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REPRODUCTIVE CHOICE REAL



RISK MANAGEMENT POLICY AND PROCEDURE GUIDE

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1. Purpose and Scope

This policy establishes the process for the management of risks faced by Generation Initiative for Women and Youth Network (GIWYN]. The aim of risk management is to maximize opportunities in all Generation Initiative for Women and Youth Network activities and to minimize adversity. The policy applies to all activities and processes associated with the normal operation of Generation Initiative for Women and Youth Network. It is the responsibility of all Board members, staff, students and volunteers to identify, analyze, evaluate, respond, monitor and communicate risks associated with any activity, function or process within their relevant scope of responsibility and authority.

2. Definitions

Risk is the likelihood that a harmful consequence (death, injury or illness) might result when exposed to a hazard.

Risk is characterized and rated by considering two characteristics:

1. Probability or likelihood (L) of occurrence; and
2. Consequence (C) of occurrence

This is expressed as $R (\text{risk}) = L (\text{likelihood}) \times C (\text{consequence})$.

Likelihood is a qualitative description of probability or frequency.

Consequence is the outcome of an event, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

Risk control means taking action to first eliminate health and safety risks so far as is reasonably practicable, and if that is not possible, minimizing the risks so far as is reasonably practicable. Eliminating a hazard will also eliminate any risks associated with that hazard

Risk Assessment is the process of evaluating and comparing the level of risk against predetermined acceptable levels of risk.

Risk Owner is the person(s) responsible for managing risks and is usually the person directly responsible for the strategy, activity or function that relates to the risk.

3. Principles

Risk management is a key GIWYN's governance and management function.

Generation Initiative For Women and Youth Network is proactive in its approach to risk management, balances the cost of managing risk with anticipated benefits, and undertakes contingency planning in the event that critical risks are realized. Generation Initiative For Women and Youth Network has the primary duty to ensure the health and safety of workers and other persons at the workplace.

Generation Initiative For Women and Youth Network manages risks by :

- Eliminating health and safety risks so far as is reasonably practicable
- Minimizing the risks as far as is reasonably practicable.

Deciding what is 'reasonably practicable' to protect people from harm requires weighing up certain matters, including the likelihood of a hazard or risk occurring and the degree of harm that would result, and then making a judgment about what is reasonable in the circumstances.

3.1 Effective risk management involves:

- A commitment to health and safety from the Generation Initiative For Women and Youth Network Board of Directors
- The involvement and cooperation of Generation Initiative For Women and Youth Network's workers

4. Outcomes

As far as is reasonably practicable, workers, coalition partners and other allies are not put at risk from work carried out by Generation Initiative for Women and Youth Network.

Generation Initiative for Women and Youth Network is protected from adverse incidents, reduces its exposures to loss, and mitigates and controls loss and sustainability should it occur. Generation Initiative For Women and Youth Network has ongoing, unimpeded capacity to fulfil its mission, perform its key functions, meet its objectives and support its Coalitions, members and grass root organizations. The costs of risk to Generation Initiative for Women and Youth Network, and its funders, is reduced.

5. Functions and Delegations

A person can have more than one duty and more than one person can have the same duty at the same time.

5.1. Delegation/Task

Board of Directors Exercise due diligence to ensure that Generation Initiative For Women and Youth Network complies with its constitution

This includes taking reasonable steps to:

- Gain an understanding of the hazards and risks associated with the operations of GIWYN's programs and activities
- Ensure that GIWYN has and uses appropriate resource and processes to eliminate or minimize risks to health and safety.

6 Management

Chief Executive Director ensure, so far as is reasonably practicable, that workers and other persons are not put at risk from work carried out by Generation Initiative for Women and Youth Network. Ensure, so far as is reasonably practicable, that:

- The workplace, including entry and exit and anything arising from the workplace are without risks to health and safety
- The fixtures, fittings or plant are without risks to health and safety
- The plant, substance or structure is without risks to health and safety.

Establish and implement risk management systems for all functions and activities of Generation Initiative for Women and Youth Network.

6.1 Staff

The staff Comply with Risk Management Policy. They contribute to the establishment and implementation of risk management systems for all functions and activities of Generation Initiative For Women and Youth Network

6.2. Board Members

All Board members contribute to the establishment and implementation of risk management systems for all functions and activities of Generation Initiative for Women and Youth Network.

Risk management practice aligns with GIWYN's culture, policies and procedures. It is the application of a management system to risk which includes Identification, analysis, treatment and monitoring.

