



**COMESA – LEATHER AND LEATHER PRODUCTS  
INSTITUTE (LLPI)**

**Risk Management Manual**

**March, 2014  
Addis Ababa, Ethiopia**

## **1. Purpose**

The Risk Management Plan is designed to ensure that risks associated with the activities undertaken at COMESA/LLPI Head Quarters are well understood so they can be managed, planned for, and mitigated during the execution of the activities.

## **2. Objectives**

The Risk Management Program has the following goals and objectives:

- Improve employees safety
- Prevent errors, system breakdowns, and harm
- Minimize risks and liability losses
- Protect organization resources
- Maximize efficiency and productiveness

## **3. Overview**

From COMESA/LLPI perspective a risk is any factor that has the possibility of causing harm and/or loss to the Institute. A risk is also any factor that might prevent the Institute from attaining its objective(s). Considering that there is no activity that is “risk free”, conducting risk analysis and setting up of mitigation strategies, including plans of action where appropriate, will have a paramount importance for the Institute. Risk management involves the following risk phases:

- Risk Identification: Involve a listing of risks to the different units of the Institute including the probability of occurrence of those risks.
- Risk Analysis: Identifying risks in priority and/or probability order (high, medium, low) with reference to contingency and preventive measures for each risk.
- Risk Mitigation and Planning: Include or make reference to mitigation / resolution strategies for those high priority (top 5) risks. It is recommended that the strategy include where, when, and to what extent the risk will impact the unit/Institute. It should also include how to handle the risk, i.e. eliminate, reduce or accept the risk.
- Risk Response

The benefits of compiling a Risk Management Manual are: Serves as a reference guide and as a training manual for providers and staff, Helpful for orientation/continuous education and Supports commitment to the program

## Risk Management Planning Sheet for COMESA/LLPI

No	Unit/Dept.	Risk Identified	Action Plan					
			What to be Done	Resources Needed	Person in Charge	Key Indicators to be monitored	Reporting	Remark
1	Executive Director's Office	Document and signature falsification	<ul style="list-style-type: none"> <li>Identify persons responsible for handling documents and verifying correctness</li> <li>Registering all in and outgoing documents</li> </ul>	Registry books	Executive Secretary	Regular registration on the registry book	Executive Director	
2	Administration and Finance	Cheque tempering (Placing false information on an existing Cheque)	<ul style="list-style-type: none"> <li>Identify persons responsible for cheque writing, handling documenting and verifying correctness</li> <li>Ensure all written Cheques have accompanying documents</li> </ul>	Pre-numbered financial document and register	Accountant and Cashier	Cross check with documents	Head, Administration Budget and Finance	
		Forgery of documents	Preparing Financial Documents (Payment and Receipts) register	A Safe for both cash and accountable documents	Accountant and Cashier Accountant clerk	Collection or payment prepared with time frame Tasks indicated by name and position	Head, Administration Budget and Finance	
		Conflict of Interest (individual vs organization)	Create awareness on Rules and Regulations of the Institute	Rules and Regulations	Head, Admin., Budget and Finance	Assignments follow-up	To the Director	
3	Information Technology	Hacking of website	Using strong password for the Control Panel	Regular changes of pass words	IT Expert	Availability of the website for 24/7	Programmes Coordinator	
		Adulteration of info	Cross checking copies of the original data	Maintain hard copy of important documents	IT Expert	Secured information system		
		Data loss	Taking Regular (weekly) Backup of data	Backup storage Devices	IT Expert	24/7 availability of data		
		Sensitive Info, leakage	Protecting such information using username and password; Developing Network Usage policy;	Restrict access, Brand confidential and sensitive information	IT Expert and heads of units	Secured information System		
		Power surge	Using proper power distributors Connecting ICT equipment to voltage stabilizers	Power distributors and adapters Regularly check	-Artisan to supervise All heads of units to compliance	No service interruption due to fluctuation of power		
		Internet failure	Communicating closely with Ethio-telecome personnel Refining the internal networking System	Network Cables and Connectors - Reboot system - refresh pages	IT Expert & Artisan to supervise heads of units to comply	Sustained connection to the Internet		

