



RISK MANAGEMENT POLICY

POLICY REGISTRATION NO:2024 -09

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DEFINITIONS AND TERMS

No.	Term	Definition
1.	Accounting Officer	Means the Accounting Officer of a Department or Provincial Government in terms of Public Finance Management Act No 1 of 1999 as amended.
2.	Executive Authority	The Member of the Executive Council of the province who is accountable to the Provincial Legislature for that department.
3.	Audit Committee	Is an independent committee established in terms of section 77 of PFMA to review the controls, governance and risk management processes within the Department
5.	Enterprise Risk management	is a process, effected by the department's executive management, line management, and other personnel, applied in strategy setting and across the department. It is designed to identify potential events that may affect the departmental objectives and manage risk to be within its risk appetite, in order to provide reasonable assurance regarding the achievement of objectives.
6.	Internal Auditing	An independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing asystematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
7.	King IV	The King Code of Corporate Governance in South Africa of 2017
8.	Executive Management	All Senior Management Services officials of the department except for the Director: Organizational risk management and official reporting to him/her
9.	Other officials	An official other than the Accounting Officer/Authority, Management, Chief Risk Officer and his/her staff.
10	Risk	An unwanted outcome, actual or potential, to the department's services delivery and other performance objectives, caused by the presence of risk factors.
11	Inherent Risk	The exposure arising from risk factors in the absence of internal controls. It is a raw risk.
12	Residual Risk	The remaining exposure after the mitigating effects of deliberate management interventions to control such exposure.
13	Risk Champion	The person who virtue of his expertise or authority champions a particular aspect of the risk management process ,but who is not the risk owner.

14	Risk Management	Systematic and formalized process to identify, assess, manage and monitor risks
15	Risk, Ethic & Anti-Corruption Management Committee	A committee appointed by the Accounting Officer to review the Department's system of risk management, Ethics management, and Anti-corruption strategies implemented by the Department.
16	Audit Committee Charter	Is the terms of reference for the Audit Committee which stipulates roles and responsibilities of the Audit Committee
17	Risk, & Anti-Corruption Charter	Is the terms of reference for the Committee which stipulates roles and responsibilities of the Committee
18	Independent, non-executive chairperson	Is the person not in the employment of the department and does not perform any activities in day to day activities of the department.
19	Strategic Risk	Are the risks that involve threats to the business model/mandate of the department, they can either come from Internal /External factors.
20	Operational Risk	Refers to the loss resulting from inadequate or failed procedures, systems or policies. In simple terms is any event that disrupts business process, there are threats/risks within the business model.
21	Risk tolerance	The amount of risk the department is capable of bearing
22	Risk Appetite	The amount of risk the department is willing to accept
ACRONYM		
	PFMA	Public Finance Management Act 1 Of 1999
	Committee	Refers to Risk & Anti-Corruption Committee
	IT	Information Technology
	SDLC	Systems Development Life Cycle
	MISS	Minimum Security Standards
	OHS	Occupational Health and Safety Act 130 of 1993
	SHERQ	Health and Safety Environment, Risk & Quality Management Policy
	COSO	Committee of Sponsoring Organizations
	CRO	Chief Risk Officer
	ERM	Enterprise Risk Management
	MEC	Member of Executive Council
	COSO	Committee of Sponsoring Organization
	ISO	International Standard Organization

LEGISLATIVE FRAMEWORK

- i.** Public Finance Management Act 1 of 1999
- ii.** Treasury Regulations 3.2.1
- iii.** Public Sector Risk Management Framework
- iv.** King IV Code of Corporate Governance 2017
- v.** Occupation Health and Safety Amendment Act 181 of 1993
- vi.** Provincial Treasury Instruction Note 8 of 2011/2012
- vii.** Public Services Regulations, 2016
- viii.** ISO 31000, 2008
- ix.** COSO Enterprise Risk Management- Integrated Framework ,2004
- x.** International Standards for the Professional Practise of Internal Audit

1. PREAMBLE

The policy is reviewed to ensure alignment with recently adopted risk management prescripts that govern risk management in the public sector. This policy is outlining the commitment of the Department of Social Development to managing risks utilizing entity wide and integrated approach. The Risk Management is a central part of any organization's strategic management. It is the process whereby organizations methodically address the risks attaching to their activities with the goal of achieving sustained benefit with each activity and across the portfolio of all activities. It marshals the understanding of the potential upside and downside of all those factors which can affect the department. It increases the probability of success and reduces both the probability of failure and uncertainty of achieving the departmental overall objectives.

