



RISK MANAGEMENT POLICY

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RISK MANAGEMENT

1. Introduction

1.1. What is the purpose of this document?

SeeBeyondBorders is subject to certain risks that affect our ability to operate, serve our clients, and protect assets. These include risks to employees and volunteers, liability to others, and risks to property. Controlling these risks through a formal program is necessary for the well-being of the organization and everyone in it.

This document relates to SeeBeyondBorders' operations in Cambodia. It sets out SeeBeyondBorders':

- Methodology for assessing risk
- Risks identified
- Processes adopted to bring identified risks to people's attention as well as to mitigate or minimise those risks

This is a dynamic document and will constantly require developing and updating as experience grows.

2. The Context

2.1. Who are we?

SeeBeyondBorders is registered as a charity in Australia and the United Kingdom and operates as a registered international non-government organisation in Cambodia. We have no religious or political affiliations.

SeeBeyondBorders' trip participants are generally adults. Anyone under the age of 18 years must be accompanied by a parent or adult guardian. Therefore, our standard of care and approach to risk management acknowledges adults' rights to choose and their responsibility to act and behave in a mature manner, taking responsibility for their own actions and informing themselves before making decisions. SeeBeyondBorders staff are always there to assist, and we can and do provide information that stems from our experience. We cannot foresee every eventuality and we do not condone the way everyone chooses to exercise their choices.

2.2. Our objectives

Our objective is to have more children complete their primary education and progress to lower secondary school.

We train teachers, develop school infrastructure and support local families educating their children in Cambodia - a country that has been ravaged by war, genocide, repression and starvation.

We involve people from developed countries in our work by accompanying groups of teachers to help teach Cambodian teachers and other volunteers to work on projects that range from teaching sports lessons to primary aged children to laying concrete or painting buildings. Ours is an integrated approach, involving approximately 50 schools divided between two provinces across Cambodia.

Offering opportunities for other nationalities to experience and learn from an Asian way of life is fundamental to our success, and our key point of difference. Promoting mutual respect and dignity, ongoing local control and management and building in minimal dependency and maximum sustainability underpins the way we work.

2.3. Stakeholders

- SeeBeyondBorders Board of Directors and Trustees
- Staff and volunteers working in several different countries
- Donors and supporters – including those who have been participants on In-country programs and those who are planning to do so

3. Definitions

3.1. Risk

Risk can be defined as: “The probability or threat of damage, injury, liability, loss, or any other negative occurrence that may have an impact on objectives.”

3.2. Risk Management

Risk Management can be defined as: “The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects”

3.3 Participant

A ‘**participant**’ is any person who has travelled to Cambodia to take part in a project team, who is not a permanent member of SeeBeyondBorders staff, or an international volunteer.

3.4 Staff and Volunteers

‘**Staff and volunteers**’ are people who hold contracts with SeeBeyondBorders, whether this be a permanent contract, fixed term contract or volunteer agreement.

3.5 Person

The term ‘**person**’ refers to all participants, staff and/or volunteers.

4. Risk Management Policy

4.1 Policy

SeeBeyondBorders aims to use the best practice in risk management to support and enhance our activities. We will ensure that risk management is integrated with our decision-making processes.

We will use a structured risk management program to minimize reasonably foreseeable disruptions to operations, harm to people, and damage to the environment and property. We will always attempt to identify and take advantage of opportunities as well as minimizing adverse effects.

We will train our staff to implement risk management effectively. We will strive to continually improve our risk management practices.

4.2 Responsibilities

The staff and volunteers of SeeBeyondBorders are accountable to the CEO of SeeBeyondBorders and the Board of Directors for the implementation of the risk management and risk assessment process. Ultimately, responsibility for the management of risk in the business lies with the CEO and the Board.

4.3 Process

A systematic process to managing risk has been established. All staff and volunteers are briefed on this process and provided with a copy of the Risk Management Policy and the related appendices. Participants of in-country programs will be briefed on the risks associated with the projects they are undertaking.

5. Practical Approach to Risk Management

SeeBeyondBorders has adopted a practical approach to Risk Management.

