



Reference number: RCS/C.5

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TREASURY CIRCULAR MUN NO. 17/2020

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CONSOLIDATED MUNICIPAL TRANSVERSAL COVID-19 RISK REGISTER

1. PURPOSE

The circular communicates a municipal COVID-19 transversal risk register framework (**Annexure A & B**) to guide municipal managers and Chief Risk Officers (CRO) in improving the adequacy of existing risk registers, and to efficiently and effectively address risks related to the COVID-19 pandemic.

2. BACKGROUND

On the 5 March 2020, the first positive case of COVID-19 was identified in South Africa. This was swiftly followed by the declaration of a state of National Disaster, on the 15 March 2020, leading to a National lockdown with effect from 27 March 2020. The lockdown was governed by a set of regulations issued by the Department of Cooperative Governance and Traditional Affairs (COGTA) in terms of the Disaster Management Act. One of the later requirements of the regulations was that all government institutions update their risk registers to make provision for the COVID-19 pandemic.

In response, Provincial Treasury facilitated the development of a municipal COVID-19 transversal risk framework. To this end, all districts were requested to submit consolidated COVID-19 risk registers for their respective districts.

Based on the positive response of inputs received, PT created a consolidated COVID-19 transversal risk profile (**Annexure A**) that aims to assist municipalities in improving the adequacy of existing risk registers. Furthermore, this COVID-19 transversal risk framework supports municipalities who have not yet performed the risk register update.

The resultant consolidated municipal COVID-19 transversal risk register is attached hereto, and the risks are tabulated and grouped in the 7 generally accepted primary risk impact areas. These are: Economic, Service Delivery, Legal & Governance, Public Health, Business Continuity, Communication and Social & Reputational. In addition, standard risk response and strategy plans (**Annexure B**) were included to assist in the management of the mentioned COVID-19 risks.

3. MACRO-IMPLICATIONS FOR MUNICIPALITIES

The following macro-implications posing significant threats to municipalities were identified:

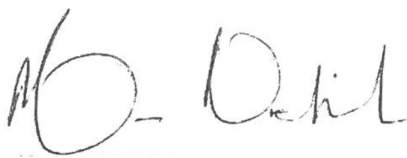
- Impact (negative) of COVID-19 on the local economy, revenue collection and cash flow;
- Inflexible operating costs – Inevitable reprioritization of resources;
- Anticipated reduction in allocations for national and provincial departmental grants due to deteriorating fiscal outlook;
- General public unrest;
- Pre-existing challenges with energy security, climate change and deteriorating dam levels; and
- Possible impact on local government elections.

4. REQUIRED ACTION/WAY FORWARD

The following high-level measures should be considered to efficiently and effectively manage the mentioned COVID-19 risks:

- Active leadership;
- Encourage CROs to use the opportunity to drive the risk management agenda from compliance towards integration;
- Use of the statutory risk management processes to influence Internal Audit Plans;
- Adjust to the new normal – Exploit technology and virtual means to maintain timelines for the Fraud and Risk Management Committee (FARMCO), Audit & Performance Audit Committee (APAC), Council meetings, etc. Collaboration with other lines of defence, e.g. risk managers to guide and/or provide input on the Occupational Health and Safety (OHS) risk assessments and operational plans;
- Update of Business Continuity Plans for “invisible threat” posed by pandemic/future disaster events;
- Further work/data would still be required on the transversal external/uncontrollable risks – CROs can proactively contribute and lead the process;
- Levelling of the playing field creates opportunity to get ahead – Weakened Rand, together with our strong agricultural positioning, and greater global risks on food security can be used as a possible thrust in our revised post-COVID economic recovery strategy;
- CROs can adapt content and present at respective District CRO Forums;
- District level content be consolidated and presented to CFO Forum/MM Forum;

We would like to thank the municipal Chief Risk Officers for the collaboration efforts in the development of the municipal COVID-19 transversal risk register framework.



