**REPUBLIC OF LIBERIA**

**Ministry of State for Presidential Affairs
Executive Mansion
Monrovia, Liberia**

***Cabinet Secretariat***

Institutional Performance Management System (PMCS)

Performance Target Setting Template

**SECTION 1: Institution Details**

*This section captures essential information about the institution, the PMCS focal point, and internal review. Please complete all fields accurately.*

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| ***Institution Name****:*  | ***Ministry of Youth and Sports*** |
| ***Sector****:* |  |
| ***Date****:* | ***May 2, 2025*** |
| ***Prepared By****:* | ***Name*** | ***Position*** | ***Email*** | ***Phone #*** |
| ***John Benjamin Khardi*** | ***Sr. Programme Officer*** | ***Jobukha72@gmail.com*** | ***0777023432*** |
| ***Moses S. Gaypia*** |  ***Deputy Director PDU /SDC*** | ***gaypiam@gmail.com*** | ***0886684869*** |
| ***Matthew Kofi Shan*** | ***Asst. Procurement Dir***  |  | ***0777713565*** |
| ***PMCS Focal Person Contact****:* | ***Name*** | ***Position*** | ***Email*** | ***Phone #*** |
| ***Moses S. Gaypia*** | ***Deputy Director PDU / SDC*** | ***gaypiam@gmail.com*** | ***0886684869*** |
|  | ***Senior Accountant***  |  |  |
|  |  |  |  |
| ***Reviewed By****:* | ***Hon. Henry B. Yonton Deputy Minister Administration*** |

**SECTION 2: Approval by Head of Institution**

*This section must be completed and signed by the Head of the Institution following internal validation of the performance targets.*

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| **Name of Head of Institution**: | **Cllr. Jeror Cole Bangalu** |
| **Title**: |  **Minister** |

***Signature of Head of Institution****:*

***Date of Approval****:*

**SECTION 3: 2025 Performance Targets by Target Area (SMART Objectives, Accurate Requirements)**

***Target Area 1: Strategic Plan Development***

***Target Requirement:*** *Develop/Update, launch, and implement the institution's Strategic Plan aligned with the ARREST Agenda for Inclusive Development (AAID)****Expected Deliverables:***

* *Updated/new strategic plan aligned with AAID*
* *Implementation roadmap with clear milestones*
* *Monitoring framework for strategic objectives****Performance Indicators:***
* *Strategic plan completed and approved by [date]*
* *Quarterly implementation progress reports*

| *Key Objective* | *Expected Outcome* | *Q1 Milestone* | *Q2 Milestone* | *Q3 Milestone* | *Q4 Milestone* | *Associated Implementing Institution(s)* | *Resources Required* | *Estimated Cost* | *Responsible Unit* |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *By July 2025, developed, validated, and launched a 5-year Strategic Plan aligned with at least two AAID Pillars and begin implementation by Q4* | *Strategic Plan developed, validated, launched and approved, and implementation initiated with monitoring tools in place* | *Launched*  | *Start the development of tracking of tools for implementation for approval*  | *Submit final draft of tracking tools for approval*  | *Start tracking of activities using implementation roadmap* |  *MFDP, NGOs, Cabinet Secretary, Governance Commission* | *Consultants, workshop, research materials, logistics, staff time* | *US$2,500* | *Administration,* *Monitoring and Evaluation Unit projects delivery unit* |
|  |  |  |  |  |  |  |  |  |  |
| *Complete the development validation and launch of a 5-year National Youth Policy ‘Complete the development of a 5 year National TVET Policy and Develop a 5 year National Sports Policy Strategic Plan by August 2025,*  | *Strategic Plan inclusive of National Youth Sports Development and Policies and National TVET Curriculum finalized, approved, and implementation initiated with monitoring tools in place to achieved sector goal as aligned with the AAID* *A well-structured plan integrated into a 5 years strategic plan aligned with pillar 5 of the AAID to ensure ‘’ Economic Empowerment for our Youth’’ and Promote Sports and Recreation’’* | *National youth stakeholders and International Development partners conduct assessment of sector development gaps and needs*  | *Review and validate of 5 years strategic plan through stakeholder consultations* | *Submit final draft for approval and launch publicly* | *Begin tracking Q4 activities using implementation roadmap* | *MFDP, Governance Commission’ Ministry of Education* | *Consultants, workshop logistics, staff time* | *US$ To be Determined* | *Planning Division*  |
| *Conduct institutional review and align priorities with AAID integrated by Budget* | *Partnership Strengthen through Institutional Collaboration with monitoring tools in place to achieve implementation of youth programs*  | *Programs formulated through local initiatives and international partnership agreements focusing on economic empowerment for our youth* | *Rollout or launch exercises carryout in priority areas within selected counties monitoring tools and reporting templates compliance systems developed*  | *Tracking progress and activities monitoring and compliance reporting* | *Progress status and results recorded’ with comprehensive development of baseline to end line reports*  | *IECD’ UNFPA’**UNICEF’UNDP**UNIDO,**UNESCO* | *ICT equipment’ survey software application’ printing of visual informants’ transportation’ hall rental and participants and monitoring staff accommodation*  | *TBD* | *Youth Development’ Administration and Finance Unit* |
| *Support institutional development and align priority programs with AAID integrated by budget* | *Collaborations enhanced to supervise and resources solicited for the promotion of sports and recreation* | *Sports federations and associations initiative national programs and to increase athletes performances for participation in international competition* | *Rollout of sports national sports programs in preparation for international competitions qualifiers* | *Track performances of athletes and monitor frequencies and quality of competitions and ensure compliance reporting* | *Progress status and completion results recorded with comprehensive reports on all activities from baseline to end line*  | *LFA’ LNOC ‘LAF CAF and FIFA*  | *Sporting materials transportation’ and participants and monitoring staff accommodation* | *TBD* | *Sports Department Administration and Finance Unit* |

