



**City of Johannesburg
Group Risk and Assurance Services (GRAS)**

DRAFT SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

**FINANCIAL YEAR 2026/27
[1 JULY 2026 – 30 JUNE 2027]**

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY.....	5
2. STRATEGIC OVERVIEW.....	6
2.1 VISION.....	6
2.2 MISSION.....	6
2.3 VALUES.....	6
2.4 GRAS MANDATE.....	6
2.5 GRAS STRATEGIC OBJECTIVES.....	9
2.6 GRAS PROCESS VALUE CHAIN.....	10
2.7 GRAS ADMINISTRATIVE AND FUNCTIONAL REPORTING LINES.....	10
2.8 LEGISLATIVE ENVIRONMENT.....	12
3. OVERVIEW OF THE DEPARTMENTAL MANDATE	13
3.1 UNPACKING OF MAYORAL PRIORITIES.....	14
3.2 GRAS RISK, COMPLIANCE AND AUDIT UNIVERSE.....	15
3.3 GROUP ADVISORY & ASSURANCE FRAMEWORKS AND POLICIES.....	15
3.4 KEY BUSINESS PROCESSES.....	16
3.5 ASSURANCE & CONSULTING SERVICES - LEVELS OF DEFENCE.....	17
3.6 ENVIRONMENTAL ANALYSES – SWOT & PESTEL.....	18
3.7 GRAS DEPARTMENTAL RISK ASSESSMENT.....	20
4. STRATEGIC RESPONSE, IMPLEMENTATION AND PERFORMANCE	21
4.1. INTEGRATED ASSURANCE AS A STRATEGIC RESPONSE.....	21
4.2. KEY PERFORMANCE AREAS.....	22
4.3. ASSURANCE PROCESS – CONTINUOUS IMPROVEMENTS AND MATURITY LEVELS.....	27
4.4. PAST PERFORMANCE.....	27
4.5. PRIORITY IMPLEMENTATION PLAN.....	28
TABLE 9. DEPARTMENTAL GATEKEEPING INDICATORS.....	43
TABLE 8. C88 IN DICATOR/S.....	45
4.6. DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTIONS.....	46
5. FINANCIAL IMPACT	53
5.1 OPERATING EXPENDITURE (OPEX).....	53
5.2 OPEX COST DRIVERS.....	54
5.3 CAPEX Allocation.....	58
6. MANAGEMENT AND ORGANISATIONAL STRUCTURE.....	58
6.1 MANAGEMENT TEAM.....	58
7. COMMUNICATION AND STAKEHOLDER MANAGEMENT.....	60
7.1 STAKEHOLDER MANAGEMENT.....	60

7.2 COMMUNICATIONS PLAN.....	62
8. GRAS RISK MANAGEMENT.....	63
APPROVAL PROCESS.....	65

LIST OF TABLES

Table 1: GRAS Functional Reporting Lines	12
Table 2: Key Legislative Prescripts, Codes and Standards	13
Table 3: Citywide Advisory and Assurance Universe	16
Table 4: Mapping GRAS Levels of Defence	19
Table 5: SWOT Analysis	19
Table 6: PESTEL Analysis	20
Table 7: Mapping Key Processes to Outputs and Key Performance Indicators	30 - 32
Table 8: Mayoral Priority Indicators	33- 43
Table 9: Gatekeeping indicators.....	44-47
Table 10: Technical Indicator Descriptive.....	48 – 55
Table 11: GRAS Departmental Annual budget.....	54
Table 12: Financial Year 2025/26 Draft Budget Allocation	56
Table 13: Organisational Structure	58
Table 14: Summary of Departmental Strategic Risk Register	63-64
Table 15: Strategic Risk Register.....	65 - 73

TABLE OF FIGURES

Figure 1 Mapping GRAS Mandate to Mayoral Priorities	9
Figure 2: Strategic Objectives	10
Figure 3: Integrated Assurance and Process Value Chain	11
Figure 4: Integration of Assurance Outcomes against Mayoral Priorities	15
Figure 5: Organisational Structure for GRAS.....	55
Figure 6: Communications Interface Programs	58

1. EXECUTIVE SUMMARY

The GRAS Service Delivery Budget Implementation Plan (SDBIP) describes the Department's mandate, context and priorities and draws attention to specific activities undertaken to achieve these objectives.

The Group Risk and Assurance Services (GRAS) Department is one of the key governance functions that was established not only in compliance with the municipal finance regulatory requirements but to ensure that the City embraces and embeds good governance principles and practices. GRAS provides independent and objective strategic support to the City's leadership (both administrative and political); and to management towards the attainment of organisational goals. It fulfils this role by providing integrated advisory and assurance services on the City's legislated mandate for service delivery and promoting a culture of accountability and responsibility for the management of internal control systems; risk governance and the management of risk; consistent and effective compliance with regulations, policies and procedures; and continuous improvements of systems of operations.

The primary objective of the SDBIP report is therefore to demonstrate the fundamental principle of an integrated and combined assurance model in the provisioning of advisory and assurance services. The re-focus of efforts changing from a historical traditional model to an integrated and innovative model will receive intensive attention during the 2025/2025 financial year. A key dependency for the effective roll-out of this approach continues to be a significant investment in ICT enabling resources and change management for the various stakeholders, i.e. primarily the City's internal assurance providers, management, and oversight structures. This will ensure that there is an improvement in productivity and operational efficiencies and therefore reliable service offering and quality outcomes.

Historically, the department had capacity constraints which was also as a result of challenges in recruitment and talent acquisition. The developments in the provisioning of advisory and assurance services coupled with high expectations from the political leadership, management and other stakeholders, has imposed additional pressure on the department to perform. As such strategies and tactics are being implemented to ensure GRAS is able to adapt and respond to those demands. For example, some of the assurance engagements like probity on procurement of specialised services; operations and processes that are highly technical and complex; and risk assessments of complex or specialised projects require that external expertise that is otherwise not available within the Department is sourced on need to basis.

2. STRATEGIC OVERVIEW

2.1 VISION

Group Risk and Assurance Services strives to be a leading, reliable and professional assurance provider to the City of Johannesburg.

2.2 MISSION

To provide assurance services efficiently, effectively, and add value to our client through an integrated risk, compliance and auditing service offering.

2.3 VALUES

The values adopted by the Department are: Integrity, Transparency, Accountability, Responsibility, Respect and being service oriented.

- ✓ **Integrity** - Always dealing with our clients and our colleagues in a fair and ethical manner; gaining trust through our actions.
- ✓ **Accountability, Transparency, Responsibility** – Consistent observation and alignment to principles of good governance.
- ✓ **Service Orientation** - Encompasses the concept of quality in everything we do, having a service mind-set when dealing with clients and demanding a lot of ourselves.
- ✓ **Respect** - Respect to our internal customers and for one another will lead to greater productivity and staff satisfaction.

2.4 GRAS MANDATE

2.4.1 Legislative Mandate

The Group Risk and Assurance Services (GRAS) Department is one of the City's key governance functions which derives its mandate primarily from the Municipal Finance Management Act, in particular Section 62 and Section 165, and its Regulations; the Municipal Planning and Performance Management Regulations issued in terms of the Municipal Systems Act.

2.4.2 GRAS' Group Function Mandate

As a Department with a Group (i.e. Citywide) mandate, the implications are that GRAS role extends across the core administration and each of the City's Municipal Entities; across the Mayoral Priorities, and across the service delivery mandate. In carrying out its specific mandate GRAS is guided in its service offering by the respective professional codes and practices as well as RSA's King IV Report on Corporate Governance.

Each municipal entity of the City has audit, compliance and risk functions reporting functionally to the Audit Committee, Risk Committee or the Audit and Risk Committee. The structuring of these advisory committees varies from entity to entity.

For the financial year 2026/27, GRAS plans to focus on strengthening co-operation and collaboration between the internal but independent advisory and assurance functions in the core administration and in the MEs for a more holistic assessment of the City's governance practices and service delivery agenda.

2.4.3 Alignment of GRAS mandate to local government service delivery agenda

One of the expectations of the various stakeholders of local government is that of good governance, which includes embedding an ethical culture, accountability and responsibility. This can be achieved by ensuring that the organisation observes and complies with the governing legislation; there are adequate policies and procedures in place; systems of internal controls and performance management; as it implements mayoral priorities and service delivery programmes.

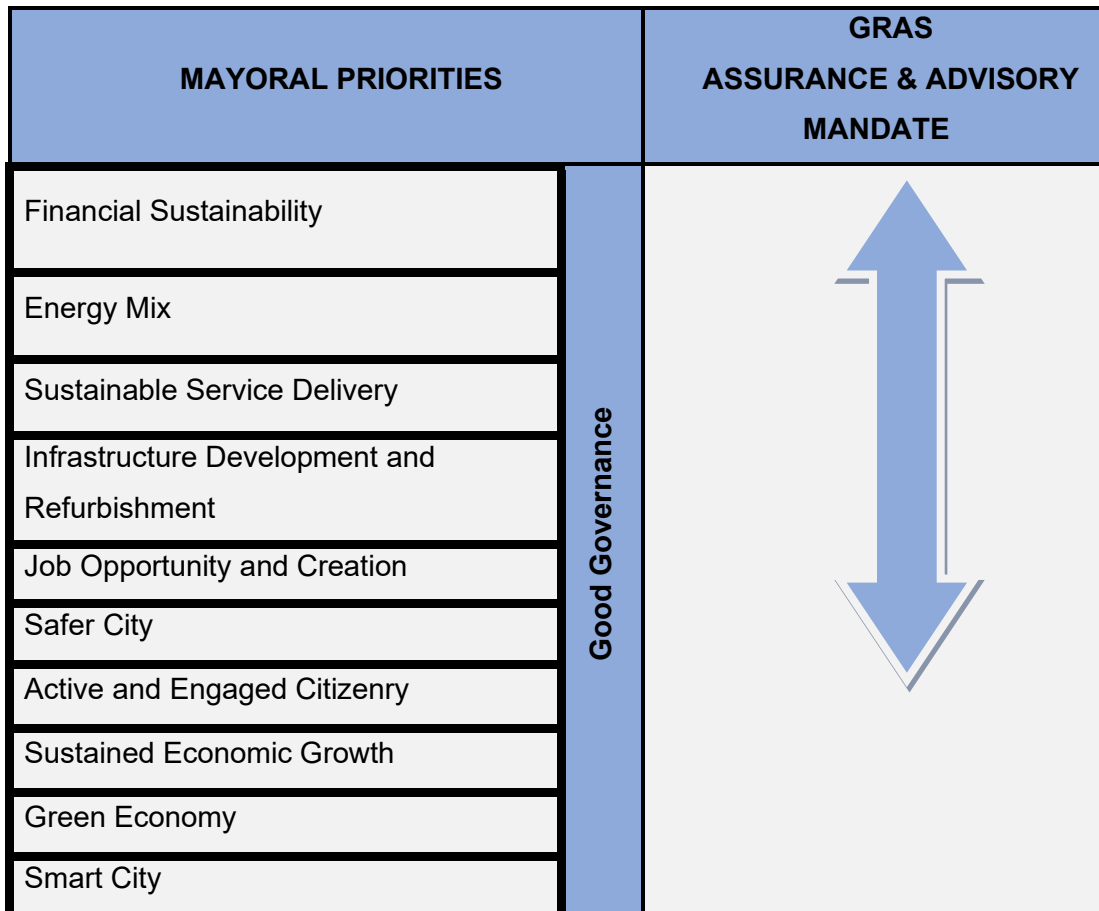
GRAS must therefore provide objective and independent assurance and advice on the adequacy and effectiveness of organisational strategies as approved by Council; key service delivery operations; the systems in place (as designed by management); and provide advice on identified gaps.

2.4.4 Alignment of GRAS mandate to Mayoral Priorities

While this obligation for GRAS directly derives from the **Mayoral Priority 1: for "Good Governance"**, it is in effect overarching as the risk management advisory function, the compliance monitoring and advisory function, the internal audit function; must all advise on the effectiveness of the risk, compliance and internal control environment across the City inclusive of municipal entities; and therefore each of the Mayoral Priorities.

GRAS must therefore provide independent and objective assurance on each of the Mayoral Priorities :

Figure 1: Mapping GRAS Mandate to Mayoral Priorities



2.5 GRAS STRATEGIC OBJECTIVES

The Group Risk and Assurance Services (GRAS) Department recognises its strategic and regulatory role of partnering with management and the City leadership by ensuring effective governance processes towards attainment of organisational objectives. Therefore, GRAS plans to continue to add value to the City, by continuing to innovate along the assurance value chain and render quality service to its customers and stakeholders by prioritizing the organizational objectives in the City's current Integrated Development Plan (IDP) and its long-term development framework.

