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| **Risk 1 – Projected unrestricted deficits for FY19 and beyond is not sustainable** |

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| Projected unrestricted deficits for FY1819 onwards are not sustainable. | Limited unrestricted funds means we are less able to support Sydney based operations and activities, reduced investment in fundraising etc. Impact on country office financial sustainability. Unrestricted reserves are at minimum level. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **Financial** | **Major** | **Likely** | **High** |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Review of cost retention policy (65%/35%), review income channel ROIs. Consider opportunities tofurther expand grant income. Consider operational improvements and resourcing to support above. |
| **Action taken since last review** |
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| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Forward projections and worst, base, best case scenarios developed | AG/finance | Oct’17 |
| Cost retention policy options – alliance funds received, funds remitted to Alliance, grant funding, other fundraising channels  | ET | Nov’17 |
| Update grant revenue strategy and investment needs | MS/SH/Finance | Dec’17 |

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| **Risk 2 – Reduction in ANCP funds** |

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| Reduction in ANCP funding levels arising from a combination of a falling foreign aid budget, newly accredited organisations and reduced public funding. An ANCP funding cut of 7.5% was incurred in FY1718. | Reviewing cost recovery strategy for program support costs. Revisit RDE strategy. Consider potential to scale up grant revenue strategy. Potential to reallocate Alliance ANCP funds to CFA country offices (ANCP funded Alliance projects concluding end of FY1718). |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **Financial** | **Moderate** | **Almost Certain** | **High** |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Reviewing cost recovery strategy for program support costs. Revisit RDE strategy. Consider potential to scale up grant revenue strategy. Potential to reallocate Alliance ANCP funds to CFA country offices (ANCP funded Alliance projects concluding end of FY1718). |
| **Action taken since last review** |
| Greater high-level engagement with DFAT. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Continue to expand grant-seeking capacity and secure more non-DFAT grants. | IP | On-going |
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| **Risk 3 – Emergency situations eventuating in program countries** |

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| **Description of Event** | **Describe Consequences of event occurring** |
| Emergencies eventuate in program countries – natural or human-caused and the capacity of our country offices and staff to adequately respond. | Possible loss of life (beneficiaries and staff), Destruction of infrastructure, Closure/suspension of programs, Relocation of senior staff. Potential for loss of trust of partners and communities and in-country governments. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Natural disasters and conflict | **Major** | **Likely** | **High** |
| **Risk management strategy** |
| Adequate emergency response protocols and procedures in place. Ensuring staff are adequately trained to deal with such an event. |
| **Action taken since last review** |
| * Emergency guidelines and management structure (ERT and EST) in place
* Policies updated to mainstream emergency
* Secured AHP Partnership
 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. |  |  |

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| **Risk 4 – Challenges arising from scale up of PNG country office operations** |

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| The rapid scale-up of PNG country operations does create additional risk. These risks include but are not limited to:* failure to comply with multilateral donor grant conditions.
* not having necessary staff and capacity in place to support program activities,
* increased levels of procurement activities arising from the significant scale-up of PNG country operations.
* Potential for staff dissatisfaction and turnover due to significant change.
 | Reputational risk arising from non-delivery, which may have financial implications and Increase staff turnover. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **Financial** | **Major** | **Possible** | **Moderate** |
| **Risk Management strategy** |
| PNG Taskforce group operational to assist scaling up of operation. Management restructure in country office to support growth. Additional operational roles in form of international Operations Manager and National HR Manager to support the scale-up. Increasing staff engagement. |
| **Action taken since last review** |
| Strict vigil on the changing situation and updating relevant people in ChildFund Australia and keep the discussions on with the donors. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. Continued operation of the PNG taskforce through to the end of FY1718 to ensure new grant funded projects scale up and necessary support is given.
 | PNG Taskforce | June 2018 |
| 1. Keep a close vigil on the situation of currency and forex.
 | Operations Manager/Manish | On-going |
| 1. In an event of any such situation flag with donors.
 | Operations Manager | As and when needed |

