

**(RISK MANAGEMENT REGISTER)**  
**CEDERSBERG MUNICIPALITY**  
**FEBRUARY 2017**



| Risk No.                        |                                                                       | Risk Identified        | Inherent   |          | Residual                                                                     |            |                | Department / Section within the Municipality |                  |
|---------------------------------|-----------------------------------------------------------------------|------------------------|------------|----------|------------------------------------------------------------------------------|------------|----------------|----------------------------------------------|------------------|
|                                 |                                                                       | Potential Loss/ Impact | Likelihood | Controls | Impact                                                                       | Likelihood | Process        | Responsibility                               |                  |
| Office of the Municipal Manager |                                                                       |                        |            |          |                                                                              |            |                |                                              |                  |
| 91                              | Insufficient leadership and managerial skills within the organisation |                        | Serious    | High     | Training and transfer of skills                                              | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 92                              | Filling of section 57 vacancies                                       |                        | Serious    | High     | Offering of attractive remuneration packages                                 | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 93                              | Legal compliance & Internal Controls                                  |                        | Serious    | High     | update and monitoring of compliance and internal controls on a monthly basis | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 94                              | Implementation of new organogram                                      |                        | Serious    | High     | Annual review of organogram                                                  | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 95                              | Implementation of new Delegation register                             |                        | Serious    | High     | Annual review of delegation register                                         | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 96                              | Building of stakeholder relationships                                 |                        | Serious    | High     |                                                                              | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 97                              | Healthy IGR                                                           |                        | Serious    | High     |                                                                              | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 98                              | Effective combined assurance structures                               |                        | Serious    | High     | Ensure effective communication between management, risk and internal audit   | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 99                              | Lack of documented policies and procedures                            |                        | Serious    | High     | HR to ensure that all policies and SOP's are updated annually                | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 100                             | lack of Staff                                                         |                        | Critical   | High     | Ensure sufficient provisioning in the budget for new posts                   | Medium     | MM             | Municipal Manager                            | Office of the MM |
| 101                             | Inadequate Audit software programs                                    |                        | Critical   | High     | Apply to Treasury for the requisite funding                                  | Medium     | Internal Audit | Internal Auditor                             | Office of the MM |
| 104                             | Periodic review of the policy framework                               |                        | Critical   | High     | updating of policies and master plans                                        | Medium     | Internal Audit | Internal Auditor                             | Office of the MM |
|                                 |                                                                       |                        |            |          |                                                                              | Medium     | MM             | Municipal Manager                            | Office of the MM |

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|--------------------|---------------------------------------------------------|------------------------|------------|--------------------------------------------------------------------------|------------|----------|-------------------------------|----------------------------------------------|
|                    |                                                         | Potential Loss/ Impact | Likelihood | Impact                                                                   | Likelihood |          |                               |                                              |
| Community Services |                                                         |                        |            |                                                                          |            |          |                               |                                              |
| 91                 | Improper Administration of Cemeteries                   | Serious                | High       | uniform electronic system additional staff for monitoring and facilities | Low        | High     | Cemeteries                    | Director                                     |
| 92                 | Inadequate Maintenance of Cemeteries                    | moderate               | Moderate   |                                                                          | minor      | unlikely | Cemeteries                    | Director                                     |
| 93                 | Illegal Informal Settlements                            | Serious                | High       | Squatter control policy in draft                                         | High       | High     | Traffic & Protection Services | Traffic Chief, Director                      |
| 94                 | Safeguarding of Assets (Physical & Human)               | Serious                | Moderate   |                                                                          | Medium     | Medium   | Traffic & Protection Services | Traffic Chief, Director                      |
| 95                 | Xenophobia                                              | Serious                | High       |                                                                          | Medium     | Medium   | Traffic & Protection Services | Traffic Chief, Director                      |
| 96                 | Inability to provide Proper Disaster Management Service | Serious                | High       |                                                                          | High       | High     | Traffic & Protection Services | Traffic Chief, Director                      |
| 97                 | Non-enforcement of bylaws                               | critical               | common     | appointment of more law enforcers                                        | moderate   | moderate | Traffic & Protection Services | Traffic Chief, Director                      |
