

APPROVED MFMA INTEGRATED GENERIC FUNCTIONAL STRUCTURE FOR PROVINCIAL TREASURIES: 8 SEPTEMBER 2015
(GRADING OF POST LEVELS ARE SUBJECT TO FORMAL JE PROCESSES)
(FINAL STRUCTURE CONFIGURATION SUBJECT TO PROVINCIAL CONTEXT)

PROVINCIAL INSTITUTIONS MEANS ALL PROVINCIAL DEPARTMENTS, ENTITIES AND MUNICIPALITIES

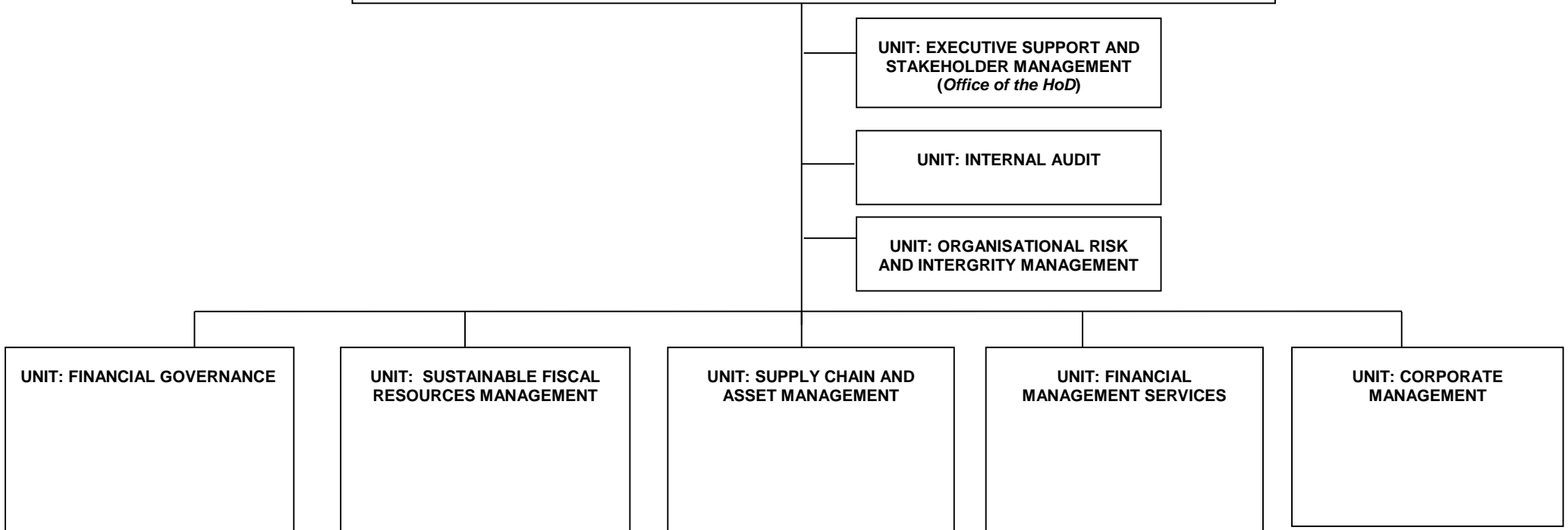
PROVINCIAL TREASURIES

PURPOSE:

