

CAPACITY DEVELOPMENT STRATEGY FOR FINANCIAL MANAGEMENT

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national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

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STATUS

- Draft Capacity Development Strategy
- Consultation with stakeholders
- Revised Draft Capacity Development Strategy
- Department of Public Service & Administration (DPSA)
- Cabinet
- EU Feasibility Study to fund a Stand Alone project

MANDATE – NATIONAL TREASURY

- National Treasury:
 - ‘*must prescribe uniform treasury norms and standards*’ [Section 6 (2) (a)]
 - ‘*must enforce this Act and any prescribed norms and standards*’ [Section 6 (2) (b)]
 - ‘*may assist departments and constitutional institutions in building their capacity for efficient, effective and transparent financial management*’ [Section 6 (2) (d)]
 - ‘*may do anything further that is necessary to fulfil its responsibilities effectively*’ [Section 6 (2) (g)]

SCOPE

- Current Scope:
 - Provincial and National Government
 - Functions within the Office of the CFO
 - Internal Audit
 - Risk Management
- Extended Scope:
 - Local Government
 - Financial Management (core transversal competency)
 - Governance
 - Public Entities

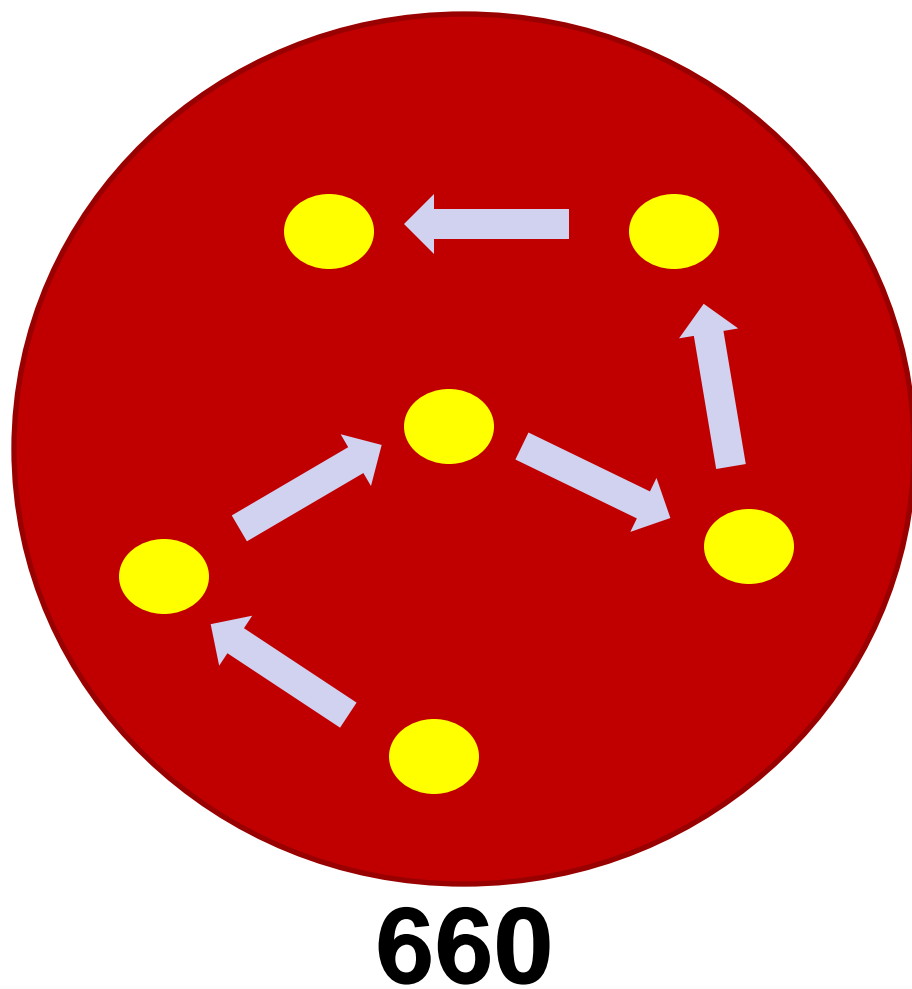
PRINCIPLES

- Practical
- Developmental
- Sustainable
- Flexible
- Engaging
- Holistic
- Addressing government priorities

