



Risk Management Policy

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DEFINITION OF TERMS

Below are some specialist terms and their meaning as used in this Risk Management Policy.

Acceptable Level of Risk	The acceptable level of risk reflects the decision by an organisation's management to accept the risk (likelihood and consequences of a risk). This is also known as the organisation's risk appetite.
Communication and Consultation	Continual and iterative processes that WWCA will endeavour to conduct so as to provide, share or obtain information, and to engage in dialogue with stakeholders regarding the management of risk.
Consequence	The outcome of an event affecting WWCA's objectives.
Control	A measure that modifies (usually, reduces) the identified risk.
Likelihood	The chance of something happening.
Residual Risk Level	The risk remaining after risk treatment.
Risk	The effect of uncertainty on objectives or threat or possibility that an action or event will adversely or beneficially affect WWCA's ability to achieve its objectives
Risk Appetite	The amount and type of risk that WWCA is willing to retain
Risk Assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk Level	The risk rating calculated using likelihood and consequence criteria after considering the existing control environment.
Risk Management	Coordinated activities undertaken by an WWCA to control or reduce risk; also defined as a process which provides assurance that objectives are more likely to be achieved; damaging events will not happen or are less likely to happen; and beneficial things will be or are more likely to be achieved
Risk Management Framework	Process
Risk Management Policy Statement	
Risk Management	

This broadly

articulates

how risk

management

is integrated

into and

WWCA's formal statement of its overall intentions and direction regarding risk management.

The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Risk Matrix

A tool for ranking and displaying risks by identifying ranges for consequence and likelihood

Risk Owner

A person or entity with the accountability and authority to manage a risk.

Risk Register	A record of risks identified and how they are managed within WWCA
Risk Retention	Acceptance of the potential benefit, or burden, of a particular risk that WWCA has identified; or WWCA's decision to take responsibility for a particular risk it faces, as opposed to transferring or avoiding the same.
Risk Tolerance	WWCA's or stakeholder's readiness to bear the risk after treatment in order to achieve its objectives
Risk Treatment	The process of selecting and implementing measures or 'treatment options' to modify risks or their potential consequences.
Stakeholder	A person or organisation that may affect, be affected by, or perceive themselves to be affected by, a decision or activity taken by WWCA.

1.0 ABOUT WWCA

Western Wildlife Conservancies Association (WWCA)

The Western Wildlife Conservancies Association (WWCA) is the LANDSCAPE representative body and voice for conservancies in Western Kenya. Our role is to help catalyse the conservancy movement by connecting, informing, convening and representing conservancies and other key stakeholders in a shared effort to make wildlife conservancies thrive in Kenya.

Our Mission: To build and promote wildlife conservation in an efficient, reliable, effective safe and environmentally friendly through enhanced conservation mouth piece for socioeconomic development besides, application of innovative best practices in the region.

Our Plan: Communities derive multiple benefits from the management of land and natural resources under sustainable wildlife conservancies

Our Long-Term Vision: To a leading wildlife association in Kenya that promotes peaceful co- existence, a secure environment and development for sustainable livelihoods in the Western Landscape.

Value Proposition

We draw our mandate from the wide membership of grass root communities and private landowners with the influence to determine the future of wildlife outside LANDSCAPE parks and reserves. We are the central hub for information gathering and sharing on conservancies. Because of this, we hold the unique position to connect LANDSCAPE and interna-tional actors to local-level

conservancies and vice versa. These connections — from funding opportunities to technical support to investor interests to policy demands — are making the conservancy landscape much richer and stronger as a whole.

Our core values

Community Engagement: Involving local communities in conservation efforts and decision-making processes.

Enhancing livelihoods through education, training, and sustainable development programs.

Commitment: Dedication to the preservation and protection of wildlife and natural habitats.

Implementing best practices in wildlife management and habitat restoration.

Collaboration: Building strong partnerships with government agencies, NGOs, local communities, and the private sector.

Creating a platform for sharing ideas, resources, and best practices

Partnerships: We recognise the value of strong long-term partnerships to accomplish our goals.

Our Approach

Convene: We bring key stakeholders together to ensure inclusive and informed processes, decisions and actions.

Connect: We link key stakeholders, partners and supporters together in an effort to build stronger, more effective conservancies.

Inform: We collect and distribute information about and for conservancies in order to positively influence decisions, policies and practices.

Represent: We serve as the voice of conservancies and ensure their interests, needs and stories are heard by key decision makers and other stakeholders.

2.0 WWCA RISK MANAGEMENT POLICY STATEMENT

Western Wildlife Conservancies Association (WWCA) recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates. Risks arise due to the organisation's operational undertakings and from external sources. Risks occur in numerous ways and have the potential to impact financial performance, reputation, health and safety, community and the overall performance of the organisation.

WWCA commits itself to manage and mitigate risks (threats and opportunities) in its operations and programs as part of its organisational culture, under a dynamic risk management framework. This risk management policy serves as a management and regulatory process and risk management awareness for WWCA LCC, EC, staff, members, partners and suppliers. The policy provides a systematic overview, focus and holistic reference point for risk aversion and management, decision making and planning and proactive management of all types of risks. The key to WWCA's success is the effective management of risk to ensure organisational objectives are achieved. In pursuit of this, WWCA has developed for implementation this risk management policy.

WWCA is a LANDSCAPE membership organisation of over 64 community and privately-owned and managed conservancies dedicated for wildlife conservation. These conservation efforts determine the future of the wildlife of the country. WWCA relies on membership fees and services, donor grant and investments to enable achieve its mandates. As such WWCA is exposed to multiple risks related to membership and financial stability, nature and environmental catastrophes including climate change, land use changes thus context shift, pandemics, technology, data security among others. In addition, a number of LANDSCAPE and inter LANDSCAPE biodiversity, environment, land and fiscal policies and legislations affect the growth of the conservancies in Western Kenya.

To have a structured approach to management of risks, WWCA developed this risk management policy with the main objective of providing a systematic guide for the Association's leadership and its staff with a view to

2.1 Objectives of WWCA Risk Management Policy

within the current and changing circumstances and environment within which WWCA operates. This Policy therefore aims at;

- a) Developing a structured framework and process that will guide WWCA in identifying potential internal and external risks, thereby protecting organization's assets and where possible exploiting the said risks for the benefit of all the stakeholders.
- b) Creating a systematic, uniform and pro-active approach to identify, assess, analyse, make decisions and preparedness to disruption and risk management
- c) Recommending innovative strategies for managing, minimizing or eliminating the identified risks
- d) Facilitating WWCA to align risk management to the Association's programs and operation and create a culture of risk awareness, ensuring financial sustainability and business continuity.

suit WWCA internal and external working environment.



Risk management forms part of WWCA's governance, is integrated in strategic planning, and addresses both strategic and operational risks.



Risk management shall be undertaken in a transparent, inclusive and relevant approach, resulting in continued improvement

2.2 WWCA Risk Management Principles




Risk management shall be a priority in all WWCA programs and activities implemented by the LANDSCAPE Conservancies Council, Executive Committee, staff and partners.



