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StudyBeyondBorders Organisation

RISK MANAGEMENT POLICY

Change begins with Education

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RISK MANAGEMENT POLICY

1 STUDYBEYONDBORDERS IN CAMBODIA OVERVIEW

StudyBeyondBorders in Cambodia (**SBBC**) is a local Cambodian non-government organisation operating in rural areas of Battambang and Siem Reap Provinces. The organisation is supported by an alliance of registered development organisations in Australia (SBBA), the UK (SBBUK), and Ireland (SBBi).

SBBC aims to build capability within Cambodian education policy-making, leadership, mentoring, and training to equip and motivate teachers to provide quality education to children. The organisation is committed to supporting systemic change so that educators are proud to work in the teaching profession and are highly respected by parents, communities, and peers. To this end, SBBC conducts programs to mentor education leaders, upskill teachers, engage parents and communities, and develop resources that together enable the delivery of quality education to schoolchildren. The organisation seeks to embed all its work at the school, district, provincial, and national levels.

2 PURPOSE

StudyBeyondBorders in Cambodia (**SBBC**) is subject to certain risks that affect our ability to operate, serve our clients, and protect assets. These include business risks, financial risks, risks to **SBBC** personnel and beneficiaries, liability to others, and environmental risks. Controlling these risks through a formal Risk Management program is necessary for the well-being of the organization and everyone in it.

This document sets out **SBBC's** approach to identifying risks, assessing level of risk and adopting processes to mitigate or minimise these risks.

3 DEFINITIONS

3.1 Risk

Risk can be defined as: "The effect of uncertainty on objectives" (ISO 31000, 2009).

3.2 Risk Management

According to ISO 31000, the risk management process is a "systematic application of management policies, procedures and practices to the tasks of communication, consultation, establishing the context, identifying, and analysing, evaluating, treating, monitoring and reviewing risk".

3.3 Potentially impacted parties

There are many groups of people who may, at one time or another, be within **SBBC's** 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 assisting us to deliver our programs 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 **SBBC** staff, or a volunteer.
- A '**volunteer**' is a person who gives up their time to help us deliver our programs. They may volunteer for any of our entities and focus on one or more projects or activities 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 SBB, whether this be a permanent contract, fixed term contract or longer-term volunteer agreement for working in Cambodia.
- A **‘Board Member’** is a person who sits on the governing body of **SBBC**.

The term **‘Person’** or **‘People’** as used in this policy refers to all potentially impacted parties who are listed above.

4 RISK MANAGEMENT POLICY

4.1 Policy

SBBC uses risk management to support the achievement of our objectives. We ensure that risk management is embedded into our decision-making processes.

We use a structured risk management ISO 31000 approach to identify, assess and mitigate risk. We seek out risk mitigation opportunities and use risk reporting to provide the Board with assurance that the Organisation’s risks are being managed.

We train our staff to implement risk management effectively. We will continually improve our risk management practices as our risk maturity develops.

4.2 Responsibilities

The staff and volunteers of **SBBC** are accountable to the Managing Director of **SBBC** and the Board of Trustees for the implementation of the risk management and risk assessment process. Ultimately, responsibility for the management of risk in the organisation lies with the Managing Director and the Board.

4.3 Process

This outlines the essential stages of risk management to enable effective assessment, treatment, and mitigation of risks while ensuring organisational resilience and strategic alignment.

Scope, Context, and Criteria

This involves tailoring the risk management process to meet the organisation’s specific needs. This can be achieved through:

- 1- Identify the Scope: Clearly define the area, process, or activity that will be assessed for risks, ensuring alignment with **SBBC** objectives.
- 2- Understanding Context: Assess the internal and external factors that may influence risks.

A systematic process for managing risk is demonstrated in SBBC’s Organisational Risk Register. The Organisational Risk Register lists risk and its levels on the left, then details mitigating controls, and next identifies the level of effectiveness after controls have been implemented. If the level of effectiveness is low, then more controls will be added to minimize the risk. This is discussed at quarterly Board meetings and at monthly Leadership Team meetings in Cambodia, and updated where appropriate.

All staff and volunteers are briefed on this process and provided with access to the Risk Management Policy and the related appendices during their induction and on Shared Drive. All People will be briefed on the

risks associated with their particular interaction with the work of **SBBC** and the projects they are undertaking.

5 RISK MANAGEMENT

SBBC has adopted a practical approach to Risk Management. There are several elements to the approach:

5.1 Identifying and analysing the risk/s

Risk Assessment is a structured process containing three interrelated steps:

a). Identify risks (Pinpoint potential Risks that could impact the objectives by reviewing processes, activities, and external factors to identify vulnerabilities or uncertainties).

- What could happen?
- How could it happen?

b). Analyse risks (Evaluate the identified risks in terms of their likelihood and potential impact).

- Establish impact before controls
- Establish likelihood before controls
- Confirm risk priority level (using risk management scale in 5.3)

c). Risk Evaluation (Compare the analysed risks against the established risk acceptance criteria to determine which risks require action and their priority).

5.2 Treatment of the identified risks

- Review existing controls and their effectiveness
- Identify any additional mitigating controls to be taken to further reduce risk
- Implement the mitigating controls
- Assess the effectiveness of the mitigating controls
- Review the mitigating controls and update treatments where necessary

5.3 Monitoring and Review

Risk management is not a one-time activity. Continuous monitoring ensures the operating environment and risks are reassessed as conditions change. Regular reviews confirm that the risk management process remains effective and aligned with organisational objectives.

5.4 Communication and Consultation

Engage stakeholders at every stage to foster a shared understanding of risks and to ensure support for decisions. Open and clear communication enhances transparency and collaboration throughout the process.

