



**Risk Advisory Services for
Not-for-Profit Organisations**

Creating value across borders

The Risk Advisory Platform of Services can help NPOs to...

- govern the strategic plan to guide operations
- communicate transparency
- measure the benefits of engagements
- control the financing plan
- deploy innovative solutions to overcome challenges
- articulate the contribution to the community
- develop actionable and measurable plans
- protect data and network
- empower the governance structure
- preserve trust and reputation
- monitor compliance with policies and regulations
- support Donor development



New dedicated center to support NPO projects and programmes in Southeast Asia

Not-for-Profit Organisations (NPOs) provide a wide range of services in the Southeast Asian society. The capabilities of NPOs will play a leading role in supporting national development and equitable growth in an increasingly complex environment.

NPOs are facing numerous critical challenges in responding to the growing expectations of the Government, Donors, Volunteers, Employees and Beneficiaries. The current environment is characterised as increasing competition for funding and rapidly expanding needs to deliver services to the community.

Under these conditions, well-governed organisations have proven to be more effective and more likely to succeed. This context calls for progressive actions to implement global best practice when delivering value to Beneficiaries, as well as commitment to improve the effectiveness of actions.

While effective governance is critical for the success of NPOs, many in the Southeast Asian region do not yet have any risk approach

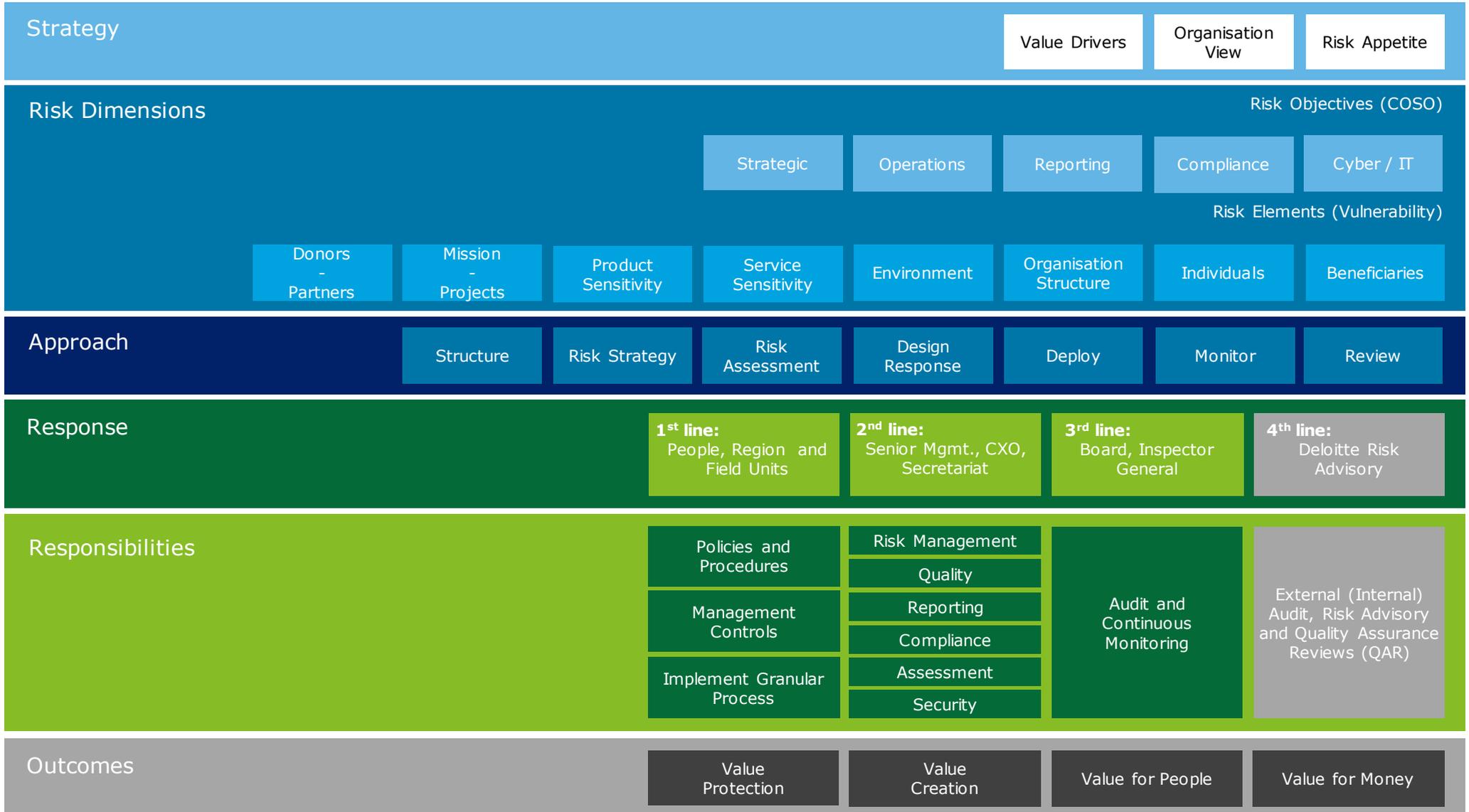
management in place. The detailed work required to align risk management with operations and understand if the risk profile is changing, is often either absent, or currently happening in an uncoordinated way with limited visibility to the national or regional office.

