



Biodiversity and Biosafety Association Kenya

## **RISK MANAGEMENT POLICY MANUAL**

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**March 18, 2022**



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## 2.0 ABBREVIATION AND ACRONYMS

- ✓ NC National Coordinator
- ✓ FAO Finance and administration Officer
- ✓ PO, CAL Programme Officer, Campaign, Advocacy and Lobbying
- ✓ PO, CEN Programme Officer Capacity Enhancement and Networking
- ✓ AAO Administration Assistant Officer
- ✓ ACC Accountant
- ✓ SACC Senior Accountant
- ✓ NGOs Non-Governmental Organizations
- ✓ CBOs Community Based Organizations



### **3.0 FOREWORD**

Biodiversity and Biosafety Association of Kenya (BIBA Kenya) is committed to fulfilling its mission of Empowering communities in Kenya through capacity development and influencing policy geared towards biosafety and biodiversity conservation.

The purpose of risk assessment is to identify hazards and evaluate any associated risks to organizations thus enabling informed decisions to be taken to eliminate or minimize their effect and hence reduce their impact. The analytical processes involved with risk assessment and control can also result in efficiencies in existing processes being identified. Risk assessments can also assist in the identification of requirements for, levels of, instruction, information, training and supervision that may be required for the activity. The organization is therefore more ready for risks.

BIBA Kenya recognizes that risk management is important and hence the developments of the Risk Management Policy manual. However, it must be stated that this the first BIBA Kenya`s Policy on Risk Management and hence may not be exhaustive. During its operation, the board and the management will therefore be on the look-out for ways to strengthen it further.



## 4.0 PREFACE

As an organization continues to operate, it faces many risks all the time. Some risks can be catastrophic and have far reaching effects in the organization that may lead to closure. Risk identification and management is therefore very important for an organization.

In the development of this risk management policy manual, the possible risks that BIBA Kenya faces have been identified and analyzed and possible ways of reducing them and if they occur ways of managing them have been proposed. The various options for dealing with risk have also been considered in this policy. This may include tolerating the risk, treating, transferring and terminating the project, this policy has also a complete Risk Register.

All the stakeholders (the board, the management, the staff, the collaborating partners and funding partners) of BIBA Kenya are encouraged to read this Risk Management Policy Manual and apply its principles. Their feedback would be greatly appreciated.

BIBA Kenya will therefore continue to review the Risk Management in order to improve on it. BIBA Kenya will also continue to borrow good practices from other organizations and hence be ready to manage risks more.

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DATE: \_\_\_\_\_

NATIONAL COORDINATOR



## 5.0 INTRODUCTION

### 5.1 About BIBA Kenya

Biodiversity and Biosafety Association of Kenya (BIBA Kenya) is a national network comprises of 60-member organizations. BIBA Kenya works with member organizations to promote ecological land use and management practices for improved livelihoods among small scale farmers. The organization is mandated by its members to ensure the public is AWARE and ALERT on issues of concern on environment, agriculture, livestock, food safety and health and biodiversity. The members of BIBA - Kenya are non-Governmental organizations (NGOs), Community Based Organizations (CBOs) Faith Based Organizations and other networks Secretariat is based in Thika at the SACDEP Training Centre.

#### 5.1.1 Vision, Mission and Core values

##### **Vision**

To be a healthy nation safeguarding its biodiversity for community justice and sustainable livelihoods.

##### **Mission**

Empowering communities in Kenya through capacity development and influencing policy geared towards biosafety and biodiversity conservation.

##### **Mandate**

To ensure the public is AWARE and ALERT on issues of concern on environment, agriculture, livestock, food safety and health and biodiversity.

##### **Core Values**

The core values listed below are the guiding principles which BIBA-Kenya has committed itself to in the process of implementing its strategic plan in particular and delivery of services in general.

- Inclusivity
- Good stewardship
- Respect
- Environmental Consciousness
- Accountability
- Teamwork



## 5.2 Aim of this document

Like every other organization, BIBA Kenya faces numerous risks. The risks have the potential to disrupt achievement of BIBA Kenya's strategic and operational objectives. The organization aims to use risk management to take better informed decisions and improve the probability of achieving its strategic operational objectives.

This policy is a formal acknowledgment of the commitment of BIBA Kenya to risk management. The aim of the policy is not to have risk eliminated completely from BIBA Kenya activities, but rather to ensure that every effort is made by the organization to manage risk appropriately to maximize potential opportunities and minimize the adverse effects of risks.

