

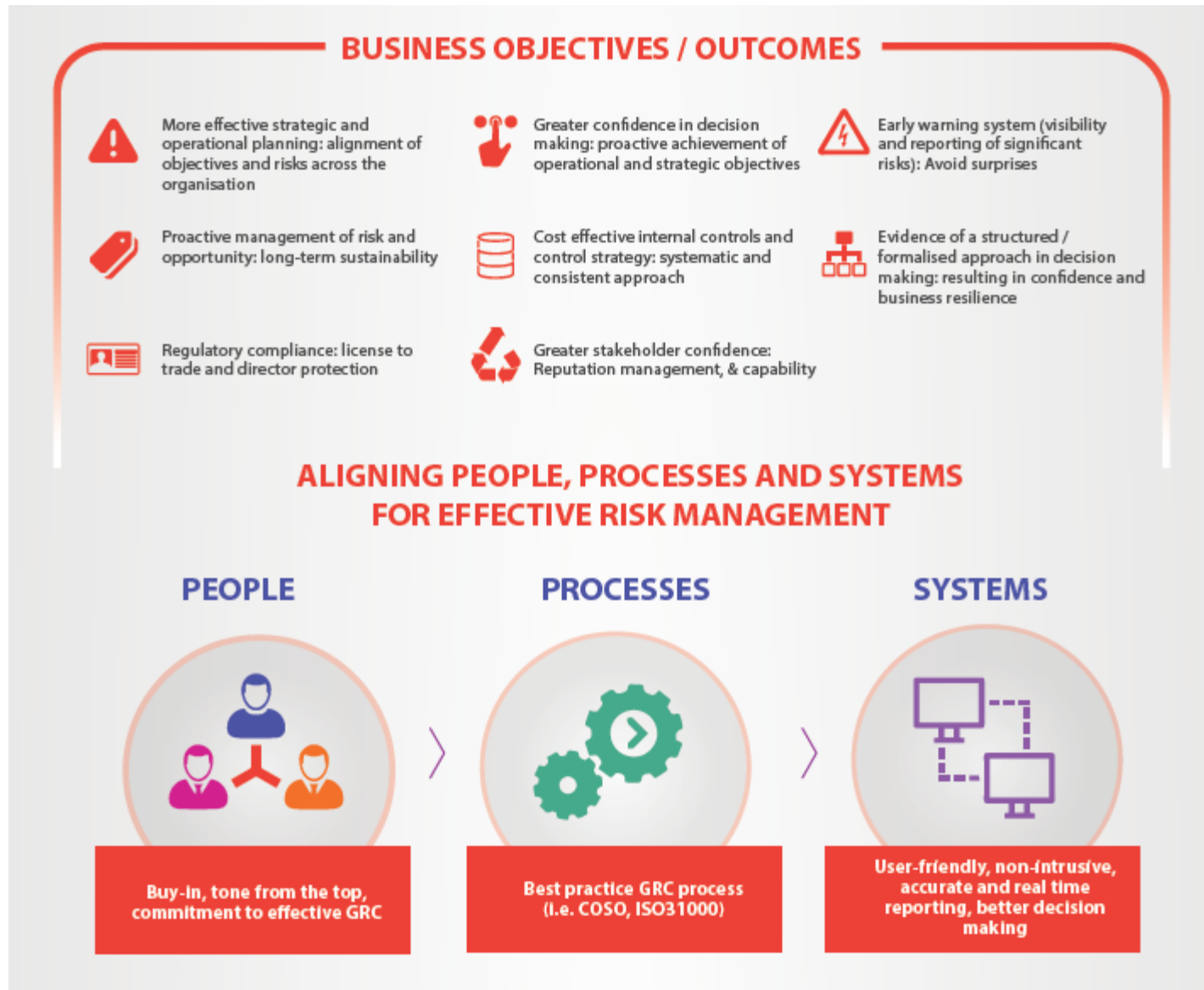
**2019**

## **BarnOwl integrated GRC**

[www.barnowl.co.za](http://www.barnowl.co.za)

[www.barnowl.co.za/knowledge-centre/](http://www.barnowl.co.za/knowledge-centre/)