Group Risk and Assurance Services (GRAS) department intends to intensify completion of its planned activities. In implementing its risk and assurance services interventions, the department will continue to roll-out its mandate on matters relating to provision of Risk Advisory Services; Internal Audit Services; Compliance Advisory and Assurance Services; Security and Investigations Services; Combined Assurance and Business Process Improvements Services; as well as Strategy Coordination.

Figure 2: Strategic Objectives



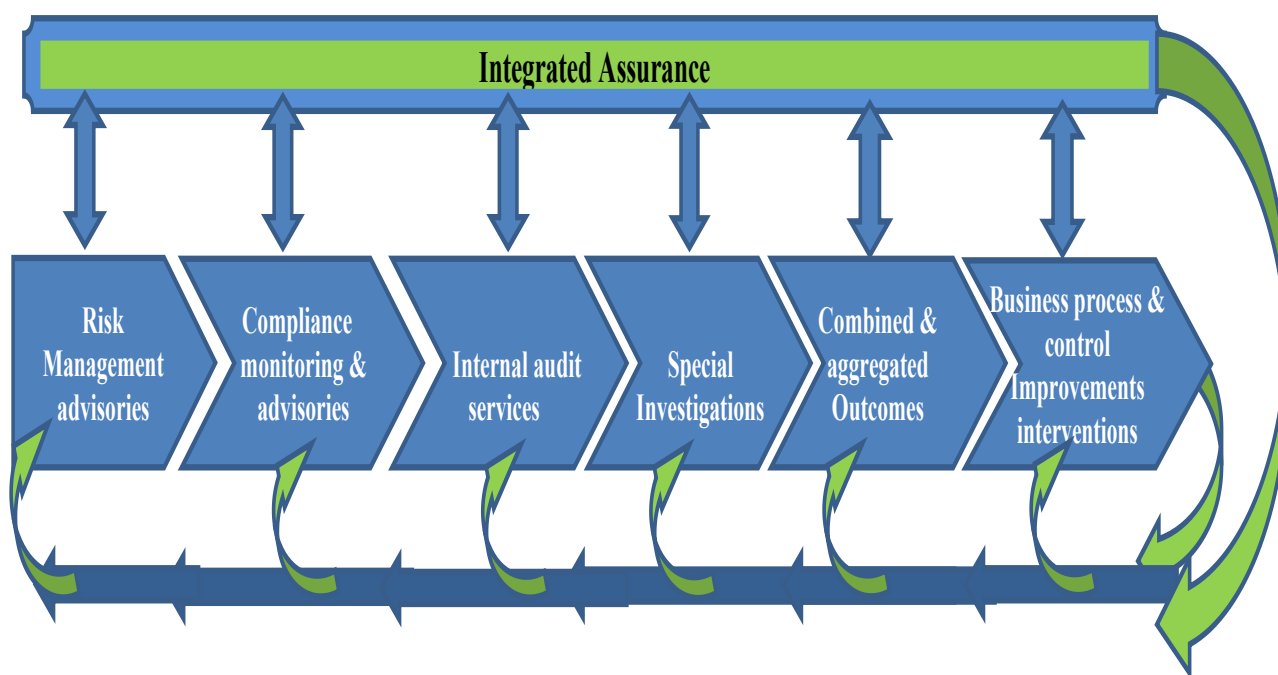
2.6 GRAS PROCESS VALUE CHAIN

The functions within the GRAS Department have interdependencies, are complementary to each other and frequently will overlap more. A linear Integrated Assurance process would ordinarily commence with a risk analysis and a strategy to manage the identified risk; regulatory compliance monitoring, followed by an internal audit assurance engagement.

However, as illustrated below, the integrated assurance processes are continuous and may be initiated by any of the functions and the output may feed into or be complementary to any function along the value chain; as illustrated in figure 3 below.

Figure 3: Integrated Assurance and Process Value Chain

GROUP RISK AND ASSURANCE SERVICES: INTEGRATED ASSURANCE APPROACH & PROCESS VALUE CHAIN



2.7 GRAS ADMINISTRATIVE AND FUNCTIONAL REPORTING LINES

As a function of governance, GRAS Department is located within the Office of the Accounting Officer /City Manager (OCM). The Departmental head reports administratively to the City Manager; functionally to the three independent advisory committees – namely: the Group Audit Committee (GAC), the Group Performance Audit Committee (GPAC), and the Group Risk

Governance Committee (GRGC). The Departmental Head may also report to the Executive Mayor as and when required.

Table 1: GRAS Functional Reporting Lines to Group Advisory Committees

INDEPENDENT ADVISORY / OVERSIGHT COMMITTEES – GRAS FUNCTIONAL REPORTING		
Independent Advisory Committees	Oversight Role	Legislation, Code, Standards
Group Audit Committee (GAC)	• Group Internal Audit Assurance Services • Group Combined Assurance Services • Group Risk – reliance placed on GRGC • Group Compliance – reliance placed on GRGC • Performance management and evaluation – reliance on GPAC	• Municipal Finance Management Act, • National Treasury Regulations • King IV Report on Corporate Governance • Institute of Risk Management SA (IRMSA) • Institute of Internal Auditors (IIA)
Group Performance Audit Committee (GPAC)	• Group Internal Audit Assurance Services • Group Combined Assurance Services	• Municipal Systems Act • MFMA National Treasury Regulations • Municipal Planning and Performance Management Regulations (nb: para 14)
Group Risk Governance Committee (GRGC)	• Group Risk Monitoring and Advisory Services • Group Compliance Monitoring and Advisory Services • Group Combined Assurance Services	• Municipal Systems Act, • Municipal Finance Management Act • National Treasury Regulations • King IV, IRMSA, ISO31000
GROUP HEAD: GRAS REPORTING LINES FUNCTIONALLY TO THE THREE ADVISORY COMMITTEES & ADMINISTRATIVELY TO THE ACCOUNTING OFFICER POLITICAL OVERSIGHT: MMC-GCSS (EXECUTIVE MAYOR – DOTTED LINE /AS & WHEN)		

2.8 LEGISLATIVE ENVIRONMENT

Table 2: Key Legislative Prescripts, Codes and Standards

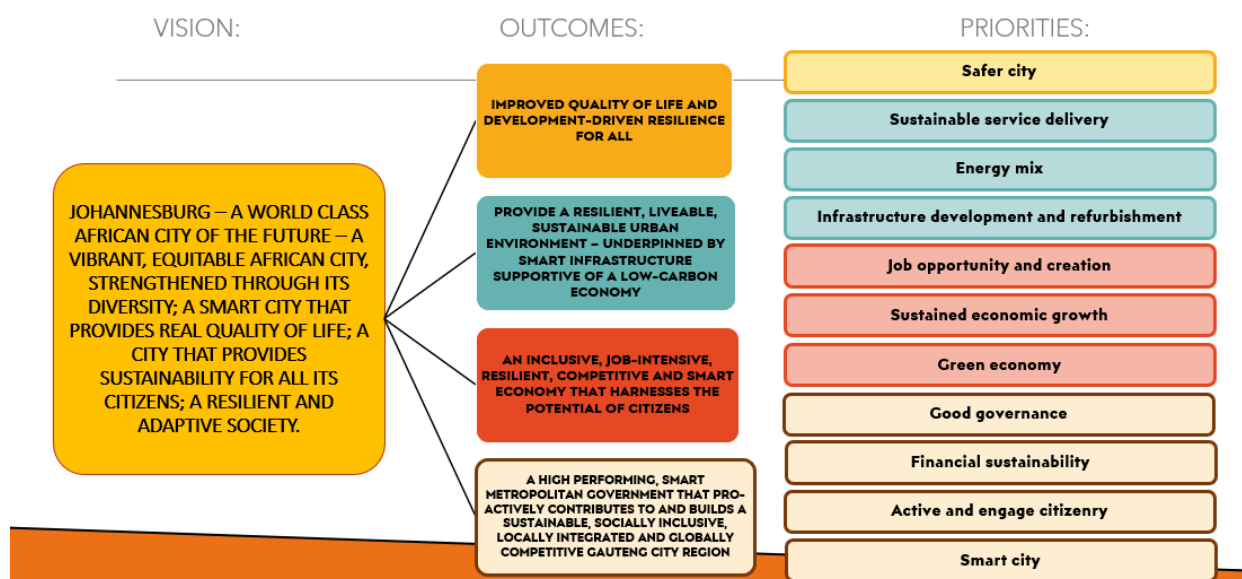
Strategic Approach & Model GRAS Functions		LEGISLATION, CODES, STANDARDS
COMBINED & INTEGRATED ASSURANCE	Group Risk Advisory Services	• Municipal Finance Management Act • MFMA Regulations, MFMA Circulars • Institute of Risk Management Standards (IRMSA), • ISO31000, AS/NZ risk standards, BIS • Committee of Sponsoring Organisations of the Treadway Commission (COSO) – Integrated Risk and Control Framework • King IV Report & Code on Corporate Governance
	Group Compliance Advisory & Assurance Services	• Municipal Finance Management Act, • MFMA Regulations, MFMA Circulars • Compliance Institute of South Africa • IIA Internal audit Standards • Institute of Risk Management SA (IRMSA) • King IV Report & Code on Corporate Governance
	Group Internal Audit Assurance Services	• Municipal Finance Management Act, • MFMA Regulations, MFMA Circulars • Municipal Systems Act (MSA) • MSA Regulations on Municipal Planning & Performance Management. • King IV Report & Code on Corporate Governance • Institute of Internal Audit Standards, (IIAS) • Information Systems Audit and Control Association (ISACA)
	Strategic Management Services	• Municipal Finance Management Act (MFMA) • Municipal Systems Act (MSA) • MSA Planning & Performance Management Regulations • Promotion of Equality and Prevention of Unfair Discrimination Act (Act No.2 of 2000); • Skills Development Act, 1998 (Act No.97 of 1998); • Labour Relations Act

3. OVERVIEW OF THE DEPARTMENTAL MANDATE

The Group Risk and Assurance Services (GRAS) as a department recognises its strategic and regulatory role of partnering with management and the City's leadership by ensuring effective governance processes towards attainment of organisational objectives. Therefore GRAS continues to add value to the City, by committing to innovate along the assurance value chain and renders quality service to its customers and stakeholders by prioritizing the organizational objectives in the City's Integrated Development Plan (IDP) and its long-term development framework.

As part of upholding good governance principles, the department is focussed on maximising advisory and assurance services, and to take into confidence, the leadership in by ensuring an integrated approach to assurance activities. The Risk, Compliance and Audit functions have evolved and transformed by adopting a collaborative and integrated approach. This necessitated that GRAS reviews its strategic input to the City's objectives in line with the GDS 2040 and how best to become the agents for progressive change in the practice of good governance, maximization of operational efficiencies to realising the desired organizational impact and outcomes. This requires continuous enhancement of the consulting and advisory services that are offered by GRAS, and therefore the adoption of best practices that can be customized to a local government environment as opposed to the historical and traditional silo approach.

GDS OUTCOMES & CITY PRIORITIES



3.1 UNPACKING OF MAYORAL PRIORITIES

Priority 1: Good Governance: Implement measures to improve transparency, accountability, and citizen participation in government decision-making, such as regular CBP feedback, and public SCM procurement reforms.

Priority 2: Financial Sustainability: Develop a plan to improve the city's revenue collection and billing systems, prudent financial management practices, streamline expenditure, and prioritize investments in high-impact projects.

Priority 3: Energy Mix: Develop a comprehensive plan to transition the city to a more diverse and sustainable energy mix, including increased investment in renewable energy sources and energy efficiency initiatives.

Priority 4: Sustainable Service Delivery: Focus on delivering high-quality and reliable services to all residents, with a particular emphasis on historically underserved areas, and work to reduce waste and improve efficiency.

Priority 5: Infrastructure Development and Refurbishment: Prioritize key infrastructure projects, such as road repairs, water and sanitation upgrades, and public transportation improvements, and work to ensure that all projects are completed on time and within budget.

Priority 6: Job Opportunity and Creation: Develop a plan to create new jobs, particularly in sectors such as green energy, technology, and infrastructure, and ensure that all job creation efforts are equitable and inclusive.

Priority 7: Safer City: Work to improve public safety through initiatives such as community policing, investment in technology and infrastructure, and increased resources for law enforcement.

Priority 8: Active and Engaged Citizenry: Develop programs and initiatives to encourage citizen participation in government decision-making, co-producing service delivery, including community-based planning meetings, participatory budgeting, and improved feedback mechanisms.

Priority 9: Sustained Economic Growth: Work to attract new businesses and investment to the city, particularly in sectors such as green energy, technology, and infrastructure, and prioritize policies that promote inclusive economic growth.

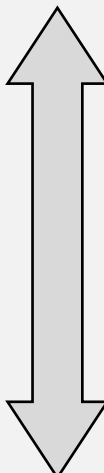
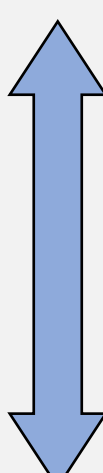
Priority 10: Green Economy: Develop a plan to promote the growth of the green economy, including increased investment in green manufacturing and job creation, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security.