		Fake programs	All software be purchased through IT Expert	Ensure- of software	IT Expert to advice and procurement committee to comply	Certificate of original product		
4	Program Coordinator and Experts	Conflict of interest	Create awareness on Rules and Regulations of the Institute	Staff rules and regulations manual	Program coordinator and Experts	Ensure compliance	Director/programs coordinator	
		Accident during field work	Insurance to staff and property	Budgetary allocation	Administration and finance	Insurance policy documents	Head, Administration Budget and Finance	
5	Stores	Fire Accident	Check for electrical lines (cables, dividers)	Reliable fire Extinguisher Water hose	General maintenance	Periodically check fire extinguisher	Head, Administration Budget and Finance	
			Safe custody of inflammable materials in the stores	Separate place for storing inflammable goods	Administration			
		Theft	Well secured locking system Carry out periodic inspection of inventory	Keys not reproducible	Store's personnel	Checking doors and windows soundness and intactness		
		Flammable, toxic and fragile materials	Storing in separate place inflammable chamber Labeling all items in the store with appropriate sign	Separate storage space	Store's personnel	Regularly checking the storage condition		
		Not having inventory and or procurement plan	Well developed work plan with time lines	Stationary	Store's personnel	Procurement plan		
6	Reception	Fire accident	Well covered electric cables and distributors	Fire extinguisher	Receptionist	Checking the electric lines and distributors in reception area	Head, Administration Budget and Finance	
		Persons of hot temper non-manageable	Handling with patience	Training and experience	Receptionist			
		Slippery floor	Indicate work in progress	Place notice	Receptionist and cleaners	Ensure dryness of floor after cleaning		
7	General Maintenance	Fire accident		Fire extinguisher, Fireproof personal closing with nose mouth and eye protectors	General maintenance (during working hours)	Day to day monitoring of fire accident possible origins	Head, Administration Budget and Finance	
		Water inundation due to Breakage of pipelines or wash room equipments or water tanker	Regular maintenance work	Complete set of tools of plumber		Day to day checking of water lines		
		Cracks and damage to building, doors, windows and fences due to old age	Regular maintenance work	Complete set of tools including, driller, grinder and ladders		periodical checking of building and fences		
		Breakdown on electric lines and generator	Regular maintenance work	Voltmeter and cables and working tools		Day to day checking of water lines		