# Benefits of Effective Risk Management



# Benefits of an Effective Risk Management System

## SYSTEM OBJECTIVES



EASE OF USE



SAVE TIME



FLEXIBLE



ACCESSIBLE



REAL TIME



INTEGRITY OF DATA

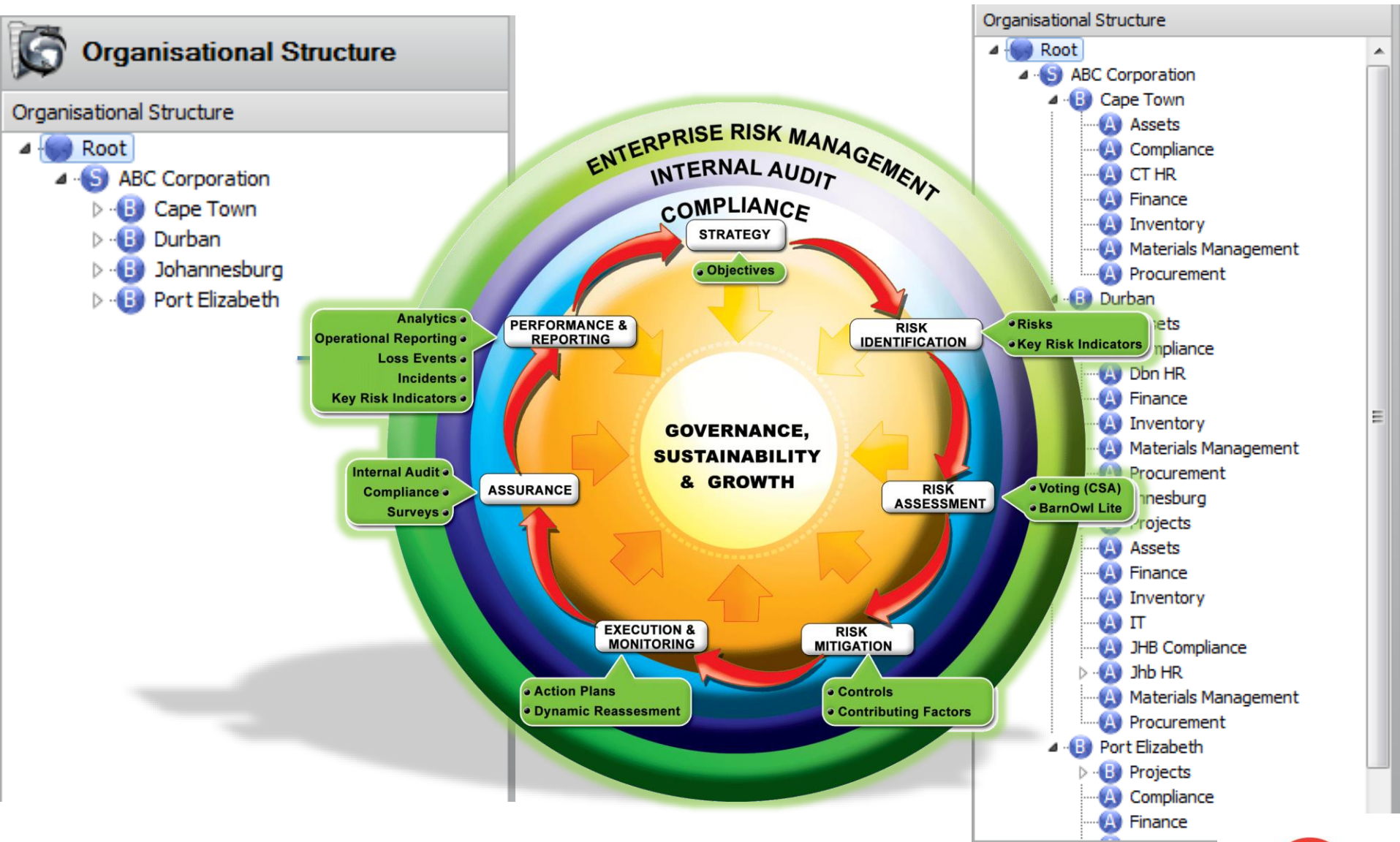
- ✓ GRC reporting at the click of a button: simple, aggregated, trends, business intelligence
- ✓ Embed GRC and facilitate a culture of risk and control within the organisation
- ✓ Drive accountability and responsibility for GRC
- ✓ Proactive monitoring of your risk, compliance and audit universe
- ✓ Early warning monitoring of the achievement of your strategy

BARNOWL IS A FULLY INTEGRATED GOVERNANCE, RISK MANAGEMENT, COMPLIANCE AND AUDIT SOFTWARE SOLUTION  
[WWW.BARNOWL.CO.ZA](http://www.barnowl.co.za)

<http://www.barnowl.co.za/a-step-by-step-infographic-on-how-to-implement-risk-management-software-effectively-2/>

<http://www.barnowl.co.za/insights/still-using-excel-for-risk-management-and-or-audit/>

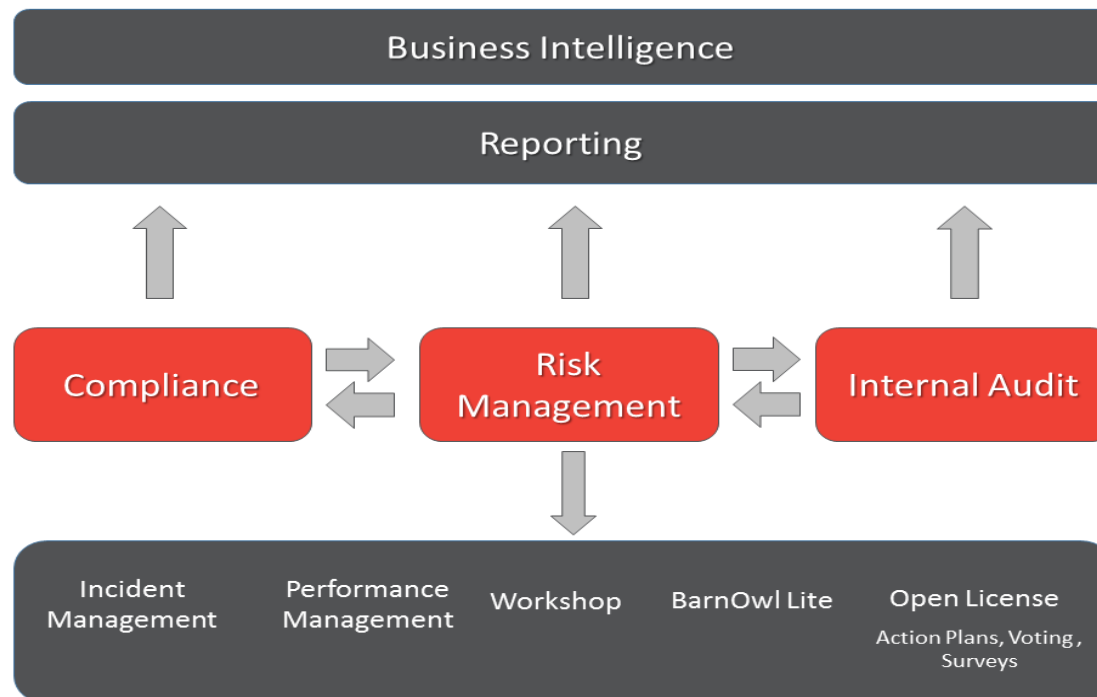
# ERM PROCESS



<http://www.barnowl.co.za/introduction/>

# SYSTEMS: Integrated GRC software

- Facilitates and embeds integrated GRC providing enterprise-wide visibility of risk with combined assurance reporting
- Incorporates built-in best practices and supports the adoption of the standards (COSO, ISO31000, National Treasury, IPPF, GACP, PFMA, MFMA, King IV)
- Provides an up to date dashboard of your risk universe (drill down bar, pie, trend, heat maps...) in support of informed decision making
- Integrated non-silo based risk management
- Enhanced integrity of data, standards, common risk language, transversal risks
- Enables the monitoring of risk appetite at all levels of your organisation with aggregation
- Enables real time updating of Risks, KRIs, Controls, Incidents, Findings, Follow-up, Action Plans
- Facilitates a culture of risk and control within your organisation (CSAs, online action plans etc.)
- Reputation / Director / Accounting officer protection (formalised approach to risk management / compliance)
- <http://www.barnowl.co.za/support-info/documentation/> (What's new in BarnOwl v9.1.1)