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| **Risk 5 – Increase in supporter attrition** |

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| **Description of Event** | **Describe Consequences of event** |
| Increase in retained supporter attrition rate  | Reduced number of supporters and resulting income resulting in less funding to support programs and Sydney support costs. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Financial | Moderate | Likely | Moderate |
| **Risk management strategy** |
| Increased supplier management and oversight. Diversification strategy underway. Payment processing working group in place. Supporter journey review underway. Improved experience for supporters on new web site is planned. |
| **Action taken since last review** |
| * Payment processing working group is reviewing ChildFund’s payment processing run.
* FY18 Budget finalized
* Diversification and retention strategy developed
* Regular Giving Team is working to constantly review suppliers and monitoring results
* Monthly acquisition and retention meetings
* A new marketing automation system is being launched in December 2017
* Run reports are being monitored by Finance and Public Engagement to address any issues in the payment runs
* Reviews of the cancellations and terminations processes have been undertaken.
* COO and Director Public Engagement have a monthly meeting to review the monthly payment processing
* Two extra reattempts have been included in the monthly payment run
* New supporter journey launched for both Project Humanity and Global Community
* New supporter journey for Child Sponsors prepared and will be launched in December 2017 when the new marketing automation system is in place.
 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Attrition figures monitored weekly | Head of Supporter Relations and Director Public Engagement  | Ongoing |
| Attrition figures monitored monthly  | Head of Supporter Relations and Director Public Engagement | Monthly meetings  |
| Reports prepared | Head of data and innovation | Monthly reports |
| Donation programs monitored weekly and reported on monthly | Head of Marketing | Ongoing |
| Overall revenue monitored monthly | Director Public Engagement Head of Marketing and Head of Supporter Relations and ChildFund Management Team | Ongoing |
| Retention telemarketing programs monitored weekly and monthly  | Head of Supporter Relations and Retention Manager | Ongoing |
| Continue meeting with new F2F and TM suppliers to continue to influence quality | Head of Marketing and RG Fundraising Manager | Ongoing |
| Monthly meeting to review payment processing | COO and Public Engagement Director | Monthly |
| Continued testing to improve the monthly payment processing through the working group | Payment processing working group | Ongoing |

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| **Risk 6 – Failure to meet new supporter acquisition targets** |

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| **Description of Event** | **Describe consequences of event occurring** |
| Failure to meet new supporter acquisition targets | Reduced number of supporters and resulting in long-term reduction in revenue, which in turn would result in less funds to support programs and Sydney support costs |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Financial | Moderate | Likely | Moderate |
| **Risk management strategy** |
| Increased supplier management and oversight. Payment processing working group in place. Acquisition mix is spread across a number of suppliers. Supporter journey review underway. New acquisition targets across regular, single and digital giving channels. New supporter acquisition channels to be tested. |
| **Action taken since last review** |
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| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Regular review of monthly acquisition performance against targets | Public engagement management team | Ongoing |
| New website launched | Head of Marketing | Oct’17 |
| Launch of new marketing automation tool  | Head of Data and Innovation | Feb’18 |
| Continue to build supply with TM and F2F agencies | Head of Marketing | Ongoing |

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| **Risk 7 – Further degradation of civil society space by government** |

**Summary across the three country offices who reported this risk (Cambodia, Laos & Vietnam)**

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| **Description of Event** | **Describe Consequences of event occurring** |
| Further degradation of civil society space by government | INGO-NPA partnerships not recognised, tightening regulations around expatriate income tax |
| **Risk Category** | **Consequence rating** | **Likelihood Rating** | **Risk Rating** |
| **Legislative & Regulatory Compliance** | Major | Possible | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Continue to strengthen government contacts and relationships in respective countries. Keeping abreast of legislative changes. Obtaining adequate taxation advice where required. |