Risk management shall be structured and systematic, based on available information, and it shall be tailored to

members and stakeholders that include but not limited to:

-  Ownership of risks and risk treatment shall be assigned to relevant organisational roles, incorporates risk management accountability and risk reporting at LCC and secretariat levels;
-  Adverse risk tolerance shall be determined through development of risk treatment actions to manage risks to an acceptable level, additional control measures shall be adopted if necessary;
-  LANDSCAPE Conservancies council shall oversee the implementation of the risk management policy and provide assurance to members and stakeholders on continuous commitment to organisational development;
-  Risk monitoring and treatment actions shall be undertaken on an ongoing basis and reported by the secretariat to the LCC on a regular basis, to assess the effectiveness of the risk policy;
-  WWCA will communicate and consult with its members and stakeholders on its approach to risk management.

2.3 Policy Scope

This risk management policy applies to WWCA's programs, governance and management structures and processes, and its office-based and field operations. It forms part of the governance framework of the organisation and guides risk management in WWCA's engagement with all its

 LANDSCAPE Conservancy

Council LCC)  Executive

committee (EC)

 Secretariat

 Volunteers &

Interns 

Conservancy Members

 Land scape conservancies

associations  Government

Agencies


 Suppliers &

Contractors 


Conservation partners


 Development

partners  Donors

 Private sector partners

The above stakeholders will generally assist in:-

 Involved in identification, analysis, evaluation and treatment of risks.

 Determining what risk information is communicated to whom, and who should be consulted on which risk issue

3.0 RISK GOVERNANCE

WWCA adopts an inclusive risk governance structure for effective decision making and management of risks. The governance structure below identifies the various shared responsibilities of risk management among the various internal structures of the organisation and its key stakeholders.

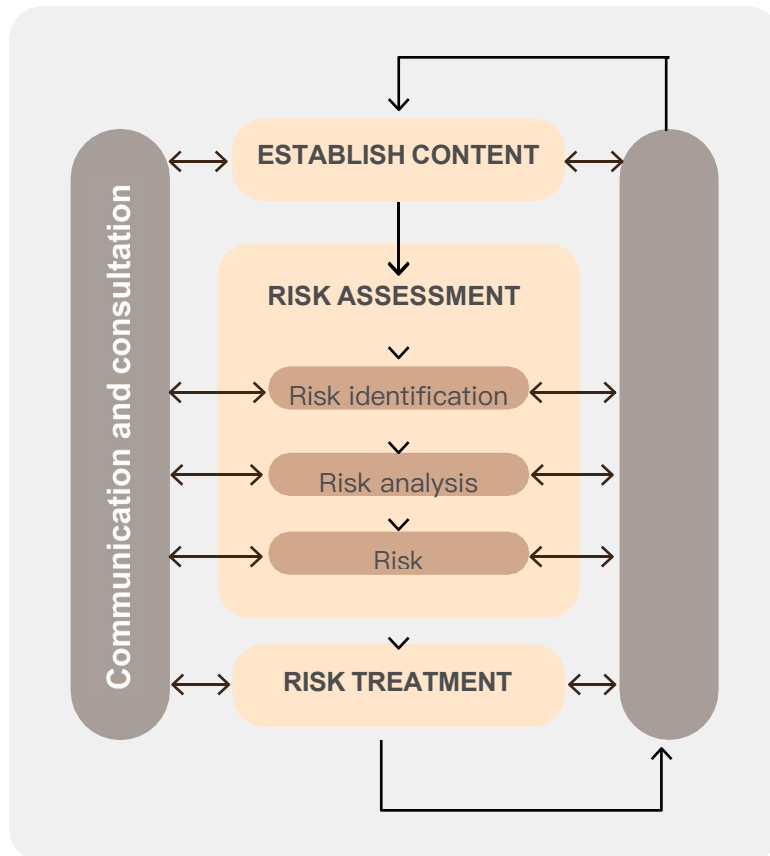
WHOM	RESPONSIBILITIES
LANDSCAPE Con-servancies Council (LCC)	<ul style="list-style-type: none"> • Endorses and reviews the organisation Risk Management Policy • Set and specify the types and degree of risk that WWCA is willing to accept in pursuit of its goals, • Provides policy, oversight and review of risk management • Ensures an appropriate risk management framework is in place • Ensures a positive risk culture is in place • Authorises the Risk Management Policy • Sets risk appetite and tolerance • Directs strategy and reviews strategic risks • Receives risk reports • Reports risks of significance to appropriate stakeholders
Executive Committee (EC)	<ul style="list-style-type: none"> • Oversees the implementation of risk management across the organisation • Regularly reviews the Risk Register and other risk management reports • Identifies new and emerging risks especially strategic risks and identifies risk owner • Ensures that the risk owner has the knowledge, authority and resources to implement the risk mitigation plan • Guides the implementation of risk management across the organisation • Communicates risk information back to the organisation • Communicates key risk issues to the Risk and Audit Committee • Advises LCC of emerging risk and strategic risks • Reports progress of risks to LCC • Fosters a positive, risk-aware culture across the organisation

Chief Executive Officer (CEO)	<ul style="list-style-type: none">• Provides organisational leadership for the development, implementation and review of the risk management policy• Supports the ongoing resourcing and implementation of risk management• Designing and implementing overall risk management process• Establishing the level of risk the organisation are willing to take• Reviews organisational context and identifies new and emerging risk• Closely monitors high risk issues
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	<ul style="list-style-type: none"> • Ensures risk management is integrated across key organisational strategic and operational planning and reporting. • Ensures staff members understand their responsibilities in respect to risk management • Explaining the external risk posed by corporate governance to stakeholders • Fosters a positive, risk-aware culture across the organisation • Oversees communication and reporting to the EC and LCC • Has the authority to approve the closure of operational risks • Appoint a staff to serve the roles of risk manager • Provides leadership and stakeholder engagement in relation to the identification and management of significant inter-agency risk issues
Audit & Risk Committee	<ul style="list-style-type: none"> • Provides assurance to LCC on the effectiveness of the system of internal control and risk management • Provides assurance and advise on effectiveness to the Risk and Audit Committee on the management of specific risks
Officer responsible for risk management	<ul style="list-style-type: none"> • Perform risk assessment; analysing current risks and identifying potential risks that are affecting the organisation. • Describe risk and communicate to the relevant level of governance for risk evaluation and treatment. • Risk reporting tailored to the relevant audience. • Create business continuity plans to limit risks • Implement health and safety measures and purchasing insurance as a risk transfer mechanism. • Communicate risk policies and processes for an organisation. • Guide compliance audits including liaising with internal and external auditors • Build risk awareness amongst staff by providing support and training
Staff	<ul style="list-style-type: none"> • Identification of risks within their respective areas of duties and communicate to the risk manager • Participate in the monitoring of risks and risk treatment • Fosters a positive, risk-aware culture within the organisation • Implement and comply with risk management policies and procedure
Conservancy Members	<ul style="list-style-type: none"> • Inform the organisation of potential risks they face and which could extend to WWCA • Comply with risk management policies and procedures • Develop their respective Risk management policies to manage risks they may face and caution against extension of the risks to other conservancies.
Contractors	<ul style="list-style-type: none"> • Comply with risk management policies and procedures

4.0 RISK MANAGEMENT PROCESS

The risk management process used in this Policy is based on InterLANDSCAPE risk management standards (ISO 31000) Standards which follows the process as shown in Fig 1 below.



~~WWCA adopts a five-phase approach to risk~~

~~• Risk evaluation~~

management to enable effective identification, assessment, management and monitoring to any risks that the organisation may be exposed to.

