

CAPACITY DEVELOPMENT STRATEGY FOR PUBLIC FINANCIAL MANAGEMENT

Presenter: Mbuyi Dondashe | Capacity Building: National Treasury | 28 November 2011



national treasury

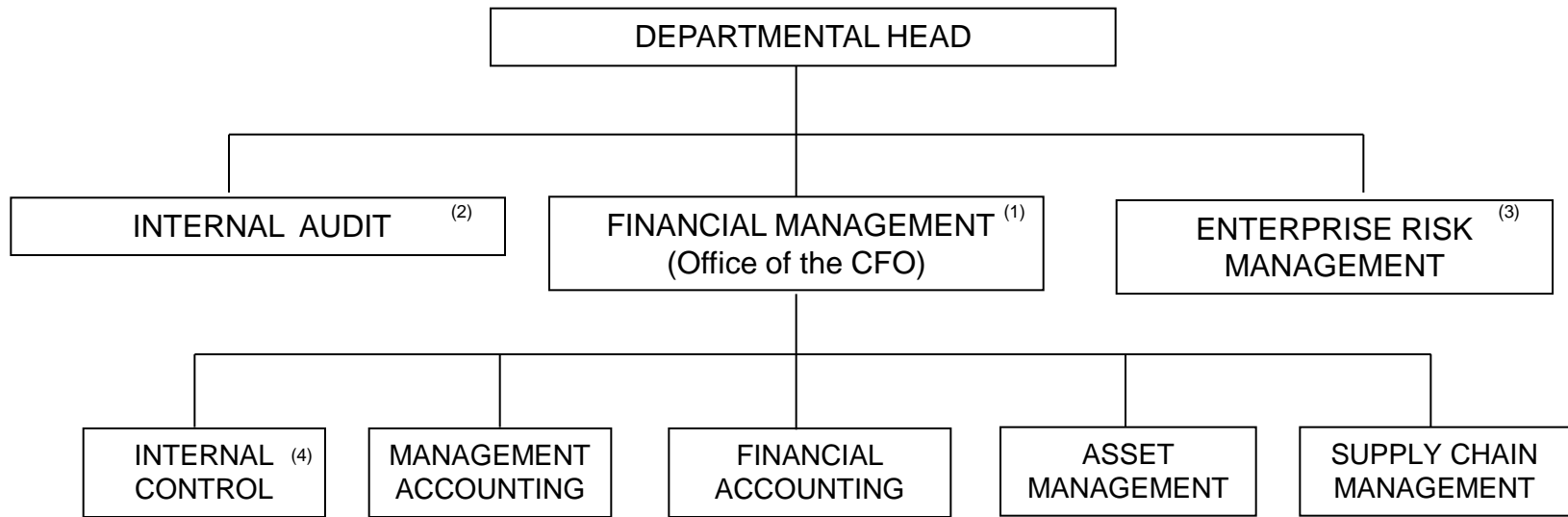
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

CONTENT

- Competency Framework
- Capacity Development Strategy

COMPETENCY FRAMEWORK

- Competency Framework Document
- Explanatory Notes
- Technical Competency Dictionaries:
 - Management Accounting
 - Financial Accounting
 - Revenue Management
 - Expenditure Management
 - Asset Management
 - Supply Chain Management
 - Internal Control
 - Enterprise Risk Management
 - Internal Audit



1. The role of the CFO is to support the Accounting Officer (AO) in discharging his/ her responsibilities. The AO may delegate functions to any person, including the CFO. This is a functional structure and therefore does not talk to positions and levels within an organisation. The levels and final structures are determined in accordance with organisational design principles issued by DPSA
2. The Internal Audit function is an independent governance structure whose function is to provide oversight role on the systems of internal control ,risk management, and governance. The Audit Committee assists the AO in the effective execution of his/her duties. (Internal Audit Framework March 2009, 2nd Edition)
3. The responsibility for Enterprise Risk Management (ERM) lies with AO and management. (Internal Audit Framework March 2009, 2nd Edition)
4. The operation of the internal control system is the responsibility of the relevant line managers. However due to the occurrence of repeat audit findings, there is a need to strengthen the competency to implement and review controls in organisation



OPTION 1

HEAD OF DEPARTMENT

INTERNAL AUDIT

FINANCIAL MANAGEMENT (Office of the CFO)

RISK MANAGEMENT

INTERNAL CONTROL

MANAGEMENT ACCOUNTING

FINANCIAL ACCOUNTING

ASSET MANAGEMENT (Movable & Immovable)