Risk Owner is the person(s) responsible for managing risks and is usually the risk manager who is directly responsible for the strategy, activity or function

7 Policy Implementation

Risk management forms part of strategic, operational and line management responsibilities, and is integrated into strategic and service planning processes. Risk management is embedded in all policies and procedures, with workers contributing to risk management systems

7.1. Policy Detail

Generation Initiative For Women and Youth Network aims to achieve better practice in the management of risks that threaten to adversely impact on its functions, objectives, operations, assets, staff, Coalition and members including members of the public. Generation Initiative For Women and Youth Network does whatever it can (whatever is 'reasonably practicable') to ensure its workers, members, children and other people are not harmed by its activities.

7.2. Steps for Managing Risks

GIWYN has identifies four steps of managing risks. They include:

- I. Identify hazards – find out what could cause harm
- II. Assess risks – understand the likelihood of a hazard causing harm and how serious it could be
- III. Control risks – implement the most effective control measure that is reasonably practicable in the circumstances, and review control

measures to ensure they are working as planned. Many hazards and their associated risks are well known and have well established and accepted control measures.

- IV. In these situations, the second step to formally assess the risk is unnecessary. If, after identifying a hazard, we already know the risk and how to control it effectively
- V. Implement the controls.

7.3 Consulting with workers

Consultation with workers and their health and safety representatives is required at each step of the risk management process. By drawing on the experience, knowledge and ideas of its workers Generation Initiative for Women and Youth Network is more likely to identify all hazards and choose effective risk controls. Generation Initiative for Women and Youth Network workers must follow safety instructions and procedures, and they will do this more effectively if they are involved in the development of these procedures, understand the reasons for them and how they work.

Generation Initiative for Women and Youth Network encourages its workers to report any hazards and health and safety problems immediately so that risks can be managed before an incident occurs. The health and safety committee is engaged in the risk management process as well.

7.4. Risk Management Approach

Risk manage approach is used when changes affect Generation Initiative for Women and Youth Network's work activities and program – changes such as:

- New program start-up
- changing work practices, procedures or the work environment
- purchasing new or used equipment or using new substances
- planning to improve productivity or reduce costs
- new information about workplace risks becomes available
- responding to workplace incidents (even if they have caused no injury)
- responding to concerns raised by workers, health and safety representatives or others at the Generation Initiative For Women and Youth Network

- workplace, and as required by regulations for specific hazards
- designing and creating programmes, processes or places used for workshops, meetings and campaigns, because it is often easier and more effective to eliminate hazards before they are introduced into a workplace and to incorporate safety features in the early stages of product or process development.

7.5 HOW TO IDENTIFY RISKS

STEP 1 –

Identifying Risks involves finding all of the things and situations that could potentially cause harm to people. Hazards generally arise from three aspects of work and their interaction:

- The physical work environment
- The equipment, materials and substances used
- The work tasks and how they are performed

Some potential hazards that may be encountered at Generation Initiative for Women and Youth Network include:

- A , Manual tasks: overexertion or repetitive movement can cause muscular strain
- b) Electricity: potential ignition source; exposure to live electrical wires can cause shock, burns or death from electrocution,
- c) Noise: exposure to loud noise can cause permanent hearing damage
- d) Biological: viruses, bacteria, fungi can cause hepatitis, disease fever, HIV/AIDS, allergies
- e) Psychosocial hazards: effects of work-related stress, bullying, violence and Work-related fatigue

Step 2.

Inspect the workplace regularly walking around the workplace and observing how things are done predicts what could or might go wrong. Look at how people actually work, how plant and equipment are used, what chemicals are around and what they are used for, what safe or unsafe work practices exist as well as the general state of housekeeping.

Things to look out for include:

- Create work environment that enable workers carry out their work without risks to health and safety (for example, space for unobstructed movement, adequate ventilation, lighting)
- the tools and equipment for the task and how well they are maintained
- Changes that occurred in the workplace which may affect health and safety
- If workers have developed a shortcut, is it safe

Risks are not always obvious. Some risks can affect health over a long period of time or may result in stress (such as bullying) or fatigue (such as shiftwork). Also think about that risks may bring into your workplace as new, used or hired goods (for example, generator

Straightforward problems and action should be taken on immediately, for example, cleaning up a spill. If you find a situation where there is immediate or significant danger to people, move those persons to a safer location first and attend to the hazard urgently.

Designed a register to make a list of all the risks you can find, including the ones you know are already being dealt with, to ensure that nothing is missed. You may use a

- **Refer to workers**

Ask workers about any health and safety problems they have encountered in doing their work and any near misses or incidents that have not been reported. Worker surveys can also be undertaken to obtain information about matters such as workplace bullying, as well as muscular aches and pains that can signal potential hazards.

