

Risk Number	Outcome	Risk Description	Root Cause	Risk			Inherent Risk		Current Controls in Place	Control Effectiveness		Residual Risk		Risk Owner	Mitigating Actions	Control Improvement Progress	Time Scale	
				Impact	Probability		Value	Rating		Rating	Percentage	Value	Rating					
1	Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant	Financial sustainability risk	<ul style="list-style-type: none"> Current economic conditions (i.e. impact on visitors) Current margin structure Lack of alternative revenue streams Failure to optimize and create value from DMSA Assets Reduction in funding Impact of covid-19 pandemic and travel restrictions and national lockdown regulations Negative economic growth Little or no interest in museums by the public 	catastrophic	5	almost Certain	5	25	Critical	<ul style="list-style-type: none"> Resource mobilization strategy Admission fees policy Marketing and Communications strategy Cost containment measures such as the installation water and electricity meters to manage the utilities bills. Public programmes International relation strategy (collaboration, partnerships and services) Revamp and modernization of properties Art Collection Management Strategy (Commercialization of arts works) Annual review of admission fees 	Weak	30%	17,5	Immediate Action	<ul style="list-style-type: none"> CEO CFO Marketing Manager Museum Directors 	<ul style="list-style-type: none"> Activation of the International relations strategy (collaboration, partnerships and services) Implementation of 3 year revenue generation strategies. Special projects to extend DMSA virtual presence through the virtual museum and museum shop Revenue generation activities eg: charge for research query fees 		<ul style="list-style-type: none"> 30 Jun 2021 31 Mar 2022 31 Mar 2022 31 Mar 2022
2		Capital sustainability risk	<ul style="list-style-type: none"> High capex requirements to maintain and refresh assets and infrastructure Delayed SAHRA/PHRA approval for maintenance work on heritage sites Budget reduction Community interventions delay project implementation Damage to property and general increase in crime Land claims Inflated prices due to national lockdown Delays in manufacturing processes for tenders awarded (due to covid19, travel restrictions) 	Major	4	almost Certain	5	20	High	<ul style="list-style-type: none"> Infrastructure committee Quarterly reports submitted to the DSAC Quarterly entity meetings with DSAC Infrastructure unit Approved business plans for capex Functioning bid committees Appointed project manager Operational facilities management unit Project Implementation Plans Community Engagement Framework and Legal assistance Market analysis to benchmark pricing 	Satisfactory	50%	10	Immediate Action	<ul style="list-style-type: none"> CFO Facilities Manager CEO 	<ul style="list-style-type: none"> Conditional assessment of the museums Timeous submission of applications for approval to SAHRA/PHRA 		<ul style="list-style-type: none"> 31 Mar 2022 31 Mar 2022 31 Dec 2021
3	Heritage assets preserved in accordance with international guidelines and standards	Risk of security and threats	<ul style="list-style-type: none"> Security over the heritage assets (securing and maintaining) Ineffective security cameras Falling to meet expectations of the communities (procurement and employment opportunities) Black market trade in stolen artefacts General increase in crime Security resources not equally matched to the scope of spaces that require securing Illegal land occupation / invasion 	Catastrophic	5	Almost Certain	5	25	Critical	<ul style="list-style-type: none"> Physical security at all sites Security Committee Draft Approved community engagement framework Appointment of private investigator for lost and stolen heritage assets Transformation strategy Heritage asset management policy ICT security and risk management policy Security project Training for security officers Event security plan Installation of perimeter fence at Sammy Marks Museum 	Satisfactory	50%	12,5	Immediate Action	<ul style="list-style-type: none"> CFO Facilities Manager Facilities Manager CFO 	<ul style="list-style-type: none"> Appointment of a Community Liaison Officer Maintenance agreement for security infrastructure Implementation of the Security Policy Business Plan for perimeter wall/fence for Tswaing Meteorite Crater 		<ul style="list-style-type: none"> 31 Dec 2021 31 Mar 2022 30 Jun 2021 31 Dec 2021
4	Increased visibility, accessibility and awareness of heritage assets	Failure to innovate/ meet customer needs	<ul style="list-style-type: none"> Non-existence of customer value chain Relevance of exhibitions - too internally focused, no national outlook. Low rate of customer perception surveys/not doing enough to understand customer perceptions Outdated exhibitions Competing lifestyle activities Limited budget to invest in innovative projects 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> Approved 3 year exhibition plan Relevance and Communication strategy Public programmes Social media platforms Stakeholder management strategy and plan Events specific customer surveys International visits for benchmarking Customer perception surveys 	Satisfactory	50%	8	Action	<ul style="list-style-type: none"> Public Programmes Specialist Marketing manager Dir: NHM 	<ul style="list-style-type: none"> Improved capacity for outreach programmes (i.e. mobile exhibitions) Co-urate and co-create programmes Public Programmes Strategy 		<ul style="list-style-type: none"> 31 Mar 2022 31 Mar 2022 30 Jun 2021
