RISK MANAGEMENT FRAMEWORK

Ministry of Housing and Land Use Planning

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Preface

This Framework has been developed in response to the requirements for the establishment of formal risks management structures.

Risk management is a fundamental element of corporate governance. Risk is associated with possible events which, should they occur, could prevent the Ministry of Housing and Land Use Planning from fulfilling its mission, meeting its commitments and achieving its objectives. Risks may adversely affect the Ministry of Housing and Land Use Planning strategy, people, assets, environment or reputation.

A structured and systematic approach to managing risks and opportunities is more effective and efficient as it:

> ➤ defines a process for systematically managing the risk of all activities and units in the Ministry of Housing and Land Use Planning;

> ➤ encourages a high standard of accountability at all levels;

> ➤ supports effective governance systems and reporting mechanisms;

> ➤ encourages a high standard of efficient and effective service delivery by taking advantage of opportunities for improvement; and

> ➤ allows the Ministry of Housing and Land Use Planning to better meet its stakeholders needs and demands.

It is everyone's responsibility to be involved in the identification, evaluation and treatment of risks and opportunities that could impact or influence outcomes for the Ministry of Housing and Land Use Planning.

Interpretation

In this Framework,

"Audit Committee" is an integral element of public accountability and governance and plays a key role in assisting Ministries/Departments in their legal and fiduciary responsibilities, especially with respect to the integrity of the Government's financial information and the adequacy and effectiveness of the internal control system.

"Likelihood" is the chances of something happening.

"Impact" is the outcome of an event affecting objectives. .

"Operational Risk" is risk of loss or gain resulting from inadequate or failed internal processes, people and systems or from external events.

"Inherent Risk" is the exposure arising from risk factors in the absence of deliberate management intervention(s) to exercise control over such factors.

"Residual Risk" is the remaining risk after Management has put in place measures to control the inherent risk.

"Risk" means an unwanted outcome, actual or potential, to the institution's service delivery and other performance objectives, caused by the presence of risk factor(s). Some risk factor(s) also present upside potential, which Management must be aware of and be prepared to exploit. This definition of "risk" also encompasses such opportunities.

"Risk Appetite" is the amount of residual risk that the Min/Dept. is willing to accept.

"Risk Factor" is any threat or event which create, or has the potential to create risk.

"Risk Owner" is a person with the accountability and authority to manage the risk.

"Risk Register" is a record of information about identified risk.

"Risk Assessment" is the overall process of risk identification, risk analysis and risk evaluation.

"Internal Auditing" is to objectively and systematically evaluate the effectiveness of risk management, control and governance processes, provide assurance on the efficient use and management of resources within the Ministry/Department. This function is carried out by the Internal Control Cadre

"Project Risk" is risk relating to delivery of a service or change or product, usually within the constraints of Time Cost and Quality.

"Strategic risk" is risk concerned with where the Ministry/ Department wants to go, how it plans to get there and how it can ensure survival.

Abbreviations

AO- Accounting Officer

PS- Permanent Secretary

SCE- Senior Chief Executive

OIC- Officer in Charge.

AC- Audit Committee

RMC- Risk Management Committee

MOFEPD – Ministry of Finance, Economic Planning and Development

The Risk Management Framework

Ministry of Housing and Land Use Planning			
Approved by	Approval Date	Effective date	Next Review
SCE	13.09.2024	13.09.2024	
Purpose	The Risk Management Framework provides the foundation and organizational arrangement for designing, implementing, monitoring, reviewing and continually improving risk management throughout the Ministry/Department.		
Scope	The Framework applies to the Ministry/Department, including all its Divisions/Units/Sections/Functions.		
*AO: **Director, Commissioner, or officers in other grades who are Accounting Officers.***			

1.0 Introduction

This Risk Management Framework provides the policies, procedures, organizational arrangements and the tools that will embed risk management throughout the Ministry of Housing and Land Use Planning at all levels. The Framework

- ➢ outlines the Ministry of Housing and Land Use Planning risk management plan (**Appendix 2.0**);

- ➢ defines the roles and responsibilities for risk management within the Ministry of Housing and Land Use Planning;

- ➢ provides guidance on the risk management process; and

- ➢ explains the risk management recording and reporting requirements within the Ministry of Housing and Land Use Planning.

The risk management framework has been developed in line with:

I. **Circular No 8 of 2021 – Guidelines for the establishment of Risk Management in the Public Sector** which is based on the essence of the **'ISO 31000- Risk Management'** and best international practices; and

II. **The Ministry of Housing and Land Use Planning's Risk Management Policy**

The Risk Management Policy of the Ministry of Housing and Land Use Planning as stated at **Appendix 1.0.** confirms the Ministry's commitment to identify, assess and manage risks which may prevent the achievement of strategic goals and objectives. The policy engages the Ministry of Housing and Land Use Planning in integrating risk management into its culture, decision-making processes, programs, practices, business planning and performance reporting activities. The Risk Management Policy is applicable to the whole Ministry/Department as per the organizational Structure.

Organizational Structure
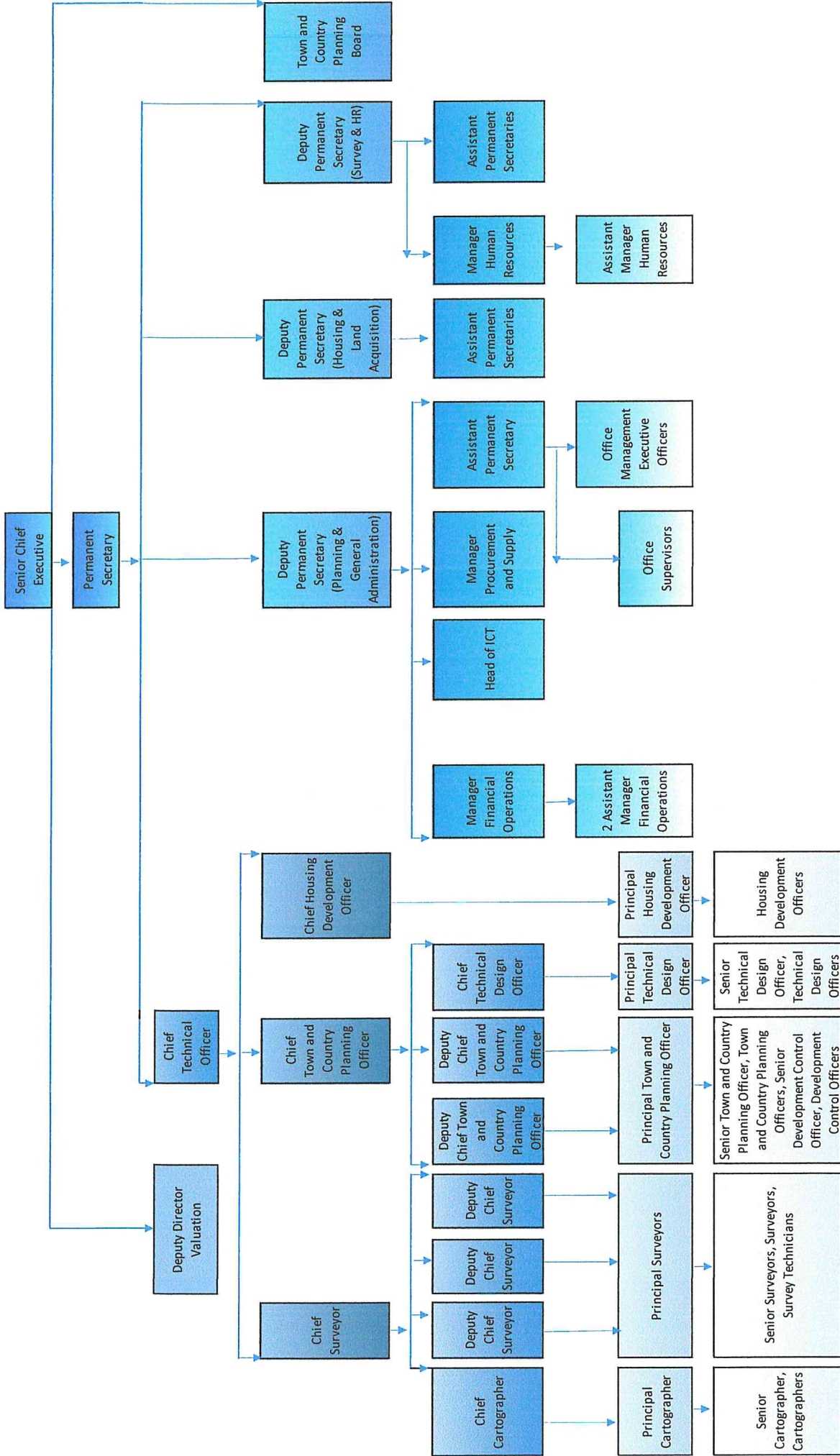
2.0 Risk Management

Risk Management is a process made up of activities and actions taken to ensure that an organisation is conscious of risk it faces, makes coordinated and informed decisions in managing those risk and identifies potential opportunities. Risk management is about managing threats and opportunities.

