



Zero Tolerance for Female Genital Mutilation

"Be the voice, not the victim"

Ifrah Ahmed

Strategy 2019

IFRAH FOUNDATION STRATEGIC PLAN

Table of Content

	Page
Core Values	3
Vision	3
Mission	3
Origin	3
Uniqueness	4
Credentials	4
Modus Operandi	4
Catalyst Concept	4
Model of Systemic Change	5
Three Pillars of Change	5
Advocacy	6
Awareness	6
Community Empowerment	6
Dear Daughter Campaign	7
Operations Plan	8
Goals and Objectives: Advocacy	8
Goals and Objectives: Awareness	8
Goals and Objectives: Community Empowerment	9
Appendix I: Organisational Structure	10
Appendix II: 12 Month Budget for 2019	11
Appendix III: Funding Strategy Pathways	12
Appendix VI: Risk Management Policy and Risk Register	13
Appendix V: 12 Management of Conflict of Interest/Conflict of Loyalty & Declaration Form	25

CORE VALUES

Honest, Unity, Respect and Commitment

VISION

The absolute abandonment of FGM in Somalia and the horn of Africa, in collaboration with a coalition of partners.

MISSION

- Create a path for the cultural abandonment of FGM/C
- Coordinate awareness-raising, advocacy and community empowerment initiatives with our partners.
- Implement FGM/C survivor support systems

ORIGINS

Ifrah Ahmed is a Somali survivor of Female Genital Mutilation/Cutting (FGM/C), who has spent the last ten years bringing to light the implications of FGM/C and using her personal testimony to end the practice. She has worked tirelessly within Ireland, the EU, internationally and in Somalia to bring about legislative reform, political and social awareness and social acceptance of change.

The Ifrah Foundation (IF)'s strategy is to drive this change using awareness, advocacy and grass-roots empowerment. Ifrah Ahmed instinctively understands the deep-rooted cultural resistance to change in Somalia and knows that the first step to change is acknowledgement in order to open up a dialogue on the practice of FGM/C. Ifrah Ahmed's courageous and honest testimony bears witness to the reality of the experience of FGM/C and enables her to earn the trust of a wide range of stake holders for change from national government to regional bodies, international Non-Governmental Organisations (NGOs) and local Civil Society Organisations (CSOs). Focused on creating a chain of action, Ifrah understands the power of a coalition. A unique network of partners has been formed with a plan to work together to end FGM/C in Somalia. Additionally, by harnessing the resources of global media into a coalition of national, regional and global partners, Ifrah Foundation aims to galvanise a tipping point for cultural change.

UNIQUENESS

Ifrah Ahmed's journey as a refugee, which took her to Ireland, has given her unique sensibility and insight. Having stepped out of the Somali culture, she learned that there is an alternative to FGM/C that is respectful of Somali culture and norms. Ifrah Ahmed is courageous, determined and dedicated in her willingness to speak openly about her experience of FGM/C, and to use it to give a voice to those who seek protection. She has a deep understanding of embedded cultural resistance to change in Somalia, an instinctive understanding of the need

for dialogue and a proposal for positive alternatives. Coupled with her desire and ability to build relationships, she understands that social change can only be achieved through sustained and long-term commitment. With these insights, The Ifrah Foundation has established a far-reaching network of expert partners to galvanise efforts to influence social attitudes.

CREDENTIALS

Ifrah Ahmed herself has worked at all levels of civil society activity and earned the respect of a wide range of advocates and activists from government ministers to grass roots CSOs. Appointed to the position of special advisor to the Prime Minister of Somalia on Gender issues, her Ifrah Foundation is also the Intergovernmental Authority on Development (IGAD) Somali partner on FGM. Ifrah also acts as the Somali representative for the media including The Global Media Campaign to End FGM. She is in a unique position to act as the lynchpin for this unique coalition for change. Together with these and many other partners, The Ifrah Foundation is rolling out its three-pillar strategy to end FGM/C in Somalia, the IGAD territories in the horn of Africa and beyond.

MODUS OPERANDI

The Ifrah Foundation's focus is to forge effective partnerships between relevant government ministries, NGOs, international and local campaigners and communities all of whom share the common goal of prioritising the abandonment of FGM/C within a generation. The Ifrah Foundation and its partners are dedicated to the abandonment of FGM/C in Somalia, East Africa and internationally.

To this end, the Ifrah Foundation has developed and researched an applicable theory of change unique to Somali culture. Armed with interactive field research, The Ifrah Foundation is adapting and applying the results to its grass-roots community empowerment and education programmes.

CATALYST CONCEPT

For cultural change to be effected, three strands of action require to be implemented concurrently: awareness raising; political and cultural advocacy and community education and empowerment.