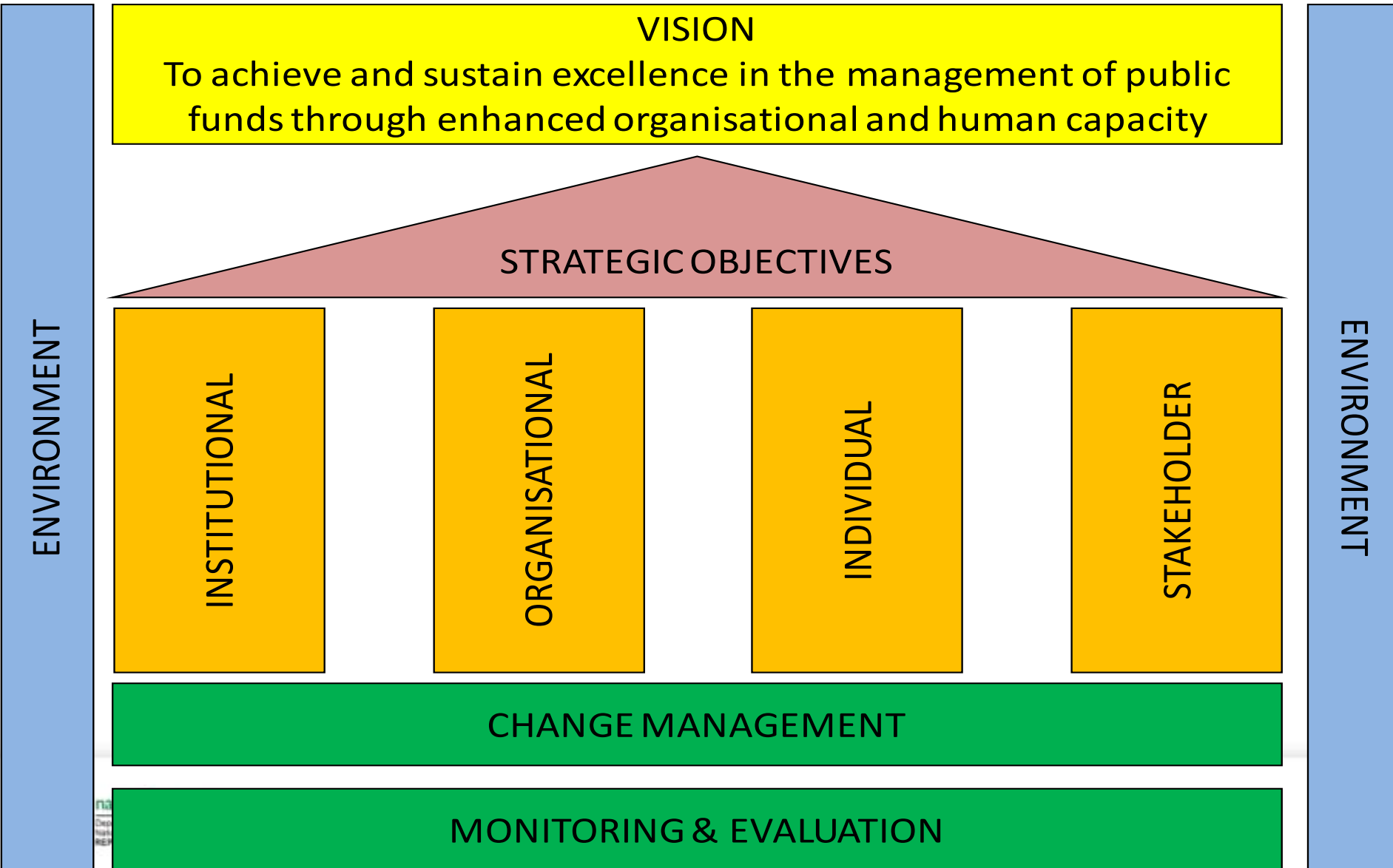
PROBLEM INDICATORS

- Vacancy rate of 43.8%
- Staff turnover rate of 13 months
- Talent retention not supported by recruitment policy
- Inconsistent job descriptions, grading and requirements
- Limited pool of talent
- Organisational structures vary per province and/or department
- Uncoordinated capacity development interventions
- ETD solutions are not aligned to public sector needs

THE PUBLIC SECTOR POOL



INTEGRATED CAPACITY DEVELOPMENT FRAMEWORK



STRATEGY DESIGN

Vision



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graph TD; A[Vision] --> B[Problem Statements]; B --> C[Strategic Objectives]; C --> D[Key Activities]; D --> E[Actions (Implementation Plan)];
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Problem Statements

