

#	KPA	Strategic Objective	Risk description at	Risk Identification			Inherent Risk Rating				Residual Risk Rating			Risk Acceptability	Control Improvement Plans			
				Contributor Factors (Root Causes)	Effect/Impact/Consequences	Current Controls/processes/practices	Inherent Impact	Inherent Likelihood	Inherent Rating	Inherent Risk	Control	Control	Residual		Future Actions to Improve	Measurement of	Action Owner	Timeline
SR001	Municipal Transformation & Organisational Development	To effectively ensure performance monitoring and comply with applicable legislations	Failure to effectively implement PMS at lower levels	<ul style="list-style-type: none"> Lack of a documented roll-out plan detailing how the PMS to lower levels will be implemented Misalignment of Organogram (No clear reporting lines) Job descriptions are not clear in terms of job expectations; and some employees do not have job descriptions Resistance to sign performance based agreements by lower level staff due to fear of job security Lack of comprehension of the PMS by officials Challenge of reaching out to all officials at lower levels in order to induct on implementation of PMS. 	<ul style="list-style-type: none"> Non-compliance with Municipal Planning and Performance Management Regulation 2001, section 9 (2)(b) (i); Municipal systems act section 72 (1) (b) & section 67(i) Good performance cannot be recognised Poor performance cannot be assisted and improved 	<ul style="list-style-type: none"> Workshops are being conducted per Departments on individual performance management PMS office is assisting with developing KPIs for lower employees using job descriptions as well departmental scorecards There is a PMS policy guiding the implementation of PMS at the level of individuals Unions have been consulted on the issue of cascading of PMS to lower level staff through Local Labour Forum PMS policy and performance agreements for lower employees submitted to SALGA for comments and a commitment has been made for ZDM to be 	Major	4	Almost Certain	5	20	Weak	20%	16	Unacceptable	<ul style="list-style-type: none"> Develop documented roll-out plan detailing how the PMS to lower levels will be implemented Planned Quarterly workshops on cascading of PMS Recognise and reward good measurable performance (validated through performance assessments) Initiate a process of issuing non- 	<ul style="list-style-type: none"> DGM PMS DGM PMS DGM PMS HoDs 	<ul style="list-style-type: none"> 30 June 2021 Quarterly Monitoring 2021/2022 implementation Quarterly