SLCP 2021 plan

SLCP is a multi-stakeholder initiative to reduce audit fatigue and improve working conditions.

VISION:

Converged Assessment. Collaborative Action. Improved Working Conditions.

MISSION:

To implement a **converged assessment framework** that supports stakeholders' efforts to improve working conditions in global supply chains.

For more information:

- Watch our video: SLCP_in_a_nutshell

- Check-out our website: www.slconvergence.org

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NOTE: This version of the 2021 Plan is the Council version. The Secretariat has a more elaborate internal version which includes more details such as activities and KPIs for each key objective

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2021 Strategy - Introduction and Context

Section 1

SLCP 5Y Strategic Plan

Vision

Converged Assessment. Collaborative Action. Improved Working Conditions

Mission

Implement a Converged Assessment Framework that supports stakeholders' efforts to improve working conditions in global supply chains

Industry benefits

Eliminate audit fatigue and duplication	Redirect resources to improvement actions	Greater comparability of social & labor data

SLCP Specific Aims

Industry Adoption	Resources unlocked	Data access & comparability	Financial resilience

Our Goals

25,000 verified assessments	$130m for improvement actions	Industry's #1 source of verified S&L data	Self-sustaining through earned income

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Current state: 2020 Progress & Challenges

Progress & Achievements

- Roll-out in 30+ countries (including key countries China, Bangladesh, Vietnam)
- CAF (v1.3 to v1.4) review together with ILO-BW: shorter, more focus, less verification days
- 35+ brands and organizations publicly committed to accepting SLCP verified data; 200+s signatories
- Strong support partners: ITC, ITMF, IAF
- Implementing partners: Accredited Hosts (FFC and Higg Co, and Inspectorio). Verifier Bodies and Training Bodies.
- 2000+ Gateway profiles. 1,350 verified assessments (VRF) completed EoY

Finances

- 1.3 M Budget, plus 0.5M ITC in-kind; expected to end year just break-even (using 2019 reserve)
- 45% Earned Income, 45% donations (including 300K Industry Summit) & signatory fees, 10% surplus from 2019

Governance

- New Chair of Council (Oct 2020): Jonathan Obermeister

Challenges & mitigations

- Set back due to COVID-19 (very limited # assessments Feb – July: reduced adoption targets (2,000 to 1,000) and related budget cuts.
- Grant funding options (almost) exhausted; donors have different priorities. Lean organization, partner with others in fundraising (ITC , ILO-BW?)
- Lot of resources needed to align on tools, policies and timelines between ILO-BW and SLCP: close coordination, working on collaboration agreement.
- SAC Relationship (as hosting organization and partner for adoption) to be clarified and formalized: working on legal agreement.
- Sharing & Hosting system needs further streamlining, Lost one AAH. Benefits for AHs and value add (e.g. data analytics) for users (brands and other stakeholders): Tech enhancement, open discussions partner AHs and strategy to ensure options of choice brands and driving AH value-add/innovation

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Future state: Plans & Opportunities

Plans & priorities

High level: increase adoption, confirm/enhance data integrity & credibility and ease implementation:

- CAF v1.4 Roll-Out (March 2021) and be operational in all key countries.
- Reconfirm and expand ITC partnership
- Tech eco-system: stabilize and expand AHs. Implementation network: Expand and maintain quality of VBs and TBs
- Expand ILO-BetterWork partnership (e.g. Overlay development non-BW countries, government engagement)
- 2021 Adoption target 4,000 VRF (nomination so far support this); 2022: 10K+

Finances

- 2021 Aim: 1.4 -1.7 M Budget plus 0.5M ITC in-kind; 90%+ Earned income, (total budget: break-even or small net profit). 2022 and further: All core activities covered by Earned Income.

Governance

- Council elections December – Feb 2021 (9 seats, including 3 brand seats)

Future opportunities

- Strengthen confidence level of number verified assessments in 2021: fine tune nominations and monitor closely (with IS and others)
- Exploration of full virtual verification option (sub-set Step 1) together with ILO-BW (to mitigate high COIVID impact)
- SLCP data insight/analysis based on verified assessments
- Further industry convergence: To get to 10K+ adoption, we'll need to go beyond current adoption drivers (big apparel brands): diversification in brands, product groups (organically) and work further on compatibility with standards: amfori/BSCI, FWF etc.
- Dynamic financial & resource management: flexibility in budget: options to adjust to growth and slow-down scenarios. Donations and grants as fall back option.