These three pillars or proactivity when guided by a research-lead approach to behavioural change and positively amplify and reinforce each other. FGM/C continues to be practiced, despite targeted sustained efforts of campaigners and NGOs to create awareness as to the harmful nature and extent of the practice. Real societal change requires the consistent and concurrent implementation of campaign of awareness, political advocacy and community empowerment.

MODEL OF SYSTEMIC CHANGE

Ifrah Foundation has developed a proven 'Model of Systemic Change' program for the elimination of FGM/C in Somalia, tailored to the cultural climate of the region.

The 'Model of Systemic Change' program is informed by extensive research, stake-holder consultation and impact evaluation undertaken by Ifrah Foundation in the form of pilot projects as part of its development of a National Action Plan for the elimination of FGM in Somalia. The work was undertaken with the full support of the Somali government in the context of the United Nations SDG, (sustainable development goal), of the global abandonment of FGM by 2030.

Ifrah Foundation's 'Model of Systemic Change' program proposes partnerships with key collaborators, including Government agencies and civil societies, to amplify and sustain the three pillars of action, requiring simultaneous, sustained implementation.

THREE PILLARS

These three initiatives go hand in hand to create a virtuous circle to impact cultural norms.

Table below highlights the three pillars, the broad initiatives and key partners

Pillars	Initiatives	Partners
Advocacy	Negotiation of legislation and development of public policy and government backed programmes	Minister for Women and Human Rights AMISOM Legal Action Worldwide
Awareness	Hosting of regional & national media academies to train media personalities, professionals, journalists and activists to become advocates and ambassadors set with the task of raising awareness through a wide range of media channels.	Minister for Information Global Media Campaign to end FGM/C AMISOM UNICEF
Community Empowerment	The implementation of education/awareness programmes and other processes which engender behavioural and belief system change.	Minister for information Minister for Gender LAW Local NGOs in situ AMISOM

	Development of community ambassador/leader network	
--	--	--

ADVOCACY

Lobbying for the political will to legislate in Somalia, previously in Ireland and Europe now with the participation of the relevant Somali government ministers and the support of IGAD¹, The Ifrah Foundation is committed to the earliest possible presentation of legislation to the Somali parliament. The Ifrah Foundation is supporting the Somali Government in the passing of legislation banning FGM. Ifrah Ahmed in her role as Gender Advisor to the Prime Minister of Somalia is actively supporting the Ministry for Women and Human Rights Development

AWARENESS

The Ifrah Foundation campaigns with media partners an extended network of activists and NGOs, to highlight FGM/C and promote a change in cultural perception appropriate to the country conditions and target audience. The Ifrah Foundation has designed an awareness and empowerment campaign based on the concept of an effective 'Pledge' for social change that is intended to educate and empower individuals, families and communities at risk of FGM. The 'Dear Daughter' campaign is intended to thread all three pillars of media awareness/advocacy and community empowerment together. The Ifrah Foundation's media partners are committed to implementing a national, regional and international campaign inspired by the pledge system in the form of a personal commitment from parent to child promising a future free of FGM. Media and communications expertise and resources have been committed by The Ifrah Foundation's media partners to design and implement an effective campaign.

COMMUNITY EMPOWERMENT

The approach is based on education and community empowerment promoting a pledge to change attitudes and social norms. Informed by academic research on behavioural change for FGM/C and supported by current research, the programme will create and support local infrastructures to implement and sustain that promise. The Ifrah Foundation aims to educate and empower mothers, daughters and communities to abandon harmful practices that violate human rights and enrich the contribution of women in their communities by creating a positively reinforcing system to copper fasten the pledge. Working with NGOs locally the Ifrah Foundation has researched and developed grass roots community empowerment programme based on community education and empowerment training techniques. The approach is based on dialogue within group dynamic at all levels of society focused on proposing and

¹ The Intergovernmental Authority on Development (IGAD) in Eastern Africa

implementing positive alternatives to cultural and social norms backed up by the individual pledge and community incentive programs known to be effective in changing social norms. Combining larger-scale national awareness building conferences with smaller grass-roots eradication programs, training will be delivered by an experienced network of social change experts charged with disseminating a structured education.

THE DEAR DAUGHTER CAMPAIGN... A CALL TO ACTION

The Ifrah Foundation has designed an awareness and empowerment campaign based on an effective 'pledge' for social change system intended to educate, encourage and empower individuals, families and communities affected by FGM to abandon the practice. It envisages threading the three pillar promises of media awareness/advocacy and community empowerment together.

The core of this campaign is to work with mothers, daughters, fathers, extended family and communities to change attitudes and the social norms. The dear daughter campaign seeks to encourage parents and communities to protect their daughters from fgm/c. In response to UN Secretary General Ban Ki-moon's call to men worldwide "to join the campaign to end fgm" fathers will be encouraged to write letters to their daughters, with a promise of protection.

The letter will take the form of a "promise to their daughters of a future that will be free of FGM/C".