5	A compliant and responsive organisation	Stakeholder Management risk	<ul style="list-style-type: none"> Political uncertainty Damage to reputation/brand Land claims 	Major	4	Almost Certain	5	20	High	<ul style="list-style-type: none"> Stakeholder management strategy and Implementation Plan International relations strategy (collaboration, partnerships and services) Public lectures and dialogues CEO/CFO/Chairperson/Heritage Sector forums Social media platforms Maintenance partnership with Rand Regiments Memorial Trust (i.e. Military Museum) 	Satisfactory	50%	10	Immediate Action	<ul style="list-style-type: none"> CEO / Council Secretary Marketing Manager 	<ul style="list-style-type: none"> Council engagement with Minister and Parliament Customer response/feedback mechanism Appoint Community Liaison Officer 		<ul style="list-style-type: none"> 30 Jun 2021 30 Jun 2021
6		Possible restructuring/merger of cultural institutions	<ul style="list-style-type: none"> Recommendations by the Revised White Paper on Arts, Culture and Heritage and the Feasibility Study. Pressure on government to rationalise the public entities in the quest to achieving cost savings. 	Catastrophic	5	Moderate	3	15	Moderate	<ul style="list-style-type: none"> Achievement of strategic objectives Cost containment measures 	Satisfactory	50%	7,5	Monitor	<ul style="list-style-type: none"> CEO 	<ul style="list-style-type: none"> Increasing own revenue 		31-Mar-22
7	Increased participation of historically disadvantaged groups in the heritage sector	Operational Inefficiencies	<ul style="list-style-type: none"> Poor turnaround times in implementation plans Organizational culture issues Failure to move with the times Systems related matters (manual and automated) Limited budget to fully respond to operational needs Loss of team dynamics due to remote working 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> Annual operational plans Performance management system Standard operating procedures HR strategies, policies and procedures Standing operational committees (Exco, Manco, Departmental meetings, etc) Employee satisfaction surveys Employee wellness programme 	Good	70%	4,8	Acceptable	<ul style="list-style-type: none"> Business Unit Heads CFO HC Manager Business Unit Heads 	<ul style="list-style-type: none"> Implementation of the ICT Connectivity and Infrastructure Project Acquisition of an Enterprise Resource Plan Analysis and implementation of recommendations of Employee satisfaction surveys Implement change management processes 		<ul style="list-style-type: none"> 30 Jun 2021 31 Dec 2021 31 Mar 2020 31 Mar 2022
8	A compliant and responsive organization	Non-compliance to laws and regulations	<ul style="list-style-type: none"> Health and safety issues at museums Possible PFMA and Treasury Regulations violations Procurement irregularities No Compliance Management Framework Non-compliance to Grap standards Non-compliance with DMSA policies 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> OHS Committee and Covid Compliance Officer appointed Employment Equity committee Draft schedule of applicable laws Financial policies and procedures SCM policy and procedure Quarterly SCM compliance reports Management assurance letters Training on SCM laws regulations, PFMA and TR Organizational wide policies and procedures Assurance providers (internal and external) Policy Review Forum 	Satisfactory	50%	8	Action	<ul style="list-style-type: none"> Manager: Executive Support Manager: Executive Support Manager: Executive Support 	<ul style="list-style-type: none"> Develop a Compliance Risk Management Plan Develop DMSA Compliance Universe Develop Compliance Implementation Plan, Combined Assurance Framework and Annual Compliance Plan. Compliance Management Training and Workshops 		<ul style="list-style-type: none"> 30 Apr 2021 30 Apr 2021 30 Apr 2021 30 Jun 2021