These phases include:

i) Establishing the context

ii) Risk Assessment

- Risk identification
- Risk analysis

iii) Risk mitigation/ treatment

iv) Risk reporting and communication

v) Risk monitoring

To develop and regularly update the risk register, WWCA will be guided by the summary of each step described below.

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4.1 Establishing the Context

WWCA risk management process will begin by establishing the diverse scope and categories of risks which the organisation may face. The purpose of this step is to determine the scope for the risk management activities at WWCA. This include both the internal and external environments in which risks may occur e.g. strategic, operational, financial, regulatory/legal, cultural, social etc. WWCA will take into consideration of its objectives, obligations, values, stakeholders' expectations as captured its strategic planning to determine risk tolerance.




4.2 Risk Identification






WWCA will undertake a process to identify potential risks, risk cause, potential consequences and areas of impact, and management controls already in place to mitigate the risk. In this step all potential risks are identified and arranged in four tasks as follows;

-  Category of risk
-  Identification and description of the risk
-  Identifying the existing risk management control.
-  Identify the proposed risk treatment method




WWCA will involve its LCC and secretariat to identify potential risks associated with WWCA's objectives. Risk identification will be carried during development of five year strategies and annual

workplans and budgets. The following shall guide WWCA risk identification process:

-  Assessing inherent risk against each project objective through a risk identification workshop.
-  Feedback from conservancy members, LCC members, staff and other stakeholders on likely risks events
-  Evaluate current internal problems, gaps and challenges that may pose potential risk if not addressed




-  Drawing lessons from past experiences from similar organizations that have been impacted by similar risk events
-  Structured and un-structured thinking on likely obstacles that may impact attainment of desired results
-  Risk identification will include identifying a “risk event” (what might go wrong), cause of event and effects and impacts of risk event.
-  Identified risks shall be documented in the risk register maintained by the officer responsible for risk management
-  The officer responsible for risk management shall continuously update the risk register as new risks emerge and existing risks diminish, so that at all times WWCA risk register shall be relevant the organizations’ objectives.

among the risk management team to ensure the risks are:

-  Correctly profiled
-  Determined at the right level
-  Assigned to the right risk owner

4.3 Risk Analysis

WWCA will evaluate quantitatively and qualitatively each potential risk to ascertain likelihood and impact of risks. Risk analysis will consist assessment of:

-  Likelihood–Rating of each risk being realised
-  Impact–Rating of the consequence of each of the risk if it occurs
-  Existing controls–detailing existing controls that may minimize or enhance the risk.

The above ratings will be based on careful

Risk Likelihood Ranking Criteria

LIKELIHOOD LEVEL	DESCRIPTION EXAMPLES	PROBABILITY OF OCCURRENCE	VALUE (1-5)
Very Low	<ul style="list-style-type: none"> Not expected to occur, no previous incident or evidence of occurrence, Likelihood of over 50 years 	<20%	1
Low	<ul style="list-style-type: none"> May occur only in exceptional circumstances, little opportunity, reason or means to occur. Typical frequency once every 20 years 	>20%- 40%	2
Medium	<ul style="list-style-type: none"> May occur at some time, few or infrequent recorded incidents or evidence, some opportunity, reason or means to occur. Typical frequency once every 10 years. 	>40%- 60%	3
High	<ul style="list-style-type: none"> Can be expected to occur/recur in many circumstances, regular recorded incidents and strong evidence, Typical frequency once every 5 years. 	>60%- 80%	4
Very High	<ul style="list-style-type: none"> Will likely occur/recur in most circumstances, high level of recorded incidents and strong evidence Typical frequency every 1 year or less. 	>80%- 100%	5

Risk Consequence/Impact Rating Criteria

IMPACT RATING	STRATEGIC	FINANCIAL	OPERATIONAL	REPUTATIONAL	POLITICAL	LEGAL/ COMPLIANCE
Critical 5	<p>Significant negative impact on the achievements of WWCA Strategic goals likely to lead to significant, interruption of operations, requiring Intervention by members annual/special general meeting</p>	<ul style="list-style-type: none"> Over 50% negative financial impact to WWCA budget and assets Inability to ensure accuracy or completeness of external financial reporting 	<p>Disruption or cessation of critical operations for a period of greater than 3 months</p>	<p>Any event picked by inter LANDSCAPE or local media, regulators, and government negatively affecting WWCA's reputation, jeopardise licencing or leading to regulator action or substantial loss of membership</p>	<p>Political or election Violence, Terrorism or war and other political process/policies with significant impact to WWCA's delivery of strategic goals or significant interference of majority of conservancies operations</p>	<ul style="list-style-type: none"> Conviction or judgement for civil or criminal cases against WWCA (LCC or its senior employees) Sanction applied by donors, government or members against WWCA

Major	4	Significant negative impact on achievement of WWCA strategic plan requiring LCC intervention	<ul style="list-style-type: none"> Up to 50% negative financial impact to WWCA budget and assets Inability to detect or prevent conflicts/ frauds in financial transactions 	Substantial threat to operations for a period of up to 2 months	Significant LANDSCAPE wide coverage by mainstream or social media resulting in substantial negative reputation for WWCA or loss of up to half membership	Political events, decisions and policies impacting achievements of a number of WWCA's strategic goals or operations of conservancies operations in more than one landscape	Breach and/or civil lawsuit and/or criminal charges laid against WWCA or its senior employees Event/ omission leading to court of law and/or warning donors
Moderate	3	Negative impact on achievement of WWCA's activities requiring EC intervention	Up to 10% financial impact on WWCA's budget and assets	Disruption of critical operations for up to 1 month	Adverse coverage by at least one mainstream media, complain by more than ten members, resulting in negative publicity and embarrassment or threat of withdrawal of membership	<ul style="list-style-type: none"> Political events, decisions and policies impacting WWCA operations and activities or operations of conservancies within one landscape 	Significant level of complaints/ incidents where there is a high chance of legal or compliance action.
Minor	2	Some negative impact on achievement of WWCA's operations requiring CEO intervention	Up to 5% financial impact to WWCA's budget and assets	Disruption of operations for not more than 1 week	Complaints raised by at most five members or other stakeholders	Political events, impacting implementation of WWCA activities or operations of up to five conservancies	Isolated complaints that can be managed by WWCA legal team.
Insignificant	1	Negligible impact on WWCA strategic goals, objectives and activities manageable through staff intervention	Up to 2% financial impact on WWCA's budget and assets	Disruption of operations for not more than one full day	Issues raised by less than two members or staff but resolved promptly or within two days	Events likely to have negligible impact on strategic objectives, activities and member conservancies	Minor and normal complaints resolved in the course of business

4.4 Risk Evaluation

Allocation of resources, a regular risks prioritisation process shall be undertaken by WWCA team to rank the risks in terms of significance/impact and in assigning treatment. WWCA adopts a low risk tolerance for high risk, with risk appetite cascaded over time ensuring the risk level are always outweighed by the likely benefits or opportunities from the actions. Risk evaluation shall include:

- Assigning a risk value for every risk based on likelihood of occurrence
- Assigning a risk score based on the likely consequence or impact for the specific risk

To determine whether risks should be retained or tolerated, WWCA will implement a risk rating evaluation based on the matrix below.