MS M VAN NIEKERK
DIRECTOR: FINANCIAL GOVERNANCE
DATE: 26 October 2020

CONSOLIDATED MUNICIPAL COVID-19 TRANSVERSAL RISK PROFILE

ECONOMIC	SERVICE DELIVERY	LEGAL & GOVERNANCE	PUBLIC HEALTH	BUSINESS CONTINUITY	COMMUNICATION	SOCIAL & REPUTATIONAL
Inability of tourism industry to recover	Inability to deliver on objectives and key operational functions	Non-adherence to rule of law	Failure of containment measures	Lack of Business Continuity Management	Public's lack of access to municipal information	Increase in demand for basic services
Obsolete economic Strategies	Public participation constrained	Binding contracts: - obligations not met - Capital Roll-overs	Increased infection rates	Insufficient preparations of buildings, offices and equipment to ensure that it is safe, clean and hygienic for employees' to return to work	Lack of readiness plans for the return of employees	Community Unrest/ Lawlessness/Lootings / Vandalism, damage and theft of municipal assets
Negative economic impact due to the lockdown regulations – Loss of Revenue due to closure of services and other non-operational sectors	Lack of/Insufficient mandatory personal protective equipment and inventory required for service delivery	Increase in Deviations/ Non-compliance to SCM regulations – Irregular expenditure	Non-adherence to social distancing, sanitisation and non-contact requirements	Inadequate access control to buildings, offices and workplaces	Lack of training and awareness provided to employees on risks of infection, transmission and prevention	Increase in state dependency/Demand for food parcels
Economic sustainability threats	Invasive alien vegetation eradication not taking place	Changes in regulatory requirements	Non-availability of support services	Inability to utilise technology and digital resources to resume work remotely	Staff not informing relevant officials when showing symptoms	x
Increase in Unemployment – Loss of Revenue due to increase in indigent customers	Ineffective contract management	Audit, Compliance and Reporting Constraints	Non-identification of vulnerable groups of people likely to be infected	Outbreaks within and across units/Teams	Lack of/insufficient communication between municipal, provincial and national departments	x

ECONOMIC	SERVICE DELIVERY	LEGAL & GOVERNANCE	PUBLIC HEALTH	BUSINESS CONTINUITY	COMMUNICATION	SOCIAL & REPUTATIONAL
Economic Fluctuations affecting the interest of investments and loans	No maintenance of Public Works	Labour relation matters not finalised	Proper waste disposal procedures not followed	Extended lockdown/ iterations of lockdown	Spread of misinformation	x
x	Under-performance of employees	Roles and Responsibilities not clearly defined	Improper disposal of remains	Cyber Attacks/Data Breaches IT and Telecom outages	x	x
x	x	Increase in fraud and corruption/Unethical conduct	Insufficient land space for cemeteries	Inadequate/Outdated Disaster Management Plans	x	x
x	x	x	Negative psycho-social impact of prolonged lockdown regulations	x	x	x

* X represents a blank field.

MUNICIPAL COVID-19 TRANSVERSAL RISK RESPONSE

ECONOMIC				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Inability of tourism industry to recover	<ul style="list-style-type: none"> - Utilisation of available virtual platforms and dashboards to maintain communication with stakeholders (i.e. Information wrt. national disaster regulation amendments and other notices) - Promote tourism and SMME development initiatives using social media, municipal website and other platforms. 	<ul style="list-style-type: none"> - Explore virtual experience options for local tourism events and activities - Avail municipal owned land to revive economic activities (i.e. SMME's and other tourism activities). 	National COVID-19 disaster regulations amendments being instated restricting the travel for leisure and business.	Director: Economic Development and Tourism
Obsolete economic Strategies	<ul style="list-style-type: none"> - Review existing local economic developments strategies, including projects (Realign resources to viable strategies, adjust/postpone roll-out schedule of strategies). - Local Economic Development Forum/Committees. 	<ul style="list-style-type: none"> - DEDAT and WESGRO consultations to identify other viable economic opportunities and support. 	National COVID-19 disaster regulations amendments being instated restricting the operation of various industries.	Director: Economic Development and Tourism
Negative economic impact due to the lockdown regulations – Loss of Revenue due to closure of services and other non-operational sectors	<ul style="list-style-type: none"> - Review of financial policies. - Review of rates, tariffs. - Regular reporting on the debt recovery action plan to the finance standing committee. 	<ul style="list-style-type: none"> - Relief to rate-payers (Consumer arrangements). 	<p>National COVID-19 disaster regulations amendments being instated restricting the operation of various industries</p> <p>Income loss from clients and communities/Increase in unemployment.</p>	Chief Financial Officer