## 5.3 Policy Objectives

The overall development objective of the risk management policy at BIBA Kenya is to; ensure that the organization meets and/or exceeds its objectives. At a more detailed level, the main objectives of the risk management policy are to:

1. Protect, maintain and enhance financial and reputational stability and sustainability
  - a) Assist in the maintain and/or enhancing the stability of the organization across a range of operating circumstances to ensure ongoing sustainability.
  - b) Ensure achievement of program objectives by ensuring that negative risks are appropriately managed and that positive risks are managed for opportunity.
  - c) Improve confidence and trust of all stakeholders of the organization.
2. Meet compliance requirement
  - a) Ensure compliance with all legal, donor and industry requirements and law.
  - b) Ensure compliance with all relevant internal policies, procedures and controls.
3. Increase efficiency and performance
  - a) Minimize threats and maximize opportunities presented to the organization from risk.
  - b) Maximize efficiency and effectiveness of controls and operations generally.
  - c) Minimize risk related losses.
4. Strategy

Risk management is closely related with the strategic planning and the strategy plans and is designed to manage the risks that could prevent the strategies and plans from being achieved.

## 5.4 What is Risk?

Risk refers to anything that may have a negative impact on achieving an organization's mission, goals and strategies if it becomes a reality. A risk can also be referred to as the likelihood and potential impact of encountering a threat. In this case, a threat will imply a danger or potential source of harm or loss. BIBA Kenya defines "risk" as: "The effect of uncertainty on objectives,"



### **More specifically:**

1. Risk relates to the occurrence of one or more future events that can have impact on BIBA Kenya's objectives. BIBA Kenya objectives can be under or over achieved due to risk.
2. The occurrence of the future is uncertain. This is referred to as the likelihood of occurrence.
3. The degree of which BIBA Kenya objectives are affected by the risk event is known as Consequence. The consequence maybe negative if that objectives are adversely affected or positive if that objectives are positively affected. Consequences can include direct financial loss and indirect financial loss such as damaged reputation, opportunity loss and partner/donor dissatisfaction.

### **5.5 What is Risk Management**

Risk management is a process, effected by BIBA Kenya's board management and other personnel, applied in strategy setting and across the organization, designed to identify potential events that may affect the organization, designed to identify potential events that may affect the entity, and manage risks to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity's objectives." Risk management is the formal management of all risks facing the organization and consists of a number of linked processes.

It is a systematic process that aims at assisting an organization in dealing with emerging and changing risks. The process involves identifying risks, evaluating them and deciding on the necessary action.

### **5.6 Why we need to manage Risk?**

Risk management has the following benefits;

1. Increases credibility of the organization.
2. Increase the probability that the organization will be compliant with laws, regulations and contracts.
3. Enhances efficiency in organizational processes due to fewer disruptions.
4. Assists management in planning and decision making due to better understanding of the future.
5. Increase confidence of donors that funding goals and objectives will be met
6. Facilitates innovation which is about taking risks

### **5.7 Whose responsibility it is to manage risks?**

Identification and control of risks is part of the BIBA Kenya accountability framework and the responsibility of all board of directors, managers and staff. It is required that all board of directors, management and staff understand and fulfill their roles and responsibilities in relation to risk management.

The main responsibility for identifying corporate risk and managing them lies with BIBA Kenya board and both management and support staff. These should consider both existing risks and any other potential risks. Other actors to be involved include the board committees Programme committees. The management will always take the lead since it is well placed to identify and monitor organization risks and mobilize the other organs in risk management.

In order to monitor and manage risks, a Risk Register has been developed and shared with all staff. This will be monitored and reviewed annually.



## 5.8 Types of Risks

Risks can be categorized under two broad areas namely; internal risks and external risks

Types of internal risks	Types of external Risks
<ul style="list-style-type: none"><li>• Strategic</li><li>• Programmatic</li><li>• Operational</li><li>• Operations /business processes</li><li>• Management &amp; Information</li><li>• Organizational / General administration</li><li>• Human capital/ people</li><li>• Integrity</li><li>• Information technology</li><li>• Financial</li></ul>	<ul style="list-style-type: none"><li>• Political</li><li>• Economic</li><li>• Socio-cultural</li><li>• Technological</li><li>• Legal/ Regulatory</li><li>• Environmental</li><li>• Security</li></ul>

### 5.8.1 Project and departmental risks

Individual BIBA Kenya projects may have their own risk registers which may be contained in the project logical framework. Where a project risk is considered a high priority, it should be included in the organization risk register. The project manager or management committee should advise the Advisory Board of any such risks. The regular highlight reports to Board Reports are a good way of doing this.