There are three main elements to the approach, each with its own process:

5.1 Establish the context

- Overarching objectives
- Implicated stakeholders
- Measurement criteria
- Define Key elements

5.2 Identifying and Analysing the Risk/s

a) *Identify risks*

- What can happen?
- How can it happen?

b) *Analyse risks*

- Review existing controls
- Establish impact
- Establish likelihood

c) *Evaluate risks*

- Evaluate risks, and
- Rank risks

5.3 Treatment of the identified risks

- Identify options
- Select the best responses
- Develop treatment plans
- Implement

6. Identifying and Analysing the Risk/s

The SeeBeyondBorders Risk Register uses the following terms and definitions:

6.1. Risk Impact Scale

RATING	POTENTIAL IMPACT
Catastrophic	SeeBeyondBorders could be put out of business Legal Action and Police Involvement Death of a member of staff, volunteer or participant
Major	SeeBeyondBorders would be severely threatened Legal Action and Police Involvement Permanent Physical or Psychological Injury to a trip participant and/or a member of the communities we work with and/or staff and volunteers
Moderate	Effort required to rectify the situation and/or Incident Report required about the event and/or Possible visit to the Police station to make a report Possible visit to a Doctor or Hospital Possible Insurance claim
Minor	Remedied by supervising staff members
Negligible	Very small impact

6.2. Risk Likelihood Scale

RATING	POTENTIAL LIKELIHOOD OF EVENT OCCURRING
Almost certain	Will probably occur Could occur on more than one occasion during an In-country Program
Likely	High probability Likely to arise on one occasion on an In-country Program
Possible	Reasonable likelihood May arise on an In-country Program – but equal likelihood of event not occurring
Unlikely	Plausible, but event will probably not occur
Rare	Very unlikely, but not impossible

6.3. Risk Priority and Risk Management Scale

SeeBeyondBorders will manage risk according to its priority as outlined in the table below.

Impact	Probability/ Likelihood				
	Rare	Unlikely	Possible	Likely	Almost Certain
Minor	Low	Low	Low	Medium	Medium
Moderate	Low	Low	Medium	Medium	High
Major	Medium	Medium	Medium	High	High

Definitions of the ratings scale are outlined in the table below:

RATING	RISK MANAGEMENT
Low	<ul style="list-style-type: none"> ▪ SeeBeyondBorders staff aware of risk(s) ▪ Risk to be considered whenever planning for SeeBeyondBorders In-Country programs and when planning other SeeBeyondBorders operational activities.
Medium	<ul style="list-style-type: none"> ▪ SeeBeyondBorders staff aware of risk(s) ▪ To be an integral part of SeeBeyondBorders Risk Management Plan ▪ Risks and their management will be included in orientation sessions pre-program departures, and in training for new staff and volunteers ▪ Risks and their management will be included in ongoing discussions during program planning and evaluation and on an ongoing basis with staff and volunteers
High	<ul style="list-style-type: none"> ▪ SeeBeyondBorders staff aware of risk(s) ▪ To be an integral part of SeeBeyondBorders Risk Management Plan ▪ Risks and their management will be included in orientation sessions pre-program departures, and in training for new staff and volunteers ▪ Risks and their management will be included in ongoing discussions during the program planning and evaluation, and on an ongoing basis with staff and volunteers. ▪ Checklist developed for management of specific risk

7. Risk Areas

Areas where potential risks are considered to arise are as follows:

7.1. Public safety

- Personal safety
- Personal items
- Environmental
- Political
- Disease / health
- Road / vehicle safety
- Inappropriate behaviour

7.2. Landmines

- Personal safety
- Public safety
- Injury

7.3. Program activities

- Not able to participate
- Injury
- Personal safety

7.4. Child protection

- Inappropriate behaviour

7.5. Special areas

- Cycling tours

7.6. Funding

- Counter-Terrorism
- Corruption

Risk assessments have been conducted for all of the above areas and are attached to this Policy as Appendices.

8. Ongoing Management

The SeeBeyondBorders senior management team has the ultimate responsibility to control risks. Control includes making decisions regarding which risks are acceptable and how to address those that are not. Those decisions can be made only with the participation of staff and volunteers, because each individual understands the risks of his or her own tasks better than anyone else in the organization. Each is responsible for reporting any unsafe conditions they see, or any situations which they believe present a previously un-identified risk. Also, each is encouraged to suggest ways in which we can operate more safely. SeeBeyondBorders is committed to the careful consideration of everyone's suggestions, and to taking appropriate action to address risks.