ECONOMIC				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Economic sustainability threats	<ul style="list-style-type: none"> - Propose and adopt adjustment budget - Reduce expenditure and reassess priorities and resource allocations - Financial viability analysis. 	<ul style="list-style-type: none"> - Development of a long-term economic recovery plan. 	Income loss from clients and communities/Increase in unemployment	Chief Financial Officer
Increase in Unemployment – Loss of Revenue due to increase in indigent customers	<ul style="list-style-type: none"> - Review of debt collection and indigent policies. - Review of rates, tariffs. 	<ul style="list-style-type: none"> - Relief to rate-payers (Consumer arrangements). 	Income loss from clients and communities/Increase in unemployment.0	Chief Financial Officer
Economic fluctuations affecting the interest of investments and loans	<ul style="list-style-type: none"> - No outstanding loans/Review existing loans - Explore competitive rates via the SCM process. 	<ul style="list-style-type: none"> - No new loans. 	Interest rate fluctuations due to the lack of economic growth.	Chief Financial Officer

SERVICE DELIVERY				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Inability to deliver on objectives and key operational functions	<ul style="list-style-type: none"> - Allocating resources to ensure that minimum level of service is achieved for basic services in accordance with national disaster regulation (i.e. Roster/rotational system for onsite staff, fleet management and online dashboards). 	<ul style="list-style-type: none"> - Provision for key operational functions to be performed offsite. 	<p>Objectives not being achieved</p> <p>Non delivery of key operational functions.</p>	Municipal Manager/Executive Management
Public participation constrained	<ul style="list-style-type: none"> - Utilisation of technologies and media (i.e. Loud Hailers, radio broadcasts, social media) to engage with ward committees and members of the public 	<ul style="list-style-type: none"> - Explore virtual IDP/MMF/DCF meetings. 	National COVID-19 disaster regulations amendments being instated restricting public gathering events.	Municipal Manager/IDP
Lack of/Insufficient mandatory personal protective equipment and inventory required for service delivery	<ul style="list-style-type: none"> - Allocate sufficient budget towards the procurement of all related PPE. 	<ul style="list-style-type: none"> - Reduction of officials on duty, changing operating conditions and work arrangements. 	Comparing distribution lists vs number of employees.	Director: Corporate Services/OHS

SERVICE DELIVERY

Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Invasive alien vegetation eradication not taking place	- Review operational plans to take into account National Lockdown regulations.	- Minimal alien vegetation to take place when and where permitted to do so.	Increase in invasion of alien vegetation.	Director: Community Services
Ineffective contract management	- Monitor and report performance of service provider deliverables.	- Contract extensions be provided through the proper channels where delivery could not take place due to national disaster regulations.	Under performance of service providers.	Chief Financial Officer
No maintenance of Public Works	- Review operational and maintenance plans to take into account National Lockdown regulations.	- Immediate/emergency maintenance to be performed through appropriate SCM procedures and regulations.	Increase in road and infrastructure damage (i.e. potholes and electrical outages).	Director: Public Works
Under-performance of employees	- Allocating resources to ensure that minimum level of service is achieved for basic services. (Roster/Rotational system) - Monitor Performance Agreements	- Monitor activities being performed remotely.	Objectives not being achieved Non delivery of key operational functions	Director: Corporate Services

LEGAL & GOVERNANCE

Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Non-adherence to rule of law	<ul style="list-style-type: none"> - Monitor compliance to laws and regulations utilising a manual system/electronic system (i.e. Eunomia - Ignite). - Review of policies and by-laws - Oversight by the Fraud and Risk Management Committee, Audit and Performance Committee, MPAC and Council. 	<ul style="list-style-type: none"> - Legal action to be taken against transgressors. - Forward matters to SIU/Hawks. 	Non-compliance to laws and regulations.	Municipal Manager/Legal and Compliance/Audit Committee/Fraud and Risk Committee
Binding contracts - Obligations not met - Capital Roll-overs	<ul style="list-style-type: none"> - Monitor and report performance of contractual deliverables. 	<ul style="list-style-type: none"> - Applying roll-over process where necessary. 	Under performance/breaches in contracts.	Chief Financial Officer/Executive Management/Legal and Compliance
Increase in Deviations/Non-compliance to SCM regulations – Irregular expenditure	<ul style="list-style-type: none"> - Adhere to the SCM policy and regulations. Irregular expenditure incurred during the financial year will be addressed as per the requirements of the MFMA. 	<ul style="list-style-type: none"> - Monitor and report on all deviations. 	Non-compliance to SCM regulations.	Chief Financial Officer
Changes in regulatory requirements	<ul style="list-style-type: none"> - Impact assessment on regulatory changes – Policies, Process and Systems - Review policies and SOP's to take into account the regulatory changes. 	<ul style="list-style-type: none"> - Policy amendments tabled to council. - Communicate amendments down to all levels. 	Government Gazette or correspondences from PT/NT.	Municipal Manager/Executive Management/Legal and Compliance