- **Review available information**

Information and advice about hazards and risks relevant to particular industries and types of work is available from regulators, industry associations, unions, technical specialists and safety consultants. Manufacturers and suppliers can also provide information about hazards and safety precautions for specific substances (safety data sheets), plant or processes (instruction manuals).

- **Review incident records and data**

Analyze your records of workplace incidents, near misses, and worker complaints, sick leave and the results of any inspections and investigations to identify hazards. If someone has been hurt doing a particular task, then a hazard exists, which could hurt someone else. These incidents need to be investigated to find the hazard that caused the injury or illness.

STEP 3 –

A risk assessment involves considering what could happen if someone is exposed to a hazard and the likelihood of it happening. A risk assessment can help you determine:

- How severe a risk is
- Whether any existing control measures are effective
- What action you should take to control the risk, and
- How urgently the action needs to be taken.

A risk assessment can be undertaken with varying degrees of detail, depending on the type of hazards and the information, data and resources that you have available. It can be as simple as a discussion with your workers or involve specific risk analysis tools and techniques recommended by safety professionals.

8. Implementing Risk Assessment

- A risk assessment is mandatory under Generation Initiative for Women and Youth (GIWYN) Regulations for some hazards, for example, entry into confined spaces.
- There are effective controls that are in widespread use in the particular industry, that are suited to the circumstances in your workplace. These controls can simply be implemented.

8.1. How to do a risk assessment

All hazards have the potential to cause different types and severities of harm, ranging from minor discomfort to a serious injury or death. Some hazards such as noise and atmospheric contaminants may require scientific testing or measurement to accurately assess the risk (for example, using noise meters to measure noise levels). Work out the amount of harm that could occur to estimate the amount of harm that could result from each hazard you should consider the following questions:

- What type of harm could occur (e.g. muscular strain, fatigue, burns, Laceration,) How severe is the harm? Could the hazard cause death, serious, injuries, illness or only minor injuries requiring first aid?
- What factors could influence the severity of harm that occurs? For example, the distance someone might fall or the concentration of a particular substance will determine the level of harm that is possible. The harm may occur immediately something goes wrong (e.g. injury from a fall) or it may take time for it to become apparent (e.g. illness from long term exposure to a substance).
- How many people are exposed to the hazard and how many could be harmed (in and outside your workplace)?
- Could one failure lead to other failures? For example, could the failure of your electrical supply make any risk controls that rely on electricity ineffective?
- Could a small event escalate to a much larger event with more serious
- Consequences? For example, a minor fire can get out of control quickly in the presence of large amounts of unnecessary combustible materials.

Work out how Risks may cause harm

In most cases, incidents occur as a result of a chain of events and a failure of one or more links in that chain. If one or more of the events can be stopped or changed, the risk may be eliminated or reduced.

One way of working out the chain of events is to determine the starting point where things begin to go wrong and then consider: 'If this happens, what may happen next?' This will provide a list of events that sooner or later causes harm.

In thinking about how each hazard may cause harm, you should consider:

- the effectiveness of existing control measures and whether they control all types of harm, how work is actually done, rather than relying on written manuals and procedures, and infrequent or abnormal situations, as well as how things are normally meant to occur.
- Consider maintenance and cleaning, as well as breakdowns of equipment (eg computers, vehicles) and failures of health and safety controls.
- Work out the likelihood of harm

The likelihood that someone will be harmed can be estimated by considering the following:

- How often is the task done – does this make the harm more or less likely?
- How often are people near the hazard? How close do people get to it?
- Has it ever happened before, either in your workplace or somewhere else?

You can rate the likelihood as one of the following:

- Certain to occur - expected to occur in most circumstances
- Very likely - will probably occur in most circumstances
- Possible – might occur occasionally
- Unlikely – could happen at some time
- Rare – may happen only in exceptional circumstances

The level of risk will increase as the likelihood of harm occurring and its severity increases.

8.2 HOW TO CONTROL RISK

STEP 3 –

The most important step in managing risks involves:

- Eliminating them so far as is reasonably practicable, or if that is not possible, minimizing the risks so far as is reasonably practicable.

- In deciding how to control risks you must consult your workers and their representatives who will be directly affected by this decision. Their experience will help you choose appropriate control measures and their involvement will increase the level of acceptance of any changes that may be needed to the way they do their job.
- There are many ways to control hazards and risks. Some controls are more effective than others.
- You should consider various control options and choose the control that most effectively eliminates the hazard or minimizes the risk in the circumstances.
- This may involve a single control measure or a combination of different controls that together provide the highest level of protection that is reasonably practicable.
- Some problems can be fixed easily and should be done straight away, while others will need more effort and planning to resolve. Of those requiring more effort, you should priorities areas for action, focusing first on those hazards with the ighest level of risk.