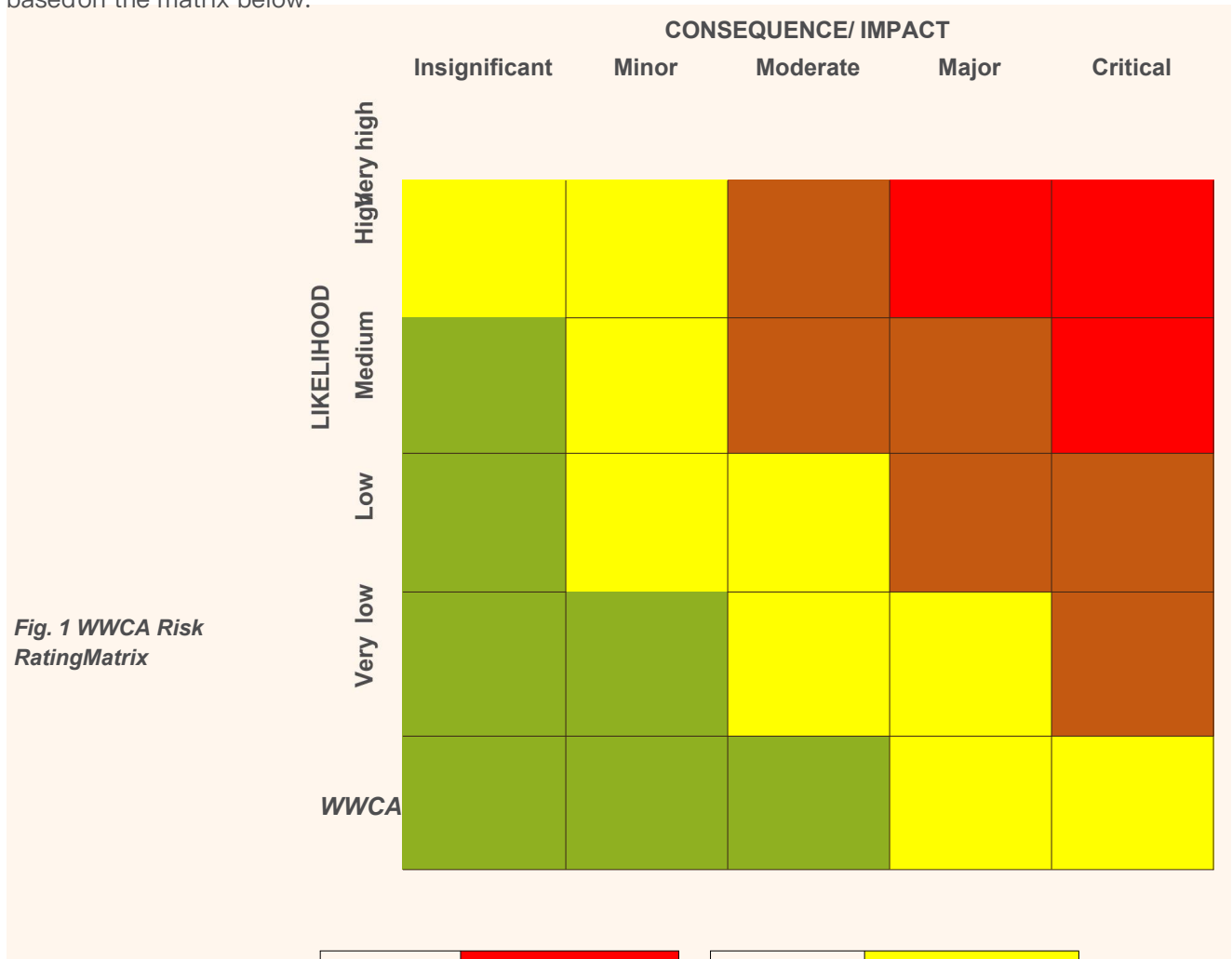


Fig. 1 WWCA Risk Rating Matrix

Extreme	Red	Medium	Yellow
High	Brown	Low	Green

To decide whether to escalate or retain





WWCA shall apply the guideline:

RISK LEVEL	ESCALATION AND RETENTION GUIDELINES
Red	Escalate to LCC, risks generally not accepted or retained
Brown	Escalate to the CEO/ Executive Committee, risks not generally not accepted or retained
Yellow	Escalate to officer responsible for risk management, specific risk management actions may be needed. Risk May be retained and managed internally.

Fig. 2 WWCA Escalation

4.5 Risk Mitigation

WWCA risk response encompass all possible management responses to risk, including opportunities, uncertainties or hazards. Risk response options include:


-  Risk avoidance,
-  Risk transfer,
-  Conscious decision to retain risk, or
-  Assuming greater risks to take advantage of perceived opportunities.

WWCA risk appetite and strategy will determine appropriate response and financial capacity to absorb unexpected disruption or losses. Understanding the limitation and impact of each risk before implementation shall be undertaken to ensure risk mitigation does not generate additional risks, while recognising that risk response measure may not necessarily eliminate all the risks.



Fig 3 WWCA Risk Responses Options

Upon identifying the appropriate means of risk mitigation, WWCA shall develop and implement new risk management controls or augment existing controls to effectively mitigate the identified risks, based on the steps below:

-  Identify the risk mitigation options

Select the most suitable risk mitigation







option(s) Develop risk mitigation plans

Implement and review risk mitigation plan


Table 1 General Guidelines to Identify Risk Mitigation Options

Risk Level	Risk Treatment Guidelines
EXTREME	Immediate action required to actively manage risk and limit exposure
HIGH	Cost/benefit analysis required to assess extent to which risk should be treated—monitor to ensure risk does not adversely change overtime
MEDIUM	Constant/regular monitoring required to ensure risk exposure is managed effectively, disruptions minimised and outcomes monitored
LOW	Effectively manage through routine procedures and appropriate internal controls




Depending on the risk level above, specific options for treatment of the risk may be adopted. These include. But not limited to:–

-  Avoiding the risk by not starting or carrying on the activity that gives rise to it, or by changing how the activity is undertaken;
-  Removing the source or cause of the risk;
-  Reducing the likelihood of the risk's occurring;
-  Limiting or minimising the consequences of the risk should it occur;
-  Sharing the risk with another party or parties (i.e. insurance, contracts, partnering); or
-  Retaining the risk by informed decision and approval of the LCC or Executive Committee.

To choose the most suitable risk mitigation option, WWCA will weigh the costs of implementing mitigation plan against the benefits it is likely to deliver. Issues to consider include:–

-  Resources (financial, manpower, etc) required

to implement the mitigation option

-  Feasibility of implementing the mitigation option;
-  How effective the mitigation option is likely to be in reducing or removing the risk;
-  Potential impact of the mitigation option on stakeholders' value, perceptions or interests (some options may be more acceptable to stakeholders than others)

~~Whether the mitigation option will~~

compromise or be in conflict with members, donors, legal, regulatory or other obligations your organisation has;

Possible unintended consequences of the mitigation option — risk option themselves may affect other existing risks, or may introduce new risks (known as secondary risks);

Failure or ineffectiveness of a risk mitigation option is itself a risk.

4.5.1 Developing a Risk Mitigation Plan


WWCA will integrate risk mitigation planning into its strategy and program development processes. WWCA risk mitigation plan shall contain the following:

- Name of the mitigation plan;
 - Risk(s) the plan is intended to mitigate;
 - The plan's objectives and proposed actions;
 - Name(s) of risk owner(s) responsible for the plan's development and execution;
 - Resource requirements including time, costs and other inputs;
 - performance measures and monitoring of progress made periodically;
 - Timing and scheduling; and
- Secondary risks that may arise from the mitigation.