SeeBeyondBorders is committed to the ongoing improvement and implementation of its risk management strategy through:

- Education of SeeBeyondBorders' staff and volunteers in Australia, UK and Cambodia about the organisation's risk management plan, its purpose and objectives, and their specific responsibilities to ensure the plan is fully implemented.
- Constant review of SeeBeyondBorders' risk management plan to ensure it continues to meet the needs of the organisation and its members, as well as any relevant legal and legislative standards.

RISK MANAGEMENT

In the event that an incident does occur, despite all reasonable controls being exercised, this will be reported immediately to the Country Manager and CEO who will take the necessary steps to report the incident to appropriate individuals and/or authorities.

9. Policy Management

This policy takes effect from the date of approval by the Board as noted below.

Amendments and or developments will be recommended to the Board from time to time as deemed appropriate by the CEO together with the Administration Manager and the Advisory Committee. Formal reviews will take place before the expiry of three years from the anniversary date of approval by the Board. Recommendations for change will require Board consideration and if necessary Board approval.

Approved by the Board

Date: _____

By (Australia Board representative): _____
(Director)

Formal review required on or before: _____ (Date)

Approved by Trustees

Date: _____

By (UK Board representative): _____
(Director)

Formal review required on or before: _____ (Date)

Version Number	Review Date	Reviewed By	Approved By	Effective Date	Supersedes
Version 2	12/4/2016	Louise Foodey			N/A

Appendix 1 – Identified Risks: Public Safety

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
1.0	Public Safety <i>Personal safety</i>	<ul style="list-style-type: none"> ▪ Person is kidnapped 	Major	Rare	Medium	<ul style="list-style-type: none"> – Project Team Participants & International Volunteers are advised to register their travel plans with the Australian or UK Government Dept. of Trade and Foreign Affairs before arriving in the country – Regular check on the location of all group members during in-country project team activities – Monthly action plans submitted by staff members to indicate their whereabouts – SeeBeyondBorders' staff receive latest Government advice from Smart Traveller website to be aware of any particular current risks
1.1	Public Safety <i>Personal safety</i>	<ul style="list-style-type: none"> ▪ Person is injured or at risk as a result of: <ul style="list-style-type: none"> ○ Separation from a project team group ○ Theft ○ Electric shock ○ Crowds ○ Public incident or accident 	Moderate	Possible	Medium	<ul style="list-style-type: none"> – SeeBeyondBorders staff and volunteers should maintain a current list of mobile phone numbers to be contacted in case of emergency – In the interest of personal safety, if participants have a Cambodia-valid mobile phone number, they are requested to provide this to SBB staff for distribution among group members. – SeeBeyondBorders strongly recommends that during project team visits, at least three participants are together at all times. Both project team participants and international volunteers are encouraged to be vigilant of their surroundings and take special care after dark – All persons are advised: <ul style="list-style-type: none"> ○ to be aware that building standards are different and electrical wiring may be a hazard ○ to take precautions against injury and/or theft in crowded areas and be aware of suspicious or unusual activity ○ to avoid any form of crowd that appears to be a demonstration – All persons are strongly advised not to offer 'good Samaritan' assistance in any public incident or accident as there is no legal

