



POLICY

BOARD & STAFF
RISK
MANAGEMENT

Revision History

Approved/Reviewed/ Revised/Rescinded	Date	Comments

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RISK MANAGEMENT POLICY PREAMBLE

As the National Sport Organization that governs Taekwondo throughout Rwanda, RTF (Rwanda Taekwondo Federation) recognizes that there are risks inherent in all facets of our governance, program delivery and business operations.

RTF is committed to managing the risks facing the organization and its PTSOs, clubs and individual members. We take the safety, well-being and satisfaction of our members and participants seriously. While we are not averse to taking organizational risks and pursuing opportunities, we will do so thoughtfully and in an informed manner.

PURPOSE

The aim of this policy is to provide a guiding statement on how risk management is to be performed within Rwanda Taekwondo Federation. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has other purposes as well, namely:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses.
- Performing an educational function for staff, volunteers, PTSOs, clubs and members.
- Over the longer term, contributing towards the enhancement of a “risk management culture” within Rwanda Taekwondo Federation.

Ultimately, successful risk management has the following benefits for Rwanda Taekwondo Federation:

- Prevents or limits injury or losses to participants, volunteers and staff
- Helps to protect Rwanda Taekwondo Federation and its PTSOs, clubs and individual members against litigation
- Ensures that Rwanda Taekwondo Federation is compliant with all applicable laws, regulations and standards
- Improves the quality and relevance of the programs and services that Rwanda Taekwondo Federation provides to its members, participants, partners and sponsors
- Promotes improved business management and human resource management practices

- Enhances Rwanda Taekwondo Federation's brand, reputation and image in the community

Overall, enhances Rwanda Taekwondo Federation's ability to achieve its strategic objectives.

SCOPE AND AUTHORITY

The Executive Director is appointed as Risk Manager for Rwanda Taekwondo Federation with the Governance Risks being a shared responsibility with the Board of Directors. The Executive Director is responsible for the implementation, maintenance and communication of this policy. This policy applies to all activities undertaken by Rwanda Taekwondo Federation at the national level. Where Rwanda Taekwondo Federation exercises authority over activities below the national level, risk management measures may also be prescribed by Rwanda Taekwondo Federation for implementation by PTSOs and Clubs. PTSOs are encouraged to prepare policies similar to this policy, to govern the management of risk within their jurisdictions

POLICY

Rwanda Taekwondo Federation makes the following commitments to its members:

- All activities and events undertaken by Rwanda Taekwondo Federation will be analyzed from a risk management perspective.
- Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing Rwanda Taekwondo Federation.
- Risk control strategies will be reasonable and will reflect the given standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense).

Rwanda Taekwondo Federation acknowledges that risk management is a broad activity and a shared responsibility. All directors, officers, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks.

THE RISK MANAGEMENT PROCESS

Managing risks involves three steps:

- 1) identify potential risks using an informed environmental scan approach
- 2) assessing the significance of a risk by considering its possibility and consequences
- 3) developing and implementing measures to address those risks deemed significant by reducing their probability, their consequences or both.

Risks arise from a number of categories of Rwanda Taekwondo Federation's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. Rwanda Taekwondo Federation has determined that the following categories will be used when identifying risks:

- Operational/Program Risks Compliance Risks Communication Risks External Risks
- Governance Risks

- NSO Risk Management Program

FINANCE RISKS

All risks faced by Rwanda Taekwondo Federation can be addressed by one or more of the following four general strategies:

- *Retain the risk* – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.
- *Reduce the risk* – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, delivery, supervision, monitoring or education.
- *Transfer the risk* – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- *Avoid the risk* – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

The above general strategies translate into a variety of risk control measures, which for Rwanda Taekwondo Federation may include (but are not limited to):

- Development of policies, procedures, standards and rules
- Effective communication
- Education, instruction, professional development and specialized training
- Ensuring a core set of organizational values have been identified, defined and communicated throughout Rwanda Taekwondo Federation
- Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders

- Use of robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements)
 - Improving role clarity through use of written position descriptions and committee terms of reference
 - Supervision and monitoring of staff, volunteers, participants and activities
 - Establishing and communicating procedures to handle concerns, complaints and disputes implement schedules for regular review, maintenance, repair and replacement of equipment
 - Preparing procedures and protocols for emergency response and crisis management
 - Use of warnings, signage, participation agreements and waiver of liability agreements where warranted
- Purchasing appropriate insurance coverage for all activities and reviewing regularly

REPORTING AND COMMUNICATION

To ensure that risk management remains a high priority within Rwanda Taekwondo Federation, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that the Executive Director can provide updates as required.

Rwanda Taekwondo Federation recognizes that communication is an essential part of risk management. This Policy and our Risk Management Program will be communicated frequently to our staff, committees, PTSOs, and Clubs, and we will encourage all members to communicate to Rwanda Taekwondo Federation their risk management issues and concerns.

INSURANCE

Rwanda Taekwondo Federation maintains a comprehensive insurance program that provides General Liability, Sports Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and sponsors of

Rwanda Taekwondo Federation. Upon annual renewal of this policy, Rwanda Taekwondo Federation consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal.

Not all risks are insurable. However, as part of its commitment to risk management, Rwanda Taekwondo Federation will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of Rwanda Taekwondo Federation and that pose significant risks.

APPROVAL

This Policy was approved by the Board of Directors on [date] and will be reviewed annually.