		Utilities (bulbs, switches, extension wires of poor quality)	Purchase good quality materials from reliable source			Checking at time of purchase		
8	Driver	Accident and breakdown of vehicle	<ul style="list-style-type: none"> <li>- Make sure that strict traffic rules and regulations strictly followed</li> <li>- Driver in good health status</li> <li>- Replacing old and wear out vehicles/parts</li> <li>- Day to day checking of vehicle and observing service times</li> </ul>	Minor maintenance equipment Protective closing	Driver	Day to day checking for some vital parts Bi-annual medical checkup of drivers	Head, Administration Budget and Finance	
9	Gardeners	Injury while working	Putting appropriate protective clothing and safety shoe while gardening	Safety shoe, hand Glove, closing, and sun-hat and nose guards	Gardner	Checking intactness of protective clothing and other materials	Reporting immediately to Administration and finance	
		Accident from mal functioning tools	Using tools in proper working and good condition	Tools in good condition	Gardner	Condition of tools checked regularly		
		Health risk due to dust	Putting protective masks for nose and mouth	Appropriate protective masks	Gardner	Availability of masks		
10	Guards	Health problem due to exposure to night cold and insects and flies bites	Putting appropriate protective clothing	Jacket, shoe, rain coat and provide with insect repellants	Guards	Checking intactness of the protective clothing and other materials	Head, Administration Budget and Finance	
		Power interruption	Alternative light source	Appropriate hand torch that has power	Guards	Checking functionality of dry cells and the torch		
		Theft and robbery	Being alert and continuous surveillance at night - Ensure there alarms are instituted	Firearm for self and property protection Mobile for immediate reporting	Guards	-Regular inspection of the firearm -Alarms are working		
11	Cleaners	Injury and trauma from falling while cleaning floor and windows, and contact of cleaning chemicals with exposed body parts	Putting appropriate shoe and safety materials (hand glove), eye, mouth and nose protectors)	-Shoe with non slippery sole, -window cleaning material with long arm - Indicators for wet floors	Cleaners	Checking intactness of protective materials	Head, Administration Budget and Finance	
12	Coffee Tea service	Fire accident	using fire extinguisher if accident occurs	Fire extinguisher	Coffee Tea service	Periodically checking the fire extinguisher	Head, Administration Budget and Finance	
		Injury due to accidental splashing of hot water	Putting appropriate protective closing	Protective closing include hand glove	Coffee Tea service and food	Checking the intactness of the protective materials		
		Health problem due to poor sanitary condition	<ul style="list-style-type: none"> <li>- Have appropriate vaccination</li> <li>- Maintain high level of cleanliness</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate white aprons</li> <li>- Sanitized tools and equipments</li> </ul>	Coffee Tea service and food	Regular sanitary conditions checked		

### The Risk Management Process Overview

Mekonnen Hailemariam

- **Step 1: Identify Hazards**
- **Step 2: Assess the Risks**
  - *Assess the Likelihood & Consequences*
  - *Classify the Risk*
- **Step 3: Control the Risks**
  - *The hierarchy of risk control can be used as a guide*
- **Step 4: Monitor / Review Control Measures**

#### Definitions of Key Terms

- Hazard: Something that has the potential to cause harm to people, property or the environment.
- Risk: is the chance or probability of a hazard causing harm or damage to people, property or the environment.
- Control: is a mechanism or process that minimizes the risk of the hazard becoming actual so protects people, property or the environment from the identified hazard.

#### Hazard Identification

- Hazards could be identified based on:
  - Incident report forms
  - Self-Inspection Checklists
  - Observation & consultation
  - Regular maintenance checks
  - Specialists assisting with specific issues in the workplace
  - Knowledge sharing

#### Assessed the Risk that the Hazard Poses

- Assessing likelihood “**How likely is it that someone will be exposed to the hazard?**”
  - *The likelihood will depend on probability and frequency of exposure to a hazard.*

- Assessing consequences

“Realistically, what is the likely outcome?”

- *The severity or range of the potential consequences resulting from the hazard.*

How can a risk be assessed?

Consequences

		insignificant	minor	moderate	Major	Severe
L	Very high probability	Low	Medium	High	Extreme e	Extreme
I	high probability	Low	Medium	High	High	Extreme
K	Equal probability	Low	Medium	Medium	High	High
E L	Low probability	Low	Low	Medium	Medium	High
I h o d	Very low probability	Low	Low	Medium	Medium	High

### Example

- **Hazard = Small raise/crack in pathway**
  - *What is the probability of this?*
  - *hazard causing harm -the risk?*
- **The assessor rates the likelihood as high. The path is frequently used by both employees and visitors daily, therefore there is a high probability that someone will be exposed to the hazard.**
- **The assessor rates consequences of a trip in this section of path as moderate –with a sprain or break the worst foreseeable outcome.**
- **Therefore, the risk rating for this particular hazard was assessed as *high*.**

## Risk Level Interpretation

<b>Extreme / High Risk</b>	<b>Imminent / Serious danger. Immediate action required -stop work. Identify and implement controls (temporary or permanent) to reduce risk to as low as reasonably practical</b>
<b>Medium Risk</b>	Moderate danger. Action as soon as possible to implement controls (long & short term) to reduce the risk to as low as reasonably practical.
<b>Low Risk</b>	Minor to negligible danger. Assess if further action can be taken. Take steps to monitor the controls so the hazard is maintained as "low "if the hazard cannot be eliminated completely.

