

**Canadian Race Relations Foundation**  
**Terms of Reference and Scope of Service**  
**Consultant(s) to conduct a risk assessment & to develop CRRF's Risk Registry Matrix**

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CRRF is hereby inviting qualified consultant(s) to submit proposal to conduct an organisational risk assessment and develop a Risk Registry Matrix.

## **1. Background**

### **Historical background**

The Canadian Race Relations Foundation (CRRF) owes its existence to the Japanese Canadian Redress Agreement concluded between the National Association of Japanese Canadians (NAJC) and the Government of Canada, signed on September 22, 1988.

### **Vision**

The CRRF will be recognized for its role as a leading non-partisan resource and facilitator, helping to eliminate the racism and racial discrimination that will be seen as inherent contradictions to a Canada based on the mutuality of rights and responsibilities, participation, belonging and equity.

### **Mission**

The mission of CRRF is defined in The Canadian Race Relations Foundation Act S.C. 1991, c. 8, as found in Section 4, Purpose of the Foundation. The purpose of the Canadian Race Relations Foundation is to facilitate throughout Canada the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society.

## **2. Objectives**

The CRRF Board of Directors recognise the importance of having strong and appropriate organisational, strategic and managerial structures in place to enable program expansion and goal achievement. Both, the strategic planning process and risk management are a central part of this. CRRF completed its 2020-2023 strategic planning process in March 2020 however risk assessment and development of a Risk Registry Matrix have been planned to be completed in 2020/2021 CRRF fiscal year.

In September 2020 Executive Committee of the Board of Directors approved to send out Request for Proposal (RFP) to engage a consultant(s) to conduct a risk assessment & to develop CRRF's Risk Registry Matrix.

CRRF therefore wants to commission the updating its organisational risk assessment and develop a Risk Registry Matrix. The process aims to provide a better understanding of:

- the strength and sustainability of the existing structure;

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- the level of risk embedded within CRRF; and
- based on the risks identified, the Board might demand a revision or update on the current strategic planning to provide a stronger future direction, strategy and priorities of the CRRF.

### **3. Scope of Work**

In close coordination with the CRRF Chair of Finance and Audit Committee and the Executive Director, the Consultant(s) will conduct the risk assessment of the CRRF operations, assets, communications, network, and human resources. The scope of work includes:

#### **a. General:**

- Familiarisation with CRRF and its existing organisational plans, programmes, functions, structure, positions, and meetings with key personnel and Board members.

#### **b. Risk assessment:**

- Update organizational risk assessment;
- Facilitate the identification and assessment of significant **new** risks which may affect CRRF's organisational performance today and in the future. This will cover the full spectrum of risks such as strategic risks, reputational risk, regulatory compliance risks, financial risks, projects risks, technology and systems risk, and human resource management risks;
- Assessment of likelihood of risks;
- Assessment of seriousness of risks;
- Rating for Likelihood and Seriousness for each risk;
- Grade (combined Likelihood and Seriousness) the risks;
- Recommended actions for grades of risk;
- Define and document the risk tolerance level;
- Assessment of impact on operation, assets, personnel, Board of Directors, public, and government;
- Propose suitable mitigation actions/measures (Preventative or Contingency);
- Propose on responsibility for mitigation action(s);
- Estimate cost of mitigation;

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- Timeline for mitigation action(s);
- How to monitor and report risks;
- Document the identified risks in a risk register; and
- Design and implement practical tools and techniques for risk management (key risk indicators, incident management, risk quantification, compliance, and action point tracking and monitoring and reporting).

**4. Key deliverables:**

- Inception report, completed within two weeks of commencement of assignment. The inception report shall include:
  - ✓ A detailed description of the methodology and timeline for the risk assessment.
  - ✓ The list of persons to interview.
- Risk assessment report, to be completed 4 weeks after approval of the inception report. The risk assessment report shall include all of the elements included under Section b above.

**5. Time Span**

The process will start in November 2020 and should be completed by January 30, 2021 latest.

**6. Institutional arrangement**

The Consultant(s) will report directly to the CRRF Executive Director. The CRRF Director of Finance and Administration will provide all of the necessary background documents and support the Consultant(s) in organising meetings and activities with the Board members and CRRF personnel.

**7. Expertise**

- At least five years of professional experience in risk registry matrix development and risk management services;
- Experience in conducting and facilitating similar risk assessments processes with NGOs (three references are required);
- Academic Qualifications;
- Understanding of race relations and the CRRF's mandate; and

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- Excellent communication skills and fluency in English.

#### **8. Fee and Expenses**

The consultant shall provide a fixed consultancy fee when applying for this assignment.

#### **9. Application process.**

Interested and qualified Canadian candidates should submit the following:

- Proposal with a technical concept note describing the process suggested (one page maximum);
  - Their profile
  - Consultancy fee
  - Three references
- to [atavassoli@crrf-fcrr.ca](mailto:atavassoli@crrf-fcrr.ca) by 20 November 2020, 5PM Est Time quoting in the subject "CRRF Risk Registry Matrix".

For more information on CRRF, please visit [www.crrf-fcrr.ca](http://www.crrf-fcrr.ca) or send email to [atavassoli@crrf-fcrr.ca](mailto:atavassoli@crrf-fcrr.ca).