Strategic Objectives

Key Activities

Actions (Implementation Plan)

STRATEGIC OBJECTIVES

- To support the development of an enabling environment
- To develop and enhance organisational capacity
- To develop and empower a sustainable corps of competent and committed employees
- To develop an environment that enables and sustains mutually beneficial stakeholder relationships

STRATEGIC LEVERS

- Champions of Change
- Management and Leadership Capability
- Team/Group Level Transformation
- Fast track Professionalisation of Senior Management
- Diagnosis as a Powerful Mechanism
- Knowledge and Information Management

KEY ACTIVITIES – SO1

Support the development of an enabling environment

- KA 1.1 Support departments through the provision of PFM related policy, norms, standards, frameworks & guidelines
- KA 1.2 Support departments through the provision of organisational & HRM related policy, norms, standards, frameworks & guidelines
- **KA 1.3** Create, support & maintain Knowledge & Information Sharing platforms, mechanisms & systems
- **KA 1.4** Professionalise FM, IA & ERM
- KA 1.5 Establish & maintain relevant governance structures
- **KA 1.6** Standardise & regulate job profiles
- **KA 1.7** Develop & implement a Competency Framework

KEY ACTIVITIES – SO1 (cont.)

Support the development of an enabling environment

- **KA 1.8** Develop & implement an Integrated Learning Matrix
- **KA 1.9** Develop occupational qualifications
- **KA 1.10** Coordinate, influence & develop formal ETD programs

KEY ACTIVITIES – SO2

Develop and enhance organisational capacity

- KA 2.1 Evaluate and refine PFM Systems
- **KA 2.2** Identify & implement good practices
- **KA 2.3** Provide support on Organisational Design
- **KA 2.4** NT to provide integrated & coordinated support to dept's
- KA 2.5 PTs to provide integrated & coordinated support to dept's
- **KA 2.6** Provide workplace-based technical advisory support
- KA 2.7 Institutionalise HR Connect
- **KA 2.8** Institutionalise the FMCMM
- KA 2.9 Support the institutionalisation of a learning culture
- KA 2.10 Support the implementation of the PMDS

KEY ACTIVITIES – SO2 (cont.)

Develop and enhance organisational capacity

- **KA 2.11** Develop a Transformational Change Leadership & Management programme
- **KA 2.12** Develop mechanisms to match people to posts, placing and/or re-skilling

KEY ACTIVITIES – SO3

Develop & empower a sustainable corps of competent & committed employees

- KA 3.1 Support the implementation of Informal Learning
- KA 3.2 Support the implementation of Non-formal Learning
- KA 3.3 Support the implementation of formal ETD programmes
- **KA 3.4** Establish learning networks
- KA 3.5 Develop & implement On-Boarding programmes
- KA 3.6 Develop & implement an Employee Engagement Prog
- **KA 3.7** Develop Career Paths
- KA 3.8 Implement Succession Planning
- **KA 3.9** Develop & implement a Talent Pipeline
- KA 3.10 Develop mechanisms to attract candidate employees
- KA 3.11 Develop mechanisms to assess candidate employees

KEY ACTIVITIES – SO4

Develop an environment that enables & sustains mutually beneficial stakeholder relationships

- KA 4.1 Develop & manage the Stakeholder Relationship Management Plan
- KA 4.2 Develop & implement an ETD Delivery Plan

IMPLEMENTATION PLAN

- Key Activities (strategy) are supported by Actions (implementation plan)

CAPACITY DEVELOPMENT PROGRESS

Research

Competency Framework for Financial Management (CFFM)

Technical Competency Dictionaries (TCDs)

- Management Accounting
- Financial Accounting
- Revenue Management
- Expenditure Management
- Asset Management
- Financial Reporting
- Supply Chain Management
- Internal Control
- Enterprise Risk Management
- Internal Audit

Generic Core and Behavioural Skills Dictionaries

Integrated Learning Matrix (ILM)

