. Establish a sound mechanism for the selection of companies that have to supply hardware and software 2. Have a watchful eye on the quality of the hard and soft ware supplied during the acceptance process 3. Replace low standard soft and hard ware	DAG DI
3	Poor translation of some documents	Pb	Sg	H	Insufficient number of skilled staff	1. Improve the quality of documents translated	1. Resort to outsourcing some translations 2. Build capacity of Translators of the Translation Unit on a permanent basis 3. Submit an application file to MINFOPRA for the posting of Translators	CELTRAD DAG
						2. Propose the reorganisation of the Translation Unit (DAG)	Raise the Translation Unit to a Division of Translation and Promotion of Bilingualism and Multiculturalism in case the organisational chart is revised	MINEPAT
4	Non-sharing of information between the services	Pb	Sg	H	Lack of regular consultation between services (linked to their action)	Ensure the sharing of information between the services	1. Organise monthly meetings on executive dialogue within Programmes 2. Hold monthly coordination meetings on Programmes 3. Organise consultations between Programmes on cross-cutting themes 4. Share the findings of important surveys (meeting, hard copies, Intranet, etc.)	MINISTER SG Programme Managers

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



## **4.3. PROGRAM 302 RISK MANAGEMENT PLAN**



**Risk management of the Human  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Inadequate output	HP	Sg	H	1. Late payment of newly recruited staff	1. Establish a MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary) platform to monitor the processing of files of newly recruited staff	1. Draw up an annual schedule of consultation meetings; 2. Draw up a list of staff in the process of absorption and handle the files in a group or collective manner. 3. Diligently process salary files at the level of MINEPAT1.	MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary)
					2. Rapidly assign newly recruited staff in programmes	2. Rapidly assign newly recruited staff in programmes	1. Engage the newly recruited staff as soon as they are posted for practicum training period from 3 to 6 months. 2. Assign newly recruited staff in the various programmes of MINEPAT	DAG
					2. Inadequacy between the training received and the position of assignment or appointment	1. Finalize and implement the organizational framework	1. Reactivate the working group 2. Produce and validate the organizational framework 3. Popularize the organizational framework targeting Programme Managers and Devolved Services.	
						2. Capacity building for persons affected within each programme.	1. Provide a database of trainers within each programme 2. Prioritize mass training	Programme managers
						3. Systematize the formulation of procedure manuals, in technical fields particularly, - cooperation activities, - monitoring and control of projects, - processing of attestations of financial coverage (APEC), - MTEF, - maturation of projects, - Macroeconomic Framework, - MTBF, - elaboration, monitoring and updating of the national development strategy and the sector-based plans - performance assessment - internal audit - etc.	1. Develop/finalize the different procedure manuals in the various domains 2. Popularize the said procedure manuals	Programme managers and other stakeholders
						4. Initiate proposals for appointments on the basis of the organizational framework		SG, DAG, DAJ, Programme and action managers

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Low level of motivation	1. Put in place a performance assessment system	1. Draw up specifications for each workstation (monthly, quarterly, half-yearly or annual) within the programmes 2. Popularize specifications 3. Implementation	IGEFS, IGEPS, Programme managers
					2. Put in place a motivation system		1. Define motivation criteria when distributing bonuses within each programme 2. Ensure that resources for bonuses are included in the budget. 3. Allocate each member of staff a workstation and equipment.	Programme managers
					4. Shortcomings in the continuing training of personnel	Revitalize continuing training	1. Use the database of internal trainers in the implementation of the training plan 2. Set up a mechanism for updating the database of trained staff 3. Evaluate the implementation of the training plan 4. Promote online training 5. Outsource (trainers from outside MINEPAT or abroad) specific training courses	DAG
2	Irregularity/ Absence of staff at the workstation	Pb	VS	H	1. Insufficiency of working material	Equip/make available working materials in sufficient quantity and quality within the Programmes	1. Draw up a statement of working material needs at the beginning of the financial year; 2. Plan the provision of working material within programmes; 3. Ensure forward planning management of working material by producing a regular (quarterly) report on its use; 4. Ensure that the quantities delivered and made available to staff correspond to the orders; 5. At the time of budgeting, ensure consistency between allocations and missions and staff of the programme	Programme managers DAG/SDEM/SDPSP , Stores Accountants, Management Controller
					2. Inadequacy of the regular staff monitoring system	Strengthen and disseminate the regular staff monitoring system	1. Set up a computerized attendance control system 2. Ensure the regular holding of management dialogues in accordance with the ministerial charter and management protocol. 3. Prepare and carry out unannounced presence checks within the Programme structures.	(IGEFS, DAG, DI, Programme and action managers) IGEPS

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Weaknesses in the staff disciplinary system	Strengthen and include discipline (positive and negative) in the control system	<ol style="list-style-type: none"> <li>1. Propose a sanction mechanism in the control dispensation in accordance with the regulations in force.</li> <li>2. Sensitize staff</li> <li>3. Apply the measures provided for in the event irregularities are detected.</li> </ol>	(IGEFS, IGEPS, DAG, DAJ, Programme managers)

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High





**Risk management of the Material  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Prolonged electrical power cut/failure	Pb	Sg	H	1. Absence of an alternative source of electrical energy	Equip buildings with alternative sources of electrical energy	1. Equip buildings with other sources of electrical energy (generators, solar panels, etc.) 2. Ensure maintenance 3. Make provisions for fuel supply for the generators. 4. Equip each computer with an inverter	DAG ACOCOM
					2. Obsolescence of electrical equipment	1. Make an exhaustive inventory of obsolete equipment  2. Ensure the maintenance of installations	1. Make a tour of the buildings 2. Acquire new equipment  1. Carry out regular checks on electrical equipment 2. Replace in case of failure	
					3. Poor quality of electrical equipment	1. Acquire good quality electrical equipment	1. Ensure that a good system is put in place for selecting companies to supply electrical equipment. 2. Ensure the quality of the material to be supplied at the time of receipt. 3. 3. Replace poor quality equipment	
2	Presence of computer viruses	HP	Sg	H	1. Absence of anti-virus software on some computers	Equip all computers with antivirus software	1. Complete the installation of antivirus software on each workstation. 2. Systematically connect all offices to the Internet to facilitate antivirus updates.	DAG, DI
					2. Use of inappropriate computer media	Ensure the exclusive use of computer media that safeguard the interests of MINEPAT	1. Prohibit the installation of pirated software on MINEPAT computers 2. Ensure the systematic backup of files processed in personal computers by saving them in the Ministry's computers 3. Create a domain for the management of computers assigned to the Ministry	MINEPAT DI
3	Malfunctioning of fixed telephony network	Pb	Sg	H	1. Obsolescence of infrastructure	1.Re-install the telephone network facilities at the various sites of the Ministry	1. Make an inventory and diagnosis of the MINEPAT's telephone network. 2. Label and document the Ministry's telephone network Replace obsolete equipment with state-of-the-art equipment (switch to Internet Protocol telephony) 3. Regularly monitor facilities	MINEPAT DAG DI

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
						2. Obtain a fleet of numbers from a private operator for managers	Establish ties with mobile operators with a view to acquiring a fleet for managers	
					2. Non-payment of bills	1. Make an inventory of unpaid bills	Contact the operator in order to determine the situation of unpaid bills of MINEPAT.	
						2. Improve the bill payment circuit	1. Define the budget envelope and streamline it 2. Define and respect quotas 3. Communicate to the operator the ceiling of monthly consumptions 4. Create a double CAMTEL-MINEPAT link in all sites by fibre optics and by radio	
					3. Non-mastery of technical staff	Identify skilled technical staff	1. Establish the file index of technical staff 2. Transmit the file to officials in charge of structures	

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## **Risk management of the Financial Resources component**

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders	
		P	I	S					
1	Late provision of resources	Pb	Sg	H	1. Late notification of quarterly quotas	1. Implement activities in the first quarter with low dependency on budgetary resources	1. Analyse the costs of activities in Programmes	Programme and Action Managers, Management Controllers	
						2. Strengthen the operational preparation of the implementation of activities to enable their rapid execution	2. Prioritize activities	Programme and Action Managers,	
						3. Streamline quota allocation between Programmes	1. Schedule within Programmes the budgetary resource needs compatible with action plans	Programme Managers	
							2. Hold quota allocation meetings	Manager of Programme 301 et DAG	
						2. Delay in processing expenditure documents	1. Define quality standards (roles, deadlines, outputs) for services in the expenditure processing chain	1. Identify the links in the spending chain	IGEFS/DAG
								2. Propose quality service standards	IGEFS/DAG
							3. Popularize the procedures and bundle required at each stage in the processing of a financial file.	DAG/DPIP	
					3. Malfunctioning of the budget management application	Ensure, in collaboration with MINFI, the optimal functioning of the PROBMS application	3. Monitor the implementation of the work plan and remove obstacles	4. Designate the focal points responsible for the operational follow-up of the files.	Programme Managers
								1. Monitor the implementation of the work plan in coordination meetings	Programme Managers
								2. Remove obstacles	Programme Managers
								1. Update the budget management application in liaison with MINFI	DAG
								2. Take ownership of new innovations brought to the PROBMS application	DAG
			3. Correct the discrepancies observed in the process of making resources available linked to the PROBMS application in conjunction with MINFI	DAG					
			4. Inform Managers in case of malfunctioning of the application.	DAG					
2	Mismanagement / Embezzlement of funds	UP	Sg	H	1. Poor mastery of financial management procedures	Build the capacities of stakeholders of the procedure expenditure chain	1. Formulate and popularize the manager's guide	IGEFS	
							2. Train stakeholders of the expenditure chain (managers, store accountants, Employees in charge of commitment operations).	DAG	

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
					2. Inadequate audit and internal control mechanisms	Strengthen the internal control and audit mechanism	1. Finalize and popularize internal control and audit tools (internal audit guide, administrative procedures manual, etc.). 2. Monitor and evaluate the level of mastery and application of these tools	IGEFS/ IGEPS IGEFS/ IGEPS
					3. Low moral probity of some staff	1. Continue to sensitize staff on the need to persevere in the general interest	1. Organize awareness-raising days for staff on the need to persevere in the general interest	IGEFS/ IGEPS
							2. Organize capacity-building sessions on financial management procedures, in collaboration with CONSUPE	IGEFS/ IGEPS /DAG
						2. Conduct investigations	1. Conduct Rapid Results Initiatives (RRIs)	IGEFS/ IGEPS
							2. Organize unannounced missions	IGEFS/ IGEPS
					3. Elucidate cases instructed by hierarchy		IGEFS/ IGEPS	
						4. Sanction staff	IGEFS/ IGEPS	
					3. Put in place incentive mechanisms to preserve staff integrity	Design a staff integrity model		IGEFS/ IGEPS

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Organizational  
Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Coincidence of several meeting schedules in the same hall	HP	Sg	H	Lack of an efficient mechanism for halls management	Improve cooperation between DAG and other structures with regard to halls management	<ol style="list-style-type: none"> <li>1. Deposit copies of meeting convening notices to DAG at least one week ahead of time</li> <li>2. Plan and post the meeting schedule in every meeting hall</li> <li>3. Adjust according to impromptu requests and inform the structures concerned</li> </ol>	Action managers DAG
2	Untimely entry of users into offices	HP	Sg	VH	Insufficient control mechanisms	Enhance surveillance at the entry and exit points of MINEPAT premises	<ol style="list-style-type: none"> <li>1. Set and ensure respect of visiting hours at MINEPAT offices</li> <li>2. Equip premises with surveillance cameras</li> <li>3. Enhance checks on access to the Ministry's premises</li> <li>4. Ensure compliance with contractual obligations between MINEPAT and security agencies</li> <li>5. Sanction defaulting and corrupt security agents</li> </ol>	DAG DAJ SDACL