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2021 Strategy - High level goals and budget

Section 2

2021 Strategic Priorities and Themes

1. Industry Adoption

- CAF v1.4 roll-out, adoption reaching 4,000+ VRF
- Ease of implementation
- Wide applicability, supply chain diversification
- Compatibility with social standards

'Satisfied customers & implementing partners (e.g. AHs)'

2. Unlocking Resources

- Reduce costs /verification (CAF v1.4)
- Avoid audit duplication, increase SLCP acceptance
- Measure savings and start showing redirection of resources
- Partnerships with organizations to improving labor conditions

'Net cost reduction resulting in more impact'

3. Data access & Comparability

- Credible & relevant data (CAF v1.4)
- Interpretation of verified data: 'Law Overlay' and value add by AHs (ensure options of choice)
- Start verified assessment data insights workstream

'SLCP becoming THE source of social & labor data'

4. Organization and Financial Resilience

- Earned income 90% of budget
- Well resourced and flexibly organized team, clarity on roadmaps and communication
- Formalized and well functioning SAC organizational 'hosting'
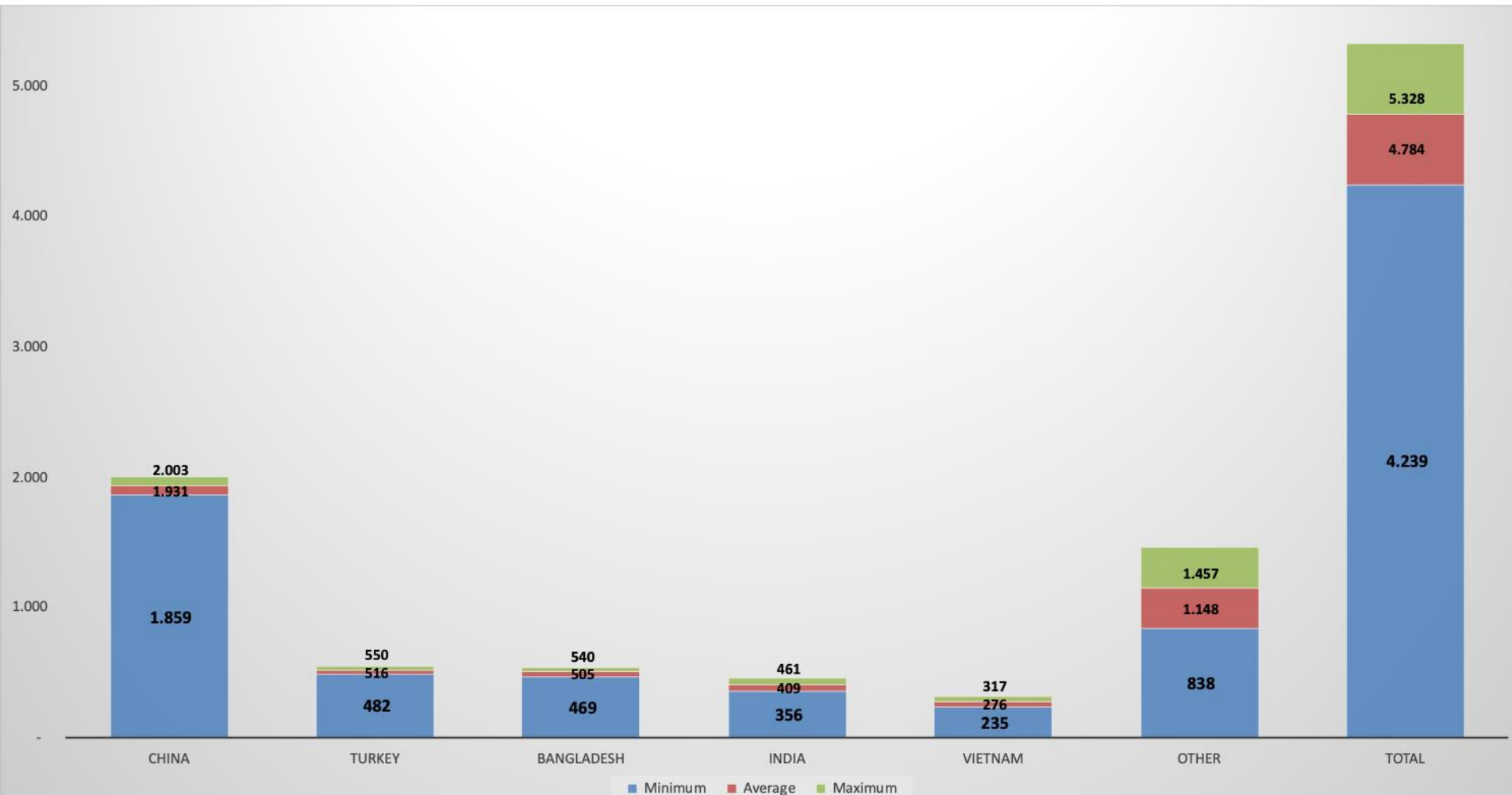
'Moving from start-up towards Established program/organization'