Priority 11: Smart City: Develop a plan to improve the city's use of technology to improve service delivery, reduce waste, and promote energy efficiency, including initiatives such as smart management systems, public Wi-Fi, and digital e-government services.

3.2 GRAS RISK, COMPLIANCE AND AUDIT UNIVERSE

As stated above the Department must provide Citywide assurance across all the Mayoral Priorities and the service delivery agenda derived from the GDS 2040. The Assurance universe is summarised in the **Table 3** below.

Table 3: Citywide Advisory and Assurance Universe

MAYORAL PRIORITIES = 11		PROGRAMMES	UNIVERSE		
			RISK	REGULATORY COMPLIANCE	AUDIT
2. Financial Sustainability 3. Energy Mix 4. Sustainable Service Delivery 5. Infrastructure Development and Refurbishment 6. Job Opportunity and Creation 7. Safer City 8. Active and Engaged Citizenry 9. Sustained Economic Growth 10. Green Economy 11. Smart City	1. Good Governance	City Core Departments Municipal Entities			

3.3 GROUP ADVISORY & ASSURANCE FRAMEWORKS AND POLICIES

- Group Integrated Assurance Framework and Combined Assurance Model
- Group Risk Management Framework and Policy
- Group Risk Assessment Methodology
- Group Integrated Risk and Control Management Framework
- Group Risk Appetite and Tolerance Framework
- Group Risk Finance (Insurance) Strategy
- Group Internal Audit Charter
- Group Internal Audit Methodology
- Group Compliance Management Framework
- Business Continuity Management Framework
- Group Probity Framework

3.4 KEY BUSINESS PROCESSES

i. Combined Assurance and Business Process Improvements

- ✓ Combined Assurance Planning and Mapping
- ✓ Integrated Assurance Dashboard Reports (**see Figure 3 below**)
- ✓ Integrated Assurance on High Value Tenders (Probity Audits, Regulatory Compliance Advisories)
- ✓ UIFW Expenditure Reduction Strategy & Plan
- ✓ Business Process Improvements Advisories and Monitoring Implementation of Interventions

ii. Group Risk Advisory And Assurance Services

- ✓ Citywide Risk Assessments – Strategic Risks, Operational Risks, Smart City, Major Projects
- ✓ Residual Risk Profiles Monitoring, Advisories and Assurance
- ✓ Business Continuity Management Plans
- ✓ Fraud Risk Management Advisories
- ✓ Citywide Insurance Programme & Risk Financing Strategy

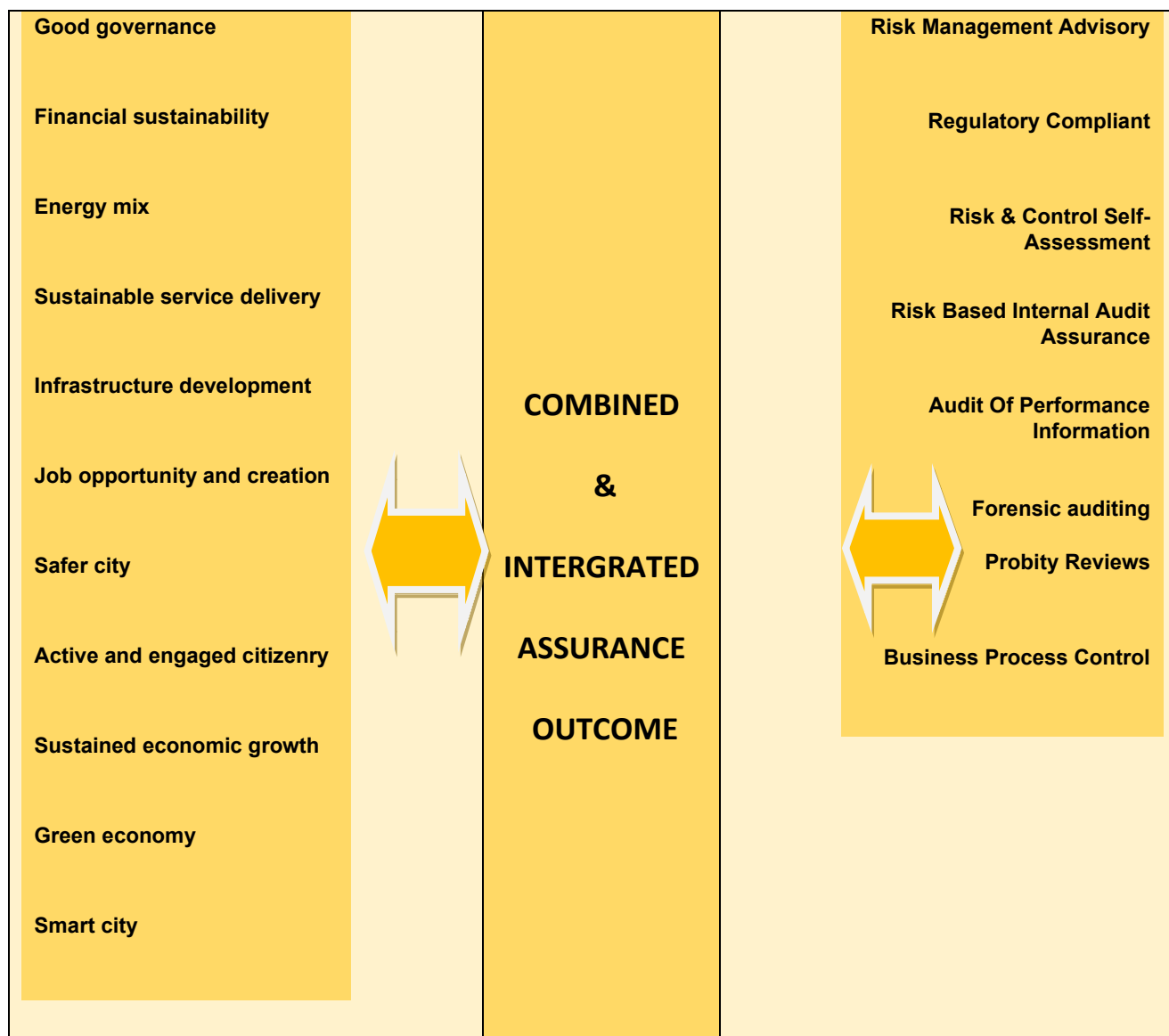
iii. Group Compliance Advisory & Assurance Services

- ✓ Regulatory Compliance Risks Assessments
- ✓ Declarations of Interest
- ✓ Key legislative requirements – Advisories and Monitoring implementation
- ✓ Regulatory Compliance Probity Advisories

iv. Group Internal Audit Services

- ✓ Risk Based Internal Audit
- ✓ Audits of Predetermined Organisational Performance Information
- ✓ Performance Audits (Investment vs Return/ Value for Money Audits)
- ✓ ICT Audits
- ✓ Probity Audits

Figure 4: Integration of Assurance Outcomes against Mayoral Priorities



3.5 ASSURANCE & CONSULTING SERVICES - LEVELS OF DEFENCE

Table 4: GRAS Levels of Defence

GRAS ASSURANCE PROCESS	LEVELS OF ASSURANCE	
	ASSURANCE ACTIVITIES	CONSULTING ACTIVITIES
Group Combined Assurance	High level	High level
Group Risk Advisory & Assurance Services	Moderate – High	High level
Group Compliance Advisory	Moderate – High	High level
Group Internal Audit	High level	Limited

3.6 ENVIRONMENTAL ANALYSES – SWOT & PESTEL

i. SWOT ANALYSIS

GRAS assesses its environment by conducting a strengths, weaknesses, opportunities and threats (SWOT) analysis during the strategic planning session as follows:

Table 5: SWOT ANALYSIS

STRENGTH	WEAKNESSES
- Legislative mandate - Professional qualification and skills - Approved assurance frameworks, policies and methodologies - Functional reporting lines to three independent advisory committees (GRGC, GPAC, GAC) - Integrated Assurance Framework and combined assurance model previously approved by Council - Probity advisories on high value tenders and SCM regulations 32 & 36	- Capacity constraints due to vacant / unfilled critical positions - Capacity constraints to technical knowledge required for the provisioning of either consulting or assurance engagements (NB: Probity Advisories) - Inadequate communication with some clients resulting in poor understanding of risk processes - Regulatory Compliance advisory function not yet fully matured citywide - Inadequate understanding of combined and integrated assurance model
THREATS	OPPORTUNITIES
- Failure to integrate risk management with strategy setting and performance - Impact of shut down/closing of Metro Centre building - Changes in internal audit landscape - Expectation gap / misunderstanding or misinterpretation of department mandate - delayed approval of motivations to fill critical vacant positions during recruitment moratorium period - Fragmented governance model of the City - Uncertainty as a result of the pending institutional review	- Tone at the top for risk management- City manager and top management- political will for risk management - Learning opportunities and skills development - Partnership creation with private sector and professional institutions - Full use of latest software to improve integration and efficiencies - GRAS group functions for citywide strategic leadership of assurance & advisory mandate - Collaboration with National Treasury -Office of Accountant General - Co-leadership of the OPCA Programme - MPAC – UIFWe Investigations outcomes co-ordination.

ii. PESTEL ANALYSIS

Furthermore, the Political, Environment, Social, Technological, Legal, and Economical (PESTLE) analysis considered the external operating environment as follows:

Table 6: PESTEL MODEL

POLITICAL	ENVIRONMENTAL
• New Mayoral Priorities • Coalition arrangements of political parties • Paradigm shifts in political leadership and changing priorities • Upcoming 2026 Local Government Elections	• Restoration of the integrity of compliance • Electricity load shedding affecting ease of doing business • Water shortages • Impact of climate change • Disaster Management and CoJ Capabilities • Natural Disasters such as flooding and impact on ageing/ aged municipal infrastructure
SOCIAL	LEGAL
• Auditing outcomes for unspent donor funds taken back to National Treasury • Affordability of municipal services, and increasing customer debt • Increasing unemployment & poverty levels • Food security challenges	• Constitutional requirements • Legislative and regulatory mandate • MFMA, Regulations, Circulars • UIFW Expenditure and impact of Constitution Act Section 216 re withholding of grant funding • MFMA Regulations on Financial Misconduct and Criminal Proceedings • Auditor General SA – Audit Outcomes on regulatory non-compliance
ECONOMICAL	TECHNOLOGICAL
• Finance risk and re-allocation of funds • NT Regulations on Cost Containment • National and City of Joburg Credit Rating • CoJ Bonds • Ukraine/ Russian War and sanctions – impact on Global Economies • Inflationary pressures • US signed memorandum on withholding financial aid to South Africa.	• New/ Emerging technologies e.g. smart grid • Cyber security threats • Developments in Audit, Risk Software Technologies to support Integrated Assurance • Alternative / Renewable energy sources e.g. IPPs, solar panels and Off-grid initiatives • 4th Industrial Technologies and innovation

3.7 GRAS DEPARTMENTAL RISK ASSESSMENT

As part of the planning process, GRAS identifies strategic and operational risks that could have an impact on the achievement of departmental objectives. This process enables the Department to deploy the appropriate strategies and resources to areas where risk is most likely to adversely affect operations.

Risk responses, with clear timelines and accountabilities, are being developed or reviewed to indicate how these risks are being addressed in order to minimize their impact and/or likelihood. Because risks cut across service areas, responses were developed in coordination with stakeholders from all business units, notwithstanding the following challenges:

- Capacity constraints in terms of internal know-how or skills that are required to perform advisory and assurance services in complex and technical environment.
- Some of the key risks that continue to face the department are fragmented and inconsistent assurance and advisories provided to management due to both a fragmented approach, lack of understanding as well as resistance to collaboration between the assurance providers.
- Inefficient and ineffective assurance due to slow roll-out of the newly acquired software to support audit, risk and compliance processes and service offering; as well as data extraction and analytical tools is a continuous risk exposure. No capital budget has been allocated by entities for the acquisition of the software tools.
- Probity of high value tenders – negative perceptions of operational inefficiencies due to delays of probity outcomes.

4. STRATEGIC RESPONSE, IMPLEMENTATION AND PERFORMANCE

4.1. INTEGRATED ASSURANCE AS A STRATEGIC RESPONSE

The Combined Assurance model was previously adopted by the City and this is being led by the Group Risk & Assurance Services Department. The combined assurance model and integrated approach requires closer collaboration between the level 2 and level 3 internal assurance providers; and management co-operation who are level 1 of defence. Based on the City's approved Group Integrated approach and combined assurance framework, within the second level of defence there are varying degrees of the level of assurance. The independent oversight / advisory committees, Office of the Executive Mayor, Council and its sub-committees have been deemed as fourth level of defence.