Supported by a national, regional and international awareness campaign, the dear daughter campaign, "DDC", will illuminate how the population will pledge this promise to their daughters. Supported at national and international political level, the DDC should send the message that the support comes from both the highest level, as well as at grass roots. The DDC will be shared and implemented in conjunction with our partner media and non-governmental agencies and intends to tap into the large Somali diaspora.

The "Dear Daughter" campaign will be activated at:

- Influencer level - through media and social media, (press, tv, radio, print, facebook, video, youtube, other social media)
- Community level - encouraging elders or local politicians to participate on behalf of the village or community
- Group level - events to empower mothers and grandmothers to speak out
- Individual level - taking the form of a private/public letter to their daughter

OPERATIONS PLAN

GOALS AND OBJECTIVES

ADVOCACY

GOAL 1

TO HARNESS INTERNATIONAL AND REGIONAL POLITICAL SUPPORT TO END FGM/C

Objective

Focused lobbying and development of political awareness in Ireland, UK, Somalia and across the IGAD member states to ensure political sponsorship of effective legislation.

GOAL 2

TO PUT IN PLACE THE LEGISLATIVE BUILDING BLOCKS TO END FGM/C

Objective

Lobby politicians and senior civil servants to ensure the smooth passage of the legislation through consultation phase and into law

GOAL 3

TO UNITE POLITICAL ORGANISATIONS AND ADVOCATING FOR A GLOBAL MOVEMENT

Objective

To work, develop and extend partnerships which enable change in effected countries.

AWARENESS

GOAL 1

TO MOUNT A GLOBAL AWARENESS INITIATIVE OF "Dear Daughter Campaign" IN SOMALIA

Objective

Consulting with the Guardian Media Team amongst others we will initiate a focused media and communications campaign using TV, radio, internet and social media, print and posters in Somalia which can be adapted in the future to other national circumstances.

GOAL 2

TO DEVELOP AND DISSEMINATE EDUCATIONAL MEDIA MATERIAL

Objective

Creation of education and training materials to be disseminated trans-media with the production and output of video, radio, TV, print and social media content.

GOAL 3

A PROGRAMME OF NATIONAL CONFERENCES IN SOMALIA

Objective

The Ifrah Foundation and partners will host a high level national conference in July 2018. Follow on from this will maintain focus on the issue in Somalia.

COMMUNITY EMPOWERMENT

GOAL 1

TO DEVELOP A NATIONAL ERADICATION PROGRAMME WHICH IS DRIVEN BY AN EFFECTIVE PLEDGE FOR THE ABANDONMENT OF FGC.

Objective

An eradication programme structured on education and empowerment supported at government level and delivered in co-operation with partnering international aid agencies.

GOAL 2

TO EQUIP TRAINERS WITH THE SKILLS, MATERIAL AND TOOLS REQUIRED TO DELIVER THE EDUCATION PROGRAMME.

Objective

To train, educate and supply educational and media material to Ambassadors delivering the empowerment programme.

GOAL 3

DESIGN AND DELIVER A PLEDGE BASED PROGRAMME IN THE FORM OF THE DEAR DAUGHTER CAMPAIGN

Objective

To implement an effective eradication programme structured on community commitment, individual incentives and self monitoring.