***Target Area 2: Service Delivery Charter Implementation***

***Target Requirement:*** *Implement service standards specified in the Service Delivery Charter developed in the 2024/25 Cycle****Expected Deliverables:***

* *Service standards implementation plan*
* *Client feedback mechanisms*
* *Regular service delivery performance reporting****Performance Indicators:***
* *% improvement in service delivery timeframes*
* *Client satisfaction levels*
* *% of service improvements based on feedback*

| *Key Objective* | *Expected Outcome* | *Q1 Milestone* | *Q2 Milestone* | *Q3 Milestone* | *Q4 Milestone* | *Associated Implementing Institution(s)* | *Resources Required* | *Estimated Cost* | *Responsible Unit* |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Achieve full implementation of priority service standards in the 2024/25 SDC by the end of December and establish client feedback mechanisms in Q3* | *Improved service quality tracked by quarterly reports and MCAs and Citizens feedback mechanism in place.*  | *Map priority services and finalize GSA implementation plan* | *Deploy MACs and Citizen feedback tools and staff training* | *Conduct a survey to measure MACs and citizens satisfaction and implement adjustments for the mid-year* | *Release the Q4 report detailing performance and actions for improvement.* | *MFDP, CSA, Cabinet Secretariat*  | *Training resources, printing of standards, client feedback tools* | *US$5,000* | *GSA Finance Department, Procurement Department, Projects delivery unit (PDU),M&E Department, Administration Department* |
| *Coordinate the implementation of core programs and project activities with 100% of priority service standards implemented as captured in the SDC and conduct beneficiaries satisfaction survey (BSS) By December 2025* | *Improved service coordination quality and tracking of programs efficiency and project activities conducted including monthly and quarterly reports compliance to achieve 100% implementation of priority service standards of the SDC* | *Priority services standards reflected in plan programs and project activities implementation and progress recorded and reported**Frequencies and categories of programs rollout or held under (IDA/GoL financial sponsorship) to achieve 100% implementation of priority service standards of the SDC* | *Monitor programs and project activities being implemented Record and report progress to achieve 100% implementation of priority service standards as captured in the SDC* | *Conduct mid-term review on overall performances of programs and project activities**Conduct BSS and modify program work plan based on adaptable recommendations to achieve 100% implementation of priority service standards of the SDC* | *Monitor programs and programs activities efficiency to achieve 100% implementation of priority service standards of the SDC* | *UNDP-Liberia**MOGCSP/ LACE/ UNFPA IECD/UNIDO/ UNICEF/ MOE* | *ICT equipment’ survey software application’ printing of visual informants’ transportation’ hall rental and participants and monitoring staff accommodation and*  | *$15’000.00* | *Office of the Minister**Project Delivery Unit-MYS* |
