



ZONTA
INTERNATIONAL

DISTRICT 4

BUILD A BETTER WORLD
FOR WOMEN AND GIRLS

Guide to Risk Management

February 2026

Table of Contents

Introduction

1. What is Risk Management.....	2
2. Purpose.....	2
3. Components of the Plan.....	2
4. Role of Risk Manager.....	2
5. Assessment Types.....	3
6. Risk Matrix.....	4
a) Who Completes the Risk Matrix.....	5
b) Recording Results in Risk Matrix.....	5
c) Steps to Completing the Risk Matrix.....	5
d) Action Plan.....	7
7. Timeline.....	8

INTRODUCTION

Zonta District 4 has developed a comprehensive Risk Management Plan to be utilized by Zonta Clubs in the District. This manual has been developed to provide guidance and information to assist Clubs in carrying out their responsibilities in assessing Club risk and developing strategies through actions to address or avert vulnerabilities to achieve club success.

1. WHAT IS RISK MANAGEMENT?

Risk management, in simple terms, is the process of spotting potential problems (risks), figuring out how bad they could be, and then creating a plan to either prevent them or lessen the damage before they actually happen, keeping your Club safe and on track. It's about being proactive instead of just reacting to crises. Risk management will address various areas that could pose a threat to club success.

2. PURPOSE

District 4 in order to ensure that Clubs within the jurisdiction maintain a good standing, implemented a Risk Management Plan to be used by all clubs that would;

- Protect Zonta Clubs, the District and Zonta International from negative events
- Correct any deficiencies/vulnerabilities
- Preserve data, records & assets
- Ensure that club remains in good standing

3. COMPONENTS OF THE PLAN

There are several components of a risk management plan. They include

- Assessing potential risk and vulnerability to Clubs, District and/or Zonta International utilizing a risk matrix
- Identifying areas of risk
- Developing strategies and actions to remediate risk/s/ identified based on the risk matrix
- Ensure strategies are carried out and identified actions are accomplished
- Continue to assess to maintain Club in good standing

4. THE ROLE OF THE RISK MANAGER

The Risk Manager is integral to the Club's Risk Management Plan. Every Club should assign a Risk Manager. The District also has a Risk Manager which can assist Clubs and provide training.

A Risk Manager is responsible for identifying, analyzing, and mitigating risks within the Zonta Club to ensure safety and compliance with policies. The Risk Manager oversees risk control, treatment and performance monitoring and ensures safety and compliance with Zonta's policies.

Specific duties include;

- Works with the Club Board and other members to ensure compliance within the primary five types of potential risk utilized by the District to assess club's areas of vulnerability
- Ensures the completion of a risk analysis for the club utilizing the risk matrix tool for District 4 during a biennium

- Identifies high risk areas or factors which present a risk or vulnerability to the club or its members and works with Board to mitigate such risks through an action plan
- Recommends actions to mitigate risks and works with Board to set target dates and assess progress
- Monitors action plan to ensure proposed actions are on target and complete

In selecting a Risk Manager, the Club should consider, the individual to possess;

- Knowledge of the Zonta organization and its goals and mission and policies
- Ability to research and identify areas of vulnerability
- Communication skills
- Ability to persuade other and effectuate change
- Ability to lead a group and finalize results

5. ASSESSMENT TYPES

When developing a Risk Management Plan and performing a risk analysis various areas and factors or considerations are addressed. The District's Risk Management Plan identifies five specific types or areas. Each of the five types/areas will be assessed using a Risk Matrix and will be rated utilizing a high, medium or low risk and assigned a corresponding numeric score. The five types/areas for assessment include;

- Governance
- Operations
- Financial
- External
- Compliance/Statutory/Reputation

I. Governance

Governance in risk assessment covers systems, policies and structures that direct how the Club identifies, evaluates and mitigates risk ensuring alignment with strategic goals of Zonta International. It focuses on leadership accountability, board oversight, ethical conduct and the establishment of frameworks for managing financial, operational and reputational risks.

Factors to be assessed related to Governance include;

- Club Bylaws
- Rules of Procedure
- Internal Controls
- Responsibilities of Officers, Directors and Committee Chairs
- Minutes of Meeting
- Conflict of Interest
- Succession Planning
- Club Assets
- Risk Manager

II. Operations

Operations in risk assessment addresses potential losses from internal processes, people, systems, and external events to prevent disruptions. Key areas evaluated include process failures, membership, system failures and compliance breaches. human errors, system outages, and compliance breaches. The goal is to analyze likelihood and impact to prioritize mitigating risks that threaten daily Club operations.

