





Annexure C

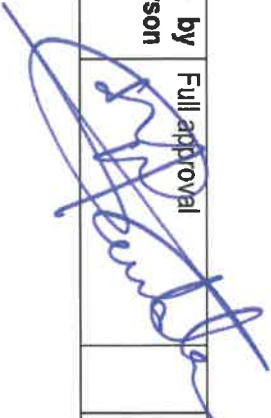
RISK MANAGEMENT IMPLEMENTATION PLAN

FOR

2023/24 FINANCIAL YEAR

PLAN APPROVAL

Document title	Fraud Prevention Policy			
Document author	Chief Executive Officer			
Synopsis	This document contains the MDDA Fraud Prevention Policy			
Document owner	Chief Risk Officer			
Document description	To facilitate the development of controls that will assist the prevention and detection of fraud and corruption and provides guidelines.			
Final Version	V1			
Number of pages	08			
Recommended by the Chief Executive Officer	Full acceptance	Partial acceptance	Conditional acceptance	
Signature:	 30 April 2023			
Date:				
Recommended by the Audit and Risk Committee	Full acceptance	Partial acceptance	Conditional acceptance	
Signature:				
Date:				

Acceptance status by the MDDA Chairperson of the Board	Full approval	Partial approval	Conditional approval	
Signature:				
Date:				

A. LOCATION OF THE MASTER FINAL VERSION OF THE POLICY

(AFTER CHAIRPERSON OF THE MDDA BOARD) To facilitate future access and use the master final version of this policy, the original signed Policy will be archived on file in Registry; an Adobe Acrobat (pdf) copy will be placed on the intranet. This policy will be reviewed and approved by the Board annually.

MDDA RISK MANAGEMENT PLAN FOR 2023/24 FINANCIAL YEAR

Key Performance Area	Detailed Actions	Outputs	Annual/ Quarterly	Responsible Person	2023/24 Targets with due dates			
					Q1	Q2	Q3	Q4
1. Embed risk management culture and ensure its integrated and evidenced in the culture of the organisation								
Risk Management Framework	Reviewed and approved risk management framework recommended for Board's approval annually: <ul style="list-style-type: none"> Risk Management Policy. Risk Management Strategy and Implementation Plans. 	Approved 2023/24 risk management framework	Annually	Chief Risk Officer	N/A	N/A	N/A	31 March 2024
Publication of Risk Management Policies.	Risk Management Policies communicated to all officials in the organisation.	Policies uploaded on the entity's Intranet.	Annually	Chief Risk Officer	Quarter 1	N/A	N/A	N/A
Risk Management awareness and capacity building.	All new employees orientated on risk management, as per HR schedule	<ul style="list-style-type: none"> Risk Management presentations at Induction sessions. 	Annually As per HR induction programme	Chief Risk Officer	Subject to invitation by HR	Subject to invitation by HR	Subject to invitation by HR	Subject to invitation by HR
	Create awareness across the organisation on risk management.	<ul style="list-style-type: none"> 1x Risk Management message (per quarter) published on the intranet and 	Quarterly	Chief Risk Officer	X	X	X	X

Key Performance Area	Detailed Actions	Outputs	Annual/Quarterly	Responsible Person	2023/24 Targets with due dates				
					Q1	Q2	Q3	Q4	
Board capacity building	<p>Carry out an assessment of the Company's emerging and principal risks</p> <ul style="list-style-type: none"> Confirm in the annual report that it has made these assessments and describe the principal risks and the procedures that are in place to identify emerging risks. Monitor the Organisation's risks and management and internal control systems. 	<p>through Internal Communications</p> <ul style="list-style-type: none"> The capacitation of the MDDA Board to better manage the risks of the organisation 	Annually	Cosec					31 March 2024

Key Performance Area	Detailed Actions	Outputs	Annual/ Quarterly	Responsible Person	2023/24 Targets with due dates			
					Q1	Q2	Q3	Q4
	<ul style="list-style-type: none"> Annually carry out a review of the Organisation's risk management and internal control systems Report on the review in the Annual Report 							

2. Provide a sound basis for integrated risk management and internal control as components of good corporate governance

Enterprise-Wide Risk Assessment Workshops.	<ul style="list-style-type: none"> Facilitate and guide the process of identifying and assessing Strategic, Operational risks. 	<ul style="list-style-type: none"> Manco approved risk registers: <ul style="list-style-type: none"> Strategic risk register. Operational risk register 	Annually	Chief Risk Officer /CEO	N/A	N/A	N/A	31 March 2024
	<ul style="list-style-type: none"> Analyse internal audit performance reports and identify emerging and/or materialised risks 	<ul style="list-style-type: none"> Emerging and materialised risks registers 	Quarterly	Chief Risk Officer	X	X	X	X
	<ul style="list-style-type: none"> Analyse information and develop risk assessment reports. 	<ul style="list-style-type: none"> Risk assessment report presented to the Audit and Risk Committee for recommendation to the Board for approval. 	Quarterly	Chief Risk Officer	X	X	X	X

Key Performance Area	Detailed Actions	Outputs	Annual/ Quarterly	Responsible Person	2023/24 Targets with due dates			
					Q1	Q2	Q3	Q4
Development of risk mitigation plans.	<ul style="list-style-type: none"> Drafting risk mitigation plans for all gaps identified in addressing the top risks. 	Risk mitigation plans identified.	Annually	All Managers	X	X	X	X
3. Provide a level of assurance that current significant risks are effectively managed								
Risk Monitoring and Reporting.	<ul style="list-style-type: none"> Evaluate the effectiveness of mitigating strategies to address the material risks of the organisation. Review any emerging risks and response strategies thereof. Prioritise and review risk response strategies for the organisation's top risks (medium and high-risk residual rating level). 	Risk management analysis progress report reported as per set milestones: <ul style="list-style-type: none"> Risk Management Mitigation Analysis Progress Report Risk Management Implementation Plan Progress Report with Dashboards Emerging and Materialised Risk Report with Dashboard 	Quarterly	Chief Risk Officer	X	X	X	X

Key Performance Area	Detailed Actions	Outputs	Annual/ Quarterly	Responsible Person	2023/24 Targets with due dates			
					Q1	Q2	Q3	Q4
4. Risk Management Integration within the organisation								
Develop and implement appetite and tolerance statements for risk management in the MDDA	<ul style="list-style-type: none"> Develop a draft MDDA tolerance and appetite levels for approval by the Board. 	Approved Risk Appetite and Tolerance statements for 2022/23.	Annually	Chief Risk Officer / Chief Executive Officer	N/A	N/A	N/A	31 March 2024
5. Assessment of the functioning of the Risk Management Unit								
Risk Management Maturity level assessment	<ul style="list-style-type: none"> Internal Auditors to assess the maturity level of risk management in the organisation 	Internal Assessment report detailing maturity level of the MDDA's risk management.	Annually	CAE	N/A	N/A	N/A	31 March 2024

Risk Management Implementation Plan Approval

This plan and any amendments thereto become effective upon the signature of the Board Chairperson.