LEGAL & GOVERNANCE

Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Audit, Compliance and Reporting Constraints	<ul style="list-style-type: none"> - Virtual Audit Committee meetings - Panel/s of service providers for external internal audit services, AFS compilation and forensic services - Monitor AFS implementation plan by senior management - Provision to make information accessible for audit and AFS compilation purposes. 	<ul style="list-style-type: none"> - Adjust deadlines, allocate additional resources to meet plans, request extensions through appropriate channels, - Appoint service providers to assist in the compilation of AFS and Internal Audit services if employees are unable to effectively perform functions. 	<p>Not meeting compliance deadlines as per timetables and plans.</p> <p>Risk based audit plan based on amended/updated risk register.</p>	Chief Financial Officer/Chief Audit Executive/Audit Committee
Labour relation matters not finalized	<ul style="list-style-type: none"> - Remote labour relation processes through virtual platforms. 	<ul style="list-style-type: none"> - Follow necessary approval processes to reschedule/postpone labour matters. 	No meetings can take place as per COVID-19 regulations,	Director: Corporate Services
Roles and Responsibilities not clearly defined	<ul style="list-style-type: none"> - Established committees (i.e. audit and performance, risk management, business continuity committees) to review and follow the relevant charters roles and responsibilities defined. 	<ul style="list-style-type: none"> - System of Delegations approved and implemented. 	Outdated committee charters/Terms of References/Delegations/Job descriptions.	Director: Corporate Services
Increase in fraud and corruption/Unethical conduct	<ul style="list-style-type: none"> - Monitor whistleblowing hotline - Awareness campaign and increase focus on possible areas of fraud. 	<ul style="list-style-type: none"> - Panel/s of service providers for forensic services - Forward matters to SIU/Hawks. 	Reports/submission of complaints by organisation, public, councilors and employees.	Municipal Manager/Chief Risk Officer/MPAC/Audit Committee

PUBLIC HEALTH				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Failure of containment measures	<ul style="list-style-type: none"> - Establishment of Joint Operations Centres - Contact tracing and containment programmes, supported by home visits, communication via phone calls, and law enforcement against affected persons not adhering to COVID-19 regulations. 	<ul style="list-style-type: none"> - Increase awareness campaigns and screening of community 	Non-adherence to social distancing, sanitisation and non-contact requirements.	Director: Community Services/Disaster management
Increased infection rates	<ul style="list-style-type: none"> - Regular JOC meetings to monitor and address infection rates. 	<ul style="list-style-type: none"> - Increase awareness campaigns and screening of community. 	Non-adherence to social distancing, sanitisation and non-contact requirements.	Director: Community Services/Disaster management
Non-adherence to social distancing, sanitisation and non-contact requirements	<ul style="list-style-type: none"> - Regular JOC meetings to monitor and address infection rates. 	<ul style="list-style-type: none"> - Increase awareness campaigns and screening of community. 	Non-adherence to social distancing, sanitisation and non-contact requirements.	Director: Community Services/Disaster management
Non-availability of support services	<ul style="list-style-type: none"> - Provincial, District and Local Authorities to operate in an integrated manner to share resources and effectively communicate. 	<ul style="list-style-type: none"> - Regular JOC meetings to inform relevant clusters of issues reported. 	National COVID-19 disaster regulations amendments being instated – Lockdown.	Director: Community Services/Disaster management
Non-identification of vulnerable groups of people likely to be infected	<ul style="list-style-type: none"> - Identify vulnerable groups (i.e. old aged homes) to conduct screenings. 	<ul style="list-style-type: none"> - Increased awareness campaigns and screening taken place. 	Increase in infection rates.	Director: Community Services/Disaster management
Proper waste disposal procedures not followed	<ul style="list-style-type: none"> - Identification of suitable land, engagement by Department of health as cluster lead with Burial services/companies in terms of burial arrangements. 	<ul style="list-style-type: none"> - Guide booklet for conducting funerals and COVID-19-related funerals. 	National COVID-19 disaster regulations amendments being instated for the conduct of funerals.	Director: Community Services/Disaster management