## Implementing Controls

- Often a series of controls should be implemented to reduce the risk posed by a hazard. The ***hierarchy of risk control is useful in determining appropriate or interim risk control measures.***
- **The best method of controlling a risk is to eliminate the hazard –(it is not always possible to do this immediately).**
- The aim of implementing controls is to get as many controls in place so the risk is reduced to as low as possible.

## The Hierarchy of Risk Control

- Elimination Completely
  - **eliminate the hazard by removal from the workplace**
- Substitution
  - **Replace the activity, process or substance with a less hazardous one**
- Engineering
  - **Isolate the hazard from employees with mechanical aids**
- Administration
  - **Implement safe work practices, procedures and policies**
- Personal Protective Equipment
  - **Provide suitable PPE to cover and protect an employee**



**Example Using the Hierarchy of Risk Control**

- **Hazard = Small raise/crack in pathway**
  - **Elimination-Engage a contractor to repair the section of path – therefore completely eliminating the hazard**
  - **Substitution-Use a different path/walkway to get from A to B**
  - **Engineering-Rope the section of path off to employees/visitors**
  - **Administration -Ensure all path users are aware of the hazard, paint the rise yellow. Have systems in place to inspect paths regularly so that paths are repaired before injuries occur.**
  - **PPE -Provide employees with knee and elbow pads (unrealistic!)**

Re-assessing the risk

- Plot *likelihood and consequence on the risk matrix to find the risk level with controls in place.*

		insignificant	minor	moderate	Major	Severe
L	Very high probability	Low	Medium	High	Extreme	Extreme
I	high probability	Low	Medium	High	High	Extreme
K	Equal probability	Low	Medium	Medium	High	High
E L	Low probability	Low	Low	Medium	Medium	High
I h o o d	Very low probability	Low	Low	Medium	Medium	High

- The assessor rates the **likelihood as low.**
- The assessor rates **consequences as still moderate –with a sprain or break the worst foreseeable outcome.**

- The rating is now assessed as **Moderate**

### **EXAMPLE**

- **Hazard = Small raise/crack in a pathway**
  - *The rating was assessed as high when no controls were in place.*
  - Controls in place:
  - Path is cleaned and examined on a weekly basis to ensure it is free from mould and trip hazards (sticks, gravel, seed pods, damage etc)

Each month the school grounds are inspected using a checklist.

Staffs are encouraged to complete Incident/Injury Report forms if hazard identified

### **Step 4 Monitor / Review Controls**

- *All identified hazards and their controls should be documented –usually referred to as a Hazard Register.*
- *Hazards and controls need to be reviewed regularly, at least every 2 years*
- Monitoring of Controls
  - Ensure audits and workplace inspections are conducted; and
  - Ensure listed control measures are in use and maintained.
  - Risk Register reviewed on regular basis

It is an ongoing process and should be integrated into all workplace activities.