AGSA Assurance Dashboard

Taking into consideration the Auditor General SA (AGSA) audit outcomes for the three consecutive financial periods namely, 2022/2023, 2023/24, (2024/2025 **pending**) the AGSA assurance dashboard indicated "limited" or "moderate" / levels of assurance. In order to ascertain or plan for the reliance on the levels of assurance in the coming financial years, for each mayoral priority and service delivery programme, GRAS develop an assurance map.

A detailed assurance mapping exercise will therefore:

- a) Clearly define the four (4) levels of defence and their respective roles
- b) Assist GRAS with the co-ordination of the provision of assurance and advisory services between Group Risk Monitoring and Advisory Services, Group Compliance Monitoring and Advisory Services, Group Internal Audit Assurance Services.
- c) Further provide extent of horizontal collaboration required from within the GRAS functions; and the vertical collaboration required between the core administration's GRAS and the respective Municipal Entities' assurance and advisory functions.
- d) Ensure that the levels of defence are assigned or mapped to all the Mayoral Priorities; service delivery programmes and other key management processes and operations.
- e) Assist the City in improving the AGSA assurance dashboard outcomes.

4.2. KEY PERFORMANCE AREAS

4.2.1. COMBINED AND INTEGRATED ASSURANCE AND ADVISORY SERVICES

The rollout of the Combined Assurance and Internal Control Frameworks at the Municipal Entities and Core Departments will receive particular emphasis for the purposes of ensuring that the City's assurance outcomes can be integrated to provide a holistic view of the status of risk, control, compliance, performance, ethics and therefore good governance in the City. Previously the City has had fragmented assurance functions in the core admin and municipal entities, and effective implementation of this approach will ensure that the fragmented advisories and assurance fatigue are mitigated. The assurance outcomes are integrated and mapped to the City-wide strategic risks and Mayoral Priorities.

Risk Based Combined Assurance Plan

Based on the integrated assurance outcomes and the implementation of the Group Internal Control Integrated Framework, the areas that require urgent management intervention will be identified which will enable business process improvements. Some of the integrated assurance projects that were identified in the financial year 2023/24 will continue to be implemented into the outer years of the MTSF. These include:

- a) **Cyber Security Threat** – Risk Analysis, External and Internal Testing, and Security Improvements Advisories. This is a yearly (continuous) city-wide projects being prioritised by the Department for purposes of ensuring adequate ICT security risk control measures are put in place; and to improve the City's opportunity for maximum insurance covers against cyber security threat exposures.
- b) **Revenue Management Process Value Chain** – horizontal and vertical integrated assurance project. The project adopted a multi-disciplinary approach ensuring there is collaboration and acknowledgement of interdependencies in the planning and execution of the engagement. Horizontal collaboration means the collaboration between the risk, compliance and audit functions; while vertical collaboration will entail the involvement of the respective functions in the Municipal Entities.

The scope of the assurance and advisory project is extensive as it not only covers the regulatory compliance requirements and revenue management processes but also includes the review of the Revenue Enhancement Strategy and implementation plan, the Debt rehabilitation programme and credit (debt) management procedures in the City.

- c) ***Roll-out of Integrated Risk and Control Framework*** - An automated risk and control self assessments will continue to be implemented, inclusive of Accountability Matrices; and Citywide risk and control self assessments.

d) **Supply Chain Probity Reviews and Assurance**

Probity reviews are conducted mainly on those tenders with a value in excess of R10 million, and as per MFMA Circular 62. A majority of these tenders require expert technical knowledge, skill and experience, for example, ICT management specialists, software development, various engineering specialist fields, actuaries, and others; when conducting a probity a review either on the bid specification or bid evaluation. The need for such expertise equally applies when conducting either risk assessments, or internal audit assurance engagements, or regulatory compliance reviews, or forensic audits.

- The provision of the Probity advisory and assurance services is based on the requests or referrals from the Bid Specification Committees (BSC) or the Bid Evaluation Committees (BEC); and in some instances the Executive Adjudication Committee (EAC). Similarly, with regards to probity advisory services, GRAS normally assesses the nature and complexity of the tender that is to be subjected to a probity, and the stage of the bid / procurement process.
- One of the factors that should be considered regarding the evaluation of a bid, and therefore probity of the stage of procurement, is the number of responses that may be received and therefore the population size of the bid responses which often influences the extent of the probity procedures to be performed and therefore costing. As a result, GRAS considers these factors in the budget assumptions and therefore projections.

In conducting probity of high value and high impact tenders this requires an integrated approach, as it requires risk analysis; reviewing regulatory compliance; assessing alignment of technical requirements from business case to bid specification to evaluation criteria; and is also investigative in nature.

The implementation of an integrated approach to probity of tenders also requires a multi-disciplinary team, comprising of internal audit, forensic audit, compliance / legal, risk management, investigations. Pending the finalisation of the organisational design process wherein GRAS is being assisted by GCSS: Organisational Design unit, this may therefore mean either the relocation of this function to be under the Combined Assurance

Unit; or the deployment of required resources from their respective functions or units on project basis which project would be led and co-ordinated under the combined assurance function.

Increase effort and commitment to conduct probity audits on tenders below the prescribed value of 10 million and above R5 million.

e) **Operation Clean Audit (OPCA) Programme utilising the combined assurance model**

As a result of repeat audit findings identified by the AGSA, GRAS developed OPCA Strategy, that assigns accountability and responsibility to the responsible senior management. Strategic and Operational risk assessments were conducted with the AGSA management reports that detail significant audit findings serving as context / frame of reference. A similar exercise is performed annually using the AGSA audit outcomes and management reports. The risk assessments will continue to be used in the new financial year to monitor management progress in implementing appropriate risk response plans.

While the traditional follow-up audits will be conducted by Group Internal Audit Assurance, GRAS will also monitor and advise on the risk of re-occurrence and management's risk response plans.

f) **Special Project: Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWe)**

Presently GRAS remains responsible for the co-ordination of the centralised UIFW investigations; as well as the in-year reporting of incidents of UIFW expenditure by Departments and Municipal Entities.

4.2.2. Group Risk Advisory and Assurance Services

The Risk Management Unit is an advisory unit and not responsible for the mitigation of risks. The mitigation of risks is the responsibility of the risk and action owners and finally the Accounting Officer. Below are some of the focus areas for each financial year:

- Continue to champion risk management for the CoJ Group (core departments and entities);
- Enhance the effectiveness and efficiency of risk management structures in entities and core departments;

- Advise management on all matters pertaining to risk management and risk profiles of departments and municipal entities; as well as emerging key risks.
- Fraud and Supply chain risk assessments and risk management advisories
- Major Contracts and project risk management advisories;
- Reviewing and advising on the City's risk appetite, and monitoring risk exposures against risk tolerance thresholds;
- Business continuity management plans for departments and entities; and
- Risk Financing (Insurance) Programme of the City: A Risk Financing Strategy (Adequate insurance cover for the city loss control) was developed and is being implemented for the insurance renewal programme for 2025/26 financial years.

4.2.3. Group Internal Audit Assurance Services

The design and implementation of internal control systems is the responsibility of the relevant line managers.

Internal Audit Services' focus is on assurance and consulting; and communication of outcomes to management and independent oversight structures such as the Group Audit Committee (GAC), Group Performance Audit Committee (GPAC) and Mayoral Committee. Group Internal Audit conducts risk based assurance audit engagements and therefore relies on Group risk advisory services. Further, the function assists management in conducting independent audits of organisational performance.

Group Internal Audit further aims to strengthen its liaison and collaborations with other internal assurance providers and importantly, with the Auditor General SA; in pursuance of the Combined Assurance approach.

Monthly dashboard reports tracking resolutions of internal and external audit findings will continue to be communicated to management on a regular basis; a form of partnership with management in realising the Operation Clean Audit (OPCA) objectives.

The list below aims at outlining activities that will continue to be conducted in the new financial year:

- Continuous evaluation of existing controls in terms of their adequacy and effectiveness;
- Assessment of the change in the likelihood of any risk materialising and develop recommendations for their improvement;

- Importantly monitoring responses to individual departmental management letters as issued by the AGSA; and
- Delivery of planned activities as articulated in the risk based annual Audit Plan(s) including findings affecting audit opinion.

4.2.4. Group Compliance Monitoring and Advisory Services

Group Compliance provides assurance and advisories on compliance management processes to the City's Departments and MEs. Compliance advisory activities will be intensified to increase compliance with the applicable laws and regulations. The implementation of the approved Compliance Management Framework will be key as it is intended to improve governance and accountability.

The continuing monitoring of compliance with legislation as per the Citywide compliance universe includes, amongst others, the identification and recommendation of appropriate structures, processes and controls that should be implemented to enable effective compliance management and monitoring. Furthermore, it assists Departments and MEs to improve maturity level of compliance management.

The focus during the reporting period will further ensure adequate monitoring and reporting of the identified key legislation as well as Unauthorised, Irregular, Fruitless and Wasteful Expenditure Declarations. The declarations are monitored in accordance to the National Treasury's MFMA Circular 68 which sets out the procedures to be followed when dealing with these categories of expenditure as defined in section 1 of the MFMA.

Activities for Group Compliance include the following:

- Advise on, and ongoing monitoring of, compliance practices to foster good governance;
- Monitoring the compliance risk profile of the City (per client and per cluster);
- Advise on the citywide key areas of compliance management weaknesses;
- Verify compliance information provided by mean of monthly and quarterly compliance profile assessment tools (register and reports); and
- Monitoring and reporting of city's applicable legislative requirements.

4.3. Assurance Process – Continuous Improvements and Maturity levels

4.3.1. Independent Quality Assurance Reviews

- An independent quality assurance review (QAR) is conducted by either the institute of Internal Auditors (IIA SA) or persons accredited by the IIA
- The GRAS Department as the City's assurance and consulting activity is required to subject itself to independent quality assurance the objective being to advise independently on the objectivity and effectiveness of the assurance and consulting activities of the City

4.3.2. Process Maturity Assessments and Strategic Responses

- The GRAS Department will continue to undertake process maturity assessments for each functions within the Department, viz. Risk, Regulatory Compliance, Audit assurance

4.3.3. Automation of GRAS service offering

- Annual operational plans
- Timesheets and Resource planning
- Audit, Risk and Compliance Universe
- Methodologies
- Central repository of internal control systems and mitigation strategies
- Data Extraction and Analytical tools
- Automation of Declaration of Interest (requirement ito SCM Regulation 44)

4.3.4. Capacitation of Department

- Sourcing of Critical skills
- GRAS organizational structure to be informed by the Group Integrated Assurance Framework and Strategy
- 2025/2026 GRAS approved recruitment plan
- Procurement of Panel of Professional Service Providers to improve capacity
- ICT Enablement - Integrated Assurance Software Tools

4.4. Past Performance

The Department's past performance will be used as a yardstick to measure current performance. Although the department is still experiencing challenges with capacity , it

continues to thrive and perform at a satisfactory level, as at quarter 3 of the financial year 2024/2025, GRAS managed to achieve 100% on the SDBIP targets.

The Department has ensured that the annual and quarterly performance targets and indicators as contained in the SDBIP are compliant with the Municipal Performance Management Framework and the outcomes based approach.

4.5. Priority Implementation Plan

Management, with the assistance of the Group Risk and Assurance Services Department, has considered and taken due care to ensure risks which could impact on achieving objectives are identified, addressed and managed on a day-to-day basis in accordance with the City's approved internal policy and framework. The key risks identified in turn inform the operational plans for Group Compliance to monitor and advise on key compliance risk exposures; and these also inform the Internal Audit's risk based audit plans. The risk monitoring, regulatory compliance monitoring and assurance, and internal audit assurance outcomes are aggregated.