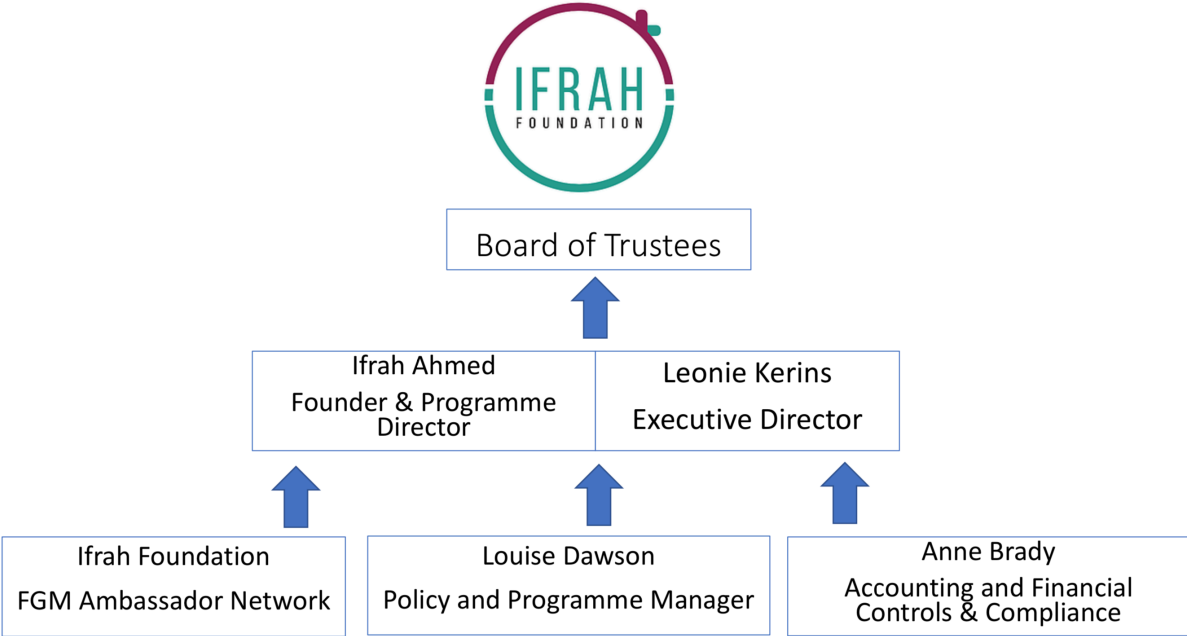
GOAL 4

TO PROVIDE LONG TERM AND SUSTAINED SUPPORT OF COMMUNITY PROGRAMMES

Objective

To ensure sufficient financial, economic and operational resources to sustain cultural transformation over a sustained period of time.

APPENDIX I: ORGANISATIONAL STRUCTURE



APPENDIX II: **BUDGET FOR 2019**

Ifrah Foundation CLG
12 months Budget for the year of 2019

	Amplify	Global Wallace	NAP	UnRes	Total
Note	Original Budget Year ended 2019	Original Budget Year ended 2019	Original Budget Year ended 2019	Original Budget Year ended 2019	Original Budget Year ended 2019
	€	€	€	€	€
Income					
Donations				11,364	11,364
Amplify GEDO Jan to Aug	29,129				29,129
Amplify Galmadug Sep to Dec	22,222				22,222
Global Wallace		-			-
NAP			-		-
	51,351	-	-	11,364	62,715
Charitable Expenditure					
CEO Gross Salaries	5,333	-	-	64,667	70,000
Employer PRSI	573	-	-	6,952	7,525
Ifrah Ahmed Salaries/Expenses (contract staff)	9,000	-	-	21,000	30,000
Louise Dawson Salaries (contract staff)	19,200	-	-	-	19,200
Field Staff and Support Services	-	-	-	20,000	20,000
Staff Training & Development	-	-	-	5,000	5,000
Amplify GEDO Jan to Aug	4,511	-	-	-	4,511
Amplify Galmadug Sep to Dec	10,867	-	-	-	10,867
Global Wallace	-	21,279	-	-	21,279
NAP	-	-	-	-	-
Fundraising costs	-	-	-	5,000	5,000
Monitoring & Evaluation Officer	467	-	-	-	467
Strategy & Organisational Development	400	-	-	5,000	5,400
Rent	333	-	-	6,867	7,200
Telephone & Broadband	-	-	-	1,500	1,500
Insurance	-	-	-	1,200	1,200
Computer and Software Costs	-	-	-	582	582
Travel and Accommodation	667	-	3,000	3,000	6,667
Governance Costs	-	-	-	3,075	3,075
Legal Fees	-	-	-	200	200
Audit and Accountancy	-	-	-	4,551	4,551
Bank charges	-	-	-	375	375
Total Expenditure	51,351	21,279	3,000	148,969	224,599
Net Incoming/(Outgoing) Resources	0	(21,279)	(3,000)	(137,605)	(161,884)