# BARNOWL FUNCTIONALITY: RISK MANAGEMENT

## **Risk Management:** <http://www.barnowl.co.za/solutions/risk-management/>

BarnOwl supports best practice risk management frameworks (e.g. COSO, ISO31000, National Treasury's Risk Management Framework) driving and embedding risk management in your organisation:

- **Hierarchical organisational structure with Objectives:** with logical linking of all system objects such as: Objectives, Risks, Controls, KRIs, Processes, Products, Systems, Policies and Standards.
- **Risk Identification:** identify upside risks (that help achieve objectives) and downside risks (that threaten objectives). Includes moderation / approval mode.
- **Risk Assessment:** Perform workflow-based risk assessment (RAP): inherent impact x inherent likelihood = inherent risk (pre-control) and residual impact x residual likelihood = residual risk (post control). Assess via BarnOwl Rich, Lite, RCSAs, Workshop voting with moderation / approval mode. Includes Qualitative, Quantitative, Unit Weightings.
- **Control Identification and Assessment:** Identify and rate controls in terms of control adequacy (design) and control effectiveness (how well the control works). Residual risk is either manually rated or can be auto-calculated based on control adequacy and effectiveness. Combined assurance rating. Control testing checklists / sampling (in audit).
- **Action Plans:** Raise action plans against risks and controls where relevant with owners and due dates driving accountability and ownership for the mitigation of risk. (email notifications, reminders, escalation)
- **Risk Incidents:** capture any type of incident and / or loss event (actual, potential and near misses) against a business unit or risk by category / sub category. Examples include: loss events, burglaries, robberies, tip-offs, management investigations, OHASA incidents, Strikes, Fraud risk, etc.
- **Key Indicators:** flexible setup of Key Indicators such as Key Performance Indicators (KPIs), Key Risk Indicators (KRIs) and Key Control Indicators (KCI). Upper and lower threshold limits (targets) can be set-up per period of measure (monthly, quarterly, annually etc.) of the KI at each unit level.
- **Risk and Control self-assessments:** automated scheduling with email notifications, reminders and escalation with online RCSAs (reviewer sign off).
- **Checklists (Compliance), Surveys, Questionnaires:** automated scheduling with email notifications, reminders and escalation with online completion (reviewer sign off).
- **Workshop key pad voting:** interactive voting with keypads.

# BARNOWL FUNCTIONALITY: COMPLIANCE

## Compliance Management: <http://www.barnowl.co.za/solutions/compliance/>

The BarnOwl compliance module enables an organisation to manage its regulatory universe by rating and monitoring compliance to the acts, regulations and provisions at every level of the organisation, where applicable. The BarnOwl compliance module supports and embeds best practices frameworks such as Generally Accepted Compliance Practice Framework (GACP):

- Phase I – Compliance Risk Identification
- Phase II – Compliance Risk Assessment
- Phase III – Compliance Risk Management (Control optimisation)
- Phase IV – Compliance Risk Monitoring

BarnOwl enables a regulatory universe library to be maintained of applicable compliance driven requirements including section, heading, provision, CRMPs (compliance risk management plans), checklist questions and associated controls.

Regulatory Requirement Title	Acronym	Type	Year	Category	M	I	S	P	Risk Rating
Construction Industry Development Board Act	CIDB	Acts OF Parliament	2000	Core	8.00	6.00	8.00	6.00	48.00
Financial Advisory and Intermediary Services Act	FAIS	Acts OF Parliament	2002	Core	9.00	9.00	9.00	6.00	54.00
Section Title	Heading Title	Provision Title	II	IL	IR	RI	RL	RR	
Chapter I - Administration of Act	Registrar and deputy registrar of financial services providers	0002.Registrar and deputy registrar of financial services providers	3.00	4.00	12.00	3.00	2.00	6.00	
Chapter II - Authorisation of Financial Service Providers	Authorisation of financial services providers	0007.Authorisation of financial services providers	5.00	4.00	20.00	5.00	3.00	15.00	
Chapter III - Representatives of Authorised Financial Services Providers	Qualifications of representatives and duties of authorised financial services provider	0013.Qualifications of representatives and duties of authorised financial services provider	4.00	5.00	20.00	4.00	4.00	16.00	
Chapter IV - Code of conduct	Publication of codes of conduct	0015.Publication of codes of conduct	0.00	0.00	0.00	0.00	0.00	0.00	
Chapter V - Duties of Authorised Financial Service Providers	Compliance officers and compliance arrangements	0017.Compliance officers and compliance arrangements	0.00	0.00	0.00	0.00	0.00	0.00	
Chapter VI - Enforcement	Office of Ombud for Financial Service Providers	0020.Office of Ombud for Financial Service Providers	0.00	0.00	0.00	0.00	0.00	0.00	
Chapter VII - Miscellaneous	Saving of rights	0040.Saving of rights	0.00	0.00	0.00	0.00	0.00	0.00	
Survey Title	Reference	Origin Reference	Type	Status	Start Date				
Financial Advisory and Intermediary Services Act - Joburg	FAIS 2014	Financial Advisory and Intermediary Services Act	Survey	Active	14 Apr 2014				
Regulatory Requirement Title	Acronym	Type	Year	Category	M	I	S	P	Risk Rating
Occupational Health and Safety Act	OHASA	Acts OF Parliament	1993	Core	7.00	7.00	7.00	7.00	49.00
Public Finance Management Act	PFMA	Acts OF Parliament	2013	Core	5.00	7.00	7.00	4.00	28.00