**Risk management of the Information and  
Communication Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Loss/delays in the submission of files	Pb	Sg	H	1. Malfunction of the Internet service	See risk 2 below		MINISTER SG Programme and action managers
					2. Insufficient means of transportation	Ensure the permanent functioning of the website of the Ministry	1. Identify bottlenecks, in conjunction with the Computer and Data Processing Division 2. Ensure the functioning of the task force charged with updating the Website of the Ministry 3. Instruct the structures to provide the task force charged with updating the website with the information to be posted on the website 4. Establish a permanent functioning assessment mechanism to correct the shortcomings identified 5. Set up software or fire walls and antiviruses to secure the website	
					3. Loss/intrusion of documents	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL
					4. Insufficient motivation of staff members charged with mail management	Increase bonuses for mail agents	Base the distribution of bonuses of staff charged with mail on their output	
					5. Low coordination between the various mail services	Improve the coordination system between the mail services	1. Exploit and improve the mail management interconnected platform of the Ministry 2. Pinpoint and correct the shortcomings observed in the coordination of mail services 3. Digitize the entire mail forwarding process (e-governance)	DI SDACL
					6. Low capacity of staff members charged with mail management	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stake holders
		P	I	S				
					7. Dispersion of the location of services	1. Increase the means of transport of liaison agents  2. If possible, plan to locate the various services close together  3. Increase bonuses for mail agents	Facilitate the movement of liaison agents through the acquisition of means of transport  Finalize reflections on the construction of a single building for MINEPAT	DAG SDACL
					8. Late signature of invitations	Take measures to ensure the effective participation of officials in meetings within a reasonable timeline	1. Submit draft letters of invitation for hierarchy's signature two weeks before the meeting (Task Managers) 2. Inform the officials concerned by telephone	
2	<b>Malfunction of the Internet service</b>	HP	Sg	H	1. Delays in the payment of bills	Ensure the payment of bills on time	1. Make an inventory of outstanding bills 2. Provide ways for their settlement 3. Include the payment of Internet bills in the category of fixed overhead expenses 4. Limit access to pages that require a high bandwidth (firewall)	DAG DI
					2. Regular failure of servers	Ensure the maintenance of servers on a regular basis	1. Build teams to watch servers 2. Acquisition of a backup server or technology to avoid interruption in service even in case of failure in one server 3. Improve the Internet speed	
					3. High number of users compared to the service speed	Rationalize the use of the Internet	1. Limit access to pages that require a high bandwidth (firewall) 2. Upgrade of the computer backbone 3. Solicit the increase of the Internet speed if necessary	

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



## **4.4. PROGRAM 303 RISK MANAGEMENT PLAN**



**Risk management of the Human  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Inadequate output	HP	Sg	H	1. Late payment of newly recruited staff	1. Establish a MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary) platform to monitor the processing of files of newly recruited staff	1. Draw up an annual schedule of consultation meetings; 2. Draw up a list of staff in the process of absorption and handle the files in a group or collective manner. 3. Diligently process salary files at the level of MINEPAT1.	MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary)
					2. Rapidly assign newly recruited staff in programmes		1. Engage the newly recruited staff as soon as they are posted for practicum training period from 3 to 6 months. 2. Assign newly recruited staff in the various programmes of MINEPAT	DAG
					2. Inadequacy between the training received and the position of assignment or appointment	1. Finalize and implement the organizational framework	1. Reactivate the working group 2. Produce and validate the organizational framework 3. Popularize the organizational framework targeting Programme Managers and Devolved Services.	
						2. Capacity building for persons affected within each programme.	1. Provide a database of trainers within each programme 2. Prioritize mass training	Programme managers
						3. Systematize the formulation of procedure manuals, in technical fields particularly, - cooperation activities, - monitoring and control of projects, - processing of attestations of financial coverage (APEC), - MTEF, - maturation of projects, - Macroeconomic Framework, - MTBF, - elaboration, monitoring and updating of the national development strategy and the sector-based plans - performance assessment - internal audit - etc.	1. Develop/finalize the different procedure manuals in the various domains 2. Popularize the said procedure manuals	Programme managers and other stakeholders
						4. Initiate proposals for appointments on the basis of the organizational framework		SG, DAG, DAJ, Programme and action managers

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Low level of motivation	1. Put in place a performance assessment system	1. Draw up specifications for each workstation (monthly, quarterly, half-yearly or annual) within the programmes 2. Popularize specifications 3. Implementation	IGEFS, IGEPS, Programme managers
					2. Put in place a motivation system		1. Define motivation criteria when distributing bonuses within each programme 2. Ensure that resources for bonuses are included in the budget. 3. Allocate each member of staff a workstation and equipment.	Programme managers
					4. Shortcomings in the continuing training of personnel	Revitalize continuing training	1. Use the database of internal trainers in the implementation of the training plan 2. Set up a mechanism for updating the database of trained staff 3. Evaluate the implementation of the training plan 4. Promote online training 5. Outsource (trainers from outside MINEPAT or abroad) specific training courses	DAG
2	Precarious health of some staff	HP	Sg	H	1. Presence of some pathologies	Set up a health care system for staff	1. Plan and organize periodic screening campaigns. 2. Set up a sports system 3. Set up an infirmary in collaboration with MINSANTE. 4. Budget protection kits for some functions (documentation staff)	DAG, IGEFS, IGEPS
					2. Insufficiency of resources dedicated to social activities	Strengthening the social action system	1. Finalize the setting up of an insurance/mutual solidarity association policy for the social welfare of personnel 2. Significantly increase the budget allocation dedicated to the social welfare of staff. 3. Harmonize social welfare / objectively and transparently codify welfare activities	DAG, DAJ

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Material  
Resources component**



S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Prolonged electrical power cut/failure	Pb	Sg	H	1. Absence of an alternative source of electrical energy	Equip buildings with alternative sources of electrical energy	1. Equip buildings with other sources of electrical energy (generators, solar panels, etc.) 2. Ensure maintenance 3. Make provisions for fuel supply for the generators. 4. Equip each computer with an inverter	DAG ACOCOM
					2. Obsolescence of electrical equipment	1. Make an exhaustive inventory of obsolete equipment  2. Ensure the maintenance of installations	1. Make a tour of the buildings 2. Acquire new equipment  1. Carry out regular checks on electrical equipment 2. Replace in case of failure	
					3. Poor quality of electrical equipment	1. Acquire good quality electrical equipment	1. Ensure that a good system is put in place for selecting companies to supply electrical equipment. 2. Ensure the quality of the material to be supplied at the time of receipt. 3. 3. Replace poor quality equipment	
2	Presence of computer viruses	HP	Sg	H	1. Absence of anti-virus software on some computers	Equip all computers with antivirus software	1. Complete the installation of antivirus software on each workstation. 2. Systematically connect all offices to the Internet to facilitate antivirus updates.	DAG, DI
					2. Use of inappropriate computer media	Ensure the exclusive use of computer media that safeguard the interests of MINEPAT	1. Prohibit the installation of pirated software on MINEPAT computers 2. Ensure the systematic backup of files processed in personal computers by saving them in the Ministry's computers 3. Create a domain for the management of computers assigned to the Ministry	MINEPAT DI
3	Interruptions of water supply	HP	M	M	1. Insufficient national supply	Equip structures with drinking water	1. Acquire more equipment in the MINEPAT hydraulic park (tanks, stocks of cylinders, etc.) 2. Continue the installation of drinking water points in all sensitive areas within buildings. 3. Systematically equip devolved delegations with boreholes.	DAG

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
4	Malfunctioning of fixed telephony network	Pb	Sg	H	1. Obsolescence of infrastructure	1.Re-install the telephone network facilities at the various sites of the Ministry	1. Make an inventory and diagnosis of the MINEPAT's telephone network. 2. Label and document the Ministry's telephone network Replace obsolete equipment with state-of-the-art equipment (switch to Internet Protocol telephony)3. Regularly monitor facilities	MINEPAT DAG DI
						2. Obtain a fleet of numbers from a private operator for managers	Establish ties with mobile operators with a view to acquiring a fleet for managers	
					2. Non-payment of bills	1. Make an inventory of unpaid bills	Contact the operator in order to determine the situation of unpaid bills of MINEPAT.	
						2. Improve the bill payment circuit	1. Define the budget envelope and streamline it 2. Define and respect quotas 3. Communicate to the operator the ceiling of monthly consumptions 4. Create a double CAMTEL-MINEPAT link in all sites by fibre optics and by radio	
	3. Non-mastery of technical staff	Identify skilled technical staff	1. Establish the file index of technical staff 2. Transmit the file to officials in charge of structures					
5	Fire-disasters	HP	VS	VH	1. Poor internal electrical installation	1. Regulate the installation of modern equipment	Acquire modern tools Replace old installations	DAG
						2. Ensure the maintenance of electrical circuits	1. Set up a permanent monitoring team and grant it resources 2. Acquire replacement tools in stock	DAG
					4. Criminality	1. Reinforce the security of buildings	1. Strengthen the security information system 2. Strengthen access routes and systems for securing premises	DAG Security guards Staff
						2. Work with ENEO's electrical maintenance services, the fire brigade and gendarmerie services	1. Comply with building safety regulations 2. Ensure the security of persons and property	DAG



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## **Risk management of the Financial Resources component**

N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
1	Financial under-estimation of some activities	Pb	Sg	H	1. Non-involvement of some managers in budget preparatory activities	1. Strengthen the participation of stakeholders in management control	1. Disseminate the Ministerial Charter on programme management and ensure its ownership by all stakeholders	Managers of Programme 301 and DPRPC/CELCOM
							2. Finalize and disseminate programme management protocols	Programme Managers, Management Controllers DPRPC/CELCOM
							3. Organize a session on the ownership of the Ministerial Charter	Manager of Programme 301
							4. Contractualize all managers of the performance chain	Programme Managers
						2. Formulate/update budget preparatory tools (programme strategy, logical framework, performance model, OVAR approach)	1. Make an inventory of existing tools	Programme Managers and Management Controllers
							2. Review existing tools	
							3. Build the capacities of stakeholders	
							4. Popularize the tools and ensure their use	
						3. Organize steering meetings devoted to the preparation of the budget for the year n+1.	1. Involve activity managers in discussions on budget preparation	Programme Managers, DAG and Management Controllers
							2. Organize information-sharing meetings with action managers on the budget preparation process	Programme Managers and Action Managers
					3. Communicate the outputs of each stage to the various managers		Programme Managers and Action Managers	
					4. Self-assess the level of involvement of all Managers in budget preparation activities.		Programme Managers and Action Managers Management Controllers	
					2. Low maturity of some activities	1. Build the capacity for technical and financial maturation within programmes and project management units	1. Training on budget classification and structuring the costs of an activity according to its results (costing procedures, presentation model, standard TORs, results chain, OVARs).	DAG/DPPPP
							2. Organize capacity building sessions for Programme, Action and Activity Managers on the process of technical and financial maturation of activities to be budgeted	DAG/DPPPP
2. Apply mechanisms for the selection and maturation of activities	1. Disseminate criteria for technical and financial maturation	DPPPP/ Management Controllers						
	2. Disseminate cost assessment tools (cost accounting)	Management Controllers						