This policy is aligned with National Treasury Public Sector Risk Management Framework, (Committee of Sponsoring Organization (COSO), International Standard Organization (ISO) 31000, Treasury Regulations and King IV on Corporate Governance. It will serve as a guiding tool for risk management processes towards the effective management of risks in the departmental environment. Risk Management must be a continuous and developing process which runs throughout the department's strategy and implementation of that strategy. It must also be integrated into culture of the department within an effective strategy and a program led by most senior management.

Risk Management must translate the strategy into tactical and operational objectives, assigning responsibility throughout the department with each manager and employee responsible for management of risk as part of their job description. It supports accountability, performance measurement and reward, thus promoting operational efficiency at all levels.

It is expected that the risk management processes will become embedded into the department/s systems and processes, ensuring that our responses to risks remain current and dynamic. All risk management efforts will be focused on supporting the departmental objectives. Equally, they must ensure compliance with relevant legislation, and fulfill the expectations of employees, communities and other stakeholders.

2. PURPOSE

The purpose of this policy is to provide policy directives in the effective management of risks in the Department.

3. OBJECTIVES

- a) To improve control and accountability systems and processes to take into account risk management and its results;
- b) Aligning risk management with objectives at all levels of the department;
- c) To integrate risk identification and assessment into existing strategic and operation planning session of the department;
- d) To integrate and embedding of risk management in the business activities and culture of the department;
- e) Proactively identifying and understanding the risk factors and events that may have an impact on Departmental objectives;
- f) Developing appropriate response strategies for risks, including taking calculated risks or managing risks through various initiatives;

4. SCOPE OF APPLICABILITY

This policy applies throughout the Department from the Local Services Center, District Offices and Provincial Office in as far as risk management is concerned and must be applied in a strategic, operational, Reporting, Compliance levels within the department.

5. PRINCIPLES AND VALUES

The Department subscribes to the Batho Pele principles as far as risk management is concern:

- a. **The highest standard of service delivery** – Service Standards must be citizen -centric and must promote participation of citizens in their own development.
- b. **A management system** containing the appropriate elements aimed at minimizing risks and cost in the interest for all stakeholders – Value for money
- c. **Educating and train** of all our staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholder's expectation.
- d. **Maintain an environment, which promotes** the right attitude and sensitivity towards internal and external stakeholder satisfaction – Openness and Transparency.

6. POLICY STATEMENT

Department of Social Development commits to the optimal management of risk in order to achieve departmental mandate, vision and core values. An entity-wide approach to risk management is adopted by the Department, which means that every key risk in each part of the department will be included in a structured and systematic process of risk management.

6.1 APPOINTMENT AND REMUNERATION OF INDEPENDENT & NON-EXECUTIVE CHAIRPERSON

The Department shall appoint an external Chairperson for the Risk & Anti-Corruption Management Committee as per PT Instruction No. 8 of 2011/2018. The appointment shall be on a contract basis for a period not exceeding three (3) years with an option to renew. The external Chairperson can only serve for maximum period of two terms (six years) in the Departmental Risk & Anti-Corruption Committee.

The Chairperson of the Committee shall be remunerated according to the rates approved by National Treasury in accordance with the Treasury Regulation 20.2.2. Provincial Treasury guidelines referred to as Framework for appointment and remuneration of audit committee members shall be utilized as guidance on maximum hours for preparation and meeting hours. The remuneration will also take into consideration meetings undertaken by the Chairperson to the provincial forum of Risk Committee Chairperson.