2021 Projected Adoption
(November 2020)

Baseline: 3,300 VRF
Target: 4,000 VRF

- Brands that filled in the 2021 adoption survey: 27
- Estimated # of VRF in 2021 based on these entries in the table below.

	CHINA	TURKEY	BANGLADESH	INDIA	VIETNAM	OTHER	TOTAL
Maximum	2.003	550	540	461	317	1.457	5.328
Average	1.931	516	505	409	276	1.148	4.784
Minimum	1.859	482	469	356	235	838	4.239

■ Minimum   ■ Average   ■ Maximum

2021 Budget

Baseline: 3,300 VRF
Target: 4,000 VRF

High level 2021 budget	2020 EoY projection		2021				
	COVID-19 adjusted targets (slow down year)		Worst case	BASE LINE	TARGETED	As per strategy (with one year delay)	
Note: slightly different way of presenting and budget lines than 2020 budget, resulting in slight deviations	VRF-1000		VRF-2000	VRF-3,300	VRF-4000	VRF-5000	
Expenses							
Salaries Snr Management	588		585	623	647	676	
Governance /Council	41		40	45	45	45	
Travel	5		10	25	30	40	
Office and Admin	12		13	14	18	22	
Roll-out Support Team & Help-desk	63		93	133	143	153	
Events&Comms: Support Team & Marketing	18		26	28	34	39	
CAF: Support team and consultancy	55		70	85	100	100	
Tech: Support team and consultancy	0		0	10	20	50	
Veriication Oversight	270		343	404	460	531	
Contingencies	23		15	40	75	90	
Indirect (SAC Overhead charges)	117		123	149	169	206	
Total Expenses	**1192**		**1318**	**1557**	**1741**	**1953**	
Revenue							
Verification	*326*			*1020*			
Accredited Host	*151*			*343*			
Earned income		477 **40%**	954 **72%**	1363 **88%**	1660 **95%**	2039 **104%**	
Grants & Donations (secured)	515		75	75	75	75	
Gap/ Grants & Donations **(Not secured)**			250	100	0	0	
Signatory Charter Fees	81		25	25	25	25	
Total Revenues	**1073**		**1304**	**1563**	**1760**	**2139**	
Carry over previous year	134		15	15	15	15	
Balance (to be carried forward/reserve)	**15**		**1**	**21**	**34**	**201**	

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2021 Strategy - AREA 1: Converged Assessment Framework (CAF)

Section 3

Leveraging successes and looking ahead

What does 2023 success look like (what would we have achieved)?

➢ Widespread acceptance of SLCP: brand, standard holders and other stakeholders

➢ SLCP has a reputation as main source of credible social & labor data

➢ SLCP recognized as leader for social and labor data (*if SLCP has that data point, it is important; if SLCP does not have that data point, it is not needed for social and labor data set*)

➢ Proof that SLCP CAF implementation is driving change in working conditions

What in 2020's approach can we leverage/continue in 2021 (to reach the long-term goal)?