N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders								
		P	I	S												
							3. Carry out the maturation and evaluation of activities within the Programmes on the basis of a selection grid drawn up and disseminated.	Programme Managers / Management Controllers / Internal Committee								
							4. Involve management controllers, reference persons and contract services if necessary, to support structures in the maturation process.	Programme Managers								
							4. Insufficient allocation of operational resources	1. Prioritize needs within the Programmes	1. Define the objectives and funding needs of Programmes	Programme Managers						
									2. Propose an indicative prioritization mechanism within programmes	Management Controllers/ Programme Managers						
									3. Involve Action Managers in prioritizing needs	Programme Managers						
							2. Strengthen strategic budget management tools		1. Hold strategic management dialogue meetings	Minister, Programme Managers, DSR						
									2. Clarify strategic objectives and lines of action	Programme Managers						
									3. Develop objectives and priorities by Programmes	Programme Managers						
							2	Late provision of resources	Pb	Sg	H			1. Implement activities in the first quarter with low dependency on budgetary resources	1. Analyse the costs of activities in Programmes	Programme and Action Managers, Management Controllers
														2. Strengthen the operational preparation of the implementation of activities to enable their rapid execution	2. Prioritize activities	Programme and Action Managers,
1. Late notification of quarterly quotas	3. Streamline quota allocation between Programmes	Prepare the technical, administrative and financial files of activities		Programme Managers												
		1. Schedule within Programmes the budgetary resource needs compatible with action plans	2. Hold quota allocation meetings	Programme Managers	Manager of Programme 301 et DAG											
2. Delay in processing expenditure documents		1. Define quality standards (roles, deadlines, outputs) for services in the expenditure processing chain	1. Identify the links in the spending chain	IGEFS/DAG												
			2. Propose quality service standards	IGEFS/DAG												
			3. Popularize the procedures and bundle required at each stage in the processing of a financial file.	DAG/DPIP												
			4. Designate the focal points responsible for the operational follow-up of the files.	Programme Managers												

N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
						3. Monitor the implementation of the work plan and remove obstacles	1. Monitor the implementation of the work plan in coordination meetings 2. Remove obstacles	Programme Managers Programme Managers
					3. Malfunctioning of the budget management application	Ensure, in collaboration with MINFI, the optimal functioning of the PROBMS application	1. Update the budget management application in liaison with MINFI 2. Take ownership of new innovations brought to the PROBMS application 3. Correct the discrepancies observed in the process of making resources available linked to the PROBMS application in conjunction with MINFI 4. Inform Managers in case of malfunctioning of the application.	DAG DAG DAG DAG
3	Mismanagement / Embezzlement of funds	UP	Sg	H	1. Poor mastery of financial management procedures	Build the capacities of stakeholders of the procedure expenditure chain	1. Formulate and popularize the manager's guide 2. Train stakeholders of the expenditure chain (managers, store accountants, Employees in charge of commitment operations).	IGEFS DAG
					2. Inadequate audit and internal control mechanisms	Strengthen the internal control and audit mechanism	1. Finalize and popularize internal control and audit tools (internal audit guide, administrative procedures manual, etc.). 2. Monitor and evaluate the level of mastery and application of these tools	IGEFS/ IGEPS IGEFS/ IGEPS
					3. Low moral probity of some staff	1. Continue to sensitize staff on the need to persevere in the general interest	1. Organize awareness-raising days for staff on the need to persevere in the general interest 2. Organize capacity-building sessions on financial management procedures, in collaboration with CONSUPE	IGEFS/ IGEPS IGEFS/ IGEPS /DAG
						2. Conduct investigations	1. Conduct Rapid Results Initiatives (RRIs) 2. Organize unannounced missions 3. Elucidate cases instructed by hierarchy 4. Sanction staff	IGEFS/ IGEPS IGEFS/ IGEPS IGEFS/ IGEPS IGEFS/ IGEPS
						3. Put in place incentive mechanisms to preserve staff integrity	Design a staff integrity model	IGEFS/ IGEPS



**Risk management of the Organizational  
Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Late issuance of Exit permits	HP	Sg	H	Red tapes in the processing channels	Expedite the processing of files within the Ministry	<ol style="list-style-type: none"> <li>1. Process files in a fast-track procedure</li> <li>2. Limit the composition of delegations to people that are necessary</li> <li>3. Liaise with the diplomatic representations of the country abroad in urgent situations</li> </ol>	Minister Programme managers
2	Delays in the issuance of no-objection letters by partners	Pb	Sg	H	Complexity of funding bodies' procedures	1. Render the Manual of Procedures for Cooperation Activities operational	<ol style="list-style-type: none"> <li>1. Update the Manual of Procedures</li> <li>2. Popularize the Manual of Procedures</li> </ol>	DAG, DI
						2. Strict application of the Manual of Procedures by stakeholders	<ol style="list-style-type: none"> <li>1. Designate focal points charged with reviewing cooperation files</li> <li>2. Raise awareness of focal points charged with reviewing cooperation files on the use of the Manual</li> <li>3. Raise awareness of the operational units of programmes and projects under the scope of MINEPAT on the use of the Manual</li> </ol>	MINEPAT PROGRAMME MANAGERS
3	Delays in the issuance of signing authority for conventions (enabling decrees, etc.)	Pb	Sg	H	Slowness in file processing	Follow up files at the Prime Minister's Office and at the Presidency of the Republic	Follow up files at the Prime Minister's Office and at the Presidency of the Republic	DGCOOP
4	Profusion of spontaneous project offers by some partners	HP	VS	VH	Weaknesses in the planning and programming of projects	Make the Project Bank a reference for the funding of development projects	<ol style="list-style-type: none"> <li>1. Accompany sector administrations in the maturation of projects (inferior or equal to CFA F million) in accordance with government priorities</li> <li>2. Propose mature projects (superior or equal to CFA F million) for validation by the Minister</li> <li>3. Give priority to projects included in the Project Bank</li> <li>4. Render the funding of projects included in the Bank mandatory</li> </ol>	MINEPAT DAG DI
5	Coincidence of several meeting schedules in the same hall	HP	Sg	H	Lack of an efficient mechanism for halls management	Improve cooperation between DAG and other structures with regard to halls management	<ol style="list-style-type: none"> <li>1. Deposit copies of meeting convening notices to DAG at least one week ahead of time</li> <li>2. Plan and post the meeting schedule in every meeting hall</li> <li>3. Adjust according to impromptu requests and inform the structures concerned</li> </ol>	Action managers DAG



S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
6	Conflict of competence	Pb	Sg	H	1. Late involvement of DPRPC in the preparation of MINEPAT events	Implement ministerial instruction No.0425/CAB/MINEPAT of 31 March 2017 pertaining to the systematic involvement of DPRPC in the organisation of the events that concern the Minister or the Minister Delegate right from the inception of the activity	1. Include DPRPC right from the inception of the activities requiring their participation 2. Provide DPRPC with all economic information likely to be published	Programme and action managers
					2. Non-existence of a Manual of Procedures in MINEPAT	Finalize the preparation of the Manual of Procedures	1. Propose the update of the Committee charged with preparing the Manual of Procedures 2. Follow up the activities of the Committee 3. Validate and publish the Manual of Procedures	Minister SG Programme Managers
					3. Lack of cooperation between structures	Lead executive dialogue within Programmes	1. Organise monthly meetings on executive dialogue within Programmes 2. Hold monthly coordination meetings on Programmes 3. Organise consultations between Programmes on cross-cutting themes 4. Share the findings of important surveys (meeting, hard copies, Intranet, etc.)	
8	Untimely entry of users into offices	HP	Sg	VH	Insufficient control mechanisms	Enhance surveillance at the entry and exit points of MINEPAT premises	1. Set and ensure respect of visiting hours at MINEPAT offices 2. Equip premises with surveillance cameras 3. Enhance checks on access to the Ministry's premises 4. Ensure compliance with contractual obligations between MINEPAT and security agencies 5. Sanction defaulting and corrupt security agents	DAG DAJ SDACL

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



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## **Risk management of the Information and Communication Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stakeholders
		P	I	S				
1	Loss/delays in the submission of files	Pb	Sg	H	1. Malfunction of the Internet service	See risk 2 below		
					2. Insufficient means of transportation	Ensure the permanent functioning of the website of the Ministry	1. Identify bottlenecks, in conjunction with the Computer and Data Processing Division 2. Ensure the functioning of the task force charged with updating the Website of the Ministry 3. Instruct the structures to provide the task force charged with updating the website with the information to be posted on the website 4. Establish a permanent functioning assessment mechanism to correct the shortcomings identified 5. Set up software or fire walls and antiviruses to secure the website	
					3. Loss/intrusion of documents	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL
					4. Insufficient motivation of staff members charged with mail management	Increase bonuses for mail agents	Base the distribution of bonuses of staff charged with mail on their output	
					5. Low coordination between the various mail services	Improve the coordination system between the mail services	1. Exploit and improve the mail management interconnected platform of the Ministry 2. Pinpoint and correct the shortcomings observed in the coordination of mail services 3. Digitize the entire mail forwarding process (e-governance)	DI SDACL
					6. Low capacity of staff members charged with mail management	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy	DAG STRUCTURES SDACL
					7. Dispersion of the location of services	1. Increase the means of transport of liaison agents	Facilitate the movement of liaison agents through the acquisition of means of transport	DAG SDACL
2. If possible, plan to locate the various services close together	Finalize reflections on the construction of a single building for MINEPAT							
3. Increase bonuses for mail agents								

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/stakeholders
		P	I	S				
					8. Late signature of invitations	Take measures to ensure the effective participation of officials in meetings within a reasonable timeline	1. Submit draft letters of invitation for hierarchy's signature two weeks before the meeting (Task Managers) 2. Inform the officials concerned by telephone	
2	Malfunction of the Internet service	HP	Sg	H	1. Delays in the payment of bills	Ensure the payment of bills on time	1. Make an inventory of outstanding bills 2. Provide ways for their settlement 3. Include the payment of Internet bills in the category of fixed overhead expenses 4. Limit access to pages that require a high bandwidth (firewall)	DAG DI
					2. Regular failure of servers	Ensure the maintenance of servers on a regular basis	1. Build teams to watch servers 2. Acquisition of a backup server or technology to avoid interruption in service even in case of failure in one server 3. Improve the Internet speed	
					3. High number of users compared to the service speed	Rationalize the use of the Internet	1. Limit access to pages that require a high bandwidth (firewall) 2. Upgrade of the computer backbone 3. Solicit the increase of the Internet speed if necessary	
					3. Poor quality of hard and soft ware	1. Acquire good standard hard and soft ware	1. Establish a sound mechanism for the selection of companies that have to supply hardware and software 2. Have a watchful eye on the quality of the hard and soft ware supplied during the acceptance process 3. Replace low standard soft and hard ware	DAG DI
3	Non-sharing of information between the services	Pb	Sg	H	Lack of regular consultation between services (linked to their action)	Ensure the sharing of information between the services	1. Organise monthly meetings on executive dialogue within Programmes 2. Hold monthly coordination meetings on Programmes 3. Organise consultations between Programmes on cross-cutting themes 4. Share the findings of important surveys (meeting, hard copies, Intranet, etc.)	MINISTER SG Programme Managers