6.2 EDUCATION AND AWARENESS ON RISK MANAGEMENT

In order to effectively develop a culture of Risk Management, Senior Managers, line managers, all officials with Risk Management responsibilities need to be made aware of the National Treasury Risk Management Framework, Provincial Treasury Instruction Notes on Risk Management, Principles of King IV report on Corporate Governance that underpin it.

Risk Awareness is a cultural trait that shall prevail throughout the Department, to enable managers to assess risks across the entire spectrum of the departmental activities. The Department must build Risk Management competencies in order for the initiative to succeed. The Director: Organizational risk management shall conduct risk management awareness within the Department.

6.3 RISK MANAGEMENT PROCESS

Enterprise Risk Management (ERM) must be performed at all levels of the Department, at a strategic level, at a divisional level and operational level. The overall flow of the ERM process shall determine:

- a) A clear and unambiguous understanding of business objectives and purpose
- b) Environmental scans- keeping the department updated on its operating environment
- c) Review of the prior year's Risk Management Report
- d) A risk identification exercise for the year ahead.
- e) Evaluation of identified risk using risk assessment, manage risks through application Risk Management Techniques. Cost benefit consideration will be a factor in deciding on the most suitable response
- f) Any enhancement to controls, if the residual exposure is still not acceptable to management
- g) Record and monitor risks using risk registers
- h) Assigning responsibility for risks to appropriate personnel
- i) Ongoing reporting on the risk profile of the Department.

6.4 Risk Assessment

6.4.1 Strategic Risk Assessment

- a) The assessment of risk must be an integral part of the planning and review process. All strategic proposal should include risk assessment both of doing and of not doing the proposed activity.
- b) Where a strategic decision is taken or activity undertaken then the major risks associated with that decision or activity must be added to the Strategic Risk Register.
- c) The Department shall set a Risk Appetite for each Strategic Goal. Risk appetite is the amount of risk, on a broad level; an entity is willing to accept in pursuit of service delivery.
- d) Strategic Risk Assessment must be undertaken in line with Risk appetite and tolerance statement of the Department
- e) The Department shall use the risk assessment matrix as prescribed by the Department Risk Management Strategy/Framework
- f) Approved strategic risk register for the department must be in place by 31 March each year.
- g) This register must be reviewed quarterly and report submitted to the relevant governance structures [Top Management, RMC and Audit Committee]

6.4.2 Operational Risk Assessment

- a) Operational risk is the risk of direct or indirect loss resulting from inadequate or failed internal processes, people and systems or from external events.
- b) In conducting operational risk assessments.
- c) Update operational risk register for the coming financial year must be in place and approved by 31 March each year.
- d) Responsible manager of the area that risk assessment was conducted will be an approved of the operational risk register in terms of the Provincial Office and in the District Director will be the approver of the operational risk register of the District
- e) All operational risk register will be monitored on going by the responsible managers and report submitted quarterly to risk management of independent monitoring and report to governance structures [top management, RMC and Audit Committee]
- f) The Department shall focus on all operational areas such as:

6.4.2.1 Asset Management

Management of risks in Asset Management shall be applied in terms of section 38(1)(d) of the PFMA as amended and in terms of Transversal Assets Management Policy issued by Provincial Treasury.

6.4.2.2 Information Technology

Risk Management is a process that allows IT management to balance the operational and economic costs of protective measures and achieve gains by protecting the IT systems and data that support their departmental mandate.

6.4.2.3 Integration of Risk Management in Systems Development Life Cycle (SDLC)

- a) Minimizing negative impact on an organization and need for sound basis in decision making are fundamental reasons departments implement a Risk Management process for their IT systems.
- b) Effective Risk Management must be totally integrated in the SDLC. An IT Systems SDLC have five phases: initiation, development or acquisition, implementation, operation or maintenance and disposal.
- c) The policy must be read in conjunction with Secured System Development & Maintenance Policy of the Department.