Individual managers /officers may also identify risks to their departments / programme`s aim. Mitigating actions should be included in strategic plans if considered serious enough. If it is thought that risk might be “organization”, again the manager should advise the management committee.

## 5.9 Options for dealing with risk

There are various options for dealing with risks

1. **Tolerate**- if we cannot reduce the risk in a specific area (or if doing so is out of proportion to the risk), we can decide to tolerate the risk; i.e. do nothing further to reduce it
2. **Treat**- if we can reduce the risk in a sensible way by identifying mitigating action and implementing them, we should do so. For most of the risks on the organization risk register this is what we are doing.
3. **Transfer**- here risks might be transferred to other organizations, for example by use of insurance or transferring out an area of work,
4. **Terminate**- this applies to risks we cannot mitigate other than by not doing work in that specific area. So, if a particular project is very high risk and these risks cannot be mitigated, we might decide to cancel the project.



## 6.0 COMPLETION OF THE RISK REGISTER

2.1 The risk register template (sample) is shown as Annex 2:

Category of risk	Actual risk	Risk probability	Risk impact	Existing controls	Further Action Required	Who owns the risk
The broad area which the risk exists	Detail description of the risk	The probability of risk to occur	The impact of the risk on BIBA Kenya if it occurs	The mitigation measures in place	Additional mitigation measures that are required	The management team responsible for the risk and its mitigation

### 6.2 Risk Status

“Risk status” is an assessment of the risk’s seriousness and is based on:

The **probability** of the risk actually arising and,

The **impact** on BIBA Kenya if a risk does actually arise.

Risk status is assigned so that risks can be prioritized. A high impact high likelihood risk should be given more attention than a high impact low likelihood risk.

A traffic light and numerical indicator is used to show the risk status. **Annex A** provides advice on setting probability and impact.

#### Three assessments of risk status are needed

- 1. Risk status before existing mitigation-** an assessment of the risk happening and its impact if no action is taken; e.g. what is the risk that we receive an increase in complaints without taking any action to address increasing backlogs?
- 2. Risk status after existing mitigation-** an assessment of the risk happening and its impact, taking account of existing actions aimed at reducing the risk. For example, we receive an increase in complaints and streamline procedures to make the process faster; what do we now think the risk status is?
- 3. Risk status after future mitigation-** an assessment of the risk level we will reach after all the mitigating actions identified have been done.

If after existing mitigation we think the risk status is acceptable, then the risk should be tolerated. There is nothing more we can do. But if the status remains unbearable (bearing in mind our risk appetite) then we should identify the further mitigating actions.



## **7.0 THE ROLES AND RESPONSIBILITIES IN RISK MANAGEMENT AT BIBA KENYA**

The following sets out the significant role, responsibilities and ownership of risk and risk management within BIBA Kenya.

### **7.1 BIBA Kenya Board**

The board of BIBA Kenya has overall responsibility as the ‘accountable body’ or protecting the organization from unacceptable costs or losses associated with its operations, and developing and implementing systems for effectively managing the risks that may affect the achievement of objectives and operational outcomes.

Specifically, the BIBA Kenya Board is responsible for:

1. Understanding the business environment in which the organization operates and the major risks faced by the organization.
2. Setting a risk tolerance for those risks
3. Ensuring that BIBA Kenya meets donor, prudential and statutory requirements.
4. Ensuring management takes the steps necessary to identify, measure, monitor and control those risks and monitor the effectiveness of controls.
5. Overseeing the risk management framework and processes.
6. Approving all risk management policies.
7. Assisting in the development of an appropriate risk and control culture by setting the tone at the top.

The responsibility is shared by the main BIBA Kenya Board, and the board sub-committee: the executive, finance and technical sub- committee. It also includes any other board sub-committee legally constituted.

### **7.2 National Coordinator**

Responsibilities of the National Coordinator

1. Accountable to the BIBA Kenya Board for the implementation of risk management framework (RMF)
2. Responsible for implementing risk framework, including the establishment and maintenance of key controls and approval process on all major business processes functions.
3. To assume ownership of RMF, providing leadership and direction to senior management and setting the “tone at the top”.
4. To actively promote and be a advocate of a Risk Culture in the organization.
5. Responsible for embedding risk management in BIBA Kenya`s processes to facilitate effective management of risk across the organization.