| *Coordinate the implementation of CADETs job readiness training and internship opportunities for Liberian Youth* | *Recent undergraduates and senior university students job exposure and work environment experiences ensured and improved job ethics for professional development* | *National CADET job readiness platform launch with digital enrolment for youth (18-35 years) to provide three internship training program* | *Applicants vetting and validation of documents including the selection of successful candidates and interviews conducted* | *Complete candidates contractual agreement and signing with Job placements of cadets across various sectors and agencies*  | *Monitor CADETs efficiency and punctuality including ethical adaption to work environment disburse remuneration monthly and ensure comprehensive report compliance* | *UNDP’MAC’s Private Sector* | *E-portal ICT equipment’ stationary media publication’* | *US$125’000* | *Youth Development CADET Desk Officer Administration Finance Unit* |
| *Coordinate the implementation of Action for Adolescent Development (A4AD) Program*  | *Adolescent trained in life and occupational skills to increase productive capacity for self-development*  | *Asses training needs for adolescent through participatory consultation in priority counties and develop roadmap for program rollout*  | *Rollout on occupational and life skills training exercises from beneficiaries recruitment to full training cycle at selected locations in priority counties*  | *Track beneficiaries progress and monitor activities implementation throughout the training cycle* | *Progress status and completion results recorded with comprehensive reports on all activities from baseline to end line* | *UNICEF-Liberia* | *Training materials and staff’ stationary media publication’* | *TBD* | *Youth DevelopmentA4AD Desk Officer’ Administration and Finance Unit* |
| *Coordinate the implementation of Adolescent Sexual Reproductive Health (ASRH) program* | *Adolescent provided awareness on the use of contraceptives and sexual reproductive health in program priority counties*  | *Assessment of schools and adolescent training institutions in priority counties and develop roadmap for program rollout* | *Engage schools administration and students leadership (consultation) in priority counties and elevate sexual reproductive health awareness* | *Increase awareness on adolescent sexual reproductive health and distribute contraceptives and STI preventive materials*  | *Progress status and completion results recorded with comprehensive reports on all activities from baseline to end line* | *UNFPA-Liberia* | *Preventive STI materials’ stationary training materials staff allowances*  | *TBD* | *Youth Development ASRH Desk Officer’ Administration and Finance Unit* |
| *Coordinate the implementation of the Youth Rising Project* | *Improve partnership and cooperation with quality services provided and intended results achieved* | *Negotiate’ initiate and signed partnership agreements to boost services in TVET institutions owned and operated*  | *Asses training materials and manpower development needs to promote training and sustainability*  | *Implement capacity development initiatives and provide staff and students training promote conducive learning environment* | *Progress status and completion results recorded with comprehensive reports on all activities from baseline to end line* | *AFD/IECD* | *Learning institutions assistances’ management proposals and agreement and contracts signed* | *TBD* | *TVET Department ‘ Administration and Finance unit*  |
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***Target Area 3: Resource Mobilization***

***Target Requirement:*** *Set and achieve targets for resource mobilization according to institutional abilities****Expected Deliverables:***

* *Resource mobilization strategy*
* *Revenue generation initiatives (where applicable)****Performance Indicators:***
* *% increase in available resources*
* *% of new funding partnerships established*