Risk Management essentially means answering six basic questions:

1. What are we trying to achieve?

2. What might affect us in what we are trying to achieve?

3. Which of those things which have been identified might affect us are the most important?

4. What should we do?

5. Did it work?

6. What changed?

3.0 The approach to Managing Risks

In order to ensure an effective Risk Management that will create and protect value, the Ministry of Housing and Land Use Planning will:

- Integrate Risk Management at Strategic, Operation and Project levels;

- Customise the Risk Management to suit its requirements;

- Use the best available information to conduct the Risk Management;

- Consider Cultural and Human factors when developing and implementing risk management; .

- Adopt a Structured, and omprehensive approach to risk management to ensure consistency and comparability of results;

- Be Inclusive, that is, will involve in a timely manner revelant stakeholders and will consider their knowledge, views and perceptions;

- Ensure a Dynamic that will respond, in a timely manner, to the changing environment; and

- Continually improve the process through learning and experience.

4.0 Accountability, Roles and Responsibilities

Risk Management is the responsibility of everyone at the Ministry of Housing and Land Use Planning.. Accountability refers to the ultimate responsibility for actions, decisions, and management pertaining to the nominated activity. The roles and responsibilities of each stakeholders in managing risks are defined in the table below.

SCE/PS/AO of Departments
The SCE of the Department is accountable for the overall governance of risk. His roles and responsibilities include inter-alia: *(a) setting an environment for effective management of risk;* *(b) allocation of appropriate resources for risk management, including capacity building;* *(c) ensuring that risk management is integrated in day-to-day activities;* *(d) setting up of the appropriate internal structure and processes for risk management;* *(e) designating relevant officials with the responsibility for developing and reviewing the Risk Management Framework;* *(f) holding internal structures accountable for performance in terms of their responsibilities for risk management;* *(g) approving the risk management policy, framework and implementation strategy plan;* *(h) approving the Ministry of Housing and Land Use Planning risk appetite and risk tolerance: and* *(i) Reporting/Disclose on matters on risk management in the Annual Report of the Ministry of Housing and Land Use Planning.*

Risk Management Committee

(Committee set by the Accounting Officer for implementing & Monotoring of Risk Management)

A Risk Management Committee has been set up at the Ministry of Housing and Land Use Planning level for the implementation and monitoring of Risk Management. The Committee comprises of the following officers:

	Name	Grades	Roles
1.	Ms P.S. Chiran	Deputy Permanent Secretary	Chairperson
2.	Mr D. Booluck	Assistant Permanent Secretary	Member
3.	Mr M. Ramjug	Deputy Chief Surveyor	Member
4.	Mr S. Soborun	Deputy Chief Town and Country Planning officer	Member
5.	Mr M. I. Mangou	Principal Housing Development Officer	Member
6.	Mr F. F. D. NG Cheong Wong	Manager, Procurement and Supply	Member
7.	Mr P. Sadien	Manager, Human Resource	Member
8.	Mr F. Khodabocus	Manager, Financial Operations	Member
9.	Mrs K. Pertab	Head of ICT	Member
10.	Mr G. Hauradhun	Ag. Administrative Manager	Member
11.	Mrs S. Seetohul	Office Management Executive, Officer in Charge, Morcellement Unit	Member
12.	Mrs J. Appadoo	Office Management Executive	Member
13.	Mrs M. Shadu	Office Management Executive	Member
14.	Mrs S. Beeponee	Office Supervisor, Officer in Charge, Transport Section	Member
15.	Mrs B. Pathak	Officer in Charge, Registry	Member

In addition to the above officers, any other officer may form part of the team as may be decided by the Senior Chief Executive. The roles and responsibilities of the Risk Committee include:

(a) *To prepare a risk management Implementation Strategy & Plan.*

(b) *To prepare and circularise the Policy Statement and the Risk Management Framework in line with **Circular No. 8 of 2021 (MOFEPD)** and review same as per time frame set.*

(c) *Identify capacity building needs and arrange for same.*

(d) *To provide the necessary brainstorming session with Risk Owners.*

(e) *To consolidate the Central Risk Register for the Ministry of Housing and Land Use Planning.*

(f) *To report to Audit Committee and the SCE/PS/AO the outcome of the consolidation and any matter on Risk Management.*

(g) *To coordinate, monitor and review the risk management process on a regular basis.*

(h) *Provide risk-related advice and review and challenge risk information / decisions.*

Risk Owners

Officers, identified as Risk Owners as per paragraph 4.1, will have the following roles and responsibilities:

(a) Brainstorm with all staff on Risk Management.

(b) Identify the risk controls and ratings as part of the risk assessment process.

(c) Document all risks, risk assessment, control in place, risk rating and prepare a Risk Register as per pro-format provided.

(d) Record and monitor implementation of related actions to manage risks in alignment with the requirements of the Framework.

(e) Communicate and escalate risks to relevant stakeholders.

(f) Review all risks on a yearly basis.

    Hand-over updated risk register to incoming responsible official.

Other Staff

Staff posted in the different Units/Sections or Departments will have the following responsibilities:

(a) To participate in brainstorming exercise on Risk Management.

(b) To provide support to Risk Owners in managing risk and engage in constructive risk mitigations.

(c) To inform Risk Owners if coming across new or emerging risks during the year.

Audit Committee

The Audit Committee will be responsible to, inter-alia:

(a) Review and recommend the Risk Management Framework for the approval of the Accounting Officer.

(b) Review and recommend disclosures on matters of risk in the annual financial statements and risk management in the annual report.

(c) Provide regular feedback to the Accounting Officer on the adequacy and effectiveness of risk management in the Ministry of Housing and Land Use Planning, including recommendations for improvement;

(d) Ensure that the internal audit plans are aligned to the risk profile of the Min/Dept./Department to address the following areas:

        (i)   financial reporting risks, including the risk of fraud;

        (ii)   internal financial controls; and

        (iii)   IT risks as they relate to financial reporting.

Internal Audit

The roles of the Internal Audit in risk management are:

(a) To provide an independent, objective assurance on the effectiveness of the Ministry of Housing and Land Use Planning system of risk management.

(b) To evaluate the effectiveness of the entire system of risk management and provide recommendations for improvement where necessary.

(c) To develop its internal audit plan on the basis of the key risk areas of the Ministry of Housing and Land Use Planning.

(d) To ascertain that the risk management processes put in place in the Ministries/Departments cover the following:

- Ministry of Housing and Land Use Planning objectives and mission are aligned;

- significant risks are identified and assessed;

- risk responses are appropriate to limit risk to an acceptable level; and

- relevant risk information is captured and communicated in a timely manner to enable Accounting Officers to carry out their responsibilities.

4.1 Risk Owners

The following officers have been identified as Risk Owners:

SN	Divisions/ Units/ Sections/ Functions	Risk Owners
1.	**Survey Section**	Mr M. Ramjug
2.	**Planning Section**	Mr S. Soborun
3	**Housing Section**	Mr I. Mangou
4.	**Procurement Section**	Mr F. F. D. NG Cheong Wong
5.	**Human Resource Section**	Mr P. Sadien
6.	**Finance Section**	Mr F. Khodabocus
7.	**IT Section**	Mrs K. Pertab
8.	**Town and Country Planning Board**	Mr G. Hauradhun
9.	**Morcellement Unit**	Mrs S. Seetohul
10.	**Offfice accommodation Section**	Mrs J. Appadoo
11.	**Transport Section**	Mrs S. Beeponee
12.	**Registry Section**	Mrs B. Pathak
13.	**Valuation Department**	Mrs B. Ramlagan

5.0 Risk Management Process – Overview

The risk management process involves the elements as illustrated in the **Fig 1.0**

Define the Scope
Strategic, Operational or Project
Understand the Context
Internal and External Environment
&
Set the Risk Criteria

Identify Risks
What can happen?
Why can it happen? What can be the consequences?