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High

## **4.5. PROGRAM 304 RISK MANAGEMENT PLAN**



**Risk management of the Human  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Inadequate output	HP	Sg	H	1. Late payment of newly recruited staff	1. Establish a MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary) platform to monitor the processing of files of newly recruited staff	1. Draw up an annual schedule of consultation meetings; 2. Draw up a list of staff in the process of absorption and handle the files in a group or collective manner. 3. Diligently process salary files at the level of MINEPAT1.	MINEPAT (DAG/SDPSP) / MINFOPRA (DDRH) / MINFI (DGB-Salary)
					2. Rapidly assign newly recruited staff in programmes	2. Rapidly assign newly recruited staff in programmes	1. Engage the newly recruited staff as soon as they are posted for practicum training period from 3 to 6 months. 2. Assign newly recruited staff in the various programmes of MINEPAT	DAG
					2. Inadequacy between the training received and the position of assignment or appointment	1. Finalize and implement the organizational framework	1. Reactivate the working group 2. Produce and validate the organizational framework 3. Popularize the organizational framework targeting Programme Managers and Devolved Services.	
						2. Capacity building for persons affected within each programme.	1. Provide a database of trainers within each programme 2. Prioritize mass training	Programme managers
						3. Systematize the formulation of procedure manuals, in technical fields particularly, - cooperation activities, - monitoring and control of projects, - processing of attestations of financial coverage (APEC), - MTEF, - maturation of projects, - Macroeconomic Framework, - MTBF, - elaboration, monitoring and updating of the national development strategy and the sector-based plans - performance assessment - internal audit - etc.	1. Develop/finalize the different procedure manuals in the various domains 2. Popularize the said procedure manuals	Programme managers and other stakeholders
						4. Initiate proposals for appointments on the basis of the organizational framework		SG, DAG, DAJ, Programme and action managers

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Low level of motivation	1. Put in place a performance assessment system	1. Draw up specifications for each workstation (monthly, quarterly, half-yearly or annual) within the programmes 2. Popularize specifications 3. Implementation	IGEFS, IGEPS, Programme managers
					2. Put in place a motivation system		1. Define motivation criteria when distributing bonuses within each programme 2. Ensure that resources for bonuses are included in the budget. 3. Allocate each member of staff a workstation and equipment.	Programme managers
					4. Shortcomings in the continuing training of personnel	Revitalize continuing training	1. Use the database of internal trainers in the implementation of the training plan 2. Set up a mechanism for updating the database of trained staff 3. Evaluate the implementation of the training plan 4. Promote online training 5. Outsource (trainers from outside MINEPAT or abroad) specific training courses	DAG
2	Irregularity/ Absence of staff at the workstation	Pb	VS	H	1. Insufficiency of working material	Equip/make available working materials in sufficient quantity and quality within the Programmes	1. Draw up a statement of working material needs at the beginning of the financial year; 2. Plan the provision of working material within programmes; 3. Ensure forward planning management of working material by producing a regular (quarterly) report on its use; 4. Ensure that the quantities delivered and made available to staff correspond to the orders; 5. At the time of budgeting, ensure consistency between allocations and missions and staff of the programme	Programme managers DAG/SDEM/SDPSP , Stores Accountants, Management Controller
					2. Inadequacy of the regular staff monitoring system	Strengthen and disseminate the regular staff monitoring system	1. Set up a computerized attendance control system 2. Ensure the regular holding of management dialogues in accordance with the ministerial charter and management protocol. 3. Prepare and carry out unannounced presence checks within the Programme structures.	(IGEFS, DAG, DI, Programme and action managers) IGEPS



S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
					3. Weaknesses in the staff disciplinary system	Strengthen and include discipline (positive and negative) in the control system	<ol style="list-style-type: none"> <li>1. Propose a sanction mechanism in the control dispensation in accordance with the regulations in force.</li> <li>2. Sensitize staff</li> <li>3. Apply the measures provided for in the event irregularities are detected.</li> </ol>	(IGEFS, IGEPS, DAG, DAJ, Programme managers)

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Material  
Resources component**

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Prolonged electrical power cut/failure	Pb	Sg	H	1. Absence of an alternative source of electrical energy	Equip buildings with alternative sources of electrical energy	1. Equip buildings with other sources of electrical energy (generators, solar panels, etc.) 2. Ensure maintenance 3. Make provisions for fuel supply for the generators. 4. Equip each computer with an inverter	DAG ACOCOM
					2. Obsolescence of electrical equipment	1. Make an exhaustive inventory of obsolete equipment  2. Ensure the maintenance of installations	1. Make a tour of the buildings 2. Acquire new equipment  1. Carry out regular checks on electrical equipment 2. Replace in case of failure	
					3. Poor quality of electrical equipment	1. Acquire good quality electrical equipment	1. Ensure that a good system is put in place for selecting companies to supply electrical equipment. 2. Ensure the quality of the material to be supplied at the time of receipt. 3. 3. Replace poor quality equipment	
2	Presence of computer viruses	HP	Sg	H	1. Absence of anti-virus software on some computers	Equip all computers with antivirus software	1. Complete the installation of antivirus software on each workstation. 2. Systematically connect all offices to the Internet to facilitate antivirus updates.	DAG, DI
					2. Use of inappropriate computer media	Ensure the exclusive use of computer media that safeguard the interests of MINEPAT	1. Prohibit the installation of pirated software on MINEPAT computers 2. Ensure the systematic backup of files processed in personal computers by saving them in the Ministry's computers 3. Create a domain for the management of computers assigned to the Ministry	MINEPAT DI
3	Interruptions of water supply	HP	M	M	1. Insufficient national supply	Equip structures with drinking water	1. Acquire more equipment in the MINEPAT hydraulic park (tanks, stocks of cylinders, etc.) 2. Continue the installation of drinking water points in all sensitive areas within buildings. 3. Systematically equip devolved delegations with boreholes.	DAG
4	Malfunctioning of fixed telephony network	Pb	Sg	H	1. Obsolescence of infrastructure	1.Re-install the telephone network facilities at the various sites of the Ministry	1. Make an inventory and diagnosis of the MINEPAT's telephone network.	MINEPAT DAG

S/N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
						2. Label and document the Ministry's telephone network Replace obsolete equipment with state-of-the-art equipment (switch to Internet Protocol telephony) 3. Regularly monitor facilities	DI	
					2. Obtain a fleet of numbers from a private operator for managers	Establish ties with mobile operators with a view to acquiring a fleet for managers		
					2. Non-payment of bills	1. Make an inventory of unpaid bills		Contact the operator in order to determine the situation of unpaid bills of MINEPAT.
						2. Improve the bill payment circuit		1. Define the budget envelope and streamline it 2. Define and respect quotas 3. Communicate to the operator the ceiling of monthly consumptions 4. Create a double CAMTEL-MINEPAT link in all sites by fibre optics and by radio
					3. Non-mastery of technical staff	Identify skilled technical staff		1. Establish the file index of technical staff 2. Transmit the file to officials in charge of structures
5	Fire-disasters	HP	VS	VH	1. Poor internal electrical installation	1. Regulate the installation of modern equipment	Acquire modern tools Replace old installations	DAG
						2. Ensure the maintenance of electrical circuits	1. Set up a permanent monitoring team and grant it resources 2. Acquire replacement tools in stock	DAG
					4. Criminality	1. Reinforce the security of buildings	1. Strengthen the security information system 2. Strengthen access routes and systems for securing premises	DAG Security guards Staff
						2. Work with ENEO's electrical maintenance services, the fire brigade and gendarmerie services	1. Comply with building safety regulations 2. Ensure the security of persons and property	DAG

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



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## **Risk management of the Financial Resources component**

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
2	Late provision of resources	Pb	Sg	H	1. Late notification of quarterly quotas	1. Implement activities in the first quarter with low dependency on budgetary resources	1. Analyse the costs of activities in Programmes	Programme and Action Managers, Management Controllers
							2. Prioritize activities	Programme and Action Managers,
						2. Strengthen the operational preparation of the implementation of activities to enable their rapid execution	Prepare the technical, administrative and financial files of activities	Programme Managers
						3. Streamline quota allocation between Programmes	1. Schedule within Programmes the budgetary resource needs compatible with action plans	Programme Managers
							2. Hold quota allocation meetings	Manager of Programme 301 et DAG
						2. Delay in processing expenditure documents	1. Define quality standards (roles, deadlines, outputs) for services in the expenditure processing chain	1. Identify the links in the spending chain
					2. Propose quality service standards			IGEFS/DAG
					3. Popularize the procedures and bundle required at each stage in the processing of a financial file.			DAG/DPIP
					3. Monitor the implementation of the work plan and remove obstacles		4. Designate the focal points responsible for the operational follow-up of the files.	Programme Managers
							1. Monitor the implementation of the work plan in coordination meetings	Programme Managers
							2. Remove obstacles	Programme Managers
					3. Malfunctioning of the budget management application	Ensure, in collaboration with MINFI, the optimal functioning of the PROBMS application	1. Update the budget management application in liaison with MINFI	DAG
2. Take ownership of new innovations brought to the PROBMS application	DAG							
3. Correct the discrepancies observed in the process of making resources available linked to the PROBMS application in conjunction with MINFI	DAG							
4. Inform Managers in case of malfunctioning of the application.	DAG							
3	Mismanagement / Embezzlement of funds	UP	Sg	H	1. Poor mastery of financial management procedures	Build the capacities of stakeholders of the procedure expenditure chain	1. Formulate and popularize the manager's guide	IGEFS
							2. Train stakeholders of the expenditure chain (managers, store accountants, Employees in charge of commitment operations).	DAG

S/ N	Risk (Event/Situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stakeholders
		P	I	S				
					2. Inadequate audit and internal control mechanisms	Strengthen the internal control and audit mechanism	1. Finalize and popularize internal control and audit tools (internal audit guide, administrative procedures manual, etc.). 2. Monitor and evaluate the level of mastery and application of these tools	IGEFS/ IGEPS IGEFS/ IGEPS
					3. Low moral probity of some staff	1. Continue to sensitize staff on the need to persevere in the general interest	1. Organize awareness-raising days for staff on the need to persevere in the general interest 2. Organize capacity-building sessions on financial management procedures, in collaboration with CONSUPE	IGEFS/ IGEPS IGEFS/ IGEPS /DAG
						2. Conduct investigations	1. Conduct Rapid Results Initiatives (RRIs)	IGEFS/ IGEPS
							2. Organize unannounced missions	IGEFS/ IGEPS
							3. Elucidate cases instructed by hierarchy 4. Sanction staff	IGEFS/ IGEPS IGEFS/ IGEPS
					3. Put in place incentive mechanisms to preserve staff integrity	Design a staff integrity model	IGEFS/ IGEPS	

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Organizational  
Resources component**



