Be Ready, Be Prepared

Enterprise Risk Management Toolkit for Charities and Institutions of a Public Character (IPCs) 2024

2024

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Foreword

The COVID-19 pandemic has caused unprecedented disruptions to organisations worldwide, making effective risk management more crucial than ever. It is a stark reminder that unexpected risks and uncertainties are prevalent in today's rapidly changing environment despite warning systems and past epidemics. So, how can we proactively prepare for both familiar and known risks and be vigilant for unexpected, unknown risks?

To be ready for known risks, charities and Institutions of a Public Character (IPCs) (collectively referred to as “Charities”) need to have a systematic and formalised approach towards risk management. This includes having the right governance model, strategic vision, and governance procedures. Charities must also have the right monitoring mechanisms and tools to manage risks continuously and change management programs to strengthen the "risk culture further."

Risk management is sometimes approached informally or intuitively. However, such approaches are not ideal, as they do not systematically identify all potential risks that could affect organisations, especially Charities. With a structured and comprehensive approach to identifying, assessing, prioritising, and managing risks, risk management becomes an integral part of a charity's operations. It ensures that known risks are managed to align with strategic objectives and safeguard the Charities' interests. It also assures stakeholders that uncertainty and risk are being carefully and effectively addressed and that the charity is prepared for unknown risks.

Additionally, Charities should have the capacity to respond swiftly and effectively. The best way for a charity to prepare for possible unprecedented events is to detect risks as they emerge, rather than when they fully materialise. By recognising and understanding what emerging risks are on the horizon, Charities can revise their business models to counteract further risks and seize the opportunities they provide. Charities should review their existing enterprise risk management strategies to ensure that emerging risks and evolving key threats have been carefully considered, as well as business continuity or crisis response plans to ensure they are fit for purpose.

The pandemic has underscored the importance of risk management to mitigate the impact of unexpected crises. Now more than ever, a forward-looking approach to risk management and preparedness is required for sustainable charities.

Together with the Charity Council, KPMG in Singapore and Singapore Institute of Technology, this toolkit aims to provide the 'next steps' guidance for Charities in Singapore as they continue to improve and mature their Enterprise Risk Management (ERM) practices.

This toolkit is designed as a companion to the 2016 ERM toolkit and looks specifically at lessons learnt from COVID-19, new and emerging risks as well as business continuity management. The 2016 ERM Toolkit for Charities and Institutions of a Public Character can be accessed below:

- Enterprise Risk Management Toolkit for Charities and IPCs

We want to thank the individuals and Charities for their time and invaluable contributions to developing this toolkit.

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Introduction

Charities and Institutions of a Public Character (IPCs) (collectively referred to as “Charities”) face the constant need to manage risks amid global uncertainty. These risks could potentially escalate within a short span of time to catastrophic levels. Having a comprehensive Enterprise Risk Management (ERM) framework is essential to ensuring that risks and threats are managed effectively to minimise any potential impact on operations.

Unlocking the value of a mature ERM programme

The 2024 Risk Management Survey Report for Charities revealed that most Charities are still in the midst of establishing the foundations of a sustainable ERM programme, i.e., having a process for risk identification and assessment, driven largely by compliance requirements. The most prominent reason cited by respondents for rating moderate/low priority for risk management is the presence of resource constraints within their charitable organisations (about 48 percent).

Hence, ERM is still largely regarded as a 'paper exercise' of compiling and rating a list of risks that the charity faces, instead of being integrated into the culture, capabilities, and practices of the charity.

Being risk resilient means being able to foresee and anticipate future challenges. This is in addition to being able to recover and adapt to changing environments. As the risk landscape is ever changing with increasing and evolving risks from various sources, it is essential for Charities to further enhance risk awareness and understanding across all stakeholder groups within the charity. This will enable Charities to carry out a more thorough risk assessment, and manage those risks to ensure that it is able to continue operating effectively.

What has COVID-19 taught us?

The COVID-19 pandemic emerged as the greatest threat to the continuity and existence of many Charities, affecting every element of the operations, from the availability of the labour force to the threat of rapid regulatory changes. However, COVID-19 has also taught Charities valuable lessons that they can build upon to nurture resilience for future challenges.

Emerging risks, whether in the form of pandemics, cyberattacks, climate change, or technological disruptions, can have far-reaching and devastating consequences. To mitigate such risks, proactive measures like monitoring mega trends, having crisis management planning, and business continuity strategies are essential. The pandemic is a reminder that staying ahead of emerging risks is not a choice but a necessity to safeguard Charities’ reputation, operations, and long-term sustainability.

While it's impossible to anticipate every possible risk or scenario, expecting the unexpected is a fundamental principle of risk preparedness.

How did we do during the COVID-19 crisis?

It is important to note down the areas that Charities have done well, and areas where improvements can be made. This is to enable Charities to be more resilient should a similar crisis occur again. Key activities that Charities may focus on include:

1. Financial strength (whether Charities have adequate operating reserves, unrestricted funds and sustainable funding practices to sustain operations);
2. Programmes (whether programmes can quickly pivot to provide required services and meet the needs of clients and customers);
3. Structure (whether there is effective engagement at Board level and if responsibilities have been clearly assigned across the charity).

Did we have a business continuity plan, and did it work well?

Business continuity planning (BCP) supports Charities in preparing for, responding to, and recovering from disruptive events. It is a structured and systematic approach to crisis management, and includes identifying crisis triggers, crisis monitoring, crisis plan implementation and execution, as well as conducting crisis simulations and managing internal and external communications.

In the 2024 Risk Management Survey Report for Charities, 41 percent of Charities have BCPs in place, while another 25 percent are currently working on establishing one. However, 27 percent of Charities surveyed do not have a BCP in place.

For Charities without a BCP, these are some questions they can reflect on:

1. Were our past responses to crises effective in minimising disruption and achieving our recovery objectives?
2. What were the most critical functions of our organisation and what were the potential impact of the disruptions?
3. How fast were we able to resume critical operations after a disruption?
4. Did we have a clear chain of command and decision-making process during a crisis?

For Charities with a BCP, some questions they can consider for improvement but not limited to:

1. Was the BCP updated? When was the BCP last reviewed and updated?
2. Are our employees aware of and trained on the BCP and crisis response procedures?
3. Was there adequate management oversight over the BCP?
4. With the BCP, was the charity able to continue to meet its objectives? What are some gaps?
5. Relating to specific incidents faced by the charity, are there any improvements that can be made to better manage the situation?
6. Were we able to satisfy compliance to regulator’s requirements?
7. Could we have reduced our recovery time and cost?

Once the evaluation has been performed, Charities should implement action plans to address the gaps and weaknesses identified. This includes implementing the necessary measures and assigning responsibilities to appropriate personnel. The BCP should be updated where required and affected stakeholders should be informed of the changes.

Having a BCP alone is not sufficient; the effectiveness of implementation of the plan is most critical to the Charities. Considering the numerous crises in the last few years, it is perhaps timely for Charities to evaluate the effectiveness of their crisis management efforts.

With the foundations of ERM set in place, Charities can then work towards being risk resilient, unlocking the value of risk management to support strategic and operational decision-making processes.

About this toolkit

In this toolkit, we share insights with Charities in Singapore on the ERM maturity state and focus areas for Charities in Singapore, as well as the lessons learnt from the COVID-19 pandemic.

This toolkit takes reference from local and global Risk Management and governance standards, including the following:

- ISO31000: 2018 – Risk management
- COSO Enterprise Risk Management Framework (2017)
- ISO 22301: 2019 – Security and resilience
- ISO 22313: 2020 – Security and resilience — Business continuity management systems — Guidance on the use of ISO 22301
- Taskforce for Climate-related Financial Disclosures (TCFD)

Statutory regulations and legislations (e.g. Charities Act and regulations and sector specific regulations) should take precedence over the guidance provided within this toolkit as applicable.

This toolkit aims to provide the 'next steps' guidance to Charities:

1. Unlocking the values of a mature ERM programme
2. Identifying and managing emerging risks
3. Responding to risk incidents
4. Incorporating climate risk drivers into existing ERM frameworks

The principles and guidance in this toolkit are not meant to be prescriptive or exhaustive in nature. Individual charity should consider the charity's objectives, resources, structure and context when embarking on this continuous ERM journey.

Funding Available

Charities looking to develop or enhance their ERM policies can apply for the Charities Capability Fund (CCF) Consultancy Grant. Additionally, board members and staff of charities can bolster their risk-management capabilities by tapping on the CCF Training Grant to attend relevant courses. For more information, please visit the **Charity Portal.**

Risk Management

There has been a noticeable upward trend in the adoption of formal Enterprise Risk Management (ERM) policies among Charities. In the 2024 Risk Management Survey Report for Charities, about 53 percent of Charities reported that they now have formal ERM policies in place, as compared to 25 percent of Charities in 2016. Charities also demonstrated heightened awareness of the importance of proactive risk management in today's context, with 75 percent affirming that risk management is both essential and of high priority, as compared to 25 percent in 2016. Charities are clearly committed to strengthening resilience and ensuring the long-term sustainability of their organisations.