Analyse & Evaluate Risks
Likelihood & Consequences?
Effectiveness of Controls?
Is risk acceptable or further actions required?

Response to Risks
Options? Plan

Communication & Consultation

Monitor & Review
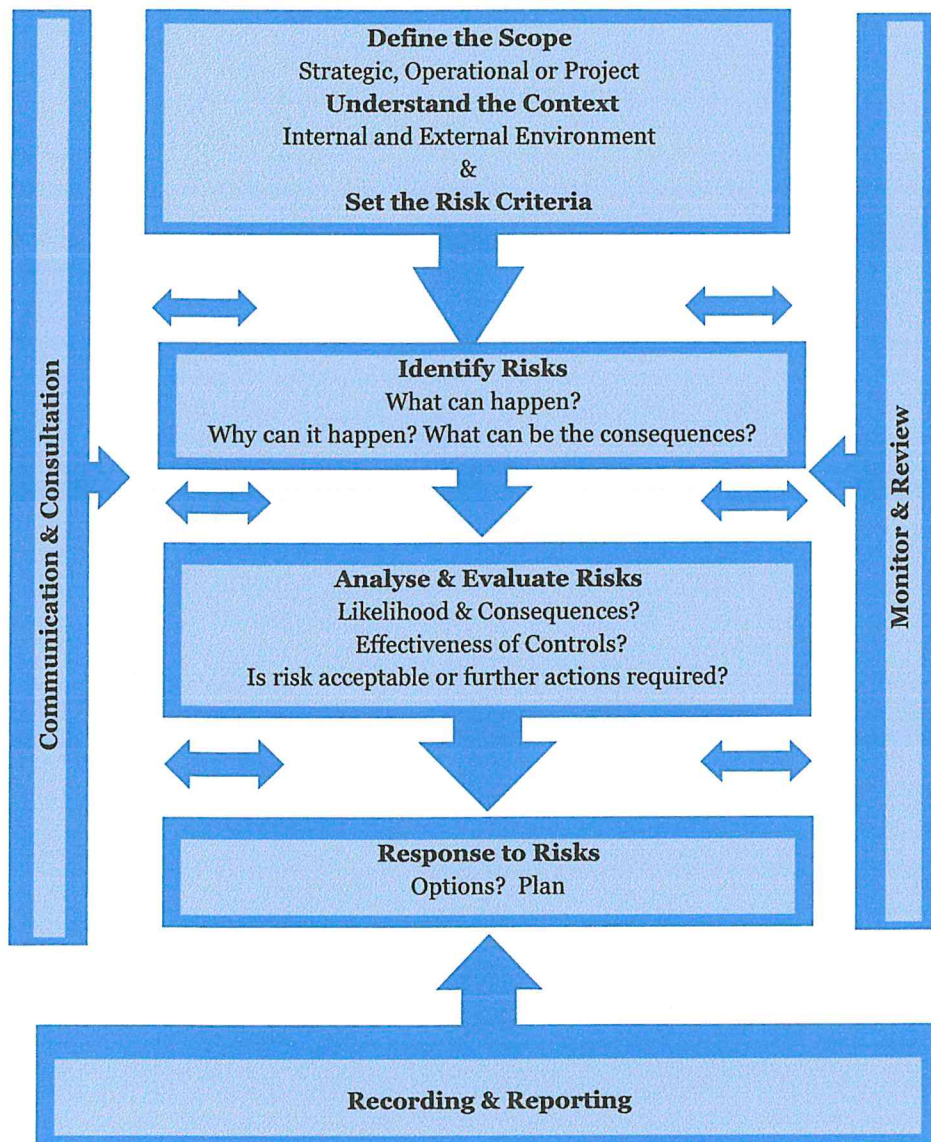
Recording & Reporting

Fig 1.0

5.1 Risk Management Process- Methodology

The risk management process involves the systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the scope, context and criteria, assessing, treating, monitoring, reviewing, recording and reporting of risk **(Fig 1.0).**

The procedures as set out below should be followed when the different activities of the risk management process are conducted.

5.1.1 *Communication and consultation*

Communication and consultation should take place within and throughout the risk management process as outline in **Fig 1.0**, with relevant external and internal stakeholders to have a better understanding of risk which ultimately will provide:

> ➢ *the basis on which decisions will be made; and*
> ➢ *the reasons why particular actions will be required.*

For each step of the risk management process consideration should be given to bring different areas of expertise together.

5.1.2 Scope, context and criteria

The **scope** of the risk management activities comprises of the followings:-

> ➢ *Strategic;*
> ➢ *Operational (other activities); and*
> ➢ *Project (programme).*

The relevant objectives that have been considered need to be aligned with the Ministry of Housing and Land Use Planning objectives.

Only key risks which will have significant/material impact on the Ministry of Housing and Land Use Planning strategic/operational/project objectives and categorised as medium or high will be recorded in the Risk Register.

The **context**, external and internal environment, in which the Ministry of Housing and Land Use Planning operate and seek to achieve its objectives need to be thoroughly examined, understood and defined.

When establishing the context of the risk management process, consideration may be given to the following factors (not limited to):

External	Internal
➤ the social, cultural, political, legal, regulatory, financial, technological, economic and environmental factors, whether international, regional, national or local; ➤ key drivers and trends affecting the objectives of the organization; ➤ external stakeholders' relationships, perceptions, values, needs and expectations; ➤ contractual relationships and commitments; ➤ the complexity of networks and dependencies.	➤ vision, mission and values; ➤ governance, organizational structure, roles and accountabilities; ➤ strategy, objectives and policies; ➤ the organization's culture; ➤ standards, guidelines and models adopted by the organization; ➤ capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technologies); ➤ data, information systems and information flows; ➤ with internal stakeholders, taking into account their perceptions and values; ➤ contractual relationships and commitments; ➤ interdependencies and interconnections.

Risk criteria is the amount and type of risk that the Ministry of Housing and Land Use Planning may or may not take relative to objectives and is used to evaluate the significance of risk and to support decision-making processes.

Risk criteria, for each area of risk assessment, will have to be determined and defined in relation to its objective. The risk criteria will have to be based on different Acts, Regulations, Financial Circulars & Instructions, HR Manual and any other relevant procedures Manual governing the specific activity, area or operation. The criteria should continually be reviewed and amended, if necessary.

5.1.3 Risk Assessment

The risk assessment is the overall process of risk identification, risk analysis and risk evaluation. This needs to be conducted systematically, iteratively and collaboratively, drawing on the knowledge and views of stakeholders. This should be done using the best available information, supplemented by further enquiry.

5.1.3.1 Identify Risks

This step is the first in the risk assessment. The risk identification activity is performed to develop a list of potential things that could stop the Ministry of Housing and Land Use Planning from achieving its goals/objectives. This list should always be wide-ranging as unidentified risks can cause major losses through missed opportunities or adverse events occurring.

'Brainstorming' will always produce a broad range of ideas and all things should be considered as potential risks. Relevant stakeholders with specific expertise are to be considered for this activity.

When identifying risks, consideration will be given to the following:

> ➢ What can happen?
> ➢ Why can it happen?
> ➢ What shall be the consequences?

Risks can also be identified through other business operations including policy and procedure development, internal and external audits, customer complaints, incidents and systems analysis.

When identify risk it is important that risks are correctly described to ensure they are fully understood and appropriate actions identified. The risk description will have to include the potential causes and consequences.

To ensure comprehensiveness of risk identification, the Ministry of Housing and Land Use Planning will identify risk factors through considering both internal and external factors, through appropriate processes of:

(a) **Strategic risk identification** to identify risks concerned with the Ministry/Department's strategic decisions:

> (i) strategic risk identification will precede the finalisation of strategic choices to ensure that potential risk issues are factored into the decision making process for selecting the strategic options;
>
> (ii) risks inherent to the selected strategic options will be documented, assessed and managed through the normal functioning of the system of risk management; and
>
> (iii) strategic risks will be formally reviewed concurrently with changes in strategy, or at least once a year to consider new and emerging risks.

