

	<ul style="list-style-type: none"> <li>Information sessions held with senior management on financial matters</li> </ul>	Well informed senior management	Frequency of information sessions
Capacity building	<ul style="list-style-type: none"> <li>Highly skilled and trained finance corps</li> <li>Individual development and performance plans as well as job descriptions for all finance personnel</li> <li>Line functionaries/programme officers skilled and trained on the principles of good financial management</li> <li>Performance agreements drawn up at all levels</li> </ul>	<p>Appropriately qualified personnel as determined by individual development plans and individual performance development plans</p> <p>Individual development plans and individual performance development plans</p> <p>Compliance with the PFMA</p> <p>SPMS circular</p>	<p>90% of staff with appropriate qualifications</p> <p>Implementation of structured training programme</p> <p>Frequency of information sessions</p> <p>Signed agreements</p>
Planning and Budget management	<ul style="list-style-type: none"> <li>Strategic plan approved by Executive Authority and tabled in Provincial Legislature</li> <li>Departments products and services costed for effective budgeting</li> <li>Strategic plan consistent with the MTEF budget</li> <li>Sustainable service delivery programme established</li> </ul>	<p>In accordance with requirements of NTR and PSR</p> <p>Performance based strategic plan</p> <p>Adequate funding</p> <p>Effective, efficient, economical and transparent utilisation of resources</p> <p>Service standards</p>	<p>Annual revision and alignment to changing needs</p> <p>Measurable objectives for each programme</p> <p>Under/over expenditure</p> <p>Quarterly reporting to EA</p> <p>Annual statement of public service commitment.</p>

	<ul style="list-style-type: none"> <li>▪ Approved budget (main and adjustments estimate)</li> <li>▪ Measurable outputs per programme specified</li> <li>▪ Sound budgeting and budgetary control exercised</li> <li>▪ Organisational processes and structures aligned to achieve outputs and outcomes</li> <li>▪ Procedures for monitoring, evaluation and corrective action established</li> <li>▪ Revenue tariff applicable to the department reviewed to ensure maximum collection of revenue</li> <li>▪ Revenue collection and expenditure monitored and reported to the Executive Authority and Treasury</li> <li>▪ Transfer payments utilised for purposes intended in terms of Section 38(1)(j)</li> <li>▪ Payroll certificates certified timeously</li> <li>▪ Monthly expenditure monitored and kept in line with cash flow projections</li> <li>▪ New sources or potential sources of revenue identified</li> </ul>	<p>Compliance with annual budget circulars</p> <p>At least 1 output per programme</p> <p>Steps in place to prevent unauthorised expenditure</p> <p>Re-evaluated annually</p> <p>Effective procedures</p> <p>Revised at least annually</p> <p>Reporting with reasons for all variances Compliance with remedial procedures</p> <p>Availability of written assurance</p> <p>Received within 10 days of payment date Reliable forecasts of material cash flows</p> <p>Within legislature mandate</p>	<p>Budget circular</p> <p>Performance measure/indicator per output for economy, effectiveness and efficiency</p> <p>Expenditure in accordance with budget</p> <p>Frequency of evaluation</p> <p>Procedures in existence</p> <p>Treasury approval for tariff structure</p> <p>Monthly reporting 10 days after month end</p> <p>Certificate of written assurance</p> <p>Timeliness</p> <p>2% of variance</p> <p>Maximising revenue generation</p>
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Asset management	<ul style="list-style-type: none"> <li>▪ Supply Chain Management (SCM) Process managed <ul style="list-style-type: none"> <li>▪ Needs assessment determined to manage demand by ensuring that value for money is achieved</li> <li>▪ Appropriate procurement system in place to manage acquisitions that is fair, equitable, transparent, competitive and cost effective</li> </ul> </li>   <li>▪ Systems in place for the evaluation of all major capital projects</li>   <li>▪ Stock losses, shortages and excess monitored and reported</li>   <li>▪ Comprehensive asset register for the Department maintained and managed.</li>   <li>▪ Policy and procedures manual for effective management of assets in place and reviewed regularly</li> </ul>	<p>Value for money justified</p> <p>Electronic procurement system Formal tender process Systems and processes for handling, evaluation and control of tenders</p> <p>Systems to properly evaluate all capital projects prior to final decision Investment cost analysis</p> <p>Optimum and economic inventory levels</p> <p>No inventory losses</p> <p>Integration with purchasing and payment system Classification of assets All relevant asset details</p> <p>Optimal utilisation of assets Updated on a regular basis Transfer of assets or liabilities to another department</p>	<p>Acquisition justified</p> <p>Reviewed regularly and complied with</p> <p>Existence</p> <p>Number of redundant and excessive inventory Value of inventory 0,1% inventory losses Existence</p> <p>Compliance with Statutory obligations</p> <p>Regular evaluation</p> <p>Signed inventory to Treasury and A-G within 14 days of transfer</p>
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	<ul style="list-style-type: none"> <li>▪ Policy in place to manage disposal of assets</li> <li>▪ Retrospective analysis of the Supply Chain performance undertaken (value for money)</li> </ul>	Economical, efficient, effective and transparent utilisation of resources	Proper process followed Objectives achieved
Liability management	<ul style="list-style-type: none"> <li>▪ Debt management and write off policy established in the department</li> <li>▪ Processes for the collection of outstanding debt established in the department</li> <li>▪ Creditors settled within prescribed period</li> <li>▪ Regular risk assessment conducted to identify emerging risks (key strategic and material risks)</li> <li>▪ Risk management and internal control models in place to manage risks in the department</li> <li>▪ Fraud Prevention plan implemented and operational</li> <li>▪ Internal control procedures reviewed and maintained, including:</li> </ul>	<p>Effective management of debt</p> <p>No long outstanding debt</p> <p>Payment within 30 days Discounts utilised optimally</p> <p>Approved and communicated</p> <p>Approved system of risk management and internal controls Best practice models utilised Strategies and controls adequate and appropriate to identify and mitigate major risks</p> <p>Operational Fraud Prevention Plan</p> <p>Internal control mechanisms designed and implemented Pre and post audit components</p>	<p>Policy complied with</p> <p>Debt collection period</p> <p>Debtors age analysis</p> <p>Normal creditors less than 30 days Creditor age analysis</p> <p>Existence and communication</p> <p>Internal audit findings Inspection reports</p> <p>Implementation reports Regular updating</p> <p>Internal audit findings Inspection reports</p>

