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# RISK MANAGEMENT POLICY

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*Change begins with Education*

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## RISK MANAGEMENT

### 1 Introduction

#### **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 business risks, risks to employees, volunteers, visitors, and beneficiaries, liability to others, and risks to property. Controlling these risks through a formal Risk Management program is necessary for the well-being of the organization and everyone in it.

This document relates to SeeBeyondBorders Australia's operations in Australia and Cambodia. Specific risks arising from SeeBeyondBorders UK's operations are treated separately. Although every effort is made to manage these in a consistent manner across all entities, SeeBeyondBorders UK risk management is the responsibility of the UK Trustees.

It sets out SeeBeyondBorders:

- Identified risks
- Methodology for assessing risk
- Processes adopted to manage these risks including bring them to relevant people's attention and processes for mitigating 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 branch of SeeBeyondBorders Australia in Cambodia where it is registered as an international non-government organisation. We have no religious or political affiliations and acknowledge that we cannot foresee every eventuality nor do we condone the way everyone chooses to exercise their choices, but recognise that it is not our place to intervene unless invited to do so.

SeeBeyondBorders also runs trips for teachers and employees of partner organisations as well as the organising the occasional one off trip to see our work for an existing or potential donor. Trip participants are always adults or specifically under the supervision of a parent, so anyone under the age of 18 years must be accompanied by a parent or adult guardian in any circumstance where there is a connection with SeeBeyondBorders. 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 where we work with trip participants, visitors or volunteers, and we can and do provide information that stems from our experience.

We cannot have under 18 year olds doing voluntary work in the office without the direct supervision of a parent or guardian.

#### **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
- Beneficiaries in our programs

## 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 Potentially impacted parties

There are many groups of people who may, at one time or another, be within SeeBeyondBorders’ sphere of influence. These include

- A **‘program beneficiary’** is a person we work with in one of our projects who is a beneficiary of the support that our programs provide in the relevant project activity.
- A **‘partner’** is an individual, or a person representing an organisation, that is or assisting us to deliver our programming in given project locations over a specified time.
- 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.
- A **‘volunteer’** is a person who gives of their time to help us deliver our programming. They may work in Australia or Cambodia and focus on one or more projects or activity such as fundraising or financial management or research. There will generally be a written agreement in place as to the terms under which the volunteering is offered.
- A **‘visitor’** is a person who is either specifically invited or invited by implication by our signage or some other generally welcoming communication, and comes to one of our offices or accompanies us to see examples of our work.
- **‘Staff’** are people who hold contracts with SeeBeyondBorders, whether this be a permanent contract, fixed term contract or longer term volunteer agreement for working in Cambodia.
- The term **‘person’** or **‘people’** refers to all program beneficiaries, partners, participants, visitors and staff and 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 including the areas of anti-fraud and business risks, other harm to people including the protection of children and vulnerable 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 and is detailed in the appendices to this document where the existing controls for each risk are identified. All staff and volunteers are briefed on this process and provided with a copy of the Risk Management Policy and the related appendices. All people will be briefed on the risks associated with their particular interaction with the work of SeeBeyondBorders given the various ways they may interact with the work of SeeBeyondBorders and 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
<b>Catastrophic</b>	SeeBeyondBorders could be put out of business Legal Action and Police Involvement Death of a member of staff, volunteer or participant
<b>Major</b>	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
<b>Moderate</b>	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
<b>Minor</b>	Remedied by supervising staff members
<b>Negligible</b>	Very small impact

### 6.2 Risk Likelihood Scale

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

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

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

## 7 Risk Areas

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

- I. Personal safety
- II. Inappropriate behaviour
- III. Political
- IV. Environmental
- V. Child Protection and Safeguarding of Vulnerable People
- VI. Special Areas
- VII. Working with Partners
- VIII. Business Risks
- IX. Program Risks

There is a detailed risk assessment matrix that is updated at a minimum of annually and/or when any new risks are identified. This is saved within the SBB policies and procedures on their Google Shared Drive and copies are available in each office.

## 8 Ongoing Management

The SeeBeyondBorders senior management team has the ultimate responsibility to identify and control risks on behalf of the SeeBeyondBorders Australia Board and to discuss periodically the major risks with the Board. 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.

In the event that an incident does occur, despite all reasonable controls being exercised, this will be reported immediately to any local management (eg the General Manager Australia or the Country Manager Cambodia 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 Company Secretary 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: 10.08.2018

By (Australia Board representative): \_\_\_\_\_  
(Director)

Formal review required on or before: \_\_\_\_\_ (Date)  
Approved by Trustees

Date: 10.08.2018

By (UK Board representative): Rehman  
(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
Version 3	30/6/2018	Becky Evans		1/7/2018	Version 2

**Appendix 1 – 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

**Appendix 2 - Incident Register**

Incident Reference Number	Date of Incident	Type of Incident	Action Taken	Date Reported to Executive