(b) **Operational risk identification** to identify risks concerned with the Ministry/Department's operations:

   (i) Operational risk identification will seek to establish vulnerabilities introduced by employees, internal processes and systems, contractors, regulatory authorities and external events;

   (ii) Operational risk identification will be an embedded continuous process to identify new and emerging risks and consider shifts in known risks through mechanisms such as management and committee meetings, environmental scanning, process reviews and the like; and

   (iii) Subject to significant environmental and institutional changes, operational risk identification will be repeated when changes occur, or at least once year, to identify new and emerging risk.

(c) **Project risk identification** to identify risks inherent to particular projects:

   (i) Project risks will be identified for all major projects, covering the whole lifecycle; and

   (ii) For long term projects, the projects risk register will be reviewed at least once a year to identify new and emerging risks.

The Risk Identification Process is outlined at **Appendix 3.0.**

Examples of Risk Categories are given at **Appendix 3.1**.

5.1.3.2 Analyse and Evaluate Risks

The risk analysis is performed to comprehend the nature of the risk and its characteristics including where appropriate the level of risk. On the other hand, the risk evaluation activity is conducted once the analysis is completed to decide whether risk is acceptable in its current state or whether further actions may be required to mitigate the risk.

The risk analysis is done for;
   ➢ determining the causes and consequences;
   ➢ determining the likelihood of the event; and
   ➢ identifying any existing controls. The existing controls are things that are already in place such as policies, procedures, training programs etc. These controls will require rating as either **effective, requires improvement** or **ineffective**.

The risk analysis provides insight and input for risk evaluation. This activity involves comparing the results of the risk analysis with the established risk criteria to determine actions as to whether:

- ➤ to do nothing further;
- ➤ to consider risk response options;
- ➤ to undertake further analysis to better understand the risk;
- ➤ to maintain existing controls;
- ➤ to reconsider objectives.

The outcome of risk evaluation will be recorded, communicated and validated/approved at appropriate levels of the Ministry of Housing and Land Use Planning.

Risk Escalation

Any risk that have a **high or extreme** controlled level or have controls rated as less than effective will require treatment plans. If the treatment plan does not reduce the level of risk or increase control effectiveness, the risk is required to be escalated to management for further attention or authority to issue additional action. Management determines if the risk should be escalated further.

The Risk Analysis and Evaluation process is outlined at <u>Appendix 4.0.</u>

5.1.4 Risk Response

Risk responses are concerned with developing startegies to reduce or elimitae the threats and events that create risks.

Management will develop response strategies for all material risks which are within the direct control of the Min/Dept, prioritising the risks exceeding or nearing the risk appetite level.

The response strategies will consider the following:

(a) **avoiding** the risk by, for example, choosing a different strategy or terminating the activity that produces the risk;

(b) **treating** the risk by, for example, implementing or improving the internal control system;

(c) **transferring** the risk to another party more competent to manage it by, for example, contracting out services and establishing strategic partnerships;

(d) **accepting** the risk where cost and strategy considerations rule out alternative strategies; and

(e) **exploiting** the risk factors by implementing strategies to take advantage of the opportunities presented by such risk factors.

Further details are given at **Appendix 5.0.**

When selecting the most appropriate risk treatment option(s) consideration should be given for balancing the potential benefits derived in relation to the achievement of the objectives against costs, effort or disadvantages of implementation.

Response strategies will be documented and the responsibilities and timeline attached thereto should be communicated to the relevant persons.

All risks identified by Risk Owners will be recorded in the Risk Assessment Table **(Appendix 6)** together with results of Risk analysis/evaluation and the risk response.

5.1.5 Monitoring and Review

The results of monitoring and review will be incorporated throughout the organization's performance management, measurement and reporting activities.

Monitoring will be effected through ongoing activities or separate revaluations to ascertain whether risk management is effectively practised at all levels and across the Ministry of Housing and Land Use Planning. in accordance with the risk management strategy, policy and framework.

Monitoring activities will focus on evaluating whether:

(a) allocated responsibilities are being executed effectively; and

(b) response strategies are producing the desired result of mitigating risks or exploiting opportunities.

5.1.6 Recording and reporting

The risk management process and its outcomes will be documented and reported through appropriate mechanisms. All key risks having significant/material impact on the Ministry of Housing and Land Use Planning strategic/operational/project objectives, categorised as medium or high as identified in the Risk Assessment Table will be recorded in the Risk Register.

Risk Owner will report on a half yearly basis to the Risk Management Committee on the updated Risk Register.

The Risk Management Committee will consolidate the individual Risk Registers and will report accordingly to the SCE/PS/AO and the Audit Committee.

The Risks that will be reported to the Risk Management Committee is as per Risk Register Template at **Appendix 7.0.**

6.0 Evaluation of Risk Management Effectiveness

The Ministry of Housing and Land Use Planning will incrementally and sustainably achieve a mature risk management regime and periodically evaluate the value add of risk management by measuring outcomes against pre-set key performance indicators aligned to the overall goals and objectives.

6.1 Performance Indicators

Everyone in the Ministry of Housing and Land Use Planning has a part to play in achieving and sustaining a vibrant system of risk management and to that extent must function within a framework of responsibilities and performance indicators..The SCE/PS/AO will evaluate the performance in leading the risk management process in the Ministry of Housing and Land Use Planning through, *inter-alia*, the following:

(a) the Ministry of Housing and Land Use Planning performance against key indicators, including comparison of year-on-year performance; and

(b) progress in securing improved audit outcomes in regularity and performance audits.

7.0 Review of the Framework

The Ministry of Housing and Land Use Planning will measure the effectiveness of the Risk Management in addressing the value creation principles and its ability to support the Ministry of Housing and Land Use Planning in identifying and consistently analysing risks and opportunities inherent in all our activities and operations.

All reviews of the Framework will be done as per Time Frame set out at **Appendix 2.0.**

Risk Management Policy

Ministry of Housing and Land Use Planning			
Approved by	**Approval Date**	**Effective date**	**Next Review**
SCE	13.09.2024	13.09.24	
Purpose	The Risk Management Policy demonstrate the commitment of SCE/PS/AO to Risk Management.		
Scope	The policy applies to all activities of the Min/Dept., including those of its Divisions/Units/Sections/ Functions.		
*AO: *Director, Commissioner, or officers in othger grades who are Accounting Officers.*			

The **SCE/PS/AO** undertakes to put in place a process of risk management that is aligned to the principles of good governance.

Risk management is recognised as an integral part of responsible management at the Ministry of Housing and Land Use Planning and the latter accordingly adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Risk Management Framework. It is expected that all Units/Sections of the Ministry of Housing and Land Use Planning will be subject to the Risk Management Framework. It is the intention that these Units will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

Effective risk management is imperative to the Ministry of Housing and Land Use Planning to fulfil its mandate, the service delivery expectations of the different stakeholders and the performance expectations within the Ministry of Housing and Land Use Planning.

The realisation of our strategic plan depends on us being able to take calculated risks in a way that does not jeopardise the direct interests of stakeholders. Sound management of risk will enable us to anticipate and respond to changes in our service delivery environment, as well as make informed decisions under conditions of uncertainty.

We subscribe to the fundamental principles that all resources will be applied efficiently, effectively and economically to ensure:

- The highest standards of service delivery;

- A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;

- Education and training of all our staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholder's expectations; and

- Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

An entity-wide approach to risk management will be adopted by the Ministry of Housing and Land Use Planning which means that every key risk in each part of the Ministry of Housing and Land Use Planning will be included in a structured and systematic process of risk management. It is expected that the risk management processes will become embedded into the Ministry of Housing and Land Use Planning systems and processes, ensuring that our responses to risk remain current and dynamic. All risk management efforts will be focused on supporting the Ministry's objectives as well as ensuring compliance with relevant legislation, and fulfilling the expectations of staff and other stakeholders in terms of corporate governance.

The Ministry of Housing and Land Use Planning will address all risks categorised as medium and high.

The risk policy statement shall be reviewed annually to reflect the current stance on risk management.

Every staff has a part to play in this important endeavour and we look forward to working with you in achieving these aims.