# BARNOWL FUNCTIONALITY: AUDIT

## **Audit Management:** <http://www.barnowl.co.za/solutions/audit/>

BarnOwl provides a fully integrated audit module aligned to the IPPF (International Professional Practice Framework) standards. BarnOwl facilitates best practice auditing methodology:

- supports risk and control based auditing ensuring that risks which matter to an organisation are audited independently and updated back into risk management facilitating combined assurance and automating the monitoring of corrective actions deemed necessary.
- assists with the easy co-ordination of Risk Management and Internal Audit Work.
- supports the standard Internal Audit process consisting of sub-processes, Strategic Planning, Assignment Planning, Assignment Execution, Assignment reporting, Assignment follow-up and reporting to stakeholders.
- Will be configured to incorporate the municipality's customized Internal Audit methodology and templates.
- **Planning** and resource allocation including Strategic planning, Assignment planning and Timesheets.
- **Fieldwork** supporting risk and control based auditing.
- **Execution:**
  - Control adequacy
  - Effectiveness testing, audit procedures and tests
  - Raise findings
  - Management comments
  - Prepare, Review and Sign off (integrated review notes in Word, Excel and database)
  - Action Plans
- **Reporting:** Audit project reporting (integrated with MS Word).
- **Audit alignment** back to risk management with action plans and monitoring (combined assurance).
- **Follow up audits.**
- **Consolidated reporting** / dashboards to stakeholders (e.g. management, external auditors , audit committee).
- Forensic auditing which may be initiated from BarnOwl's integrated incident management sub-module.
- Compliance auditing which is initiated from BarnOwl's integrated compliance management module.
- Offline / online synchronisation.



# BARNOWL BUSINESS INTELLIGENCE (DATA WAREHOUSE)

**Business Intelligence:** <http://www.barnowl.co.za/solutions/business-intelligence/>

BarnOwl's new improved business intelligence (BI) and data warehousing module features interactive, user-friendly graphical dashboards for all modules (risk, audit, compliance, incidents, KRIs, action plans, surveys) utilising Microsoft's Power BI.

## 2

### How can BarnOwl BI Help my Organisation?

#### BarnOwl's Business Intelligence supports:

- ✓ **Risk & audit committee** / board reporting showing summarized and aggregated dashboards with full drill-down capability
- ✓ **In-depth insight** into the risks affecting the achievement of your strategic and business objectives
- ✓ **An integrated view** of combined assurance across risk, compliance and audit
- ✓ **Informed decision making**, taking into account **all inter-related risk**, compliance and audit factors such as objectives, risks, controls, incidents, linked risks, KRIs, audit findings and combined assurance
- ✓ **Early warning** and monitoring of problem areas with **trend visualization**
- ✓ **Ownership and accountability** of risk with **action plan visualization**
- ✓ **Benchmarking of risk and control information** across all business units and processes



# FRAMEWORKS & STANDARDS

**According to ISO 31000**, risk is the “effect of uncertainty on objectives” and an effect is a positive or negative deviation from what is expected. Risk management refers to a “coordinated set of activities and methods that is used to direct an organization and to control the many risks that can affect its ability to achieve objectives.”

**The COSO “Risk Management-Integrated Framework”** defines RM as a “... process, effected by an entity’s board of directors, management, and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.”

**Legislation such as PFMA and the MFMA** together with corporate governance codes such as King IV expect an institution to implement a risk management plan. The King IV code on corporate governance (copyright Institute of Directors Southern Africa) applies to all entities, regardless of their nature, size or form of incorporation. The Code is implemented on an “apply and explain” basis. The following principles relating to risk governance are embodied in the Code

<http://www.barnowl.co.za/info-sharing/barnowl-info-sharing-session-11-april-2019/>

# STANDARDS: King IV

(copyrighted to The Institute of Directors Southern Africa)

- **The definition of corporate governance for the purposes of King IV**, is defined as the exercise of ethical and effective leadership by the governing body towards the achievement of the following governance outcomes:
  - Ethical culture
  - Good performance
  - Effective control
  - Legitimacy
  
- **Strategy, Performance and Reporting: Principle 4:** The governing body should appreciate that the organisation's core purpose, its risk and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.
  
- **Risk Governance: Principle 11:** The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.
  
- **Compliance Governance: Principle 13:** The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and good corporate citizen.

<http://www.barnowl.co.za/info-sharing/information-sharing-23-february-2017/>

# STANDARDS: PFMA

**38. General responsibilities of accounting officers.**—(1) The accounting officer for a department, trading entity or constitutional institution—

- (a) must ensure that that department, trading entity or constitutional institution has and maintains—
  - (i) effective, efficient and transparent systems of financial and risk management and internal control;
  - (ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of **sections 76 and 77**;
  - (iii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;
  - (iv) a system for properly evaluating all major capital projects prior to a final decision on the project;

**51. General responsibilities of accounting authorities.**—(1) An accounting authority for a public entity—

- (a) must ensure that that public entity has and maintains—
  - (i) effective, efficient and transparent systems of financial and risk management and internal control;
  - (ii) a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77; and
  - (iii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective;
  - (iv) a system for properly evaluating all major capital projects prior to a final decision on the project;

# STANDARDS: MFMA

**62. General financial management functions.**—(1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—

- (c) that the municipality has and maintains effective, efficient and transparent systems—
  - (i) of financial and risk management and internal control; and
  - (ii) of internal audit operating in accordance with any prescribed norms and standards;

**165. Internal audit unit.**—

(1) Each municipality and each municipal entity must have an internal audit unit, subject to [subsection \(3\)](#).