The 2016 **Enterprise Risk Management Toolkit for Charities and IPCs** introduced KPMG's global ERM methodology as a framework for Charities who wished to set up an ERM system for the first time systematically. The framework is to be used as a guide to help Charities be "risk aware" through the development of the different areas as shown in **Figure 1**.

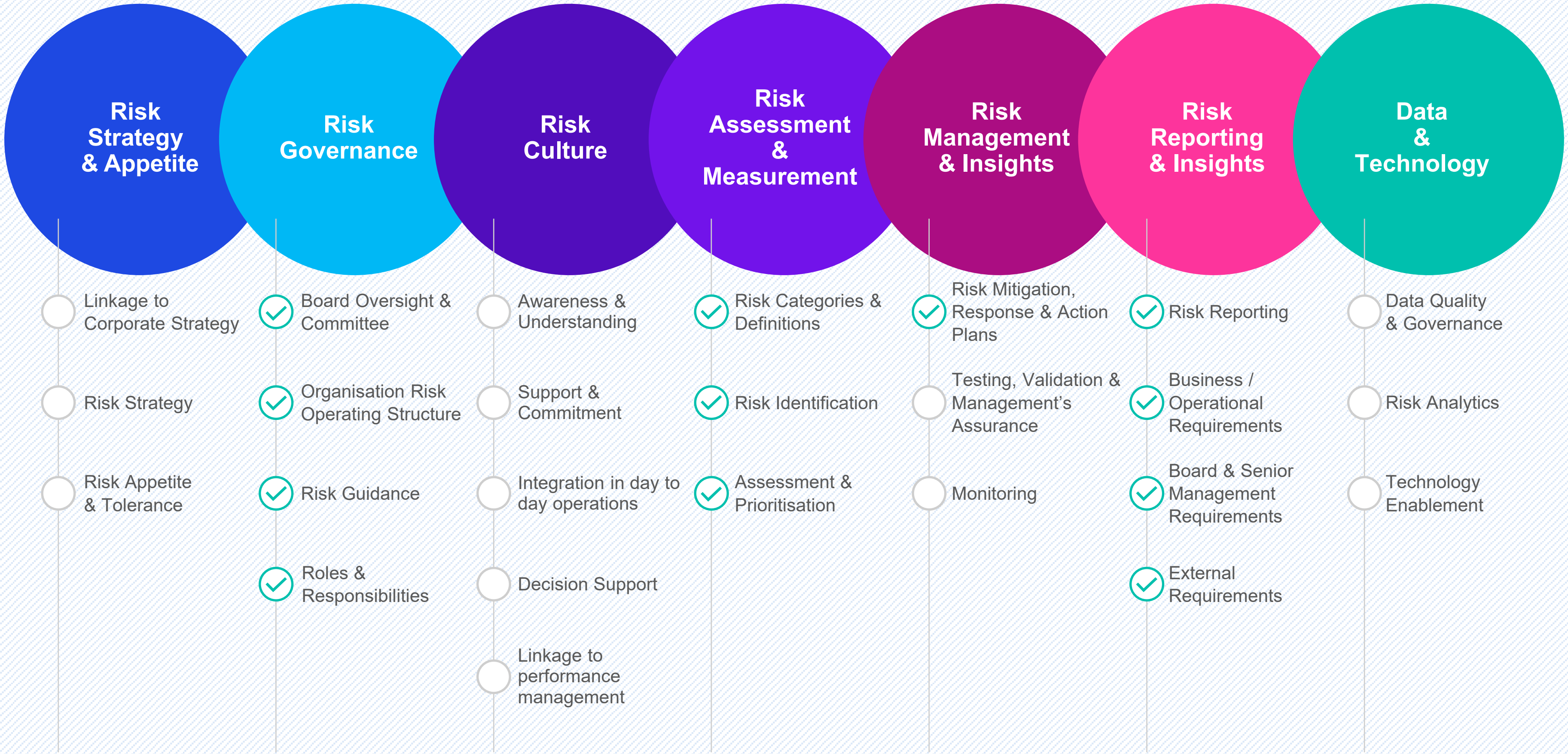
As underscored in 2016 Enterprise Risk Management Toolkit for Charities and IPCs, Charities are reminded to ensure that their ERM roadmap is forward-looking and customised to their specific requirements and circumstances. ERM should be viewed from the perspective of a sustainable journey where continuous reinforcements and improvement are paramount to the success of the programme.

Building the ideal ERM programme requires a progressive approach, tailored to individual organisational context and objectives. **Figure 2** outlines a typical ERM roadmap for organisations focused on sustainability and continuous improvement:

Stage 1 involves setting the foundations of an ERM programme, including risk identification processes, as well as establishing the overall ERM framework including objectives, governance and responsibilities.

Given the events in the past few years, it would be timely for Charities to relook their risk profiles, refresh their risk registers and conduct a current assessment of risks to reflect the current risk landscape.

Figure 1: The A to Zs of an Enterprise Risk Framework (ERM)



Charities would have covered these areas if they follow the 2016 Toolkit

Figure 2: A typical ERM roadmap for most organisations focused on sustainability and continuous improvement

A. Establish ERM Framework, including risk strategy, policy and governance, etc.

B. Implement risk identification and assessment process

C. Establish risk reporting framework to appropriate parties

D. Establish Key Risk Indicators (KRIs) for risk monitoring

E. Incorporate advanced ERM 'add-ons' (E.g. risk interconnectivity, horizon scanning etc.)

F. Integrate ERM with other assurance sources for a holistic Governance, Risk and Compliance (GRC) Program

G. Develop Risk Appetite and Tolerance Framework to guide decision-making

H. Link ERM with strategic planning and decision-making

I. Integrate ERM and Business Sustainability (E.g. Corporate governance, sustainability etc.)

J. Implement an automated ERM / GRC Tool for transparency of data and information

K. Embed Real-Time Risk Analytics to further enhance timeliness of risk assessment and reporting

Table 1: Top Refreshed Risks in the Charity Sector

Types of risk	Sub-category	Examples
Strategic Risk	Succession planning / Key man risk	▪ Lack of proper succession planning to ensure operations/business relationship continuity in case of unanticipated departure of a key position or board members.
	Business continuity risk	▪ Failure to recover or resume operations in a timely manner after the occurrence of an adverse external event or disaster
	Climate and Sustainability Risk	▪ Failure to ensure charity's activities do not harm either the society or the broader environment, which may result in an actual or a potential material negative impact to the charity's operations.
Financial Risk	Funding availability risk	▪ Inability to meet short term funding requirements due to decrease in funding from government or voluntary donations.
	Accounting and reporting risk	▪ Inaccurate/unreliable/untimely data used for financial reporting, resulting in material misstatements in financial information and decision making.
	Cashflow risk and/or liquidity risk	▪ Inadequate monitoring and projection of the cash resources and needs resulting in a lack of funds to meet operational needs.
Operational Risk	Talent attraction and retention risk	▪ Inability to attract, develop and retain talents with the required skill sets and experiences/competencies, leading to possible disruption to operations, loss of institutional knowledge and inability to achieve long term strategic thrusts.
	Data confidentiality risk	▪ Intentional or unintentional disclosure of, and/or unauthorised access to sensitive data (staff, beneficiaries, donors) and/or personal information.
Information Technology Risk	Cybersecurity risk	▪ Inadequate and/or ineffective security countermeasures in place to prevent unauthorised access or modification to IT systems, resulting in unauthorised leakage/disclosure of confidential/sensitive data or shutdown of operations.
Compliance Risk	Regulatory compliance risk	▪ Failure to comply with legal, regulator or contractual requirements and significant breach of code of ethics & conduct or accepted industry practices.

How has the risk profile for Charities changed between 2016 and 2023?

Table 1 shows the Top 10 Risks highlighted by various Charities in Singapore in 2023. While Financial, Operational, Compliance and Information Technology risks remain as key concerns for majority of the Charities, there is now a renewed focus on:

- ► Digital & Innovation risk; and
- ► Climate & Sustainability risk

This is not surprising as there are significant drawbacks to falling behind in the digital evolution (see **Box Story**) and failing to meet climate and sustainability requirements (refer to **Section on Environment, Social and Governance (ESG) and Climate related risks)**.

Assessing and managing risks via a risk register

After the identification and prioritisation of risks, a risk register is developed to document the key components of risk assessment in a user-friendly and easy to understand format.