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
						<p>protection and foreigners could be deemed liable and/or targeted for extortion</p> <ul style="list-style-type: none"> - SeeBeyondBorders staff in Cambodia will have medical insurance cover provided by the organisation to ensure that a level of care can be provided when needed. They will need to determine if this is adequate in their own particular circumstances..
1.2	Public Safety <i>Loss, Theft, Damage</i>	<ul style="list-style-type: none"> ▪ Personal items, e.g. passport, camera, laptop, valuables are lost, stolen or damaged ▪ SeeBeyondBorders workplace items such as motorbikes and laptops are lost, stolen or damaged either during course of business or outside of work hours 	Moderate	Possible	Medium	<ul style="list-style-type: none"> - Project team participants and international volunteers are advised <ul style="list-style-type: none"> ○ not to take unnecessary valuable items with them to Cambodia ○ not to leave personal items of value in view in their rooms ○ to use safety deposit boxes where available for cash and travel documents and lock items of value in their luggage ○ to take special care of possessions, particularly in crowded areas; be vigilant, help each other and apply common sense. - Staff and volunteers are required to read and sign relevant policies (Vehicle, IT equipment) which govern the use of SBB property both during and outside of work hours. - Staff will maintain due safety and diligence in the care of SBB property in their use.
1.3	Public Safety <i>Environmental</i>	<ul style="list-style-type: none"> ▪ Person is injured as a result of: Insect, snake or animal bites 	Moderate	Possible	Medium	<ul style="list-style-type: none"> - All persons are advised <ul style="list-style-type: none"> ○ to take precautions against insect bites with protective clothing and repellent ○ to keep away from roaming dogs and generally not touch animals ○ to seek advice from their doctor or travel doctor regarding immunisation and prophylactics to prevent diseases ○ not to wander off either in town or rural areas by themselves ○ Advise SBB staff prior to departure of anaphylactic allergies and carry an "Epi-Pen" at all times.

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
						<ul style="list-style-type: none"> - SeeBeyondBorders staff in Cambodia will have medical insurance cover provided by the organisation to ensure that a level of care can be provided when needed. They will need to determine if this is adequate in their own particular circumstances.
1.4	Public Safety <i>Environmental</i>	<ul style="list-style-type: none"> ▪ Contaminated water and/or poor sanitation and hygiene may be hazardous to personal safety, in extreme circumstances leading to hospitalisation 	Moderate	Possible	Medium	<ul style="list-style-type: none"> - All persons are strongly advised <ul style="list-style-type: none"> ○ to only drink bottled water or bottled/canned drinks and to avoid ice in local restaurants ○ to drink plenty of bottled water to stay well hydrated ○ to always carry and use hand sanitizer before eating and drinking, in the absence of soap and clean water ○ to avoid ground water and not swim in lakes or rivers - Saline solution or bottled water is used to clean grazes and cuts.
1.5	Public Safety <i>Political</i>	<ul style="list-style-type: none"> ▪ Elections lead to a change in government ▪ Political instability requires evacuation from the country 	Major	Unlikely	Medium	<ul style="list-style-type: none"> - SeeBeyondBorders staff and volunteers keep abreast of in-country political developments through news channels. - Program participants are advised to check the current political situation with their Foreign Country Office/ Department of Foreign Affairs before travelling. - SeeBeyondBorders staff and volunteers are in a position to advise how to leave the country if necessary. - Program participants and SeeBeyondBorders volunteers are required to take out comprehensive travel insurance before arriving in Cambodia.
1.6	Public Safety <i>Political</i>	<ul style="list-style-type: none"> ▪ Person posts an inappropriate message on social media, which brings SeeBeyondBorders into disrepute ▪ Authorities approach SeeBeyondBorders about inappropriate messaging and threaten to close us down 	Major	Unlikely	Medium	<ul style="list-style-type: none"> - All SeeBeyondBorders staff and volunteers sign our IT Equipment policy which includes clauses on the appropriate use of internet and email - All program participants sign a code of conduct before arriving in the country - Limited numbers of persons have access to add content to SeeBeyondBorders social media pages and this is closely monitored -