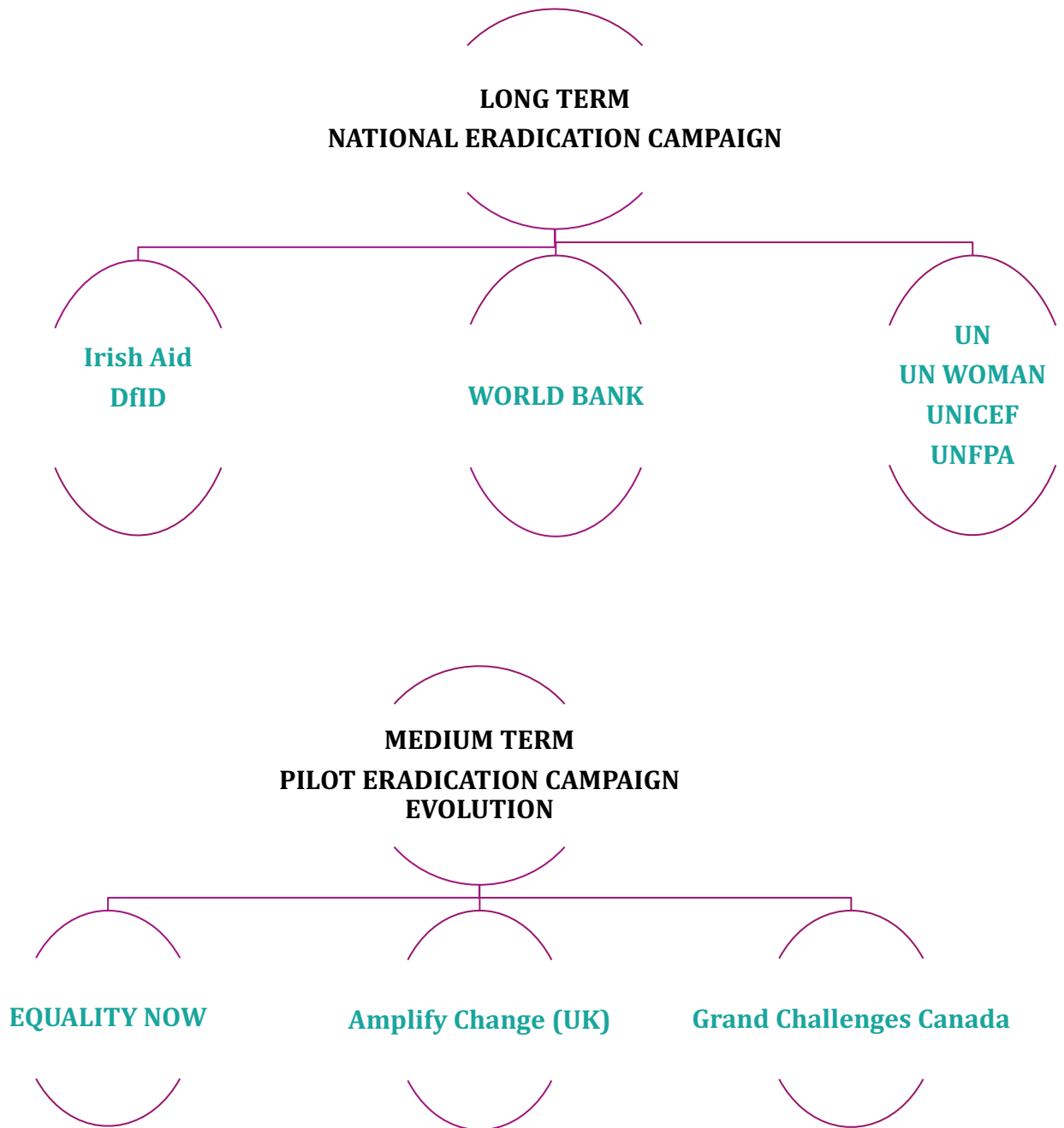
21,279.00

Note 1: Louise Dawson works 2 days per month from Jan to Aug and then 8 days per month from Sept to Dec 19.

Note 2: € 21,279 is balance b/f from 2018 and to be spent in 2019

(140,605)

APPENDIX III: **FUNDING STRATEGY PATHWAYS**





Risk Management Strategy & Risk Register

Introduction

The purpose of this strategy is to define, identify and manage risk for the Ifrah Foundation. It defines risk and risk management and outlines responsibilities for the management of risk within the organisation. It then provides a detailed overview of the potential risk areas that the organisation should consider, the potential effects of the risks, and the steps to be taken towards mitigation, thereby reducing the risks².

What is risk?

Risk can be defined as a situation involving exposure to danger, or a threat requiring something to be protected. It is an inherent feature of all activity, and it can arise from inaction as well as action. In organisational terms, risks are normally seen as the possibilities, great or small, that the organisation will be damaged in some way as a result of a particular hazard. Risk can also be viewed in a more positive manner, where a risk being realised provides an opportunity for the organisation.

Risk Management

Charity trustees are responsible for ensuring that a risk management system is put in place in order to protect the charity from any harm that may be caused. A risk management system should reduce the likelihood of each risk occurring and minimise the impact of each risk where possible³.

Risk Management System

This Risk Management System will incorporate the following:

- Risk Register: a document used to record details of each risk. It should include: the category of risk; a clear description of each risk; the likelihood of occurrence; the potential impact; mitigation measures; and the person(s) responsible for managing each risk (see below).

² The Wheel, reducing the risk: A resource for Community and Voluntary sector organisations <https://www.wheel.ie/sites/default/files/media/file-uploads/2019-04/WHEEL%20-%20RISK%20BODY%20FINAL.pdf>

³ Charities Regulator Risk Management for Charities <https://www.charitiesregulator.ie/media/1693/risk-management-for-charities.pdf>

- Risk Management Policy: this document setting out procedures for managing risk and risk reporting.
- Monitor and Report: Risk should be monitored regularly in a structured way. How this risk management system can be used is outlined in the next section

Risk Identification Procedure

This policy and identified risk will be monitored on a regular basis. Risk Management will be discussed at **least once per year** at Board of Trustee meetings. Any identified risk will be notified to the **Executive Director immediately**. Where the risk is identified as 15 or over on the Ifrah Foundation Risk Register, it will be formally communicated to the chairperson, within a maximum of 12 hours.