### **7.3 The BIBA Kenya Management Team**

The effectiveness of risk management is unavoidably linked to management competence, commitment and integrity, all of which form the basis of sound governance and management. The BIBA Kenya Management Team is comprised of the National Coordinator, the Programme Operations Officer and the Finance and Administration Officer. While in the responsibilities of the National Coordinator are listed, s/he will be fully supported by the management team to undertake these responsibilities. The management team is specifically responsible for:

1. Implementing the risk management framework
2. Ensuring that the risk management processes are monitored on a continual and timely basis
3. Ensuring that the organization complies with all external and internal rules, regulations, standards, policies and control the organization's resources
4. Fostering a risk management culture
5. Ensuring appropriate implementation of policies and procedures
6. Taking appropriate measures to manage risks consistently and proactively
7. Providing direction and guidance within their areas of accountability so that other staff best utilize their abilities in the preservation of the organization's resources
8. Guiding the inclusion of risk management in all strategic and operational decision-making process

### **7.4 The BIBA Kenya Staff**

All BIBA Kenya staff are responsible for:

1. Acting at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace.
2. Identifying areas where risk management practices should be adopted and are to advise their supervisors accordingly.
3. Meeting their obligations under relevant legislation including workplace Health and Safety, Equal Employment Opportunity and Anti-Discrimination.
4. Taking all practical steps to minimize the organization's exposure to contractual, tortious and professional liability.
5. Contributing to and being responsible for risk management and internal control processes in their respective areas.
6. Supporting the development and the documentation of risks, identifying and assessing risks in their areas, and contributing to risk mitigation.
7. Effective management of risk including the identification of potential risks.

### **7.5 The Internal Risk Management Audit**

BIBA Kenya shall carry out an internal risk management audit annually. This will be for the purpose of reviewing the organization's risk register. The internal risk management audit will be undertaken by a select team derived from the board, the management and the staff. This unit will be responsible for:



1. Evaluating whether the risk management activities are designed effectively.
2. Determining whether the risk management activities are operating as designed.
3. Evaluating whether the risk owner`s assertions to senior management regarding risk management performance is accurate.
4. Evaluating whether information provided by senior management to the board is complete and accurate.
5. Assessing whether the tolerance information is communicated down from the board and senior management in a timely and effective manner.
6. Identifying any governance or risk areas that currently are not covered by a focused risk management process.
7. Reviewing and updating the risk register.



## 8. ANNEXES

### 8.1 Annex 1: Risk Probability & Impact Setting

#### a. Risk Probability Setting

<b>Probability</b>	<b>Rating</b>
Frequent	1
Probable	2
Occasional	3
Remote	4
Extremely	5

#### b. Risk Impact Setting

<b>Impact</b>	<b>Rating</b>
Negligible	1
Marginal	2
Serious	3
Critical	4
Catastrophic	5



## 8.2 Annex 2: The BIBA Kenya Internal Risk Register

Category of Risk	Actual Risk	Frequency	Likelihood (severity)	Level of Risk	Existing controls	Further Action Required	Responsible Person	Time Frame
Management Risks	Unclear distribution of roles and responsibilities	3	3	9	Job description in place	Engagement of a consultant to revise job description	FAO	April 1st 2022
	Weak management and leadership	1	5	5	Human Resource policy	Follow up on implementation of action points from meetings	NC & FAM	April 1st 2022
	Inadequate communication with stakeholders	1	5	5	Existence of reporting guidelines	Frequent engagement with stakeholders, revisit the stakeholder analysis	NC	Continuous
	Unstructured way of sending /receiving information among staff and Mo's	4	3	12	Existence of communication strategy	Monitoring of information sharing	AAO	Continuous
	Insufficient backup tools for information in the organization	3	4	12	Existence of external hard disc Server in place	Identification of safe storage place	FAO	By April 1st 2022 and continuous



Integrity Risks	corruption, fraud and nepotism	2	5	10	Adherence to organization values  Existing structure i.e. finance manual, Human resource  Audits	Corrective measures as stated in the policies	NC and Management Team	Continuous
Financial Risks	Low burn rate	2	4	8	Project progress reports Continuous monitoring	Harmonization of work plans at all levels	PO	Continuous
	Poor budgeting	1	3	3	Adequate existing staff capacity	Hold frequent budget review meetings and budgetary controls	FAO	Continuous
	Misappropriation of funds	1	5	5	Financial and Human Recourse manuals	Empowering the beneficiaries on funds utilization	The NC, FAO and PO	Continuous
	Poor financial management	1	5	5	Financial manuals audits	Continuous monitoring audit	FAO	Continuous
	High reliance on donor funding	3	4	12	Resource mobilization strategy Consultancy	Implementation of RMS	NC	Continuous



					strategy in place			
Human Capital Risks	High staff turnover	2	3	6	Competitive recruitment processes	Mentoring and coaching	Supervisors, Board, Selected MOs staff	May,2022
					Staff motivation such as capacity development trainings	Succession planning	Supervisors and management	Immediate
					Open and effective communication	Implementation of exit plan interview suggestions	Management	Continuous
					Staff assigned acting capacity development			Continuous
					Grace period to persuade staff not to leave			Continuous
					Clear exit and handover processes			