| 98                 | absence of backup ENATIS clerk                          | critical               | common     | appoint, train ENATIS clerk                                              | minor      | rare     | Traffic & Protection Services | Traffic Chief, Director                      |
| 99                 | Inability to deal with stray animals                    | critical               | common     | outsourced poundmaster                                                   | moderate   | moderate | Traffic & Protection Services | Traffic Chief, Director                      |
| 100                | Lack of ward committee meetings being held              | major                  | Moderate   | ward committee activity plan                                             | minor      | unlikely | Ward Committees               | Community Services                           |
| 101                | Seasonal presence of life guards on beaches and resorts | critical               | Moderate   | Trained volunteered life guards on database                              | minor      | unlikely | Coastal Management            | Community Services                           |
| 102                | events not complying with safety regulations            | major                  | Moderate   | events management policy                                                 | minor      | moderate |                               | Community Services                           |
| 103                | lack of rural development expertise                     | critical               | Moderate   | Appointed personnel                                                      | moderate   | moderate |                               | Community Services                           |
| 104                | lack of strategic partnering with businesses            | critical               | common     | increase partnership with businesses                                     | moderate   | likely   | Rural development             | Community Services                           |
| 105                | lack of support personnel in LED and tourism            | major                  | likely     | appointment of staff                                                     | minor      | unlikely |                               | Community Services                           |
| 106                | Financial Loss to the Municipality                      | Minor                  | Moderate   |                                                                          | Low        | unlikely | Libraries                     | Community Services                           |
| 107                | Loss of Books                                           | Minor                  | Moderate   |                                                                          | Low        | unlikely | Libraries                     | Community Services                           |
| 108                | Unruly Behaviour of Users                               | Minor                  | Moderate   |                                                                          | Low        | unlikely | Sports                        | Community Services                           |
| 109                | Ineffective Administration of Sport Fields              | Minor                  | Moderate   | Sport policy in draft to administrate sport in the municipality          | Low        | Medium   | Sports                        | Community Services                           |
| 110                | Hiring of facilities                                    | major                  | common     |                                                                          |            |          |                               | Director                                     |
| 111                | Lack of uniformity in the application of tariffs        | major                  | common     | Finance to ensure tariff uniformity for council facilities               |            |          |                               |                                              |

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| Risk No.                        | Risk Identified                                                           | Inherent               |                 | Controls                                                                                                             | Residual       |                   | Responsibility                                  | Department / Section within the Municipality                    |
|---------------------------------|---------------------------------------------------------------------------|------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------|----------------|-------------------|-------------------------------------------------|-----------------------------------------------------------------|
|                                 |                                                                           | Potential Loss/ Impact | Likelihood      |                                                                                                                      | Impact         | likelihood        |                                                 |                                                                 |
| TECHNICAL AND PLANNING SERVICES |                                                                           |                        |                 |                                                                                                                      |                |                   |                                                 |                                                                 |
| 17                              | Environmental Pollution                                                   |                        |                 |                                                                                                                      |                |                   |                                                 |                                                                 |
| 18                              | lack of bulk infrastructure                                               | Major critical         | Moderate common | appoint an environmental officer applications for funding and updates of masterplans                                 | moderate minor | moderate unlikely | Ben Schippers, Director Ben Schippers, Director | Technical and Planning Services Technical and Planning Services |
| 19                              | Non Compliance to Health & Safety Regulations resulting in Injury / Death | major                  | likely          | appointment of Health and safety office                                                                              | minor          | unlikely          | B Schippers, Director                           | Technical and Planning Services/Corporate Services              |
| 20                              | Inability to supply potable water to the community                        | Major                  | Moderate        | appoint process controllers/ treatment facilities                                                                    | minor          | unlikely          | Ben Schippers, Director                         | Technical and Planning Services                                 |
| 21                              | Flooding & Flood Damage                                                   | Major                  | likely          | update storm water master-plan/applying for funding for infrastructure upgrade                                       | moderate       | moderate          | Director                                        | Technical and Planning Services                                 |