➢ Close collaboration with ILO-Better Work

➢ Continued involvement of stakeholders who provided feedback on proto CAF v1.4
- to ensure we are delivering on our promises in 2021 (user experience, data usage, SLCP process ease of use, etc.)
- to obtain use cases, proof of SLCP data impact (audit fatigue reduction, working condition improvement, data used to arrive at industry insights)

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➢ Improved planning (including planning for v1.5) to ensure adequate resources, clear milestones, enough time for stakeholder engagement/ TAC and AH inclusion and deadlines are met

➢ Intensify engagement with standard holders to better reputation and obtain more use cases

➢ Begin prioritizing data insights work to position SLCP as expert source of credible data

Key objectives of CAF in 2021

1. CAF v1.4 successful implementation: Successful roll out of CAF v1.4 in Q1 with tech, translation, training components. In Q2 showing v1.4 changes are a success with: user experience stories, SME facility experience evals, data used by standard holders/brands, data compatible with remediation programs, etc.

2. CAF v1.5 successful planning and preparation: Advanced planning and continued collaboration with all parties (ILO-BW, TAC, signatories, AHs, ITC, Ops, Comms) to ensure seamless update to v1.5 in 2022. Ensure ease of adoption/implementation by SLCP users by focusing only on the must haves for v1.5. Avoid "change fatigue".

3. COVID readiness: Ensure continued adoption of SLCP if pandemic substantially impedes verifications. Implement SLCP partial virtual verification and collaborate with ILO-BW, TAC CAF & VO and key stakeholders already implementing full virtual verification to find industry acceptable workarounds for SLCP.

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Mitigating risks

Risk #1: CAF v1.4 is delayed/ has problems/ adds complexity to SLCP system (e.g. role of ILO-BW)

Mitigation:

➢ Strong team collaboration on CAF v1.4 launch planning with comms at each stage

➢ SLCP and ILO-BW clarity on roles, expectations for CAF v1.4 incl. responsibility for joint messaging

➢ Strong support for AHs/ITC, strong training/support for facilities/ Verifiers

Risk #2: Reputational issues: v1.4 SLCP verified assessment not meeting user needs and reluctant to move to v1.5 – fatigue with constant change, doubts if system is working well, not enough time/ resources to change/adapt again

Mitigation:

➢ Continued stakeholder engagement to ensure buy-in; they have say in how things go; we are listening to their needs

➢ Ensuring v1.5 does no constitute major shift from v1.4; only make changes to v1.4 if substantial improvement to adoption, user friendliness, etc.

Risk #3: Verification numbers low due to continued COVID lockdown

Mitigation:

➢ With collaborative approach determine all possible avenues for SLCP full virtual verification/ limited data gathering during COVID times

➢ Stay alert and agile to be able to implement solutions that meet SLCP tech limitations and still meet SLCP user needs

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2021 Strategy – AREA 2. Roll-out/ Operations global presence, training and support

Section 3

Leveraging successes and looking ahead

What does 2023 success look like (what would we have achieved)?
- Strong commitment from majority of the industry (brands and standard holders) to implement SLCP: at minimum acceptance of SLCP verified data, even better active contribution by promoting SLCP to their suppliers / contacts. Apart from the apparel and footwear industry, SLCP has branched out to other sectors, adoption is considerable in adjacent sectors like accessories and textile manufacturing.
- Scalable training and support system with a broad base of (local) training partners and a quality package of guidance materials (e-learning, training decks, FAQs), plus a strong SLCP support team in place (knowledgeable, independent, connected) to solve issues that arise.

What in 2020's approach can we leverage/continue in 2021 (to reach the long-term goal)?

➢ Commitment from major brands who made strides in the transition from their proprietary tools to SLCP. Active involvement in SLCP (training) webinars and events. Timely facility nominations for 2021.

➢ Training materials developed that explain SLCP CAF v1.4 well. Virtual training in English, Chinese and Spanish. 42 TBs and 170+ Trainers onboarded that conducted 40+ training sessions.

➢ Knowledgeable operational support team in place that works well together and solves issues quickly.

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➢ Have meaningful adoption beyond China. Facilities in other countries engaged in SLCP.

➢ Build on the experiences of facilities (and brands, VBs, TBs) to include real-life case studies and practical guidance in training materials.

➢ Gradually expand operational support team for increased adoption (and facility requests).