Occupational Qualifications Matrix

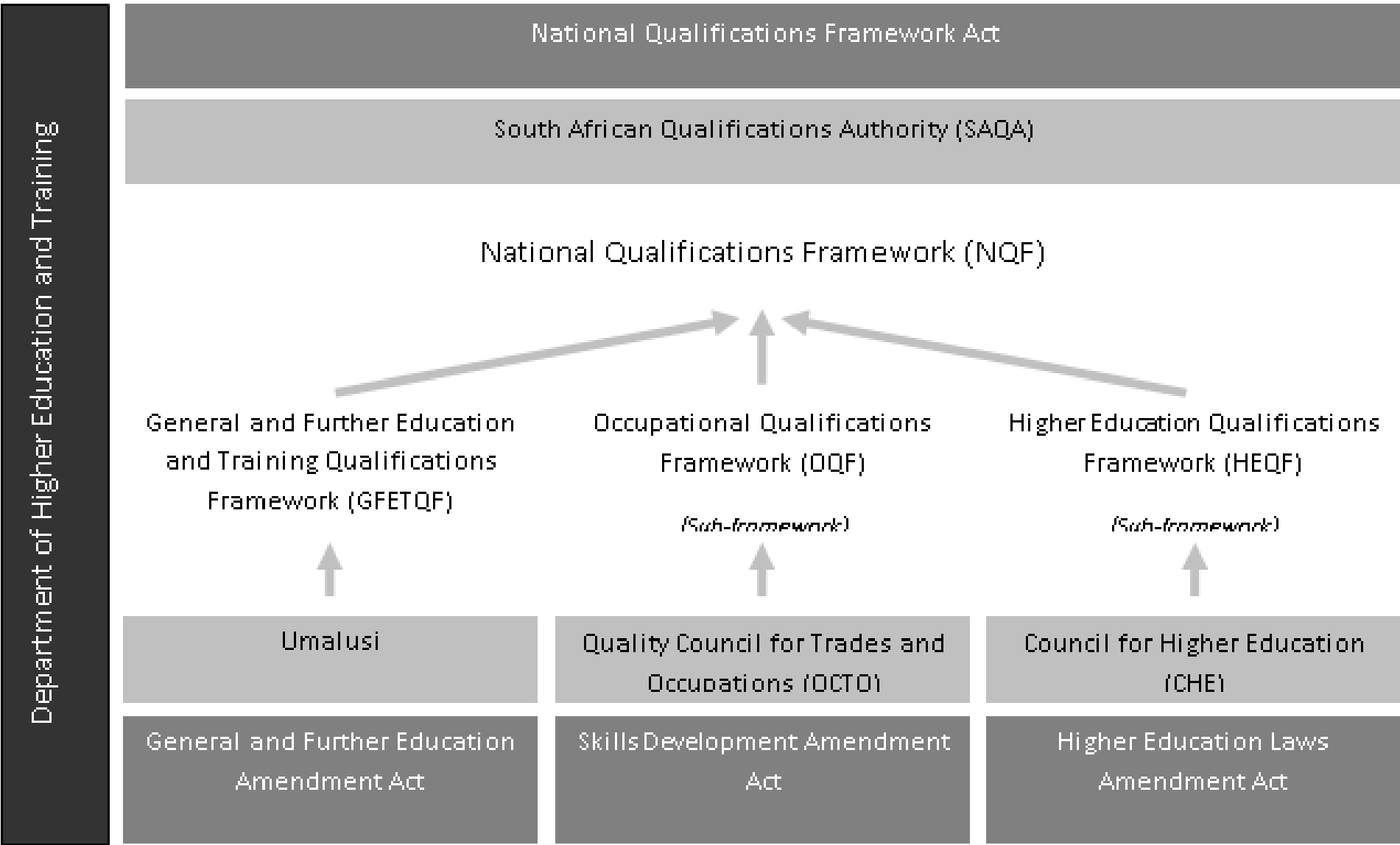
Skills Programme Matrix

HR Connect:

- Human Resource Information System
 - Job Profiles
- Employee Profiling

Capacity Development Strategy & Implementation Plan

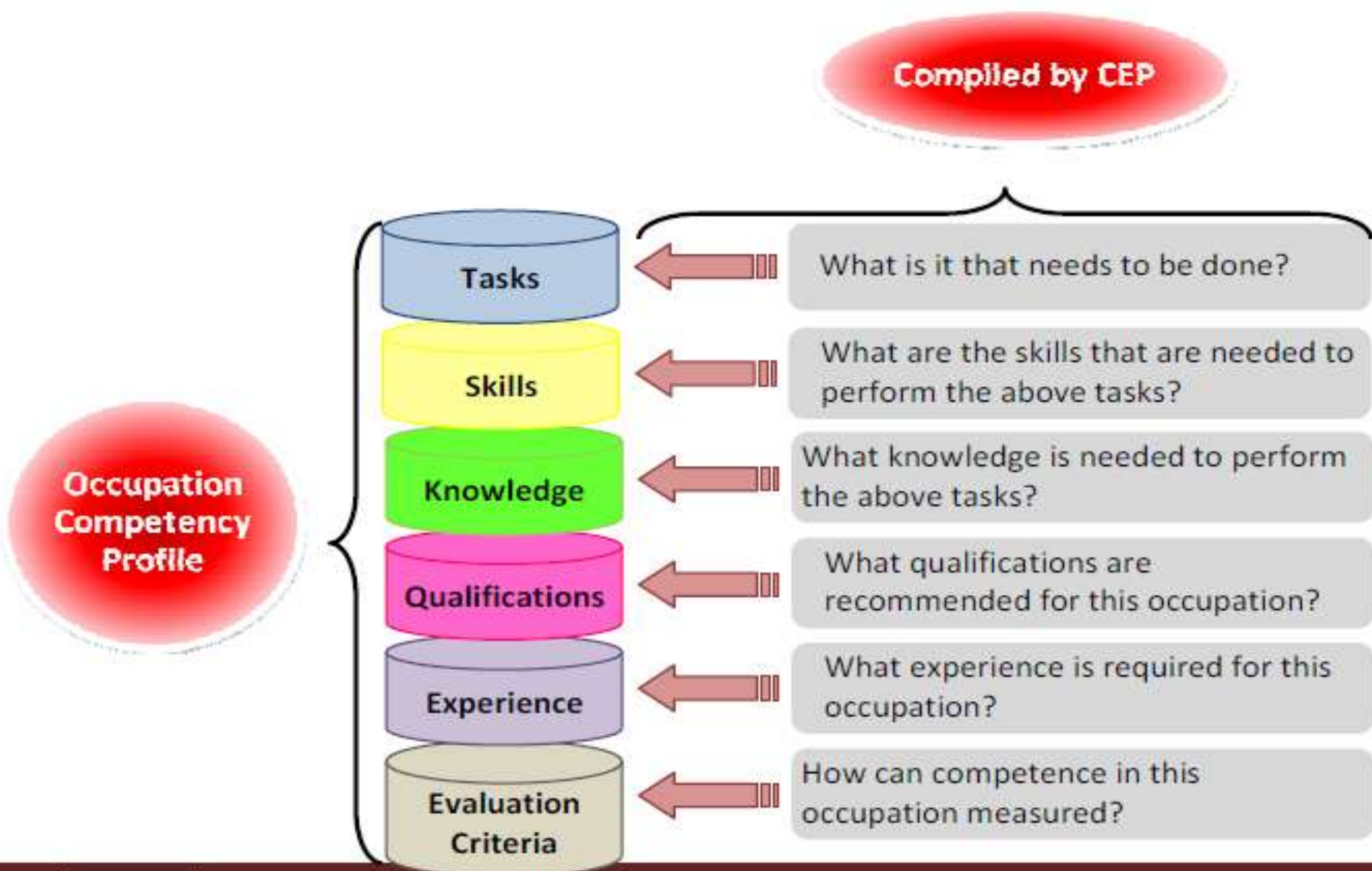
In November 2009, the Skills Development Act and Skills Development Levies Act were transferred from the Department of Labour to the Department of Higher Education and Training



QUALITY COUNCIL FOR TRADES & OCCUPATIONS (QCTO)

- SDA (2008) defines an occupational qualification as *“a qualification associated with a trade or occupation, resulting from work based learning and consisting of knowledge unit standards, practical unit standards and work experience unit standards”*
- Linked to the Organising Framework for Occupations (OFO)
- Fit-for-purpose