	<ul style="list-style-type: none"> <li>▪ Segregation of functions maintained i.r.o. the following activities: <ul style="list-style-type: none"> <li>▪ Execution of transaction</li> <li>▪ Accounting of transaction</li> <li>▪ Custody of related assets</li> </ul> </li> <li>▪ Segregation of accounting maintained for the following transaction types: <ul style="list-style-type: none"> <li>▪ Approving</li> <li>▪ Processing</li> <li>▪ Recording</li> <li>▪ Reconciling</li> </ul> </li> <li>▪ Effective and reliable internal audit unit in place for the department</li> <li>▪ Audit Committee established</li> <li>▪ Auditor-General and Internal Audit reports dealt with and remedial steps initiated</li> </ul>	<p>Full reliance on the Internal audit unit</p> <p>Effective independent committee</p> <p>Risk areas covered in internal audit plan Audits performed with due care and proficiency</p>	<p>Auditor-General's report</p> <p>Reports to AO, EA, PT and A-G</p> <p>Audit reports Internal audit findings Inspection reports</p>
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<p>Accounting and accountability</p>	<ul style="list-style-type: none"> <li>▪ Approved delegations and instructions in place</li>   <li>▪ Suspense accounts cleared and reconciled</li>   <li>▪ An effective cash management system implemented and monitored</li>   <li>▪ Control measures in place to ensure supporting documentation for all transactions</li>   <li>▪ Actual revenue and expenditure, projections and variances reported on monthly</li>   <li>▪ The following reported quarterly to senior management: <ul style="list-style-type: none"> <li>▪ Performance against strategic plan</li> <li>▪ Revenue and expenditure of public entities</li> <li>▪ Compliance with the PFMA by public entities</li> <li>▪ Transfer payments</li> </ul> </li>   <li>▪ The following reported on annually: <ul style="list-style-type: none"> <li>▪ Annual Financial Statements submitted timeously for audit purposes</li>   <li>▪ Annual Report for department and public entities submitted and tabled timeously</li> </ul> </li>   <li>▪ Disciplinary steps/preventative steps and early warning systems in place</li> </ul>	<p>Approved and communicated</p> <p>Monthly</p> <p>Daily bank reconciliation</p> <p>Authentic and verifiable source documentation</p> <p>In prescribed format</p>  <p>30 days after quarter  30 days after quarter  15 days after quarter  15 days after quarter</p> <p>On or before 31 May  In terms of National Treasury Guidelines</p> <p>On or before 31 August to EA, A-G, PT and tabled in Legislature</p> <p>Adherence to disciplinary standards and codes of conduct.</p>	<p>Auditor-General, Internal audit and inspection findings</p> <p>Reports to AO</p> <p>Frequency</p> <p>Post audit component findings</p> <p>Quality and timeliness</p>  <p>Quality and timeliness</p>  <p>Timeliness</p> <p>Timeliness</p> <p>Prescripts and policy complied with</p>
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	<ul style="list-style-type: none"> <li>▪ Integrity of financial information and systems           <ul style="list-style-type: none"> <li>▪ Approved chart of accounts</li> </ul> </li>   <li>▪ General ledger objectives aligned with estimates of expenditure</li>   <li>▪ Information between systems reconciled</li>   <li>▪ Surpluses/deficits in trading entities declared to the relevant treasury</li> </ul>	<p>Approved standard chart of accounts</p> <p>Financial systems aligned to budget</p> <p>All information updated on the financial system</p> <p>Surplus/deficit determined</p>	<p>Reporting i.t.o standard chart of accounts</p> <p>Compliance with reporting formats</p> <p>Reconciliation executed between Persal, Logis and Financial system</p> <p>Reported annually</p>
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**COMPETENCY PROFILE**