Risk Register⁴

Risk Register - Ifrah Foundation									
Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
Risk Category: Strategic, Governance and Management Risk									
1	Organisation lacks direction and forward planning	- Organisation drifts with no clear objectives, priorities or plans - Issues addressed on a piecemeal basis with no strategic reference	Board of Trustees	- Create strategic plan setting out key aims and objectives - Create operational plans with targets drawn from strategic plan - Monitor financial and	- Strategic Plan reviewed annually to ensure relevance - Operational implementation reviewed bi-monthly (at each Board meeting)	2	4	2	9

⁴ Developed on the basis of the Risk Register Template from the Charities Regulator (SE GLS 8.2.1 007 Rev 000 Governance Code) in conjunction with The Wheel: Reducing the Risk <https://www.wheel.ie/sites/default/files/media/file-uploads/2019-04/WHEEL%20-%20RISK%20BODY%20FINAL.pdf>

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
		<ul style="list-style-type: none"> - Financial management difficulties - Loss of reputation 		operational performance	- Financial performance reviewed bi-monthly (at each Board meeting)				
2	Governing body lacks relevant skills and commitment	<ul style="list-style-type: none"> - Organisation fails to achieve purpose - Resentment or apathy amongst paid staff - Poor value for money on service delivery 	Board of Trustees	<ul style="list-style-type: none"> - Undertake skills review of current governing body members - Provide relevant training - Recruit new governing body members with relevant skills and commitment - Keep Trustees informed and engage 	Annually - skills audit at AGM	2	4	1	8
3	Governing body dominated by one or two individuals	- Governing body cannot operate effectively as a strategic entity	Board of Trustees	- Consider structure of governing body and its independence	- conflict of interest register reviewed annual	2	3	1	6

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
	or by connected individuals	<ul style="list-style-type: none"> - Decisions are made outside of governing body - Conflicts of interest/loyalty 		<ul style="list-style-type: none"> nce - Agree mechanisms to deal with potential conflicts of interest/loyalty - Review recruitment and appointment processes and their constitutional validity - Improve procedural framework for meetings and recording decisions 	<ul style="list-style-type: none"> - Board functioning and recruitment reviewed annual 				
4	Conflicts of interest	<ul style="list-style-type: none"> - Organisation hampered in its ability to pursue own interests and agenda - Decisions may not be based on relevant considerations 	Board of Trustees and individual staff	<ul style="list-style-type: none"> - Establish written protocol for disclosure of potential conflicts of interest - Have procedures for standing down on 	Annual review of conflict of interest register	2	4	2	16

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
		- Impact on reputation		certain decisions					
5	Activities potentially outside objects, powers or terms of funding	<ul style="list-style-type: none"> - Potential breach of trust and regulatory action - Loss of funds available to intended beneficiary - Loss of funder confidence - Loss of beneficiary confidence - Liabilities to repay funders - Potential taxation implications 	Executive Director as delegated by Board of Trustees	<ul style="list-style-type: none"> - Establish protocol for reviewing new projects to ensure consistency with objects, powers and terms of funding - Set up financial systems to identify restricted funds and their application 	At each new grant application stage	2	5	2	20
Risk Category: Financial									
1	Budgetary control and financial reporting	Budgetary control and financial reporting	Executive Director as delegated by Board of Trustees ; Accountant/Auditor	<ul style="list-style-type: none"> - Ensure budgets are linked to planned objectives - Ensure timely and accurate monitoring and reporting 	On-going responsibility of Executive Director and reporting to Board bi-monthly	2	5	2	20

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
				<ul style="list-style-type: none"> - Ensure an adequate skills base to produce and interpret financial reports - Have procedures to review and action budget and cash flow variances 					
2	Dependency on income sources	Cash flow and budget impact of loss of income source	Executive Director as delegated by Board of Trustees	<ul style="list-style-type: none"> - Identify major dependencies - diversify income sources 	At each funding opportunities	3	3	2	18
3	Inappropriate or loss-making fundraising activities	<ul style="list-style-type: none"> - Resources withdrawn from key objectives - Resources and energy diverted from profitable fundraising - Accountability issues 	Board of Trustees	<ul style="list-style-type: none"> - Monitor and review business performance and return - Ensure adequate budgeting and financial reporting for each 	As proposals arise	3	3	2	18

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
		- Risk to reputation		specific activity - Appraise viability of fundraising activities					
4.	Complying with donor-imposed restrictions	- Funds being applied outside restrictions - Repayment of grant - Future relationship with donor and beneficiaries affected - Regulatory action	Executive Director as delegated by Board of Trustees ;	- Set up systems to identify receipts of restricted income - Ensure good budget control, monitoring and reporting arrangements - Adopt the Statement of Guiding Principles for Fundraising	Annually	2	5	2	20
5.	Fraud or error	- Financial loss - Risk to reputation - Regulatory action - Impact on funding	Executive Director as delegated by Board of Trustees ;	- Ensure proper financial control procedures - Segregate duties - Set authorisation limits	Annually	2	5	2	20