SUPPLY CHAIN MANAGEMENT

Governance

Facilitation : Assurance Services

Fraud and Loss Management

Systems controller

Strategic Planning

Budgeting

Reporting

Revenue Management

Expenditure Management

Accounting

Fixed Asset Register, inspections and Inventory management

Maintenance

Leases management

Reporting

Demand Management

Acquisition Management

Logistics Management

Disposal Management

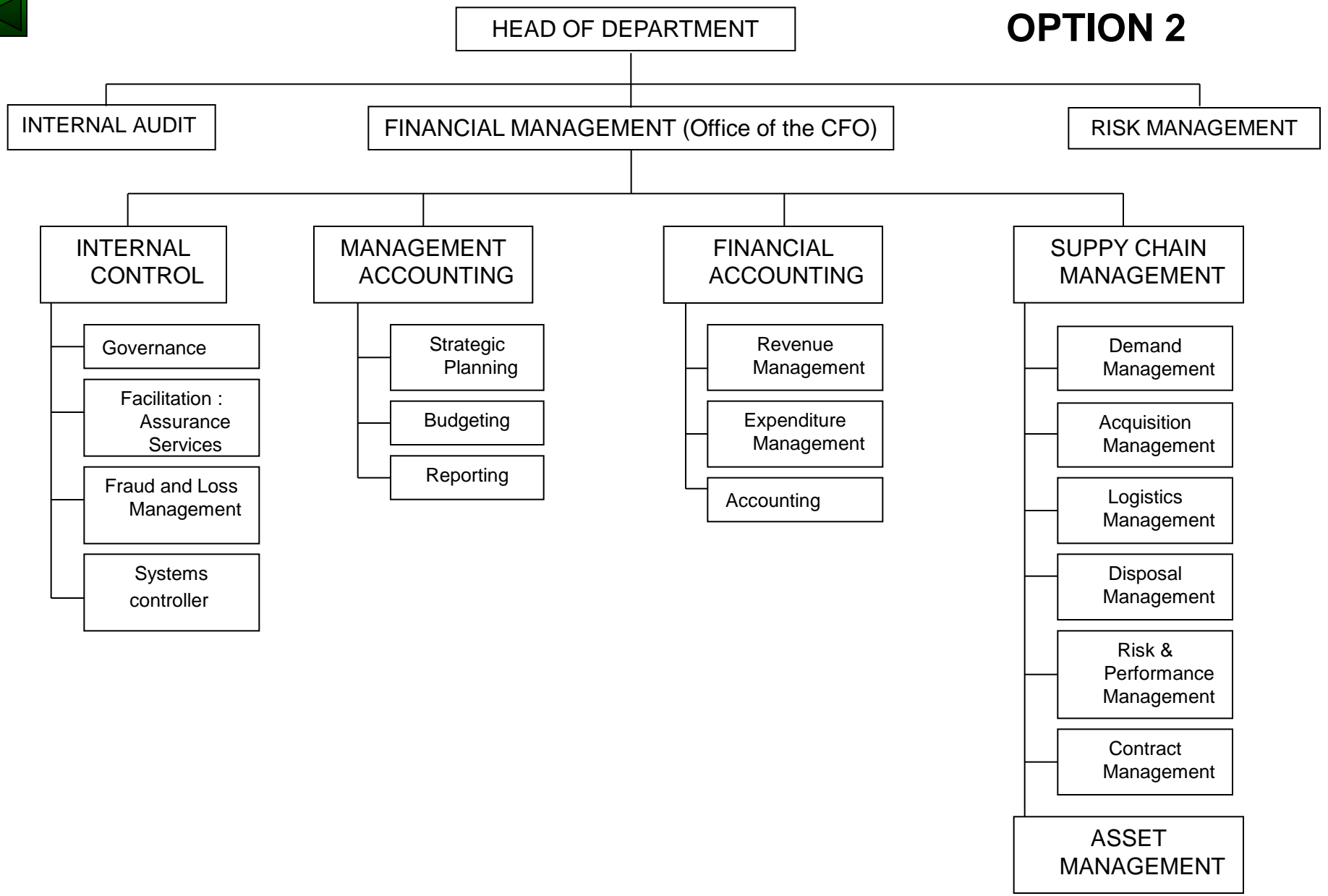
Risk & Performance Management

Contract Management

This a typical Financial Management functional structure including all traditional financial management functions.