The table below summarises the alignment of the key business processes (as listed above) to associated outputs and key performance indicators

Table 7: Mapping Processes to Outputs and Key Performance Indicators (KPIs)

KEY PROCESSES	KEY FUNCTIONS	OUTPUTS	KEY PERFORMANCE INDICATOR/S
ENTERPRISE RISK MANAGEMENT ADVISORY & ASSURANCE	- Citywide Risk Universe - Strategic Risk Assessments & Monitoring - Operational Risk Assessments & Monitoring - Major Project Risk Assessments & monitoring - Fraud Risk Assessments & Advisories - Financial Reporting (OPCA) Risk Monitoring (Year-End audit readiness) - Insurance Programme	- Strategic Risk Profiles at City/Group Level - Strategic and Operational Risk Profiles for each Department and Municipal Entity - Financial Reporting Residual Risk Profiles - CoJ Risk Finance (Insurance) Strategy - Optimal insurance covers against assets losses, damages, public liabilities - CoJ Risk Appetite and Risk Tolerance Framework	% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels % of Business Continuity Management Plans implementation for prioritised departments and entities monitored % departmental and ME's key Strategic risks assessed, monitored and communicated % of departmental Operational risks assessed and monitored % of ME's Operational risks assessed and monitored % City's insurable Assets and Liabilities adequately covered against damage and losses
REGULATORY COMPLIANCE ADVISORY & ASSURANCE	- Regulatory Compliance Universe for each Mayoral Priority - Regulatory Compliance Monitoring with key legislated provisions - Employee Declarations of Interest - Declarations of UIFW expenditure - Advisories on compliance with new legislation (NB: POPI Act) - Regulatory compliance analysis of AGSA audit findings (OPCA)	- Regulatory Compliance Risk Profile for Mayoral Priorities - Reports on regulatory non-compliance e.g. 30 Days' payments - Regulatory Compliance Advisory notes on Procurement - Advisories on key Regulatory compliance requirements (OPCA)	% implemented of approved annual compliance plan % of identified Major Projects compliance risks assessed, monitored and reported % of key Regulatory requirements identified, assessed, monitored, and reported for Core Departments. - Creating Compliance awareness and Promotion of a Compliance Culture

KEY PROCESSES	KEY FUNCTIONS	OUTPUTS	KEY PERFORMANCE INDICATORS
INTERNAL AUDIT ASSURANCE	• Risk Based Internal Audit Assurance • ICT Audit Assurance • Major Projects Audit Assurance	• Internal Control Advisories • Internal Audit Reports for each assurance engagement issued to management • ICT Internal Audit assurance reports • Quarterly Internal audit report to GAC	11. % implementation of the approved Annual Internal Audit coverage plan
AUDIT OF ORGANISATIONAL PERFORMANCE OBJECTIVES (AOPO) & INFORMATION	• Audit of Performance Information / Organisational Scorecard • Performance Audits (Investment vs Return/ Value for money audits)	• Reliability of evidence supporting reported actual performance • Independent assurance on attainment of organisational objectives • Quarterly Internal audit assurance report on organisational performance information to GPAC	12. Number of audit of predetermined objectives (AOPO) or Audit of performance information (AOPO) completed
PROBITY ADVISORY SERVICES	• Regulatory Compliance Advisories on deviations from normal procurement and high value tenders • Probity Audits on reliability and integrity of procurement process	• Probity Advisory Reports to the BSC, BEC prior to adjudication • Compliance advisory note to Accounting Officer • Improved reliability and integrity of procurement processes • Control deficiencies identified and response plans • Quarterly dashboard report on probity projects conducted, outcomes and control deficiencies identified to ensure improvements	13. % of Integrated probity reviews of high value tenders completed within defined timelines as per SOP

KEY PROCESSES	KEY FUNCTIONS	OUTPUTS	KEY PERFORMANCE INDICATORS
COMBINED & INTEGRATED ASSURANCE	• Combined Assurance Mapping & Planning • Business Process Improvement Consulting • Integrated Risk & Internal Control Framework • Consolidation of Assurance & Advisory Outcomes • Cyber Security Risk Analysis & Audit Assurance	• Status: Adequacy of Risk and Control systems • Business Process Improvements projects • Holistic and integrated assurance outcomes – quarterly dashboard reports • Reports on Cyber security vulnerabilities and advisories on interventions/ strategies	14. Number of Integrated and Combined Assurance Dashboard report and advisories on Mayoral Priority programmes 15. % implementation of project plan for cyber security threat analysis and profiling 16. % implementation of Integrated assurance software tool for core administration 17. % of identified Major Projects residual risk profiles monitored and communicated 18. Quarterly report on implementation of integrated OPCA plan 19. %Material Irregularities reported by AGSA monitored for resolution.
UNAUTHORISED IRREGULAR FRUITLESS & WASTEFUL EXPENDITURE (UIFWe)	• UIFWe Risk Assessments • UIFWe Reduction Strategy & Investigations • Reporting to MPAC on recoverability of UIFWe	• UIFWe Residual Risk Profile • Reports to National & Provincial Treasury on CoJ UIFWe Reduction Strategy • UIFWe Investigation Report for consideration by MPAC	20. % of UIFW expenditure investigations within defined timelines, and submitted to oversight structures 21. % of prior years' UIFW expenditure investigations completed
FINANCIAL & NON-FINANCIAL REPORTING ADVISORIES & ASSURANCE	• OPCA Programme • Financial Reporting Risks Profile • Non-Financial (Performance) Reporting Risks	• Advisories on internal controls and financial controls gaps • Improved year-end / AGSA audit outcomes • Internal audit dashboard reports on rate of resolution of findings	22. % follow-up of all external (AGSA) audit findings 23. % follow-up of all internal audit findings

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

As mentioned above, GRAS provides assurance across all the Mayoral Priorities while its service offering is aligned to the Mayoral Priority for **Good Governance**". The department KPIs and Targets are detailed in **Table 8** below:

Table 8: Mayoral Priority Indicators

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
Promote City-Wide governance practices, and implementation of combined & integrated assurance services	1. Number of Integrated and Combined Assurance Dashboard report including advisories on Mayoral Priority programmes	Four (4) Quarterly Integrated dashboard report on Priority Programmes	Integrated Assurance dashboard report including advisories on Priority Programmes	Integrated Assurance dashboard report including advisories on Priority Programmes	Group Integrated Assurance Framework including strategies roll-out to MEs and training within Department			One (1) Quarterly integrated dashboard report on Priority Programmes (4 th quarter of 2025/2026)	One (1) Quarterly integrated dashboard report on Priority Programmes - 1stQ 2025/2026	One (1) Quarterly integrated dashboard report on Priority Programmes - 2 nd Q 2025/2026	One (1) Quarterly integrated dashboard report on Priority Programmes - 3rdQ 2025/2026	Quarterly report to GAC, GRGC & MayComm	Office of the GH	Internal Audit	Governance
	2. % implementation of project plan for cyber security threat analysis and profiling	100% monitoring of project plan for cyber security threat analysis and profiling	100% implementation of project plan for cyber security threat analysis and profiling	100% implementation of project plan for cyber security threat analysis and	Improved ICT security risk governance, and insurable risk profile	-		25% current year Project Plan and scope for cyber security risk exposure; and scheduling of penetration testing	45% implementation of project plan for cyber security threat ² analysis and profiling	75% implementation of project plan for cyber security	100% implementation of project plan for cyber security threat analysis; assessment of project; & advisories to management		Office of the 4 GH	Risk department	Governance

¹ Budget indicatives to be provided by Group Finance,

² The Action plan will include a list of milestones /activities that must be implemented and the % attainment will be based on the total number of activities implemented.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
				profiling						threat analysis					
Promote City-Wide governance practices, and implementation of combined & integrated assurance services	3. %core utilisation of Integrated assurance software tool	100% core utilisation of Integrated assurance software tool	100% implementation of Integrated assurance software tool for core admin	core utilisation of Integrated assurance software tool	Training on utilisation of Intergrated Assurance Software	R4,5		25% core utilisation of Integrated assurance software tool	45% core utilisation of Integrated assurance software tool	75% core utilisation of Integrated assurance software tool core admin	100% core utilisation of Integrated assurance software tool core admin	Integrated Assurance Reports generated	Office of the GH	Office of the GH	Governance
bPromote City-Wide governance practices, and implementation of combined & integrated assurance services	4. % of identified Major Projects ³ residual risk profiles monitored and communicated	100% of identified Major Projects residual risk profiles monitored and communicated	100% identified Major Projects residual risk profiles monitored and communicated	100% Major Projects residual risk profiles monitored and communicated	Development of the SOP for project risk management			25% Establish a register of all the City major projects identified in the IDP verified against the SPMO	45% of identified Major Projects residual risk profiles monitored and communicated	75% of identified Major Projects residual risk profiles monitored and communicated	100% of identified Major Projects residual risk profiles monitored and communicated	Quarterly GRGC Reports	Office of the GH	Risk Unit	Governance

³ All identified major projects where key risk exposures may impact on service delivery agenda. GRAS will develop a template of Major Projects for all Depts and MEs to enable monitoring. GRAS is also using projects register received from the SPMO.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
										ed					
Promote City-Wide governance practices, and implementation of combined & integrated assurance services	5. % of UIFW expenditure investigations within defined timelines, and submitted to oversight structures ⁴	75% of reported investigations completed and submitted to oversight structures	85% of reported investigations completed and submitted to oversight structures	75% of reported investigations completed and submitted to oversight structures	Capacitation of UIFW investigations	-		35% of reported investigations completed Q4 prior year	55% of reported investigation completed and submitted to oversight structures Q1 current year	70% of reported investigation completed Q2	75% of reported investigations completed and submitted to oversight Structures Q3	UIFW investigation on tracking register Quarterly reports	Office of the GH	Internal Audit	Governance
	6. % of prior years' UIFWe investigated and completed ⁵ (backlog)	60%	40% of prior years' UIFWe investigated and completed	75% of prior years' UIFW investigated and completed				25% of prior years' UIFWe investigated and completed	45% of prior years' UIFWe investigated and completed	55% of prior years' UIFWe investigated and completed	75% of prior years' UIFWe investigated and completed	UIFW investigation on tracking register of backlog Quarterly reports			
	7. % Material Irregularities monitored for resolution ⁶	New	100% of Material Irregularities identified by	100% of Material Irregularities identified by				25% of Material Irregularities identified by	75% of Material Irregularities identified	100% Material Irregularities identified	100% Material Irregularities monitored for resolution	MI investigation on reports on MIs to			

⁴ Completed investigations on current and new (2024/2025 to 2026/2027) UIFWe's must be submitted to MPAC to MFMA Section 32(2) which assesses recoverability or regularization and advises Council accordingly

⁵ Backlog of UIFWe investigations either not started, or not completed. Backlog is all matters prior to or during 2018/2019 financial year to 2023/2024.

⁶ Monitoring of the MI for resolution, means follow up of MI's and reporting to relevant structures

1. Coordination/Follow up of/on management responses from the departments on the action plans being implemented to address and resolve the MIs.

2. Compiling/preparing MI Progress Status Memo for City Manager's signature; and

3. Submission of the signed memo to AGSA.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
			AGSA monitored for resolution	AGSA monitored for resolution				AGSA monitored for resolution	by AGSA monitored for resolution	arities monitored for resolution		GAC & MPAC			
Promote City-Wide governance practices, and implementation of combined & integrated assurance services	8. % of Integrated ⁷ probity reviews of high value tenders completed within defined timelines as per SOP ⁸	85% of Integrated probity reviews of high value tenders completed	100% of Integrated probity reviews of high value tenders completed	100% of Integrated Integrated probity reviews of high value tenders completed within defined timelines ⁹	Capacitation of Probity function comprising of multi-disciplinary skills	-		35% of Quarterly probity reviews of high value tenders completed within defined timelines	45% of Quarterly probity reviews of high value tenders completed within defined timelines	75% of Quarterly probity reviews of high value tenders completed within defined timelines	100% of Annual probity reviews of high value tenders completed within defined timelines	Probity Requests tracking register Probity report	Office of the GH	Internal Audit	Governance
	9. ¹⁰ % Management of Integrated Operation	New	¹² 85 % Management of implementation of	85 % Management of implementation of	85 % Management of implementation of			85% OPCA action plan register ¹³	85% Updated findings register with the AGSA	85% Internal Audit follow-	85% Finalisation of the OPCA plan including recommendations for 2026 to 27-28	Quarterly GRGC, GPAC 7 GAC reports on	GRAS	EMT	ALL

4. Once AGSA is satisfied with the responses from the department, they (AGSA) assess and certify MI as resolved.

⁷ New integrated approach to probity reviews and advisories to include risk analysis, audit assurance, and regulatory compliance. This is the collaborative and combined assurance approach.

⁸ Probity review/ assessment are conducted at stage of bid specification or bid evaluation, as well as in case of deviations. Outcomes and advice are to be communicated to Bid Committees and respective management.

⁹ Dependency: Timely submission of relevant documentation and/or evidence to resolve probity findings.

¹⁰ OPCA programme is led by GRAS, and focus is on financial reporting risk and internal controls; as well as performance information reporting risks and internal controls.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
	Clean Audit ¹¹ (OPCA) plan		Integrated Operation Clean Audit (OPCA) plan	Integrated Operation Clean Audit (OPCA) plan	Integrated Operation Clean Audit (OPCA) plan			4thQ of 2025/2026	audit outcome 1stQ of 2026/2027	up on OPCC A outcomes 2ndQ of 2026/2027	3rdQ of 2026/2027	OPCA Outcomes Close out report Audit opinion			
Group risk advisory & assurance services	10. % of Top Citywide Key Strategic risks ¹⁴ mitigation actions monitored against tolerance levels ¹⁵	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance level	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	Alignment of strategic risk assessment (SRA) process to City's Priorities and Budget processes.			100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	100% of Top Citywide Key Strategic risks and mitigation actions monitored against tolerance levels	Quarterly GRGC reports (Top Citywide Strategic risks monitoring reports)	Office of the GH	Risk Department	Governance

¹² OPCA programme is led by GRAS, and focus is on financial reporting risk and internal controls; as well as performance information reporting risks and internal controls. Management includes, management of the implementation, monitoring, and verification of the approved Integrated OPCA Plan.