Signed: _____

Date: _13.05.2022_   Senior Chief Executive

Risk Management Plan

Element	Description	When	Who
Risk Management Policy	Policy review is once year	Annually	Risk Management Committee (RMC)
Risk Management Framework	A review every two years	Bi-annually	RMC
Risk Management Process	Formal risk management process workshops are to be undertaken as part of the annual business plan cycle, new initiatives, budget bids, cabinet submissions etc.	Half- yearly	All Divisions/ Units/Sections
Roles and responsibilities	Roles and responsibilities are reviewed annually	Annually	All Divisions/ Units/Sections
Training and education	Risk Awareness and Workshops	As & When required	RMC
Risk Management Reporting Process	Risk Owners need to establish the risk registers and review the risk registers on a half yearly basis. Risk Committee is then provided with reports outlining the results. The AO/SCE is then provided with a memo outlining the results of the half yearly reporting process. The AC will also have to provide an opinion on the results of the half yearly reporting process	Half Yearly	All Divisions/ Units/Sections
Escalation process	Any risks that have a high or extreme controlled level of risk OR have controls rated as less than effective will require treatment plans. If the treatment plan does not reduce the level of risk or increase control effectiveness, the risk is required to be escalated to management for further attention or authority to issue additional action. Management determines if the risk should be escalated further.	As required	All Divisions/ Units/Sections
Communication	Communication and consultation occurs on a regular basis to ensure key stakeholders (both internal and external) are consulted, engaged and actively involved throughout the risk management process.	Continually	All Divisions/ Units/Sections
Monitor and review	This allows for lessons learned to be identified and applied to continuously improve upon the risk management framework, processes and associated practices.	Half Yearly	All Units

Appendix 3.0

Risk Identification Process

Systematically and continuously identify risks faced in meeting objectives. For each business objective, it is necessary to identify the key risks that might impede the achievement of the respective business objectives. Risk identification will be performed as part of all major decision making processes.

Step 1: Set out the objectives and activities of the Division/Unit/Section

Objectives and Activities

OBJECTIVES OF THE UNIT What we are trying to achieve in our business?	Activities (What are our activities?)
• To provide a solid basis for the long term physical development of the nation which supports the new national development strategy and direct development in a manner which will integrate economic competitiveness with environmental sustainability and social equity. • To support and encourage rather than restrict private sector development activities. • To provide the special context for a co-ordinated approach to a physical infrastructure planning and	• Solid Basis for Long-Term Physical Development • Support and Encourage Private Sector Development • Coordinated Approach to Physical Infrastructure Planning • Integrate Land Use Planning with New Transport Choices • Reinforce and Modernize Legal and Institutional Structures • Satisfy Housing and Land Needs • Effective Management and Use of State Lands • Robust, Flexible, and Balanced Plans, Policies, and Programs

OBJECTIVES OF THE UNIT	Activities
What we are trying to achieve in our business?	(What are our activities?)
programming which supports national development objectives.	• Data collection, market analysis and valuation of real estate for various purposes and assisting Courts of Law.
• To integrate land use planning with the forthcoming new transport choice.	• Processing applications for Morcellement Permits
• To reinforce and modernise the legal and institutional structure for physical development planning, control and enforcement so that meaningful and lasting results can be achieve.	• Preparation of Board Paper and Board Meetings • Updating of board decisions online and in file • Issuance of letters to applicants • Preparation of file for payment of fees to chairperson, members and secretary of Morcellement Board
• To satisfy the housing and land needs of the people of Mauritius.	• Representing the Ministry at courts and tribunal
• To achieve more effective management and use of State Lands.	• Answering queries of members of the public with respect to land issues and applications for Morcellement Permits
• To devise plans, policies and programmes which are robust, flexible and balanced.	
• To provide independent, impartial, and objective Valuation advice in accordance with international norms, standards, and practices.	
• To issue Morcellement Permits in a timely manner	

Risk Decription

1. Administration

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
R001	Internal	IT	System failure leading to loss of data.	Hardware or software failure	Lack of regular maintenance or updates	Data loss, operational downtime
R002	External	IT	Cybersecurity breach compromising sensitive information.	Cyberattack	Insufficient security measures	Data theft, legal repercussions
R003	Internal	Procurement	Delays in procurement process affecting project timelines.	Inefficient procurement practices	Poor planning or vendor management	Project delays, increased costs
R004	External	Procurement	Fluctuations in supplier prices affecting budget.	Market price changes	Economic instability or supplier issues	Budget overruns, procurement challenges
R005	Internal	Office Accommodation	Insufficient office space for growing team.	Poor space planning	Rapid growth or lack of strategic planning	Discomfort, reduced productivity
R006	External	Office Accommodation	Changes in real estate market affecting office lease terms.	Market volatility	Economic shifts or real estate trends	Increased lease costs, need for relocation
R007	Internal	Finance	Inaccurate financial reporting leading to compliance issues.	Errors in financial data	Lack of oversight or poor accounting practices	Legal issues, financial discrepancies
R008	External	Finance	Unexpected changes in financial regulations affecting operations.	Regulatory changes	New laws or policy shifts	Increased compliance costs, operational adjustments

2. Housing

Risk Description:

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
R001	Internal	Financial	Insufficient funding for affordable housing projects.	Limited budget	Budget cuts or misallocation of funds	Delay in project completion, increased housing shortages.
R002	External	Regulatory	Changes in housing regulations affecting project scope.	New legislation	Government policy changes	Increased costs, project redesign needed.
R003	Internal	Operational	Poor project management leading to delays.	Inadequate planning	Lack of experience or resources	Project delays, cost overruns.
R004	External	Social	Public opposition to new housing developments.	Community pushback	NIMBY (Not In My Backyard) sentiments	Increased project delays, potential cancellations.
R005	Internal	Technical	Inadequate infrastructure support for new housing.	Infrastructure gaps	Poor initial planning	Development issues, increased costs for additional infrastructure.

3. Planning

Risk Description:

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
R001	External	Economic	Economic downturn affecting planning budgets.	Budget constraints	Economic recession	Reduced scope of planned projects, delays.
R002	Internal	Institutional	Lack of coordination among planning Division and Local Authorities	Poor communication	Fragmented planning processes and misinterpretation of planning policies	Inconsistencies in planning assessment Inefficient use of resources, conflicting plans.
R003	External	Environmental	Environmental regulations impacting planning activities.	New environmental laws	Stringent regulatory requirements	Planning Policies have to be amended in line with new environmental laws. Increased project costs, delays in approvals.
R004	Internal	Human Resources	Shortage of skilled personnel in urban planning field. for planning activities.	Staff turnover	Inadequate training or recruitment	Delays in planning processes, lower quality plans.
R005	External	Technological	Outdated planning tools and technology.	Legacy systems	Shortage of skilled personnel in urban planning field for planning activities.	Inefficiencies in planning, errors in data handling.

4. Survey

Risk Description:

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
R001	Internal	Data Quality	Inaccurate or incomplete survey data.	Errors in data collection	Poor survey design or execution	Misleading results, incorrect conclusions.
R002	External	Political	Changes in political priorities affecting survey focus.	Policy shifts	New government priorities	Altered survey objectives, potential loss of funding.
R003	Internal	Operational	Delays in survey data collection or analysis.	Resource constraints	Limited staff or equipment	Delayed decision-making, outdated data.
R004	External	Legal	Legal challenges to data privacy and collection methods.	Privacy concerns	New privacy regulations	Legal complications, additional compliance costs.
R005	Internal	Technological	Failure of survey equipment or software.	Equipment malfunction	Outdated or faulty equipment	Data loss or inaccuracy, project delays.

5. Valuation Department

Risk Description:

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
Ro01	External	Data Quality	Inaccurate or incomplete data received from public and other institutions	Errors in data analysis	Reluctance by the relevant authorities and public to provide appropriate information	Misleading results, incorrect valuation and delays in submitting recommendation
Ro02	Internal	Operational	Delays in data collection and analysis of the market	Resource constraints	Limited staff or equipment	Outdated data resulting in incorrect market analysis and delays in submitting recommendation
Ro03	External	Legal	Legal challenges to data privacy and collection methods.	Privacy concerns	Apprehension to provide information and ignorance of current law	Inaccuracy in the valuation advice resulting in lengthy court cases.
Ro04	Internal	Technological	Failure of equipment and software.	Equipment malfunction	Outdated or faulty equipment and software	Time consuming and inaccuracy in the data collection
Ro05	External	Technological	Outdated valuation tools and technology.	Legacy systems	Lack of investment in new technology and equipment	Inefficiencies in valuation and market analysis, delays in data collection.
Ro06	Internal	Human Resources	Shortage of skilled personnel.	Staff turnover	Scarcity of qualified candidates or retention	Delays in data collection and in submitting valuation recommendation.