(2) The internal audit unit of a municipality or municipal entity must:

- (a) prepare a risk based audit plan and an internal audit program for each financial year;
- (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to—
  - (i) internal audit;
  - (ii) internal controls;
  - (iii) accounting procedures and practices;
  - (iv) risk and risk management;
  - (v) performance management;
  - (vi) loss control; and
  - (vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and

# In summary...

- Ensures senior management and the board / governing body are aware of the current residual risk status linked to key strategic value creation objectives and potential value erosion objectives
- Enables an organisation to optimise the level of risk being taken to best achieve the organisation's objectives whilst still operating within the risk appetite of the organisation
- The achievement of business objectives isn't just about managing what might go wrong (risks), but is actually about making things go right
- <http://www.barnowl.co.za/insights/steps-to-the-successful-implementation-of-risk-management-software/>
- <http://www.barnowl.co.za/insights/why-the-need-for-effective-rm/>
- <http://www.barnowl.co.za/insights/the-benefits-of-an-effective-erm-strategy/>
- <http://www.barnowl.co.za/insights/6-ways-risk-based-auditing-adds-value-to-your-organisation/>
- <http://www.barnowl.co.za/info-sharing/barnowl-info-sharing-session-11-april-2019/>
- <http://www.barnowl.co.za/info-sharing/information-sharing-session-25-may-2017/>
- <http://www.barnowl.co.za/tip-of-the-month/tip-of-the-month-3-step-approach-to-rolling-over-your-risk-registers-from-one-year-to-the-next/>

Organisational Structure

Organisational Structure

Root

ABC Corporation

Cape Town

Assets

Compliance

Finance

HR

Durban

Assets

Compliance

Finance

HR

Johannesburg

Assets

Compliance

Finance

HR

IT

Pretoria

Organisational Structure

Process Tree

Regulatory Universe

Risk Category Tree

Key Indicator Library

Templates

BarnOwl Dashboard - Johannesburg

Lock Dashboard

Refresh

Show Local

Close

1 2 3 4

Always open dashboard

1 IRvs RRChart

IR vs RR Chart

#	Title	Rating
1	IR	15.3
2	RR	9.2

3 Action Plan Status By Owner

Action Plan Status by Owner

#	Title	Count
1	Not Started	1.0
2	Started	1.0
3	Half Way	1.0

2 Average Risk Trend

Average Unit RR by Data Period

#	Title	
1	2010 May	8.3
2	2010 June	7.8

4 Survey Trend Analysis

Survey Trend Analysis

#	Title	% Compliance
1	Financial Advisory and Intermediary...	85.7
2	KING III	75.5



**FIGURE 1.2 – RISK REGISTER**

BarnOwl ERM

File Edit Capture View Reports My Favourite Reports Window Help

Organisational Struct...

Organisational Structure

- Root
  - ABC Corporation
    - Cape Town
    - Durban
    - Johannesburg
      - Assets
      - Compliance
      - Finance
      - HR
      - IT
    - Pretoria

Global Risk Register [Current] - HR Risk Register [Current] - HR Objective Register - HR Universe Register - HR

Lock Register Refresh Expand Register Wrap Text Print Export Register Favourite View Show Filter Close

Drag a column header here to group by that column.

Unit Title	Type	Objective Title	S	C	IOP			
HR	BusinessActivity	Attract and retain the right staff	4.00	5.00	20.00			
		Risk Title	II	IL	IR	RI	RL	RR
		Headhunting by competitors	4.00	4.00	16.00	4.00	4.00	16.00
		Lack of ability to attract and retain new talent	4.00	5.00	20.00	4.00	1.00	4.00
		Key Risk Indicator Title						
		Staff Loss						
		Loss Event Title	Amount	Category	Sub Category			
		Loss of key staff	230,000.00	People	Labour			
		Control Title						
		Career planning						
		Competitive remuneration						
		On the job mentoring						
		Risk Title	II	IL	IR	RI	RL	RR
		Lack of succession planning	3.00	4.00	12.00	3.00	2.00	6.00
		Objective Title	S	C	IOP			
		HR Compliance	4.00	4.00	16.00			
		Training and Development	3.00	4.00	12.00			