6.4.2.4 Security

- a) Security is a risk control function with the objective of protecting people, property and assets against security risks. Protection may be defined as the means by which human, physical, financial and information resources are kept safe, defended and shielded from security risks. The main objective is at the protection of human life and wellbeing.
- b) The Security management unit shall carry out risk assessment on assets, identifying risks, evaluating controls and recommending improvements to security unit in terms of Minimum Security Standards (MISS)

6.4.2.5 Occupational Health and Safety

- a) The Occupational Health and Safety Act (OHS ACT) of 1993, Section 14(d) requires all employees at work to bring any threat to the health and safety of any employee at a work place or section, which has come to his/her attention, to the attention of his/her employer or any safety committee established for that workplace or section of workplace.
- b) When such health and safety representative brings to the attention of the employee or meeting any threat to the safety of employees emanating from fire, crime or other threats, it then considered that management has a legal obligation to respond to such threats in the manner laid down in the OHS ACT.
- c) The onus in the OHS ACT is clearly on management to provide a safe and health workplace and fully inform workers of the risks present and steps taken to mitigate those risks and where necessary the need for personal protective equipment.
- d) Management may well have to justify in a court of law that its training was adequate. Safe working practice must be enforced and employees must be clearly warned of the penalties that will be imposed for failure to comply with health and safety instructions.
- e) The Accounting Officer bears ultimate responsibility in terms of OHS ACT. The OHS ACT required employers to ensure that, as far as is reasonable practicable, every employee be made conversant with the health and safety standards attached to any work.
- f) Control measures on health and safety risks in the Department shall be applied and implemented in terms of Occupation Health and Safety Act 130 of 1993 as amended.
- g) This policy shall be read in conjunction with the SHERQ policy of the department.
- h) A threat assessment must be conducted and evaluated every financial year.

6.4.2.6 Human Resources

Corporate Services and Finance shall be accountable for prudent recognition and disclosure of occupational health and safety risks, employment risks and payroll risks and all other related risk in their area of responsibility.

6.4.2.7 Supply Chain Management

The Supply Chain Management unit shall on a regular basis carry out risk assessment and disclose risks associated with supply chain management processes by identifying risks and evaluation of controls.

6.4.2.7.1 Fleet Management

Motor vehicles represents a significant part of the capital and operating expenditure of department, not only because of high running costs but also because of costs associated with fortuitous losses such as accidents. Such losses can be attributed mainly to lack of effective risk control measure. Regular risk assessment must be done on fleet management and proper controls to reduce the risk be instituted and monitored regular by fleet management unit.

6.4.2.8 Major Projects- Where large scale capital is required

Project risk management is the risk that projects will not achieve the desired objectives or will have a negative impact resources level of the Department. In relation to project management, the Risk Management shall consider the management of risk of a range of risks, including the appropriateness of the following elements:

1. A formal project methodology for promulgation of project initiatives includes:
 - i. **Setting a business case for the project**
 - ii. **Cost/benefit analysis**
 - iii. **Risk identification and assessment**
2. Clearly defined and appropriate levels of delegations of authority
3. Ongoing monitoring of projects and timeframes.
4. Centralized oversight of compliance with project management protocols and
5. Post-implementation review.

Project managers and project teams shall be responsible for managing project specific risk and complete a project risk register to demonstrate that this is done.

6.4.2.9 Core functions of the Department

Core function of the department is the driving force for the department to achieve its mandate and vision as stated in the Strategic Plan document of the Department. Therefore, regular risk assessment of the operation risks must be done by the responsible managers and monitored ongoing in an approved structured manner.

6.5 Business Continuity Plan

- a) Business continuity planning is the creation and validation of practiced logistical plan for how an organization will recover and restore partially or completely interrupted critical functions within a predetermined time after a disaster or extended disruption
- b) The department shall establish effective business continuity arrangements in event of disaster. This process must be integrated into risk management processes.