| 22                              | Accidents, Injuries & Damages (Roads infrastructure)                      | Major                  | common          | acquire assets and upgrade road infrastructure                                                                       | moderate       | moderate          | Director                                        | Technical and Planning Services                                 |
| 23                              | Ageing Fleet                                                              | critical               | common          | acquire assets                                                                                                       | moderate       | moderate          | Director                                        | Technical and Planning Services                                 |
| 24                              | Inadequate Maintenance on Parks & Gardens                                 | Major                  | common          | appointment of staff and requisition of equipment                                                                    | minor          | moderate          | N. Mercuur                                      | Technical and Planning Services                                 |
| 25                              | Pollution (Inability to effectively dispose of Solid Waste)               | critical               | common          | new landfill sites and acquire compactors                                                                            | moderate       | moderate          | Director                                        | Technical and Planning Services                                 |
| 26                              | Illegal Connections                                                       | critical               | likely          | appoint electrical audit team                                                                                        | moderate       | unlikely          | J van Zyl, Director                             | Technical and Planning Services                                 |
| 27                              | Inability to deliver an effective and efficient Electrical Service        | Major                  | likely          | appoint more qualified staff                                                                                         | moderate       | unlikely          | J van Zyl, Director                             | Technical and Planning Services                                 |
| 28                              | Lack of fireproof archive                                                 | critical               | common          | build archive                                                                                                        | moderate       | unlikely          |                                                 | Engineering                                                     |
| 29                              | water losses                                                              | critical               | common          | water loss audit and updating of master plan and implementation of water conservation and demand management strategy | minor          | unlikely          | water and sa...                                 | Engineering                                                     |
| 30                              | Ineffective communications (radio/cellphone/email)                        | critical               | common          | implementation of effective communication system(s)                                                                  | minor          | unlikely          |                                                 | Engineering                                                     |
| 31                              | loss of electronic data due to lack of centralised server                 | critical               | common          | connection/link to centralised server                                                                                | minor          | unlikely          |                                                 | Engineering                                                     |
| 32                              | Intellectual capital                                                      | critical               | common          | GIS system/ information collection from consultants                                                                  | minor          | unlikely          |                                                 | Engineering                                                     |
| 33                              | Service Failures & Extended Electrical Outages                            | moderate               | Moderate        | upgrading of bulk capacity                                                                                           | minor          | unlikely          |                                                 | Engineering                                                     |
| 34                              | Compliance with Waste Management Regulations                              | critical               | common          |                                                                                                                      |                |                   | J van Zyl, Director                             | Technical and Planning Services                                 |
| 35                              | Eradication of Bucket System                                              | Major                  | common          |                                                                                                                      |                |                   | Director                                        | Technical and Planning Services                                 |
| 36                              | Lack of updated master & maintenance plans                                | critical               | common          | Source funding to update master plans                                                                                |                |                   | Director                                        | Technical and Planning Services                                 |

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| Risk No.         | Risk Identified                                                  | Inherent               |            | Controls                                                                                                  | Residual |            | Responsibility   | Department / Section within the Municipality | Comment          |
|------------------|------------------------------------------------------------------|------------------------|------------|-----------------------------------------------------------------------------------------------------------|----------|------------|------------------|----------------------------------------------|------------------|
|                  |                                                                  | Potential Loss/ Impact | Likelihood |                                                                                                           | Impact   | Likelihood |                  |                                              |                  |
| FINANCE SERVICES |                                                                  |                        |            |                                                                                                           |          |            |                  |                                              |                  |
| 34               | Clean Audit Report                                               | Serious                | High       | OPCAR Completion and monitoring of Ytiments                                                               | High     | Medium     | Budget           | CFO and Managers                             | Finance services |
| 35               | Over / Under spending of the Budget                              | Serious                | High       |                                                                                                           | High     | Medium     | Budget           | CFO and Managers                             | Finance services |