S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
1	Late issuance of Exit permits	HP	Sg	H	Red tapes in the processing channels	Expedite the processing of files within the Ministry	<ol style="list-style-type: none"> <li>1. Process files in a fast-track procedure</li> <li>2. Limit the composition of delegations to people that are necessary</li> <li>3. Liaise with the diplomatic representations of the country abroad in urgent situations</li> </ol>	Minister Programme managers
2	Delays in the issuance of no-objection letters by partners	Pb	Sg	H	Complexity of funding bodies' procedures	1. Render the Manual of Procedures for Cooperation Activities operational	<ol style="list-style-type: none"> <li>1. Update the Manual of Procedures</li> <li>2. Popularize the Manual of Procedures</li> </ol>	DAG, DI
						2. Strict application of the Manual of Procedures by stakeholders	<ol style="list-style-type: none"> <li>1. Designate focal points charged with reviewing cooperation files</li> <li>2. Raise awareness of focal points charged with reviewing cooperation files on the use of the Manual</li> <li>3. Raise awareness of the operational units of programmes and projects under the scope of MINEPAT on the use of the Manual</li> </ol>	MINEPAT PROGRAMME MANAGERS
3	Delays in the issuance of signing authority for conventions (enabling decrees, etc.)	Pb	Sg	H	Slowness in file processing	Follow up files at the Prime Minister's Office and at the Presidency of the Republic	Follow up files at the Prime Minister's Office and at the Presidency of the Republic	DGCOOP
4	Profusion of spontaneous project offers by some partners	HP	VS	VH	Weaknesses in the planning and programming of projects	Make the Project Bank a reference for the funding of development projects	<ol style="list-style-type: none"> <li>1. Accompany sector administrations in the maturation of projects (inferior or equal to CFA F million) in accordance with government priorities</li> <li>2. Propose mature projects (superior or equal to CFA F million) for validation by the Minister</li> <li>3. Give priority to projects included in the Project Bank</li> <li>4. Render the funding of projects included in the Bank mandatory</li> </ol>	MINEPAT DAG DI

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
5	Coincidence of several meeting schedules in the same hall	HP	Sg	H	Lack of an efficient mechanism for halls management	Improve cooperation between DAG and other structures with regard to halls management	<ol style="list-style-type: none"> <li>1. Deposit copies of meeting convening notices to DAG at least one week ahead of time</li> <li>2. Plan and post the meeting schedule in every meeting hall</li> <li>3. Adjust according to impromptu requests and inform the structures concerned</li> </ol>	Action managers DAG
6	Conflict of competence	Pb	Sg	H	1. Late involvement of DPRPC in the preparation of MINEPAT events	Implement ministerial instruction No.0425/CAB/MINEPAT of 31 March 2017 pertaining to the systematic involvement of DPRPC in the organisation of the events that concern the Minister or the Minister Delegate right from the inception of the activity	<ol style="list-style-type: none"> <li>1. Include DPRPC right from the inception of the activities requiring their participation</li> <li>2. Provide DPRPC with all economic information likely to be published</li> </ol>	Programme and action managers
					2. Non-existence of a Manual of Procedures in MINEPAT	Finalize the preparation of the Manual of Procedures	<ol style="list-style-type: none"> <li>1. Propose the update of the Committee charged with preparing the Manual of Procedures</li> <li>2. Follow up the activities of the Committee</li> <li>3. Validate and publish the Manual of Procedures</li> </ol>	Minister SG Programme Managers
					3. Lack of cooperation between structures	Lead executive dialogue within Programmes	<ol style="list-style-type: none"> <li>1. Organise monthly meetings on executive dialogue within Programmes</li> <li>2. Hold monthly coordination meetings on Programmes</li> <li>3. Organise consultations between Programmes on cross-cutting themes</li> <li>4. Share the findings of important surveys (meeting, hard copies, Intranet, etc.)</li> </ol>	
8	Untimely entry of users into offices	HP	Sg	VH	Insufficient control mechanisms	Enhance surveillance at the entry and exit points of MINEPAT premises	<ol style="list-style-type: none"> <li>1. Set and ensure respect of visiting hours at MINEPAT offices</li> <li>2. Equip premises with surveillance cameras</li> <li>3. Enhance checks on access to the Ministry's premises</li> </ol>	DAG DAJ SDACL

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective actions proposed	Tasks	Task managers/stake holders
		P	I	S				
						4. Ensure compliance with contractual obligations between MINEPAT and security agencies 5. Sanction defaulting and corrupt security agents		

**Key:** P= Probability; I =Impact; S = Severity; Pb = Probable; HP =Highly Probable; Sg = Strong VS= Very Strong; M = Medium H = High VH = Very High



**Risk management of the Information and  
Communication Resources component**

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/st akeholders	
		P	I	S					
1	Loss/delays in the submission of files	Pb	Sg	H	1. Malfunction of the Internet service	See risk 2 below		MINISTER SG Programme and action managers	
					2. Insufficient means of transportation	Ensure the permanent functioning of the website of the Ministry	1. Identify bottlenecks, in conjunction with the Computer and Data Processing Division 2. Ensure the functioning of the task force charged with updating the Website of the Ministry 3. Instruct the structures to provide the task force charged with updating the website with the information to be posted on the website 4. Establish a permanent functioning assessment mechanism to correct the shortcomings identified 5. Set up software or fire walls and antiviruses to secure the website		
					3. Loss/intrusion of documents	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy		DAG STRUCTURES SDACL
					4. Insufficient motivation of staff members charged with mail management	Increase bonuses for mail agents	Base the distribution of bonuses of staff charged with mail on their output		
					5. Low coordination between the various mail services	Improve the coordination system between the mail services	1. Exploit and improve the mail management interconnected platform of the Ministry 2. Pinpoint and correct the shortcomings observed in the coordination of mail services 3. Digitize the entire mail forwarding process (e-governance)		DI SDACL
					6. Low capacity of staff members charged with mail management	Build capacity of staff members charged with mail management	1. Organise seminars on management of mail and ethics in the domain 2. Follow up, assess and propose sanctions to the hierarchy		DAG STRUCTURES SDACL
					7. Dispersion of the location of services	1. Increase the means of transport of liaison agents	Facilitate the movement of liaison agents through the acquisition of means of transport		DAG SDACL
2. If possible, plan to locate the various services close together	Finalize reflections on the construction of a single building for MINEPAT								
3. Increase bonuses for mail agents									

S/ N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Potential causes	Corrective measures proposed	Tasks	Task managers/st akeholders
		P	I	S				
					8. Late signature of invitations	Take measures to ensure the effective participation of officials in meetings within a reasonable timeline	1. Submit draft letters of invitation for hierarchy's signature two weeks before the meeting (Task Managers) 2. Inform the officials concerned by telephone	
2	Malfunction of the Internet service	HP	Sg	H	1. Delays in the payment of bills	Ensure the payment of bills on time	1. Make an inventory of outstanding bills 2. Provide ways for their settlement 3. Include the payment of Internet bills in the category of fixed overhead expenses 4. Limit access to pages that require a high bandwidth (firewall)	DAG DI
					2. Regular failure of servers	Ensure the maintenance of servers on a regular basis	1. Build teams to watch servers 2. Acquisition of a backup server or technology to avoid interruption in service even in case of failure in one server 3. Improve the Internet speed	
					3. High number of users compared to the service speed	Rationalize the use of the Internet	1. Limit access to pages that require a high bandwidth (firewall) 2. Upgrade of the computer backbone 3. Solicit the increase of the Internet speed if necessary	
					3. Poor quality of hard and soft ware	1. Acquire good standard hard and soft ware	1. Establish a sound mechanism for the selection of companies that have to supply hardware and software 2. Have a watchful eye on the quality of the hard and soft ware supplied during the acceptance process 3. Replace low standard soft and hard ware	DAG DI

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## **4.6. MINEPAT ENTITY RISK MANAGEMENT PLAN**



**Risk management of the Material  
Resources component**



N°	Risque (Événement / Situation de dangers pouvant affecter la performance)	Calcul du risque actuel			Causes potentielles	Actions correctives proposées	Tâches	Responsable s/acteurs de tâches
		P	I	G				
1	Prolonged electrical power cut	Pb	Sg	H	Failures of the electricity supplier	Equip buildings with alternative sources of electrical energy	<ol style="list-style-type: none"> <li>1. Equip buildings with other sources of electrical energy (generators, solar panels, etc.)</li> <li>2. Ensure maintenance</li> <li>3. Make provisions for fuel supply for the generators.</li> <li>4. Equip each computer with an inverter</li> </ol>	DAG ACOCOM
2	Interruptions of water supply	HP	M	M	1. Insufficient national supply	Equip structures with drinking water	<ol style="list-style-type: none"> <li>1. Acquire more equipment in the MINEPAT hydraulic park (tanks, stocks of cylinders, etc.)</li> <li>2. Continue the installation of drinking water points in all sensitive areas within buildings.</li> <li>3. Systematically equip devolved delegations with boreholes.</li> </ol>	DAG

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## **Risk management of the Financial Resources component**

S/N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Corrective measures proposed	Tasks	Task managers/stakeholders
		P	I	S			
1	Non-payment of counterpart funds	Pb	Sg	H	Follow-up payment files of counterpart funds	<ol style="list-style-type: none"> <li>1. Put in place a mechanism for the follow-up of payment files of counterpart funds in MINFI</li> <li>2. Ensure the regular programming of payment of these funds by the Treasury Committee</li> <li>3. Forward a correspondence to MINFI to recall the need of systematically paying these funds</li> </ol>	DAG/DGEPIP/SG
2	Late provision of financial resources	Pb	Sg	H	Take measures to ensure the provision of financial resources within the prescribed time limits	<ol style="list-style-type: none"> <li>1. Initiate the process of mobilisation of financial resources as soon as possible</li> <li>2. Follow-up requests addressed to MINFI for the issuance of disbursement authorizations</li> <li>3. Ensure an expedited processing of payment files</li> <li>4. Follow-up payments in MINFI</li> </ol>	DAG/DPI
3	Poor specialization of cooperation appropriations	Pb	Sg	H	Strengthen specialization of cooperation appropriations	<ol style="list-style-type: none"> <li>1. Strengthen specialization of cooperation appropriations</li> </ol>	Manager of Programme 303