To provide provincial government financial services

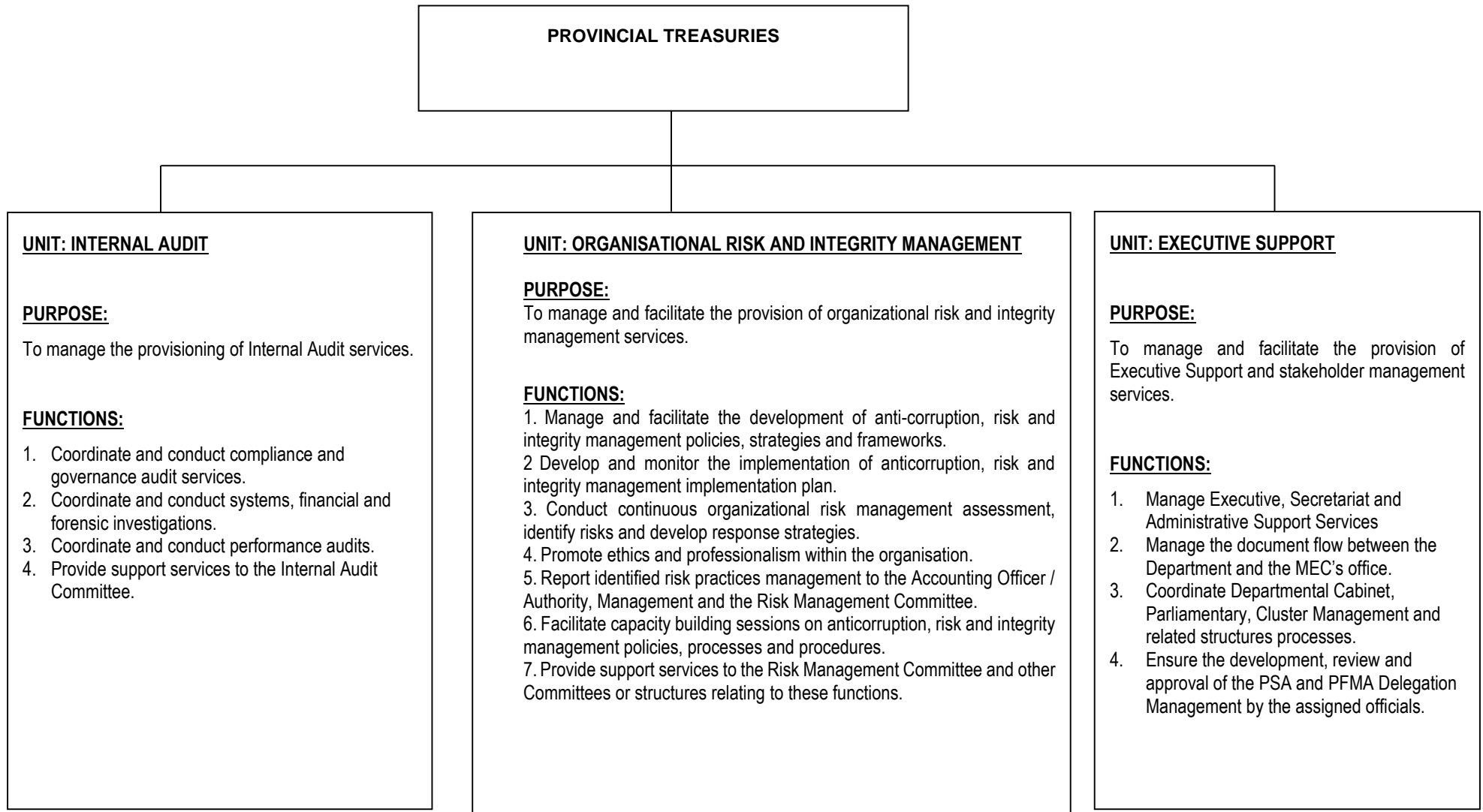
FUNCTIONS:

1. Promote accountability for provincial institutions through substantive reflection of financial activities as well as compliance with financial norms and standards as contained in the PFMA and MFMA.
2. Enhance the effective and efficient administration of provincial fiscal resources.
3. Promote and enforce transparency and effective of supply chain and asset management.
4. Manage and facilitate the provision of financial management services.
5. Manage and facilitate the provision of corporate management services.
6. Manage and monitor the provisioning of internal audit services.
7. Manage and facilitate the provision of organisational risk and integrity management services.
8. Manage and facilitate the provision of Executive Support and stakeholder management services.