6.6 Integration of Risk Management in business processes

- a) King IV report on corporate governance, Principle 4.1 states that "Risk Management is inseparable from the company's strategic and business processes"
- b) Effective Risk Management cannot be practiced in isolation, but must be built into existing decision-making structures and processes.
- c) As Risk Management is an essential component of good governance, integrating the Risk Management function into existing strategic management and operational processes will ensure that it is an integral part of day to day activities.
- d) The Department shall find its own way to integrate Risk Management into existing decision-making structure. The following are factors that shall be considered:
 - i. Aligning Risk Management with objectives at all levels of the Department
 - ii. Incorporating Risk Management into the Performance Agreements of senior management, and cascade it down to lower level
 - iii. Introducing Risk Management components into existing planning and operational processes

- iv. Communicating departmental directions on acceptable level of risk, and
- v. Improving control and accountability systems and processes to take into account Risk Management and results.

The integration of Risk Management into business processes shall be supported by a department philosophy and culture that encourages everyone to manage risks.

6.7 Promoting culture of openness, transparency and responsibility at the District Offices

The department commits itself to encouraging and promoting culture of openness and responsibility. This will be achieved by:

- i. The District Director must, take responsibility to champion the risk management activities.
- ii. If the districts are experiencing any difficulties, they must request for a technical support from the Risk Management Unit.
- iii. Training and informing the officials on what constitute a risk and its effects on service delivery.

6.8 Adopted Risk Management Strategies

The Department of Social Development has adopted ISO 31000 standard and COSO framework as the internal control framework to mitigate the risks facing the department. The following diagram depicts elements of COSO framework:



a) **The Department of Social Development is committed and adopts the four risk management strategies for manage risks facing the department:**

- i. **Terminate:** eliminate, redesign, avoid or substitute the threat
- ii. **Transfer:** move the threat to another party, where possible and
- iii. **Treat (further):** mitigate or control the threat by implementing additional measures to reduce the likelihood and/or consequence before the threat materializes
- iv. **Tolerate:** retain the threat for a predefined period of time after careful consideration of its consequences.

6.9 Reporting Requirement

- a) The Director: Organizational risk management shall report to Accounting Officer on the status of critical risks in the department through top management meetings.
- b) The Director: Organizational risk management with Risk owners shall report quarterly to Risk and Anti-Corruption Management Committee on the risk profile of the department
- c) The Director: Organizational risk management shall report to the Provincial Treasury quarterly detailing the progress made on the implementation for mitigation strategy in a format prescribed by Eastern Cape Provincial Treasury.
- d) Director: Organizational risk management shall report to any other relevant governance structure in the department regarding the risk intelligence of the department.

- e) Risk owners will account to all structures that Director: Organization risk management report on regarded risks in their area of responsibility.

6.10 Disclosure of risks

- a) Risk Management must be integrated into the reporting process of managers in strategic planning meetings of the department.
- b) Every Programme manager/Chief Directors and District Directors within the department shall on a quarterly basis and during the strategic planning meetings of the department disclose:
 - i. That he/she is accountable for the process of risk management and the systems of internal control which are regularly reviewed for effectiveness, and in establishing appropriate risk and control policies and communicating this throughout the Chief directorate/unit/directors/sub-directors
 - ii. That there is an on-going process for identifying, evaluating and managing significant risks faced by the unit concerned.
 - iii. That there are adequate and effective systems of internal control in place to mitigate the significant risks faced by the unit concerned to an acceptable level
 - iv. That there is a documented and tested process in place which allow the unit to continue its critical business process in the event of disastrous incident impacting on its activates. This is known as business continuity plan and should cater for worst case scenario.
 - v. That the unit complies with the process in place, established to review the system of internal control for effectiveness and efficiency.

7 APPROVING AUTHORITY

The Accounting Officer and Member of Executive Council (MEC) shall approve this policy.

8 ADMINISTRATION OF THE POLICY

The Accounting Officer is the custodian of this policy, however the administration responsibility has been vested to the appointed Risk and Anti-Corruption committee chairperson and the Senior Management.