9. The hierarchy of control

The ways of controlling risks can be ranked from the highest level of protection and reliability to the lowest as shown in Figure 2.

This ranking is known as the hierarchy of control. You must always aim to eliminate a hazard, which is the most effective control. If this is not reasonably practicable, you need to minimize the risk by working through the other alternatives in the hierarchy.

Level 1 control measures.

The most effective control measure involves eliminating the risk and associated risk. The best way to do this is by, firstly, not introducing the risk in the workplace.

Level 1

Eliminate the Risk

The hierarchy of control are measured by

HIGH

MEDIUM

LOW

The risk of a fall from height by doing the work at ground level.

Eliminating risk is often cheaper and more practical to achieve at the design or planning stage of project, process or place used for work.

In these early phases there is greater scope to design out hazards or incorporate risk control measures that are compatible with the original design and functional requirements. For example, a noisy machine could be designed and built to produce as little noise as possible which is more effective than providing workers with personal hearing protectors. You can also eliminate risks by removing the hazard completely, for example, by removing trip hazards on the floor or disposing unwanted chemicals. It may not be possible to eliminate a hazard if doing so means that you cannot make the end product or deliver the service. If you cannot eliminate the hazard, then eliminate as many of the risks associated with the hazard as possible.

Level 2 control measures

If it is not reasonably practicable to eliminate the hazards and associated risks, you should minimize the risks using one or more of the following approaches:

- Substitute the risk with something safer (e.g., replace solvent based paints with water based ones).
- Isolate the harm from people. This involves physically separating the source of harm from people by distance or using barriers. For instance, install guard rails around exposed edges and holes in floors, use remote control systems to operate machinery, store chemicals in a fume cabinet.
- Change the workplace, equipment or work process (engineering controls) For instance, use mechanical devices such as trolleys or hoists to move heavy loads, place guards around moving parts of machinery, install residual current devices (electrical safety switches), set work rates on a production line to reduce fatigue.

Level 3 control measures

GIWYN uses control measures that rely on human behavior and supervision to minimize risks.

Two approaches to reduce risk in this way are:

- Use administrative controls: For instance, GIWYN develops procedures on how to operate machinery safely, limit exposure time to a hazardous task by job rotation, carry out preventative maintenance on machinery and equipment, provide training and instruction on safe handling for a manual task, and use signs to warn people of a hazard.
- Use personal protective equipment (PPE): Examples of PPE include:
 - I. identify loss of data as a risk
 - II. Understand why that causes harm – loss of computer files could expose activists to harassment, destroy your ability to manage your finances, and information etc.
 - III. Ensure that all of your data is protected, on computers, thumb drives, Flash drives etc., with a clear plan for offsite data storage (for example, a thumb drive goes home with you every Friday).
 - IV. Ensure that your solution/control measures are working. Administrative controls and PPE should only be used:
 - V. Interim measure be used, to supplement higher level control measures (as a backup).

9.1. Develop and Implement control options

Information about suitable controls for many common hazards and risks can be obtained from:

Developing specific control measures.

Develop specific control measures if the available information is not relevant to the to the known risks .

Risks or circumstances at your workplace.

This can be done by referring to the events and programs that were recorded during the risk assessment. For each of the events in the sequence, ask:

“What can be done to stop or change the event occurring”

Working through the events in the sequence will give your ideas about all possible ways to eliminate or minimize the risk. There may be more than one solution for each of the events. The control options you choose need to be:

- One that provides the highest level of protection for people and is the most reliable – that is, controls located towards the top of the hierarchy
- Available – that is, it can be purchased, made to suit or be put in place.
- Suitable for the circumstance in your workplace – that is, it will work properly given the workplace conditions, work process and your workers. Where the risk has the potential to cause death, serious injury or illness, loss more emphasis should be given to those controls that eliminate or reduce the level of harm, than those that reduce likelihood. Make sure that your chosen solution does not introduce new risks.

Cost of control measures.

GIWYN Stops activity or provides instructions when exposed to risk.

Cost (in terms of time, effort as well as money) is just one factor to consider when determining the best control option.

Implementing controls

. To allow chosen control measures to operate effectively GIWYN:

- **Develop work procedures and policies**

If the control measures are designed to address significant risks to develop a safe work procedure which describes the task, identifies the hazards and documents how the task is to be performed to minimize the risks.

