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| **Serial** | **Linkage Plan/ Policy** | **Financial Risks** | **Current Rating**  **(Likelihood and Consequences)** | **Mitigation Strategies** | **Residual Risk Rating** |
| 1 | Strategic Plan 2014-2018 | Economic environment | **M** | ChildFund Ireland continually monitors the level of activity, prepares and monitors its budgets targets and projections. It also has a policy of maintaining significant cash reserves. |  |
| 2 | Strategic Plan 2014-2018 | Competitive sectoral environment and challenges to secure new and additional funding. | **M** | Provide regular feedback to existing funding parties and stakeholders. Seek new funding sources and engage with Marketing sub-committee to seek new initiatives. |  |
| 3 | Strategic Plan 2014-2018 | Negative publicity in the sector | **M** | Ensure high levels of governance, transparency and communications. |  |
| 4 | Strategic Plan 2014-2018 | Negative publicity of charities generally | **M** | Keep sponsors informed |  |
| 5 | Exchange Rate Gains and Losses Policy | Exchange Rate Losses | **M** | Policy allows subsuming Gains and Losses alike |  |
| 6 | ChildFund Alliance Budgeting | Increasing costs as part of Alliance membership | **L** | Reviewed at ChildFund Alliance Board meetings annually |  |
| 7 | Irish Aid Funding | Reduced funding | **M** | Annual Submission and Review |  |
|  | Strategic Plan | Having only major implementing partner | **M** | Referred to in Annual Report |  |
|  | Annual Reports | Major and prolonged computer systems failure | **L** | The charity has full back up facilities for its systems and has a support contracts for both hardware and software with an independent third party |  |
|  | Annual Reports | Compliance with company, taxation and other legislation | **L** | The charity closely monitors emerging changes to regulations and legislation on an on-going basis |  |
|  | Management Meetings and review | Sponsor’s visit and child protection failure | **L** | Garda vetting on-going and sponsors are at all times accompanied by a National staff member |  |
|  | **Risk Ref** | **Strategic and Governance Risks** | **Current Rating (Likelihood and Consequences)** | **Mitigation Strategies** | Residual Risk |
|  | Annual Reports | The Risk of Fraud or Mismanagement of funds | **L** | The Charity has implemented strong cash control and accounting controls that are regularly reviewed. All areas of work are subject to a high level of supervision by the CEO, Board Sub Committees, external auditor and external grants accountant |  |
|  | Annual Reports | Risk of an inappropriate strategic decision | **L** | The charity holds quarterly board meetings when all current strategic issues are discussed. In addition regular finance and grants subcommittee meetings are held. The board is actively seeking to recruit new board members who can bring new expertise and experience to ChildFund |  |
|  | Annual Reports | Risk of poor organisational programme methodologies | **L** | The charity seeks to recruit and retain staff with the appropriate expertise. All programmes are thoroughly examined and subject to review at all level within the organisation |  |
|  | Annual Reports | Loss of key personnel and any resulting loss in core competencies | **L** | The charity takes a very proactive approach is keeping all stakeholders, especially employees informed and incentivised at all times. |  |
|  | ChildFund Charter | Conflict of Interest | **L** | Perceived or actual Conflicts of Interest are viewed as one and the same and must be avoided at all cost |  |
|  | **Risk Ref** | **Health Safety & Security Risks** | **Current Rating**  **(Likelihood and Consequences)** | **Mitigation Strategies** | **Residual Risk** |
|  | Annual Reports | Compliance with health and safety legislation | **L** | The charity closely monitors emerging changes to regulations and legislation on an on-going basis |  |
|  | Board Meetings and review | Fire in office | **L** | Fire extinguishers and alarms available. Dublin Fire officer reviewed the building and said all was in order |  |
|  | Management Meetings and review | Break-in to office during office hours | **L** | Front office door kept on the latch when office is short staffed or staffed by one member of staff |  |
|  | Management Meetings and review | Sponsor’s visit and child protection failure | **L** | Garda vetting on-going and sponsors are at all times accompanied by a National staff member |  |
|  | Management Meetings and  review | Break-in to office after office hours | **L** | Office alarmed (Smart Control Alarms reviewed increased the number of office sensors) each evening and doors doubled locked. Safe double locked.  Heavy Duty Steel shutters put on CEO’s and SRD’s office windows’ |  |
|  | **Risk Ref** | **Programmatic Risks** | **Current Rating (Likelihood and Consequences)** | **Mitigation Strategies** | **Residual Risk** |
|  | Irish Aid | **Resources**  • Natural - Intervention causes damage to the environment  • Human - Partner unable to hire or retain qualified staff | **L** | • Documented environmental management policy  • Partner capacity assessment template  • Documented capacity building plan  • Strategic Plan  • Operations Plan |  |
|  |  | **Financial & Economical**  • Financial management  • Corruption/Fraud  • Procurement  • Foreign trade balances  • Recession, inflation  • Results and Performance Management  • Loss of funding | **L** | • Annual reports, financial statements  • Budgets for current financial year  • Financial spot checks during monitoring visits  • Financial Management Policies and Procedures including Procurement Policy  • Standard fraud clauses in partner agreements/ contracts template  • Nominated officers for safe reporting  • Progress reports, field trip reports, monitoring reports and other data generated from monitoring processes  • Evaluation or review reports |  |
|  |  | **Security & Safety**  • Political/Religious/Ethnic conflict  • Violent crime, terror, piracy  • Natural disasters  • Pandemics | **M** | • Safety and security risk management policy  • Regular security briefs and alerts  • Local security focal points  • Safety and security orientated training, learning and development program  • Emergency response (or contingency) planning  • Redress measures  • Self-regulation towards all applicable codes of conduct and good practice including Communication, IFRC Code of Conduct etc. |  |
|  |  | **Political & Social**  • Government policies  • Partnership  • Rule of law  • Stakeholders  • Gender issues  • Rights issues | **L** | • Governance policies, including Risk Management Policy etc.  • Maintaining strong communication structures with stakeholders – quarterly stakeholder meetings |  |