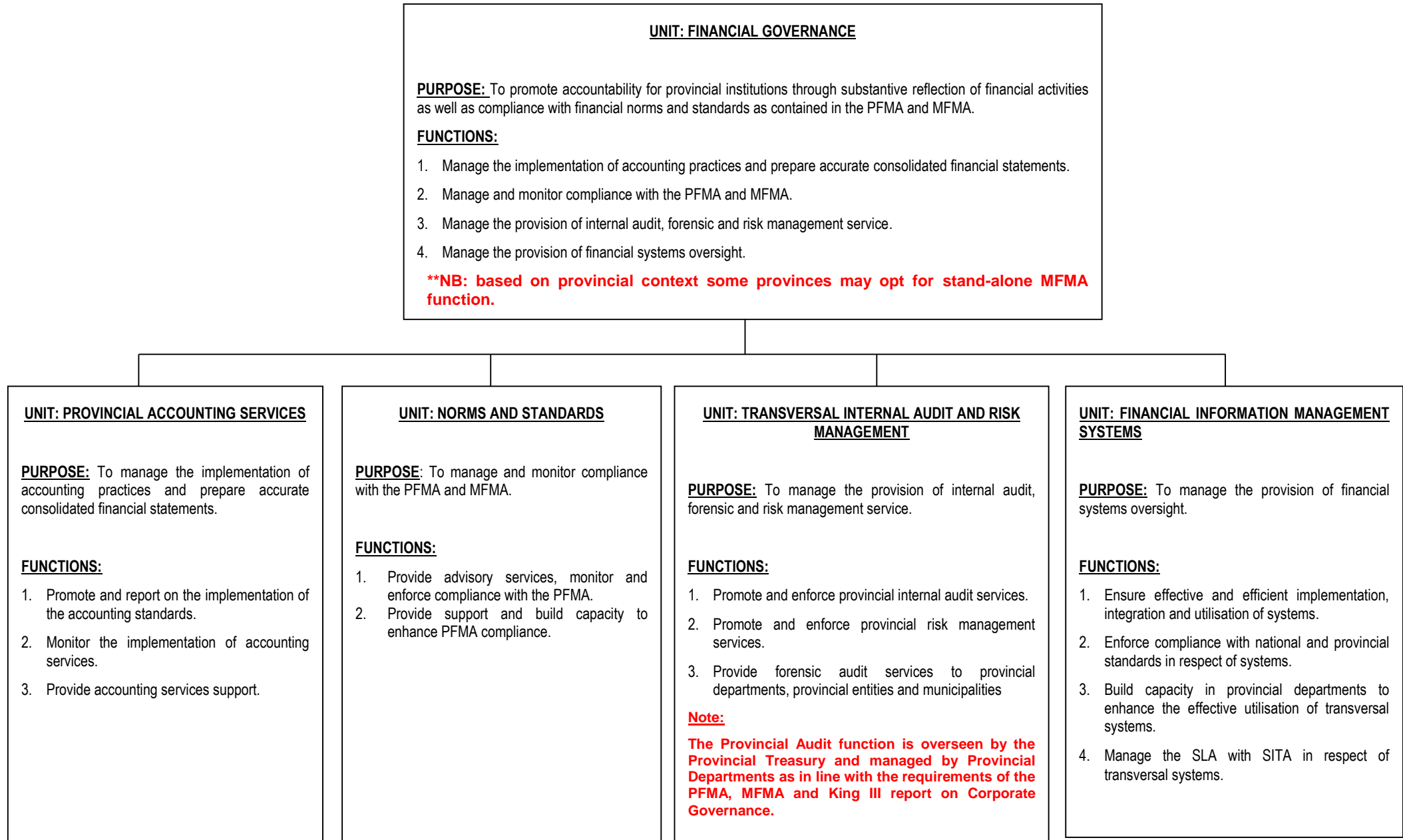
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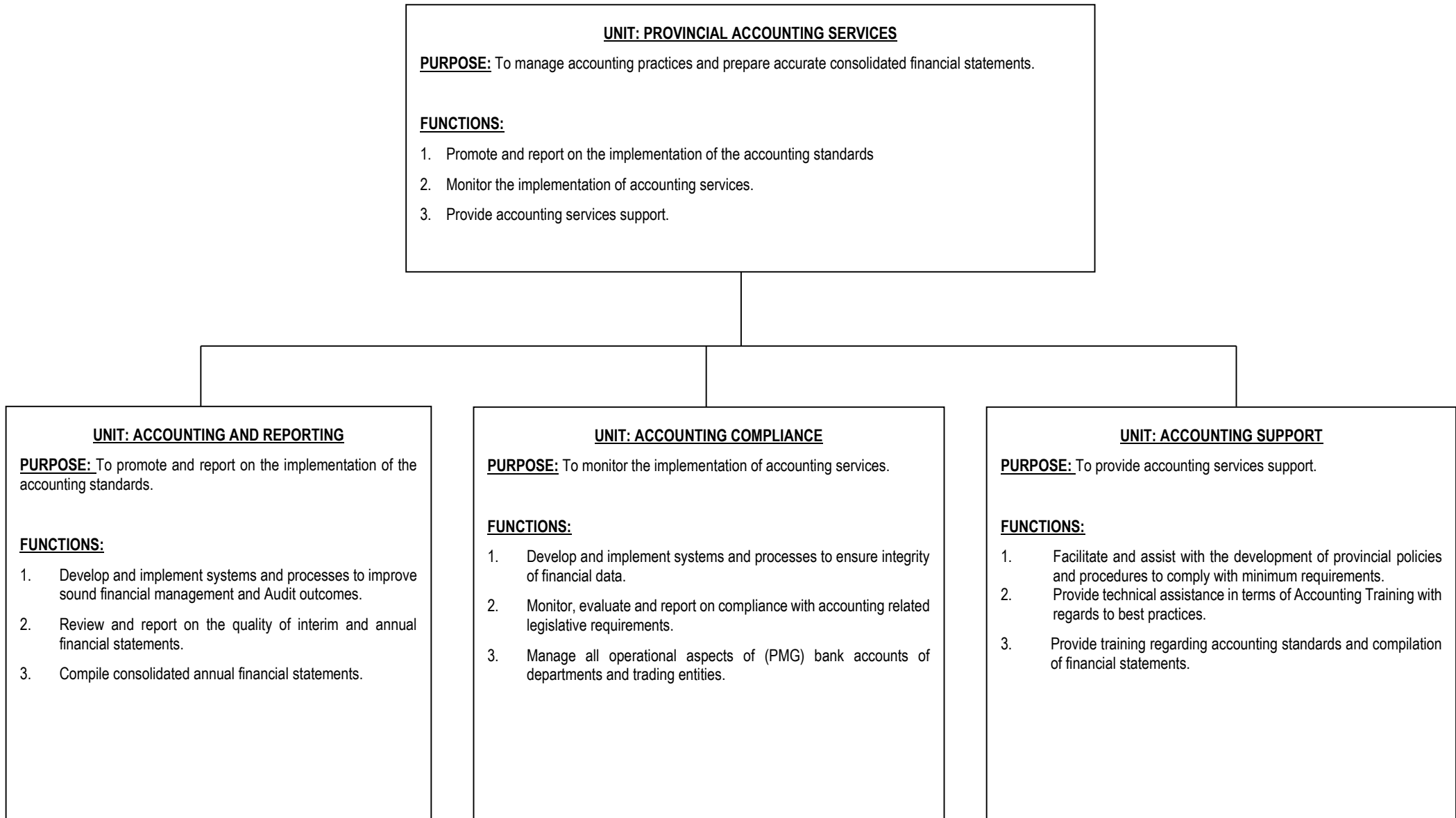
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