

The University of Hong Kong
Faculty of Social Sciences
HKU-HKJC ExCEL3

One-day Workshop on
"How to Avoid Disaster for NGOs"

Tuesday, June 7, 2016
Presented by Margaret Coates and Samuel Tong

Risk Registers
Presented by Margaret Coates
Principal, Margaret Coates, Consultant

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Risk Registers / Presented by Margaret Coates

Risk Category	Description of Risk	Ranking (Before Mitigation)	Mitigation	Ranking (After Mitigation)	Further Action Required	Risk Owner
Fund Raising	Loss of major donor	H	Broaden donor base	M	Initiate FR drive	FR Mgr
Governance	Succession planning	H	Regular review by Board	M	Engage head hunter	ED
Financial	Fraud	M	Internal controls; training	L	Induction of new staff	Finance Mgr
Operations	Hacking into computer system	M	Firewalls; backup	L	Develop business continuity plan	IT Mgr

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▶ Why have a Risk Register?

- ▶ Written Record
 - ▶ Institutional memory
 - ▶ Training tool
- ▶ Useful Management Tool
 - ▶ Setting direction & expectations
 - ▶ Reporting tool on actions & issues

▶ Key Points:

- ▶ Knowledge sharing allows meaningful oversight
- ▶ Aid to transparency, accountability

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▶ Risk Tolerance (Risk Appetite)

- ▶ Risk averse v Risk taker
- ▶ Culture of the organisation
 - ▶ Established v start-up
 - ▶ Deep pockets v financially unstable
 - ▶ Cutting edge advocate v care provider
- ▶ Board to agree on NGO's risk tolerance and write it down so it's transparent & can be shared with stakeholders

▶ Key Points:

- ▶ What really matters: the risk tolerance of the organisation
- ▶ Risk Statement

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- ▶ Owner of Each Risk
 - ▶ Take action, follow up, report
 - ▶ Responsibility, not fault
 - ▶ Accountability
 - ▶ Ensure implementation & not a paper exercise
- ▶ Key Points:
 - ▶ Each risk must have a Risk Owner

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- ▶ Mitigation
 - ▶ What to do to manage the risk
 - ▶ Before crisis: to avoid a crisis or reduce its impact
- ▶ Key Points:
 - ▶ Identify appropriate & realistic mitigation actions

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- ▶ Small Group Exercise: Preparing a Risk Register
 - ▶ Each group to take the risks identified in their Real Case & populate the Risk Register
- ▶ Key Points:
 - ▶ The Risk Register is a management tool

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