6. Town and Country Planning Board

Risk Description;

SN	Risk Type	Risk Category	Risk Description	Risks Identified	Cause	Consequences
R001	External	Financial	Insufficient funding for preparation of Outline Schemes	No or limited Budget	Other priority projects by Government	Delay for preparation and approval of OPSs.No timely response to issues.
R002	Internal	Financial	No Outline Scheme available for sale.	Out of stock	Failure of equipment	Financial shortfall. Affects image and reputation.
R003	External	Financial/Regulatory	Unauthorised Sharing. Tampering and Misuse.	Regulatory/legal	Illegal Act	Financial shortfall. Legal issues/financial implications

7. Morcellement Unit

SN	Risk Type	Risk Category	Risk Description		
			Risks Identified	Cause	Consequences
R001	Internal	Information Technology	Internet Unavailable	Technical Issues	Non-timely processing of application forms
R002	Internal	Loss/Theft of assets	Missing files	Easy access to files	Unable to process application forms
R003	Internal	Fraud & Corruption & Reputation	Corrupted officer taking bribe to facilitate processing of application	Lack of monitoring and coordination between sections	Financial loss to Ministry and tarnishing of Ministry's image
R004	Internal	Health & Safety	Staff safety	Cables on floor	Injury at work
R005	External	Pandemic/Natural Calamities	Staff unable to attend the workplace	Lockdown/ Bad weather	Permits not processed and delivered on time
R006	External	Legislative	Conflicting legislations	Misinterpretation of law	Wrong decisions taken

Risk Categories

Risk type	Risk category	Examples
Internal	Human resources	Risks that relate to human resources of an institution. These risks can have an effect on the Min/Dept.'s human capital with regard to: • Integrity and honesty; • Recruitment; • Skills and competence; • Employee wellness; • Employee relations; and • Occupational health and safety.
	Knowledge and Information management	Risks relating to the Min/Dept.'s management of knowledge and information. In identifying the risks consider the following aspects related to knowledge management: • Availability of information; • Stability of the information; • Integrity of information data; • Relevance of the information; and • Retention and Safeguarding.
	Litigation	Risks that the Min/Dept. might suffer damages due to litigation and lawsuits against it which may emanate from different stakeholders including staff.
	Loss \ theft of assets	Risks that the Min/Dept. might suffer losses due to either theft or loss of an asset.
	Service delivery	The risk will arise if the appropriate quality of service is not delivered to the stakeholders.
	Information Technology	Possible considerations could include the following when identifying applicable risks: • Security concerns; • Technology availability (uptime); • Integration / interface of the systems; • Effectiveness of technology; and • Obsolescence of technology.
	Health & Safety	Risks from occupational health and safety issues e.g. injury on duty, health hazards or outbreak of disease (epidemic/pandemic).

Risk type	Risk category	Examples
	Disaster recovery / business continuity	Risks related to an Min/Dept.'s preparedness or absence thereto to disasters that could impact the normal functioning of the institution e.g. natural disasters, act of terrorism etc. This would lead to the disruption of processes and service delivery and could include the possible disruption of operations at the onset of a crisis to the resumption of critical activities. Factors to consider include: • Disaster management procedures; and • Contingency planning.
	Compliance / Regulatory	Risks related to the compliance requirements that the Min/Dept. has to meet. Aspects to consider in this regard are: • Failure to monitor or enforce compliance; and • Consequences of non-compliance.
	Fraud and corruption	These risks relate to illegal or improper acts by staff resulting in a loss of the Min/Dept.'s assets or resources.
	Cultural	Risks relating to the Min/Dept.'s overall culture and control environment. The various factors related to organisational culture include: • Communication channels and the effectiveness; • Cultural integration; • Entrenchment of ethics and values; • Goal alignment; and • Management style.
	Reputation	Factors that could result in the tarnishing of the Min/Dept.'s reputation, stakeholder's perception and image.
External	Technological environment	Risks emanating from the effects of advancements and changes in technology.
	Legislative environment	Risks related to the Min/Dept.'s legislative environment. E.g. changes in legislation, conflicting legislation.

Appendix 4.0

Risk Analysis and Evaluation Process

The main purpose of the Risk Analysis is to prioritise the most important risk of the Ministry of Housing and Land Use Planning. This will be done on the basis of the Likelihood of occurrence and its Impact.

Step 1: Analyse each risk in terms of Likelihood of occurrence and its Impact if it occurs

The Heat Map as shown below will be used.

Risk Analysis: Criteria and Scores

LIKELIHOOD			
Probable (above 70 %)	Medium	High	High (Critical)
Likely (30 to 70 %)	Low	Medium	High
Remote (Less than 30 %)	Low	Low	Medium
	Minor	Moderate	Major
		Consequences	

Appendix 4.0 Cont''d

High (Critical):- Issues that require immediate attention of senior management.

High: - Issues that need constant monitoring by senior management.

Medium: - Issues for frequent review

Low: - Issues that need to be reviewed from time to time

Step 2: Work out the Existing Control in place

- What are the controls in place?

- Are they governed by any Act, Regulations, Procedures Manual, FMM, HRMM etc..?

Step 3: Assess the effectiveness of the Controls in place.

Are the controls:

➢ Effective?

➢ Ineffective?

➢ Need Improvements?

Step 4: Assess whether further action required

If the Control is not effective, or if need improvement, then consideration will be given whether further action is required. This can lead to a decision:

- Do nothing further.

- **Consider Risk Response options.**

Appendix 4.0 Cont,d

- Undertake further analysis to better understand the risks.

- Maintain existing controls.

- Reconsider objectives.

Step 5: Outcome of the Evaluation

The outcome of risk evaluation will be recorded, communicated and validated/approved at appropriate levels of the Ministry of Housing and Land Use Planning.

Template to be used as per Appendix 6.0

Appendix 5.0

Risk Response

Risks can be dealt with in various ways. The risk response options encompass all possible management response to risk, whether viewed as opportunities, uncertainties or hazards. The risk response options and examples of activities under each option are outlined below:

Risk Response Options

TREAT

Steps taken to reduce either the likelihood of an occurrence or impact.

-Improve or implement new controls.

-Ensuring adequate skill sets.

-Improving staff morale.

-Implementing Business Continuity Programme.

TRANSFER

Steps taken to shift the loss or liability to third parties, such as:

-Insuring , Outsourcing, Diversifying of investments, Hedging

EXPLOIT

Steps taken to leverage opportunities, such as:

-Expanding business portfolios, Influencing regulators, public perception.

-Renegotiating contracts – Reorganising and restructuring.

-Creating innovative products

AVOID

Steps taken to prevent the occurrence of hazards, such as:

- Ceasing activity, Divestment of operations, Changing objective, scale of operations or scope of coverage.

ACCEPT

Informed decision to accept both the impact and the likelihood of risk events.

-where cost and strategy considerations rule out alternative strategies.

All Risk Response will be documented in the Risk Assessment Table.

Risk Assessment Table

Section/Unit: Administration

SN	Risks Identified	Likelihood	Impact	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	System failure leading to loss of data.	Likely	Major	H	Regular system backups and maintenance schedules.	Yes	No	No	Continue regular backups and maintenance.	Monitor system performance and backup integrity.
R002	Cybersecurity breach compromising sensitive information.	Remote	Major	M	Comprehensive cybersecurity protocols and employee training.	Yes	No	No	Maintain and update cybersecurity measures.	Monitor cybersecurity threats and response measures.
R003	Delays in procurement process affecting project timelines.	Likely	Major	H	Established procurement procedures and vendor management.	No	Yes	Yes	Streamline procurement processes and improve vendor relations.	Review procurement processes regularly.
R004	Fluctuations in supplier prices affecting budget.	Remote	Moderate	M	Regular market analysis and supplier agreements.	Yes	No	No	Negotiate flexible pricing and budget adjustments.	Track market trends and supplier pricing.
R005	Insufficient office space for growing team.	Likely	Moderate	M	Regular office space assessments and planning.	No	Yes	Yes	Plan for office expansion or reconfiguration.	Monitor office space utilization and needs.
R006	Changes in real estate market affecting office lease terms.	Remote	Major	M	Lease agreements with flexibility clauses.	Yes	No	No	Reassess lease terms and consider long-term leases.	Monitor real estate market trends and lease terms.