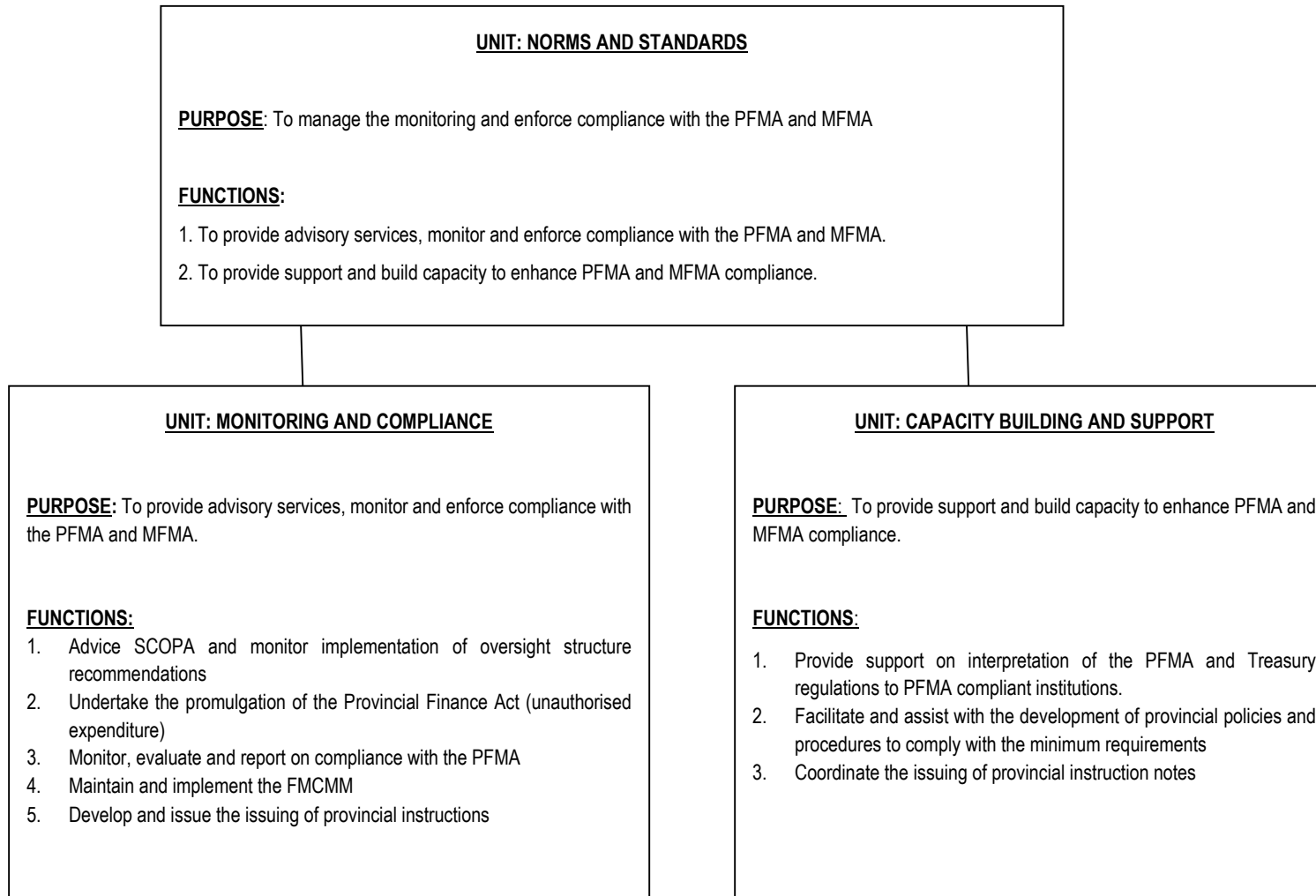
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UNIT: TRANSVERSAL INTERNAL AUDIT AND RISK MANAGEMENT