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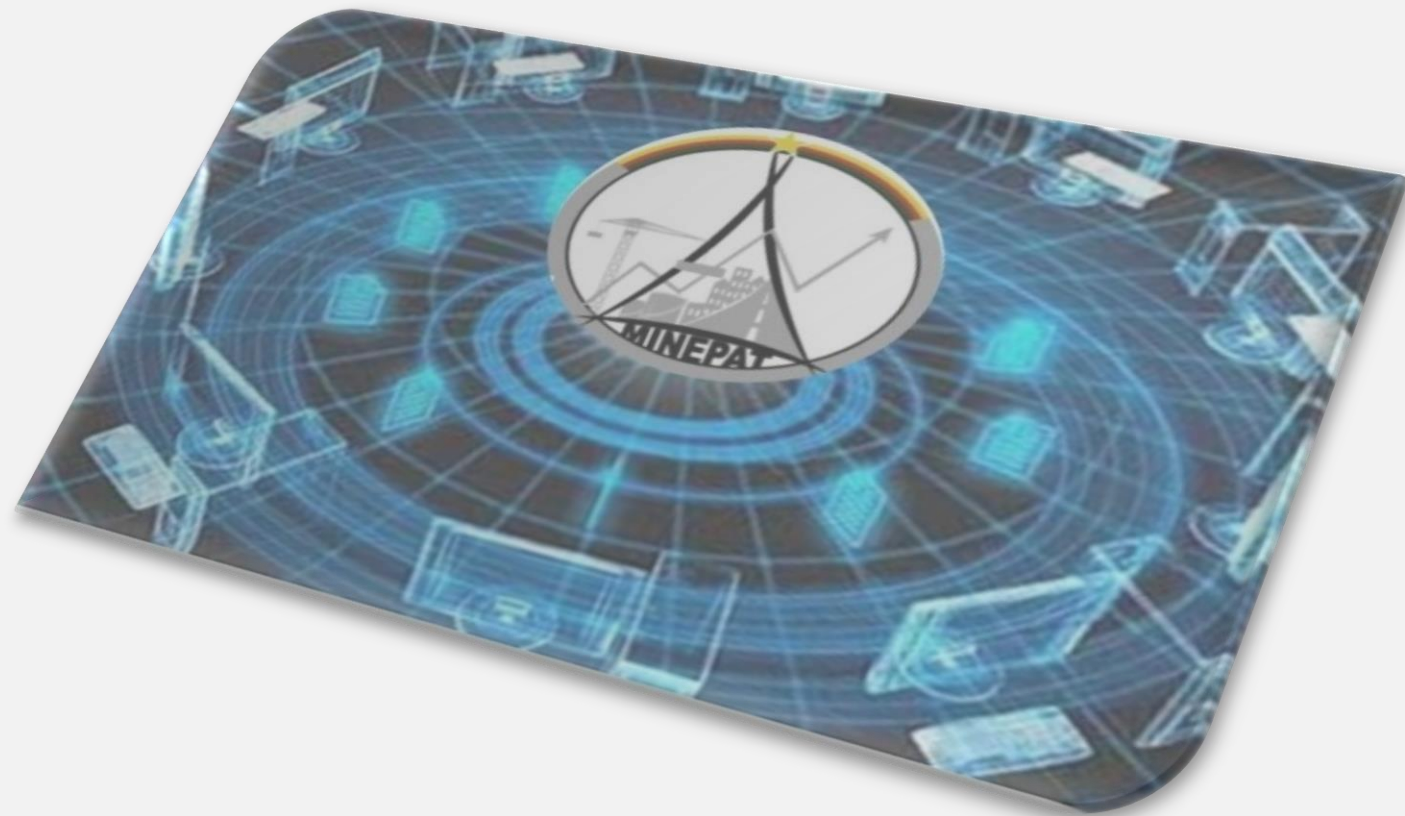


**Risk management of the Organizational  
Resources component**

S/N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Corrective measures proposed	Tasks	Task managers/stakeholders
		P	I	S			
1	Delays in the issuance of signing authority for agreements	HP	VS	VH	Ensure a close follow-up of the requests for the issuance of powers of signature of conventions from the very high hierarchy	<ol style="list-style-type: none"> <li>1. Identify a focal point at the Presidency of the Republic for the follow-up of these requests</li> <li>2. Send reminders to this focal point on a regular basis</li> <li>3. Meet with officials at the Presidency of the Republic where necessary</li> </ol>	DGCOOP/MINEPAT
2	Delays in the processing of expenditure documents	Pb	Sg	H	Make arrangements for the processing of expenditure documents on time	<ol style="list-style-type: none"> <li>1. Initiate the process of mobilisation of financial resources as soon as possible</li> <li>2. Follow-up requests addressed to MINFI for the issuance of disbursement authorizations</li> <li>3. Improve the functioning of the PROBMIS system</li> <li>4. Raise awareness of stakeholders in the related chain about the expedite processing of expenditure documents</li> </ol>	DAG/DPI
3	Overlapping missions with other administrations	Pb	Sg	H	Inform the top authority about the overlapping missions of MINEPAT with those of other administrations	<ol style="list-style-type: none"> <li>1. Send a correspondence to the top authority in relation with the overlapping missions of MINEPAT with those of other administrations</li> <li>2. Propose the revision of organisational charts where necessary</li> </ol>	SG
4	Late issuance of outing authorisations	Pb	Sg	H	Ensure the issuance of outing authorisations within the prescribed time limits	<ol style="list-style-type: none"> <li>1. Forward the requests for the issuance of outing authorisations at least two week before the travel date</li> <li>2. Follow-up these requests with the top authority</li> </ol>	All officials
5	Late notification of budget allocations	Pb	Sg	H	Propose draft letters of notification of allocations for the top authorities' sanction as soon as possible	<ol style="list-style-type: none"> <li>1. Propose draft letters of notification of allocations for the top authorities' sanction as soon as possible</li> </ol>	DGEPIP/DGB
6	Delays in the procurement process	Pb	Sg	H	Ensure respect of the time limits in the contract award process	<ol style="list-style-type: none"> <li>1. Prepare Tender Documents of year n in year n-1</li> <li>2. Include all contracts of year n in the contracts award plan prepared by MINMAP for year n</li> <li>3. Launch all contracts in keeping with the said plan</li> <li>4. Award contracts strictly in accordance with the provisions of the Public Contracts Code in force</li> </ol>	DAG
7	Delays in service provision	Pb	Sg	H	Ensure the provision of services within the prescribed time limits	<ol style="list-style-type: none"> <li>1. Prepare a detailed schedule of the services to be provided</li> <li>2. Follow up respect of this schedule</li> <li>3. Address notices to defaulting contractors</li> </ol>	All officials

S/N	Risk (event/situation of hazards that may affect performance)	Calculation of present risk			Corrective measures proposed	Tasks	Task managers/stakeholders
		P	I	S			
8	Delays in the issuance of no-objection letters by partners	Pb	Sg	H	1. Render the Manual of Procedures for Cooperation Activities operational	1. Update the Manual of Procedures 2. Popularize the Manual of Procedures	DAG, DI
					2. Strict application of the Manual of Procedures by stakeholders	1. Designate focal points charged with reviewing cooperation files 2. Raise awareness of focal points charged with reviewing cooperation files on the use of the Manual 3. Raise awareness of the operational units of programmes and projects under the scope of MINEPAT on the use of the Manual	MINEPAT PROGRAMME MANAGERS

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**Risk management of the Information and  
Communication Resources component**

N°	Risque (Événement / Situation de dangers pouvant affecter la performance)	Calcul du risque actuel			Actions correctives proposées	Tâches	Responsables /acteurs de tâches
		P	I	G			
1	Retention of information by sector administrations	UP	Sg	H	Raise awareness of sector administrations	1. Address an awareness raising note to sector administrations about the need to provide information	SG
2	Delays in the submission of project documentation	Pb	Sg	H	Raise awareness of sector administrations about the need to have project documentation as soon as they are included in the projects bank	1. Address a letter raising awareness of sector administrations about the need to have project documentation as soon as they are included in the projects bank	DGEPIP

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**FOLLOW-UP AND REVIEW**



## 5. FOLLOW-UP AND REVIEW

### 5.1. Definitions and importance of follow-up and review

From a broader sense, risk management entails an iterative, cyclical and permanent approach. To this end, it requires the introduction of mechanisms for follow-up and review. In fact, putting these mechanisms in place from the beginning throughout the whole process enables risks managers to take “informed decisions, ensure coherence and rigour throughout the process, enable learning, bring in the necessary adjustments as well as record and keep relevant information for risk management”<sup>2</sup>.

Follow-up and review are the communication channels throughout the risk management process. Follow-up consists of applied oversight with the purpose of ensuring the smooth conduct of the process. It is about ensuring that all activities are carried out according to information obtained beforehand. It is also about ensuring that all stakeholders involved meet the requirements by providing information and the necessary inputs to push forward their own activities and by implementing the measures and actions chosen.

There are several mechanisms for the follow-up of activities. Whether follow-up meetings, activity reports or any other methods, they are all known by both Managers and staff, and they shall help follow up the risk management process in MINEPAT. The next thing to be done shall be to set a time frame and performance indicators to assess the achievement of Programme objectives.

As for review, it is the fact of scrutinizing past activities and bring in changes as necessary. It can become necessary where new information is provided or where changes are brought in notably:

- Change in the environment (new risks or modification of the ones already analysed);
- A change in the organisational set up (change of hierarchy and Programme managers, etc.);
- The result of the assessment of the effectiveness of measures or actions (observations made following an assessment of implementation, observations or recommendations from hierarchy or a higher body);
- Emergence of best practices;
  
- Modification of standards;
- etc.

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<sup>2</sup> Ministère de la Sécurité publique (2008). Gestion des risques en sécurité civile. Gouvernement du Québec, p.54.

Review therefore hinges not only on the evaluation of the attainment of objectives, but also on the analysis of the relevance of decisions taken and the effectiveness of measures put in place. It is thus a one-off operation which according to the set frequency helps to review both the process and previously produced information. The frequency of review is determined by several factors: the scope of the process, the size of the ministry, the Resources available, etc. In short, it allows for constant adjustment throughout the process.

## **5.2. Responsibilities in follow-up and review**

The follow-up and review mechanisms of the management plan hinges on the following three core areas (follow-up, oversight and communication):

### **5.2.1. Follow-up**

The steering of the risk management mechanism in MINEPAT falls on IGEFS which has to follow up and coordinate risk management in the different programmes on a regular basis to ensure that activities are carried out under an acceptable risk tolerance level. Coordination provides an overview of the implementation of the risk management plan.

IGEFS must review the risk management plan every year and produce an annual report which is addressed to the hierarchy and presented at the annual conference. This report must highlight:

- The state of implementation of the management plan;
- The assessment of residual risks;
- The new risks identified;
- The reviewed risk management plan;
- Information on the difficulties encountered.

### **5.2.2. Oversight**

Permanent oversight of the implementation of actions and tasks of the management plan must be ensured by Management Auditors and their Focal Points.

Management Auditors and their Focal Points constitute a valuable source of information for the follow-up and review of the management plan given their missions which consist amongst others of devising and informing the performance chart of the Programme Manager, preparing and monitoring actions adopted under the management dialogue and proposing corrective measures, collecting and disseminating good practices on the steering of the programme to the benefit of officials and prepare the Annual Performance Report (APR) of the various programmes.

They will work in such a way as to inform IGEFS on the relation between the Resources (human, material and financial) committed and the results obtained as part of the execution of their various programmes on a biannual frequency.

A management plan monitoring sheet is devised in this regard and filled in by Management Auditors and their Focal Points on a regular basis.

It highlights:

- **The risk:** the risk concerned is recalled
- **The potential cause:** the potential cause of the risk is recalled.
- **The action to be carried out:** the action retained to manage the potential cause of the risk is specified
- **The structures affected:** the programme or structures where the action will be carried out are specified
- **The tasks:** they have to be concrete and enable the attainment of the specific objective. There can be one or several tasks.
- **The schedule:** it is the time line projected for the tasks.
- **Implementing officials:** each task must be managed by one or several officials
- **Observation:** here it is about specifying whether the tasks is executed or not.
- **Notes:** these are comments or relevant elements for the comprehension of the follow-up of tasks.