In the 2016 **Enterprise Risk Management Toolkit for Charities and IPCs**, KPMG highlighted the 4 key components of a risk register:

1. Risk causes
2. Risk consequences
3. Controls
4. Areas of improvement

As shown in Table 2(a) and Table 2(b), Key Risk Indicators (KRIs) are used as early warning mechanisms in Stage 1 of the typical ERM roadmap for most organisations. Charities may wish to incorporate KRIs into their ERM framework to monitor exposures of key risks identified and to report these in a timely manner to the board and management as appropriate. KRIs are most useful in providing 'quick trigger' monitoring and reporting mechanisms to highlight exceptions in a pre-emptive and timely manner for appropriate follow-up.

What are key risk indicators?

KRIs is a systematic risk reporting approach that will aid the developing of the Risk Reporting & Insights of an ERM Framework. They are metrics or data points that are closely associated with potential risks. They provide the charity with:

1. advance notice of potential risks that could damage the organisation (given its association with a potential risk)
2. insights into possible weaknesses in an organisation's controls
3. notification of a changing trend.

Characteristics of a good key risk indicators

Effective KRIs usually have the following characteristics:

1. Leading in nature – Data point is forward looking / predictive in nature
2. Easy to use and timely – Simple and cost effective for data collection and reporting
3. Supports decision making – Commonly used as a benchmark / reference internally and externally
4. Is linked to risk appetite and tolerance – helps monitor risk directly associated with organisational objectives
5. Back tested for relevance – Quantifiable and reasonably precise

Given the ever-changing risk profile of Charities, it is important to regularly review the adequacy and effectiveness of the key risk indicators that have been established.

Table 2(a): Illustrative examples of key risk indicators

Risk	Key Risk Indicator	Thresholds		
		Green	Amber	Red
Employee dis-satisfaction	Employee survey score out of 100	**> 85**	**70 - 85**	**< 70**
Loss of staff	Employee Turnover	**< 5%**	**5% - 10%**	**> 10%**
	Time to fill job vacancy	**< 1 month**	**1 – 2 months**	**> 2 months**
Funding Availability	Number of new donors	**> 10**	**5 -10**	**< 5**
Service Quality	Number of complaints per month	**< 5**	**5 - 10**	**> 10**

Table 2(b): Illustrative examples of key risk indicators (Follow up actions)

Thresholds	Description	Follow-up action to be taken
Red	An alert zone to suggest that there is a high likelihood of the risk materialising	Management should review existing action plan and determine if more mitigating measures should be in place
Amber	A monitoring zone indicates that there is some "increasing" risk exposure	Management should consider action plans to mitigate risk and/or prevent risk from materialising
Green	An acceptable zone indicates that there are "immaterial movements" in the risk exposure	Business as usual, no action required

Note: The thresholds would have to be adjusted over time to match the risk context of the charity.

To establish a key risk indicator, Charities need to first consider internally to identify available data that have a direct causal relationship with the risk concerned. Subsequently, Charities would have to define 3 distinct thresholds to define the tolerance values to track against each risk similar to that of a traffic light system (i.e. Green, Amber, Red). The three distinct thresholds, as presented in Table 2(a) signify the increasing probability of a risks materialising.

When a KRI crosses its predefined threshold or trigger point, it signals that there may be a risk or issue. The follow-up action depends on the severity and nature of the risk.

KRIs are typically reported regularly as part of an organisation's risk management and monitoring processes. Charities may find that these provide crucial insights into the state of various risks that they face.

Over time, analysing KRI reports including near misses, can help Charities refine their risk management processes and make them more effective. Near-misses often serve as early warning signs of potential risks or vulnerabilities within the existing processes or systems. Charities can also pinpoint the root causes of potential risks and take corrective actions to prevent future occurrences.

Box story: A closer look at digitalisation

Following the outbreak of COVID-19, organisations around the world had to fundamentally rethink their strategies, products and services. This also applies to the charity sector. As the nation was mandated to follow strict work from home protocols for more than a year, many organisations transformed from their legacy way of doing work, adjusted to the unforeseen challenges and demand, and adapted to the “new normal”.

Considering the shift in mindsets of the new generation of workforce, digital transformation is now a fundamental part of continuous business transformation that has become an essential part of delivering outcomes across all functions.

Are you up to date with the most recent trends?

- **Digital Transformation**: The pandemic forced charities to accelerate their digital transformation efforts. Business Continuity Management (BCM) plans now focus on ensuring the availability and security of digital platforms to continue operations, including remote work, online fundraising, and service delivery.

- **Remote Work Considerations**: There are mixed reactions to remote work. Organisations are taking a calibrated approach towards incorporating remote work arrangements to meet its business context.

- **Supply Chain Resilience**: Charities today place greater emphasis on supply chain resilience. Ensuring a stable flow of essential resources and supplies is now a key component of BCM, given the global disruptions witnessed during the pandemic.

- **Enhanced Communication**: Effective communication became critical during the pandemic. Charities have refined their communication strategies to keep stakeholders, including donors, volunteers, and beneficiaries, informed and engaged during crises.

Environment, Social and Governance (ESG) and Climate risks

Environment, Social and Governance (ESG) reporting has gained importance due to increased scrutiny from donors and stakeholders. The recently published Code of Governance for Charities and IPCs (April 2023) introduces the concept of ESG to the charity sector, and defines it as follows:

- **Environment**: Refers to how the Charities' action affects the environment.
- **Social**: Pertains to how Charities manage relationship with stakeholders.
- **Governance**: Relates to how Charities govern themselves.

Metrics and disclosures are used to compare and track performance of ESG related matters. Some of the typical metrics that Charities may use are as follows:

- **Environment**: Carbon dioxide emissions, water usage, electricity consumption, waste management or impact on deforestation.
- **Social**: Examines how Charities manage relationship with employees, suppliers and the wider community.
- **Governance**: How Charities govern themselves, having an effective Board and Management, being well-managed and plans for the future, being accountable and transparent, have proper risk management and other internal procedures.

Why is ESG important to Charities?

Charities are recognising the growing importance of assessing, measuring and reporting ESG related impact on stakeholders and the environment within their operational practices. Stakeholders, including donors and employees, are looking to Charities to include ESG considerations and practices as part of their broader strategy. Regulators are also requiring Charities to be more transparent in disclosing areas such as existing governance practices, as well as measuring the impact of their operations on the environment and society. The consequence of non-adherence to ESG considerations could lead to increased regulatory scrutiny, decreased opportunities and loss of competitive advantage.

While it may sound daunting, there are practical steps Charities can take to address these ESG issues and requirements. It also helps that the 'S' and 'G' elements in ESG are not new to Charities. Charities are already highly knowledgeable when it comes to social and governance-related issues. However, for climate and sustainability related issues, these are relatively new considerations.

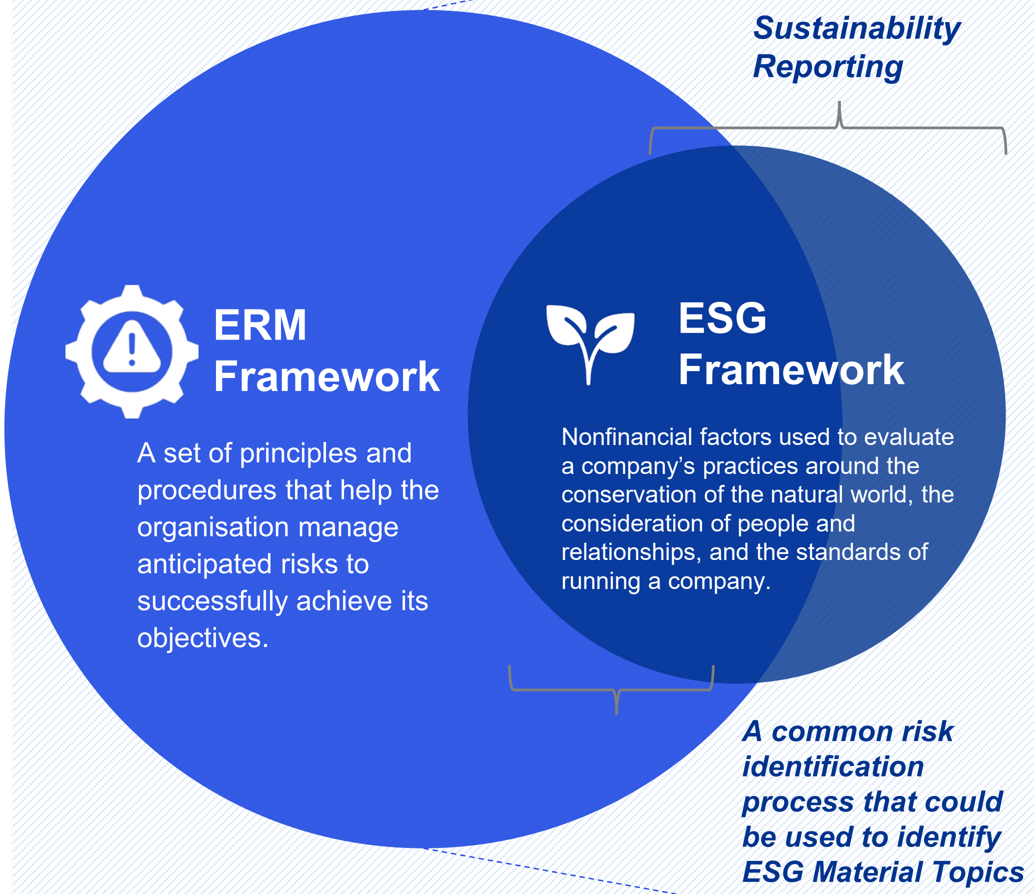
Integrating ESG into ERM framework

Charities can incorporate ESG factors into their ERM framework to create a more comprehensive approach to risk management.

