GENERIC STRUCTURE FOR THE FINANCIAL MANAGEMENT FUNCTION
(Office of the CFO)
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)


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.
Establish an integrated internal control systems (including policies)
- Delegations framework
- Departmental governance frameworks
- Financial and Financial Related Systems Control

Assurance services facilitation
- Departmental oversight and other related Committees.
- Financial information retention

Exception Reports
- Interface Reports
- Conduct appropriate systems maintenance

Departmental fraud prevention
- Departmental loss control system

1) This competency cuts across the internal control within the organisation and is not purely about financial internal controls. It is a management system, culture and set of values designed to ensure that the organisation is managed efficiently and effectively, with the appropriate policies and procedures that promote the achievement of its overall goals and objectives.
1. This is a support function responsible for providing financial inputs to the strategic plan, annual plan, business and project plan. This does not replace the strategy and planning unit of a department in the Draft Functional and Organisational Configuration of Corporate Management Units proposed by the DPSA.
1. Financial accounting involves all the procedures necessary to ensure that the department’s financial activities are captured & recorded and that the transactions are valid, accurate and complete.
1. In departments where revenue collection is not a major function, expenditure management may be combined with Revenue Management. There has to be proper segregation controls in place.
1. This function is to ensure that payments are settled in accordance with agreed terms.
1. The purpose of this function is to manage and provide financial administration and accounting services.
Where the nature of the asset is said to be technical and is beyond the scope of the CFO, the CFO cannot be said to be managing the asset. Instead, individuals with the necessary competency will be required to take over the management of the asset on behalf of the CFO. The management of the fixed asset register, accounting and the reporting for the asset will remain the responsibility of the CFO. While the functions may appear similar, the knowledge required is vastly different. This function excludes management of biological assets, military assets, assets belonging to trading entities, investments (shares and unit trusts and financial instruments).
1. SCM is about strategic sourcing which requires product research, understanding economic conditions, and the use of price indices.

In smaller departments, the link between SCM, Asset Management and Budgeting is critical in ensuring that the department has the correct resources to do its work.

In smaller departments consideration should be given to combining SCM & Asset Management.
This a typical Financial Management functional structure including all traditional financial management functions.
This option incorporates asset management into SCM
This option combines expenditure and revenue management. This is where the department’s revenue collection function is few and far between.