PUBLIC HEALTH				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Improper disposal of remains	- Review policy for disposal of remains in accordance with the national COVID-19 regulations.	- Consultations with Department of environmental affairs/Health for guidance on proper burial processes to be followed.	Increase in COVID-19 deaths.	Director: Community Services/Disaster management
Insufficient land space for cemeteries	- Monitor available land space for burials.	- Identify new land for cemeteries.	Full capacity of burial space at cemeteries.	Director: Community Services/Disaster management
Negative psycho-social impact of prolonged lockdown regulations	- Communicate available hotlines and awareness programmes community/officials.	- Consultations with the Department of Social Development/SA Federation for Mental Health on how to combat psycho-social issues.	Extended Lockdown periods.	Director: Community Services/Disaster management

BUSINESS CONTINUITY				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Lack of Business Continuity Management	<ul style="list-style-type: none"> - BCM policy in place - Establishment of COVID and business continuity committee, increasing management meetings, developing business continuity. 	<ul style="list-style-type: none"> - Implementation of BCM plans/policies. 	Decrease in service delivery, inability to achieve service.	Executive Management
Insufficient preparations of buildings, offices and equipment to ensure that it is safe, clean and hygienic for employees' to return to work	<ul style="list-style-type: none"> - Disinfect buildings on a regular basis. Department of Health/Labour inspections buildings on a regular basis. 	<ul style="list-style-type: none"> - Continuous cleaning of buildings. Awareness campaigns to public and officials - Ensure that cleaning staff properly disinfect/sanitize buildings and equipment. Officials onsite to sanitize their work station to ensure that they have a safe working environment. 	Screening and ensuring that all buildings have sanitizers and personnel to clean offices.	Executive Management
Inadequate access control to buildings, offices and workplaces	<ul style="list-style-type: none"> - Employees enter at one point and are screened. - Dedicated personnel at the reception of all municipal offices to control access. 	<ul style="list-style-type: none"> - Develop procedures on how to assist people without entering offices. 	National COVID-19 disaster regulations amendments – Requirements for social distancing.	Executive Management/Chief Security Officer
Inability to utilise technology and digital resources to resume work remotely	<ul style="list-style-type: none"> - ICT policy amended for home remote working - All officials who are required to work from home have been assisted to do so (i.e. Laptops, Data allowance). - Arrangements for officials who are unable to work from home have been put in place. 	<ul style="list-style-type: none"> - Access to tools of the trade provided to employees. - Provide users with a step by step manuals on how operate systems/resume work offsite. 	National COVID-19 disaster regulations amendments – Lockdown.	Director: ICT

BUSINESS CONTINUITY				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Outbreaks within and across units/Teams	<ul style="list-style-type: none"> - Disinfection of unit and quarantine of employees where needed. - Training and awareness on reducing/reporting transmission to be provided employees. 	<ul style="list-style-type: none"> - Rotation based employees at work to control outbreaks. 	Employees showing symptoms.	Executive Management/OHS
Extended lockdown/iterations of lockdown	<ul style="list-style-type: none"> - COVID-19 policy compiled to include necessary regulations. 	<ul style="list-style-type: none"> - Continuous amendment to policies as restrictions are lifted. 	National COVID-19 disaster regulations amendments – Lockdown.	Executive Management
Cyber Attacks/Data Breaches/IT and Telecom outages	<ul style="list-style-type: none"> - ICT amended security policy wrt usage/tools of trade, cellphones. Anti-virus updated. 	<ul style="list-style-type: none"> - Continuous reporting on security matters and upgrading of anti-virus where necessary - Constant communication wrt. threats - Only approved users to have access to the municipal VPN, for web applications protected with security certificates and proxy access, use municipal cellphones in case of telecom outages. 	Unavailability of the internet, servers and information.	Director: ICT
Inadequate/Outdated Disaster Management Plans	<ul style="list-style-type: none"> - Review the Disaster Management Policy and Plan. - Inclusion of review of documentation in performance agreements and SDBIP. 	<ul style="list-style-type: none"> - Test and update Disaster Management plans. 	Non-compliant review as per approved policy (annual review mandatory).	Executive Management