Figure 3 shows how the ESG framework builds on the ERM framework and gives an idea of how these two frameworks interact with each other. For example, ESG-related factors can inform strategic decision-making within Charities. With an integrated ERM and ESG approach, it ensures that ESG considerations are embedded in a charity's strategic planning and execution. ESG metrics and KPIs can be integrated into the risk reporting framework, allowing stakeholders to consider how ESG factors are influencing the risk profile and performance of the charity.

Most Charities would be familiar with Social and Governance factors and topics. **Figure 4** shows how ESG material topics can be mapped into the 5 common risk categories.

Figure 3: How ESG framework integrates into the ERM framework



ERM Components	ESG Considerations
1. Risk Strategy & Appetite	▪ Consider ESG-related risks while establishing business objectives at various levels that align and support the strategies of the charity.
2. Risk Governance	▪ Enhance terms of reference of current board committees overseeing ESG issues. ▪ Define roles and responsibilities on ESG issues for each function across the charity.
3. Risk Culture	▪ Enhance ESG risk awareness culture by embedding ESG elements into the mission, objectives and core values of the charity.
4. Risk Assessment & Measurement	▪ Review material issues identified in the ESG report. ▪ Identify material ESG risks as part of risk management from current ERM processes, and various analysis, such as megatrend analysis and materiality analysis. ▪ Tailor risk assessment criteria to assess and prioritise ESG risks.
5. Risk Management & Monitoring	▪ Set specific Key Performance Indicators ("KPI") or directional / forward looking statements on ESG targets, including environmental- and social-related risks.
6. Risk Reporting & Insights	▪ Leverage existing ERM reporting mechanisms to set the frequency and form of reporting on ESG performance to the board / board committees. ▪ Enhance disclosure of ESG risks and discussion on how ESG issues are related to the business.
7. Data & Technology	▪ Review current KPI tools for ERM to further enable ESG KPI reporting in terms of data availability and reliability. ▪ Store, manage and report real-time risk data on KPIs, including ESG.

Figure 4: How ESG and climate related risks are mapped into the risk universe

Be aligned with national ESG initiatives

At the same time, national initiatives and global developments provide a supportive ecosystem for ESG adoption.

The **Singapore Green Plan 2030**, or the Green Plan, is a whole-of-nation movement to advance Singapore's national agenda on sustainable development. It is part of Singapore's commitment to the United Nations' Sustainable Development Goals (SDGs) and the Paris Agreement to achieve net zero emissions by 2050. Launched in February 2021, the Green Plan charts ambitious and concrete targets over the next 10 years, to position Singapore to achieve its long-term net zero emissions aspiration by 2050.

The five pillars of the Singapore Green Plan 2030 are

i. City in Nature – Create a green, liveable and sustainable home for Singaporeans
ii. Energy Reset – Use cleaner energy sources across all sectors
iii. Sustainable Living – Reduce carbon emissions and embrace sustainability by consuming less, recycling more, and taking public transport, with "Reduce, Reuse and Recycle" becoming a norm for citizens and businesses.
iv. Green Economy – Seek green growth to create new jobs, transform our industries and harness sustainability as a competitive advantage.
v. Resilient Future – Building up national resilience for the future to deal with climate change that will last into the next century.

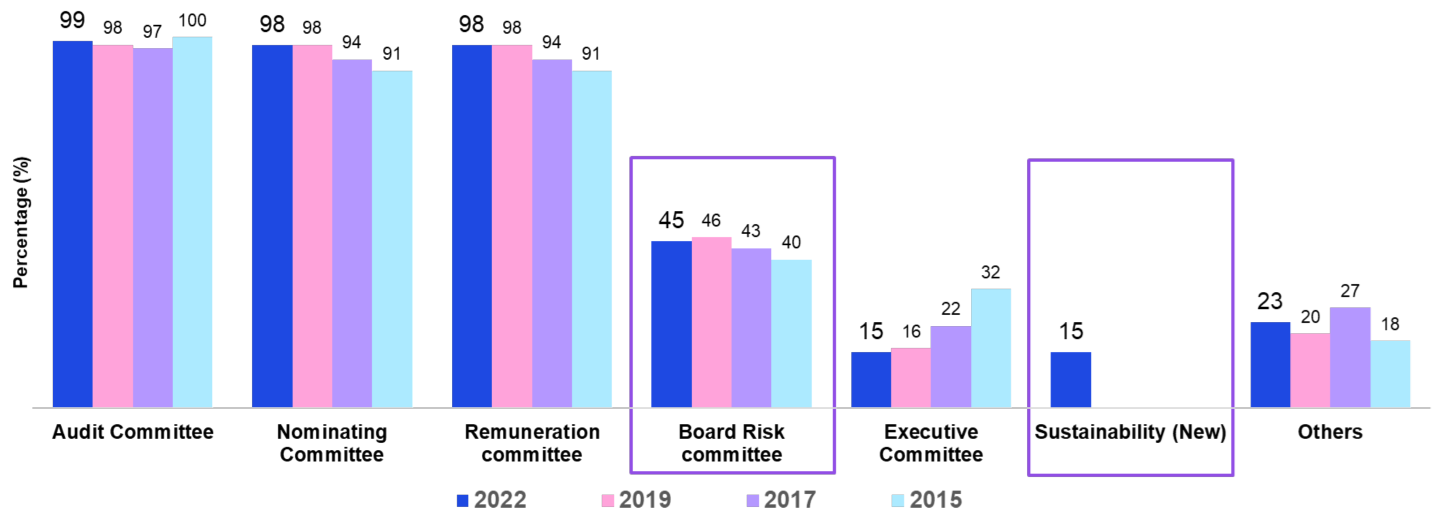
For Charities who are starting to consider ESG goals and practices, the Singapore Green Plan 2030 is a good starting place to align themselves with.

Getting buy-in from the top

With ESG being one of the key elements for consideration and development, strategic vision and governance procedures need to be put in place to deliver tangible developments and improvements. Alignment and objectives should be cascaded from the Board level to the working teams, with a designated executive level taking accountability for ESG targets and plans. Board and management need to determine what their ESG objectives are before the establishment of a team to spearhead the integration process. The working team should include representatives from the various functions within the charity to ensure diverse perspectives.

To ensure that ESG considerations are not just a one directional instruction from the Board, fostering a culture that focuses on ESG within the charity is essential. This can be done by engaging and involving employees to gather ideas on how the charity can go green and be more environmentally conscious.

Figure 5 Types of Board Committees on SGX listed companies



* Others include investment committee and strategy committee

Source: Singapore Board of Directors Survey 2022, Singapore Institute of Directors

Some companies start their ESG journey with a dedicated board committee. Research by Mattison Public Relations[1] in 2022 showed ESG committees are on the rise within FTSE 100 boards, with 54 percent of FTSE 100 companies now having an ESG or equivalent committee at the board level.

However, the prevalence of having a board sustainability committee varies by region, industry, and the company's commitment to sustainability. In Singapore, a survey by Singapore Institute of Directors as presented in **Figure 5** shows that only 15 percent of the listed companies have a dedicated ESG/Sustainability Committee.

With ESG risks and opportunities being relatively new considerations for Charities, it may not be practical for them to establish a separate sustainability committee at the Board-level from the onset. Instead, the Board should take the responsibility of reviewing and approving the ESG strategy and decide whether to form a separate ESG sub-committee to monitor and drive the set goals and targets together with management.

[1] https://www.mattison.co.uk/more-than-half-of-ftse-100-companies-now-have-a-board-level-esg-committee-the-next-metric-in-esg-corporate-comms/

Tapping on existing processes

With each charity is unique on their own, every charity will have a different approach to ESG, but a good starting place is to look at the existing structure within the charity.

All Charities have existing policies and processes in place to support their operations. ESG may be a new focus area to a charity, but they may not need to start from scratch or duplicate work processes. Instead, ESG should be built into a charity's existing frameworks, policies and procedures. This will also enable Charities to develop practical steps in attaining their set goals, as well as effective monitoring and reporting.