9 ROLES AND RESPONSIBILITIES

9.1 RISK MANAGEMENT IMPLEMENTERS

a. Accounting Officer

- i. The accounting officer shall be accountable for the overall governance of risk in the department.
- ii. Must set the tone at the top and promotes accountability, integrity and other factors that will create a positive control environment.
- iii. The Accounting Officer shall ensure risk management is included in all the performance agreements of the Senior Managers of the Department.

b. Executive Management

- i. King IV report on Corporate Governance, states that "The management shall be responsible for implementation of Risk Management processes"
- ii. management owns the risks, thus taking full ownership of management of departmental risks.
- iii. Management shall be responsible for implementation of the policy and integrating the principles of risk management in the everyday activities of their operations.
- iv. Senior Management shall carry out their duties as prescribed by National Risk Management Framework and in terms of King IV report on Corporate Governance.
- v. Management shall report on a monthly and quarterly basis on risk matters to management governance structures in terms of risks they are facing in their area of responsibility.

c. Other personnel

- i. King IV report on Corporate Governance, Risk Management must be practiced by all staff in their day-to-day activities"
- ii. Other staff members shall be accountable to line management to integrate the principles of Risk Management into their daily routines to enhance the achievement of their functional objectives.
- iii. Staff members shall carry out their duties as prescribed by National Risk Management Framework, PFMA and King IV report on Corporate Governance.

9.2 RISK MANAGEMENT SUPPORT

a. Director: Organizational risk management

- i. The Director: Organizational risk management must play a communication link between operational level management, Senior Management, Risk and Anti-Corruption Management Committee and other relevant governance committees.
- ii. Director: Organizational risk management shall provide specialist expertise in providing a comprehensive support service to ensure systematic designed, uniform and effective ERM.
- iii. The Director: Organizational risk management shall be the custodian of the ERM framework and the coordinator of the Risk Management throughout the department as well as the departmental advisor on all Risk Management matters.
- iv. Director: Organizational risk management shall develop the risk appetite and tolerance statement of the department in consultation with management.
- v. Enforce risk management culture in the department
- vi. The Director: organizational risk management, amongst the role stated above, shall carry his or her duties as prescribed by National Treasury Risk Management Framework and Provincial Treasury Instruction Notes on Risk Management as they will be issued on time to time.

b. Risk Champion

- i. The Risk Champion acts as an agent in the risk management process and is distinguished from risk owners in that champions are trouble shooters and facilitate resolution of risk related matters.
- ii. Programmes/Branch/District shall be responsible to appoint risk champions within themselves and submit names to Risk Management & Anti-Corruption unit
- iii. Risk Champion in a provincial office shall be in a level of Deputy Director/Director and in the District, office should be in a level of Assistant Director/Deputy Director
- iv. Risk Champion shall provide guidance and support to manage critical risks and risk of transversal in nature that require multiple participation approach
- v. Assist risk owner to monitor risk and identify emerging risks in the unit/branch/program/district assigned to using prescribed monitoring tool.
- vi. Report on the status of risk mitigation plan to Risk Management and Anti-Corruption unit quarterly.
- vii. Liaise closely with Risk Management & Anti-Corruption unit on risk management concerns.

9.3 RISK MANAGEMENT ASSURANCE PROVIDERS

a. Internal Audit

- i. Internal Auditors are responsible for providing independent assurance on the effectiveness and adequacy of Risk Management processes in the Department.
- ii. This involves providing assurance that all critical risks have been identified and assessed and that control systems implemented to treat such risks and are both adequate and effective.
- iii. The internal Auditors shall carry out their duties as prescribed by PFMA, King IV report on Corporate Governance and International Standards for the Professional Practice of Internal Auditing.

b. External Audit

- i. The external auditor (Auditor General South Africa) provide an independent opinion on the effectiveness of risk management in the Department.