**Cambodia**

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| **Description of Event** | **Describe Consequences of event occurring** |
| Law on Associations (Law on NGO) and frequently changing Tax regulations. | ChildFund Cambodia operation may be affected if failure to comply with these changing tax and INGO regulations. |
| **Risk Category** | **Consequence rating** | **Likelihood Rating** | **Risk Rating** |
| **Legislative & Regulatory Compliance** | Major | Possible | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| ChildFund Cambodia must comply with the tax regulation and withholding tax from its staff and other stakeholders and pay to the Tax Department on regular basis. Failure to properly comply with the Tax Regulation and Law on NGO would be met penalty or suspension of operation |
|   **Action taken since last review** |
| * Withhold tax from staff and other stakeholders and pay to the Tax Department of monthly basis
* Submit narrative and financial reports to different line Ministries on 6 month and periodic basis as agreed in the signed MoU.
 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| * Follow up the regulations issued by the Government and keep good relationship and partnership with the government institutions at both levels.
* Continue to withhold tax and pay to the Tax Department
* Submit both narrative and financial reports on regular basis
 | HOO, SMT members | On-going |

**Laos**

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| **Description of Event** | **Describe****consequences of event occurring** |
| Further degradation of civil society space by government. | * INGO-NPA partnerships put on hold by government. INGO-NPA partnerships are not recognised by government and is advised not to include NPA in MoUs. Subcontracting NPAs still viable until formalisation of new policy.
* New MoU guidelines adopted within 75-day timeframe, but with additional investment required in consultations involving different line ministries and local government. Overall policy changes negatively influence operations.
* Child sponsorship not allowed by government. New MoU commitments require confirmed funding. Additional fundraising to ensure MoU commitments not encouraged by the government but discussed at INGO committee-MOFA meetings.
* Child right activities are questioned by government. On-going documentation on clear approaches of our child rights-related activities.
* More careful reviews by the government on organisations that used to engage in child sponsorship such as Plan, World Vision and Good Neighbours. It has come to the government’s attention for all relevant activities involving these organisations, as they are shared among government at all levels.
 |
| **Risk Category** | **Effect Rating** | **Likelihood Rating** | **Risk Rating** |
| Country operations | Major | Possible | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| ChildFund is involved as a civil society (CS) representative in dialogue with development partners and our host government to ensure CS concerns are understood; strong local relationships are developed to ensure that field-level discussions on difficult subjects are possible and open; ChildFund works to keep aware of developments in government that may affect the CS space. |
| **Action taken since last review\*** |
| Engagement with government on concerns raised through collaborative channels rather than as a single organisation; specific feedback provided on new implementation guidelines for INGOs in Laos; meetings with relevant government officials to discuss any concerns raised and follow up on the action points; SMT members support Provincial Area Managers in each project area to support on-going operations in the areas; regular meetings and communications with government at all levels on the approach of ChildFund’s operations in Laos.  |
| **Action plan to further reduce risk** | **By whom** | **When** |
| On-going review of risks taken, with a focus on dialogue between the CD, PM and HRAM | CD, PM & HRAM | Monthly |
| On-going engagement with peers in other NGOs  | CD, PM & HRAM | On-going |
| Ensure all activities outlined in the MoUs are clear and that relevant documentation, evidence, and responses can be provided to the government when needed | CD, PM & HRAM | On-going |
| Organisational discussions around operational imperative in Laos | CD and SO | As required |