PURPOSE: To manage the provision of internal audit, forensic and risk management service.

FUNCTIONS:

1. Manage, promote and enforce provincial internal audit services.
2. Manage the promotion and enforce provincial risk management services.
3. Provide forensic audit services.

Note:

The Provincial Audit function is overseen by the Provincial Treasury and managed by Provincial Departments as in line with the requirements of the PFMA, MFMA and King III report on Corporate Governance.

UNIT: TRANSVERSAL INTERNAL AUDIT

PURPOSE: To manage, promote and enforce provincial internal audit services.

FUNCTIONS:

1. Monitor enforce and report on the effectiveness on the implementation of internal audit standards and frameworks.
2. Facilitate and monitor the establishment of Audit Committees.
3. Provide support and capacity building

UNIT: TRANSVERSAL RISK MANAGEMENT-

PURPOSE: To promote and enforce Provincial Risk management services.

FUNCTIONS:

1. Monitor, enforce and report on the implementation of risk management framework.
2. Develop and maintain the provincial risk register
3. Provide support and capacity building.

UNIT: PROVINCIAL FORENSIC AUDITS

PURPOSE: To provide forensic audit services

FUNCTIONS:

1. Conduct fraud risk assessments.
2. Develop fraud risk profiles for each department.
3. Conduct forensic investigations to all clients and provide recommendations for improvement
4. Facilitate prosecutions, misconduct enquiries and recovery in liaison with state law enforcement agencies.
5. Coordinate or undertake special investigations as directed by the MEC and heads of departments.

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UNIT: SUSTAINABLE FISCAL RESOURCE MANAGEMENT

PURPOSE: To enhance the effective and efficient administration of provincial fiscal resources.