¹³ This will include the assessment of possible misstatement and OPCA role during the external audit ie. Assist in resolving audit disputes.

¹¹ This KPI refers to the monitoring of the recommended resolutions, GRAS provided assurance services to ensure efficiency and effectiveness in the implementation of the recommendation, however, Departmental heads are responsible for the implementation of the recommended resolutions.

¹⁴KPI amended from number of strategic risks to percentage of key strategic risk exposures. The number of top risk areas may vary during the course of the financial year.

¹⁵ The City's Risk Tolerance and Risk Appetite Framework is used to monitor strategic residual risk profiles. Accounting Officer with EMT must define Risk tolerance levels

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
Group risk advisory & assurance services	11. % implementation of Project plan for Business Continuity Management Planning ¹⁶ (for prioritised departments and entities)	100% Business Continuity Management Plans implementation for prioritised departments and entities monitored	100% implementation of Project plan for Business Continuity Management Planning (for prioritised departments and entities)	100% implementation of Project plan for Business Continuity Management Planning	End-user training Facilitate training on the BCMS	-		25% Profiling of BCP for 2026/27	45% Development Business Impact Analysis for at least 50% of the profiled business units	65% Development Business Impact Analysis for at least 70% of the profiled business units	85% Development MCA for at least 50% of the profiled business units	Quarterly GRGC report on the status	Office of the GH	Risk Unit	Governance
	12. % departmental and ME's key Strategic risks assessed ,	100% departmental and ME's key Strategic risks assessed , monitored and	100% departmental and ME's key Strategic risks assessed , monitored and	100% departmental and ME's key Strategic risks	Risk management training and workshops Risk and	-	-	100% departmental and ME's key Strategic risks	100% departmental and ME's key Strategic risks	100% departmental and ME's key	Monitoring 100% City of department/Entities Risk profiles	Quarterly GRGC reports	Office of the GH	Risk Unit	Governance

¹⁶ BCP Project plans for 2024/25 to be developed prioritizing identified /key departments and entities, the plan will highlight key phases in BCP development from business impact analysis, to development to testing.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
	monitored and communicated	communicated	communicated	assessed, monitored and communicated	Compliance Officers Forum			assessed monitored and communicated	assessed, monitored and communicated	Strategic risks assessed, monitored and communicated					
	13. % of Departmental Operational risks, monitored	100% monitoring of the Operational Risks monitored	100% of Top Departmental Operational risks monitored	100% monitoring of Top Departmental Operational risks	Risk Management training and workshops Chief Risk and Compliance Officers Forum	-	-	50% of Top Departmental Operational risks monitored	90% of Top Departmental Operational risks monitored	100% of Top Departmental Operational risks monitored	100% of Top Departmental Operational risks monitored	Quarterly GRGC reports	Office of the GH	Risk Unit	Governance
	14. % of ME's Operational risks, monitored	100% monitoring of the Operational Risks monitored	100% of Top MEs Operational risks monitored	100% monitoring of the operational risks	Risk Management training and workshops Chief Risk and Compliance Officers Forum	-	-	50% of Top MEs Operational risks monitored	90% of Top MEs Operational risks monitored	100% of Top MEs Operational risks monitored	100% of Top MEs Operational risks monitored	Quarterly GRGC reports	Office of the GH	Risk Unit	Governance
Group risk advisory & assurance services	15. % City's declared Assets and	100% of the City's assets and Liabilities	100% of City's insurable Assets and	100% value of declared City's	Citywide training on the claim registration	-	R337	25% Analysis of uninsured / uninsurable	45% current year Premium allocation	75% Insurance market	100% value of declared City's assets and liabilities covered	City-wide insurance covers renewal	Office of the GH	Risk Unit	Governance

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
	Liabilities adequately covered against damage and losses ¹⁷	adequately covered against damage and losses at an economical premium	Liabilities adequately covered against damage and losses	assets and Liabilities adequately covered against damage and losses	process Implementat ion of recommend ations per the insurance surveys			risk exposures	model finalisation & payment	presen tation and under writing submi ssions	against damage and losses (Insurance renewal)	List of covered and not covered City's assets and Liabilities reports			
Group Internal Audit Assurance Services	16. % implementati on of approved annual internal audit coverage plan	95% implementati on of approved annual internal audit coverage plan	85% implementat ion of approved annual internal audit coverage plan	85% implement ation of approved annual internal audit coverage plan	Implementat ion of the Combined and Integrated Assurance Framework and Model. Approved Internal Audit Plan to be communicat ed to all relevant parties.	-		25% implementati on of approved annual internal audit plan completed	50% implementati on of approved annual internal audit coverage plan completed	75% imple mentat ion of approv ed annual interna l audit covera ge plan compl eted	85% implementation of approved annual internal audit coverage plan completed	Approved Annual and three-year risk based Internal Audit Plan. Internal Audit reports. Quarterly Report to the GAC.	Offrice of the GH	Intern al Audit	

¹⁷ Total value of assets and liabilities declared as at 30 June. Placement of insurance covers informed by the Risk Finance (Insurance strategy)

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
Group Internal Audit Assurance Services	17. Number of audit of predetermined objectives (AOPO) or Audit of performance information (AOPI) completed	Four (4) City Institutional audit of predetermined objectives (AOPO) or Audit of performance information (AOPI) completed	Four (4) City Institutional audit of predetermined objectives (AOPO) or Audit of performance information (AOPI) completed	Four (4) City Institutional audit of predetermined objectives (AOPO) or Audit of performance information (AOPI) completed	Compliance with the Municipal Systems Act (MSA) Opportunity for collaboration with GSPCR: M& E Monitoring improvements in organisational performance	-	-	One (1) City Institutional AOPO completed – 4 th quarter of 2025/26 financial year	One (1) City Institutional AOPO completed – 1 st quarter of 2026/27 financial year	One (1) City Institutional AOPO completed – 2 nd quarter of 2026/27 financial year	One (1) City Institutional AOPO completed – 3 rd quarter of 2026/27 financial year	Quarterly City Institutional AOPO Report to GPAC			
	18. % follow-up of all external (AGSA) audit findings citywide.	100% follow-up of all external (AGSA) audit findings citywide	100% follow-up of all external (AGSA) audit findings citywide	100% follow-up of all external (AGSA) audit findings citywide	Management timeous responses Escalation of non-resolution of audit findings	-	-	100% follow-up of all external (AGSA) audit findings citywide	100% follow-up of all external (AGSA) audit findings citywide	100% follow-up of all external (AGSA) audit findings citywide	100% follow-up of all external (AGSA) audit findings citywide	Dashboard of resolution of internal and external audit findings			
	19. % follow-up of all internal audit findings	90% follow-up of all internal audit findings	90% follow-up of all internal audit findings	90% follow-up of all internal audit findings				90% follow-up of all internal audit findings	90% follow-up of all internal audit findings	90% follow-up of all internal audit findings	90% follow-up of all internal audit findings				

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme ¹		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
										findings					
Group Compliance Advisory & Monitoring Services	20. % Training conducted in creating compliance awareness and Promotion of a Compliance Culture	100% of training and awareness programme conducted with ME's an Core Departments	100% of training and awareness programme conducted with ME's an Core Departments	100% of training and awareness programme conducted with ME's an Core Departments	Compliance Management training and workshops Group Risk & Compliance Forum	-	-	40% of training and awareness programmes conducted with ME's an Core Departments	60% of training and awareness programmes conducted with ME's an Core Departments	80% of training and awareness programmes conducted with ME's an Core Departments	100% of training and awareness programmes conducted with ME's an Core Departments	Quarterly GRGC report / EEMT monitoring reports			
Group Compliance Advisory & Monitoring Services	21. % of core ¹⁸ Regulatory requirements identified, assessed, monitored and reported for Departments and ME's	100 % of core Regulatory requirements identified, assessed, monitored and reported for Departments and ME's	95% of core Regulatory requirements identified, assessed, monitored and reported for Departments and ME's	100% of core Regulatory requirements identified, assessed, monitored and reported for Departments and ME's	Compliance Management training and workshops Group Risk & Compliance Forum	-	-	50% of core Regulatory requirements identified, assessed, monitored and reported for ME's and Departments	70% of core Regulatory requirements identified, assessed, monitored and reported for ME's Departments	85% of core Regulatory requirements identified, assessed, monitored and reported for ME's Departments	100% of core Regulatory requirements identified, assessed, monitored and reported for ME's and Departments	Quarterly GRGC / EEMT compliance monitoring reports			
	22. % of identified Major capex	100% of identified Major capex	100% of identified Major capex	100% of identified Major capex	Projects compliance risks	-	-	25% of identified Major capex	45% of identified Major capex Projects	75% of identified Major capex	100% of identified Major capex Projects	Quarterly GRGC report /			

¹⁸ This refers to the regulatory requirements as per the Group regulatory universe as we the Group compliance management framework

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

IDP Programme	Key Performance Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Key Interventions	2026/27 Budget per Programme		2026/27 Quarterly Targets				Evidence/ Means of Verification	Dependency		
						Cap ex Rmil	Opex Rmil	Q1	Q2	Q3	Q4		Lead Dep/ME	Support	Cluster
	Projects compliance risks assessed, monitored and reported	Projects compliance risks assessed, monitored and reported	Projects compliance risks assessed, monitored and reported	Projects compliance risks assessed, monitored and reported	assessed, monitored and reported and workshops Group Risk & Compliance Forum			Projects compliance risks assessed,	compliance risks assessed, monitored and reported	capex Projects compliance risks assessed, monitored and reported	compliance risks assessed, monitored and reported	EEMT monitoring reports			

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

Table 9. Departmental Gatekeeping Indicators

NO	KPI	BASELINE 2023/24	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Percentage of budget spend (operational).	91%	100% ¹⁹	100%	100%	10%	20%	55%	100% (cum)		R558 739	R139 685	R139 685	R139 685	R139 685	Quarterly sign off by Finance (OCM) on budget expenditure (Opex).	Group Finance	All	Governance
2	Percentage of budget spend (capital).	99%	100% ²⁰	100%	100%	10%	20%	55%	100% (cum)	R7 984		R1 996	R1 996	R1 996	R1 996	Quarterly sign off by Finance (OCM) on budget expenditure (Capex).	Group Finance	All	Governance
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure in the department.	100%	50%	50%	50%	40%	30%	20%	10%	N/a	N/a	N/a	N/a	N/a	N/a		GRAS	All directorates	Governance

7. As per 2024/2025 Institutional SDBIP. It should be noted that the prescribed target is subject to change on approval of the 2025/2026 Institutional SDBIP.

20. As per 2024/2025 Institutional SDBIP. It should be noted that the prescribed target is subject to change on approval of the 2025/2026 Institutional SDBIP.

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

NO	KPI	BASELINE 2023/24	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
4	Percentage of valid departmental invoices paid within 30 days of invoice date. ²¹	100%	100%	100%	100%	100%	100%	100%	100%	N/a	N/a	N/a	N/a	N/a	N/a	Age report analysis from Finance.	Group Finance	All directorates	Governance
5	Percentage of resolution of external (AGSA) audit findings.	100%	100%	100%	100%	80% ²²	100% (cum)	50%	100% (cum)	N/a	N/a	N/a	N/a	N/a	N/a		GRAS	All directorates	Governance
6	Percentage of resolution of internal audit findings.	100%	100%	100%	100%	10%	30%	70%	100% (cum)	N/a	N/a	N/a	N/a	N/a	N/a	Internal Audit Report on findings	GRAS	All directorates	Governance

²¹ Only invoices considered as valid will be used to determine the percentage. Refer to the technical description for the criteria that must be met for the invoice to meet the requirements of a valid invoice received.

²² Q1 and Q2 targets: Resolution of AGSA findings (2022/23 financial year). Q3 and Q4 targets: Resolution of AGSA findings (2023/24 financial year).

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

NO	KPI	BASELINE 2023/24	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Ope x	Q1	Q2	Q3	Q4				
7	Percentage implementation of the strategic risk management action plan.	95%	100%	100%	100%	100%	100%	100%	100%	N/a	N/a	N/a	N/a	N/a	N/a	2023/2024 Strategic risk register. Quarterly strategic risk report to GRAS.	GRAS	All directorates	Governance
8	Percentage implementation of the Operational risk management action plan.	95%	100%	100%	100%	100%	100%	100%	100%	N/a	N/a	N/a	N/a	N/a	N/a	2023/2024 Strategic risk register. Quarterly strategic risk report to GRAS.	GRAS	All directorates	Governance

Table 8. C88 Indicator/s

Ref	Circular 88 outcomes	No	IDP performance indicator (outcomes)	Ref no.	Baseline	Target for 2025/26	Target for 2026/27	Target for MTREF (3 years)
GG3.11	Assurance on mitigation of AGSA repeat findings ²³	42	Number of repeat audit findings	GG3.11	5	TBA	TBA	TBA

23. FY 2023/2024 AGSA repeat findings were 5 citywide, FY 2024/2025 audit not yet started . It remains the responsibility of Core departments and Entities to resolve and implement corrective actions to prevent similar occurrences. GRAS provided assurance on the implemented action plans.