***Hazard Management is the responsibility of both employees and management.***

## Annex II

### Issues Raised During the First General Staff Meeting on Risk Management (March 12, 2014)

No.	Item (s) Requested	Requesting unit	Agreed time frame to avail the item(s)	Remark
1	Backup system for the Institute's valuable files <ul style="list-style-type: none"> <li>• External memory</li> <li>• Sky drive/Google Drive</li> <li>• M7E system</li> </ul>	Executive Director's office Administration and Finance	Short to Medium time	A place outside the Institute where to keep the backup must be sought (Cloud computing and hiring boxes in Banks for keeping valuable documents were suggested)
2	Lockable drawer for keeping some confidential files (cabinet)	Executive Director's office	Short to Medium time	
3	A policy on how long to keep outdated documents <ul style="list-style-type: none"> <li>• A committee to check on materials every 2 to 3 years</li> </ul>	Issue raised during discussion	Medium term	The institute should have a clear policy on this issue
4	Exit signs on the building	Staff/Store	In shortest possible time	In case of fire accidents and other problems
5	Adequate number of Fire Extinguishers	Store, General maintenance, Guards	In shortest possible time	The existing fire extinguishers should be checked All concerned staff be trained on how to use the fire extinguishers
6	Liquids like "detol, vehicle engine oil and other inflammable products be kept away from store	Store/Guards	In shortest possible time	
7	A water hose for fire accident be placed around the building	General maintenance/Guards	In medium term	
8	Signal indicating wet floor be put during cleaning and wet conditions	Cleaners/ staff	In shortest possible time	
9	A signal warning to watch step be placed Just outside the building on a marbled floor, as there is a level difference on the floor that is not easily noticeable	Staff	In shortest possible time	
10	First aid kit	General maintenance/ Gardeners	In shortest possible time	
11	At least 3 meter ladder	General maintenance	In medium term	
12	The institute's electric line be checked and the position of high power lighting lamp be changed for the clear view of guards during nighttimes	General maintenance/guards	In shortest possible time	
13	Vehicle minor maintenance tool kit	Drivers	In medium term	
14	Water sprinkler (s)	Gardeners	In shortest possible time	

15	Handover forms for drivers when they exchange vehicle (Time sheet for each vehicle)	Drivers	In shortest possible time	
16	Mowing machine	Gardeners	To do maintenance in the short term and buy a new one in the medium term	
17	Guards watch tower which is on the back side of the building be modified	Guards	In shortest possible time	
18	Gown uniquely assigned for coffee and tea service	Staff	In shortest possible time	
19	Minibus front wind shield	Drivers	Long term	The minibus should not be used for night time driving as light refraction due to scratches reduce visibility
20	Safety boots heavy gloves	Gardeners	Medium term	
21	Mouth and nose masks, gloves	Cleaners , Gardeners	In shortest possible time	

## Annex III

### COMESA – Leather and Leather Products Institutes Staff List

No.	Name	Responsibility	Dept./Unit	Signature
1	Dr. Mwinyihija Mwinyikione	Executive Director	Executive Director's Office	
2	Mrs. Aster Shiferaw	Senior Secretary	“ “	
3	Mr. Zewdu Kebede	Programs Coordinator	Programs Coordinator's Office	
4	Dr. Tadesse H. Mamo	Training, Extension and Consultancy Expert	Training, Extension and Consultancy Expert's Office	
5	Mrs. Tigist Hailegiorgis	Administration/Budget and Finance Head	Administration/Budget and Finance	
6	Mrs. Yenensh Asefa	Cashier-Secretary	“ “	
7	Prof. Mekonnen Hailemariam	Leather Value Chain Expert	Projects Office	
8	Mr. Nicholas Mudungwe	Cluster management Expert	“ “	
9	Mr. Awlachew Sintie	Information Systems Expert	“ “	
10	Mr. Mekonnen Yeshitila	Store Keeper-clerk	Store	
11	Miss Sintayehu Ashenafi	Receptionist	Reception	
12	Mr. Wondwossen Ayele	Driver/Liaison/Protocol	Driver	
13	Mr. Tesfaye Taffa	Driver	“ “	
14	Mr. Demis Yimer	General maintenance	Maintenance	
15	Mr. Adugna Mulu	Gardner	Gardner	
16	Mr. Masresha Asefa	“ “	“ “	
17	Mrs. Tibka Dilie	Cleaner-Messenger		
18	Mr. Mulugeta Assefa	Guard	Guard	
19	Mr. Getent Mekonnen	“ “	“ “	
20	Mr. Dejene Teshome	“ “	“ “	
21	Mr. Gessese Getachew	“ “	“ “	
22	Mr. Belay Zeleke	“ “	“ “	