

The Rachel Swart Fund

Strategic Risk Assessment

Assessed Risk Severity	Critical	Crit
	High	High
	Moderate	Mod
	Minor	Min

Identifying risks to our business			Assessing inherent risks severity			Mitigating risk	Assessing residual risk severity			
Ref	Risk Description	Background	Inherent Likelihood	Inherent Impact	Risk Score (Inherent Exposure)	Control Strategy	Effectiveness	Risk Score (Residual Exposure)	Severity of Residual Risk	Rank
No	Risk Name	Background to Risk	1=Rare 3=Unlikely 5=Moderate 7=Likely 10=Almost certain	1=Insignificant 3=Minor 5=Serious 7=Critical 10=Catastrophic	Do nothing in this column	Management Actions / Strategies in Place	Very Good: 80% Good: 60% Satisfactory: 35% Weak: 20% Unsatisfactory: 10%	Do nothing in these columns		
1	Loss of donor income	* Change in donor priorities * Loss of donor confidence * Lack of proper accounting for donor money - multiple sources of funding * Poor levels of financial discipline * Cyclical donors * New NGO competitors dilute donor Income	5	10	50	* Abreast of knowledge of environment * Regular contact with donors * Diversify donor base * Delivery of quality services * Project reporting to donors * External audits	60%	20	Min	1

3	Reputational risk	<ul style="list-style-type: none"> * Committing to projects without capacity to deliver * Distortion of facts by media * Inexperienced staff actions result in errors which reflect on the organisation 	5	10	50	<ul style="list-style-type: none"> * Management analysis of projects, staff experience and capacity * Pro-active communication policy * Recruitment policies, induction programme and knowledge management * Media scanning * Exit Interviews to limit the risk and take any required corrective action 	60%	20	Min	1
4	Human resource constraints	<ul style="list-style-type: none"> * Losing personnel with strong networks * Succession planning * Loss of experience * Attraction of skills 	5	5	25	<ul style="list-style-type: none"> * Performance appraisals * Market related salaries * Exit interviews * Orientation/staff training * Job descriptions * Policy manual * Strong donor funding and reputation attracts skills 	35%	16.25	Min	3

5	Inadequate information & knowledge management	<ul style="list-style-type: none"> * Loss of institutional memory when staff leave * Filing of important company documentation and emails * Inadequate document management system - IT based * Incorrect record keeping 	5	5	25	<ul style="list-style-type: none"> * Company data base containing key information * IT policy and support * Staff training and orientation * Staff handover process * Standardised IT platform * Quality assurance systems and regular staff reporting 	35%	16.25	Min	3
2	Fraud and Corruption	<ul style="list-style-type: none"> * Theft of funds * Theft of information * False information disseminated 	3	10	30	<ul style="list-style-type: none"> * Strong financial controls * Rigorous editing and review process * Credentials of staff checked 	60%	12	Min	5
6	Catastrophe Scenarios	<ul style="list-style-type: none"> * Major donors unable to fund for six months * Rachel Swart suffers physical (flood or fire) and extensive damage * Infrastructure unusable for a period 	3	10	30	<ul style="list-style-type: none"> * Build up own income to be able to survive for 6 months * Diversify donors and be proactive with donors (obtain prepayments) * Off-site back-ups * Able to rapidly get IT up and running at remote location 	60%	12	Min	5

7	Non-compliance with laws	<ul style="list-style-type: none"> * Loss of NPO and PBO status * Failure to keep abreast of government/private hospital changes in policies and procedures * Non compliance with CIPC or SARS * Non compliance with Labour laws 	1	10	10	<ul style="list-style-type: none"> * Policies and procedures * Board to ensure all laws complied with * Keep up to date with changing legal requirements 	60%	10	Min	7
8	Inadequate or incomplete management reporting	<ul style="list-style-type: none"> * Inadequate project planning & inadequate monitoring & evaluation systems * Accuracy and reliability of information * Completeness of information 	3	5	15	<ul style="list-style-type: none"> * Strong deadline driven management reporting systems * Invest in M&E system * External evaluations including audits of projects * proactive liaison with donors to clarify any potential problems 	60%	6	Min	8

9	Potential litigation	Potential legal liability could arise from the following - * Contractual arrangements not being met, as no contract management function exists * No binding legal agreement with a service provider * Tender agreements are not translated to formal contracts * Inappropriate legal advice; * Conduct of employees / legal exposure of SABR * Public liability - negligence	3	5	15	* Policies and procedures * Written contracts with service providers * Access to expert legal advise * Public liability insurance * Service level agreements with third parties	80%	3	Min	9
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