Some examples include actively implementing a recycling programme, promoting conservation of energy within the office by switching off electrical appliances when not in use, promoting a paperless office environment, establishing a positive and non-toxic work environment for all employees, and promoting mental well-being and mental health conditions through talks and workshops.

Figure 6 provides an illustrative roadmap with an overview of the ESG journey – from first reporting to meet regulatory requirements, to enhance reporting as we become more familiar with the topic, before finally transforming as appreciation of ESG matures within a charity.

Figure 6 ESG Roadmap at a Glance

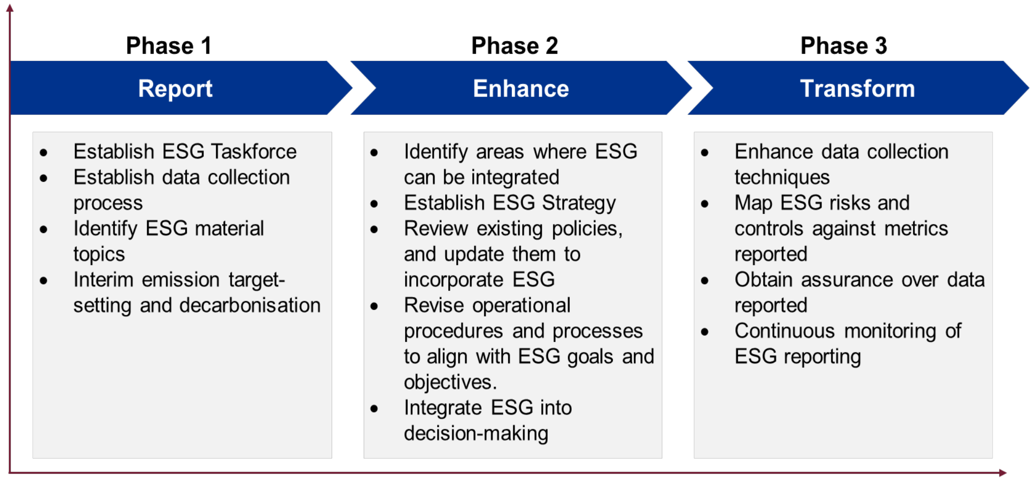


Table 3: Illustrative ESG Goals to start the journey

Goal	Target	Actions:
Energy efficiency	Reduce energy consumption by 10% annually for 3 years	☐ Assess current energy usage and identify areas for improvement ☐ Invest in energy-efficient equipment and technologies ☐ Promote employee awareness and engage in energy-saving initiatives
Employee well-being	Enhance employee well-being and satisfaction, leading to reduced turnover and improved productivity	☐ Provide training and development opportunities for employees ☐ Promote work-life balance and mental health ☐ Foster a culture of inclusion and diversity
Governance	Strengthen board oversight of sustainability issues	☐ Establish a board committee dedicated to sustainability oversight ☐ Ensure board members receive training on sustainability and how to embed sustainability into existing practices ☐ Ensure regular sustainability reporting to the board

Developing the blueprint for ESG

To embed ESG into the operating model, it is necessary to understand requirements for the workforce, supply chain, operations, controls, technology, infrastructure, and governance, which play a part in achieving a charity's ESG goals.

A simple 4-step guidance is shared below:
Step 1: Establish a baseline
Step 2: Assess current capabilities
Step 3: Implement change
Step 4: Continuous monitoring

Step 1: Establish a baseline of existing practices and issues

The first step is to understand and baseline a charity's current ESG practices and issues. This can be broken into the following further steps:

i. Identify ESG material issues for reporting and benchmarking performance against peers and industry-leading practices.
ii. Determine quantitative and measurable interim emission goals and decarbonisation plans.

Material issues essentially signify the primary ESG risks and opportunities for a charity. Consequently, it is imperative to employ a rigorous and verifiable procedure for pinpointing the issues that hold the utmost significance.

Table 3 shows some illustrative ESG goals that are quantitative and measurable, which can be established to start Charities on the ESG journey.

Table 4 Distilled core set of 27 ESG metrics commonly reported by issuers

▶ Environmental	1	Greenhouse Gas Emissions (“GHG”)	(1) Absolute emissions
			(2) Emission intensities
	2	Energy Consumption	(3) Total energy consumption
			(4) Energy consumption intensity
	3	Water Consumption	(5) Total water consumption
			(6) Water consumption intensity
	4	Waste Generation	(7) Total waste generated
▶ Social	5	Gender Diversity	(8) Current employees by gender
			(9) New hires and turnover by gender
	6	Age-Based Diversity	(10) Current employees by age groups
			(11) New hires and turnover by age group
	7	Employment	(12) Total turnover
			(13) Total number of employees
	8	Development & Training	(14) Average training hours per employee
			(15) Average training hours per employee by gender
	9	Occupational Health & Safety	(16) Fatalities
			(17) High-consequence injuries
			(18) Recordable injuries
			(19) Recordable work-related ill health cases
▶ Governance	10	Board Composition	(20) Board independence
			(21) Women on the board
	11	Management Diversity	(22) Women in the management team
	12	Ethical Behaviour	(23) Anti-corruption disclosures
			(24) Anti-corruption training for employees
	13	Certifications	(25) List of relevant certifications
	14	Alignment with Frameworks	(26) Alignment with frameworks and disclosure practices
	15	Assurance	(27) Assurance of sustainability report

Table 4 shows key topics and metrics proposed by Singapore Exchange, that Charities can take into consideration when determining the material topics for their Charities.

Step 2: Assess current capabilities and review existing policies and operational procedures and processes to be aligned with ESG goals and objectives.

a. Assess existing policies & procedures and identify areas where ESG considerations can be integrated.

For example, Charities can do this by:

- Identifying areas within the charity's facilities where energy is being consumed
  - Consider ways to reduce the usage of such facilities, such as replacing with motion sensor lights, to reduce energy consumption
  - Replace electrical equipment to energy efficient models
  - Review resource usage by digitalising documents

- Identifying ways to help offset carbon emissions
  - Supporting tree planting initiatives, either within the charity's compound or supporting national initiatives, such as the "OneMillionTrees movement", an initiative under the Singapore Green Plan 2030
  - Supporting renewable energy by installing solar panels on rooftops
  - Raise awareness within the charity and in the community about climate change

b. Review existing policies, such as Governing Instruments, Code of Conduct, Corporate Social Responsibility, and update them to incorporate ESG considerations.

Charities can conduct a comprehensive assessment of current policies to identify areas where ESG considerations are currently lacking or inadequately addressed. Where there are gaps in policies, the specific ESG principles, and commitments should be included.

For example, Charities can make a basic statement by starting with the basic concepts of Reduce, Reuse, and Recycle:

> *[Charity name] is committed to operating in a sustainable manner, with a strong focus on environmental, social, and governance. Taking reference from the Singapore Green Plan 2030, we make green practices such as reduce, reuse, and recycle (3Rs) part of daily operations, and we use energy efficiently:*
> - *Opt for paperless statements for phone, credit card, utilities bills*
> - *Reduce hardcopy printouts if not necessary*
> - *Recycle plastic / glass bottles at appropriate recycling stations*
> - *Reduce the use of water, electricity during work. Off switches when not in use.*
> - *Use energy-efficient appliances.*

c. Revise operational procedures and processes to align with ESG goals and objectives. This can be done by integrating environmental considerations into current processes, or human resources policies that promotes diversity, fair and equitable compensation, and inclusion.

Some examples include:

- ► Integrate ESG into decision-making
  - when procuring for goods and services.
  - by providing higher scoring weightage to suppliers who are “green”.
  - By investing in greener products and services.

- ► Include ESG-related clauses in procurement contracts and agreements.
  - These clauses can specify ESG expectations, compliance requirements, and consequences for non-compliance.

- ► Integrate ESG principles into human resource policies:
  - diversity and inclusion,
  - equal opportunity, employee well-being, and
  - ethical behaviour.

Step 3: Implement – execution of the designated ESG reporting target operating model, including activating training and communications.

This refers to the process of integrating ESG principles and practices into the core strategies, operations, and decision-making, and includes:

- communication of updated policies, procedures, framework, and strategy to all staff, including stakeholders.
- execution of revised policies and procedures.
- collating information relating to selected ESG factors.
- review and approval mechanisms.
- monitoring and reporting of ESG metrics performance.
- building staff capacity to facilitate the changes.

Step 4: Sustain – Continuous monitoring of ESG reporting requirements, processes and assessing ongoing operating effectiveness of controls to enhance reporting processes and technology and providing ongoing training.

Once metrics for set goals and targets from the ESG-integrated policies and processes are established, there should also be a process for systematic review and assessment of a charity's activities related to ESG reporting. This usually involves

- collating relevant data and information to measure and report on ESG performance;
- monitoring ESG performance metrics and key performance indicators (KPIs) to track progress toward ESG goals and objectives; and
- providing regular updates to the Board, to ensure that ESG progress and developments are being closely monitored to meet set targets and goals.