OCCUPATIONAL COMPETENCY PROFILING



Occupational Curriculum Framework

Occupational Curriculum

B

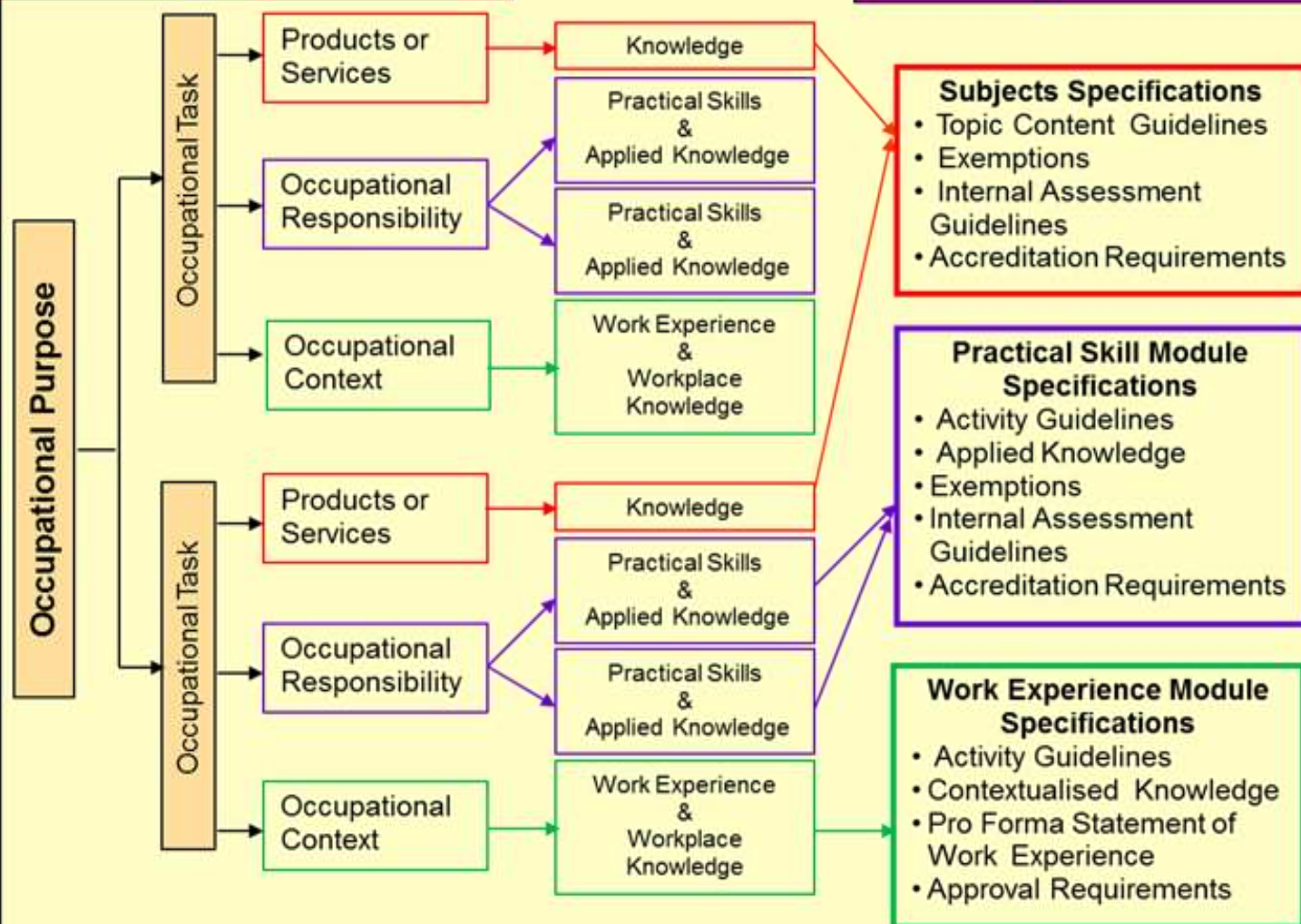
Occupational Profile

C

Learning Components

D

External Summative Assessment Specifications



PUBLIC SECTOR EXPERT PRACTITIONER COMMITTEES

- Purpose is to contribute to developing capacity in ERM in the public sector
- Responsible to contribute to the development and review of the:
 - Technical Competency Dictionary (TCD);
 - Integrated Learning Matrix (ILM); and
 - Capacity Development Strategy
- Provincial Representation
 - Limpopo
 - Mpumalanga

WAY FORWARD

- Complete the QCTO development process
- Inputs are welcome via email to Mark
mark.kuipers@treasury.gov.za
- Documents are available on the OAG website:
 - Competency Framework
 - Explanatory Note (ERM)
 - Technical Competency Dictionary (ERM)
 - Job Profile (occupational profile)<http://oag.treasury.gov.za>