9.4 RISK MANAGEMENT OVERSIGHT

a. Executive Authority (MEC)

- i. The MEC must perform oversee on the implementation of the policy.
- ii. The MEC must take interest in ERM to the extent that she/he obtains comfort, that properly established, and function systems of Risk Management are in place to protect the Department.

b. Audit Committee

- i. The Audit Committee is an independent committee responsible for oversight of the department 'control, governance and risk management.
- ii. The Audit Committee provides an independent and objective view of the departments risk management effectiveness.
- iii. The Audit Committee shall oversee the management of financial and other risks that affect the integrity of external reports that issued by the department.
- iv. The responsibilities of the Audit Committee with regards to risk management are formally defined in its charter.

c. Risk and Anti-Corruption Management Committee

- i. The Committee is appointed by the Accounting Officer to assist them to discharge their responsibilities for risk management.
- ii. The Committee's role is to review the risk management process and maturity of the department, the effectiveness of risk management

activities, the key risk facing the department and the responses to address these key risks.

- iii. The Committee shall carry out its duties as prescribed in the Committee charter.

d. Independent, non-executive Chairperson

- i. The independent, non-executive chairperson must chair the Risk and Anti-Corruption Management Committee.
- ii. Advise the Accounting officer on the effectiveness of risk management process in the department.
- iii. Ensure that management accounts for their risks.
- iv. Report to the audit committee on a quarterly basis regarding the critical risk matters of the department and sponsor appropriate recommendations to the audit committee.

10. EFFECTIVE DATE OF THE POLICY

This policy shall be effective from the date of approval by the Executive Authority.

11. PROCEDURES FOR IMPLEMENTATION

- a) Facilitate the appropriate risk management process in the department
- b) Monitoring mechanism of risk management process in the department
- c) Development of appropriate risk management training materials
- d) Facilitate risk awareness workshops.
- e) Development of risk monitoring tools.

12. MONITORING AND EVALUATION

Management-submit regular report to relevant meeting /committee for decision making. Provincial Treasury – Quarterly report submitted to provincial treasury. Internal Audit – Evaluate adequacy of the policy.

Risk & Anti-Corruption Management Committee – Performs quarterly oversight and advise on the adequate implementation of the policy.

Audit Committee – Perform quarterly oversight on implementation of the policy.


Risk Management Reports submitted monthly and quarterly to management and oversight bodies. Auditor General South Africa –evaluate adequacy and effectiveness on the implementation of the policy on an annual basis.

13. REVIEW OF THE POLICY

This policy shall be reviewed after three (3) years and whenever a need arises, change in legislation, new directives or national mandates had been given.

14. POLICY RECOMMENDATIONS AND APPROVAL

RECOMMENDED / NOT RECOMMENDED



MR. M. MACHEMBA

Head of Department

Dept. of Social Development



Date

APPROVED/ NOT APPROVED



MS. B. FANTA

Member of Executive Council

Dept. Of Social Development



Date

Template of Chief Directors and Directors Work Plan Agreements Is Annexure A And B Respectively

ANNEXURE A

Key Results Area(KR As)	KEY RESULTS AREAS				ENABLING RESOURCE		
	Weight	KEY ACTIVITIES	PERFORMANCE		PERSONNEL	BUDGET	DONOR NEEDS
			TARGET DATE	PERFORMANCE STANDARD			
Promote compliance into good corporate governance		Effective, efficient and proactive identification	31 st March annually	Programme/ sub-programme/ unit risk register with risk mitigation plans and timelines			
		Timeous management of risks with the programme/ sub-programme/ unit	Quarterly				

ANNEXURE B

Key Results Area(KRAs)	KEY RESULTS AREAS				ENABLING RESOURCE		
	Weight	KEY ACTIVITIES	PERFORMANCE		PERSONNEL	BUDGET	DONOR NEEDS
			TARGET DATE	PERFORMANCE STANDARD			
Promote compliance into good corporate governance		Timeous identification and assessment of risks with mitigation plans to manage the prioritized risks.	31 st March annually	Programme/sub-programme/unit risk register with risk mitigation plans and timelines			
		Timeous implementation of the risk mitigation plans to manage identified and prioritized risks	As per the updated risk register (Quarterly & On-Going	Timeous implementation of the mitigation plans as per the updated risk register			