FUNCTIONS:

1. Manage the development and implementation of policy frameworks.
2. Manage the provision and coordinate economic, fiscal research and ensure effective oversight over provincial revenue.
3. Enhance and monitor infrastructure performance of provincial departments, provincial public entities and municipalities.
4. Promote effective management and enforce transparency of provincial and municipal financial asset and liability portfolio.

**UNIT: BUDGET AND
PUBLIC FINANCE
MANAGEMENT**

PURPOSE: To manage the development and implementation of policy frameworks.

See Page 8

**UNIT: ECONOMIC AND
FISCAL POLICY
OVERSIGHT**

PURPOSE: To manage the provision and coordinate economic, fiscal research and ensure effective oversight over Provincial revenue.

See Page 9

**UNIT: INFRASTRUCTURE
MANAGEMENT**

PURPOSE: To enhance and monitor infrastructure performance of Provincial Departments, Provincial Public Entities and Municipalities.

See Page 10

UNIT: FINANCIAL ASSET MANAGEMENT

PURPOSE: To promote effective management and enforce transparency of provincial financial asset portfolio.

FUNCTIONS:

1. Ensure proper management of the Provincial Revenue Fund, through inter alia-
 - Account / Compile annual Provincial Revenue Fund financial statements.
 - Develop and implement an effective and efficient cash management framework within the Province.
 - Monitor evaluate and report on all cash management practices.
 - Conduct risk assessments pertaining to cash management.
 - Provide advice and guidance on debt management.
 - Provide advice and guidance on creditors' management.
2. Manage and report on performance of investments and liabilities.
3. Provide knowledge management and capacity development

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UNIT: BUDGET AND PUBLIC FINANCE MANAGEMENT

PURPOSE: To manage the development and implementation of policy frameworks.

FUNCTIONS:

1. Promote effective and optimal financial resource allocation and enable Government to finance its service delivery obligations.
2. Monitor and report on financial and non-financial performance in provincial departments and entities.
3. To manage financial and nonfinancial data from provincial departments and entities.
4. Oversee the analysis and monitoring implementation (linked to budget expenditure trends) of provincial Strategic and Annual Performance Plans, implementation of the Quarterly Performance Reporting system and analysis of Quarterly Performance data.

UNIT: BUDGET MANAGEMENT

PURPOSE: To promote effective and optimal financial resource allocation and enable Government to finance its service delivery obligations.

FUNCTIONS:

1. Prepare the provincial budget through inter alia-
 - Assist provincial institutions in budget compilation.
 - Determine annual budget allocation per function.
 - Determine resource shifts between votes and main division within a vote (adjustment).
 - Ensure integration and synergy of budget priorities between provincial departments.
 - Ensure that the new policy proposals are costed and that the relative priorities are determined.
2. Develop and roll out budget systems to enhance budget processing.
3. Provide capacity building for provincial institutions on budget and financial management.
4. Evaluate the inter-governmental systems and provide feedback to budget council.
5. Monitor budget implementation data (Update and maintain database).

UNIT: PUBLIC FINANCE

PURPOSE: To monitor and report on financial and Non-financial performance in provincial institutions.

FUNCTIONS:

1. Ensure improved expenditure management practices through inter alia-
 - Facilitate reporting to National Treasury on revenue and expenditure management.
 - Ensure accurate reporting on financial and non-financial information within provincial departments and provincial entities as required by the Conditional Grant Framework and Act.
 - Monitor and ensure that all spending is in line with priorities.
 - Monitor and report on the implementation of budgets for provincial institutions.
2. Analyse, review and report on expenditure trends relating to compensation of employees through inter alia-
 - Analyse PERSAL reports, and liaise with provincial departments and provincial entities on identified problems and corrective actions to be taken.
 - * Analyse policies, directives and agreements relating to compensation of employees and recommend amendments based on trend analysis.
 - * Report monthly to HOD and MEC on findings.

UNIT: DATA MANAGEMENT

PURPOSE: To manage financial and nonfinancial data from provincial departments and entities.

FUNCTIONS:

1. Collect, evaluate and consolidate financial and nonfinancial data.
2. Provide support and training to provincial departments to use templates and formats.
3. Develop and manage common Network drive.
4. Develop and maintain data models(IYM, Personnel and revenue model)
5. Assist in the compilation of monthly In-year Monitoring Reports, Annual Financial Statements and MTEF databases including the updating and preparation of tools for the budget process
6. Provide analysts' with specific financial data on a monthly basis including an overall position on provincial finances.