SN	Risks Identified	Likelihood	Impact	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R007	Inaccurate financial reporting leading to compliance issues.	Likely	Major	H	Regular financial audits and reporting procedures.	No	Yes	Yes	Enhance financial reporting accuracy and audit practices.	Conduct regular audits and financial reviews.
R008	Unexpected changes in financial regulations affecting operations.	Remote	Moderate	M	Regular updates on regulatory changes and compliance checks.	Yes	No	No	Adjust operations to comply with new regulations.	Monitor regulatory changes and update policies accordingly.

Risk Owner

Name:...... D. Boowck ......

Signature:...... Reilly ......

Date:......17.09.2024

Section/Unit: Housing

SN	Risks Identified	Likelihood -Probable -Likely -Remote	Impact -Major -Moderate -Minor	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	Insufficient funding for affordable housing projects.	Likely	Major	H	Budget planning and allocation policies.	Yes	No	No	Increase funding sources, adjust budgets	Monitor budget allocations and project funding closely.
R002	Changes in housing regulations affecting project scope.	Remote	Moderate	M	Regular review of regulations and policy updates.	Yes	No	No	Adapt project plans to comply with new regulations.	Monitor regulatory changes and adjust plans accordingly.
R003	Poor project management leading to delays.	Likely	Major	H	Project management protocols and team training.	No	Yes	Yes	Improve project management practices and training.	Regular project audits and progress reviews.
R004	Public opposition to new housing developments.	Remote	Major	M	Community engagement and consultation processes.	Yes	No	No	Enhance community engagement and address concerns.	Monitor community feedback and engagement activities.
R005	Inadequate infrastructure support for new housing.	Probable	Major	H	Infrastructure planning and coordination.	No	Yes	Yes	Strengthen infrastructure support and planning.	Regular infrastructure assessments and updates.

Risk Owner

Name:......M.I. MANGOU.............   Signature:.......I.Mangau............   Date:......17/09/2024..............

Section/Unit: Planning

SN	Risks Identified	Likelihood	Impact	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	Economic downturn affecting planning budgets.	Likely	Major	H	Budget reviews and economic forecasting.	Yes	No	No	Adjust planning budgets and seek alternative funding sources.	Monitor economic conditions and budget impacts.
R002	Lack of coordination among Planning Division and Local Authorities departments.	Likely	Moderate	M	Coordination meetings and communication protocols. Creation of Planners Council and CPD of staff of Planning Division and Local authorities	No	Yes	Yes	Improve inter-departmental coordination and communication.	Regular coordination meetings and process reviews.
R003	Environmental regulations impacting planning activities.	Remote	Major	M	Environmental impact assessments and compliance with environmental laws checks.	Yes	No	No	Adapt planning processes to meet new environmental regulations.	Monitor changes in environmental regulations.
R004	Shortage of skilled personnel in urban planning field. for planning activities.	Likely	Major	H	Recruitment and training programs.	No	Yes	Yes	Enhance recruitment efforts and training programs.	Track staffing levels and effectiveness of training.
R005	Outdated planning tools and technology.	Probable	Moderate	M	Use of legacy systems and periodic upgrades. Acquisition of new software and hardware	No	Yes	Yes	Invest in modern planning tools and technologies.	Monitor technology updates and tool effectiveness.

Risk Owner

Name:.... S. Sobocun ....

Signature:.......[signature].......

Date:.... 17/07/24 ....

Section/Unit: Survey

SN	Risks Identified	Likelihood	Impact	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	Inaccurate or incomplete survey data.	Likely	Major	H	Quality control measures and data verification procedures.	No	Yes	Yes	Improve survey design and data collection methods.	Regular data quality checks and validation processes.
R002	Changes in political priorities affecting survey focus.	Remote	Moderate	M	Periodic review of political landscape and survey alignment.	Yes	No	No	Adjust survey focus based on current political priorities.	Monitor political changes and their impact on survey objectives.
R003	Delays in survey data collection or analysis.	Likely	Major	H	Data collection schedules and resource allocation.	No	Yes	Yes	Improve scheduling and resource management for surveys.	Track survey timelines and resource allocation.
R004	Legal challenges to data privacy and collection methods.	Remote	Major	M	Compliance with data protection laws and regulations.	Yes	No	No	Ensure compliance with data privacy laws and update procedures as needed.	Monitor changes in data protection laws and compliance.
R005	Failure of survey equipment or software.	Probable	Moderate	M	Regular maintenance and updates of equipment and software.	No	Yes	Yes	Invest in reliable equipment and conduct regular maintenance.	Monitor equipment performance and maintenance schedules.

Risk Owner

Name.......M. RAMUG..........

Signature..........[signature].........

Date.........17.07.2024.............

Section/Unit: Valuation Department

SN	Risks Identified	Likelihood	Impact	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	Inaccurate or incomplete data received from public and other institutions	Likely	Major	H	Data verification procedures and coordination meeting	No	Yes	Yes	Improve public and inter-departmental/ministerial coordination and communication.	Regular coordination meetings and process reviews.
R002	Delays in data collection and analysis of the market	Likely	Moderate	M	Data collection schedules and resource allocation	Yes	Yes	Yes	Improve scheduling and resource management for data collection.	Track data collection timelines and resource allocation.
R003	Legal challenges to data privacy and collection methods.	Remote	Major	M	Compliance with applicable and data protection laws and regulations.	Yes	No	No	Ensure compliance with applicable and data privacy laws and update procedures as needed.	Monitor changes in relevant and data protection laws and compliance.
R004	Failure of equipment or software.	Probable	Moderate	M	Regular maintenance and updates of equipment and software.	No	Yes	Yes	Invest in reliable equipment and conduct regular maintenance.	Monitor equipment performance and maintenance schedules.
R005	Outdated valuation tools and technology.	Probable	Moderate	M	Use of legacy systems and periodic upgrades.	No	Yes	Yes	Invest in modern valuation tools and technologies.	Monitor technology updates and tool effectiveness.
R006	Shortage of skilled personnel	Likely	Major	H	Recruitment and training programs.	No	Yes	Yes	Enhance recruitment efforts and training programs.	Track staffing levels and effectiveness of training.

Risk Owner

Name: Benisha Ramlagan

Signature: ....

Date: 17 Sept 2024

Section/Unit: Town and Country Planning Board

SN	Risks Identified	Likelihood -Probable -Likely -Remote	Impact -Major -Moderate -Minor	Risk Ratings	Existing Control	Is Existing Control Effective?	Need Improvement?	Further Action Required?	Risk Response	Risk Monitoring
R001	Economic decline affecting budget	Likely	Major	High	Estimates forecast	Yes	No	No	Prioritise projects and seek alternatives funding	Monitor economic conditions and budget impacts
R002	OPSs out of stock	Remote	Moderate	Low	Regular Maintenance on Equipment	Yes	No	No	Regular maintenance & Invest on new equipment	Monitor equipment performance and maintenance
R003	Unauthorized sharing / misuse and tampering OPSs (soft)	Probable	Major	Medium	Agreement between parties on Copyright Act	No	Yes	Yes	Strengthen agreement contract with legal advice	Monitor changes in data protection and compliance

Risk Owner
Name:............G. Hauradhun............

Signature:......O. Hauradhun...... Date:............17. 09. 2024............

Section/Unit: Morcellement Unit

SN	Risks Identified	Likelihood -Probable -Likely -Remote	Impact -Major -Moderate -Minor	risk Ratings H,M or L	Existing control	Is existing controls Effective? Yes/No Need Improvement?	Further action required/ Yes/No	Risk Response	Risk monitoring
R001	Internet Unavailable	Remote	Major	High	By IT Unit	Yes	No	Inform IT Unit	Feedback from IT Unit
R002	Missing Files	Remote	Moderate	Low	Restricted Access to files	Yes	No	Reorganising and restructuring	Weeding of files
R003	Corrupted officer taking bribe to facilitate processing of application	Remote	Major	Medium	Introduction of Online System. Verification by Cadastre Unit before Processing PIN	Yes	No	Reorganising and restructuring	Monitoring of NELS by EDB
R004	Staff safety	Likely	Major	Medium	NIL	Need Improvement	Yes	NIL	NIL
R005	Staff unable to attend the workplace due to pandemic/natural calamities	Likely	Major	High	NIL	Need Improvement	Yes	Officers to work from home subject to tools are provided	To be decided by Administation
R006	Conflicting legislations	Likely	Major	Medium	Advice from SLO sought	Need Improvement	Yes	Meeting with all stakeholders including SLO	Meeting with all stakeholders including SLO

for **Risk Owner**

Name.......Deepti Devi Royas.

