

JUABEN MUNICIPAL ASSEMBLY



RISK MANAGEMENT FRAMEWORK

INLINE WITH:

**RISK MANAGEMENT POLICY, RISK CHARTER &
RISK REGISTER**

JUNE, 2025

FOREWORD

The Juaben Municipal Assembly exists to promote sustainable development, efficient service delivery, and accountable local governance. In the execution of this mandate, the Assembly is exposed to various risks that may affect the achievement of its objectives if not properly managed.

This Risk Management Framework has therefore been developed to provide a structured and systematic approach to identifying, assessing, managing, and monitoring risks across all departments, units, programmes, and projects of the Assembly. It aligns with the Local Governance Act, 2016 (Act 936), the Public Financial Management Act, 2016 (Act 921), the Internal Audit Agency Act, 2003 (Act 658), and guidelines issued by the Ghana Audit Service.

All staff and stakeholders are enjoined to support the effective implementation of this framework to ensure transparency, accountability, and value for money in the use of public resources.

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Municipal Chief Executive (MCE)

1.0 INTRODUCTION

The Juaben Municipal Assembly (JMA), established under the Local Governance Act, 2016 (Act 936), is responsible for the overall development of the Municipality through effective planning, coordination, regulation, and service delivery. In carrying out this mandate, the Assembly manages public funds, assets, projects, and programmes that are subject to financial, operational, environmental, compliance, and reputational risks.

In line with the Public Financial Management Act, 2016 (Act 921), the Internal Audit Agency Act, 2003 (Act 658), and the standards of the Ghana Audit Service, the Assembly recognizes risk management as a critical element of good governance and internal control.

This document sets out the Risk Management Policy, Risk Charter, and Risk Register of the Juaben Municipal Assembly. It is designed to strengthen internal controls, support informed decision-making, safeguard public resources, and ensure the achievement of the Assembly's Medium-Term Development Plan (MTDP).

PART I: RISK MANAGEMENT POLICY

1.1 Purpose

The purpose of this policy is to establish a structured approach for identifying, assessing, managing, and monitoring risks that may affect the Juaben Municipal Assembly's ability to achieve its objectives.

1.2 Scope

This policy applies to:

- All departments, units, and sub-structures of the Assembly
- All programmes, projects, and activities
- All funding sources including IGF, DACF, GOG, and Donor Funds

1.3 Policy Statement

The Juaben Municipal Assembly is committed to integrating risk management into its planning, budgeting, operations, and performance management processes to minimize losses, prevent service disruptions, and ensure accountability.

1.4 Risk Management Objectives

- Safeguard public funds and assets
- Improve service delivery
- Ensure compliance with laws and regulations
- Reduce audit infractions
- Promote proactive decision-making

1.5 Risk Categories

- Financial Risks
- Operational Risks
- Compliance & Legal Risks
- Environmental & Disaster Risks
- Project & Development Risks
- Human Resource Risks
- Reputational Risks

1.6 Risk Management Process

- Risk Identification
- Risk Assessment (Likelihood & Impact)
- Risk Mitigation & Control
- Risk Monitoring & Reporting
- Review & Continuous Improvement

1.7 Roles & Responsibilities

Municipal Chief Executive (MCE)

- Provides leadership and oversight
- Approves risk management strategies

Municipal Coordinating Director (MCD)

- Ensures policy implementation
- Coordinates departmental risk reporting

Heads of Departments

- Identify and manage departmental risks
- Implement mitigation measures

Internal Audit Unit

- Reviews effectiveness of controls
- Reports high-risk exposures

Audit Committee

- Provides oversight and guidance

1.8 Monitoring & Reporting

- Quarterly risk reports by departments
- Bi-annual Assembly-wide risk review
- Annual risk assessment for audit planning

PART II: RISK CHARTER

2.1 Purpose

The Risk Charter establishes the authority, structure, and governance arrangements for risk management within the Juaben Municipal Assembly.

2.2 Objectives

- Institutionalize risk management
- Ensure early detection of risks
- Strengthen internal controls

2.3 Risk Governance Structure

Risk Management Committee

Composition:

1. Municipal Coordinating Director (Chair)
2. Municipal Finance Officer
3. Internal Auditor
4. Budget Analyst
5. Planning Officer
6. Procurement Officer
7. Works Engineer
8. NADMO Coordinator
9. Revenue Superintendent

2.4 Responsibilities

- Review risk registers
- Prioritize significant risks
- Recommend mitigation actions
- Report to Management and Audit Committee

2.5 Authority

The Committee may:

- Request information from departments
- Investigate risk incidents
- Recommend sanctions for negligence
- Propose system improvements

2.6 Meetings

- Quarterly or as required

2.7 Review

- The Charter shall be reviewed annually.

PART III: RISK REGISTER

The Risk Register presents a consolidated record of key risks identified across the operations, programmes, and projects of the Juaben Municipal Assembly. It serves as a practical management tool for documenting risks, assessing their likelihood and potential impact, and specifying appropriate mitigation measures and responsible officers.

The Risk Register is developed in line with the Assembly's Risk Management Policy and supports effective monitoring, reporting, and decision-making. It shall be reviewed and updated periodically to reflect emerging risks, changes in operational conditions, and the status of implemented control measures.