 **Vietnam**

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| Deregistration or change in NGO status/processes. | Inability to work in Vietnam, restriction in delivering projects, tax implications |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **Legislative and Regulatory Compliance** | **Major** | **Unlikely** | **Moderate** |
| **Risk Management Strategy** |
| Ensure accordance with VN legislation, maintain good coordination and relationships with VN authorities coordinate with other INGOs to monitor environment. Maintain good documentation system of all legal papers to approve the partnership and collaboration. Continued active relationship management with PACCOM, Service Department on Diplomatic Corps and other government bodies at national level and local and provincial government bodies; Maintain relationship with qualified legal resource for advisory on legal issues when necessary. |
| **Action taken since last review** |
| The Labour Regulations were approved by DOLISA in Jan 2017 that helps ChildFund legally in any employee redundancy case. Reports sent to the PACCOM and provincial authorities on a periodic basis; The updated list of visa waiver is checked regularly and informed to relevant visitors for their note of visa exemption. All updates of relating laws and procedures have been followed up timely to ensure the legitimate status of our organisation. Staff regularly receive the latest addition or renewal of laws related to their benefits and the organisation’s operation.HR team continues the review of simplifying the policy system in alignment with ChildFund Australia’s policy system. Online COM Self-service system was established and launched in May 2017 that help staff actively access and refer work related policies and procedures wherever there is internet. Having two meetings with the Service Department on Diplomatic Corps on the application of new Trade Union law and being confirmed officially by them that they are still working on the guidelines of the application of new Trade Union fee stipulation. They expect to be able to update the organization by Dec 2017. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. Continue simplifying the policies system and structure of the Operational Manual; reinforce communication to advocate for staff’s best practice and compliance
 | OM | Oct 2017 – Sep 2018 |
| 1. Close follow up with the Service Department on Diplomatic Corps on the application of new Trade Union fee stipulation
 | HR Officer | December 2017 |
| 1. Sign the cooperation agreement with the new district in Cao Bang
 | CD | Oct 2017 |
| 1. Issue a standard format of cooperation agreement with VNGOs
 | CD | Early Nov 2017 |

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| **Risk 8 – Employee safety and security is compromised** |

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| **Description of Event** | **Describe consequences of event occurring** |
| Work, health and safety obligations are not met placing employee safety and security at risk. | Significant injury or loss of life.  |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **People and WH&S; and Country Operations** | **Major** | **Possible** | **Moderate** |
| **Risk mitigation strategy & measures in place to minimize risk** |
| There is a Safety and Security Policy and Security Management Plan in all country offices.Appropriate security and safety policy and procedures in place across country offices. AVI support procured for Pacific to support staff given non-office presence. Adequate insurance and travel policy in place. Adequate insurance coverage and support in place |
| **Action taken since last review** |
| Additional support has been procured from AVI for our staff members who are currently working in the Pacific, given we do not have a country office presence. The WHS Policy was updated in November 2016. HR representatives in country offices provide staff training and refresher on their country’s Security Management Plan.Trainings and refreshers have occurred in each country on First Aid, WHS and Security and Safety to raise staff awareness. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Alignment of Timor-Leste country office safety and security management policies and procedures to current processes and procedures. | TL country office /POD | End of FY1718 |
| POD and Finance team work together to review the safety and security provider for overseas travelers. | Finance/POD | End of FY1718 |

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| **Risk 9 – A serious breach in Child Safeguarding policy** |

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| **Description of Event** | **Describe Consequences of event occurring** |
| Staff members and/or partners commits serious child abuse in course of duties (or outside work). Supporter grooms or commits abuse of a child beneficiary | Detrimental impact on child, significant reputational risk to organisation, financial and legal implications |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Child Safeguarding | **Major** | **Unlikely** | **Moderate** |
| **Risk management strategy** |
| Child safeguarding procedures specific to engagement with supporters must be enforced. Clear child safeguarding procedures around recruitment of staff and code of conduct are in place. |
| **Action taken since last review** |
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| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. Review of child safeguarding policies and practices employed by ChildFund partners
 | Country Directors  | June 2018 |
| 1. Inclusion of verification checks in internal audit and field monitoring visit plans
 | Compliance Advisor and IPT | June 2018 |

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| **Risk 10 - Fair Work Inquiry has implications for charitable sector and for ChildFund** |