| 37               | Quarterly update of Asset register                               | Serious                | Moderate   | Improvement of Cash Flow by expanding our Revenue Base, Revenue Enhancement and effective Debt Collection | Low      | Low        | Budget           | CFO and Managers                             | Finance services |
| 38               | Cash Bank Budget                                                 | Major                  | High       |                                                                                                           | Medium   | High       | Budget           | CFO and Managers                             | Finance services |
| 39               | Loss of Income (Bad Debt & Recovery of Debt)                     | Major                  | High       | Revenue Enhancement Strategy; Long Term Financial Strategy; Credit control measures; Annual Interim       | Medium   | Medium     | Revenue (Income) | CFO and Managers                             | Finance services |
| 40               | Loss of Income (Valuations of properties disputed)               | Major                  | High       | Supplementary Valuations                                                                                  | Medium   | Medium     | Revenue (Income) | CFO and Managers                             | Finance services |
| 41               | Loss of Income (Services)                                        | Serious                | Moderate   | Strict Credit Control; Cut and Block of services                                                          | Medium   | Medium     | Revenue (Income) | CFO and Managers                             | Finance services |
| 45               | Theft / Fraud (Illegal connections)                              | Major                  | High       | Approach of Zero Tolerance in applying our Internal Ethics Policy, Code of Conduct and Discipline         | Low      | Low        | Revenue (Income) | CFO and Managers                             | Finance services |
| 46               | Loss of Income (Meter Readings)                                  | Serious                | High       | Implement new Hand held meter reading system                                                              | Low      | Low        | Revenue (Income) | CFO and Managers                             | Finance services |
| 49               | Payment delays                                                   | Serious                | Moderate   | Long term financial strategy implementation plan                                                          | Low      | Low        | Expenditure      | CFO and Managers                             | Finance services |
| 51               | Bypassing of the SCM Unit                                        | Major                  | Moderate   | Centralisation of SCM unit                                                                                | Medium   | Low        | SCM              | CFO and Managers                             | Finance services |
| 52               | Delays in Service Delivery (SCM)                                 | Major                  | High       | Fully capacitating the SCM unit                                                                           | Medium   | Medium     | SCM              | CFO and Managers                             | Finance services |
| 53               | Inadequate Sourcing of Goods & Services                          | Serious                | High       | Procurement plans per unit compulsory                                                                     | Medium   | Medium     | SCM              | CFO and Managers                             | Finance services |
| 55               | Inadequate and ineffective SCM Processes                         | Serious                | Moderate   | Annual review of Policy and audit by IT regarding our processes; Internal Audit Reviews                   | Medium   | Medium     | SCM              | CFO and Managers                             | Finance services |
| 56               | Loss / Theft of Stock                                            | Serious                | Moderate   | Regular stock take                                                                                        | Medium   | Medium     | SCM              | CFO and Managers                             | Finance services |
| 57               | Contract Management - Procedure guideline to Contractors: Claims | Serious                | High       | Contract management                                                                                       | High     | High       | SCM              | CFO and Managers                             | Finance services |
| 62               | Non-enforcement of Credit Control Policy;                        | Serious                | High       | Strict Credit Control; Cut and Block of services                                                          | High     | High       | Credit Control   | CFO and Managers                             | Finance services |
| 63               | to many deviations in SCM process                                | Serious                | High       | Procedure and process documented; SOP, New Forms implemented                                              | High     | High       | SCM              | CFO and Managers                             | Finance services |
| 64               | Implementation of MSCO and new Finance Software System           | Serious                | High       | IT Oversight, NT Oversight, Project Manager, Project Committee, SLA                                       | High     | High       | TREASURY         | CFO and Managers                             | Finance services |
| 65               | Loss of Assets                                                   | Serious                | High       | Annual Asset Count and the installation of Security Systems (Alarms, Cameras, etc.                        | High     | High       | Budget           | CFO and Managers                             | Finance services |
| 68               | Non-payment of third party claims from the Insurer               | Serious                | High       | Advertising for a new Insurance Company                                                                   | High     | High       | Budget           | CFO and Managers                             | Finance services |

|    |                                                    |          |          |                                                                                                                                                                                    |                                          |          |                                  |                    |
|----|----------------------------------------------------|----------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------|----------------------------------|--------------------|
| 86 | insufficient security services at council property | critical | common   | appointed service provider, external perimeter walls                                                                                                                               | minor                                    | unlikely | H Slimmert                       | Corporate Services |
| 87 | Inadequate Contract Management                     | moderate | Moderate | registers and communication                                                                                                                                                        | moderate                                 | moderate | C Sheldon                        | Corporate Services |
| 88 | Loss of Income (Telephone)                         | moderate | Moderate | Outside calls limited, has to go through switchboard                                                                                                                               | moderate                                 | moderate | Director                         | Corporate Services |
