

# Strategy

Value Drivers

Organisation View

Risk Appetite

# Risk Dimensions

Risk Objectives (COSO)

Strategic

Operations

Reporting

Compliance

Cyber / IT

Risk Elements (Vulnerability)

Donors  
-  
Partners

Mission  
-  
Projects

Product  
Sensitivity

Service  
Sensitivity

Environment

Organisation  
Structure

Individuals

Beneficiaries

# Approach

Structure

Risk Strategy

Risk  
Assessment

Design  
Response

Deploy

Monitor

Review

# Response

**1<sup>st</sup> line:**  
People, Region and  
Field Units

**2<sup>nd</sup> line:**  
Senior Mgmt., CXO,  
Secretariat

**3<sup>rd</sup> line:**  
Board, Inspector  
General

**4<sup>th</sup> line:**  
Deloitte Risk  
Advisory

# Responsibilities

Policies and  
Procedures

Risk Management

Quality

Management  
Controls

Reporting

Compliance

Implement Granular  
Process

Assessment

Security

Audit and  
Continuous  
Monitoring

External (Internal)  
Audit, Risk Advisory  
and Quality Assurance  
Reviews (QAR)

# Outcomes

Value  
Protection

Value  
Creation

Value for People

Value for Money