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| **Description of Event** | **Describe Consequences of event occurring** |
| The Fair Work Ombudsman Inquiry has significant negative implications for ChildFund and the Australian charitable sector. | Potential for reputational risk arising from being identified as part of the inquiry (ChildFund has been included in the Fair Work inquiry). It could reduce the number of suppliers and increase acquisition costs. In addition, it could result in reduced public support for ChildFund and the charitable sector. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Reputational and image | Major | Possible | Moderate |
| **Risk management strategy** |
| * Comprehensive due diligence process as recommended by Allen’s Review FY17 is in place.
* Fair Work Ombudsman working group created to ensure all supplier contracts, due diligence, supplier reviews, statutory declarations; employment matrix and supplier matrix are completed. These activities were put in place before ChildFund was notified of inclusion in the Inquiry.
* Legal advice will be secured to assist in Fair Work Ombudsman’s Inquiry.
 |
| **Action taken since last review** |
| * Public Engagement Director has been monitoring ACNC, PFRA, and FIA updates, as has Regular Giving Team.
* ChildFund Australia is a member of the PFRA and has sought advice from key PFRA members.
* ChildFund Australia staff have attended regular PFRA meetings
* Allen’s undertook a review in FY17 of supplier contracts on a pro-bono basis; this review examined the employment contracts and methods for all suppliers.
* Compliance, Risk and ICT Advisor has ensured compliance with ACNC and ACFID, Director Public Engagement has ensured compliance with FIA, PFRA and all state bodies
* Regular Giving Fundraising Team has also reviewed all state legislation requirements
* Communications team have been briefed on the potential media issues surrounding the Ombudsman review.
* Communications have also attended PFRA briefings related to media issues around employment/contractor models in relation to suppliers.
* ChildFund Statement Fair Work Practices for Charity Workers was released on website 9 December 2016
* Due diligence review, FY18 for all F2F suppliers, contracts and statutory declarations was undertaken.
* Due diligence review, FY18 for all TM suppliers, contracts and statutory declarations is underway.
* ChildFund was notified on inclusion in the FWO Inquiry by phone 28 October 2017.
* The FWO working group was created in October 2017 following the notification of ChildFund’s inclusion in the FWO Inquiry on 5 October 2017.
 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1.Obtain legal advice in relation to Fair Work Ombudsman Inquiry | ET | 19 October |
| 2. Develop FWO working group | FWO Group | 3 October |
| 3. Meet and review all contracts, due diligence, supplier reviews, statutory declarations, employment matrix and supplier matrix.  | FWO group | 10 October |
| 4. ET and staff awareness | CEO | 10 & 11 October |
| 5. Date for meeting with Ombudsman | CEO  | 20 November |
| 6. Continue monitoring suppliers and maintaining records | Kat Ho | Ongoing |
| 7. ChildFund Statement in preparation for the Ombudsman’s report | CEO/Communications | 20 November |
| 8. Review ChildFund Statement when the date becomes clear for the Ombudsman’s Report into the Inquiry. Thought to be January/February 2018 | CEO/Communications | Ongoing |

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| **Risk 11 – Potential violence in the lead up to and during elections in Cambodia in 2017 and 2018** |

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| **Description of Event** | **Describe Consequences of event occurring**  |
| Potential for violence and disruption during commune elections in 2017 and national election in 2018 and increased political pressure on NGOs | It would affect the program implementation in target areas; it could be delay or suspension the activities |
| **Risk Category** | **Consequence****Rating** | **Likelihood****Rating** | **Risk Rating** |
| Country operations | **Moderate** | **Likely** | **Moderate** |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Prepare and monitor closely the project implementation plan and coordinate with relevant local authorities at national and sub-national levels. |
| **Action taken since last review** |
| SMT meeting review the risks to be happened pre and post elections both Commune Election in 2017 and National Election 2018. |
| **Action plan to further reduce risk** |
| Agreed actions | By whom | By when |
| Prepare realistic work-plan throughout the year and monitor the implementation and progress.Program staff closely monitor the project spending to ensure the target of 100% spending by each fiscal year.Monitor the situation before and after the election and well coordinate with national and sub-national levels included UNDP security network.Networking with different like-minded INGOs to monitor the situation in the country context. Set up alert system to inform staff about security during the election as well as pre and post-election.Hold or reduce amount of fund released to commune councils or relevant government partners before and after the elections. | SMT and Country Director | On-going |

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| **Risk 12 – Motor vehicle accidents in program countries** |