**Table 41:** Monitoring sheet of actions to be carried out in the management plan

Risk				
Potential cause				
Action to be carried out				
Follow-up officials				
Structures affected				
Tasks	Implementing officials	Schedule	Attained? 1-Yes 2-No	Notes
1.				
2.				
3.				
Follow-up date	Work status	Next steps	New schedule	
General observations				

### 5.2.3. Information and communication

This section highlights the various channels of exchange of information that will be conducted between stakeholders in the full implementation of the risk management plan of MINEPAT so that this management should be carried out in keeping with the transparency code and ethics that regulate public administration. Here are some prerequisites:

- Information will be pooled by IGEFS, while Management Auditors and their Focal Points will have to make it effective;
- Communication is expected to help know whether some risks have been addressed, persist or require increased intervention. This holds true for obstacles that are expected to be cleared out by the working group;
- Information communication channels need to be identified to facilitate data consolidation (mails, hard copies of documents, etc.); stakeholders will be discharged of their duties through instruction notes;
- Communication must raise awareness about the relevance of risks management, the use of a common language in order to identify and assess risks and on the role of staff officials in the implementation and support provided to the components of risk management.
- Finally an explanatory document on risk management needs to be prepared and addressed to the hierarchy and posted on the web site of the Ministry for users and public agents involved in the implementation of the said plan. This task falls on DI and DPRPC.

## 6. CONCLUSIONS AND PROSPECTS

Risk management today stands as an approach that helps regulate multiple concerns and stakes and which is used by an ever-increasing number of organizations and increasingly by public administrations.

The Ministry of the Economy, Planning and Regional Development, aware of the increase of risk which could have a negative impact on the attainment of objectives and on the performance of the Ministry assigned a Working Group to map risks in MINEPAT together with a management plan for the said risks. There are several benefits attached to the adoption of such an approach. Specifically, it helps to raise awareness and call on Officials of the Ministry on the mainstreaming of risks in their routine activities, better understand threats to the achievements of the Ministry's objectives, improve planning and response capacity of Programme Managers, clarify priorities as well as in the allocation of the Resources spelled out in the risk management of the management plan.

Risk mapping was prepared with the purpose of addressing the challenges associated with risk management in the attainment of objectives and MINEPAT performance. It has been made concrete in order for risks management to become a concerted action that enables the implementation of public management, internal control and audit concepts and principles. In all, twenty-four top risks were identified as involving the greatest stakes, that is: 3 for the Human Resources Component, 6 for Material Resources, 3 for Financial Resources, 8 for Organisational Resources and 4 for Informational and Communicational Resources.

The related management plan enables informed analysis and decision-making and guides the implementation of measures tailored to the risks and to the context. It first of all focuses on the importance of a strong and committed leadership and an oversight that ensures its follow-up and review. So it is comprised of 78 actions and 217 tasks to be implemented in order to address the 24 top risks.

In perspective, a risk map along with a similar management plan will be prepared for the decentralised services of MINEPAT. This will be the second phase of the process. The risk management plan will therefore be revised and updated on a yearly basis.

Ultimately, in a logic of flexibility and adaptability, this project provides the opportunity to pool all the information required to ensure a rigorous management of risks in order to maintain the essential services of MINEPAT. It is therefore a very good way for the Ministry to plan and implement measures that can mitigate its exposure to risk which is a great challenge in the current context where performance is sought by public administrations and which in turn hinges on the gradual implementation of the Programme-budget approach.

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## 8. ANNEXES

### Annex A: Glossary

<b>Essential activity</b>	Activity considered vital for a service to perform its mandate
<b>Risk mapping</b>	Set of operations including identification, analysis, assessment and graphic representation of risks per component or domain
<b>Effect generated by the risk</b>	Aspect that consists in assessing the consequences of the occurrence of a risk within an entity
<b>Frequency of exposure to risk</b>	Aspect that consists in assessing the degree of vulnerability of the entity in relation to the occurrence of a risk
<b>Severity of the risk</b>	Aspect that highlights the extent of damages caused by or that may be caused by the risk to each entity. It is obtained by calculating the product between the likeliness of risk occurrence and its overall impact on performance
<b>Risk impact</b>	Degree or level to which any risk occurrence may impact on each of the indicators of performance of a service
<b>Overall risk impact</b>	Degree or level to which any risk occurrence may impact on the overall performance of a service, bearing in mind that overall performance refers to the weighted value of the impact on each indicator. It shall be referred to as "impact" or "performance" throughout the document.
<b>Risk management plan</b>	Document that defines the approach to be adopted, as well as management elements and Resources to be allocated to risk management.
<b>Priority of Risk Management</b>	Classification of the risks in view of taking corrective measures to bring them to an acceptable or residual level
<b>Risk occurrence likeliness</b>	Aspect that assesses the frequency of occurrence of a risk in management units
<b>Risk management process</b>	Systematic implementation of policies, procedures and practices for purposes of communication, establishment of the context, assessment, risk handling and monitoring.
<b>Resilience</b>	Ability of the organisation that suffers the negative impacts of the risk to adapt by resisting or changing in order to establish and maintain acceptable structures and levels of operation.
<b>Review</b>	Action that consists in examining anew and bringing in the required changes



<b>Risk</b>	Any event likely to impact negatively on the achievement of the objectives and the performance of an organisation. It is also the effect of uncertainty on the attainment of objectives
<b>Acceptable risks</b>	Risks identified as being of average severity
<b>Ordinary risks</b>	Risks identified as having a high chance of occurring
<b>Major risks</b>	Risks identified as being of high severity
<b>Minor risks</b>	Risk identified with a low severity
<b>Occasional risks</b>	Risks identified as having a small chance of occurring
<b>Follow-up</b>	Oversight carried out with the purpose of ensuring the smooth conduct of the process.

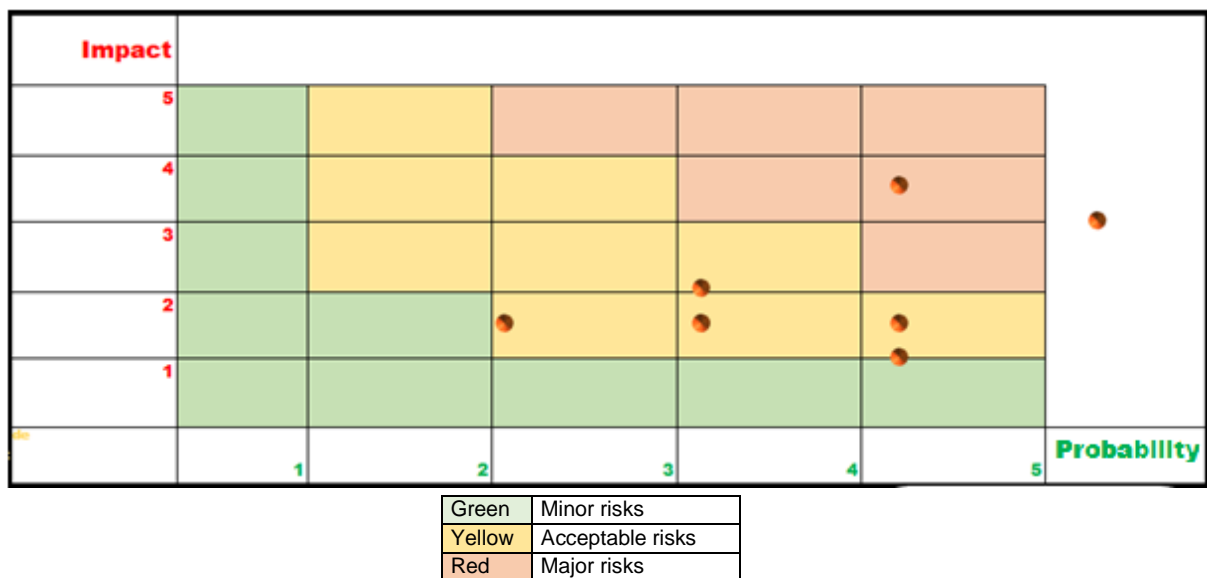
## Annex B: Risk analysis tools

Likelihood	
Rating	Description
<b>Very likely</b>	Likely to occur/relatively frequent: more than 5 times per year
<b>Likely</b>	Can occur in most cases/has occurred several times: for instance 1 to 5 times per year
<b>Unusual but possible</b>	Can occur once every one to three years
<b>Unlikely</b>	Not expected to occur without being totally eliminated: for instance once every 3 to 5 years
<b>Very unlikely</b>	Likely to occur in exceptional circumstances/already occurred elsewhere: for instance less than once every 5 years

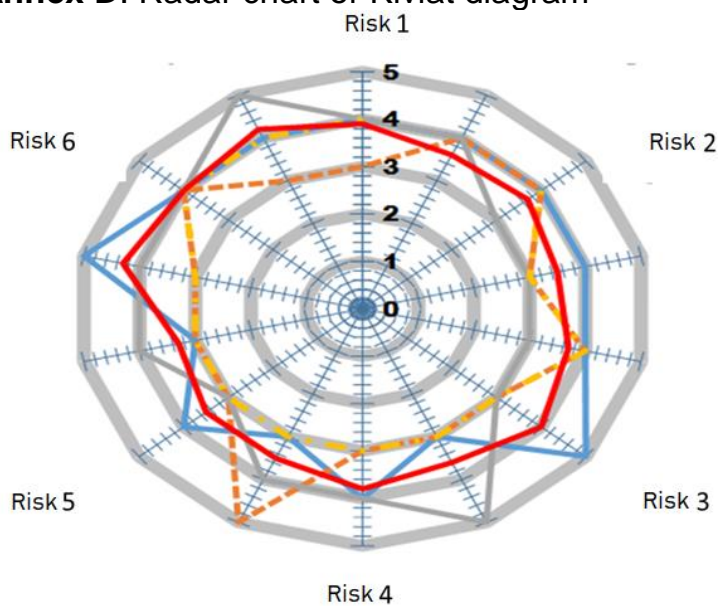
Potential impact	
Rating	Description
<b>Very strong</b>	<ul style="list-style-type: none"> <li>- Inability to continue operating for a long period</li> <li>- Total loss of the budget</li> <li>- Big loss of equipment/serious impact on staff</li> <li>- Loss of credibility vis-à-vis partners</li> <li>- Gross violation of standards or compliance</li> </ul>
<b>Strong</b>	<ul style="list-style-type: none"> <li>- Necessity for radical re-orientation</li> <li>- Decrease of the budget above 25%</li> <li>- Major loss of equipment</li> <li>- Major disruption in the operational systems and processes</li> <li>- Massive downsizing of the workforce</li> <li>- Permanent loss of credibility vis-à-vis partners</li> <li>- Very negative reports over the media</li> </ul>
<b>Average</b>	<ul style="list-style-type: none"> <li>- Inability to achieve some key objectives</li> <li>- Decrease of the budget to the tune of 10 to 25%</li> <li>- Disruption of operational systems and processes in the short-term</li> <li>- Loss of some positions</li> <li>- Temporary loss of credibility vis-à-vis partners</li> <li>- Some negative reports over the media</li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>- Inability to achieve a key objective</li> </ul>

	<ul style="list-style-type: none"> <li>- Drop of the budget below 10 %</li> <li>- Loss of some non-essential equipment</li> <li>- Disruption of operational systems and processes in the Very short term</li> <li>- Temporary loss of credibility vis-à-vis partners</li> </ul>
<b>Very low</b>	<ul style="list-style-type: none"> <li>- Delays in the achievement of a key objective</li> <li>- Minimal impact on the budget</li> <li>- Brief disruption of operations</li> <li>- Brief loss of credibility vis-à-vis partners</li> <li>- Interest from the media</li> <li>- Failure of no serious or systemic nature</li> </ul>