- **Provide training, instruction and information**

GIWYN provides training for workers on the work procedure to ensure that they are able to perform their task safely. Training helps workers to demonstrate competency in performing the task according to the procedure. GIWYN ensures that all trainings, instruction and information is provided in a form that can be understood by all workers. Information and instruction are provided to others who enter the workplace, such as partners, members, activists, children or visitors.

- **Provide adequate Supervision**

GIWYN uses High levels of supervision where inexperienced workers are expected to follow new procedures or carry out difficult and critical tasks. A risk management plan is prepared to identify the hazards, what action needs to be taken, who will be responsible for taking the action and by when.

9.2

STEP 4

REVIEW CONTROLS

GIWYN puts control in place to protect the health and safety of people in need. Monitor and review regularly to make sure they work as planned.

A review is generally required when:

- A significant change occurs to the workplace, work process or system of work
- A risk control measure does not adequately control the risk, or a notifiable incident occurs.

Consult the workers about their health and safety representatives and consider the following questions:

- Are the control measures working effectively in both their design and operation?
- Have the control measures introduced new problems?

- Have all hazards been identified?
- Have new work methods, new equipment or chemicals made the job safer?
- Are safety procedures being followed?
- Has instruction and training provided to workers on how to work safely been successful
- Are workers actively involved in identifying hazards and possible control measures? Are they openly raising health and safety concerns and reporting problems promptly?
- Are the frequency and severity of health and safety incidents reducing over time?
- If new legislation or new information becomes available, does it indicate current controls may no longer be the most effective?
- If problems are found, go back through the risk management steps, review your information and make further decisions about risk control.

9.3. Ensure that controls remain effective

GIWYN ensures control measures are implemented and ensure that they remain effective by :

- Accountability for health and safety – accountability is allocated to ensure procedures are followed and maintained staff including supervisors and managers
- Regular review: All incident investigations include a review of relevant procedures.
- Effective Communication – risk controls are more effective where procedures are communicated in appropriate language, and signs and symbols are used.
- Regular Training and Competency – Training are provided to maintain competencies and to ensure new workers are capable of working safely.
- Hazard information and risk assessments – information about hazards, such as plant and substances, may be updated by manufacturers and suppliers and should be checked to make sure controls are still relevant.

New technology may provide more effective solutions than were previously avail-

able. Changes to operating conditions or the way activities are carried out may also mean that risk assessments need to be updated.

9.4. KEEPING RECORDS OR REGISTER OF RISKS

GIWYN should keep records of the risk management process when undertaking subsequent risk assessments.

GIWYN Keeps records of the risk management process to.

- make decisions about controlling risks
- assist in targeting training at key hazards
- provide a basis for preparing safe work procedures
- allow ease review of risks for any changes to policy or programs and activities
- allow new staff to understand risk control decisions (partners, allies, shareholders, activists ,members) that work health and safety risks are being managed.

Risk management for preventing corruption:

A risk management approach to corruption prevention is appropriate because it helps to identify structural weaknesses that may facilitate corruption, provides a framework for all staff to take part in identifying risk factors and treatments, and embeds corruption prevention within a well-established governance framework.

GIWYN may exposed to corruption risks. These risks can exist at all levels of an agency, in relation to all functions and activities, and can potentially involve any internal or external stakeholder.

If corruption does occur, the short and long-term consequences for the agency include:

- Loss of reputation
- Loss of public confidence
- Direct financial loss
- wasted resources
- The financial and resource cost of an internal and/or ICAC investigation

adverse effects on other staff and the morale of the agency generally.

Keeping records of the risk management process demonstrates potential compliance with the GIWYN regulations.

It also helps when undertaking subsequent risk assessments.

Keeping records of the risk management process has the following benefits. It:

- allows you to demonstrate how decisions about controlling risks were made
- assists in targeting training at key hazards
- provides a basis for preparing safe work procedures
- allows you to more easily review risks following any changes to legislation or business activities
- allows new staff to understand why risk control decisions have been made, and demonstrates to others (regulators, investors, shareholders, activists, members) that work health and safety risks are being managed. The detail and extent of recording will depend on the size of your workplace and the potential for major work health and safety issues. It is useful to keep information on:
 - The identified hazards, assessed risks and chosen control measures (including any hazard checklists, worksheets and assessment tools used in working through the risk management process)
 - How and when the control measures were implemented, monitored and reviewed who you consulted with relevant training records; and any plans for changes.

(This is in Accordance with the Nigerian National Code of Cooperate Governance of Not for Profit Organizations Governance Code 2015).

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