**Summary across the four country offices who reported this risk (Cambodia, Laos, PNG & Vietnam)**

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| **Description of Event** | **Describe Consequences of event occurring** |
| Major accidents e.g. vehicle or UXO (unexploded ordinance) explosions. | Significant injury or loss of life is likely and insurance coverage may not be sufficient to cover costs.  |
| **Risk Category** | **Consequence rating** | **Likelihood Rating** | **Risk Rating** |
| **People & OHS** | Moderate | Likely | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Motor vehicles and motorcycles are properly serviced. Adequate insurance policies in place. Ensure awareness training is conducted for all staff. |

**Cambodia**

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| **Description of Event** | **Describe Consequences of event occurring** |
| Major traffic accident(s). | Significant injury or loss of life during travel to provinces and communities. 10 people died each day due to traffic accident on the road (Ministry of Interior’s report). |
| **Risk Category** | **Consequence rating** | **Likelihood Rating** | **Risk Rating** |
| **People & OHS** | Moderate | Likely | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Provide awareness on safety and security and First Aid training to all staff. Encourage staff to comply safety and security policies. Buy personal accident insurance from reputable insurance company and contribute monthly to National Social Security Fund as required. Provide ChildFund truck for staff travelling to provinces and field as needed. Front line staff in the provinces are encouraged for increased night staying in the respective Communes where they operate to avoid frequent long distance traveling on bikes. |
|   **Action taken since last review** |
| * Provide Group Personal Accident from Private Insurance Company and National Social Security Fund to staff. Safety and Security Management Policy is oriented to staff and ensure it is well implemented.
* Ensure that staff travelling to provinces and fields by safety and reliable transportation (seat belt and helmets). One ChildFund truck per each office is already provided.
 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| Ensure that safety and security management plan is well implemented. | CD and HOO | On-going |

**Laos**

| **Description of Event** | **Describe****consequences of event occurring** |
| --- | --- |
| Major accident e.g. vehicle or UXO. | Significant injury or loss of life is likely and insurance coverage may not be sufficient to cover costs. ChildFund’s policy states that no action will be taken outside of insurance coverage provided. Special consideration will be made case by case by the SMT in consultation with the Australia office.  |
| **Risk Category** | **Effect Rating** | **Likelihood Rating** | **Risk Rating** |
| People and OH&S; Reputation and image | Moderate | Likely | Moderate |
| **Risk mitigation strategy & measures in place to minimize risk** |
| All staff are briefed on policy relating to safe vehicle use; safety and security management guidelines are in place in both languages, updates are provided around safety and security on a regular basis or as required. The relevant department ensures that all contracted vehicles are insured and insurance is up to date.At ChildFund Laos’ field offices in Xieng Khouang and Huaphanh Province staff are briefed on UXO issues and advised to follow local and countrywide guidelines on travel to high-security areas such as Kasi-Luangprabang and Special Zone Xaisomeboun.All relevant notices are circulated to staff members on a regular basis and in a timely manner.  |
| **Action taken since last review** |
| Safety and security management guidelines have been developed at the Country Office level and staff have received an orientation; both Lao and English versions are also available. All new staff receive orientation as part of induction. First aid training has been provided to staff in the field and Vientiane offices. ChildFund Laos engages PIB staff in supporting regular first aid trainings, and they are available to provide follow-up training for staff.  |
| **Action plan to further reduce risk** | **By whom** | **When** |
| Transportation and vehicle policy reinforcement as part of regular staff training | HRAM | Spot checks every 2 months (both Vientiane and field offices) |
| First aid training follow-up for staff  | HRAM | Annually |
| Ensure updates of safety and security management guidelines are up to date and refresher trainings on safety and security management guidelines are conducted regularly  | HRAM & PPDO | Annually  |
| Monitor contracts and insurance of vehicle rental suppliers and ensure they are valid | HRAM | Quarterly |

