

PHC Consortium		Risk: C00307 - Delayed or Unpaid Salaries for Public-Sector Workers in Developing Nations										Risk Snapshot		
Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome			Current Situation			Proposed Strategy				
C00307 	R8 Political / Government	Delayed or Unpaid Salaries for Public-Sector Workers in Developing Nations	Across many developing nations, including Ghana and Nigeria, public-sector workers such as nurses, teachers, and civil servants frequently experience months-long delays in salary payments. In some cases, back pay accumulates for half a year or more, leaving essential workers struggling to survive while continuing to serve their communities. These delays are often caused by administrative inefficiency, cash-flow mismanagement, corruption, or systemic neglect within payroll and budget disbursement systems. The situation erodes morale, encourages absenteeism or corruption, and undermines the quality of essential services such as healthcare and education.	Transparent, reliable, and accountable payroll governance where all public-sector employees are paid accurately and on time. Automated salary disbursement processes auditable and insulated from political interference. Each ministry, hospital, or school able to track payment status in real time, and clear channels for staff to report delays.			Thousands of public-sector workers across Africa and other regions are currently owed months of unpaid wages. Many survive on informal credit, side jobs, or community assistance. Governments periodically promise settlements, but arrears frequently recur due to flawed budget forecasting and weak payroll verification systems. Digital payroll reforms are unevenly implemented, and there is little independent monitoring. Individual complaints rarely lead to systemic correction, and the problem remains largely undocumented at scale.			Use the PHC Service and the OPEN DWP framework to build a live, participatory audit of salary arrears. 1. Create an Open Concern Portal for workers to log their arrears, amount, duration, employer, and region. 2. Aggregate data into a PHC Dashboard showing arrears hotspots and trends. 3. Partner with local unions, community leaders, and NGOs to verify cases and pressure for accountability. 4. Apply PHC 7-Day Reviews within ministries to expose bottlenecks and recommend process corrections. 5. Advocate for institutional adoption of transparent payroll management linked to humanitarian oversight, where any delay automatically triggers internal PHC review.				
Risk (three-part) Statement				Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes	
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)									
Inefficient or corrupt payroll and budget systems in government institutions, coupled with weak financial governance and lack of independent oversight.	Public-sector employees such as nurses, teachers, and civil servants go unpaid for months at a time, leading to hardship, demoralisation, and service disruption.	Reduced quality of public services, widespread financial distress among essential workers, increased corruption risk, and a breakdown of trust between citizens and their governments.	5	4 H-4 C-1 Q-1 S-1	20	Mitigate	5	16	Winter, David	19Sep26	Open	06Oct25		
Mitigating Actions / Response														
ID	Actions											Action Owner	Due Date	Close Date
#1	Include in Open DWP project											Winter, David	05Dec25	Open
#2	Generate dashboard for statistics.											Winter, David	05Dec25	Open
#3	Create partnership network for validation of data and propagation of share out solution.											Winter, David	05Dec25	Open
#4	Propose Governance projects to local Government Ministries for affected regions.											Winter, David	05Dec25	Open
<u>Last 10 RM Events (Meetings/Interviews/Workshops).</u>														
Mtg.	Date	Title / Person / Department				Objective				(0 Events held.)				
<u>Comments</u>							<u>History</u>							
<u>Top Risk</u>							<u>Top Risk Mitigation</u>							
Delayed or Unpaid Salaries for Public-Sector Workers in Developing Nations							Live, participatory audit of salary arrears.1. Open Concern Portal for workers to anonymously log their arrears, amount, duration, employer, and region. 2. PHC Dashboard showing arrears hotspots and trends. 3. Partner with local unions, community leaders, and NGOs to verify cases and pressure for accountability. 4. PHC 7-Day Reviews within ministries. 5. Adoption of transparent payroll management linked to humanitarian oversight.							