4.6. Departmental Technical Indicator Descriptions

According to National Treasury Framework for Strategic Plans and Annual Performance Plans (2007), the purpose of publishing the Technical Indicator Description (TID) is to increase visibility, accessibility and transparency to the public of the planned performance targets by Group Risk and Assurance Services for 2026/27.

Table 9: Technical Indicator Description

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSE
Departmental SDIP											
1.	Number of Integrated and Combined Assurance Dashboard report and advisories on Mayoral Priority programmes	Optimise all assurance services City-wide to enable an effective control environment	Support the integrity of information used for internal decision-making by management, the governing body and its committees.	Quarterly report to GAC, GRGC & MayComm	Straight method	Inadequate of capacity to consolidate all issues raised. Lack of committee sittings	Output	Cumulative	Quarterly	4 reports	GRAS
2.	% implementation of project plan for cyber security threat analysis and profiling	Fast track the implementation of project plan for cyber security threat	The KPI aim to analyse and profile the implementation of cyber security threat Citywide	Report on Cyber Security threat analysis project	Cyber Security Project plans activities monitored/ Cyber Security Projects Plans planned.	Non-identified	Output	Cumulative	Quarterly	100%	GRAS
3.	% Implementation of integrated assurance software tool for core administration	Implement a vertical integrated combined assurance model City-wide	The KPI aims to integrate an inclusive model on assurance city-wide	Cumulative Progress Report on combined assurance project on assurance model	Review milestones	Lack of integrated software tool by ME's	Output	Cumulative	Annual	100% Core	GRAS

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSES
4.	% of identified Major Projects ²⁴ residual risk profiles monitored and communicated.	Monitored major projects residual risks	To improve and City's risk management to monitor its appetite and tolerance.	Quarterly GRGC reports	Major Projects residual risk profiles monitored / Major Projects residual risk profiles monitored assessment planned	Non- identified	Output	Cumulative	Quarterly	100%	
5.	% of UIFW expenditure investigations completed as per approved UIFW Reduction strategy ²⁵ within defined timelines, and submitted to oversight structures ²⁶	Investigate and rectify UIFWe. incurred.	To improve management of UIFW and its reduction	UIFW investigation tracking register	Number of UIFW investigated/Number of total UIFW recommended for investigation	Non-declaration by relevant parties	Output	Cumulative	Quarterly	90%	
6.	% of prior years UIFWe investigated and completed (backlog)	Investigate and rectify UIFWe. incurred.	To improve management of UIFW and its reduction	UIFW investigation tracking register	Number of UIFW investigated/Number of total UIFW recommended for investigation	Non-declaration by relevant parties	Output	Cumulative	Quarterly	40%	
7.	% Investigations on Material Irregularities by AGSA completed	The timely resolution of material irregularities is dependent on investigations that are thorough but also speedily completed	To address financial losses, misuse of resources, and harm to public sector institutions or the public.	Quarterly UIFWe report		No proper archiving system	Output	Cumulative	Quarterly	100%	GIAC

²⁴ KPI amended from 8 major projects to rather include all identified major projects where key risk exposures may impact on service delivery agenda. GRAS will develop a template of Major Projects for all Depts and MEs to enable monitoring. GRAS is also using projects register received from the SPMO.

²⁵ UIFW Strategy includes investigations prioritised according to set criteria. National Treasury MFMA Circular 111 stipulated Targets for reduction of each category of UIFW expenditure is 75% for 2022/23; and each investigation will have a project plan with set deliverables and timelines.

²⁶ Completed investigations must be submitted to MPAC to MFMA Section 32(2) which assesses recoverability or regularization and advises Council accordingly

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSE
8.	% Material Irregularities monitored for resolution	Mitigation of future losses, recovering financial losses, and holding accountable those responsible for the irregularities.	To improve systems, processes, and controls, ultimately promoting better accountability and strengthening public sector institutions.		Qualitative	Delayed reporting by relevant Departments	Output	Cumulative	Monthly	100%	GIAC
9.	% of Integrated probity reviews of high value tenders completed within defined timelines	Review of system control environment in high valued tenders	The KPI aims to provide a reasonable assurance that there was compliance with SCM regulations & SCM policy.	Probity Requests tracking register	Number of Probity reviews conducted /Number of total Probity projects submitted for review	Capacity	output	Cumulative	Quarterly	100%	GRAS
10.	% Quartely reports on implementation on Integrated Operation Clean Audit (OPCA)	Review Audit readiness and management of the resolutions of AGSA findings and monitor progress in terms of declaration, investigation and regularisation of UIFWe.	To attain unqualified audit without material findings.	Quartely OPCA report Internal Assurance providers (Core & ME's)	Statistical/anal ytics of findings reported vs resolved	Lack of implementation of action plans by Dpt/ME's	Output	Cumulative	Quarterly	4 Quarterly Reports	GRAS
11.	% Top Citywide key strategic risks mitigation actions monitored against tolerance levels.	Monitored top citywide strategic risks for progress in implementing mitigation action plans	To improve and City's risk management to monitor its appetite and tolerance.	Quarterly GRGC reports	Top Citywide strategic risk mitigations monitored	Delayed reporting by risk owners	Output	Cumulative	Quarterly	100%	GRAS
12.	% Implementation of project plan for Business Continuity Management Planning (for prioritised departments & entities).	Management tool implemented during business interruption to ensure resilient in the City	To assist Management to pre-empt unforeseen threats and build capability to continue with business operations. This KPI serves as a control in the advent of any disruption	BIAs for core departments and entities BCPs and testing report to be collated as portfolio of evidence. Operational Risk Registers	BCP monitored/ BCP planned to be monitored	Capacity to support all departments and entities. Procurement plan for panel of service provider for assurance services	Output	Reports to GRGC and applicable cluster committees and is non-cumulative	Quarterly	100% on prioritised Dept & 50% MEs	GRAS

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSE
13.	% departmental and ME's key Strategic risks assessed, monitored and communicated	These are risks that affect the business strategy and the attainment of objectives	To assist the city in effective development, implementation, and review of Strategic Risks. This is done through risk assessments and monitoring for all clients	IDP/BS/Performance Reports = Strategic Risk Registers for both Municipal Entities and Core Departments	Strategic risks assessed/ Strategic risks assessment planned	Capacity to maintain turnaround times	Output	Cumulative	Quarterly	100%	GRAS
14.	% of departmental Operational risks assessed, monitored and communicated	These are risks that affect the business operations and attainment of objectives	To assist the city in effective development, implementation and review of Operational Risks. This is done through risk assessments and monitoring for all clients	IDP/BS/Performance Reports = Operational Risk Registers	Operational risk assessed/operational risk assessment planned	Capacity to maintain turnaround times	Output		Quarterly	100%	
15.	% of departmental Operational risks assessed, monitored and communicated										
16.	% City's assets and Liabilities adequately covered against damage and losses	Insurance coverage for City's assets and liabilities	Ensuring that the city is adequately covered	Insurance Policies for motor and non-motor insurance portfolios	Assets: Assets on AFS versus insurance declared values (%) Motor fleet: Fleet value declared (100%) Liabilities: Liability claims	Accounting valuation of assets vs insurance valuation Liabilities unknown upfront	Output	Non-Cumulative	Quarterly	Timeous payment of insurance premiums % Increased assets covers at equal or reduced premiums % Reduction of liability claims	

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSES
17.	% Implementation of approved annual internal audit coverage plan	Measuring how many approved audit engagements must be completed against total approved.	To ensure appropriate attention is given to all key risk areas. A controlled environment will assist the city to achieve its strategic and operational objectives	Approved annual internal audit coverage plan Quarterly and annual group audit committee progress reports	Total planned audits/ total audits conducted	Scope Limitation	Output	Cumulative	Quarterly	90% implementation	GIAS
18.	Number of audit of predetermined objectives (AoPO) or Audit of performance information (AoPO) completed	Measuring how many audit of predetermined objectives must be completed during the financial year.	To ensure appropriate attention is given to all key risk areas within performance information environment.	Approved annual internal audit coverage plan Quarterly and annual group audit committee progress reports	Total planned AoPO audits/ total AoPO audits conducted	Scope Limitation	Output	Cumulative	Quarterly	4 Quarterly Reports	GIAS
19.	% follow-up of all external (AGSA) audit findings citywide.	Measuring how many audit findings have been verified as resolved against total number of audit findings	To provide reasonable assurance on the adequacy and effectiveness of implemented corrective action to address all reported control deficiencies and associated risks	AGSA Management letter register Monthly audit resolution dashboard report	Total follow-up conducted /Total scheduled follow-up	Lack of management responses	Output	Non-Cumulative	Monthly and Quarterly (Follow-up is informed by management implementation on date)	100%	
20.	% follow-up of all internal audit findings	Measuring how many audit findings have been verified as resolved against total number of audit findings	To provide reasonable assurance on the adequacy and effectiveness of implemented corrective action to address all reported control deficiencies and associated risks	Internal audit findings register Monthly audit resolution dashboard report	Total follow-up conducted /Total scheduled follow-up	Lack of management responses	Output	Non-Cumulative	Monthly and Quarterly (Follow-up is informed by management implementation on date)	100%	
21.	% Training conducted in creating compliance awareness and Promotion of a Compliance Culture	The KPI aims to promote Cit-wide compliance culture	To comply to all City regulatory obligations.	Quarterly GRGC report / EEMT monitoring reports City Regulatory Compliance Universe Training	Total number of training conducted/ Trainings Planned	Lack of buy-in by Top-Management	Output	Cumulative	Quarterly	100%	Group Compliance & Advisory Services

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSES
				Register/Teams Meeting Training Invitation							
22.	% of Regulatory requirements identified, assessed, monitored and reported for ME's and Core Departments	The KPI aims to promote Cit-wide compliance culture	To ensure that the City complies with all its regulatory obligations.	Quarterly GRGC / EEMT compliance monitoring reports	Total number of compliance advisories issued/Total number of compliance report received.	Lack of buy-in by Top-Management	Output	Cumulative	Quarterly	100%	
23.	% of identified Major Projects compliance risks assessed, monitored and reported	Projects compliance monitoring	To monitor compliance on a high value CoJ Projects	Compliance advisories. Quarterly GRGC report / EEMT monitoring reports	Total projects compliance monitoring conducted /Total planned projects compliance monitoring	Lack of cooperation by Core Entities	Outcome	Cumulative	Quarterly	100%	Group Compliance & Advisory Services
C88 INDICATOR/S											

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2026/2027

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	DESIRED PERFORMANCE	INDICATOR RESPONSES
24.	Number of repeat audit findings	""Repeat"" findings by the Auditor-General on the following administrative areas including but not limited to: i) annual financial statements and annual report; ii) Strategic planning and performance iii) Consequence management; iv) Human Resource management.	Compliance with financial management legislation and regulations	Manual: Audit report	Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality	Dalayed reporting	Output	Cumulative	Quarterly	100% verification of repeat findings resolved	GRAS

5. FINANCIAL IMPACT

Financial management and budget planning is an integral part of strategy. As such it is an important discipline in GRAS as it enables attainment of target in all activities with financial requirements. The financial planning function is an inextricable dimension of strategy development and implementation; and provides a sound foundation for accurate financial performance.

Risk Finance still remains a critical challenge for the City of Johannesburg. This is partly attributed to non-correlation of the city Capex allocation to Capital Projects and Insurance thereof.

5.1 OPERATING EXPENDITURE (OPEX)

Cost Drivers

The following is a brief description of the main cost drivers of the Department in each financial year (see Table below):

- **Insurance Programme 65%:**

The fund (insurance) administrative function within the department has distorted departmental operating budget. The projected cost of the risk transfer programme (risk finance/ insurance) is the highest line item in the overall GRAS Departmental operational budget. This Expenditure is incurred and paid within the first 3 to 4 months of the financial year, which is immediately upon finalisation of the insurance covers for the City.

- **Employee Related Costs 20%:**

The next cost driver is the salaries because the Department is labour intensive.