3.1 Risk Assessment Methodology

- **Likelihood:** Low / Medium / High
- **Impact:** Low / Medium / High
- **Risk Rating:** Low, Medium, High, Severe

1.1 Risk Register

No.	Risk Description	Category	Likelihood	Impact	Risk Rating	Mitigation Measures	Responsible Unit
1	Revenue leakage through under-reporting and misappropriation	Financial	High	High	Severe	Electronic revenue collection, audits, rotation	Finance / Internal Audit
2	Low IGF performance	Financial	Medium	High	High	Update revenue database, enforce by-laws	Finance / Revenue
3	Delayed project completion	Project	Medium	High	High	Improved contract management	Works / Finance
4	Poor-quality construction works	Project	Medium	High	High	Strict supervision, defect liability enforcement	Works
5	Flooding in low-lying areas	Environmental	High	High	Severe	Drain construction, desilting	NADMO / Works
6	Fire outbreaks in markets	Disaster	Medium	High	High	Fire safety training, inspections	NADMO / Fire Service
7	Procurement breaches	Compliance	Medium	Medium	Medium	Strict adherence to Procurement Act	Procurement
8	Staff absenteeism	HR	Medium	Medium	Medium	Attendance monitoring, sanctions	HR
9	Data loss due to weak ICT systems	Operational	Low	High	Medium	Data backup and security	ICT
10	Community dissatisfaction	Reputational	Medium	Medium	Medium	Stakeholder engagement	MCE / ISD

Source: JMA

3.2 MANAGEMENT IMPLEMENTATION ACTION PLAN (MIAP)

3.2.1 Purpose

The purpose of this Management Implementation Action Plan (MIAP) is to guide the systematic and phased implementation of the Juaben Municipal Assembly's Risk Management Framework. The plan outlines specific actions, responsibilities, timelines, and performance indicators to ensure that identified risks are effectively managed and mitigation measures are fully operationalized.

3.2.2 Implementation Oversight

- **Overall Responsibility:** Municipal Chief Executive (MCE)
- **Implementation Coordination:** Municipal Coordinating Director (MCD)
- **Monitoring & Assurance:** Internal Audit Unit & Audit Committee
- **Execution:** Heads of Departments and Unit Heads

1.2. Management Implementation Action Plan

No.	Key Risk / Area	Action Required	Responsible Officer / Unit	Timeline	Performance Indicator	Monitoring Officer
1	Weak risk management culture	Establish and inaugurate Risk Management Committee	MCE / MCD	Within 1 month	Committee inaugurated; minutes available	Internal Audit
2	Lack of staff awareness on risk management	Organize risk management training for HODs and Unit Heads	MCD / HR / Internal Audit	Within 2 months	Training conducted; attendance list	Audit Committee
3	Revenue leakage	Implement electronic revenue collection (POS/Mobile Money)	Finance / Revenue	Within 3–6 months	Increased IGF; system reports	Internal Audit
4	Poor IGF performance	Update revenue database and review rates	Finance / Budget	Within 3 months	Updated database approved	MCD
5	Delayed and abandoned projects	Strengthen contract management and payment scheduling	Works / Finance	Continuous	Reduced project delays	Audit Committee
6	Poor-quality infrastructure works	Enforce supervision and defect liability clauses	Works Department	Continuous	Fewer defects reported	Internal Audit
7	Flooding and disaster risks	Desilting of drains and early warning systems	Works / NADMO	Before rainy season	Reduced flood incidents	NADMO
8	Market fire outbreaks	Fire safety inspections and training	NADMO / Fire Service	Quarterly	Inspection reports	Audit Comm.
9	Procurement breaches	Refresher training on Public Procurement Act	Procurement / Internal Audit	Within 3 months	Reduced procurement audit queries	Internal Audit
10	Weak ICT systems	Introduce data backup and basic cyber security controls	ICT Unit	Within 3 months	Backup logs available	Internal Audit
11	Staff absenteeism	Enforce attendance monitoring and sanctions	HR / HODs	Continuous	Improved attendance records	MCD
12	Poor stakeholder communication	Strengthen public engagement and feedback mechanisms	MCE / ISD/ MCD	Quarterly	Community meetings held	Audit Committee
13	Weak risk reporting	Introduce quarterly departmental risk reporting	MCD / HODs	Quarterly	Risk reports submitted	Internal Audit
14	Inadequate risk review	Annual update of Risk Register	Risk Committee	Annually	Updated register approved	Audit Comm

Source: JMA

3.3. REPORTING & REVIEW MECHANISM

- Departments shall submit **quarterly implementation status reports** to the Municipal Coordinating Director.
- The Internal Audit Unit shall **verify implementation** and report progress to the Audit Committee.
- The Audit Committee shall provide **oversight and guidance** and escalate critical implementation gaps to Management.
- The MIAP shall be reviewed **annually** or after significant risk incidents.

3.4. MANAGEMENT COMMITMENT

Management of the Juaben Municipal Assembly commits to providing the necessary leadership, resources, and support to ensure the effective implementation of this Action Plan. All officers are expected to cooperate fully and treat risk management as a core management responsibility.

4.1 CONCLUSION

The successful achievement of the Juaben Municipal Assembly's development objectives depends largely on its ability to anticipate, manage, and respond effectively to risks inherent in local governance and public service delivery. This Risk Management Framework provides a structured and comprehensive approach for identifying, assessing, mitigating, and monitoring risks across all departments, units, programmes, and projects of the Assembly.

The implementation of the Risk Management Policy, Risk Charter, and Risk Register will strengthen internal controls, enhance compliance with applicable laws and regulations, safeguard public resources, and improve decision-making. It will also support risk-based internal auditing, reduce audit infractions, and promote accountability and transparency in the management of public funds.

Management, Heads of Departments, Unit Heads, and staff are therefore required to take collective responsibility for the effective implementation of this framework. Risk management shall be treated as an integral part of planning, budgeting, operations, and performance management, rather than a one-time compliance exercise. The Juaben Municipal Assembly commits to the continuous review and improvement of this Risk Management Framework to ensure its relevance, effectiveness, and alignment with evolving risks, development priorities, and statutory requirements, in the pursuit of sustainable development and improved service delivery for the people of the Municipality.