

**KASAGANA-KA MUTUAL BENEFIT ASSOCIATION**  
**RISK Assessment and Management PLAN**

**Strategic Goals for 2017-2022**

- a. Outreach of 90,000 members or 360,000 individuals covered by insurance
- b. Establish strong relationship with the KSO family and form consortium outside of KSO as another distribution channel in the delivery of products and services.
- c. Develop partnerships with other insurance providers for products beyond KMBA’s capacity such as the non-life insurance
- d. Develop and register to BIR an internet-based Management Information System
- e. Acquire a building that will house the offices of KSO family
- f. Active participation in policy advocacy for Mi-MBA advancement
- g. Develop links with other network of Mi-MBAs both local and international.

Risk/s		Rating		Indicators	Mitigating Strategy	Present (Practice or Existing policy)	Plan
		Probabili ty (L- M-H)	Impact (L-M- H)				
<b>A. External</b>							
Impact of natural catastrophe and man-made disasters		H	H	Claims Ratio	Team up with KDCI for DRRM training/education campaign, either in-house or in partnership with other institutions; Firm up support for members in times of crisis;	Reinsurance of KMBA members’ Life and Credit Insurance with NATRE; Support mechanism for members; Go-bag/Kits ready	DRRM trainer’s training for KSO; Mapping of areas prone to hazard; Train local leaders; IEC materials; Business continuity Plan (COVID 19 pandemic)
				Loss of members’ data	Secure data thru CLOUD	Existing storage space of important documents/data thru CLOUD	Scan member’s documents and upload in the KMBA system; continue upgrading of the system
				Damage of KMBA Building	Emergency and Evacuation plan; Safety measures such as fire arrester, fire protection sprinkler system (with underground cistern) and fire extinguisher	Property Insurance; Fire extinguisher in all floors and units; Building is equipped with safety features/systems; compliant to local building regulations and Clearances	Training on occupational safety; Evacuation plan

IC implements IFRS 17 for all covered entities		M	H	Circular issuance directing the implementation of IFRS 17	Participate in the policy dialogue with IC.	Active participation in the lobbying effort of MiMAP for the exemption of Mi-MBAs in the implementation of IFRS17	KMBA to prepare a position paper in support of MiMAP's position to exempt Mi-MBAs of IFRS 17  Discuss accounting system with the Auditor
Drastic change in the regulatory requirements for Mi-MBAs		L	M	Change in leadership and mandate of regulators towards Mi-MBAs	Participate actively in the regular policy dialogue with Insurance Commissioner initiated by Mimap	Updates IC on developments of Mi-MBAs; Compliance of circular issuances; Initiate dialogue	Keep all circular issuances; Strict compliance of all submission schedules
<b>B. Institutional</b>							
Change in Board leadership and/or management of institutional partners		M	M	Extent of support of new Board leadership and/or management of K-coop and consortium partners	Strengthen relationship with the Kasagana-ka Synergyzing Organizations (KSO)  Constant communication and monitoring of consortium partners  Expand membership base	Presence of KMBA officers in all planning and evaluation sessions of KSO  Regular meeting and communication with management and operations staff of institutional partners  Quarterly monitoring visit to consortium partners; area visits	Include in KMBA Operations Manual the regular coordination and communication to partner institutions

KMBA unable to sustain critical mass of members		M	H	Membership growth (declining)	<p>Develop ownership and education programs/activities for members through common activities conducted by KSO</p> <p>Monitor continuously satisfaction level of members through the feedback tool provided by key partner KCoop every quarter</p> <p>KMBA must be present in the joint KSO performance evaluation on a quarterly basis</p>	<p>Presence of KMBA staff in all K-Coop QCCC meetings and General Assemblies to discuss KMBA program and products and to get feedback from the members;</p> <p>Support activities of KSO for members such as Sipat landas and other trainings for K-Coop leaders;</p> <p>Attend all KSO scheduled planning and evaluation;</p> <p>Monitoring visits to consortium partners;</p> <p>Product orientation to prospective partners/groups</p>	<p>Inclusion of questionnaires in K-Coop feedback form to gather member's recommendation and feedback for KMBA</p> <p>Or</p> <p>Provide a feedback form and get the satisfactory level of the members to KMBA product and services during Area Coordinator's center visit ;</p> <p>Sustain existing partnership and expand consortium members;</p> <p>Explore ways to enhance existing products and services;</p> <p>Support system for members</p> <p>Support existing efforts of partners to sustain membership</p>
Principal partner do not patronize the microinsurance products of KMBA		L	M	High commission fee offered by commercial insurance	<p>Strong partnership with principal partners. Encourage joint activities in the pursuit of the members.</p>	<p>Ensure that KMBA products are competitive compared to same products offered by other Insurance company</p>	<p>Regular consultation with partner institutions for product enhancement and development</p>

Current consortium partners will disengage from KMBA		L	M	Stop subscribing to the products and services of KMBA	Develop internal capacity and confidence; Continue enhancement and improvement in KMBA products and services to sustain existing membership And marketing strategy	Regular consultation and evaluation of KMBA services and product; Expand consortium partnerships with partner institutions	Annual product review and assessment
<b>III. Operational</b>							
Skills of staff do not match with the present need of KMBA resulting in possible resignation/termination		M	H	Performance evaluation	Continue to support training and education needs of staff; Maintain bi-annual performance evaluation and merit system	Bi-annual performance evaluation of KMBA staff; Conduct individual consultation at the start of the year; Retreats/recollection and team building	Skills matching of staff to meet the changing needs of KMBA; Local and international exposures
Absence of a sound Management Information System		H	H	Failure to comply with regulatory requirements  Incomplete records of members' data may result in fraudulent/delayed claims	Prioritize the continuing development of MIS;	Two software programmers manning the MIS; Creation of reliable system (KOINS) for member's data	Fully developed MIS that responds to the regulatory requirements of all government agencies
<b>IV. Financial</b>							
BIR to impose tax on KMBA operation		M	H	KMBA is being denied of tax exemption.	Consultation with tax lawyer  Elevate the issue within the network  Participate actively in the network's-initiated discussions with regulators (IC, BIR, lawmakers) as well as experienced tax lawyers	Review/Amend legal papers (SEC); Consultations with External and Internal auditors;  Support network's position for tax exemption	Engage a legal services group that will assist KMBA in pursuing its application for tax exemption.
KMBA tax exemption application will be negatively ruled by the BIR		M	H	Formal denial from BIR Amount of tax assessment	Maintain 'submit but don't follow-up' stance	KMBA to reserve funds until formal exemption ruling is obtained	Ensure that reserve fund is sufficient enough for tax payment

KMBA investment yields will not achieve more than inflation levels		M	M	Investment yield ratio	Diversifying investment placements.	Regular monitoring of current investment, renew long term investments with safe and high interest rates	Regular checking of investment markets who offered secure and high interest rates
Lack of investment strategy to increase interest income		M	M	Investments yield is low; No available market to diversify investments	Craft a viable investment strategy	Participate in the network's investment pooling for higher interest yield.	Spread and diversify investments. "Don't put all eggs in one basket" to ensure income from investments