**PNG**

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| Vehicle accidents | Serious injury or fatality; disruption of operation; impact on staff morale; compensation  |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **People and OH&S** | **Moderate** | **Likely** | **Moderate** |
| **Risk management strategy** |
| Regular servicing of vehicles; rules & procedures for vehicle safety; briefings for staff. |
| **Action taken since last review** |
| Vehicle speed monitored by the security company, with maximum speed limits set for the vehicles on highway. These issues discussed during staff meetings. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. Regular reporting on maintenance issues and appropriate action taken. Making sure that insurances are up to date.
 | Namuel | On-going |
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**Vietnam**

| **Description of Event** | **Describe****Consequences of event occurring** |
| --- | --- |
| Accidents resulting in injury, possible death. | Financial cost to organisation (penalties, fines, litigation, workers’ compensation) |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| **People and WHS** | **Moderate** | **Possible** | **Moderate** |
| **Risk Management Strategy** |
| Training for all staff and a commitment to a safe workplace. Personal Accident Insurance, Public Liability Insurance. Regular Reminders on equipment maintenance, hygiene. Periodic checks of equipment and furniture to ensure good condition. First Aid/Fire Safety Policies. Ongoing review of WHS policies in the COM, annual WHS survey, regularly maintained and updated medical kits at the office, all ChildFund cars and motorbikes, annual review personal accident insurance, update vehicle first aid kits, regular checking of furniture, electronic systems and equipment in the quarterly internal admin audit; quarterly equipment maintenance, logbook system of all office equipment; conducted first aid and fire safety training; medical newsletters, disaster alerts; safety induction for visitors to ChildFund Vietnam, filing of legal papers relating to staff’s travel safety  |
| **Action taken since last review** |
| Refresh training of First aid skills has been organised for 12 staff (both new staff and those who have not been trained for more than three years). The training of Sport first aid has been organised for 15 ADO program staff and ChildFund’s drivers. Topic on staff security and safety are discussed in every staff meeting in all offices for sharing any solutions for any potential risk to staff and office facilities; New and green offices for Cao Bang in April, for Hanoi in September 2017. Trees as gifts for birthday program started from Jan 2017, air purifiers were installed in the Hanoi office from early 2017 due to rising pollution levels.In order to mitigate the risk of motorbike accidents while travelling to the field, ADO staff tried to plan works together better so that they could combine trips in a group travelling by car, using public bus more, delegating and empowering partners better to reduce the number of monitoring trips. ChildFund also issued new policy of supporting petrol for staff when using their own car to travel to the field. |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| 1. Staff workplace health and safety surveys, followed by an action plan developed to improve the situations to ensure staff security and safety
 | HRO, local admin staff | Dec 2017 |
| 1. Green Office program is refreshed in ADOs
 | Office Manager | Feb 2018 |

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| **Risk 13 – A major cyber attack** |

| **Description of Event** | **Describe Consequences of event occurring** |
| --- | --- |
| Major cyber attack on ChildFund systems | Potential corruption, loss or theft of data, resulting in disruption to operations. Privacy implications. |
| **Risk Category** | **Consequence Rating** | **Likelihood Rating** | **Risk Rating** |
| Management Systems and Controls | **Moderate** | **Likely** | **Moderate** |
| **Risk mitigation strategy & measures in place to minimize risk** |
| Increasing staff awareness in relation to malware, spam, viruses etc. Updated anti-virus software and firewalls installed. Infrastucture review underway. |
| **Action taken since last review** |
| A review of anti-virus software was undertaken in Q2 2017 and a new version implemented across all PCs in Sydney and PNG Raising awareness of staff with regular dissemination of Australian government virus warnings New anti-virus software placed on Sydney and PNG servers New firewall implemented across Sydney servers in Q3 2017 |
| **Action plan to further reduce risk** |
| Agreed action | By whom | By when |
| IT infrastructure and service provider review for Sydney and PNG currently in process. | AG/BG | 30 June 2018 |
| Organisational IT usage Policy to be introduced. Business continuity planning to be considered | AG/BG | 30 June 2018 |
| Organisational cyber liability and privacy insurance policy | AG | 31 December 2017 |