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
1.6	Public Safety <i>Disease/health</i>	<ul style="list-style-type: none"> ▪ Person becomes ill, leading to possible dehydration ▪ Person needs to be hospitalized 	Moderate	Possible	Medium	<ul style="list-style-type: none"> – Program participants are required to take out travel insurance with adequate cover and strongly advised to use AIG Travel Insurance – Program participants are advised to seek advice from their doctor or a travel doctor prior to departure regarding immunization, prophylactics to prevent diseases, and medication for diarrhoea and/or vomiting – SeeBeyondBorders' staff and/or trained first aiders on Program refer person to hospital if and when appropriate – SeeBeyondBorders' staff are aware of location and contact details of hospitals and/or International SOS clinics (see Appendix 1) – Advise SBB staff prior to departure of anaphylactic allergies and carry an "Epi-Pen" at all times. – SeeBeyondBorders staff in Cambodia will have medical insurance cover provided by the organisation to ensure that a level of care can be provided when needed. They will need to determine if this is adequate in their own particular circumstances.
1.7	Public Safety <i>Road/vehicle safety</i>	<ul style="list-style-type: none"> ▪ Person is injured or dies as a result of traffic incident as a pedestrian or vehicle passenger 	Major	Unlikely	Medium	<ul style="list-style-type: none"> – SeeBeyondBorders strongly recommends that at least three people are together at all times, are vigilant of their surroundings and take special care after dark – Program participants and international volunteers are advised: – to take special care around traffic owing to volume of traffic and minimal observance of road rules, as well as driving on right-hand side of road – not to ride on motorbikes as a passenger or driver – if feeling unsafe in any vehicle, to speak up and ask the driver to take care, or leave the vehicle. – SeeBeyondBorders staff and volunteers are required to read and sign the Vehicle Policy and adhere to requirements for safe travel and storage of motor vehicles – SeeBeyondBorders staff in Cambodia will have medical insurance cover provided by the organisation to ensure that a level of care can be provided when needed. They will need to

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
						determine if this is adequate in their own particular circumstances.
1.8	Public Safety <i>Inappropriate behaviour</i>	<ul style="list-style-type: none"> Person behaves in a culturally inappropriate manner according to local customs and norms 	Minor	Possible	Medium	<ul style="list-style-type: none"> SeeBeyondBorders' pre-departure orientation information provides guidelines on behavioural and cultural considerations to minimize personal negative impact SeeBeyondBorders' staff are available throughout the in-country program to offer advice and guidance on behavioural and cultural matters

Appendix 2 – Identified Risks: Unexploded Ordinances (UXOs)

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
2.0	UXOs <i>Personal Safety</i>	<ul style="list-style-type: none"> Schools in rural areas may be on or near areas that have not been demined. Person enters a mined area and puts themselves at risk Schools or SeeBeyondBorders use soil for facilities improvement that has come from an uncleared area or is not checked for 	Moderate	Possible	Medium	<ul style="list-style-type: none"> All participants are briefed on the history of UXOs in Cambodia before commencing activities and they are told to remain in well-trodden areas and on well-used roads SeeBeyondBorders' staff and/or trained first-aiders are in attendance at each in-country Project location SeeBeyondBorders staff are aware of areas near participating schools which may pose a landmine risk, and they do not enter these areas, either alone or with others. Staff and volunteers are aware of relevant organisations to contact in incidences of UXO contact, SeeBeyondBorders collects information on where soil has come from for use in its programs Soil is not utilised in Bavel unless cleared by the Commune chief or equivalent
2.1	UXOs <i>Public Safety</i>	<ul style="list-style-type: none"> A school student or member of the local community enters a mined area and puts themselves at risk 	Moderate	Possible	Medium	<ul style="list-style-type: none"> SeeBeyondBorders staff are aware of areas near participating schools which may pose a landmine risk, and they do not enter these areas, either alone or with others.
2.2	UXOs <i>Injury</i>	<ul style="list-style-type: none"> Person(s) are injured by a landmine 	Major	Unlikely	Medium	<ul style="list-style-type: none"> A First Aid kit is available at each Program activity location (Teaching workshops and Project team locations)

						<ul style="list-style-type: none"> - SeeBeyondBorders' staff and/or trained first-aiders are in attendance at each location - SeeBeyondBorders staff are aware of areas near participating schools which may pose a landmine risk, and they do not enter these areas, either alone or with others. - SeeBeyondBorders' staff and volunteers are briefed on where to find the nearest hospital/medical centre, and a list is included in Appendix 7 of this Policy - Staff and volunteers are aware of relevant organisations to contact in incidences of UXO contact,
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Appendix 3 – Identified Risks: Project Team Activities