Remember, every small step is a step, and that marks the beginning of the charity's ESG journey. ESG is a continuous journey, and Charities need to ensure that regular review and updates of ESG policies and procedures are performed to reflect changes in the regulations, ESG trends and evolving stakeholder expectations.

Business Continuity Management

In a world characterised by growing instability – exemplified by the COVID-19 pandemic – organisations are re-evaluating business continuity with a fresh perspective. An organisation cannot weather all storms equally. Nor are the limited contingencies that organisations develop sufficient to protect them against the rapidly changing face of modern risk.

How has the Perspective of Business Continuity Management (BCM) evolved post COVID-19 pandemic?

The need for BCM has gained traction. In the 2024 Risk Management Survey Report for Charities, there is an increase in demand for establishment of BCM System with 41 percent of Charities reporting that they now have business continuity plans (BCPs) in place, while another 25 percent are currently working on establishing one. However, 27 percent of Charities surveyed do not have a BCP in place.

For any organisation, BCM is an extension of ERM. Charities start their BCM journey with risk assessment, in the context of understanding disruption that will cripple the organisation.

Figure 7 Illustration of the correlation between ERM and BCM

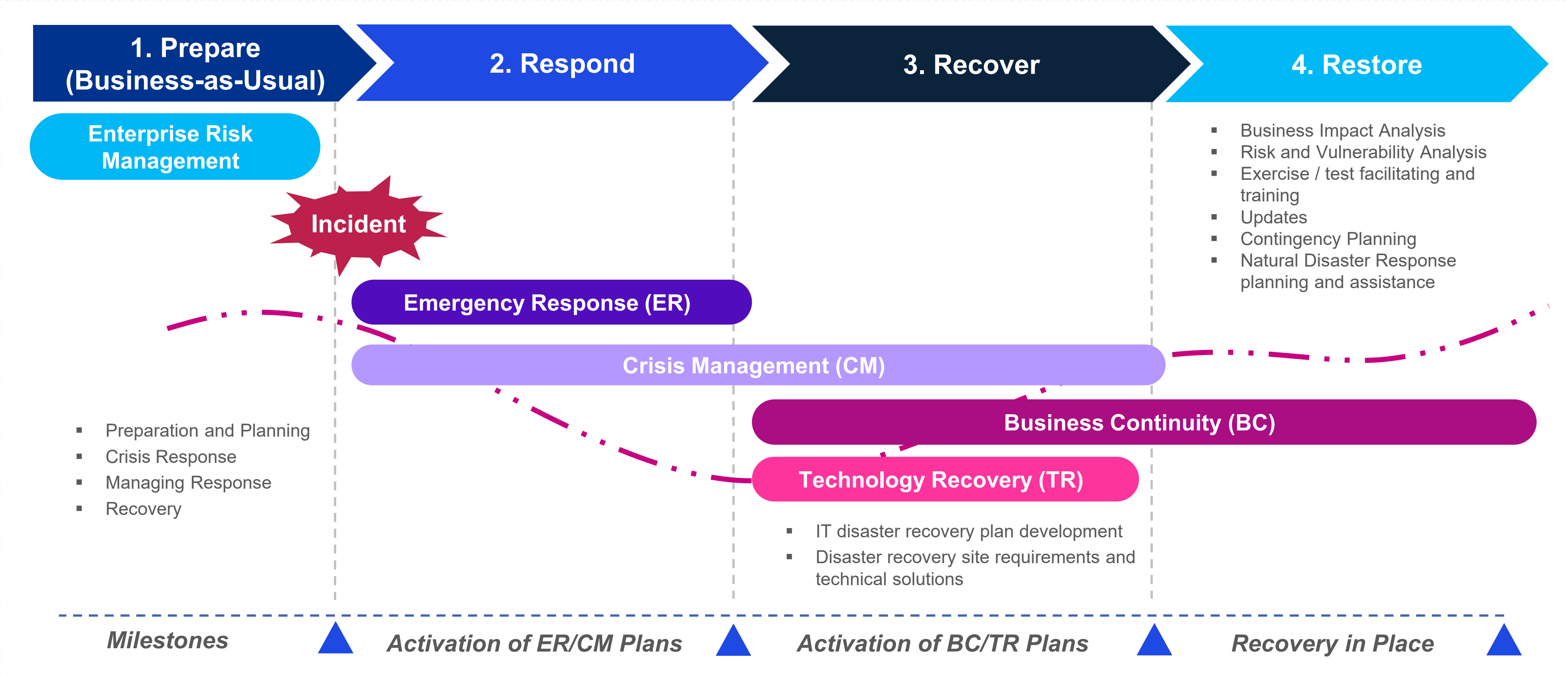
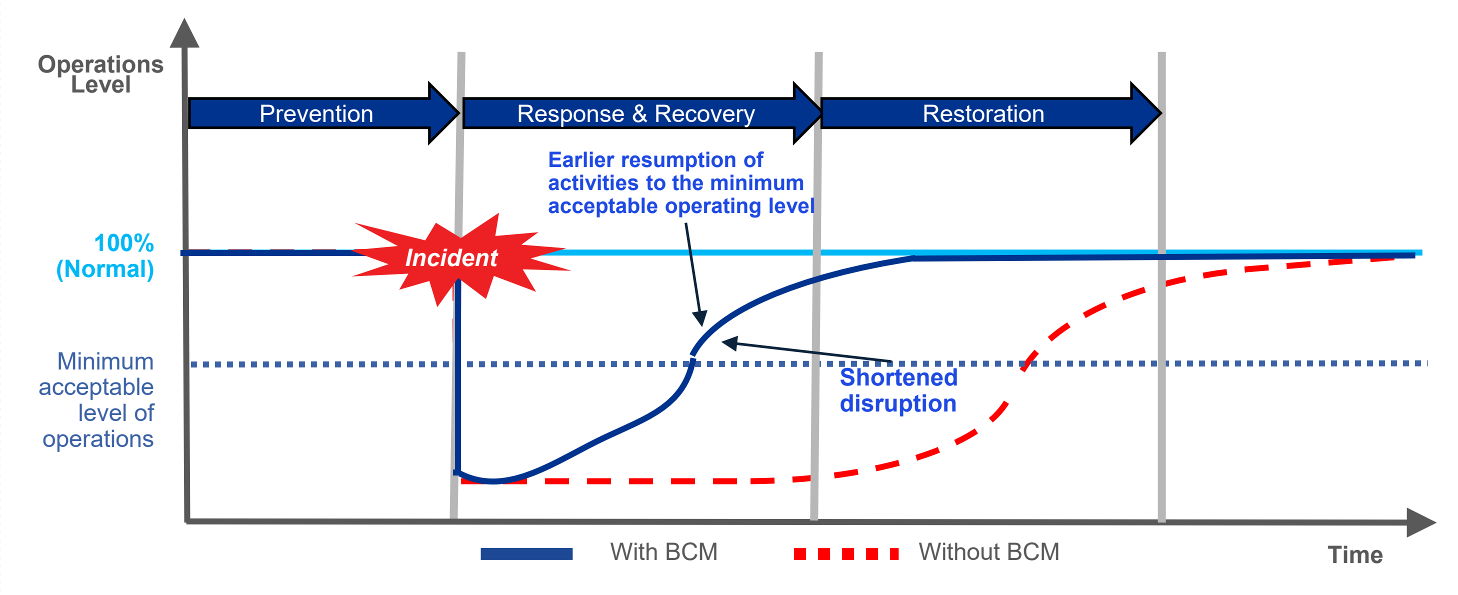


Figure 8 Illustration of the purpose of a BCM programme



What is Business Continuity Management?

BCM is an organisation-wide discipline that helps Charities identify and develop recovery strategies against potential major operational disruptions systematically and holistically. It is not a silver bullet to address all disruptions to Charities. Instead, it is a systematic process aimed at identifying crucial business functions and establishing a minimum level of product or service delivery to mitigate against a predefined range of disruptions as illustrated in **Figure 8**.

Why is BCM important for Charities in Singapore?

Implementing a well-structured BCM plan is not just a regulatory requirement; it is a commitment to the people and causes that Charities serve. From the perspective of Charities, having a BCM means that Charities have a good pulse of the critical operational functions within their organisations. This translates into better prioritisation and faster reaction time for Charities to recover from disruptions and to continue serving their stakeholders and beneficiaries as far as practicable. The improved ability to safeguard the interests of the organisation indirectly bring about tangible benefits such as improved mission continuity, donors' confidence, volunteer engagement, etc.