UNIT: PLANNING AND MONITORING

PURPOSE: To oversee the analysis and monitoring implementation (linked to budget expenditure trends) of provincial Strategic and Annual Performance Plans, implementation of the Quarterly Performance Reporting system and analysis of Quarterly Performance data.

FUNCTIONS

1. Analysis of provincial Strategic Plans and Annual Performance Plans linked to budget allocations and the priorities of government.
2. Monitor implementation of provincial strategic and annual performance plans linked to budget expenditure trends.
3. Management of the Quarterly Performance Reporting Model.
4. Implementation of initiatives to build the capacity of provincial Strategic planners and Monitoring and Evaluation officials in line with legislated frameworks on planning and performance information.
5. Provide input into departmental processes to select and define performance indicators.
6. Manage the Annual Report analysis process.
7. Monitoring, evaluating and reporting on economy, efficiency, effectiveness and equity in the use of resources to deliver services (using information generated by other institutions).

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UNIT: ECONOMIC AND FISCAL POLICY OVERSIGHT

PURPOSE: To manage the provision and coordinate economic, fiscal research and ensure effective oversight over Provincial revenue.

FUNCTIONS:

1. Determine and evaluate economic parameters and socio-economic imperatives within a provincial context
2. Optimize, enhance and expand provincial revenue estimates.

UNIT: MACRO ECONOMIC ANALYSIS

PURPOSE: To determine and evaluate economic parameters and socio-economic imperatives within a provincial context

FUNCTIONS:

1. Determine and analyze key economic variables, their interrelation and relevance for the budget, through inter alia-
 - Determine the potential and constraints for growth and development and their interaction with governmental spending and revenue patterns/trends.
 - Determine alternative budgeting and expenditure impact scenarios on selected key economic growth and development indicators (Provincial economic review).
 - Assess impact of previous fiscal policy objectives on selected economic variables.
2. Develop institutional co-ordination and sector integration;
3. Conduct analysis of social sectors and social and economic investment issues through research.

UNIT: FISCAL POLICY ANALYSIS

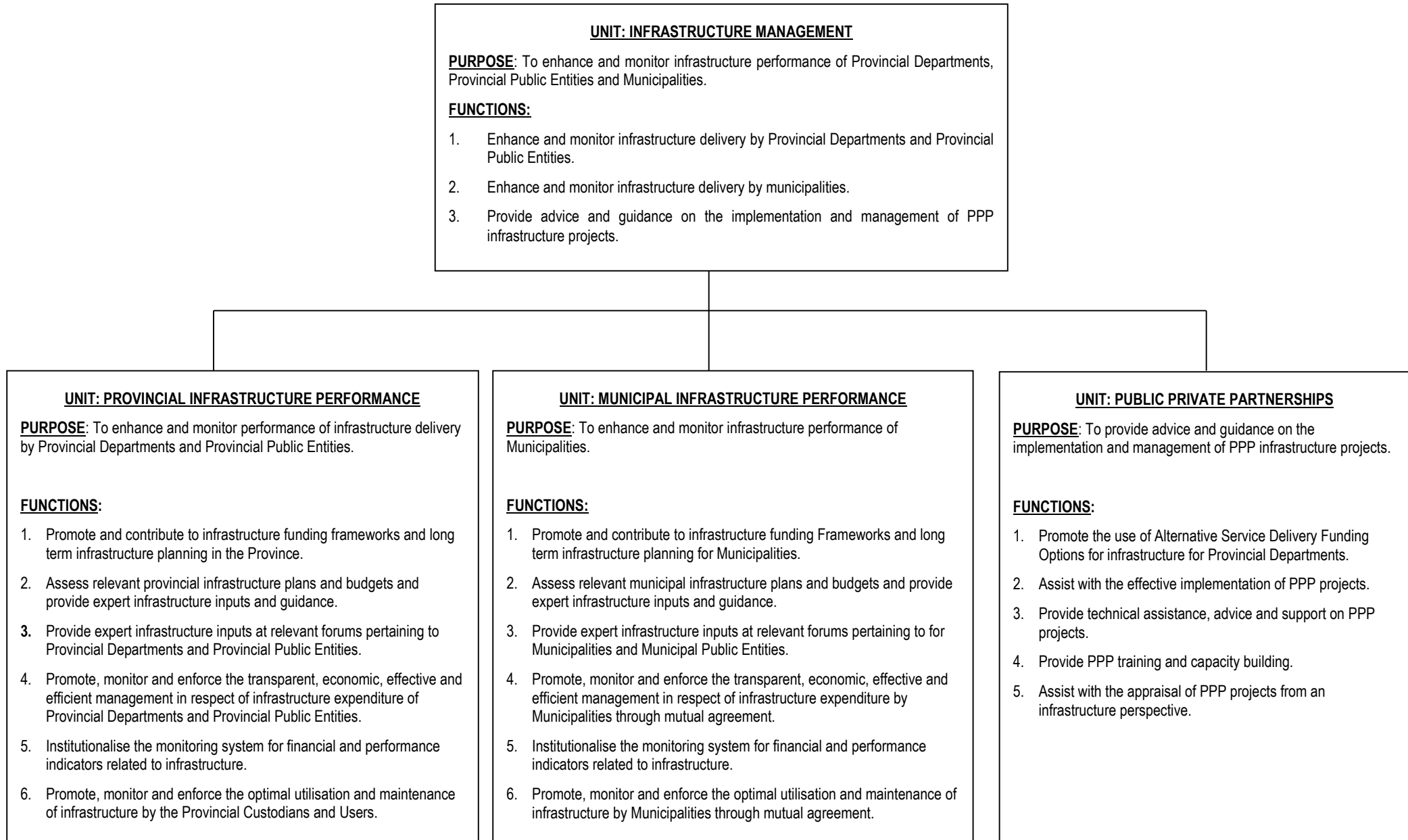
PURPOSE: To optimize, enhance and expand provincial revenue estimates.