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
3.0	Project Team Activities <i>Not able to participate</i>	<ul style="list-style-type: none"> ▪ Person is unable to participate in daily Project Team activities owing to injury or illness 	Minor	Possible	Low	<ul style="list-style-type: none"> - If the injury or illness is not severe and does not require medical intervention or hospitalization, person is advised to rest in hotel for the day - SeeBeyondBorders' staff member regularly checks person's welfare in person and/or via phone - Project Team activities are reorganized to minimize impact of absent participant
3.1	Project Team Activities <i>Injury</i>	<ul style="list-style-type: none"> ▪ Participant is injured during a Project Team activity ▪ SeeBeyondBorders staff member or volunteer is injured during a Program activity ▪ Child or community member is injured during activities 	Moderate	Possible	Medium	<ul style="list-style-type: none"> - A First Aid kit is available at each Project Team activity location (Teaching workshops and Project team locations) - SeeBeyondBorders' staff and/or trained first-aiders are in attendance at each location - All persons are advised to bring covered shoes to protect feet during activities at schools, on building projects, cycle rides, uneven surfaces, visits to ancient temple sites, etc. - SeeBeyondBorders' staff and volunteers are briefed on where to find the nearest hospital/medical centre, and a list is included in Appendix 7 of this Policy.
3.2	Project Team Activities	<ul style="list-style-type: none"> ▪ Participants find the activity too challenging 	Minor	Unlikely	Low	<ul style="list-style-type: none"> - Project Team activities are voluntary

	<i>Personal safety</i>					<ul style="list-style-type: none"> - Participants are encouraged to take regular breaks during activities and water is provided - Participants are fully briefed before commencing a task with the Projects Team in schools and/or communities to ensure the assignment is within their physical capabilities. - Participants are asked to provide a health clearance letter from their doctor if they have a pre-existing medical condition, or are over the age of 55. - Project Team participants are required to take out travel insurance with adequate cover and strongly advised to use AIG Travel Insurance
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Appendix 4 – Identified Risks: Child Protection

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
4.0	Child Protection – Staff & Volunteers <i>SeeBeyondBorders person(s) - volunteers or staff – witness, suspect or have reported to them an instance of child abuse</i>	<ul style="list-style-type: none"> ▪ SeeBeyondBorders Person(s) witnesses an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. ▪ SeeBeyondBorders Person(s) suspect an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. ▪ SeeBeyondBorders Person(s) have reported to them an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. 	Major	Unlikely	Medium	<ul style="list-style-type: none"> - SeeBeyondBorders Person(s) receive regular training on child protection issues and on their obligations to report concerns or allegations of child exploitation and abuse, and policy non-compliance. - Copies of the SeeBeyondBorders Child Protection Policy, including contact numbers for reporting, are given to all SeeBeyondBorders Person(s), are placed on the Intranet/ Shared Drive, & relevant information displayed in the offices. - SeeBeyondBorders appoints Child Protection Officers to provide support to SeeBeyondBorders Person(s) in the implementation of the Child Protection Policy. - SeeBeyondBorders program planning ensures adequate supervision of staff and adult/children ratios, through engagement of teachers and parents in activity facilitation.
4.1	Child Protection – Team Participants <i>Inappropriate behaviour by Project Team and</i>	<ul style="list-style-type: none"> ▪ Team Participant(s) attempts to groom a child ▪ Team Participant(s) uses language or behaviour towards children that 	Major	Unlikely	Medium	<ul style="list-style-type: none"> - In the pre-departure orientation session, participants are briefed on their obligations in relation to SeeBeyondBorders' Child Protection policy, as well as culturally appropriate behaviour with children.