Key objectives of operations in 2021

1. Meaningful global presence: In 2020 we assured global presence and saw strong adoption in China. In 2021 we want to increase volume beyond China and have meaningful adoption in all major production countries (incl. ILO-BW countries).

2. Scale training with partners: In 2020 40+ Training Bodies were onboarded, in 2021 we build on these partnerships and our partnership with ITC for facility training (incl. e-learning) and focus on consolidation and development of training materials for practical guidance.

3. Build capacity support team: In 2020 a strong and stable support team was established, in 2021 we increase capacity and invest in documentation of procedures to ensure we can help thousands of facilities through the SLCP assessment process in the years to come.

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Stay mindful of effects of COVID-19
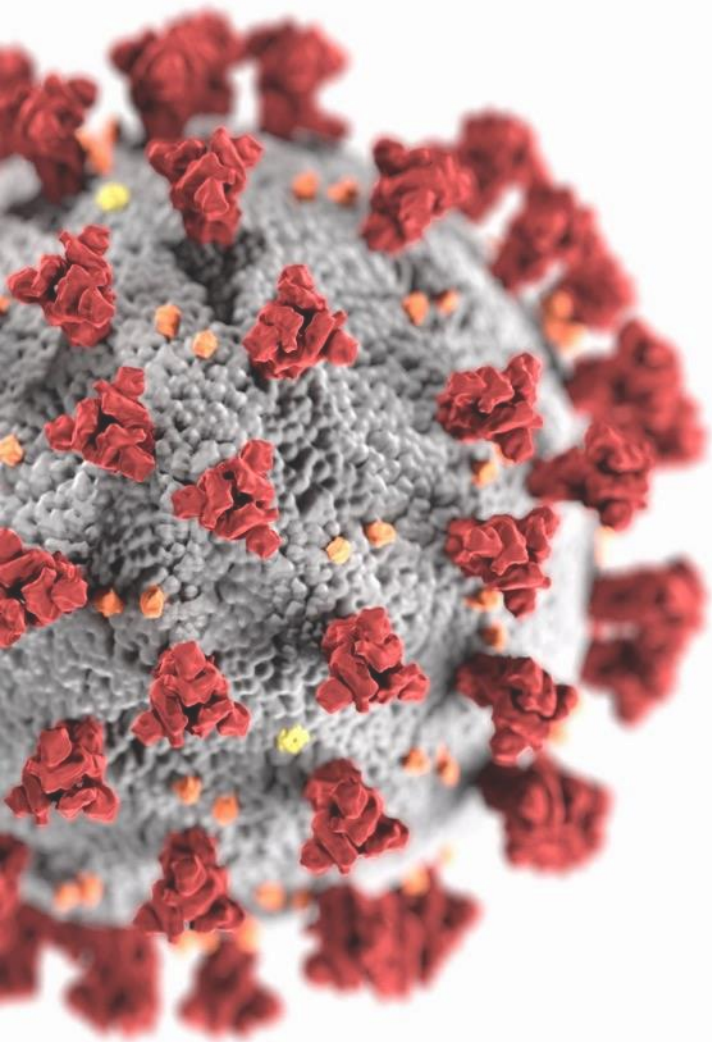
Effect #1: Shifts in supply chains

➤ Facilities closed. Brands have gone bankrupt (road to financial recovery long). Market "shake-out" around 20-30%.

➤ Brands changed suppliers due to closures and risk management decisions (nearshoring, spreading of production, size of facilities)

➤ Facility workers, unemployed due to lockdowns, left the cities back to their hometowns

Effect #2: Order disruption and the new normal

➤ Order cancellations disrupted supply chains

➤ Closure of stores brought/brings down new orders

➤ Excess products in warehouses

➤ Change in consumers' buying behavior (spending, type of products, move to ecommerce)

Effect #3: Changes in social sustainability landscape

➤ Faster transition to SLCP, particularly by brands with in-house audit departments

➤ Increased labor risks (financial pressure, survival instinct)

➤ Change in relevance / importance of CSR within brands. Backward (financial survival first) and forward (need felt to fix the broken system, technology boost).