| 89 | Loss of Information / Data (Documents)             | moderate | Moderate | backup system                                                                                                                                                                      | Duplicate backup system, backup register | moderate | Director                         | Corporate Services |
| 90 | Inadequate Policy Register Control                 | Minor    | Moderate | Policy register                                                                                                                                                                    | minor                                    | minor    | Director                         | Corporate Services |
| 91 | Lack of access control to municipal network        | High     | Moderate | Access control policy, eg regular change of passwords                                                                                                                              | moderate                                 | low      | A Jantjies, Director             | Corporate Services |
| 92 | lack of disaster recovery                          | Critical | low      | Disaster recovery site                                                                                                                                                             | major                                    | low      | A Jantjies, Director             | Corporate Services |
| 93 | Inadequate IT Governance framework                 | high     | high     | Appoint ICT Manager, IT Strategic plan; Designate IT Security Officer; IT Steering Committee                                                                                       | major                                    | moderate | A Jantjies, Director             | Corporate Services |
| 94 | Inadequate physical and Environmental controls     | Critical | high     | Policy to govern access and restrictions (eg no eating / smoking in room); Air extractor (to extinguish fires); Fire extinguisher inside room; Thermometer with gauge outside room | major                                    | moderate | A Jantjies, Director             | Corporate Services |
| 95 | Inadequate controls over telephone system          | high     | high     | record private calls; Convert to VOIP system                                                                                                                                       | high                                     | high     | A Jantjies, H Slimmert, Director | Corporate Services |

| <b>(RISK MANAGEMENT REGISTER)</b>                                                  |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------|------------|-------------------------------------------------------------------------------------|----------|------------|--------------------------|-----------------------|----------------------------------------------|
| <b>CEDERBERG MUNICIPALITY</b>                                                      |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
| <b>FEBRUARY 2017</b>                                                               |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
|  |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
| <b>Inherent</b>                                                                    |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
| Risk No.                                                                           | Risk Identified                                                                   | Potential Loss/ Impact | Likelihood | Controls                                                                            | Impact   | Likelihood | Process                  | Responsibility        | Department / Section within the Municipality |
| <b>Residual</b>                                                                    |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
| <b>Corporate Services</b>                                                          |                                                                                   |                        |            |                                                                                     |          |            |                          |                       |                                              |
| 63                                                                                 | Ineffective Leave Administration                                                  | major                  | likely     | Electronic leave administration                                                     | moderate | likely     | HR Administration        | H Wilbooi, Director   | Corporate Services                           |
| 64                                                                                 | Shortage of skills                                                                | major                  | Moderate   | skills development                                                                  | moderate | moderate   |                          |                       |                                              |
| 65                                                                                 | Attendance Administration                                                         | major                  | likely     | Attendance registers                                                                | moderate | likely     | HR Administration        | H Wilbooi, Director   | Corporate Services                           |
| 66                                                                                 | Inadequate Document Management - Personnel File, etc.                             | Minor                  | Moderate   | checklist on personnel file for review                                              | minor    | moderate   | HR Administration        | H Wilbooi, Director   | Corporate Services                           |
| 67                                                                                 | Non Compliance with Legislation (OHS)                                             | major                  | common     | health and safety officer position vacant. Safety representative has been appointed | moderate | likely     | OHS                      | H Wilbooi, Director   | Corporate Services                           |
| 68                                                                                 | Inadequate capacity to attend to disciplinary matters                             | moderate               | Moderate   | Work place skills plan reflect adequate resources for training                      | moderate | moderate   | Labour Relations         | H Wilbooi, Director   | Corporate Services                           |
| 69                                                                                 | Unsatisfactory Labour Relations                                                   | moderate               | likely     | local labour forum( meeting with unions)                                            | moderate | moderate   | Labour Relations         | H Wilbooi, Director   | Corporate Services                           |
| 70                                                                                 | Potential Loss of Income                                                          | Major                  | common     | appoint admin staff                                                                 | moderate | moderate   | Town & Regional Planning | AJ Booyesen, Director | Engineering...                               |
| 71                                                                                 | Inability to deliver an effective and efficient Town & Regional Planning Services | Major                  | common     | appoint a town planner                                                              | minor    | unlikely   | Town & Regional Planning | AJ Booyesen, Director | Technical                                    |
