



## RISK MANAGEMENT



# HOW TO ACHIEVE YOUR OBJECTIVES

1

Know what could go wrong and  
who will take the responsibility

2

Consider Risk Management  
in all decision making processes

3

Develop effective strategies  
to manage your risks

4

Take accountability for your  
risks and opportunities



**national treasury**

Department  
National Treasury  
REPUBLIC OF SOUTH AFRICA

## **ESKOM TO FACE ACTION OVER TRILLIAN, MCKINSEY PAYMENT LIE?**

<http://ewn.co.za/2017/08/29/questions-raised-on-whether-to-take-action-against-eskom-over-trillian-lie>

## **ZUMA: MYENI CAN'T BE BLAMED FOR SAA'S PROBLEMS**

<http://ewn.co.za/2017/08/31/zuma-myeni-can-t-be-blamed-for-saa-s-problems>

## **SCOPA BELIEVES EX-CEO NTSHANGA SHOULD BE ACCOUNTABLE SA EXPRESS' FINANCIAL MESS**

Scopa is probing the more than R35 million in irregular expenditure incurred by the airline during 2016.

<http://ewn.co.za/2017/08/30/scopa-believes-ex-ceo-ntshanga-should-be-accountable-sa-express-financial-mess>

## **GuptaLeaks: Kickbacks for Transnet crane contracts**

2017-07-17 06:59 <http://www.news24.com/SouthAfrica/News/guptaleaks-kickbacks-for-transnet-crane-contracts-20170717>

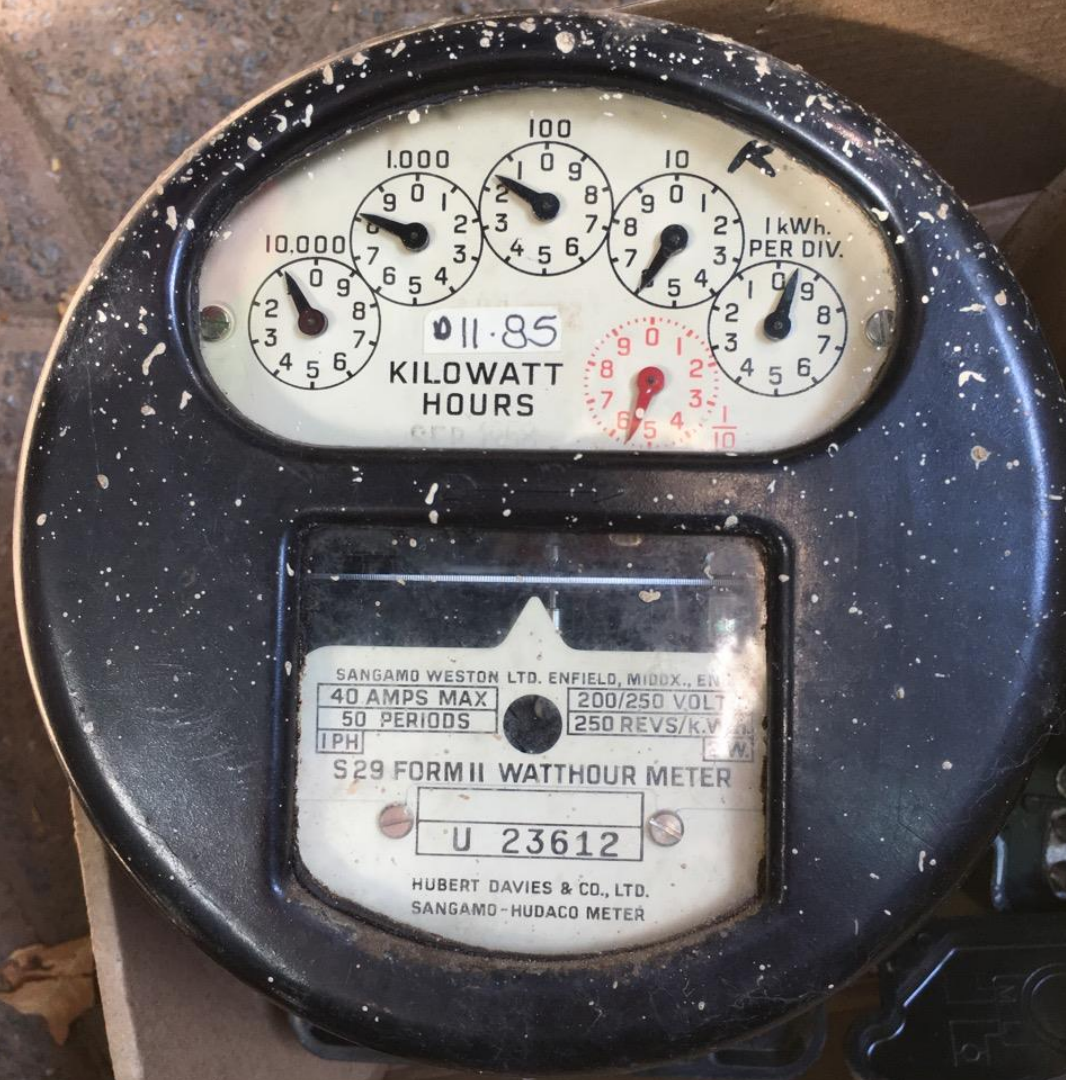
## **DENEL ENDS PARTNERSHIP WITH GUPTA-OWNED VR LASER ASIA**

<http://ewn.co.za/2017/08/25/denel-ends-partnership-with-gupta-owned-vr-laser-asia>

## **Denel's shrinking order book a cause for concern**

31 Aug 2017

[http://www.defenceweb.co.za/index.php?option=com\\_content&view=article&id=49089&catid=74&Itemid=30](http://www.defenceweb.co.za/index.php?option=com_content&view=article&id=49089&catid=74&Itemid=30)



SANGAMO WESTON LTD. ENFIELD, MIDDX., ENGLAND

40 AMPS MAX

200/250 VOLT

50 PERIODS

250 REVS/K.W.

IPH

S29 FORM II WATTHOUR METER

U 23612

HUBERT DAVIES & CO., LTD.  
SANGAMO-HUDACO METER

# Organisation

Stated value of considering risk during decision making may differ from the

## Perceived Risk Culture

Inferred value of considering risk when making decisions based on perception of actual practices

### Risk Management Framework (Structural symbols)

#### Risk Governance Functions

Risk  
Compliance  
Internal audit

#### Risk Management Structures

Risk appetite statement  
Risk management strategy  
Policies  
Data  
Processes  
Systems  
Incentives  
Roles and responsibilities:

- Accountability
- Role clarity
- Risk ownership

Reporting

**Risk  
Behaviour  
(Rituals and  
Heroes)**  
Risk awareness,  
Risk taking and  
Risk  
management  
'How we  
manage risk'

**Risk  
Culture**  
Perceived value  
of considering  
risk when  
making  
decisions  
(BCBS, 2015)  
'Why we  
manage risk'

**Organisational  
Culture**  
Perceived shared  
values of  
members of an  
organisation  
'Why we do  
what we do'  
(DNB, 2016)