➤ Need for flexibility in timeline and (partially) virtual verifications/audits as on-site visits are impossible due to travel restrictions

2021 Strategy - AREA 3: Verification Oversight (VO)

Section 3

Leveraging successes and looking ahead

What does 2023 success look like (what would we have achieved)?
- SLCP has a reputation as main source of credible and relevant social & labor data
    - Credible: high integrity and quality
    - Relevant: data the user gets is exactly what they need to inform remediation plans, scoring, etc.

What in 2020's approach can we leverage/continue in 2021 (to reach the long-term goal)?

➢ Continued partnership with Sumerra (contract 2020/21); more involvement of VOO perspective in SLCP strategic decisions

➢ Continued collaboration with APSCA to further acceptance of SLCP oversight

➢ More collaboration with standard holders to achieve collective gains and increase public acceptance of VO approach (VB/Verifier qualification, QA activities, Protocol requirements)

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➢ More emphasis on QA in 2021 - in comparison to the emphasis on CAF v1.4 creation

➢ Targeting strategic VO issues like VB qualifications, going only APSCA, alignment with industry players on QA and VO, setting performance targets for VBs/ Verifiers and suspending if not meeting them

➢ Benchmarking SLCP current QA to other industry players and considering to surpass the QA activity of already well-established industry players during this SLCP rapid growth phase in 2021 and beyond

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Key objectives of VO in 2021

1. Ensure high quality VBs and Verifiers with required VB/Verifier coverage for all active countries: Number of VBs increasing in China: are we being rigorous enough while still being inclusive? With majority of QA data from China, can now focus on further increasing quality with targeted measures. Ensure VBs are aware and prepared for new countries in advance.

2. Alignment with key standard holders on QA: Achieve SLCP alignment with help of ITC benchmarking and win partners to ensure further industry acceptance of SLCP VO and QA systems. Collaborate with other schemes to identify how to share VB due diligence outcomes and cost and decrease burden on VBs. Implement APSCA collaboration agreement. Consider exceeding industry standards when it comes to QA activities/ QA sampling.

3. VO documentation management to reflect all processes in updated QA Manual and prepare for VOO 2022-23 RFP: Collection of all relevant VO procedures and required non-QA and QA activities to clearly explain the scope of VO in updated QA Manual and ensure clear RFP and swift handover of responsibilities to new VOO (as applicable). Determine 2- or 3-year term of contract.

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Mitigating risks

Risk #1: VB fallout; not enough Verifiers to meet demand

Mitigation:

➢ Any decision affecting VB changes, involve all major VBs in decision making process

➢ Close collaboration with Ops to ensure roll out countries defined well beforehand, approx. # for verifications can be communicated to VBs (chicken/egg problem)

Risk #2: Cannot find VO partners; VO/ QA systems not seen as robust/ credible enough to collect followers/ approvers

Mitigation:

➢ Ensure APSCA "approval" of SLCP process to ensure SLCP exceeds minimum industry expectations

➢ Use ITC Sustainability Map to compare QA from standard holders to SLCP

➢ Look at more innovative approaches to ensure credibility of data (e.g. worker engagement, worker voice)

Risk #3: Cannot find VOO for 2022 & 2023 operations

Mitigation:

➢ Start VOO identification process early to determine need for "wide" RFP or not

➢ Make VOO onboarding easy process (description clear in RFP) to ensure applicants don't think SLCP is complex and not well established

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2021 Strategy – AREA 4. Technology (data hosting & sharing)

Section 3

Leveraging successes and looking ahead

What does 2023 success look like (what would we have achieved)?

➢ High quality data managed and distributed from a stable technical eco-system

➢ Happy users (facilities, brands, hosts, verifiers etc.) stating that the systems in the SLCP ecosystem are seamless and easy to use

➢ Data is securely distributed to end users and the tool, system and process is being heralded as first class.

What in 2020's approach can we leverage/continue in 2021 (to reach the long-term goal)?

➢ Improve the User Experience of the SLCP process

➢ Automation of processes including that of the Data Quality (VRQ) checks of Verified Assessment Data

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➢ Improve Change Management, think about what are the affects of our changes and why are we doing them

➢ Highlight our data and allow access to it by trusted parties for data analysis

➢ Review user feedback and work on improving the user experience throughout our systems

➢ Engage with the hosts more (at a commercial level), make sure that they are aligned with our strategy and strengthen our partnership with them

Key Technology objectives in 2021
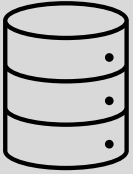
1. CAF 1.4 Successfully developed: In Q1 CAF 1.4 will be the most important task for us to do. With our Accredited Hosts we will have to successfully roll out the CAF 1.4 and support the usage of tool. We will be focussing on Data Quality and User Experience.