| *Key Objective* | *Expected Outcome* | *Q1 Milestone* | *Q2 Milestone* | *Q3 Milestone* | *Q4 Milestone* | *Associated Implementing Institution(s)* | *Resources Required* | *Estimated Cost* | *Responsible Unit* |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Raise a minimum of US $150, 000 in new resources through asset disposal, leasing of GOL buildings, hall rental at the Ministerial Complex, asset coding, partnership by Q4 2025* | *Finances obtained through documented agreements and included into the budget* | *Develop MYS resources mobilization strategy* | *Present at least two proposals or launch revenue-generating initiatives.* | *Established* *at least two partnerships* | *Begin fund disbursement and report outcomes* | *Ministry of Finance and Development Planning and Private Sector Entities* | *Proposal writers, donor outreach, materials* | *US$ 2,500* | *Partnership & Finance Team* |
| *Secured the amount of US$160,000 in new resources to support the MTVC of the Youth Rising Project through partnerships with the IECDor internal revenue mechanisms by Q4 2025* | *Funds secured through documented agreements and integrated into the budget* | *Develop institutional resource mobilization strategy* | *Submit minimum of 3 proposals or initiate revenue initiatives* | *Formalize at least 2 partnerships* | *Begin fund disbursement and report outcomes* | *UNDP, CSOs, Private Sector Entities* | *Proposal writers, donor outreach, materials* | *US$5,500* | *Partnerships & Finance Team* |
| *Secure the maximum amount of 1million United States Dollars( USD$1’000’000) to implement the National Youth Service (NYS)Program integrated into the MYS 2025 budget*  | *Funds secured through national budget allotment to MYS and program formulated* |  *The official launched of the National Youth Service (NYS) Program including sub-national (counties) feasibility and assessment*  | *National Youth Service Candidate enrolment; vetting validation and recruitment achieved across program priority counties*  | *Signing of NYS contracts and placement of recruits to performs national service duties across sectors within priority counties.* | *Disbursement of honorarium to NYS staff for the period of service performed as outlined within contractual agreement*  | *Ministry of Youth and Sports’ Ministry of Finance and Development Planning and the Ministry of States for Presidential Affairs* | *Human resource’ infographic and outreach*  | *US$1’000’000* | *Administration Youth Development’ and Finance* |

***Target Area 4: Systems Efficiency Improvement***

***Target Requirement:*** *Identify areas of resource leakages (fraud or wastages) and implement solutions to seal them****Expected Deliverables:***

* *Systems audit and vulnerability assessment*
* *Anti-fraud and efficiency improvement measures*
* *Monitoring mechanisms for resource utilization*
* *Compliance verification protocols****Performance Indicators:***
* *% reduction in identified resource leakages*
* *Cost savings achieved through efficiency measures*
* *Compliance with financial management regulations*

| *Key Objective* | *Expected Outcome* | *Q1 Milestone* | *Q2 Milestone* | *Q3 Milestone* | *Q4 Milestone* | *Associated Implementing Institution(s)* | *Resources Required* | *Estimated Cost* | *Responsible Unit* |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Reduce institutional resource leakages by at least 30% by Q4 2025 through enforcement of policy mandating MACs to seek procurement specification for vehicle and mobile equipment and the enforcement of the policy of ensuring that the GSA is a part of all activities relating to donation of assets by development partners to MACs* | *Improved resource management and demonstrated cost reductions of at least US$ 1,000,000* | *Conduct baseline audit and identify 2 key leakage points* | *Design and implement at least 2 corrective measures* | *Train staff and monitor effectiveness of interventions* | *Submit final impact report*  |  | *consultant training sessions* | *US$5,000* | *Finance Department, Internal Fleet Unit* |
| *Reduce institutional resource leakages by at least 20% by Q4 2025 through audit-driven reforms in procurement and asset management* | *Improved resource control and documented cost savings of at least US$10,000* | *Conduct baseline audit and identify 3 key leakage points* | *Design and implement at least 3 corrective measures* | *Train staff and monitor effectiveness of interventions* | *Submit final audit and impact report* | *IAA, PPCC* | *Audit consultants, training sessions* | *US$6,000* | *Internal Audit Unit* |
| *Improve accountability and strengthen financial management system at the (BDOTC) TVET* | *Increase revenue and reduced institutional financial losses for students tuition and fees payment*  | *Baseline audit conducted and financial management system restored and integrity measures restored to prevent leakages of*  | *undirected payment ‘ counter payment and teachers wards suspended preventing payment leakages* | *Newly recruited financial staff are trained in public financial policy management and effective system controlled* | *Comprehensive financial report outlining financial system reform impact*  | *MYS’IAA* | *Internal Auditors’ training*  | *TBD* | *Internal Audit Finance Unit* |
| *Improve procurement process through competitive bidding for the supply of equipment and materials supply*  | *Ensure value for money through the procurement of goods, works & services* | *N/A* |  | *Provide training in public procurement practices and procedures as required by the PPCA for effective intervention.*  | *Quarterly procurement reports are prepared and submitted outlining procurement activities for the period.*  | *Public Procurement & Concession Commission, IAA* | *Advance Training Tools & Staff Development in Public Procurement Management system*  | *US$7,200.00* | *Procurement Unit*  |
| *Improve financial management and increase revenue generation at TVET Institution* | *Secured and outlined and integrated student payment commission integrated into internal budget*  | *A Developed partnership for fees services with Mwetana and MYS is setup and running at the MVTC with smart school software application system* | *Internal revenue initiative enhanced a modify students payment and financial management system established to increase fees payment efficiency*  | *Mwetana smart school software systems Partnership agreement signed with performance service**Formalized*  | *System audit conducted and commission on students fees payment disburse to Mwetana*  | *Ministry of Youth and Sports* | *Proposal and Agreement* | *US$1.50 commission on student full fees payment* | *Partnership and Finance Team* |