Factors to be assessed related to Operations include;

- Members
- New Members
- Member and Board Meeting
- Data Security
- Archiving
- Member Expenses
- Budget
- Timeliness
- Participation
- Tools

III. Financial

Financial risk assessment covers the identification and analysis of potential monetary losses, focusing on protecting assets and ensuring stability. It also involves reporting , procedures and accounting of funds.

Factors for assessment related to Financial include;

- Financial Accounting & Reporting
- Signatories
- Events-Funds
- Audits/Accounts
- Dues Payments

IV. External

External issues in assessing risk refer to factors originating outside an organization's boundaries that are largely uncontrollable, unpredictable, and can significantly impact operations, strategy, and reputation

Factors for assessment related to External include;

- Social Media Policy
- Password Protection
- ZI Brand
- Insurance
- Privacy Policy

V. Compliance/Statutory/Reputation

Assessing compliance, statutory, and reputation risks involves identifying, analyzing, and mitigating potential damage from failing to adhere to laws, regulations, ethical norms, and members expectations.

Factors for assessment related to Compliance/Statutory/Reputation include;

- Tax Compliance
- Affiliation Agreement
- Applications

6. RISK MATRIX

The Risk Matrix is the tool used to assess each of the five types/areas and the factors associated with each.

a) Who completes the Risk Tool?

Each Club has the discretion to determine who will complete the Risk Matrix. Regardless of the approach chosen, the Risk Manager is responsible for overseeing the risk management process throughout the biennium. Recommended participants include the Risk Manager, Board members, or Elected Officers. Additionally, a Club may opt for a participatory process that incorporates contributions from both club members and elected officers or board representatives.

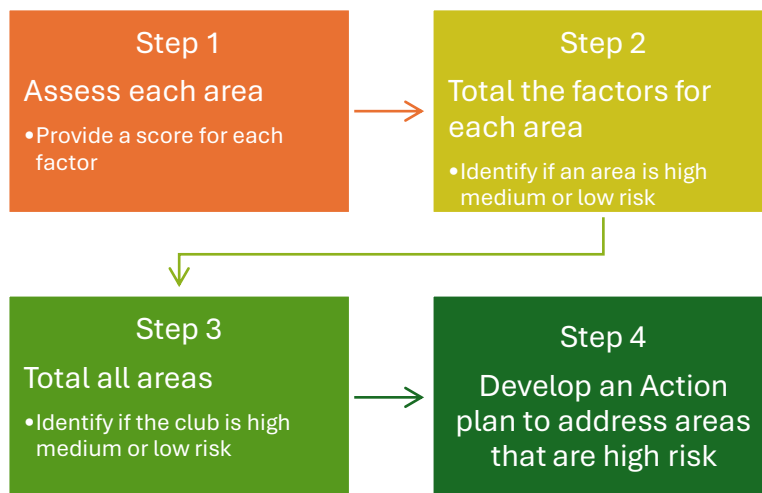
b) Recording Results in the Risk Matrix

The Risk Matrix is located in ZIM (aka Google Docs) in your Club Folder. The club only has access to its individual club folder. Within your club folder there are several files, specific to your Club. There is a file in your folder entitled Risk Matrix. Open the Risk Matrix file to access the matrix to complete and record your assessment and action plan

Currently, the only members of the Club that have access to your club folder are the President and Treasurer. Both have been provided a link to ZIM by the District Treasurer. If you are unable to access your folder in ZIM, you should contact the District 4 Treasurer. Access for the Risk Manager is under consideration.

c) Steps to Completing the Risk Matrix

There are four primary steps in completing the Risk Matrix




Step 1: Review and Score Each Risk Factor

For each Type in the Risk Matrix, review every factor listed. Each factor includes definitions for High, Medium, and Low risk.

Complete the following actions for each factor:

1. Determine the Risk Level - Review the definitions provided and select the risk level (High, Medium, or Low) that most closely reflects your club’s current situation.
2. Assign Impact Points - Enter the corresponding numeric score for the selected risk level in the Impact Points column.
3. Record the Assessment date. Enter the date on which the risk determination was made in the Date column.
4. Add Comments (if applicable). Use the Comments column to note relevant details, concerns, or observations. These comments will support the development of the Club’s Action Plan in later steps.

 **Tip for Clubs**

Be as specific as possible in the Comments column. Clear notes will make it easier to identify vulnerabilities, prioritize actions, and track progress during implementation.