FUNCTIONS:

1. Develop, implement and review revenue enhancement strategy, through inter alia-
 - Contribute to discussions regarding an equitable division of revenue.
 - Manage the medium term revenue planning process.
 - Advise and assist departments with compilation of a credible own revenue budget.
2. Promote and enforce transparent and effective revenue management, through inter alia-
 - Developed effective tools and techniques to maximize the collection of revenue owed to the province.
 - Promote Efficient and Effective development of own revenue generating capacity.
 - Report on revenue performance and assess revenue trends.
3. Advise and assist departments to develop debt management policy and any other policies relating to revenue and revenue management.
4. Develop a provincial borrowing framework (A&L).
5. Determine own revenue estimates for the MTEF.

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UNIT: SUPPLY CHAIN MANAGEMENT AND MOVABLE ASSET MANAGEMENT

PURPOSE: To promote and enforce transparency and effective of Supply Chain Management and Asset Management.

FUNCTIONS:

1. Manage the effective promotion and enforce transparency and effective implementation of supply chain services.
2. Manage and monitor transparent and effective management of movable assets.

UNIT: SUPPLY CHAIN MANAGEMENT

PURPOSE: To manage the effective promotion and enforce transparency and effective implementation of supply chain services.

See Page 12

UNIT: MOVABLE ASSET MANAGEMENT

PURPOSE: To manage and monitor transparent and effective management of movable assets.

FUNCTIONS:

1. Develop and maintain movable asset management policy, norms and standards.
2. Enhance and enforce asset management and inventory management framework, through inter alia-
 - Develop efficient systems for inventory management.
 - Develop efficient systems for movable asset management.
 - Monitor the performance of movable asset management
 - Oversight reporting on compliance with legislative requirements
3. Provide advice and support on movable assets.
4. Provide knowledge management and capacity development services.

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UNIT: SUPPLY CHAIN MANAGEMENT

PURPOSE: To manage and promote transparency and effective implementation of supply chain services.

FUNCTIONS:

1. Establish uniform SCM policy norms and standards.
2. Establish SCM governance, compliance, monitoring and evaluation.
3. Establish SCM strategic procurement.
4. Promote, support and develop SCM capacity, through: institutional, organisational, individual and stakeholder development.
5. Establish SCM transversal contract management.