***Target Area 5: Institutional Capacity Building***

***Target Requirement:*** *Identify areas for capacity building to improve institutional performance****Expected Deliverables:***

* *Capacity needs assessment*
* *Targeted capacity building plan*
* *Performance improvement monitoring****Performance Indicators:***
* *% of staff trained in priority skill areas*
* *Knowledge retention and application rates*
* *Return on investment for capacity building*

| *Key Objective* | *Expected Outcome* | *Q1 Milestone* | *Q2 Milestone* | *Q3 Milestone* | *Q4 Milestone* | *Associated Implementing Institution(s)* | *Resources Required* | *Estimated Cost* | *Responsible Unit* |
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| *Provide skills training to 10% of staff in digital systems, and public financial management, asset monitoring and Fleet Management of GOL assets, mobile and equipment by November 2025* | *Institutional skills and performance benchmarks improved 10% for staff*  | *Perform a Capacity Needs Assessment (CNA)* | *Create and finalize a training plan with specified timelines* | *Deliver training to 30 staff across 4 key areas* | *Evaluate impact and produce final assessment report* | *LIPA, UNDP, PMCS Secretariat* | *Trainers, training kits, M&E tools/PDU* | *US$9,000* | *HR Division /PDU/ M&E/Finance Units* |
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***SECTION 4: Risk Management and Mitigation Plan***

*This section helps institutions identify and plan for key risks that may affect the achievement of their 2025 performance targets. List risks across the categories below, assess their likelihood and impact, and propose mitigation strategies. Ensure risks are specific to your institution’s context and the five target areas.*

| *RISK MANAGEMENT PLAN* |  |
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|  |  |  |  |  |  |  |
| ***SN*** | *Risk* | ***Likelihood*** | ***Impact*** | ***Risk Level*** | ***Response/Mitigation Plan*** | ***Responsible Unit*** |
|  | ***Financial Risks*** |  |
| *001* | *Delay in Payment Disbursement* |  *likely* | *moderate* |  *Low*  | *[Identify the precision of flow for administrative requests approvals*  |  |
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|  | ***Operational Risks*** |  |
| *0010* |

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| *Low staff participation in SDC* *implementation activities* |

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 | *Likely* | *Moderate* | *Medium* | *Conduct orientation and assign responsibilities* *by Q2* | *HR Manager* |
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| *002* | *high criteria for participants* *recruitment* | *likely* | *moderate* | ***Low***  | *Adjust project scope to optimize recruitment criteria*  | *Project*  |
| *003* | *Logistics defects causing breakdown of project vehicles* | *likely* | *moderate* | ***Low*** | *Develop vehicle service log to track mechanical and operational usages*  | *Assets Management Unit* |
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|  | ***Political Risks*** |  |
|  | *Political changes may disrupt implementation of the Strategic Plan* | *Likely* | *Major* | ***High(4)*** | *Ensure proper handover and stakeholder consultation and strong documentation* | *Institutional Head* |
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|  | *Inference of political authorities* *May shift the scopes and negatively affects program plan* | *likely* | *Major* | *High* | *Conduct stakeholder consultation and develop a strategic do no harm policy limiting political influence* | *I* |
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|  | ***Security Risks*** |  |
|  | *Data loss due to inadequate digital backup systems* | *Likely* | *Major* | ***High(4)*** | *Introduce cloud-based storage and schedule monthly backups* | *IT Unit* |
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| *001* | *Information management system hack and causing data corruption* | *likely* | *major* | *Medium* | *Introduce cyber security and other anti-hacking measures to protect data corruption* | *IT Unit* |
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|  | ***Other Risks*** |  |
| *001* |  *Traditional and customary practices affecting activities implementation results* | *likely* | *moderate* | ***low*** |  |  |
| *Conduct participatory rural appraisal to inform project development expertise on integrating local tradition an custom*  |  |
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| *002* | *Natural occurrences(Flooding ‘landslides) and weather extremes causing delay affecting the project implementation timeline* | *likely* | *major* | ***high*** |  |  |
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| ***RISK RATING KEY*** |  |  |
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| ***Very likely*** | ***Medium(3)*** | ***High(4)*** | ***High(5)*** |
| *Probably expect the event to occur in most circumstances* |  |  |  |
| ***Likely*** | ***Low(2)*** | ***Medium(3)*** | ***High(4)*** |
| *Event likely to occur at least once over the coming year* |
| ***Unlikely*** | ***Low(1)*** | ***Low(2)*** | ***Medium(3)*** |
| *Occurrence is conceivable, but unlikely to occur* |
|  | ***Minor****Minimal effect; limited impact on results* | ***Moderate****Noticeable delays or quality degradation* | ***Major****Severe disruption or inability to deliver outcomes* |