| 72                                                                                 | Uninformed Decisions due to a lack of Capacity (Staff)                            | Minor                  | Moderate   | appoint a town planner                                                              | minor    | unlikely   | Town & Regional Planning | AJ Booyesen, Director | Technical                                    |
| 73                                                                                 | Non Compliance to Building Regulations                                            | Critical               | common     | appoint building inspectors                                                         | moderate | moderate   | Building Control         | AJ Booyesen, Director | Technical                                    |
| 74                                                                                 | Illegal Buildings (Negative Financial Impact)                                     | Major                  | common     | appoint admin staff for register                                                    | major    | common     | Building Control         | AJ Booyesen, Director | Technical                                    |
| 75                                                                                 | Damage to Council Vehicles / Equipment                                            | Major                  | likely     | constant communication and pre and post trip inspections                            | moderate | moderate   | Fleet Management         | H Simmert.            | Corporate Services                           |
| 76                                                                                 | Misuse of Vehicles                                                                | Major                  | likely     | constant communication pre trip authorisation                                       | moderate | moderate   | Fleet Management         | H Simmert.            | Corporate Services                           |
| 77                                                                                 | Excessive Vehicle Breakdowns                                                      | Major                  | likely     | Services at regular prescribed intervals                                            | moderate | moderate   | Fleet Management         | H Simmert.            | Corporate Services                           |
| 78                                                                                 | IT Downtime                                                                       | Critical               | Moderate   | SIA with services providers                                                         | minor    | unlikely   | Information Technology   | A Jantjies, Director  | Corporate Services                           |
| 79                                                                                 | Updating of Information on Cederberg Website                                      | moderate               | Moderate   | communication strategy                                                              | moderate | moderate   | Communications           | P Hame                | Corporate Services                           |
| 80                                                                                 | Loss of Information (Systems)                                                     | moderate               | minor      | Duplicate backup system, backup register                                            | minor    | unlikely   | Information Technology   | A Jantjies, Director  | Corporate Services                           |
| 81                                                                                 | Implementation of performance measure to lower levels                             | major                  | common     | Individual performance plan                                                         | moderate | likely     | Performance Management   | Director              | Corporate Services                           |
| 82                                                                                 | timeliness update of SDBIP                                                        | moderate               | likely     | email reminders                                                                     | moderate | likely     | Performance Management   | Director              | Corporate Services                           |
| 83                                                                                 | outdated software                                                                 | moderate               | moderate   | SIA and budgets                                                                     | moderate | moderate   | Performance Management   | Director              | Corporate Services                           |
| 84                                                                                 | Staff shortage                                                                    | moderate               | likely     | lay request for filling of vacancies                                                | moderate | moderate   | HR                       | Director and HR       | Corporate Services                           |
| 85                                                                                 | POE for the SDBIP                                                                 | moderate               | major      | Pre audits by IA                                                                    | moderate | likely     | Performance Management   | Director              | Corporate Services                           |

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| Inherent               |                                                                                   | Residual |          |            |
|------------------------|-----------------------------------------------------------------------------------|----------|----------|------------|
| Potential Loss/ Impact | Likelihood                                                                        | Control  | Impact   | likelihood |
| STRATEGIC              |                                                                                   |          |          |            |
| 1                      | Lack of financial viability and economic sustainability                           | Critical | Common   |            |
| 2                      | Aged infrastructure and vehicles                                                  | major    | likely   | major      |
| 3                      | Inability to attract and retained skilled personnel                               | major    | likely   | likely     |
| 4                      | Insufficient provision of bulk electricity & Water                                | major    | likely   | moderate   |
| 5                      | Unaffordable co-funding of projects                                               | Critical | likely   | moderate   |
| 6                      | Growth in housing backlogs and informal settlements                               | Serious  | Certain  | Likely     |
| 7                      | Insufficient disposal capacity at landfill sites                                  | Major    | Moderate | Medium     |
| 8                      | Increase in poverty, unemployment, inequality and crime                           | major    | Common   | Medium     |
| 9                      | Cost of compliance, under-funded mandates and insufficient equitable Share        | Major    | High     | moderate   |
| 10                     | Outstanding implementation of task evaluation as per new organizational structure | major    | likely   | Medium     |
|                        |                                                                                   |          | major    | Likely     |
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MUNICIPAL MANAGER

DATE:

7 APRIL 2017