Organisational Structure

Process Tree

Regulatory Universe

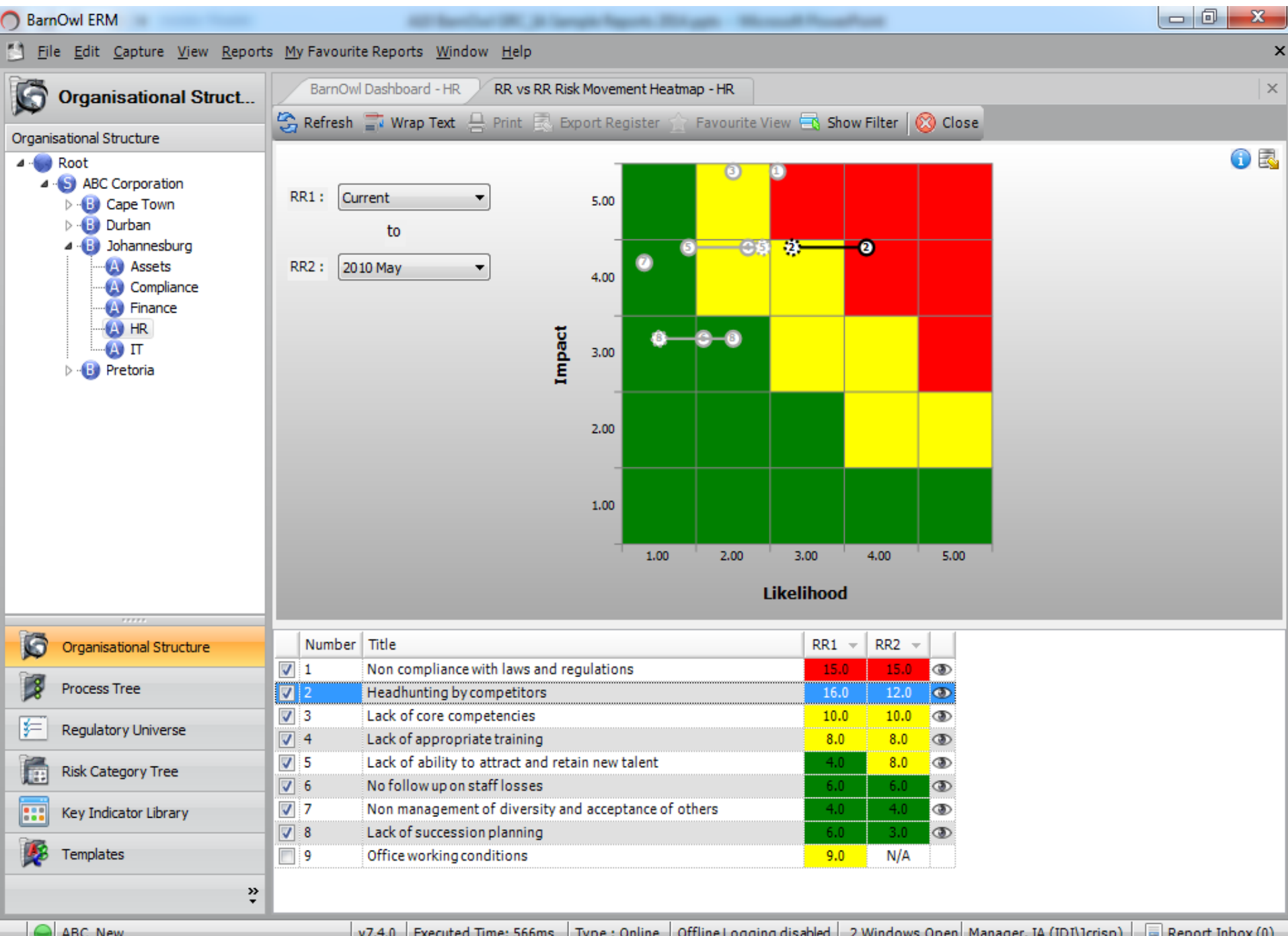
Risk Category Tree

Key Indicator Library

Templates

ABC New v7.4.0 Executed Time: 16ms Type: Online Offline Logging disabled 6 Windows Open Manager: JA (ID11crisp) Report Job

**FIGURE 1.3.1 – RISK MOVEMENT**



**FIGURE 1.3.2 – RISK TOLERANCE & APPETTITE (QUANTITATIVE)**



## FIGURE 1.5 – COMBINED ASSURANCE REPORTING

BarnOwl_CombinedAssuranceReport_20140831.xlsx - Microsoft Excel						
File Home Insert Page Layout Formulas Data Review View						
Clipboard Font Alignment Number Styles Cells Editing						
B4 01. Regulatory risk						
Unit Name	Risks	Controls	First Management	Second Line Management	Third Deloitte	PWC
ABC Corporation	01. Regulatory risk	Compliance function	8			
		16				
		8				
		8				
		8				
		4				
HR		9				
		4				
	Headhunting by competitors	Career planning	16	20		
		Competitive remuneration				
		Promotion and transfer				
	Lack of ability to attract and retain new talent	Career planning	4	15		
		Competitive remuneration				
		On the job mentoring				
	Lack of appropriate training	Certifications and licensing	8	6	15	
		Cross training				
		Formal training				
		On the job mentoring				
	Lack of core competencies	Certifications and licensing	10	4		
		Cross training				
		Established performance measures				
		On the job mentoring				
	Lack of succession planning	Performance appraisal system	6	10		
		Career planning				
	No follow up on staff losses	On the job mentoring	6			
		Perform exit interview s	6			
	Non compliance with laws and regulations	Setup alumni programme				
		Disciplinary policy and procedures	15			
		Employment contracts				
		Equal employment opportunity				
Non management of diversity and acceptance of other	Harassment and discrimination policy and procedure	4				
	Communication process					
Office working conditions	Counselling	9				
	Lunch every day					

**FIGURE 1.6 – ACTION PLANS**

Action Plan per Unit Report

Print Export Close

100 %

**BarnOwl Evolution**  
**Action Plan per Unit Report**

**Filters :**

**Empty Unit Filter** Filter out units with no action plans.

Unit Title	Finance	Parent Unit Title	Cape Town
<b>Action Plan Title</b>	<b>Start Date</b>	<b>End Date</b>	<b>Orig End Date</b>
Sufficient documents to support the credit notes tested must be presented.	28 Nov 2013	28 Nov 2013	28 Nov 2013
<b>% Complete</b>	100.00 %	<b>Action Plan Status</b>	Completed
<b>Reference</b>	Cape Town - Credit Note 20131118		
<b>Description</b>			
<b>Action Plan Owner(s)</b>			
<b>Originator</b>	Manager, IA		
<b>Linked Recommendation Title</b>	F. There were sufficient documents to support the credit notes tested.		
<b>Project Title</b>	Cape Town - Credit Note 20131118		
<b>Action Plan Title</b>	<b>Start Date</b>	<b>End Date</b>	<b>Orig End Date</b>
A. There are existing credit applications for the sample tested.	01 Aug 2014	03 Oct 2014	03 Oct 2014
<b>% Complete</b>	0.00 %	<b>Action Plan Status</b>	Not Started
<b>Reference</b>	Cape Town Debtors 2013 20131028		
<b>Description</b>			
<b>Action Plan Owner(s)</b>	Petronio, Jesse (Responsible)		
<b>Originator</b>	Manager, IA		
<b>Linked Recommendation Title</b>	A. There are existing credit applications for the sample tested.		
<b>Project Title</b>	Cape Town Debtors 2013 20131028		
<b>Action Plan Title</b>	<b>Start Date</b>	<b>End Date</b>	<b>Orig End Date</b>
There should be evidence that goods were returned to the warehouse on a form of the Receiving Supervisor's signature.	26 Nov 2013	15 Sep 2014	26 Nov 2013
<b>% Complete</b>	0.00 %	<b>Action Plan Status</b>	Not Started