4.5.2 Implement and Review Risk Mitigation Plan


WWCA develops and implements the risk mitigation plan using a cyclic process designed to ensure high degree of success, reduce or eliminate risk and avoid secondary risks. The risk mitigation plan will be monitored and reviewed based on the following stages:


 Implement the risk management


plan;  Assess mitigation plan

effectiveness ;  Determine any

residual risk;

 Implement a new risk mitigation option to address residual risks;

 Assess the effectiveness of the new mitigation option;




 Re-assess and re-rate the risk taking into account the control/mitigation measures in place.

4.6 Risk Reporting and Communication

WWCA risk management plan is developed, implemented, accessed, reviewed and evaluated with wide consultation of its conservancy members, partners and staff to ensure adequate awareness. The consultation process is designed to ensure correct context analysis, stakeholders' interests and understanding, risk quantification, sharing expertise, incorporating divergent views, secure support, and

enhanced behavioural change for both internal and external actors.

All significant risks are regularly reported to the highest level of the organisation using the following tools:

-  Risk register
-  Annual risk management report 

Incidental ad hoc reporting

WWCA risk reporting and communication targets internal and external stakeholders through diverse communication channels dependant on the audience and consistent to WWCA's communication strategy.

- Development of risk management plan shall be achieved through consultation; one-on-one interviews, group workshops or other appropriate

methods, to ensure knowledge, participation and ownership

- The LCC shall be informed of any risks at levels beyond the acceptable or tolerable level
- Program staff shall communicate to the CEO any potential medium or moderate risks and risk mitigation measures taken.
- Staff shall be informed of the outcomes of risk assessments and risk reviews so they can manage risks appropriately and in accordance with this risk management policy.
- External actors shall be informed of basis on which decisions are made and the reasons why particular actions are required.
- Conservancy members shall be informed of risks likely to affect delivery of membership services, or effective representation, and their impacts

4.7 Risk Monitoring & Review

WWCA risk monitoring shall be continuous ensuring improvement and effectiveness (impacts, benefits and costs) of the risk mitigation plans, to enhance the organisation's value and responsiveness to internal and external effectiveness.

WWCA will conduct ongoing monitoring, formal review and reporting to provide the management team with regular and up-to-date information on risks, risk mitigation options and any issues arising, and assure LCC, conservancy members and partners that

risks are being managed in line with the Risk Management Policy.

Monitoring of risks shall be through annual review of WWCA'S register, ad hoc risk report for high risks, and quarterly staff update meetings. WWCA shall embed risk management in all its organisation's policies, plans and processes including audit to ensure to ensure financial sustainability and business continuity.

WWCA's indicators for monitoring risk management include:

- Number of risks identified
- Number of risks that occurred (i.e. became issues)

- Number of risks that occurred more than once
- Timeliness of remediating internal monitoring findings
- Reduction in the number of extreme risks in the risk register
- Predicted risk severity compared to actual severity
- Number of risks that were not identified
- Cost of risk management
- Number of risks addressed in a given period
- Number of internal monitoring completed per annum,
- Number of internal monitoring findings responded to by management

5.0 RISK CATEGORIES

Risks in this policy are categorised in (Six) Risk Categories for purposes of developing the risk register and for risk reporting. These are:

Risk	Risk Description
STRATEGIC RISKS	<ul style="list-style-type: none"> Inability to adopt changes in the operating environment, making incorrect business decisions and poor implementation of WWCA's overall strategic plan that adversely exposes the organisation to failure/ risks. The control for these risks is clear, documented and actionable strategic plans to guide in decision making
OPERATIONAL	<ul style="list-style-type: none"> Operational risks arise from inadequate internal processes & procedures, omissions & commissions of employees and system failure or malfunctions resulting in potential loss of productivity.
LEGAL/ COMPLIANCE	<ul style="list-style-type: none"> Breach of contract resulting in potential fines or litigation Inadequate compliance systems in place which may result in a loss of partner/ donor trust Compliance risk may also be exposure to legal penalties, financial forfeiture and material loss an organization faces when it fails to act in accordance with relevant laws and regulations, internal policies or prescribed best practices. Legal risks especially arising from the fact that a counterparty to a contract may not be reliable to meet its obligations under law. Such difficulties may arise from several causes, one of the most common being that the contract was not sufficiently well-documented to be legally enforceable.
FINANCIAL	<ul style="list-style-type: none"> Failure to effectively manage the financial resources of WWCA which may result in financial loss Financial risk is inherent in any business enterprise and WWCA is not an exception. Financial risk can fall in various sub-categories including, Credit, Liquidity, Operational Risks e.g. Fraud, Operational failures/mismanagement or technical failures.
REPUTATIONAL	<ul style="list-style-type: none"> Threat to the profitability or sustainability of WWCA mandate caused by unfavourable Member/ donor/ public perception of the organization and its services. Adverse media attention and/or heightened concern of Conservancies or/ local communities
POLITICAL	<ul style="list-style-type: none"> Changes in political landscape/ environment affecting Operating conditions, funding outcomes including but not limited to conservancy management, taxes, currency valuation, wage levels, labour laws, environmental regulations and development priorities

6.0 RISK REPORTING

The purpose of risk reporting is to create awareness of key risks, improve accountability for the management of risk and the timely completion of risk treatment plans. Therefore, risk reporting can be seen as one of the more important aspects of risk management in order to effectively communicate various risk information to stakeholders. It should satisfy the requirements of WWCA stakeholders as well as offer a consolidated view for senior management action.

The key objective is to communicate the overall profile of organisational risks across all business areas. The objectives of risk reporting is to inform Management about their business risk profile, trigger actions and resource allocations where necessary, and assure management about the effectiveness of the risk management process.

As such, risk reporting plays a crucial role in risk management and internal and external risk reporting is vital to ensure the provision of adequate and accurate risk information for decision-making and risk management. Risk reporting is a sub-goal of communication and reports must be prepared on a regular basis advising of changes to the risk exposure and the degree of success being realised by risk response activities.

The LCC should receive enough information to understand the organisation's overall risk profile and its material risks. Once senior management receives risk reports they will be able to become




involved in risk management and make appropriate risk decisions.

Good risk reporting will also generate management involvement and consensus, which will drive the ongoing identification, assessment and control of business risks. It is clear that risk information is not only an upward reporting process, but also requires a top-down communication.




Risk Reporting should not be viewed as a one-way street, with information only being passed upwards, equally important is downward dissemination or feedback. It is crucial that the risk information flowing from top-down and bottom-up should be adequate in order to lead to decisions or actions.


Reporting Mechanism

Details as to who prepares reports, who reviews reports and how often reports are reviewed shall be agreed on by WWCA from time to time. Initially, the following can be adopted:-

-  On an annual basis review WWCA's Risk Management Policy, risk assessment criteria, and the Risk Management Process and its integration and alignment with other organisational processes.
-  On a monthly or quarterly basis (or whatever the LCC meeting cycle is), report to the LCC with an update on the Risk Register and risk treatment plans (particularly for 'extreme' and 'high' risks).
-  On a monthly basis (or during regular planned meetings), review risks and risk treatment plans.

