

Outcomes	Key Risks	Risk Mitigation
<p><b>Increased investment and export potential</b></p>	<p>Unpredictable airline connectivity</p>	<ul style="list-style-type: none"> <li>• KZN Route Development Committee has developed a revised airline engagement strategy to target both existing and new airlines and present business cases for direct routes to KSIA.</li> <li>• Incentives offered for new air services.</li> </ul>
	<p>Delays in provision of enabling infrastructure (such as serviced land, public transport, and residential options)</p>	<ul style="list-style-type: none"> <li>• Develop and maintain key relationships with municipal and provincial entities.</li> <li>• Develop and maintain relationships with local forums and communities.</li> </ul>
	<p>Inability to attract and retain tenants and investors</p>	<ul style="list-style-type: none"> <li>• Create a high quality, well-functioning investment destination to capitalise on locational advantages.</li> <li>• Release more land parcels as quickly as possible to maintain the momentum created by the good infrastructure already in place at DTP and surrounding areas.</li> <li>• Increase the SEZ-designated area.</li> <li>• Work with relevant government institutions to ensure that all incentives are made available to investors timeously.</li> <li>• Provide input on relevant draft bills and white papers as released for public comment.</li> <li>• Offer incentivised rental rebates to qualifying investors and developers.</li> <li>• Rental concessions offered in response to COVID-19.</li> </ul>
	<p>Delays in service delivery</p>	<ul style="list-style-type: none"> <li>• Improve planning to ensure that funds are allocated to highest priority areas first and to ensure that all funds are utilised effectively.</li> </ul>

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<p><b>Increased active participation by black people in the economy</b></p>	<p>Failure to meet transformation objectives</p>	<ul style="list-style-type: none"> <li>• Pre-determined criteria in procurements undertaken to ensure increased participation in the economy by black people.</li> <li>• Focused training and development initiatives undertaken to ensure appropriate skills are transferred to historically disadvantaged companies.</li> <li>• Focused skills development to ensure appropriate skills are transferred to historically disadvantaged staff.</li> <li>• Incentivised lease and rental options to assist black investors and developers.</li> </ul>
<p><b>Sustainable development and operation of the Dube TradePort</b></p>	<p>Balancing economic development mandate with sustainability</p>	<ul style="list-style-type: none"> <li>• Prioritise expenditure to focus on revenue generating projects or those which aid economic development.</li> <li>• Motivate for additional funding, when required.</li> <li>• Improve planning to ensure that funds are allocated to highest priority areas first and to ensure that all funds are utilised effectively.</li> <li>• Review operating expenditure to effect savings where possible.</li> </ul>
	<p>Inability to attract and retain customers</p>	<ul style="list-style-type: none"> <li>• Operations team formed to focus on new revenue opportunities/identify opportunities for multi-revenue opportunities and retention of clients, customers and tenants.</li> <li>• Focused marketing strategy using online platforms to increase awareness of products and advantages of locating at DTPC.</li> </ul>
	<p>Disruption to business caused by external events</p>	<ul style="list-style-type: none"> <li>• Business Continuity Plans drafted and tested.</li> <li>• Operations team formed to focus on new revenue opportunities and retention of clients, customers and tenants.</li> </ul>
	<p>Vulnerability to cyber attacks</p>	<ul style="list-style-type: none"> <li>• Robust ICT Governance in place.</li> <li>• Disaster recovery process.</li> <li>• Appropriate software employed and tested.</li> </ul>

Outcomes	Key Risks	Risk Mitigation
<b>Sustainable development and operation of the Dube TradePort</b>	Inability to expand institutional capacity	<ul style="list-style-type: none"> <li>Organisational design project to be completed in 2021/22 financial year.</li> <li>Motivation for approval for new organisational design to be submitted to enable DTPC to be resourced to fulfil mandate.</li> </ul>
	Breach in Corporate Governance	<ul style="list-style-type: none"> <li>Combined assurance model updated and reported on regularly.</li> <li>Oversight by various bodies (e.g. Audit and Risk Committee; Board etc.).</li> <li>Internal audit and internal testing of compliance with new legislation.</li> <li>Fraud hotline in place to enable anonymous reporting of potential fraud and non-compliance.</li> </ul>
	Inability to create climate resilient precincts	<ul style="list-style-type: none"> <li>Use of solar panels in AgriZone and other areas of DTPC.</li> <li>Construction of common utilities facility within TradeZone, using clean energy.</li> </ul>