**FIGURE 1.4.1 – KRI MOVEMENT**

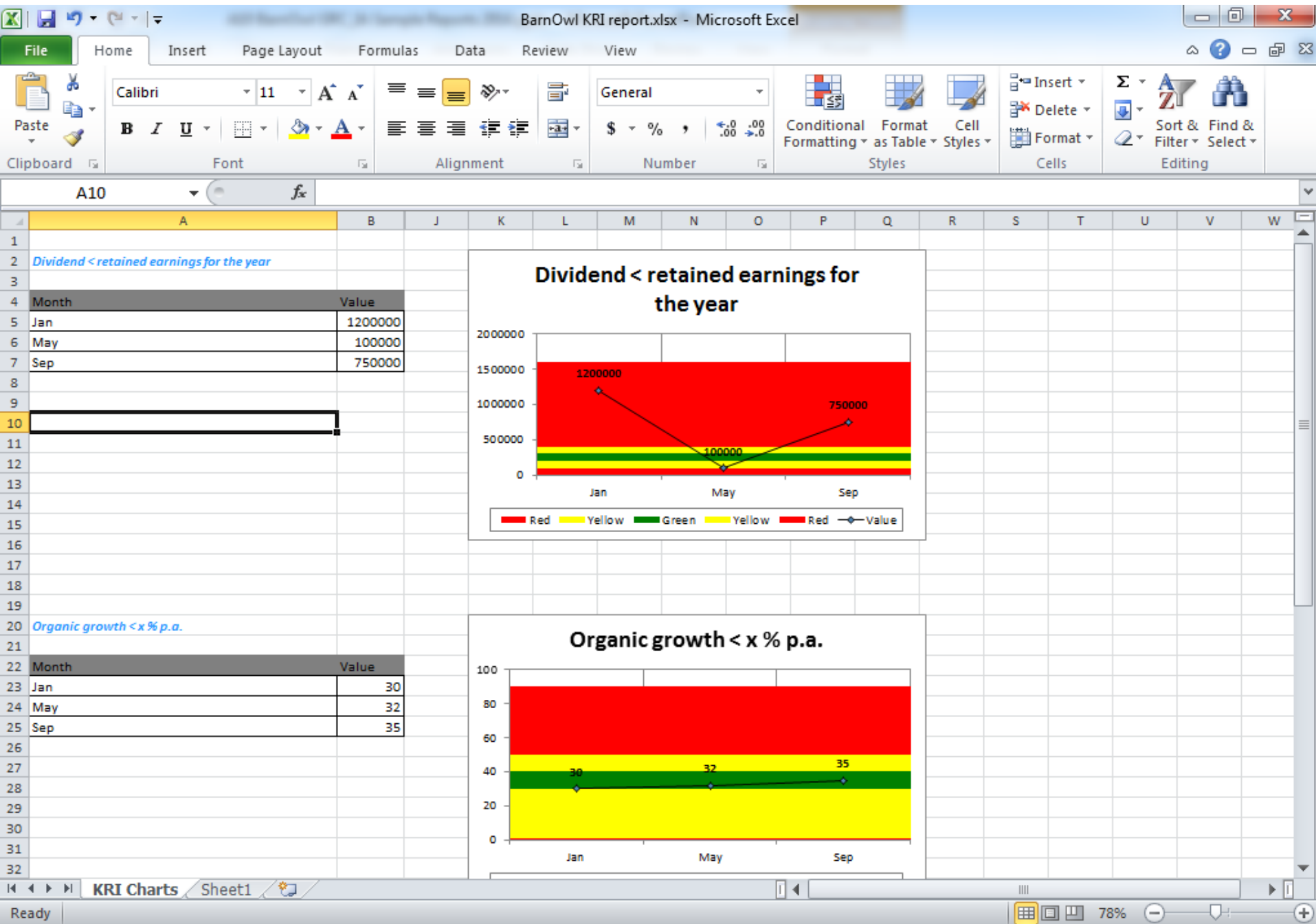




FIGURE 1.4.4 – KPIs

## XYZ Municipality

## Performance Dashboard Quarter on Quarter



## KPI Category

Basic Service Delivery

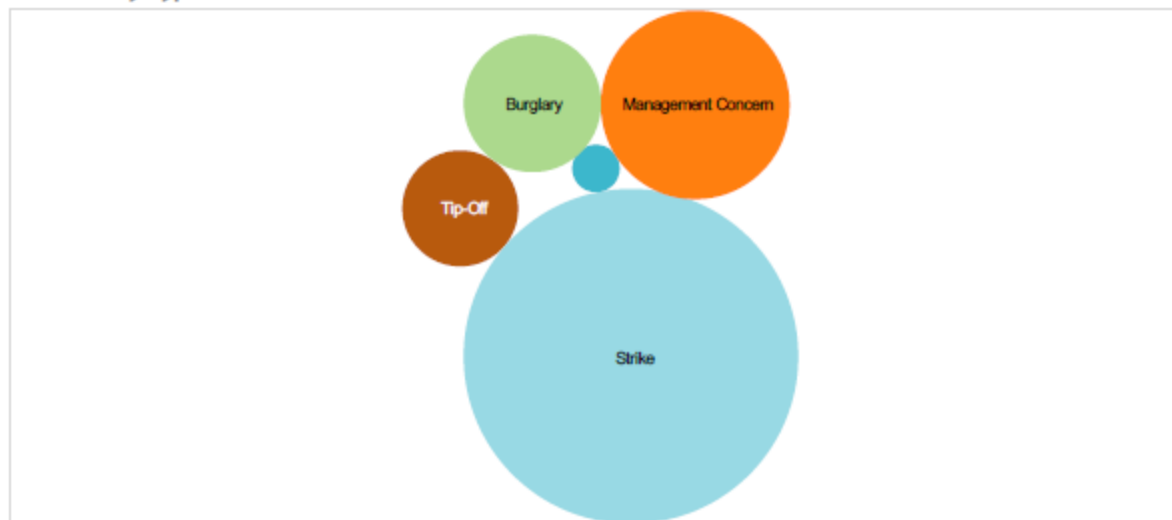
Ward	KPI Subcategory	KPI	Objective	Target	2013				2014				2015			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Services	Community and social services	Appointment of a service provider to implement approved human settlement plan	Ensure social upliftment and maintain basic services	1	● 0,9	● 0,9	● 1,0	● 1,0	● 1,0	● 1,0	● 1,0	● 1,0	● 1,0	● 1,1	● 1,0	● 1,0
		Completion of 1st phase of the Library	Ensure social upliftment and maintain basic services	1	● 1,0	● 1,0	● 1,0	● 1,0	● 1,1	● 1,0	● 1,0	● 1,1	● 1,0	● 1,0	● 1,1	● 0,9
		Completion of bus route in Valley Pass	Ensure social upliftment and maintain basic services	1	● 1,0	● 1,1	● 0,9	● 1,0	● 1,0	● 1,1	● 1,0	● 0,9	● 0,9	● 1,0	● 1,1	● 1,0
		Number of screenings at the Shadow Centre	Ensure social upliftment and maintain basic services	500	✗ 488,3	◆ 515,0	◆ 506,7	✗ 483,3	✗ 495,0	✗ 473,3	✗ 495,0	✗ 426,7	✗ 470,0	✗ 490,0	◆ 526,7	◆ 513,3
	Electricity	Completion of the new 11/66kV electricity substation at city center	Ensure social upliftment and maintain basic services	1	● 1,0	● 0,9	● 1,0	● 1,0	● 1,0	● 0,9	● 1,0	● 1,0	● 1,0	● 1,0	● 1,0	● 0,9
	Waste water management	Completion of the construction of new retention ponds in Valley Pass	Ensure social upliftment and maintain basic services	10	✗ 9,5	◆ 10,6	◆ 10,4	◆ 10,5	◆ 10,7	◆ 10,3	✗ 9,5	✗ 10,0	◆ 10,8	◆ 10,0	◆ 11,4	● 10,0