In order to enhance risk reporting process, the Risk Officer should always endeavour to

-  communicate risk management activities and outcomes across the organisation;
-  provide information for decision-making;
-  improve risk management

-  provide risk information and interacting with stakeholders

7.0 RISK APPETITE

Risk appetite is the level of risk an organisation is prepared to accept or pursue. In general, an organisation is more likely to have an appetite for low level risks than for high level risks. There may be exceptions — i.e. a high-level risk, where the potential benefits of which may warrant ‘taking the risk’ — but these are for each organisation to consider carefully.



A well-developed risk appetite statement and process can:


-  Help the organisation better manage and understand its risk exposure
-  Help management make informed risk-based decisions
-  Help management allocate resources and understand risk/benefit trade-offs
-  Help improve transparency for investors, stakeholders, regulators and credit rating agencies.

Risk appetites are unique to each and every organization because they are based on specific strategies and attributes that influence organizational behaviours. According to PwC, a risk appetite statement should communicate the following:


-  Corporate Values: What risks is the


organization unwilling to take and what risks should be avoided?


-  Strategy: What risks are inherent to the strategy?
-  Stakeholders: How much and what kind of risk can they take on?


-  Capacity: How much risk can the organization absorb?

It is the responsibility of every organisation's management to develop a risk appetite statement before tabling to the LCC for approval. In developing a risk appetite, management must analyse the following:

-  Risk profile: What are the top risks of the organization and the controls to mitigate those risks (refer to risk register)?

-  Risk capacity: How much risk can the organization absorb?

-  Qualitative risk assessment: What is the ranking and categorization of the organisation's risk, taking into account controls and risk/reward relationships (refer to risk register)?

-  Quantitative risk analysis: What types of analysis establishes boundaries within which management can operate?

For example; Consider a risk such as 'failure to adequately resource a new service program, resulting in potential impact on objectives and reputation'. It may be that the 'new service program' is a desirable outcome for the organisation but requires additional resources. If the organisation cannot resource it adequately, the program may not be delivered and the organisation's objectives may not be achieved. The outcome would be undesirable but not severe, so attempting to deliver the program may be 'worth the risk'. The organisation would be said to have an appetite for this risk if it chooses to proceed with implementation

8.0 APPROVAL OF THE POLICY

The LCC is the approving authority for the organisation's overall Risk Management System. The LCC will monitor the compliance and approve the Risk Management Policy and any amendments thereto from time to time.

9.0 REVIEW OF THE POLICY

The Risk Management Policy will be the guiding document for risk management at WWCA and will be reviewed as and when required due to the changes in the risk management profile, regulations, best practices or as may be deemed necessary by the LCC to respond to the prevailing risk environment. The policy will be regularly reviewed at least once a year.

Signed by

Chairperson,

For and on behalf of.....

Date

Western Wildlife Conservancies Association

In the Presence of






Chief Executive Officer.....

Date

ANNEXURES

Annex A: Risk Register

The Following are important to note in updating and maintaining the risk register.

- 
 Western Wildlife Conservancies: Risk Register will be a 'live' document once process is approval by the WWCA Management and LCC
 - 
 New risks arising during the year will be subject to formal risk assessment and will be included on Departmental/ Functional Risk Registers.
 - 
 The relevant Risk Officer: Each unit Manager/ officer will maintain a Departmental/Functional Risk Register and will be responsible for updating the
- Risk Officer. In addition, the relevant unit manager will be the Risk Owner and accountable for the risks in their department.
- 
 The functional Risk Registers will be reviewed monthly with an update to the Risk Officer. 'Critical' risks must be highlighted and escalated to the CEO on regular basis and at least once every quarter of a year.
 - 
 The CEO'S role is assessing the risk, confirming the effectiveness of identified control measures and communicating to the LCC/executive committee

(NOTE: The risks listed below are not in any order; in addition risk being dynamic, this register is not exhaustive and will be updated regularly)

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
A	RISK CATEGORY: STRATEGIC RISKS				

1	Loss of conservancy membership	Likelihood - 1Level-4 Impact-5	<ul style="list-style-type: none"> • Clear set of services and programs to support members needs • Regularly update members through quarterly newsletters, emails and meetings • Various platforms for membership reach out and information sharing including:- annual general meetings, annual conservancy leader's policy & governance conferences, regional meetings, and conservancies womenforum 	<ul style="list-style-type: none"> • Fully operationalize Event Bank membership management system to improve members interaction with secretariat • Recruit a membership officer to improve members reach-out • Diversify membership services 	Membership officer
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
2	Unfavourable policy environment that limits conservancy growth and recognition	Likelihood - 2 Level-4 Impact-5	<ul style="list-style-type: none"> • Membership management system that is able to track status (Event Bank) • Ethics committee in the LANDSCAPE conservancy council which addresses membership issues • Regular field visit to conservancies to understand issues on ground • Election by-law that ensure fair representation within governance frameworks. • Democratically managed election with oversight from external partners 	<ul style="list-style-type: none"> • Unlocking and promoting diversifies income streams for conservancies • Review of policy advocacy strategy • Extend policy advocacy beyond wildlife to include other policy frameworks with impact on conservancies • Extend policy advocacy to county levels through regional associations • Extend policy advocacy to inter LANDSCAPE fora. • Improve policy monitoring and 	Policy Coordinator

			conservancies significance established and collated in the State of Conservancies Reports and LANDSCAPE conservancies map	tracking on implementatio n and impact	
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
3	Failure to achieve financial sustainability	Likelihood-4 Level-3 Impact-3	<ul style="list-style-type: none"> • An existing MOU between KWS and WWCA to facilitate modepartnership in policy development • Policy analysis, review structures advocacy • Policy awareness to conservancy members and relevant stakeholders • Recognised and adopted in wildlife LANDSCAPE policy making taskforcesand processes, thus advancing conservancies interests. • Nominate conservancies representation in KWS, KWRTI and Wildlife Conservation Trust Fund governing council/board. 	<ul style="list-style-type: none"> • Provision of membership services at subsidised fees • Roll out of private sector engagement strategy • Diversify benefitsand income streams for conservancies to promote their sustainability • Targeted unrestricted fundraising underway 	CEO

			fundingsneeds and targets	<ul style="list-style-type: none">• Recruit a fundraising/grant sofficer.	
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
4	Change in donor priority	Likelihood - 1 Level- 3 Impact- 5	<ul style="list-style-type: none"> • Existing donors have confidence in WWCA demonstrated by renewed agreements • Strong case built on conservancies ecological social and economic significance and impacts • Influenced government support to conservancies thus building confidence in conservancies. • Influencing donors support to conservancies through participation in relevant LANDSCAPE and interLANDSCAPE for a e.g. ICCF, GEF, CBD, environment partners development working group, etc 	<ul style="list-style-type: none"> • Secure long-term and stable government funding to WWCA and conservancies • Link conservancies conservation programs to other sectors including governance, democracy, public health. • Further building case for conservancies impacts at LANDSCAPE and global fora 	CEO
5	Epidemics and Pandemic	Likelihood - 1 Level- 3 Impact- 5	<ul style="list-style-type: none"> • Risk management plan under development 		CEO