9	Increased visibility, accessibility and awareness of heritage assets	Insufficient marketing and branding of the DMSA	<ul style="list-style-type: none"> Poor visibility of DMSA to the general public and consumers Decline in visitors to museums Location and site of museums - inaccessible for the general public Impact of covid19 pandemic and travel restrictions and national lockdown regulations Limited budget to implement marketing activities Limited online offering (scope of products) 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> Public programmes Events management strategy Active social media platforms Marketing and Communications strategy Stakeholder management strategy and plan International relations strategy (collaboration, partnerships and services) Customer satisfaction surveys 	Satisfactory	50%	8	Action	<ul style="list-style-type: none"> Marketing Manager Marketing Manager Marketing Manager 	<ul style="list-style-type: none"> Analysis and implementation of recommendations from Customer satisfaction surveys Optimize online profile (website, Twitter and Facebook) and other digital opportunities Virtual museum Digitization project 		<ul style="list-style-type: none"> 31 Jan 2022 31 Mar 2022 31 Jan 2022 31 Jan 2022
10	A compliant and responsive organization	Low staff morale and productivity	<ul style="list-style-type: none"> No external parity (remuneration) due to limited budget for COE Lack of updated tools to perform core functions Inconsistent application of policies and procedures Slow pace of transformation 	Moderate	3	Likely	4	12	Moderate	<ul style="list-style-type: none"> HR strategies, policies and procedures PMDS Management development programme Training committee Approved recognition and rewards policy Leadership charter Current employee engagement (e.g. Local labour forums) Contribution to internal and external publications Wellness programme Implementation of the new structure Employee satisfaction surveys 	Satisfactory	50%	6	Monitor	<ul style="list-style-type: none"> HC Manager HC Manager HC Manager 	<ul style="list-style-type: none"> Implementation of succession planning policy, employer of choice and supporting processes Analysis and implementation of recommendations of Employee satisfaction surveys Implement change management processes 		<ul style="list-style-type: none"> March 2022 March 2022 March 2022

11		Fraud and Corruption	<ul style="list-style-type: none"> Inadequate segregation of duties Inadequate corporate governance processes Non-compliance to legislation Collusion between parties Worsening macro-economic environment Low levels of understanding of fraud and corruption Possible theft of high value items (i.e. internal and external) Unethical behaviour 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> SCM Policies and procedures Supplier code of conduct Fraud prevention policy and response plan Conflict of interest policy Fraud training and awareness Annual declarations Code of conduct and ethics policy DMSA Fraud Hotline Management assurance letters Financial misconduct disciplinary committee Assurance providers (internal and external) Bid Committee declarations and CEO declaration Delegation of Authority Framework HR policies Annual Fraud risk assessments 	Good	70%	4.8	Acceptable	CEO Manager: Executive Support Manager: Executive Support Manager: Executive Support	<ul style="list-style-type: none"> Governance awareness training at Manco and staff meetings as informed by DMSA governance universe Develop compliance framework Ongoing fraud training and awareness Implement security enhancements as per the approved Heritage Assets Security Plan 	March 2020 April 2021 March 2020 June 2021
12	Heritage assets preserved in accordance with international guidelines and standards	Loss of heritage assets	<ul style="list-style-type: none"> Mismanagement of collections Physical deterioration of heritage assets Lack of capacity (people) to manage total collections The effect of climate change Inadequate storage space/facilities Failure to timeously implement effective conservation and restoration plans Deteriorating infrastructure 	Catastrophic	5	Almost Certain	5	25	Critical	<ul style="list-style-type: none"> Heritage asset management policy and sops Collections management strategies Bi-monthly Curators meeting Business process and sops NSCF capacity and collections working group Funding from NSCF for storage NRF funding Heritage asset register Emergency and Disaster Recovery Plan Conservation and restoration plans Implementation of the new structure 	Satisfactory	50%	12,5	Immediate Action	Dir: NHM Dir: MHM / Dir: CHM Dir: CHM	<ul style="list-style-type: none"> Implementation of Digitization with NSCF at natural history Creation of a Digital repository (military and cultural history) Implementation of the Partnership with UP 	31 Mar 2022 30 Sep 2021 30 Jan 2021
13	Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant	Decline in research output	<ul style="list-style-type: none"> Limited number of professional research staff. Heavy workload at the expense of research. Reduction in funds raised for research 	Major	4	Likely	4	16	High	<ul style="list-style-type: none"> Research Committee with defined Terms of Reference Research Policy Research Strategy Knowledge Management Strategy Internal Seminar 	Good	70%	4,8	Acceptable	Museum Directors / HC Manager CEO Business Unit Heads	<ul style="list-style-type: none"> Recruit staff with research capability. Broaden stakeholder management and participation. Implement Transformation Plan and monitor. 	30 Apr 2022 30 Apr 2022 30 Apr 2022