Today, NPOs are under pressure to be able to clearly articulate:

- How they govern their missions and projects
- How they ensure a strategy alignment within their risk exposure
- How they report internal information and KPIs alignment with strategic missions

In order to help NPOs to deliver value for people and Donors, as well as respond to challenging and complex objectives, Deloitte Risk Advisory develops solutions combining our international capabilities. With our NPO 360° Risk Governance Framework, we help organisations to manage risk to create and protect value.

The NPO 360° Governance Framework



Risk Advisory provides more than value protection, it also considers value enhancement. The main goal is to effectively address the identified risks and their impacts to create new opportunities for Not-for-Profit Organisations and Donors.

Deloitte NPO Platform of Services in Southeast Asia

Services	Details
Organisation Governance	Address expectations or self-regulation through norms of the organisation's governance related to board oversight responsibilities.
Strategic Risk	Identify trends and disruptors that could impact Donors or Beneficiaries, as well as long-term objectives.
Reputation & Brand Risk	Identify, monitor and respond to internal and external risks that impact trust and reputation.
Crisis Management	Act to recover from crisis events through employment of crisis monitoring, execution of crisis plans, and crisis communications.
Organisation Transparency	Develop, assure, and report to Donors and to Beneficiaries the social, ethical, environmental and other non-financial outcomes.
Extended Organisations	Assess, score and manage third party risk related to outsourcing, licensing, financing and other partnerships through a scoring system.
Regulatory Strategy	Develop, implement and operate compliance strategies to respond and preserve the organisation's value and exposure to change.
Regulatory Assessment	Implement and operate compliance programmes to respond and preserve the organisation's value and exposure to change.
Compliance Training	Develop and conduct training plans, both at the organisation and line of operations level, as well as update and maintain training content.
Reporting and Communication	Identify reporting requirements, develop dashboards, and critical key risk indicators and establish formal communication protocols.
Liquidity & Treasury	Design, assess and implement processes, models, data and technology to report on liquidity and treasury management.
Financial Reporting	Address accounting, finance and operational processes and controls (spot checks) to improve integrity, transparency and efficiency.
Reporting and Communication	Identify reporting requirements, develop dashboards, and critical key risk indicators and establish formal communication protocols to escalate identified
Internal Audit	Provide assurance to the board and inspector general (3rd line of defence), focusing on reviewing governance, effectiveness of projects, risk management and control processes, including a full range of outsourcing, co-sourcing, and technology (data management, energy, water, infrastructure and sustainability).
Due Diligence Assessment	Inspect and assess location, Employees and key personnel in order to confirm identities, capabilities, finance, licenses and permits.
Project Assurance	Assess, optimise and enforce project plans and individuals, as well as develop a forecast of likely technical, economic, and safety performance and critical success factors.
Control Assurance	Develop, assess and optimise Internal Control Systems (1st line of defence), ICS, to address Donor's and Headquarters' demand to manage risks through internal control attestation services, audit analytics and specialised audit services.
Risk Governance	Assess, optimise and enforce the organisation's structure, authority, and responsibility to manage risk appetite and exposure (2nd line of defence).
Operational Risk Management	Implement, assess, empower and manage risk exposure in your daily activities supported by efficient process and controls assessment methods, and enabling tools and technologies (i.e.: implementation of GRC solutions).
Operational Transformation	Develop frameworks to assess environment change in order to proactively adapt your programme strategy and risk capacity.
Supply Chain	Assess, optimise and manage risk exposure related to physical products flow disruption, quality failure, regulatory non-compliance, work safety and social responsibility failure.
Fraud Prevention	Assist to assess vulnerable areas of the organisation, identify waste and abuse, as well as safeguard reputation and trust.
Fraud Framework	Assist to implement the organisation's fraud framework, monitoring projects for indicators of wrong-doings and breaches.
Technology & Data Protection	Implement enterprise-wide technology and data management framework in order to manage and protect the information lifecycle of the organisation in an effective manner.
Cyber / IT Strategy	Guide investment and ongoing management of cyber risk programmes including risk assessments, threat awareness and implementation of GRC solutions.
Cyber / IT Security	Establish risk-focused cyber controls, balancing the need to reduce risk and enabling productivity and safeguarding Beneficiaries' interests as well as organisational objectives.
Cyber / IT Vigilance	Leverage our deep experience with analytics and correlation technologies to monitor vulnerability in your local network.
Cyber / IT Resilience	Prepare to respond to critical cyber incidents, return to normal operations, and remediate.

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