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
7	Risk of Natural Calamities including sustained droughts, outbreak of animal diseases etc that affect and or kill a large percentage of the member conservancies	Likelihood - 1 Level- 3 Impact- 4	<ul style="list-style-type: none"> • WWCA to update 		
B RISK CATEGORY: REGULATORY RISKS					
1	Failure to comply with government statutory obligations that may lead to penalties or de-registration of WWCA	Likelihood Level Impact	<ul style="list-style-type: none"> • Compliance to filing of annual returns to registrar of Societies and income tax returns • Timely monthly payment and compliance with statutory returns including NSS, NHIF • Allocation of adequate funds to cover statutory obligations 	<ul style="list-style-type: none"> • Put in place worksafety and health standards such as fire assembly point 	Accountant
2	Failure to protect WWCA and conservancy members sensitive and confidential information and data	Likelihood Level Impact	<ul style="list-style-type: none"> • ICT policy developed to enhance measures for data protection • Sharing of coded data and information requiring password • Storage of sensitive data and information in firewall and burglar proof safe • Controlled access rights to sensitive and confidential data and information 	<ul style="list-style-type: none"> • Development of data sharing protocols • Roll out of new ICT policy and install measures currently absent • Install internal server to centrally manage data within WWCA control and a strong internet related protection from hacking or safety measures 	<ul style="list-style-type: none"> • Accountant-finance related data • M&E officer-conservancy related data

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
3	Registration of conservancy member that are non-compliant to government regulation	Likelihood Level Impact	<ul style="list-style-type: none"> • Detailed membership recruitment form • Membership admission based on LCC and regional associations verification and background check with KWS • WWCA Constitution outlining on membership eligibility • An ethics committee of LCC to address membership issues and non-compliance • Admission and De-registration provisions of members within WWCA constitution • Sensitisation of conservancies on areas of compliance e.g. management planning, filing of returns including a comprehensive Conservancy Establishment 	<ul style="list-style-type: none"> • Install a centralised domain network with centralised management of devices and users. • Adopt confidential disclaimer to sensitive or confidential data or communication shared externally, including in emails and publications. • Advocate for adoption and gazetting of comprehensive conservancies regulations by KWS and Ministry of Tourism & Wildlife • Develop relevant tools that promote conservancies compliance with existing and other regulations that may arise 	Membership officer

			Guidebook, Conservancy Governance Handbook		
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
C RISK CATEGORY: OPERATIONAL RISKS					
1	Collapse of hardware, software or other technology adopted to support operations	Likelihood-2 Level-3 Impact-3	<ul style="list-style-type: none"> An ICT policy in place A cloud-based server to back up data with strong firewall with ability to detect internet based- security issues External back-up of data through hard drives stored in a fire and burglary proof safe Purchase of hardware and licensed software from authorised dealers, but no existing service level agreements. Outsource ICT services on retainer agreements 	<ul style="list-style-type: none"> Fully implement the ICT policy and install recommended measures to improve hardware, software and data security Develop, implement and monitor service level agreements with system, hardware and service providers 	Communication officer
2	Failure to comply with organisational operational policies	Likelihood -1 Level-3 Impact-3	<ul style="list-style-type: none"> Staff involved in development of the operational policies and further trained to promote compliance Staff contracts require compliance with organisational policies Corrective and disciplinary measures for non-compliance with HR and other policies Regular organisational capacity assessment which includes review of compliance with organisational policies. Annual external audits which look into compliance with organisational policies 	<ul style="list-style-type: none"> Performance review to include compliance with organisational policies Targeted annual sessions to review effectiveness and compliance of organisational policies 	CEO

	Failure to manage Human Capital Risks including	Likelihood - 2Level-3 Impact-4	• On job coaching and supervision for new staff		
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
	<ul style="list-style-type: none"> • Appropriate succession planning • Identification, mentoring and retaining right talent. • Loss of key/skilled/experienced Personnel/Talent • Lack of required set of skills for WWCA's success leading to poor performance • High staff turnover • Lack of effectively planning, organising, directing controlling and motivating Staff in area of responsibility 		<ul style="list-style-type: none"> • Unit has made deliberate efforts to ensure no single person is custodian of critical knowledge or tasks • Various accounts are serviced by at least two persons to minimise reliance on one person. • Talent Reviews and talent development program under implementation to identify and retain staff • Talent Identification, calibration and development program being to be rolled out 		

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
3	Failure to detect fraud in operations	Likelihood-1 Level-4 Impact-4	<ul style="list-style-type: none"> • Anti-corruption and Anti-fraud policy in place • Annual financial audit process which assesses fraud risk • Online banking and M-pesa payment system adopted thus improving tracking of financial operations • Automated messages from bank that alerts payments made • Segregation of duties in payment process, where management and LCC involved in authorisation • Separation of roles in procurement processes among the staff. • A whistle blowing policy to protect individuals in communicating sensitive information in place 	<ul style="list-style-type: none"> • Improve internal audit function • Continued adherence to the relevant policies 	Accountant
D RISK CATEGORY: FINANCIAL RISKS					
1	Inability to meet cashflow obligations to support programs and operations	Likelihood-3 Level-5 Impact-5	<ul style="list-style-type: none"> • Multiple donors supporting programs and operations • Constant tracking of funds expenditure by the Quick-books system • Continuous fundraising activities and tracking of fundraising opportunities • WWCA operational costs moderate due to a lean and effective staffing structure 	<ul style="list-style-type: none"> • Operationalize sustainability plan phase on minimizing operational costs such as office rent • Diversify income and revenue sources of WWCA from membership services and private sector engagement thus reducing donor funding reliance. 	CEO

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
2	Loss of funds due to fluctuation in foreign exchangerates	Likelihood-2 Level-3 Impact-3	<ul style="list-style-type: none"> Budget planning of activities based on forecasted and exchange rate 	<ul style="list-style-type: none"> Establish a reserve fund for WWCA and develop innovative measures to raise funds e.g. grants management costs 	Accountant
3	Dependence on a few donors limiting diversified funding streams	Likelihood -3 Level-3 Impact-3	<ul style="list-style-type: none"> A sustainability plan in place and under implementation, with framework to increase WWCA donors to include philanthropists, foundations, etc WWCA has established relations with multiple donors through the environment partners development partners working group New strategic plan 2019-2023 with an objective on developing growing and diversifying WWCA' financial sustainability. 	<ul style="list-style-type: none"> Fully unlock membership potential to enable support WWCA operations Diversify the fundraising scope and target beyond conservation related funding opportunities Increase fundraising capacity by recruiting a grant officer Advocate for long-term government financial support to conservancies 	CEO

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
E RISK CATEGORY: POLITICAL RISKS					
1	Inability to engage conservancy members, policymakers and development partners due to political instability	Likelihood-1 Level-3 Impact-3	<ul style="list-style-type: none"> Regular virtual engagement with LCC and regional associations CEO mutually share challenges and opportunities to support conservancies 	<ul style="list-style-type: none"> Support a harmonised mitigation strategy to enable conservancies adopt and manage the related risks that may disrupt their day to day operations Initiate dialogue with conservancies on how to handle risks related to political instability. Build conflict resolution capacity among conservancies 	LCC
2	Loss of political goodwill of the conservancy movement	Likelihood-1 Level- 4 Impact-4	<ul style="list-style-type: none"> Advocacy with Ministry of Tourism & Wildlife, Senate and LANDSCAPE Assembly committees on environment on development of supportive and enabling policies and laws for conservancies growth LCC and Executive committee of WWCA comprised of persons who have reach out to political elites and policy makers to improve linkage as well as build case for conservancies. 	<ul style="list-style-type: none"> WWCA's advocacy to include exposure visits of policy makers and political elites to conservancies to improve understanding on their diverse impacts. Strengthen advocacy with county governments to enable political support and entrenchment of conservancies in county policies and processes 	LCC