	Discrimination in employment e.g. gender, tribe	2	2	4	Existing policies such as HR manual, Gender policy and HIV/AIDS policy	Affirmative action in addition to implementing the constitution guidelines of a third gender and face of Kenya representation	Board and Management	Continuous
	Limited funding to support NCs	3	4	12	Fundraising	More efforts for fundraising at all levels (secretariat, NCs, MOs)	Secretariat, NCs and MOs	
					Assigning roles to specific MOs staff for NC positions left vacant	NCs to be supported in fundraising initiatives	CEN	
Operational Risks	Inadequate forward planning in organizational activities e.g. motor vehicle use, leave schedules, project implementation, staff meeting	3	5	15	Policies in places	Policy implementation	Management	Immediately
					Scheduled planning meetings	Scheduled staff meetings	FAO	Immediately



	Inadequate communication facilities e.g. internet, cameras, telephone for NCs				Dependency on hosts	Deliberate factoring in of the NC facilities in the ongoing and new initiatives	FAO	Continuous and immediately
	Inadequate knowledge of the existing policies by some staff	4	4	16	Instruction by board already for all staff to get a soft copy of all policies	Comprehensive induction for new staff	FAO	Continuous
Implementation of board directive on issuance of policy copies to all staff						FAO	Immediately	
Updating staff with new policies						FAO	Continuous	
Review BIBA Kenya leave forms to factor in host MOs awareness for NC						FAO	Immediately	
	Ineffective flow of information e.g. form board to management and management to staff	4	4	16	Scheduled monthly meeting for program staff	Define direct supervisors for NCs	FAO	Immediately
		4	3	12	Assigning responsibilities for decisions for	Deliberate fund allocation for planning and review meetings to include NCs	FAO	Immediately



	Late sharing of work plans by the secretariat to NCs and the MO`s				management team	Schedule staff meetings	FAO	Immediately
					None	Providing provisional workplans at the beginning of the year, semiannual and quarterly plans	PO	Periodically
	Inadequate guidelines on disbursement/ sub-grants to MO`s and other partners	5	4	20	Guiding support documents for all disbursement s/ sub grants	documentation and sharing of guidelines	FAO	Dec 31st 2022
						Reading and understanding the guidelines	All staff	Dec 31st 2022
Strategic Risks	Unscheduled changes in BIBA Kenya board members due to its nature as a membership organization	1	3	3		Board members who move to another organization to serve until the next AGM	NC	Yearly
	Inadequate visibility of BIBA Kenya at the County and the national levels	3	3	9		Sign boards at the secretariat and zonal levels  Include sign boards at project sites  Strengthen the work of national	NC	Continuously



						advocacy and zonal advocacy campaigns		
	Misinterpretation of the mission, vision and values of BIBA Kenya	1	4	4	Sharing IEC materials with the vision, mission and values of BIBA Kenya	Hold reflection and review meetings	Board Chair	Yearly
	Limited funding of full implementation of the BIBA Kenya 2022-2024 strategic plan	3	3	9	Submitted proposal that partly supports the SP	Fundraise for the unsupported activities	NC	Continuously
	Limited funding partners	4	2	8	Scouting for new donors	Scouting for new donors	PO	Continuously
	Inadequate commitment of MO`s on issues networking e.g. GMO`s	3	5	15	CWG meetings, zonal initiative	Develop joint zonal activities	PO, CEN	Continuously
	The autonomy of the members whose activities	1	5	5		Trainings	PO, CEN	Continuously