Step 2 – Total all the Risk Factors

When you have completed a Type, total the impact points for all factors in this Type to determine if this type has scored a high, medium or low risk.

The following is an excerpt from the Risk Matrix which you will find in ZIM.

Zonta D 4 Risk Management Matrix

I Type: Governance

No.	Factor	High Risk points 3	Medium Risk points 2	Low Risk point 1	Impact Points	Date	Comments
1	Club Bylaws	Club does not have bylaws in place or bylaws have not been updated in last three years	Club has bylaws in place and bylaws have not been updated since last convention	Club has bylaws in place and bylaws have been updated since last convention			
2	Rules of Procedures	Club does not have rules of procedures in place	Club has rules or procedure in place but have not been updated from previous biennium	Club has rules of procedure and have been updated in the current biennium			
3	Internal Controls	Club does not have written internal controls in place and club manual	Club has some written internal controls in place but may not be up to date since the last biennium, including a club manual	Club has current written Internal procedures and club manual which are up to date in the current biennium and are being followed			
4	Responsibilities of Officers, Directors & Committee Chairs	Responsibilities are not included in a Internal Controls Manual	Club has responsibilities in a written control manual but may not include all positions, i.e. Officers, Directors and Committee Chairs	Club has responsibilities in a written control manual which include all positions, i.e. Officers, Directors and Committee Chairs			

Step 3 – Total All Impact Points

After completing all five Types, totals all impact point to determine if the overall Club risk is high, medium, or low.

Risk Matrix – Scoring

The following is a excerpt from the Risk Matrix illustrating scoring of all factors and areas.

Recap

Area	Maximum Score	Score	High	Medium	Low
I. Governance	27		27	18	9
II. Operations	30		30	20	10
III. Financial	15		15	10	5
IV. External Risk	15		15	10	5
V. Compliance/Statutory/Reputation	9		9	6	3
If a club has over \$50,000 in assets add 4 points	4		4		
Total	100				

Overall -- High Risk = 65-100 Medium Risk = 33-64 Low Risk = 32 or less

Step 4 - Complete an Action Plan

The next step is to develop an action plan by identifying high-risk factors and selected medium-risk items the Club wants to address. For each vulnerability, the Club sets a mitigation strategy, assigns responsibility, establishes a target completion date, and adds supporting comments. Progress is monitored by the Risk Manager and reviewed by the Club Board during the biennium.

The Club may request District support for specific vulnerabilities, and Area Directors can address shared issues across their areas.

Action Plans help the District identify topics for D4 Talks, training, or summits that benefit multiple clubs. Clubs can also document successful practices to share within the District.

d) Action Plan

The following is an excerpt of the Action Plan which is located in ZIM.

Action Plan

<i>Identify the risk types & factors that received the highest impact scores attained the highest impact scores or need to a be addressed to prevent further risk</i>					
Risk Type	Risk Factor	Proposed Action	Target Date	Date Completed	Comments

Request for Assistance from District or Area Director to address specific risks identified.

--

7. TIMELINE

A Risk Management Plan should be carried at least once during the biennium. The timeline consists of phases with target dates centering on;

- Assessment
- Planning & Strategies
- Implementation

In order to address issues or area of vulnerability, both the existing and incoming Board should work together during various phases of the plan to ensure continuity in the identification, planning and implementation of targeted actions.

Assessment – March 31, 2026

The Club will conduct a risk assessment by completing the Risk Matrix and recording results in the ZIM Club file. The current club board is responsible for this assessment, with participation determined at the Club's discretion as noted in Item 5(a). The Risk Manager oversees and coordinates the process.

Planning & Strategies

Effective cooperation and participation between the incoming and outgoing club boards are essential. During this period, both boards should collaborate to formulate action items that address areas of significant risk or potential vulnerability. The Risk Manager is responsible for overseeing this process and ensuring that all steps are appropriately documented in ZIM.

Implementation

The final phase involves executing the action plan. Club members are assigned tasks to meet deadlines, while the Risk Manager tracks progress and updates the board until completion or adjustments are needed.

Information collected from club activities throughout different phases can be leveraged to provide benefits that extend beyond just one club. For instance:

- Recognizing shared issues or vulnerabilities among clubs within the District
- Helping to determine training requirements for clubs at both the District and Area levels
- Supplying material for D4 Talks or D4 Newsletters that is relevant or tailored to club needs
- Identifying and communicating successful practices
- Supporting the District Board in developing and implementing District-wide strategies