2. Provide options for data analytics: In 2021 we will start to have a rich dataset, centrally stored in the Gateway. We will need better options for data insights and analytics. SLCP and trusted stakeholders will need to easily and securely access this data. Analytical tools will be needed for internal and external audiences. This will help underpin ourselves as experts in social labor field.

3. Stabilize the SLCP ecosystem: We will strengthen our partnerships with the accredited hosts. We work with ITC to stabilize the ecosystem by reducing the number of changes that hosts will need to implement. We will also improve our roadmap and governance documentation. Additionally, we aim to onboard new passive hosts to strength the services offered to our end-users.

Mitigating risks

Risk #1: Data Hosting & Sharing system: Gateway + Accredited Hosts fails to deliver to expectations, including hosts leaving the data hosting and sharing ecosystem.

Mitigation:

➢ Regular check-ins with hosts to align on CAF 1.4 delivery and commercial needs

➢ Build an up-to-date roadmap with ITC and all hosts which is regularly checked and reviewed

Risk #2: Reputational issues: Quality of SLCP verified assessment (VRF data) perceived as insufficient (not enough rigour/quality/integrity)

Mitigation:

➢ Enhanced and more automation in data quality checks (VRQ)

➢ JSON Validation Schema

➢ Accredited Host Performance Evaluations

Risk #3: System underperforms: complex network of partners & suppliers using untried system results in low quality/integrity verifications

Mitigation:

➢ Create data analytical tools and reports on user behavior. Feed this information back to relevant stakeholders.

➢ Gain user feedback and act on it with ITC and hosts

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2021 Strategy – AREA: 5. Communications & Stakeholder Engagement

Section 3

Leveraging success and looking ahead

What does 2023 success look like (what would we have achieved)?

➢ SLCP is a "no-brainer" for manufacturers because they can share it with all their buyers
➢ Brands & standard holders find it easy to use SLCP data & have confidence & trust in the data
➢ SLCP is driving systemic change through the sharing of credible and useful data insights

What in 2020's approach can we leverage/continue in 2021 (to reach long-term goal)?

➢ Strong support of SLCP signatories

➢ Increased visibility of SLCP within apparel and footwear industry

➢ Strong partnerships (ITC, ILO-BW, SAC, Accredited Hosts and new partnerships: amfori, BBI)

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➢ Secure more brand support: showcase in particular CAF v1.4, data quality, and AH services

➢ Intensify engagement with standard holders and heavily promote ILO-BW collaboration

➢ Begin prioritizing data insights work to position SLCP as expert source of credible data

Key Comms & Stakeholder Engagement Objectives in 2021

1. **Retain engagement and support of active SLCP signatories:**

Support signatories to successfully implement and adopt SLCP. Be responsive to needs and feedback. Nurture these relationships – supportive signatories can successfully advocate on our behalf: they are our best ambassadors.

2. **Convince more brands to accept SLCP verified data:**

Leverage growing awareness of SLCP as well as new SAC membership requirements to extend the number of brands accepting SLCP data in lieu of proprietary audits. Use case studies from happy customers. Highlight CAF v1.4 improvements, data quality and AH services.

3. **Drive convergence with other standard holders:**

Accelerate and intensify engagement with standard holders such as amfori, FWF, Sedex, Oeko Tex, FT USA and others to increase the number of standards accepting SLCP verified data. Promote the collaboration with ILO-Better Work as an example of best practice.