	<i>Teacher Team Participants</i>	<p>is inappropriate, harassing, abuse, sexually provocative, demeaning, or culturally inappropriate.</p> <ul style="list-style-type: none"> ▪ Team Participant(s) uses physical punishment with a child. ▪ Team Participant(s) takes inappropriate photographs of children 				<ul style="list-style-type: none"> – Participants are under the supervision of a SeeBeyondBorders staff member at all times while on location at schools and in communities – Program activities never allow individual participants and children to be alone together – SeeBeyondBorders strongly recommends that at least three people are together at all times, and they be vigilant of their surroundings and aware of suspicious or unusual activity. – Participants sign a Code of Conduct declaration that includes an undertaking to abide by the SeeBeyondBorders Child Protection Policy. – SeeBeyondBorders staff in Australia and Cambodia receive training on child protection issues and on their obligations to report concerns or allegations of child exploitation and abuse, and policy non-compliance. – SeeBeyondBorders program planning ensures adequate supervision of staff and adult/children ratios, through engagement of teachers and parents in activity facilitation.
4.2	Child Protection – Team Participants <i>Participant witness, suspect or have reported to them</i>	<ul style="list-style-type: none"> ▪ Team Participants witnesses an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. ▪ Team Participants suspect an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. ▪ Team Participants have reported to them an instance of child abuse, including neglect, emotional, physical or sexual abuse, by a third party. 	Major	Unlikely	Medium	<ul style="list-style-type: none"> – Team Participants are briefed on identifying child abuse and their obligation to report any suspicions to a SeeBeyondBorders Staff member immediately. – Team Participants are accompanied by a SeeBeyondBorders’ Staff member at all times. – SeeBeyondBorders Staff are trained in capturing reports of child abuse and the appropriate follow-up actions as outlined in the Child Protection Policy – SeeBeyondBorders strongly recommends that at least three people are together at all times, and they be vigilant of their surroundings and aware of suspicious or unusual activity. – SeeBeyondBorders appoints Child Protection Officers to provide support to Team Participants in the implementation of the Child Protection Policy and follow up support as needed. – SeeBeyondBorders program planning ensures adequate supervision of staff and adult/children ratios, through engagement of teachers and parents in activity facilitation.

4.3	Child Protection – Use of Images	<ul style="list-style-type: none"> ▪ Use of images depicting inappropriate behaviour ▪ Use of images which devalue the child ▪ Use of images without permission ▪ Open, retrieve, store or disseminate any images or videos as described above 	Major	Unlikely	Medium	<ul style="list-style-type: none"> – Verbal permission is sought from children, parents/guardians, teachers or relevant authority for capturing imagery. – Written permission is provided for the publication of any images in public, including posters, SeeBeyondBorders Manuals, websites, social media and advertising materials – No images will be taken of children who are not fully clothed – Images should not seek to highlight any illness, disadvantage or issue of a child or their family – All images should be stored in a secure, password controlled location
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Appendix 5 – Identified Risks: Special Areas

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
5.0	Special areas <i>Cycle Tours</i>	<ul style="list-style-type: none"> ▪ Participant is injured on cycle ride ▪ Participants find the activity too challenging ▪ Participant becomes separated from the group 	Moderate	Possible	Medium	<ul style="list-style-type: none"> – Tour participants are required to take out travel insurance with adequate cover and strongly advised to use AIG Travel Insurance. – Participants are asked to provide a health clearance letter from their doctor if they have a pre-existing medical condition, or are over the age of 55. – SeeBeyondBorders' staff and/or trained first-aiders accompany all cycle rides and can provide First Aid assistance if required. – Tour participants are advised to wear covered shoes and appropriate clothing for cycle ride activities and are required to wear a helmet. – Back-up vehicle is in nearby attendance for in-country programs in case participant needs transportation home or to medical services. – Participants are given tour leader's mobile phone number and are requested to share their Cambodia-valid mobile phone numbers amongst the group. – SeeBeyondBorders staff and volunteers will follow the rules of the road whenever they are engaging in cycling activities as part of their role.