Table 5 Common scenarios that Charities may wish to plan for

Natural Threats		Man-Made Threats	
T1	Flooding	T8	Power Failure
T2	Pandemic (COVID-19, SARS, etc)	T9	Water Systems Failure / Stoppage
		T10	Hazardous / Gas Leakage
Virtual Threats		T11	Food Contamination / Poisoning
T3	Telecommunication Systems Outage	T12	Explosion / Bomb Threat
T4	IT Systems And / Or Network Failure	T13	Break-in / Theft
T5	Cyber Attacks	T14	Riot / Civil Commotion
T6	Data Ethics Breaches	T15	Fire / Arson
T7	Negative Media Exposure (Arising From Professional Misconduct, etc)	T16	Major Transport Disruption

How should Charities commence their BCM Journey?

In general, a Business Continuity Management System (BCMS) comprises of 5 key components:

1) Risk Assessment
2) Business Impact Analysis
3) Business Continuity Plan
4) Testing and Training
5) Continuous Improvement

The comprehensiveness of the BCMS may vary based on organisational priorities, scale, and the availability of resources. This can vary among Charities.

To establish a BCMS, Charities can begin with the most basic and simplest step – establishing a call-tree. Simply put, a call-tree is a contact list to communicate any news or instructions within the organisation. The structured cascading process will form the backbone of the charity's BCMS. It also provides Charities without a comprehensive BCM framework, a window to react in a time of crisis or disaster.

1. Risk Assessment

After establishing a call-tree, Charities can further their journey by prioritising threats that may potentially disrupt their day-to-day operations. This helps to bring focus to the Charities on the type of critical scenarios (see Table 5) to plan for and to begin to develop plans and strategies to ensure their continuity during disruptions.

Figure 9 Illustration of a Business Impact Analysis

Department	Processes Managed	Acceptable Outage Duration (i.e. Recovery Time Objective)	Inter-dependencies	Critical / Non-Critical?	Rationale	Priority to recover
Admin	Transport Arrangement	< 48 hours	Payment to Vendor	Non-Critical	-	5
	Registration of Beneficiaries	< 4 hours	Access to Cloud Database	Critical	High volume of registration	2
Finance	Collection	< 4 Hours	Access to Cloud Database	Critical	High collection volume	3
	Payment to Vendors	< 48 Hours	Procurement	Non-Critical	-	
	Payment to Staff	< 8 hours	Human Resource and Payroll Department		Regulatory requirement	4
IT	Maintenance of Cloud database	< 2 hours	-	Critical	Highly dependent by Admin and Finance Department	1

2.Business Impact Analysis (BIA)

After potential threats and vulnerabilities are identified, the next approach for the charity is to conduct a business impact analysis. Business impact analysis is a process to systematically identify an organisation's key processes (i.e. critical business functions) and the consequences of disruptions on these critical processes. It also includes an assessment of the expected recovery time (acceptable outage duration) with respect to the Charities priorities, and interdependencies within the charity. Through this exercise, Charities would be able to create policies and procedures that outline how they will respond to disruptions. This should include roles, responsibilities, and communication plans.

Illustrative example: In the event of a fire

The charity can start by assessing how a fire will impact each department, the impact to the process(es) managed by that department and the possible length of time the department may experience downtime (this length of time is also known as Recovery Time Objective (RTO)). RTO is the maximum acceptable time a process or department can be down before it significantly impacts the organisation. This step will help the charity to determine the order in which processes should be recovered during a disruption.

An example of a Business Impact Analysis is included in **Figure 9**. The BIA guides the development of business continuity plans and ensures that resources are allocated effectively to prioritise the recovery of the most crucial processes first.

3. Business Continuity Planning
After identifying the order of recovery, the next step would be to determine a recovery strategy that the organisation should undertake.

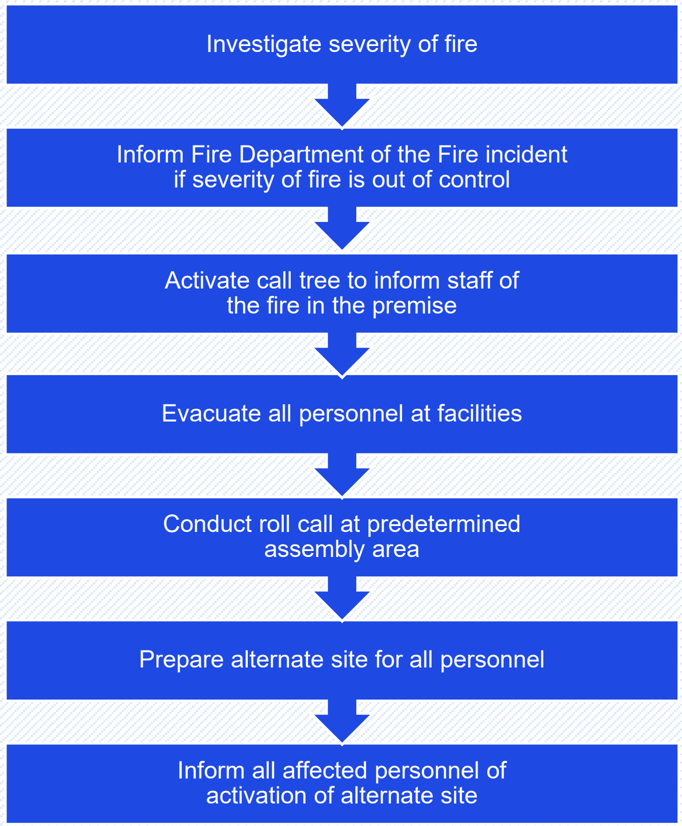
Below is a common list of recovery strategies:
1. Alternate workplace / site
2. Work from home arrangement
3. Provide reduced service
4. Apply / revert to manual process
5. Suspend function
6. Outsource function
7. Recruit Personnel
8. Transfer Personnel

Source: Extracted from BCM Institute

With the recovery strategy as a focal point, the BCP would be developed to provide guidance on the approach to recover from an incident.

A BCP does not have to be overly complex. For Charities facing resource constraints, a simple and straightforward BCP presented as a one-page flow chart can be highly effective. This helps to simplify decision making process for the personnel leading the recovery.

Figure 10: Illustrative example: In the event of a fire



4. Testing and Training

After establishing a BCP, the next phase would be the need for Charities to enact their plan. It is tough to be confident with a plan if the test is not conducted. There are various tests and assessments that can be conducted to evaluate BCPs. Some common tests and assessments are:

1. Desktop walkthrough – A verbally simulated recovery discussion (Example, a discussion on how various emergency respondents will react to a fire in a facility)
2. Component test – A live test of a segment of a BCP (Example, testing of the fire alarm for a fire evacuation)
3. Full Simulation Test – A live activation of a BCP (Example, a fire drill with the involvement of a fire department)

5. Continuous Improvement

Like all frameworks in place, a BCMS also needs to be routinely reviewed to check for relevance, adequacy, and effectiveness. As a start, it is good practice to check that:

1. Call tree contacts are updated with the contacts of relevant personnel;
2. BCPs are updated to match existing operations workflow within the charity;
3. Business Impact Analysis are updated with the
    a. Latest processes managed by the relevant functions
    b. Latest assessment of the interdependencies for each process in scope

Alternatively, Charities may tap on external consultants for an independent assessment of the overall BCMS.

Conclusion

Enterprise Risk Management (ERM) is vital as it empowers Charities to proactively identify, assess, and mitigate potential risks that could impact their operations, reputation, and financial performance. By providing simple guidelines and strategies for implementing and enhancing ERM, this toolkit aims to help charities enhance their risk management capabilities.

As ERM evolves and matures within Charities, it not only addresses risk identification and assessment (including new and emerging risks) but also incorporates strategies for ensuring the continuity of critical business functions in the face of disruptions. This integration acknowledges the interconnectedness of risk management and business continuity.

Together, they ensure that Charities not only identify risks but also have plans in place to respond effectively, recover, and continue essential functions when those risks materialise. Charities' ability to manage risks comprehensively, and their long-term sustainability in an ever-evolving and challenging business landscape, are ultimately enhanced, and thus positioning them to thrive amidst uncertainties and disruptions.

Glossary of Key Terms

A

- Action Plans – Additional mitigation measures taken to manage the likelihood or impact of the risk, in order to bring the risk to an acceptable level.

C

- Categories – Given the vast and diverse range of risks, part of the risk management framework involves categorising similar risks together to enhance the review and reporting process. Categories currently include operational, strategic, financial, compliance, and technology.
- Controls – Controls are the actions established through policies and procedures that help ensure management's directives to mitigate risks to the achievement of objectives. Controls may be effected by the entity's Board of Directors, Management, and other personnel.
- Control Owners – The person in charge of executing / implementing the risk control.

E

- Enterprise Risk Management (ERM) – The culture, capabilities and practices, integrated with strategy-setting and its performance that organisations rely on to manage risk in creating, preserving and realising value.
- ERM Framework – ERM framework codifies and integrates a holistic, structured and disciplined approach to managing risks, into the company's core business processes and decision making.