**Annex C: Double-entry table**



**Annex D: Radar chart or Kiviati diagram**



## Annex E: Data Collection Questionnaire

REPUBLIQUE DU CAMEROUN

PAIX - TRAVAIL - PATRIE

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MINISTRY OF THE ECONOMY, PLANNING AND REGIONAL  
DEVELOPMENT

\*\*\*\*\*

INSPECTION GENERALE DE L'EVALUATION DU  
FONCTIONNEMENT DES SERVICES

\*\*\*\*\*

TASK FORCE CHARGED WITH ELABORATING THE RISK MAPPING

\*\*\*\*\*

Telephone/fax: + (237) 222 22 47 30 / 222 23 35 41



REPUBLIC OF CAMEROON

PEACE - WORK - FATHERLAND

\*\*\*\*\*

MINISTRY OF THE ECONOMY, PLANNING  
AND REGIONAL DEVELOPMENT

\*\*\*\*\*

INSPECTORATE GENERAL OF SERVICE  
FUNCTIONING EVALUATION

\*\*\*\*\*

Web site <http://www.minepat.gov.cm>

### DATA COLLECTION QUESTIONNAIRE FOR THE ELABORATION OF THE RISK MAPPING OF THE MINISTRY OF THE ECONOMY, PLANNING AND REGIONAL DEVELOPMENT

#### CONFIDENTIALITY

Data collected in the course of this interview is strictly confidential and will be used solely for work purposes with the aim of contributing significantly to an efficient functioning of MINEPAT structures. In this light, we will comply with law No. 91/023 of 16 December 1991 relating to Census and Statistical Surveys which stipulates in Article 5 that "personal information of an economic or financial nature which appear in any statistical survey questionnaire cannot in any circumstances be used for control or economic sanction purposes"

SECTION 0: IDENTIFICATION OF RESPONDENT		
S0Q1	Name of respondent:	
S0Q2	Position:	
S0Q3	Structure 1=MINEPAT 2= SG 3=DG 4=SD	__
S0Q4	Respondent's structure 1= Department/Division 2= DR <sup>3</sup> 3=DD <sup>4</sup> 4= Others	__
S0Q5	Attachment programme/entity: 1=301 2=302 3=303 4=304 5= MINEPAT 6= Decentralized service	__
S0Q6	Telephone:  __  __  __  __  __  __  __  __  __  __	

<sup>3</sup> Regional Delegation

<sup>4</sup> Divisional Delegation

S0Q7	Email:
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## SECTION 1: IDENTIFICATION OF RISKS

**S1Q1:** Risk can be defined as an event which by occurring can affect the ability of your organisation to meet its functional objectives and compromise the achievement of its results.

Are you aware of any such event in your structure? **1=Yes2=No** |\_\_|

**S1Q2:** Here is a list of risks identified as existing in other structures by their officials who were interviewed. What would you say are the four main risks in each domain which would apply to the daily activities of your structure?

Domain	Risk Code	Potential risks	1= Yes 2= No
Human Resources	HR01	Staff mobility	__
	HR02	Brain drain	__
	HR03	Corruption	__
	HR04	Absence from work	__
	HR05	Insufficient or inappropriate abilities	__
	HR06	Insufficient staff strength	__
	HR07	Insufficient motivation	__
	HR08	Lack of commitment to work	__
Material Resources	MR01	Supply of faulty soft and hard ware	__
	MR02	Presence of computer viruses	__
	MR03	Supply of faulty office supplies	__
	MR04	Electric power cuts	__
	MR05	Lack or failure in water supply	__
	MR06	Malfunction of telephone lines	__
	MR07	Thefts and break-ins	__
	MR08	Fire accidents	__
	MR09	Lack of infrastructure: Internet network, Fax, telephone, etc.	__
Financial Resources	FR01	Increase demand in off-budget Resources	__
	FR02	Late notification of budget allocations	__
	FR03	Financial under-estimation of certain activities	__
	FR04	Management faults	__
	FR05	Malfunctioning of the budget management application	__
	FR06	Late provision of Resources	__
	FR07	Low specialization of cooperation appropriations	__
	FR08	Lateness and/or non-payment of statutory contributions in international organisations	__
	FR09	Lateness in service delivery	__
	FR10	Lateness in appropriation transfer to APE	__
	FR11	Lateness in the contract award process	__
	FR12	Embezzlement of funds	__
	FR13	Lateness in communication of quarter quotas	__
	FR14	Delays in the processing of expenditure files	__

Domain	Risk Code	Potential risks	1= Yes 2= No
	FR15	Inappropriate breakdown of the economic nature of expenditure	__
	FR16	Delays in raising financial Resources	__
	FR17	Low mainstreaming of the grass root population's aspirations while capturing projects in the budget	__
	FR18	Non-involvement of certain officials in the budget preparation process	__
Organisational Resources	OR01	Lateness in the contract award process	__
	OR02	Lapses in the internal control process	__
	OR03	Making of commitments by some staff without the authorisation of the ministry	__
	OR04	Redundancies in the execution of certain activities	__
	OR05	Late issuance of outing authorisations	__
	OR06	Delays in the issuance of no-objection letters by partners	__
	OR07	Delays in the issuance of signing authority for conventions (authorization decrees, etc.)	__
	OR08	Lateness in the issuance of legal notices	__
	OR09	Delays in the submission of projects papers	__
	OR10	Profusion of spontaneous project offers by some partners	__
	OR11	Lack of cooperation with others structures	__
	OR12	Poor operationalization of existing strategies	__
	OR13	Low mainstreaming of the spatial dimension in the planning process and in the definition of ministerial programmes	__
	OR14	Low expression of interest for planning	__
	OR15	Low internal ownership of planning tools	__
	OR16	Poor standard of CDP and their poor alignment to the GESP	__
	OR17	Poor interaction between local planning and central planning	__
	OR18	Coincidence in the scheduling of many meetings in the same hall (Room 230)	__
	OR19	Lateness in convening meetings	__
	OR20	Unavailability of vehicles for work-related movement	__
	OR21	Uncontrolled entry of users into offices	__
	OR22	Non-involvement of Regional Delegates in the conduct of certain activities under central vote holding in their jurisdiction of competence	__
	OR23	Inadequate implementation of the recommendations ensuing from reports, especially the one on the GESP follow-up	__
	OR24	Poor effectiveness of the mechanisms for collection, compilation and dissemination of economic information	__
	OR25	Conflict of competence	__
	OR26	Unrealistic ministerial MTEFs	__

Domain	Risk Code	Potential risks	1= Yes 2= No
Informational/communicational Resources	ICRC01	Delays in the forwarding of incoming and outgoing mails	__
	ICR02	Lateness in convening meetings	__
	ICR03	Information leaks	__
	ICR04	Malfunction of the Internet service	__
	ICR05	Insider offences	__
	ICR06	Poor translation of some documents	__
	ICR07	Loss and/or intrusion of documents during mail dispatch	__
	ICR08	Non-sharing of information between the services	__
	ICR09	Quality of statistical information	__
	ICR10	Delays in the implementation of recommendations on business climate improvement	__

**SECTION 2: RISKS ASSESSMENT**

We now urge you to give us certain information on the causes, occurrence and impact of these risks as well as the importance you give to their management.  
(Gather the information in each column after keying in the risk)

**Human Resources**

Serial number	S2Q1HR		S2Q3HR	S2Q4HR				S2Q5HR
	Write down the risk identified in question S1Q2		Chance of occurring 1= Very unlikely 2= Unlikely 3= Unusual but possible 4= Likely 5= Very likely	Potential impact 1= Very low 2= Low 3= Average 4= High 5= Very high				Priority to be given to risk management 1= None 2= Low 3= High
				S2Q4a Result achieved	S2Q4b Cost	S2Q4c Time line	S2Q4d Status	
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								



## Material Resources

Serial number	S2Q1MR		S2Q3MR	S2Q4MR				S2Q5MR
	Write down the risk identified in question S1Q2		Chance of occurring 1= Very unlikely 2= Unlikely 3= Unusual but possible 4= Likely 5= Very likely	Potential impact 1= Very low 2= Low 3= Average 4= High 5= Very high				Priority to be given to risk management 1= None 2= Low 3= High
				S2Q4a Result achieved	S2Q4b Cost	S2Q4c Time line	S2Q4d Status	
1			_	_	_	_	_	_
2			_	_	_	_	_	_
3			_	_	_	_	_	_
4			_	_	_	_	_	_
5			_	_	_	_	_	_
6			_	_	_	_	_	_
7			_	_	_	_	_	_
8			_	_	_	_	_	_
9			_	_	_	_	_	_
10			_	_	_	_	_	_

## Financial Resources

Serial number	S2Q1FR		S2Q3FR	S2Q4FR				S2Q5FR
	Write down the risk identified in question S1Q2		Chance of occurring 1= Very unlikely 2= Unlikely 3= Unusual but possible 4= Likely 5= Very likely	Potential impact 1= Very low 2= Low 3= Average 4= High 5= Very high				Priority to be given to risk management 1= None 2= Low 3= High
				S2Q4a Result achieved	S2Q4b Cost	S2Q4c Time line	S2Q4d Status	
1			_	_	_	_	_	_
2			_	_	_	_	_	_
3			_	_	_	_	_	_
4			_	_	_	_	_	_
5			_	_	_	_	_	_
6			_	_	_	_	_	_
7			_	_	_	_	_	_
8			_	_	_	_	_	_
9			_	_	_	_	_	_
10			_	_	_	_	_	_

## Organisational Resources

Serial number	S2Q1OR		S2Q3OR	S2Q4OR				S2Q5OR
	Write down the risk identified in question S1Q2		Chance of occurring 1= Very unlikely 2= Unlikely 3= Unusual but possible 4= Likely 5= Very likely	Potential impact 1= Very low 2= Low 3= Average 4= High 5= Very high				Priority to be given to risk management 1= None 2= Low 3= High
				S2Q4a Result achieved	S2Q4b Cost	S2Q4c Time line	S2Q4d Status	
1			_	_	_	_	_	_
2			_	_	_	_	_	_
3			_	_	_	_	_	_
4			_	_	_	_	_	_
5			_	_	_	_	_	_
6			_	_	_	_	_	_
7			_	_	_	_	_	_
8			_	_	_	_	_	_
9			_	_	_	_	_	_
10			_	_	_	_	_	_

## Informational/communicational Resources

Serial number	S2Q1ICR		S2Q3ICR	S2Q4ICR				S2Q5ICR
	Write down the risk identified in question S1Q2		Chance of occurring 1= Very unlikely 2= Unlikely 3= Unusual but possible 4= Likely 5= Very likely	Potential impact 1= Very low 2= Low 3= Average 4= High 5= Very high				Priority to be given to risk management 1= None 2= Low 3= High
				S2Q4a Result achieved	S2Q4b Cost	S2Q4c Time line	S2Q4d Status	
1			_	_	_	_	_	_
2			_	_	_	_	_	_
3			_	_	_	_	_	_
4			_	_	_	_	_	_
5			_	_	_	_	_	_
6			_	_	_	_	_	_
7			_	_	_	_	_	_
8			_	_	_	_	_	_
9			_	_	_	_	_	_
10			_	_	_	_	_	_

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*This first phase of the risk mapping process of MINEPAT was conducted in August 2020*