	Water	Average water quality level as measured per SANS 241 criteria	Ensure social upliftment and maintain basic services	95	◆ 102,3	KPI Subcategory: Waste water management KPI: Completion of the construction of new retention ponds in Valley Pass Objective: Ensure social upliftment and maintain basic services Ward: Community Services Quarter of Input Date: Q1 Year of Input Date: 2015 Target: 10 Avg. KRI Input Value: 10,8 KPI Variance: Above Target										
		Completion of phase 2 of the upgrade of supply pipe line	Ensure social upliftment and maintain basic services	1	● 1,1											
		Completion of the upgrade of the Booster Pump Station	Ensure social upliftment and maintain basic services	1	● 1,1											
Financial Services	Water	Limitation of unaccounted water	To provide an maintain basic services and ensure social upliftment of the Breede Valley community	25	✗ 24,8	◆ 26,2	◆ 27,3	◆ 25,3	◆ 28,3	● 24,8	✗ 24,0	◆ 27,1	◆ 25,6	◆ 28,4	● 24,8	✗ 21,8



FIGURE 2.4 – FINDINGS BY ROOT CAUSE (BI)



## Incidents by Type



## Year of Occurrence Date

- ☒ 2010
- ☒ 2011
- ☒ 2012
- ☒ 2013

## Incident Type

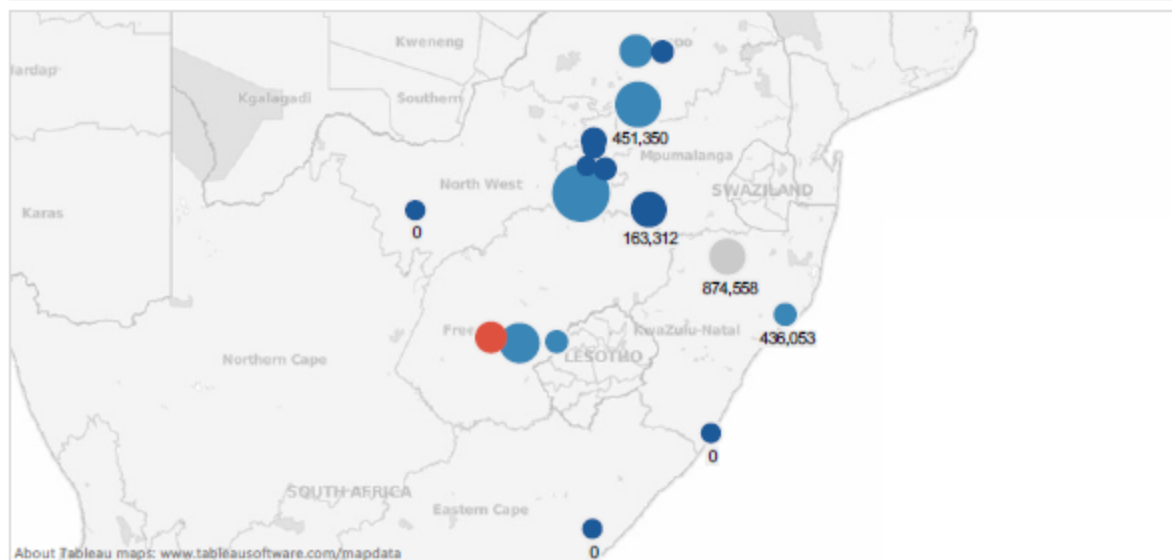
- ABC Retail Way Policy
- Burglary
- Management Concern
- OHASA Incident
- Robbery
- Strike
- Tip-Off

## Number of Records

- 2
- 5
- 10
- 15
- 20
- 23

## Amount

0 1,800,000



# Thank You

[www.barnowl.co.za](http://www.barnowl.co.za)

+27 11 540 9100 (office)

<http://www.barnowl.co.za/support-info/documentation/>

(What's new in BarnOwl v9.1.1)