D

- Delegates – Risk delegates are identified by the respective tier one risk owner(s) to provide support in the risk management process (e.g. during risk assessment and risk reporting).
- Drivers – Element / driver which directly or indirectly trigger the occurrence of the risk.

I

- Impact – The resultant effects in the case of a risk event. There can be different types of impacts, e.g. Safety, Cost, Schedule and Operations.
- Inherent Risk – level of risk exposure before consideration of existing risk controls in place to manage the risk.

K

- Key Risk Indicators – Indicator designed to alert stakeholders to risk trends that may affect the achievement of objectives. KRIs can provide information on the likelihood of occurrence (lead indicator) or the impact (lag indicator) of a risk event.

L

- Likelihood – Probability/chance of the risk happening within a specified period of time.

R

- Residual Risk – The level of risk remaining after consideration of existing risk control(s) in place to manage the risk. It should factor in the adequacy and effectiveness of the risk control in managing the risk.
- Risk – Any event that might prevent an organisation from achieving its programme goals and objectives.
- Risk Appetite – An expression of the amount and type of risks the organisation is willing and prepared to take and/or accept in achieving its objectives.
- Risk Matrix – Visual tool used in risk analysis to assess, plot and rank risks whereby the Y axis measures the risk likelihood while the X axis measures the risk impact.
- Risk Owners – Risk owners are the 'best man' or 'best group of men' to manage a risk within the organisation's acceptable level
- Risk Parameters – Consistent definitions for determining the consequence, likelihood and ratings of risk will enable meaningful comparisons of risk across the organisation.
- Risk Register – A repository of all risks identified and includes additional information about each risk (e.g. risk number, risk title, risk description, ratings, and controls).
- Risk Tolerance – Risk tolerance thresholds is the amount of uncertainty an organisation is prepared to accept in total or more narrowly within a certain business unit, a particular risk category or for a specific initiative, expressed in quantitative terms/ acceptable or unacceptable outcomes, that can be monitored.
- Risk Universe – Listing of risks that are relevant to the organisation, with a clear description of the risk and categorising similar risks together.

T

- Target Risk – The level of risk remaining after consideration of additional risk control(s) to be implemented to further bring the risk to an acceptable level. It assumes additional risk control is adequate and effective in managing the risk.
- Tier One Risks – List of the top risks identified by the organisation.

Appendix – Templates

Sample risk register template with KRIs for Cybersecurity

R1	Cybersecurity Risks	Category	Technology	Risk Owner	Typically Head of IT / Chief Technology Officer

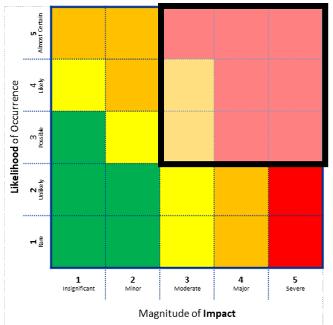
Risk Description

Inadequate and/or ineffective security countermeasures in place to prevent unauthorised access or modification to IT systems, resulting in unauthorised leakage/disclosure of confidential/sensitive data or shutdown of operations.)

Risk Drivers / Root Causes	Risk Consequences
▪ Incorrect IT security configuration ▪ Negligence of IT Vendors ▪ Insufficient staff awareness	▪ Operational disruption ▪ Regulatory penalties and fines ▪ Loss of data

Risk Assessment - Rating

Typically, possible to almost certain likelihood and major to severe impact risk, especially in Singapore's context. With the increasing need to digitise data and reliance on cloud to run operations, cybersecurity has gained the attention of organisations and individuals alike.



Risk typically rated in this zone

Existing Controls / Mitigating Measures

Ref	Description	Responsible Party	Remarks
C1	IT security patches are rolled out in a timely manner on all IT devices by the IT department.	IT	
C2	Contracts are established with IT vendors to ensure that they have the cyber security measures in place to protect the organisation's data.	Legal	
C3	Cybersecurity awareness training are rolled out to all staff who are managing key sensitive data.	HR	

Areas for Improvement

Ref	Description	Responsibility	Timeline
	Areas for improvement are typically identified as necessary to further strengthen controls.		

Key Risk Indicators / Early Warning Indicators

Ref	Description	Reporting Thresholds			Results
		Green	Amber	Red	
K1	Percentage of employees who attended Cyber Security Awareness Training	> 95%	90% – 95%	< 90%	
K2	Percentage of IT devices patched with latest security definitions	100%	-	< 100%	
K3	Number of unscheduled system downtime	0	-	1	

Appendix – Templates

Sample risk register template with KRIs for Climate and Sustainability Risk

R2	Climate and Sustainability Risk	Category	Strategic	Risk Owner	Typically, Chief Operating Officer, Facilities Manager

Risk Description

Failure to ensure charity's activities does not harm either the society or the broader environment, which may result in an actual or a potential material negative impact to the charity's operations.

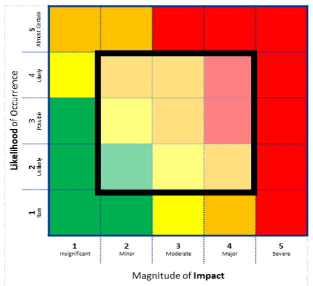
Risk Drivers / Root Causes	Risk Consequences
▪ Constraints in resources to adopt change ▪ Lack of guidance on the approach to address climate and sustainability concerns ▪ Resistance to change.	▪ Loss of stakeholder trusts and confidence ▪ Reduced funding

Risk Assessment - Rating

Typically, rare to possible likelihood and minor to major impact risk.

Charities with limited resources do not see the urgency in the risk and are looking to larger Charities for guidance and approach to address the concern. Charities are focusing on Climate and Sustainability

Risk typically rated in this zone



Existing Controls / Mitigating Measures

Ref	Description	Responsible Party	Remarks
C1	A sustainability and climate change committee is established to oversee the identification, prioritisation, implementation and monitoring of the company's climate change and sustainability strategy and programmes, including the establishment of sustainability targets and the sustainability roadmap.	Head of Departments	
C2	A routine survey is conducted with key stakeholders, including beneficiaries, donors and advocacy groups to understand their sustainability concerns to incorporate into the charity's sustainability plans	Administration	
C3	Common inventory purchases are switched to sustainable supplier to reduce the organisation's carbon footprint	Procurement	

Areas for Improvement

Ref	Description	Responsibility	Timeline
	Areas for improvement are typically identified as necessary to further strengthen controls.		

Key Risk Indicators / Early Warning Indicators

Ref	Description	Reporting Thresholds			Results
		Green	Amber	Red	
K1	Actual v.s. Forecasted Sustainability Targets	Above Target	On Target	Below Target	
K2	Decline in Energy Consumption	> 10%	10% - 5%	< 5%	
K3	Decline in Water Consumption	> 10%	10% - 5%	< 5%	

Appendix – Templates

Sample risk register template with KRIs for Digital and Innovation Risk

R3	Digital and Innovation Risks	Category	Strategic	Risk Owner	Typically Head of IT / Chief Technology Officer

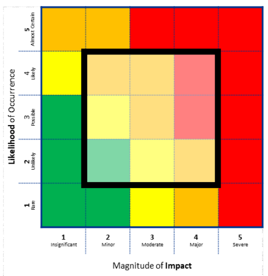
Risk Description

Failure to leverage on new technologies (i.e. transferring and applying existing skills and knowledge to new or upgraded technology), which may result in a potential loss of charity's agility in the changing environment.

Risk Drivers / Root Causes	Risk Consequences
▪ Lack of internal workflow to evaluate new technological possibilities ▪ Lack of skilled personnel with digital capabilities ▪ Resistance to change	▪ Decline in service quality ▪ Reduced operational efficiency

Risk Assessment - Rating

Typically, unlikely to likely likelihood and minor to major impact risk.
Charities are increasingly looking into technology to streamline work processes and meet existing service requirements with reduced manpower.



Risk typically rated in this zone

Existing Controls / Mitigating Measures

Ref	Description	Responsible Party	Remarks
C1	An IT steering committee is formed to discuss and establish a digital transformation roadmap to improve the charity's operations.	Head of Departments	
C2	Existing IT infrastructure / equipment are routinely reviewed to identify new IT solutions that will help to streamline the charity's existing operations.	IT	
C3	Staff are identified for training and to roll out new software / IT infrastructure.	HR	

Areas for Improvement

Ref	Description	Responsibility	Timeline
	Areas for improvement are typically identified as necessary to further strengthen controls.		

Key Risk Indicators / Early Warning Indicators

Ref	Description	Reporting Thresholds			Results
		Green	Amber	Red	
K1	Progress of Actual vs Projected roll out of services to be digitised	On time	1 month behind schedule	3 months behind schedule	
K2	Staff attrition arising from digital transition as noted in exit interviews.	1 - 2	3 - 4	> 4	
K3	Percentage of key staff identified trained on the new IT system equipment	> 95%	95% - 90%	< 90%	

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