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
				- Get insurance					
Risk Category: Compliance (Legal or Regulatory)									
1	Lack of compliance with legislation and regulation (own governing document, employment law, equality law, etc)	<ul style="list-style-type: none"> Fines, penalties, censure Loss of licence to undertake a particular activity Employee or consumer action for negligence Risk to reputation 	Board of Trustees	<ul style="list-style-type: none"> Identify key legal and regulatory requirements Allocate responsibility for key compliance procedures Undertake compliance monitoring and reporting Prepare for compliance visits Consider reports from regulators, auditors and others, such as staff, and action at appropriate level 		2	5	2	20
2	Regulatory reporting	- Regulatory action	Board of Trustees	- Ensure compliance		3	3	2	18

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
	requirements (for example: Companies Registration Office, Revenue Commissioners, new Charities Regulator)	- Reputation risk - Impact on funding		procedures are in place - Allocate staff responsibilities					
Risk Category: Operational									
1	Fundraising	- Unsatisfactory returns - Compliance with legal regulations	Board of Trustees	- Review regulatory compliance - Monitor adequacy of financial returns achieved - Report fundraising activities in annual report - Adopt the Statement of Guiding Principles for Fundraising	Annually	3	3	2	18
2	Employment	- Employment disputes - Claims for injury, stress, harassment,	Board of Trustees	- Undertake fair and thorough recruitment, selection and		2	5	2	20

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
		bullying, unfair dismissal, etc. - Equality issues - Adequacy of staff training - Child/vulnerable adult protection issues		appointment processes, including vetting where necessary - Have systems for appropriate job training and development - Have in place feedback and appraisal procedures - Explore employment insurance options					
3.	Systems documentation	- Lack of awareness of policies and procedures - Actions taken without proper authority	Board of Trustees	- Ensure policies and procedures are properly documented and communicate - Undertake an audit		3	3	2	18

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
				and review of systems					
Risk Category: Environmental or External									
1	Public perception	<ul style="list-style-type: none"> - Impact on voluntary income - Impact on voluntary input - Impact on use of service by beneficiaries - Ability to access grants or contract funding affected 		<ul style="list-style-type: none"> - Communicate with supporters and beneficiaries - maintain high quality social media (website, Instagram, twitter & facebook) - Produce and circulate a quality annual report - Ensure good public relations 	Communicate regularly	2	4	2	16
2	Adverse publicity	<ul style="list-style-type: none"> - Loss of donor confidence or funding - Loss of influence - - Loss of 		<ul style="list-style-type: none"> - Have effective internal and external complaints procedures 		2	4	2	16

Risk Register - Ifrah Foundation

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
		beneficiary confidence - Impact on staff morale		- Review complaints regularly - Have a crisis management strategy, including consistency of messages and nominated spokesperson					
3.	Relationship with funders	<ul style="list-style-type: none"> Deteriorating relationship Impact on funding and support available 		<ul style="list-style-type: none"> Maintain regular contact with all funders, especially major funders Undertake regular and appropriate project reporting Meet funders' terms and conditions 		2	5	2	20

The Matrix for assessing impact, likelihood and effectiveness of existing controls

Each risk is scored in terms of:

- * **likelihood** i.e. the probability of future occurrence, how likely the risk it is that the risk will occur and how frequently it has occurred in the past.
- * **impact** i.e. the impact on the organisation and external stakeholders if the risk occurs.
- * **effectiveness of existing controls** i.e. given the controls which are currently in place, how effective are they at mitigating the risk.

A scale of **1** to **5** is used for **Likelihood** and **Impact**, and **1** to **3** is used for the effectiveness of existing **Controls**, according to the following matrix:

Likelihood Scale of 1 - 5	Impact Scale of 1 - 5	Controls Scale of 1 - 3
1 = Rarely, if ever	1 = No significant impact	1 = Controls highly effective
2 = Possible	2 = Minor impact	2 = Controls effective, but could be improved
3 = Likely	3 = Significant but containable impact	3 = No controls / controls are ineffective
4 = Very Likely	4 = High impact	
5 = Unavoidable / already occurring	5 = Extremely detrimental impact	

The risk score is determined **by multiplying the risk impact by the risk likelihood by the effectiveness of the controls.**

The following traffic light system is be used on a risk register to highlight / prioritise risk:

Risk Level	Risk Score
High	25+
Medium	13 - 24
Low	0 - 12



Conflict of Interest/Conflict of Loyalty

The purpose of this Conflict of Interest & Loyalty Policy is to protect the integrity of Board and senior staff members of the Ifrah Foundation from any appearance of impropriety. It is also intended to protect the integrity of the Ifrah Foundation's decision-making process, to enable our stakeholders to have confidence in our integrity. This policy is prepared in accordance with the Code of Governance for Community, Voluntary and Charity Organisations in Ireland.