Appendix 6 – Identified Risks: Funding – counter-terrorism and corruption

ID	Key Area	Description of Risks	Impact	Likelihood	Priority	Existing Controls
6.0	Funding – Counter Terrorism	<ul style="list-style-type: none"> ▪ SeeBeyondBorders provides funding or resources to a third party organisation which supports terrorism ▪ SeeBeyondBorders provides funding or resources to individual(s) who support or participate in terrorism 	Major	Unlikely	Medium	<ul style="list-style-type: none"> – SeeBeyondBorders staff in Australia, UK and Cambodia receive training on Counter Terrorism issues and are instructed on the processes and procedures to prevent funds being misappropriated. – SeeBeyondBorders staff in Cambodia conduct informal background checks of beneficiaries to assess whether there is any association with any terrorist organisation or activities. – SeeBeyondBorders staff conduct informal background checks of third parties and assessing whether there is any association with any terrorist organisation – SeeBeyondBorders staff conduct regular checks that beneficiaries and third parties are not listed individuals or organisations on the ‘Consolidated List’ or the ‘List of Terrorist Organisations’. – SeeBeyondBorders endeavours wherever possible to conduct all financial transactions through regulated financial institutions, such as banks or building societies. – SeeBeyondBorders as part of its recruitment procedure conducts reference background checks, and Police Checks where possible, of management, staff and volunteers. – Records are maintained of all assistance provided, who received it and the details of any third parties involved. Regular checks and reviews are undertaken to ensure that assistance was given as intended. – Any suspicious activity is to be reported to the authorities in UK or Australia.
6.1	Funding – Anti-Corruption	<ul style="list-style-type: none"> ▪ SeeBeyondBorders payments are not directed to the beneficiaries most in need; ▪ SeeBeyondBorders payments are diverted away from beneficiaries by people in power ▪ SeeBeyondBorders resources or programs are used to support political ends ▪ SeeBeyondBorders resources or programs are used for 	Moderate	Likely	Medium	<ul style="list-style-type: none"> – SeeBeyondBorders staff in Cambodia conduct informal background checks of stakeholders and partners, particularly those in power, to assess whether there is any reputation or history of corruption/misappropriation of funds – SeeBeyondBorders staff conduct regular checks that beneficiaries and intended recipients are receiving the resources, funds and programs as planned. – SeeBeyondBorders endeavours wherever possible to conduct all financial transactions through regulated financial institutions, such as banks or building societies. – When SeeBeyondBorders conducts cash transactions as part of operational program requirements (eg Conditional Cash Payments), transactions are done in public with other senior parties witnessing the transfer of funds, such as a

		<p>means other than the promotion of improved quality of education</p> <ul style="list-style-type: none"> ▪ Reputational risk to SeeBeyondBorders of unintended usage of program funding, resources or branding 				<p>Commune Chief, President of Women & Children Committee or similar. In addition, SeeBeyondBorders staff will oversee the signing of a document to confirm the transfer has been made to the correct party/parties.</p> <ul style="list-style-type: none"> - SeeBeyondBorders as part of its recruitment procedure conducts reference background checks, and Police Checks where possible, of management, staff and volunteers. - Records are maintained of all assistance provided, who received it and the details of any third parties involved. Regular checks and reviews are undertaken to ensure that assistance was given as intended. - Any suspicious activity is to be reported to the local Police and Cambodian Anti-Corruption Unit (http://www.acu.gov.kh/en_index.php)
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Appendix 7 – Emergency Contact Details

SeeBeyondBorders operates in two provinces of North-Western Cambodia, and the names, locations and contact details of the local medical centres and hospitals are listed below.

District	Hospital/ Medical Centre	Contact Details
Siem Reap	Royal International Angkor Hospital	Phum Kasekam, Khum Sra Ngea, National Highway 6, Siem Reap (+855) (0)12 235888
Siem Reap	Siem Reap Provincial Hospital	Hospital Street, Siem Reap (+855) (0)63 764 091
Siem Reap	Neak Tep Clinic	Ta Neuy Street, Siem Reap (+855) (0)17 928 655
Battambang	World Mate Emergency Hospital	National Road 5, Rumchek 4 Village, Sangkat Rattanak, Battambang (+855) (0)53 952 822
Battambang	Sovann Polyclinic	77 Preah Vihear Street, Kampong Krabey, Svaypor, Battambang (+855) (0)53 6363 777
Battambang	Battambang Provincial Hospital	Preak Mohateap Village, Svaypou Sangkat, Battambang (+855) (0)12 833 261
Other	International SOS Clinic	House 161, Street 51, Phnom Penh (+855) (0)12 816 911
Other	Royal Phnom Penh Hospital	888 Russian Confederation Boulevard, Toeuk Thla, Phnom Penh (+855) (0)23 991 000

District	CMAC Office	Contact Details
Siem Reap	Trang Village, Slor Kram Commune, Siem Reap District, Siem Reap Province	+855-89-993 456 or +855-88-999 3456
Battambang	CMAC Building, National Road No. 5, Andong Chenh Village, O' Cha Commune, Battambang District, Battambang Province.	+855-89-993 456 or +855-88-999 3456
Bavel	CMAC Building, National Road No. 5, Andong Chenh Village, O' Cha Commune, Battambang District, Battambang Province.	+855-89-993 456 or +855-88-999 3456