	may tarnish the whole network							
Programmatic Risks	Insufficient fund to support programs at the secretariat and the zones	3	5		Submitted proposals for funding	Step up resource mobilization Sustainability measures to be put in place	PO	Continuously
	Misappropriation of funds by host member organization at zonal level	1	5	5	Regular monitoring and evaluation visits	Develop a sub granting guideline	FAO	Immediately
	Weak internal controls of funds by host organizations	1	4	4	Contracts and financial reports	Develop a sub granting guideline	FAO	Immediately
	Delayed implementation of programs in the early months of the year due to delayed funding	4	3	12	Timely submission of reports to donor (narrative and financial)	Maintain constant engagement with donors	NC	Continuously
	Limited involvement of all staff including the ZNC's in program planning	3	3	9	Annual work plan schedule developed	Hold regular meetings	PO	Quarterly
	Lack of clarity on roles of the host organization and	3	4	12	Organization structure place	Strengthen and harmonize roles of steering	CEN	Continuously



	the zonal steering committee					committees in all zones		
	Delayed planning in designing of new programs and work plans	3	5	15	Review meetings	Regular review meetings	PO	Quarterly

### 8.3 Annex3: The BIBA Kenya External Risk Register

Category of risk	Actual risk	Frequency	Likelihood (severity)	Level of risk	Existing Controls	Further Action Required	Responsible person	Time Frame
Socio-Cultural Risks	Norms, values, beliefs, practices and cultures of different regions that may hinder implementation	1	4	4	Human resource manual- Non-discrimination	Include specific clauses on cultures and beliefs	FAO	Dec 31st 2022
	Language barrier	4	3	12	Working closely with member organizations based in different regions	Further enhancement cooperation with MOs	PO	



	Conflicts of different faiths in BIBA Kenya work	1	3	3	None	Develop guidelines that are all inclusive and sensitive to the different cultures and faiths	PO	Continuous
Technological Risks	Poor network coverage in some regions	3	3	9	Modems, use of mobile phones	Adequate facilitation for communication	FAO	Continuous
	Cyber crime	1	5	5	Existence of Antivirus	Continuous update of antivirus	FAO	Continuous
	The fast-changing technology	3	4	12	Frequent updates	Embracing technology	FAO	Dec April 1st 2022 and continuous
Legal/Regulatory	Escalating taxes	4	4	16	Debates at parliament and County levels	Lobby government to lower taxes	PO, CAL	
	New laws governing CSOs such as PBO Act, FBO Bill (curtailing registration of religious bodies)	2	3	6	Kenyan constitution, parliament	Lobbying	PO, CAL	Continuous
	Tax exemption restrictions							Continuous



	New laws governing our thematic areas							
	Devolution	3	2	6	Transferring the risks to the beneficiaries	Improved public relations	MOs	Continuous
Economic Risk	Inflation within the funded project	4	3	12	Regulations by CBK	Creation of reserve funds	FAO	Annually
	Ranking of Kenya as a middle income economy	4	3	12	None	Sensitization and awareness creation on reality  Have sustainable projects  Initiate profit making businesses /IGS	MOs /network and media	Continuous
Information Technology Risks	Inadequate data backup	3	5	15	External hard disk back ups	Installation of servers	FAO	Continuously
	Information access by unauthorized persons e.g. hacking of the organization website	1	5	5	Good security in our computers	Strengthening of computer security systems in the computers	FAO	Continuously



Political	Political instability	2	5	10		Educate the members to be non-partisan	Board Chair	Continuous
	Change of government structures	2	2	4		Civic education	PO, CAL	Continuous
	Humanitarian	1	2	2		Disaster preparedness	PO, CAL	Continuous
	Change in policies that are unfavorable to our objectives e.g. GMOs	3	2	6	Advocacy department, zones engaging policy makers at the zonal level	Strengthen advocacy at the national and county level	PO, CAL	Continuous
	Corruption	4	3	12		Civic education	PO, CAL	Continuous
	Regional balance	3	3	9		Share with members the negative impact of tribalism	Board Chair	Continuously
Environmental	Climate change-Drought, Famine and floods	3	4	12	Ongoing programs, strategic plan	Influence policies at international level for mitigation and adaptation at national and county levels	PO	Continuously
						P.K to develop climate change		



						adaption project		
	Natural calamities-landslides, earthquakes	1	4	4		Disaster preparedness	PO	Continuously
	Pollution (water, land and air)	4	4	16	Promote CAPP	Engage policy makers and increase community awareness on environmental friendly practices	PO, CAL	Continuously
Security	Loss and damage of property	1	5	5	Insurance and secured premises	Install CCTV cameras	FAO	Immediately
	Terrorism	2	5	10	Nyumba kumi initiative	Increase vigilance	NC	Continuously
	Hacking	1	5	5	Install anti-virus in organizational computers	Increase security controls in computers	FAO	Continuously