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
3	Loss of funding for WWCA and conservancies due to political instability	Likelihood-1 Level-5 Impact-5	<ul style="list-style-type: none"> • WWCA's advocacy focused on promoting and protecting conservancies interests through policies and legislations so as to maintain and institutionalize political support and goodwill • Conservancies structured as institutions to promote peace and co-existence among different ethnic communities, thus able to attract funding to cushion political instability and its effects 	<ul style="list-style-type: none"> • Design and develop a business continuity plan for WWCA and conservancies to cushion against effects of funding. • Advocate for establishment and operationalisation of a private-government conservation trust fund to provide alternative funding sources to support conservancies 	CEO
F RISK CATEGORY: REPUTATIONAL RISKS					
1	Withdrawal of conservancy members due to inadequate services and reduced confidence in WWCA	Likelihood-1 Level-4 Impact-5	<ul style="list-style-type: none"> • Regular communication with members on services provided through quarterly newsletters, emails • Serve as a representative voice in LANDSCAPE advocacy processes to promote enabling policies • Develop tools that support various programs of conservancies e.g. governance, contracting 	<ul style="list-style-type: none"> • Strengthen membership engagement and interaction through a comprehensive and robust system- Event Bank • Clear and balanced services and engagement strategy for both community and private conservancies 	CEO

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
2	Mis-information and reporting of WWCA and conservancies in LANDSCAPE and interLANDSCAPE media platforms including print, electronic and social media	Likelihood-2 Level-4 Impact-4	<ul style="list-style-type: none"> • Link conservancies with different partners including donors, conservation experts • Regional meetings with members to establish their needs and share impacts of WWCA programs • Visits to conservancies to understand conservancy programs & structures, advise on opportunities and identify needs to support • Engage conservancy leaders in informing WWCA strategy and programs through annual leaders' conference. • Facilitate platform for cross-learning among the conservancies and regional associations 	<ul style="list-style-type: none"> • Offer sub-subsidised services to conservancy members. • Advocacy on government conservancy support fund 	Communication officer

			information by providingfactual information		
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No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
3	Failure to balance interests of community and private conservancies	Likelihood - 3 Level-3 Impact-4	<ul style="list-style-type: none"> • Collate and maintain data and information on conservancies and produce LANDSCAPE status of conservancies to inform factual information. • Participate in LANDSCAPE and interLANDSCAPE webinars and workshops to share the conservancy stories and facts • Majority of communication material and conservancy tools focused on community conservancies • WWCA programs and activities more focused on community conservancies as majority of donor including WWCA's main program funded by USAID targets communities • Majority of WWCA membership is comprised of community conservancies • Inclusive meetings of both community and private conservancy e.g. annual leaders conference. • Target regional meetings for community and private conservancies separately to establish their diverse needs and interests 	<ul style="list-style-type: none"> • Design and develop projects that are inclusive and beneficial to both private and community conservancies • Balanced calendar visits to both community and private conservancies • Review WWCA communication to be inclusive of both private and community conservancies • Develop tools that support community and private conservancy equally 	CEO

No	Risk Description	Risk Assessment: Likelihood-1,2,3,4,5 Level -1,2,3,4 Impact -1,2,3,4,5	Existing Mitigation Measures	Proposed Mitigation measures	Risk owner
4	Breakdown of relations with partners including government , developme ntpartner and donors	Likelihood-1 Level-4 Impact-4	<ul style="list-style-type: none"> • Regular up-date meetings with development partnersand donors • Compliance with donor regulations andrequirement in project implementation • WWCA’s advocacy strategy with government based on negotiation rather thanactivism • Involvement of government in WWCA activities including co- hosting annual leaders conference • KWS a member of WWCA LANDSCAPE conservancy Council and Conservancy representative a member of KWS board • An MOU between KWS and WWCA to clearly outline scopeand modalities of partnership. • WWCA regularly sharesinformation and data to partner, donors andgovernment 	<ul style="list-style-type: none"> • Review and update MOU between KWS and WWCA to address lessons learnt and scopeof partnership • Regularly facilitate partnershi pdialogue for as that includes all the conservancies support partners, donorsand relevant government agencies 	CEO

Annex B: Example of Risk Appetite scale and definitions

CONTROLLED (LITTLE-TO-NONE)	CAUTIOUS (LOW)	ACCEPTING (MEDIUM)	OPEN (HIGH)
Avoidance of risk is the main treatment	Prefer safe options with little risk of adverse exposure for department and/or the government	Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing a reasonable degree of the protection from high risks	Eager to engage with risks and opportunities when the potential benefit is great.

Annex C: Sample Risk Management Policy Statement

Overview

Western Wildlife Conservancies Association (WWCA) recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates. The key to WWCA's success is the effective management of risk to ensure its organisational objectives are achieved.

Risks arise due to the organisation's operational undertakings and from external sources. Risks occur in numerous ways and have the potential to impact financial performance, reputation, health and safety, community and the overall performance of the organisation.

Policy

In order to fully understand such risks, WWCA has established a Risk Management Policy which provides the framework for how risk will be managed within the organisation. The Risk Management Policy is based on best practices and forms part of the governance framework of the organisation. It also integrates with the strategic planning process. The Policy addresses all aspects of risk to WWCA.

As an Association, we will use our skills and expertise to identify risks across the organisation. WWCA will also identify operational controls in place which manage risk.

WWCA will assess the size or degree of risk by taking into consideration the potential impact to our operations. Risks will be ranked in a common and

consistent manner and a Risk Register will be maintained containing material risks to the organisation.

Risk treatment actions and plans will be developed for risks which are unacceptable to the organisation. Risks, and the effectiveness of the risk management system will be monitored on a regular basis and we will communicate and consult with relevant stakeholders on our approach to managing risk.

Risk Tolerance

WWCA's tolerance for adverse risks will be used to determine which risks are treated through the development of risk treatment actions to manage risks to

an acceptable level. During this process we will consider additional control measures to manage the risks to acceptable levels.

Integration with Governance And Strategic Planning

The Risk Management Policy forms part of the governance framework and integrates with the strategic planning process. The Policy addresses both strategic and operational risks and the requirement of the organisation to operate in its regulatory environment.

Accountability

Ownership of risks and risk treatment actions will be assigned to relevant roles within the organisation. WWCA has incorporated risk management accountability in executive, management and supervisory roles which are required to report on risks and risk treatment actions.

Risk Management Oversight

WWCA's LCC will oversee the Risk Management Policy and the organisation's exposure to risk. Oversight of the effectiveness of our risk management processes and activities will provide assurance to the LCC and stakeholders and will support our commitment to continuous organisational improvement.

Reporting, Monitoring and Review

WWCA will monitor risks and treatment actions on an ongoing basis. Performance of the risk management system and outstanding risk treatment actions will be reported to the

LCC on a regular basis. Formal reviews of both the risk management system and the Risk Register will take place on quarterly basis and the LCC will assess the effectiveness of the Risk Management Policy annually.

Communication and Consultation

WWCA will communicate and consult with its stakeholders (internal and external) on its approach to risk management.



Name

Chief Executive Officer

Date established

Date for review