6 SBBC ORGANISATIONAL RISK REGISTER

The SBBC Organisational Risk Register uses the following terms and definitions:

6.1 Risk Impact Scale

RATING	POTENTIAL IMPACT
Catastrophic	SBBC could be put out of business Legal Action and Police Involvement Death of a Person

Major	SBBC would be severely threatened Legal Action and Police Involvement Permanent Physical or Psychological Injury to a Person
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

6.2 Risk Likelihood Scale

RATING	POTENTIAL LIKELIHOOD OF EVENT OCCURRING
Almost certain	Will probably occur Could occur on more than one occasion
Likely	High probability Likely to arise on one occasion
Possible	Reasonable likelihood May arise on one occasion

6.3 Risk Priority and Risk Management Scale

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

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

Mitigating controls and actions are all listed in the **SBBC** Organisational Risk Register (see **Appendix B**). **SBBC** staff and volunteers are aware of all risks, with the Organisational Risk Register being available for everyone to access, and risk management included in induction and orientation activities.

High priority risks are discussed at Board level on a quarterly basis and also discussed at Leadership Team meetings every month. Risk ratings are subject to change whenever it is deemed appropriate (e.g. risk of election disruption was high before, during and immediately after the Cambodian elections, but this risk has now been downgraded to a lower level).

6.4 Controls Effectiveness Scale

RATING	POTENTIAL EFFECTIVENESS OF EXISTING CONTROLS IMPLEMENTED	Action Required
High	The controls are highly effective, capable of eliminating the risk entirely or substituting it with a less harmful alternative.	No further action required unless there are opportunities for optimization.
Medium	The risk remains but is mitigated by barriers that reduce its likelihood or severity. These measures can isolate the risk or limit its impact significantly, and may involve managerial or chain-of-command interventions.	Suggested treatments are needed to enhance control measures and reduce the risk to an acceptable level.
Low	The controls are minimally effective, failing to eliminate or substantially reduce the risk itself.	Immediate suggested treatments are necessary to ensure proper risk mitigation.

7 RISK AREAS

Areas where potential risks are considered to arise are as follows, and the owner of that area of risk is identified below:

- I. Personal safety (Owner: Provincial Manager)
- II. Inappropriate behaviour (Owner: Human Resource Manager)
- III. Political (Owner: Managing Director)
- IV. Environmental (Owner: Program Design and MEAL Lead)
- V. Child Protection and Safeguarding of Vulnerable People (Owner: Child Protection Officer)
- VI. Special Areas (Owner: Managing Director)
- VII. Working with Partners (Owner: Senior Project Manager)
- VIII. Business and Finance (Owner: Finance Manager)
- IX. Program Risks (Owner: General Manager Programs)

As mentioned previously, **SBBC** has a detailed Organisational Risk Register that is updated at least annually and/or when any new risks are identified. The owners of each area of risk, as detailed above, hold overall responsibility for that area but may choose to delegate the ownership of specific risks to another individual. The details can be viewed on the Organisational Risk Register which is saved with the Risk Management Policy in the Administration section of the Google Shared Drive and copies are available in each office.

8 ONGOING MANAGEMENT

The **SBBC** senior management team has the ultimate responsibility to identify and control risks and to discuss the High-level risks with Board members on a quarterly basis. Control includes making decisions regarding which risks are acceptable and how to address those that are not with suggested treatments as needed. 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 unidentified risk. Also, each is encouraged to suggest ways in which we can operate more safely. SBB is committed to the careful consideration of everyone's suggestions, and to taking appropriate action to address risks.

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

- Education of **SBBC** staff and volunteers about the organisation's risk management policy, its purpose and objectives, and their specific responsibilities to ensure the policy is fully implemented.
- Constant review of the **SBBC** risk management policy to ensure it continues to meet the needs of the organisation and its stakeholders, as well as any relevant legal and legislative standards.

In the event that realized risk does occur, despite all reasonable controls being exercised, this will be reported immediately to any member of the Senior Leadership Team who will take the necessary steps to report the incident to appropriate individuals and/or authorities and ensure the incident is recorded in the Incident Reporting Register (**Appendix A**).

9 PROJECT LEVEL RISK ASSESSMENTS

Risks are also considered for each project following the same approach as outlined in this policy. The Organisational Risk Register can be used as a template for assessing and mitigating project risks. The project manager reviews these risks in monthly project team meetings and adjusts them depending on the circumstances, the stage of project implementation, or any external changes.

10 POLICY MANAGEMENT

This policy has been approved by the General Manager Shared Services and the Managing Director of SBBC as noted below.

Amendments will be recommended to the Managing Director from time to time as deemed appropriate by the General Manager Shared Services, usually annually. Formal reviews are recommended every three years from the anniversary date of approval by the Managing Director. Recommendations for minor changes can be approved by the General Manager Shared Services before the Managing Director review every three years.

Doc Ref	Doc Type	Board	Managing Director	Sub-Committee	Minute Ref
RMTP/12/2024/1.0	Policy Establishment	N/A	Approved/12/2024		Email

1. Appendix A - Incident Register

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

2. Appendix B – Risk Register

Code	Risk Area	Risk Description	Impact Description	Owner	Impact level	Likelihood or Probability	PRIORITY LEVEL	Existing Controls	Controls Effectiveness	Treatments	Notes
		Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Who's responsible?			(IMPACT X PROBABILITY) Address the highest priority first.	What are the existing controls? What can be done to lower or eliminate the Impact or Likelihood?		What should be done to improve medium and low effectiveness?	