COMMUNICATION				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Public's lack of access to municipal information	<ul style="list-style-type: none"> - Communication with the public via social media, loud hailing, newsletters, Whatsapp messages, official website, notices and municipal accounts. 	<ul style="list-style-type: none"> - Utilise ward committee members to inform stakeholders on municipal information. 	<ul style="list-style-type: none"> Number of complaints reported Number of enquiries on a specific subject/issues. 	Director: Communications
Lack of readiness plans for the return of employees	<ul style="list-style-type: none"> - Approval of the COVID-19 Policy and workplace plan. 	<ul style="list-style-type: none"> - Closure of offices that are non-complaint - Compliance officers and SHE reps collaborating with management to ensure compliance. 	<ul style="list-style-type: none"> Non submission of workplace plans and risk assessments by managers prior to opening of offices 	Director: Communications
Lack of training and awareness provided to employees on risks of infection, transmission and prevention	<ul style="list-style-type: none"> - Awareness provided to line managers where information is further communicated down to staff - Requirement in workplace plans that induction must be done prior to return onsite, SHE office to perform audit and inspection per department - Appointment of SHE Reps and Compliance support officers to assist COVID-19 committee - Issuing of training and assessment materials to monitor that all officials have received the materials and completed the assessment. 	<ul style="list-style-type: none"> - Closure of offices that are non-complaint - Compliance officers and SHE reps working with management to ensure compliance with regulations, plan and policies. 	<ul style="list-style-type: none"> Increased complaints/Non-compliant letters issued by Department of Labour Increased queries by employees. 	Director: Corporate Service/OHS

COMMUNICATION				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Staff not informing relevant officials when showing symptoms	<ul style="list-style-type: none"> - Daily screening of all official on-site - Declaration of accuracy signed by officials to inform them of the requirement to accurately report symptoms and the consequences of not doing so. 	<ul style="list-style-type: none"> - Implementation of corrective measures against contravening officials - Re-performing awareness and training sessions with officials and management - Closure of area/offices and monitoring by clinical staff of all close contacts and clearing all prior to returning officials to work. 	<p>Increase in infections in the area</p> <p>SHE investigation after each reported positive case.</p>	Director: Corporate Services/OHS
Lack of/insufficient communication between municipal, provincial and national departments	<ul style="list-style-type: none"> - All communication requirements and information between the different spheres of government are adhered to. 	<ul style="list-style-type: none"> - Meetings held virtually with provincial and national departments where necessary. 	National COVID-19 disaster regulations amendments	Director: Communications
Spread of misinformation	<ul style="list-style-type: none"> - Communication with the public via social media, loud hailing, newsletters, Whatsapp messages, official website, notices etc. - Frequent at least weekly/monthly distribution of information and awareness materials to staff and public using social media, SMS, website. 	<ul style="list-style-type: none"> - Issuing of formal fact-based media statements - Consulting and engaging community leaders and ward committee members on the factual information. 	<p>Increase in protest action, complaints and queries</p> <p>Lack of information on COVID-19.</p>	Director: Communications

SOCIAL & REPUTATIONAL				
Risk Description	Risk Response	Contingency Plan	Trigger	Who is Responsible
Increase in demand for basic services	- Activation of the Joint Operational Centre (JOC) for disaster management.	- Regular JOC meetings to inform relevant clusters of issues reported.	Increase in community protest action, complaints and queries.	Executive Management
Community Unrest/Lawlessness/Lootings/Vandalism, damage and theft of municipal assets	- JOC to monitor the implementation of municipal law enforcement.	- Regular JOC meetings to inform relevant clusters of issues reported.	Increase in issues reported by municipal law enforcement.	Director: Community Services/Social Development
Increase in state dependency/Demand for food parcels	- Utilise grant allocations from National/Provincial towards the aiding vulnerable households, homeless shelters and NGO's.	- Source additional donations for funds, food and goods to assist vulnerable households, homeless shelters and NGO's.	Increase in identified vulnerable groups in the community Food Shortages.	Director: Community Services/Social Development