Procedure for handling conflicts of interest

The Board and Senior Staff members have a duty to declare all conflicts of interest (whether actual or potential) at the first available opportunity and at meetings of Committees, Sub-committees and the Board.

Where the Conflict of interest or loyalty of a Board or Staff member of the Ifrah Foundation relates to a **direct personal financial or monetary interest** in a matter under discussion, the member must absent from both the discussion and decision making process relating to same.

Where the Conflict of interest or loyalty of a Board or Staff member of the Ifrah Foundation relates to a personal interest or any interest in the matter under discussion, which creates a danger of bias i.e. the interest affects the organisation which they represent should declare the nature of the interest and withdraw from the room while a decision on the matter under discussion is being made, unless they have permission from the Chairperson to speak.

A Board or Staff member of the Ifrah Foundation who has any other interest, which does not in the opinion of a clear majority of the rest of the members present at a meeting, create a danger of bias but which might reasonably cause others to think it could influence their decision, the member should declare the nature of the interest. However, they may participate in the discussion if this is appropriate but absent from the decision making.

In both cases, the person concerned should be told what decision was reached on their return to the meeting.

The Chairperson should be consulted about the procedure for handling conflicts of interest or loyalty, particularly if there is any doubt about any aspect of this Policy. Where appropriate an issue may be referred to the appropriate sub-committee for review and, with the permission of the Executive Director and/or Chairperson, for assessment by an external professional.

If the Board or Staff member of the Ifrah Foundation fails to declare an interest that is known to the Company Secretary, Board or Staff member, they, the Company Secretary, Board or staff member, should notify the Chairperson, who will declare that interest.

Safe Home Ireland maintains a register of directors' interests. Board members **must** notify the Company Secretary of any relevant changes in their interests when they happen. These should be recorded in the register.

Recording of Conflicts of Interest/loyalty

All declarations of conflict of interest and/or loyalty, whether actual or potential, will be recorded in the minutes of Board meetings and/or any Committee meeting as showing the person who declared the conflict of interest and/or loyalty as absenting from the relevant discussion. Where a Board member declares a conflict at a Board meeting, he/she will be required to complete the template outlining the nature of their declared interest

Duality of Interest

Conflicts can arise between a Board and/or Staff member's duty to Sa the Ifrah Foundation and some other public obligation or Board membership of another organisation. This may be defined as duality of interest: that is, the member of the Ifrah Foundation may have divided loyalties, but does not stand to gain financially. Where such duality exists, member of the Ifrah Foundation should declare it, and is expected to act in the best interests of the Ifrah Foundation. If a Board or Staff member of the Ifrah Foundation is appointed by, represents, or is a member of another body, they must remember that their duty to the Ifrah Foundation still overrides all other obligations. If irreconcilable conflict arises, a Board or Staff member may have to avoid taking part in decisions of the Ifrah Foundation or may have to resign from one or other position.

Examples of conflicts of interest/loyalty include:

- where a Director makes a decision or does an act motivated by other or additional considerations than 'the best interests of the organisation'.
- where a Director personally contracts with the organisation or where he/she is a Director of other organisations which are contracting with this organisation.

- where a Director learns of an opportunity for profit which may be valuable to him/her personally or to another organisation of which he/she is a member, or to other persons known to the Director.
- where a Director, in any circumstance as related to the organisation, puts his/her personal interests ahead of the best interests of the organisation.
- A Director who is related to a member of staff and there is decision to be taken on staff pay and/or conditions.
- A Director who is also on the committee of another organisation that is competing for the same funding/resources.
- A Director who has a role in other business/company that may be benefiting from current or provide services from the organisation.
- A Director who is also a service user who must decide whether fees from users should be increased.
- Membership of public bodies (hospital trusts, governing bodies of universities, colleges and schools and local authorities), trusteeships (of similar bodies) and acting as an office holder or trustee for pressure groups, trade unions and voluntary or not-for-profit organisations.

Each board member/senior manager is responsible for keeping his or her entries in the register up to date. The register is not available for scrutiny by the public. It will be held in confidence by the Chair, and may only be accessed by Executive Director and the Chair.

Declaration of Understanding - Conflict of Interest/Loyalty Policy

Each Board or Senior Staff member is required to sign the following:

"I have read and understand the Ifrah Foundation Conflict of Interest/Loyalty Policy for Board Members or Staff and Member and agree to be bound by same."

Name (print): _____

Signed: _____

Date: _____

Declaration of Interest/Loyalty form

(a)	Name:	
(b)	Address:	
(c)	Occupation:	
(d)	Date appointed to the Ifrah Foundation Board:	
(e)	Other Directorships:	
(f)	Personal Interests/relationships (staff or board):	
(g)	Details of sources of any financial benefits or remuneration from Ifrah Foundation:	
(h)	Details of any other interests or connection relevant to the activities of Ifrah Foundation:	

Signed
(Board Member/Senior Management)

Date