***SECTION 4: Risk Management and Mitigation Plan***

*This section helps institutions identify and plan for key risks that may affect the achievement of their 2025 performance targets. List risks across the categories below, assess their likelihood and impact, and propose mitigation strategies. Ensure risks are specific to your institution’s context and the five target areas.*

| *RISK MANAGEMENT PLAN* |  |
| --- | --- |
|  |  |  |  |  |  |  |
| ***SN*** | *Risk* | ***Likelihood*** | ***Impact*** | ***Risk Level*** | ***Response/Mitigation Plan*** | ***Responsible Unit*** |
|  | ***Financial Risks*** |  |
| *1.* | *Budgetary Constraint*  | *Very Likely*  | ***High******(5)*** | ***High******(5)***  | *The MYS should collaborate with MFDP and other development partners to secure the necessary funding to enable the Agency to carry out its programs**Create comprehensive budgets with contingency, funds, regularly monitor expenditures, and update forecasts.* | Finance Unit and Internal Audit Unit |
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| *2.*  | *Procurement fraud*  | *Likely*  | High(4)  | Medium(3) | Implement multi-level approval process with LACC, PPCC | Procurement Unit at MYS |
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|  | ***Operational Risks*** |  |
| *1.* | *Limited Human Resource Capacity*  | *Likely*  | ***High*** ***(4)*** | ***High*** ***(4)*** | *Establish ongoing training programs in collaboration with CSA and other**International partners* | *HR Unit**PDU Unit**M&E Uint* |
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|  | ***Political Risks*** |  |
| *1.* | *Political changes may disrupt implementation of the Strategic Plan* | *Very Likely*  | ***High*** ***(5)*** | ***High(5)*** | *Ensure proper handover and stakeholder consultation and strong documentation* | *Institutional Head* |
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|  | ***Security Risks*** |  |
| *1.*  | *Data loss due to inadequate digital backup systems* | *Likely* | *High**(4)* | ***High(4)*** | *Introduce cloud-based storage and schedule monthly backups* | *IT Unit* |
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|  | ***Other Risks*** |  |
| *1* | ***Environmental Risk****: Natural disasters or adverse climate events affecting operations* | *Moderate* | *Natural disasters or adverse climate events affecting the operation* | *Moderate* | ***Environmental Risk****: Develop an environmental contingency plan and ensure facilities adhere to safety standards.* |  *Top Mgt.* |
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| ***RISK RATING KEY*** |  |  |
|  |  |  |  |
| ***Very likely*** | ***Medium(3)*** | ***High(4)*** | ***High(5)*** |
| *Probably expect the event to occur in most circumstances* |  |  |  |
| ***Likely*** | ***Low(2)*** | ***Medium(3)*** | ***High(4)*** |
| *Event likely to occur at least once over the coming year* |
| ***Unlikely*** | ***Low(1)*** | ***Low(2)*** | ***Medium(3)*** |
| *Occurrence is conceivable, but unlikely to occur* |
|  | ***Minor****Minimal effect; limited impact on results* | ***Moderate****Noticeable delays or quality degradation* | ***Major****Severe disruption or inability to deliver outcomes* |