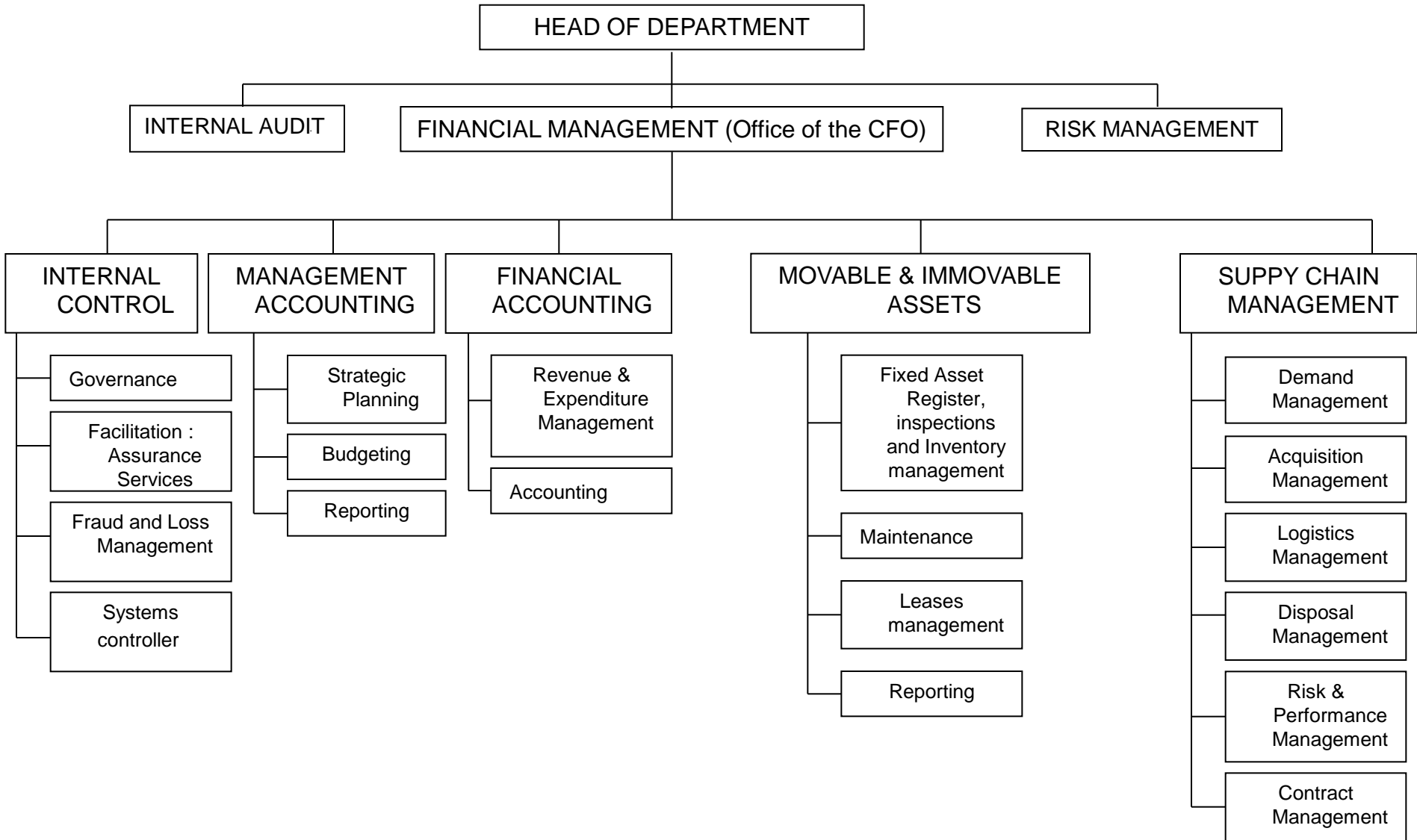


OPTION 2



This option incorporates asset management into SCM

OPTION 3



This option combines expenditure and revenue management. This is where the department's revenue collection function is few and far between.

CAPACITY DEVELOPMENT STRATEGY (CDS)



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CAPACITY DEVELOPMENT STRATEGY

VISION → Achieve and sustain excellence in the management of public funds

STRATEGIC OBJECTIVES

ENABLING ENVIRONMENT

ORGANISATIONAL CAPACITY

COMPETENT & COMMITTED
EMPLOYEES

STAKEHOLDER
RELATIONSHIPS

CAPACITY DEVELOPMENT PILLARS

INSTITUTIONAL

ORGANISATIONAL

INDIVIDUAL

STAKEHOLDER

CHANGE MANAGEMENT

MONITORING & EVALUATION

STRATEGIC FOCUS AREAS

CHAMPIONS OF
CHANGE

MANAGEMENT &
LEADERSHIP
CAPABILITY

GROUP/TEAM
TRANSFORMATION

PROFESSIONALISATION

DIAGNOSIS AS
POWERFUL
MECHANISM

KNOWLEDGE &
INFORMATION
MANAGEMENT

ENVIRONMENT

CDS PROGRESS

- Quality council for trades and occupations
- Financial management learning programmes
- Integrated learning matrix
- Change management programme
- Monitoring and evaluation framework
- Knowledge and information management
- Integrated strategic support plans
- Professionalisation
- Academy for PFM