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Mitigating risks

Risk #1: CAF v1.4 is delayed/ has problems/ adds complexity to SLCP system (e.g. role of ILO-BW)

Mitigation:

➢ Strong team collaboration on CAF v1.4 launch planning with comms at each stage

➢ Agree joint messaging with ILO-BW

➢ Use case studies to explain SLCP and the benefits

Risk #2: Progress with standard holders slow and convergence proves difficult

Mitigation:

➢ Influence through mutual stakeholders, e.g. FWF member brands

➢ Leverage ITC Sustainability Map and support of ITC with standard mapping

Risk #3: Lack of continuity during maternity leave/ not enough comms support for team

Mitigation:

➢ Detailed planning for absence; effective handover with replacement; keep team informed of plans

➢ Ensure all processes are documented and that resources are well organized

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2021 Strategy – AREA: 6. Organization

Section 3

Leveraging successes and looking ahead

What does 2023 success look like (what would we have achieved)?

➤ Established multi-stakeholder, organization: social entrepreneurial spirit, value driving, implementation oriented

➤ Financially sound
  - ✓ 100% coverage core expenses Secretariat on earned income. Charity funding/donations for innovative projects
  - ✓ 20K+ VRF/= and 3.5-4 M budget (TBC), 1Y plus reserve

➤ Lean & Mean organization, but Solid & Smart: 8-10 Core staff, Flexible support staff, smart collaboration with like minded organizations, local embedding

➤ Independent governance/organization, but Partnerships and part of Alliance of like-minded organizations

What in 2020's approach can we leverage/continue in 2021 (to reach the long-term goal)?

➤ Financial planning and management

➤ Increasing running on earned income

➤ Flexible team set up:, Learning organization.

What do we need to do additional/differently in 2021 (to reach the long-term goal)?

➤ Find better ways to plan, implement together/ within team(s): coordination and communication.

➤ Increase team bonding of full SLCP team

➤ Need to find better way for effective working relationship with SAC. (mutual leaderships and Council/Board)

Key objectives of '6. Organization' in 2021
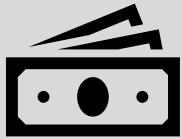
1. Well resourced organization: Sufficient income to deliver our work with quality. Running mostly on earned income.

2. Professional team and appropriate governance: SLCP is a good and rewarding place to work for Snr Management team and Support team. Council is functional and following 'good governance'.

3. Leveraging partnerships: Reconfirm/formalize collaboration with ITC, SAC, ILO-BW, eco-system partners/AHs, VOO and key standard holders.

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Mitigating risks

Risk #1: Less earned income due to lower adoption than expected (deviation from planned nominations and/or COVID-19 impact)

Mitigation:

➢ Work upfront on detailed nomination planning

➢ (see also Strat area 1. CAF) ; Explore COVID-19 scenario (full virtual verification) together with ILO-BW

➢ Proper forecasting of expenses

➢ Flexible SLCP set up, easy adjustments in growth and slow-down scenarios

Risk #2: Mismatch staff capacity and ambition (understaffing, burn-outs, lower quality of work)

Mitigation:

➢ Careful and pro-active resource planning

➢ Investment in team: team building, learning sessions, trainings, personal development

Risk #3: No agreement reached with SAC on organization hosting arrangement & shared vision on tool adoption

Mitigation:

➢ Close coordination leadership and Board/Council level

➢ Elaborate long term organization scenarios

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Annex – top Program Risks

Risk	Topic/Risk Theme
1. Adoption rates significantly lower than planned (esp. year 3 onwards)	Business model
1. Business aspect: Performance of Data Hosting & Sharing system: Gateway + Accredited Hosts fails to deliver to expectations, This includes: • Accredited Host withdrawing • Lack of usage for Passive Accredited Host (PAH) • Third party suppliers undermine the need for PAH • AH costs are more than they are budget, causing lack of development uptake	Business model
2. Insufficient staff capacity	Internal/Organization
3. Sub-optimal SAC-SLCP working relationship (not delivering services and/or at too high costs, general reputational issues)	Internal/organization Reputation
5. Failure to attract donor/angel support (essential until earned income kicks in)	Internal/Organization Business model
6. Reputational issues: Quality of SLCP verified assessment (VRF data) perceived as insufficient (not enough rigour/quality/integrity)	Reputation
7. Costs exceed initial projections, particularly VOO costs, staffing	Business model
8. Negative cost/benefit for users and key partners- Resistance to fees	Business model Customer Satisfaction

Note that this table is the top selection (>10 points) on SLCP's Risk Register. The full Risk Register also provides mitigation strategies per area.

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