Signature............

Date.......17.09.20...

Risk Register: Administration

Risk Register

SN	Risk Type	Risk Category	Risk Identified	Risk Rating	Risk Response	Risk Monitoring Status
R001	Internal	IT	System failure leading to loss of data.	High	Continue regular backups and maintenance.	Monitor system performance and backup integrity.
R002	External	IT	Cybersecurity breach compromising sensitive information.	Medium	Maintain and update cybersecurity measures.	Monitor cybersecurity threats and response measures.
R003	Internal	Procurement	Delays in procurement process affecting project timelines.	High	Streamline procurement processes and improve vendor relations.	Review procurement processes regularly.
R004	External	Procurement	Fluctuations in supplier prices affecting budget.	Medium	Negotiate flexible pricing and budget adjustments.	Track market trends and supplier pricing.
R005	Internal	Office Accommodation	Insufficient office space for growing team.	Medium	Plan for office expansion or reconfiguration.	Monitor office space utilization and needs.
R006	External	Office Accommodation	Changes in real estate market affecting office lease terms.	Medium	Reassess lease terms and consider long-term leases.	Monitor real estate market trends and lease terms.
R007	Internal	Finance	Inaccurate financial reporting leading to compliance issues.	High	Enhance financial reporting accuracy and audit practices.	Conduct regular audits and financial reviews.
R008	External	Finance	Unexpected changes in financial regulations affecting operations.	Medium	Adjust operations to comply with new regulations.	Monitor regulatory changes and update policies accordingly.

Risk Owner

Name:....D.Beakwa................

Signature:..................................

Date:.......17.09.2024................

Risk Register: Housing Section

SN	Risk Type	Risk Category	Risk Identified	Risk Rating	Risk Response	Risk Monitoring Status
R001	Internal	Financial	Insufficient funding for affordable housing projects.	High	Increase funding sources, adjust budgets	Monitor budget allocations and project funding closely.
R002	External	Regulatory	Changes in housing regulations affecting project scope.	Medium	Adapt project plans to comply with new regulations.	Monitor regulatory changes and adjust plans accordingly.
R003	Internal	Operational	Poor project management leading to delays.	High	Improve project management practices and training.	Regular project audits and progress reviews.
R004	External	Social	Public opposition to new housing developments.	Medium	Enhance community engagement and address concerns.	Monitor community feedback and engagement activities.
R005	Internal	Technical	Inadequate infrastructure support for new housing.	High	Strengthen infrastructure support and planning.	Regular infrastructure assessments and updates.

Risk Owner

Name:....M.I. MANGOU..........   Signature:....I.Mangou..........   Date:.....17/09/2024.........

Risk Register: Planning Section

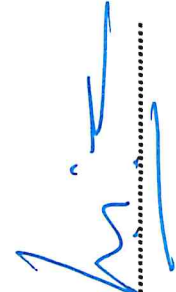| SN	Risk Type	Risk Category	Risk Identified	Risk Rating	Risk Response	Risk Monitoring Status
R006	External	Economic	Economic downturn affecting planning budgets.	High	Adjust planning budgets and seek alternative funding sources.	Monitor economic conditions and budget impacts.
R007	Internal	Institutional	Lack of coordination among planning departments.	Medium	Improve inter-departmental coordination and communication.	Regular coordination meetings and process reviews.
R008	External	Environmental	Environmental regulations impacting planning activities.	Medium	Adapt planning processes to meet new environmental regulations.	Monitor changes in environmental regulations.
R009	Internal	Human Resources	Shortage of skilled personnel for planning activities.	High	Enhance recruitment efforts and training programs.	Track staffing levels and effectiveness of training.
R010	External	Technological	Outdated planning tools and technology.	Medium	Invest in modern planning tools and technologies.	Monitor technology updates and tool effectiveness.

Risk Owner

Name:.......S.Soborun..............

Signature:..........[signature]..............

Date:..........17/07/2n..............

Risk Register: Survey Section

SN	Risk Type	Risk Category	Risk Identified	Risk Rating	Risk Response	Risk Monitoring Status
R011	Internal	Data Quality	Inaccurate or incomplete survey data.	High	Improve survey design and data collection methods.	Regular data quality checks and validation processes.
R012	External	Political	Changes in political priorities affecting survey focus.	Medium	Adjust survey focus based on current political priorities.	Monitor political changes and their impact on survey objectives.
R013	Internal	Operational	Delays in survey data collection or analysis.	High	Improve scheduling and resource management for surveys.	Track survey timelines and resource allocation.
R014	External	Legal	Legal challenges to data privacy and collection methods.	Medium	Ensure compliance with data privacy laws and update procedures as needed.	Monitor changes in data protection laws and compliance.
R015	Internal	Technological	Failure of survey equipment or software.	Medium	Invest in reliable equipment and conduct regular maintenance.	Monitor equipment performance and maintenance schedules.

Risk Owner

Name:.......M. AMJUG..........

Signature:................................

Date:.......17.09.2024...............

Risk Register: Valuation Department

SN	Risk Type	Risk Category	Risk Identified	Risk Rating	Risk Response	Risk Monitoring Status
R001	External	Data Quality	Inaccurate or incomplete data received from public and other institutions	High	Improve public and inter-departmental /ministerial coordination and communication.	Regular coordination meetings and process reviews.
R02	Internal	Operational	Delays in data collection and analysis of the market	Medium	Improve scheduling and resource management for data collection.	Track data collection timelines and resource allocation.
R003	External	Legal	Legal challenges to data privacy and collection methods.	Medium	Ensure compliance with applicable and data privacy laws and update procedures as needed.	Monitor changes in relevant and data protection laws and compliance.
R004	Internal	Technological	Failure of survey equipment or software.	Medium	Invest in reliable equipment and conduct regular maintenance.	Monitor equipment performance and maintenance schedules.
Roo5	Extenal	Technological	Outdated valuation tools and technology.	Medium	Invest in modern valuation tools and technologies.	Monitor technology updates and tool effectiveness.
R006	Internal	Human Resources	Shortage of skilled personnel	High	Enhance recruitment efforts and training programs.	Track staffing levels and effectiveness of training.

Risk Owner

Name:....Benisha Rambagan....   Signature:..................   Date:........12|sep|2024....

Risk Register: Town and Country Planning Board

SN	Risk Type	Risk Category	Risk Identified	Risks Rating	Risk Response	Risk Monitoring Status
R001	External	Financial	Insufficient funding for the preparation of OPSs.	High	Adjust Planning Budget in order of priority/importance Seek other funding sources.	To monitor budget allocations and highlight potential negative impacts
R002	Internal	Financial	OPSs not available for sale (Out of stock)	Medium	Regular maintenance of equipment. Invest on new.	Monitor equipment performance and maintenance.
R003	External	Financial/legal	Unauthorized sharing/tampering/misuse of OPSs (soft)	High	Reduce sale of the OPSs.Compliance with data protection law. Update procedures.	Monitor changes in data protection and compliance.

Risk Owner

Name:..... C. Hzuradhun .....

Signature:.... O Hauradhun .....

Date:...... 17.09.2024 .....

Risk Register: Morcellement Unit

SN	Risk Type	Risk Category	Risk Identified	Risk Rating Medium/ High	Risk Response	Risk Monitoring Status
R001	Internal	Information Technology	Internet Unavailable	High	Inform IT Unit	Feedback from IT Unit
R002	Internal	Fraud & Corruption & Reputation	Corrupted officer taking bribe to facilitate processing of application	Medium	Reorganising and restructuring	Monitoring of NELS by EDB

✓ **Risk Owner**

Name:........Deepta Devi Boya)............

Signature:............dpajl............

Date:........17.09.202............