- **Contracted Services 10%**

The establishment of Panel of Professional Assurance Service providers to assist the department is providing technical expertise and scarce skill in the event when no such skill is available internally. Furthermore it will also cater for:

- Probity Advisory Services
- UIFW expenditure investigations
- Cyber Security analysis – citywide
- Operation Clean Audit (OPCA) Programme

Business Continuity Management: Business Continuity Plans are required as strategies to respond to incidents of crisis or major business disruptions. This requires consultations with internal role players as well as external experts in the field. The aim is to ensure that in the event of such occurrences the City is not brought to its knees

and becomes unable to carry out its service delivery mandates but is enabled to avoid associated political impact of failure.

- Office Rental is 3%
- Other Sundry Expenses 2%

The Table below seeks to summarise the GRAS Department Annual Budget (excluding non-cash / internal transfer items) for the 2026/27 financial year, (FY2025/26 of R543,277m) and is structured as follows:

5.2 OPEX COST DRIVERS

APPROVED DEPARTMENTAL BUDGET	FY2026/27		FY2025/26	
Budget Item	Allocation		Allocation	
	Rm	%	Rm	%
CoJ Insurance Programme	356 118	63%	355 064	64,41%
Payroll	126 085	23%	115 242	20,90%
Contracted services	50 597	9%	53 191	9,65%
Rent	19 364	3%	18 727	3,40%
Other sundry expenses	12 877	2%	9 063	1,64%
Total Budget	565 041	100%	551 287	100,00%

Table 11 GRAS Department Annual Budget

The above analysis of the GRAS Budget shows that 62% of Opex is effectively a citywide costs for the insurance programme. The actual Opex available for the Department is the remainder after the insurance brokerage fees and premiums are paid.

Table 12: FINANCIAL YEAR DRAFT BUDGET ALLOCATION 2024/25²⁷

Budget	KPI	BASELINE	2024/25	2025/26 TARGET	2026/27 TARGET	2025/26				2025/26						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
		2023/24	TARGET			QUARTERLY PERFORMANCE TARGETS				BUDGET PER PROJECTS R 000									
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Percentage of budget spend (operational).		-								551 287	137 22	1378 22	1372 822	1378 22	Quarterly sign off by Finance (OCM) on budget expenditure (Opex).	Group Finance	All directorates	Governance
2	Percentage of budget spend (capital).		-													Quarterly sign off by Finance (OCM) on budget expenditure (Capex).	Group Finance	All directorates	Governance

²⁷ Budget allocation for 2025/26 currently pending

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2025/26

3	Percentage reduction in unauthorized , irregular, fruitless and wasteful (UIFW) expenditure in the department.									N/a	N/a	N/a	N/a	N/a	N/a		GRAS	All directorates	Governance
4	Percentage of valid departmental invoices paid within 30 days of invoice date.									N/a	N/a	N/a	N/a	N/a	N/a	Age analysis report from Finance.	Group Finance	All directorates	Governance
5	Percentage of resolution of external (AGSA) audit findings.					-				N/a	N/a	N/a	N/a	N/a	N/a		GRAS	All directorates	Governance
6	Percentage of resolution of internal audit findings.									N/a	N/a	N/a	N/a	N/a	N/a	Internal Audit Report on findings	GRAS	All directorates	Governance

CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
OCM: GRAS DEPARTMENTAL BUSINESS PLAN & SDBIP
FINANCIAL YEAR: 2025/26

7	Percentage implementation of the strategic risk management action plan.										N/a	N/a	N/a	N/a	N/a	N/a	2023/2024 Strategic risk register.	GRAS	All directorates	Governance
																	Quarterly strategic risk report to GRAS.			
8	Percentage implementation of the Operational risk management action plan.										N/a	N/a	N/a	N/a	N/a	N/a	2023/2024 Strategic risk register.	GRAS	All directorates	Governance
																	Quarterly strategic risk report to GRAS.			

5.3 CAPEX Allocation

Description	Full Year Forecast 2025/26 R'000	Approved Budget 2025/26 R'000	Change R'000	Revised Budget 2025/26 R'000	Draft Budget 2026/27 R'000	Draft Budget 2027/28 R'000	Draft Budget 2028/29 R'000
Software	2,231	-	2,300	2,300	-	6,356	4,356
Computer Equipment	516	-	532	532	-		1,378
Total Revenue	2,747	-	2,832	2,832	-	6,356	5,734

6. MANAGEMENT AND ORGANISATIONAL STRUCTURE

6.1 MANAGEMENT TEAM

GRAS is headed by the Group Head who reports directly to the City Manager in accordance Section 56 of Local Government: Municipal Systems Act. There are five business units within GRAS charged with the functions reflected as: Combines Assurance Services, (2)Group Internal Audit, (3) Group Risk Services, (4) Group Compliance and (5) Strategic Management Services.

ORGANISATIONAL STRUCTURE

Figure 5: Organisational Structure for GRAS

Employee numbers	Audit Outcome 2024/25	2025/26			2026/27	2027/28	2028/29
		Actual as at 30 December 2025	Forecast Additional	Total	Additional	Additional	Additional
Top Management is level 1 and 2		1	0	1	0	1	1
Senior Management in level 3 and 4		18	10	28	2	2	2
Professionally qualified and experienced specialists and mid-management level 5 and 6		37	19	56	7	5	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents' level 7 and 8		20	2	22	8	4	2
Semiskilled and discretionary decision-making level 9 and 10		2	0	1	1	1	1
Unskilled and defined decision-making level 11			0		0	0	0
PWD = People living with Disabilities		3	2	4	2	2	2
Total		81	33	112	20	15	15

Note: Critical vacant positions are to be prioritised in the new financial year.

GRAS staff complement as at 30 December 2025

OCCUPATIONAL LEVELS	MALES				FEMALE				TOTAL WARM BODIES
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	10	0	1	1	6	0	0	0	18
Professionally Qualified	17	0	0	2	19	0	1	1	40
Skilled Technically and Academically Qualified	5	1	1	0	9	0	0	0	16
Semi-Skilled	1	0	0	0	5	0	0	0	6
Unskilled	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	0	0	0	0	0
Total	36	1	2	3	40	0	1	1	81

7. COMMUNICATION AND STAKEHOLDER MANAGEMENT

The Stakeholder Management programme aims to develop a coherent approach to managing GRAS's stakeholders in order to facilitate a collective effort towards advancing the interest of assurance services in pursuit to improve service delivery within the City.

7.1 Stakeholder Management

The department strategies are being put in place to enhance the flow of information and communication between the independent oversight committees, namely; the Group Performance Audit Committee (GPAC), the Group Risk and Assurance Committee (GRGC) and Group Audit Committee (GAC). This will ensure both the reliability and quality of advisories including integrated reporting to the Mayoral Committee as well as Council.

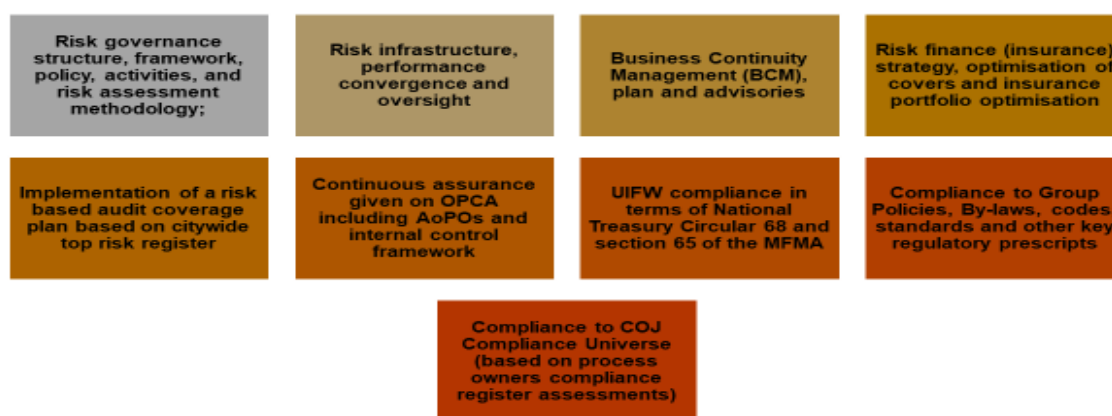
Table 12: Summary of Stakeholders

Structure	Role & responsibility	Accountability
Council	Political oversight	MFMA & MSA
Mayoral Committee	Executive oversight	MFMA, MSA & King IV
Municipal Public Accounts Committee (MPAC)	Political oversight	MFMA & MSA
Section 79 Oversight Committee on Governance	Political oversight	MFMA & MSA
Group Risk and Assurance Committee (GRGC)	Independent risk management and oversight	Council approved terms of reference, King IV
Group Performance Audit Committee (GPAC)	Independent oversight	MSA
Group Audit Committee (GAC)	Independent risk, control and governance assurance and oversight	MFMA, Council approved terms of reference, King IV
City Manager (CM)	Citywide administrative oversight, responsibility and accountability for risk governance and management	MFMA, MSA, King IV AND Council delegated authority
Group Risk services and Chief Risk Officers (CRO) forum	Risk governance leadership, advisories, risk management processes, risk assessment and methodologies and City's risk profile	Council approved Risk governance frameworks, delegated authority and risk standards
Auditor General SA (AGSA)	Assurance on management of the risk and internal control; organisational and financial performance (Annual Financial Statements)	MFMA, Audit standards and King IV, Auditor General Act
Institute of Internal Auditors (IIA) SA	South African Chapter of the International institute of Internal Auditors	MFMA
Institute of Risk Management SA (IRMSA)	Professional Guidelines and Standards	MFMA
National Treasury	Regulatory Oversight	MFMA
Management and staff	Design, and implementation of risk response plans, risk treatment and mitigation actions	Delegated authority, City approved risk governance framework and policy
Boards of Directors of Municipal Entities Boards	Independent Executive Oversight	MFMA, MSA, Companies Act

7.2 Communications Plan

Some of the key strategies in the short to medium term are to ensure successful implementation of risk governance and enterprise risk management internal audit services, compliance and combined assurance in the city. The following communication approaches will ensure that combined assurance strategies are synchronised through a collaborative and integrated approach to risk, control and advisory services.

Figure 6: Communication Interface Programmes



8. GRAS RISK MANAGEMENT

The Department has identified at least top seven Strategic Risk Exposures that will require appropriate risk mitigation plans to ensure that they are managed to an acceptable level.

Table 14: Summary of Departmental Strategic Risk Register

STRATEGIC RISK	RESIDUAL RISK RANKING	RESPONSE PLANS (RISK MITIGATION)
Fragmented assurance services approach	Very High	- Review and revise the organisation structure - Update integrated assurance framework and combined assurance model - Finalise combined assurance plan and mapping - Re-introduce combined assurance forum incl of MEs assurance providers - Awareness sessions of integrated approach and associated benefits
Failure to embed a culture of regulatory compliance	Very High	- Implementation of the Group Compliance training plan - awareness sessions to ensure improved reporting - Monitor the implementation of the recommendation and advisories issued to clients by Group Compliance - Automation of Declarations of Interest - Regulatory Compliance advisories on SCM processes
Limited understanding of enterprise risk management process by Management (Departments and MoE's)	High	- Workshop stakeholders on the implementation of the revised Risk Management Framework and Policy - Awareness/ training sessions for development of Business Continuity Plans - Conduct Assurance services road shows within the City - Monitor and review implementation of action plans by management
Uninsurability of the City	Very High	- Risk Finance Strategy (based on actuarial valuation) - Provide Annual insurance covers

STRATEGIC RISK	RESIDUAL RISK RANKING	RESPONSE PLANS (RISK MITIGATION)
		presentations to all business units. • Favourable risk profiling of the City to local and international insurance markets • Gap Analysis of uninsured vs. Uninsurable risk of the City • Follow up on recommendations provided in the physical risk assessments and post-loss risk assessments for the City done • Cost / claims expenditure containment • Identify claims trends • Motivate for increase in the budget during the annual and mid-term budget proces
Inability to meet assurance expectations	Very High	• Operational Plans consultations prior to formal approval to ensure management & leadership expectations • Continuous and timeous escalation of assurance reports • Recruitment of critical vacant positions • Perform process maturity assessments for each GRAS function – i.e risk, audit and compliance to enable strategies for improvements in service offering
Unfavourable audit outcomes	Very High	• Independent Quality Assurance Review (QAR) of GRAS as per IIA Standards • Measures to complete risk based audit coverage plan • Maximise coverage of key risk exposures in annual internal audit plan; and annual compliance plan • GRAS Co-Leadership of Year-end Audit Readiness Programme and OPCA Strategy implementation plan

APPROVAL PROCESS

The following signatories will acknowledge receipt and approve, sign-off and review the Group Risk and Assurance Services 2026/27 Service Delivery Budget Implementation Plan.

RECOMMENDED / ~~NOT RECOMMENDED~~



SINAYE NXUMALO
GROUP HEAD
GROUP RISK AND ASSURANCE SERVICES

20 May 2026

DATE

APPROVED / ~~NOT APPROVED~~



CLLR SITHEMBISO ZUNGU
MMC GCSS

20/05/26

DATE