<b>KNOWLEDGE</b>	<b>SKILLS</b>	<b>PERSONAL ATTRIBUTES</b>	<b>LEARNING FIELD</b>	<b>LEARNING INDICATOR</b> Identify specific Qualifications
<ul style="list-style-type: none"> <li>▪ Knowledge and understanding of financial norms and standards (nominal and substantive) and other legislation i.e. Constitution, Public Finance Management Act, 1999; National Treasury Regulations; Provincial Treasury Instructions, Financial delegations; applicable policies and procedures</li> <li>▪ Technical trained and proficient in:               <ul style="list-style-type: none"> <li>▪ Strategic planning</li> <li>▪ Business planning and design</li> <li>▪ Performance measurement</li> <li>▪ Financial accounting</li> <li>▪ Cost accounting</li> <li>▪ Management accounting</li> <li>▪ Internal control</li> <li>▪ Internal and external audit</li> <li>▪ Information systems</li> <li>▪ Economy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytical thinking</li> <li>▪ Strategic thinker</li> <li>▪ Negotiating skills</li> <li>▪ Sound Budgeting and Accounting skills</li> <li>▪ Problem solving skills</li> <li>▪ Communications skills</li> <li>▪ Interpretative skills</li> <li>▪ Planning and organizational</li> <li>▪ Conflict handling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dedicated</li> <li>▪ Team leader/<b>builder</b></li> <li>▪ Innovative</li> <li>▪ Pragmatic</li> <li>▪ Creative</li> <li>▪ Self motivated</li> <li>▪ Assertive</li> <li>▪ Good planner and organizer</li> <li>▪ Good interpersonal relations</li> <li>▪ Ability to work under pressure</li> <li>▪ Ability work independently</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management training</li> <li>▪ Policy Development</li> <li>▪ Strategic Management</li> <li>▪ Financial Management</li> <li>▪ Budget Management</li> <li>▪ Project management</li> <li>▪ Presentation skills</li> </ul>	<p><u>Qualifications:</u> Minimum B Comm with Accounting as a major</p> <p><u>Experience:</u> 5 years management experience in finance</p>



- Knowledge of human resource management and development and Labour Relations
- Systems:
  - The operation of the PERSAL/FMS system
  - The Logis system

**COMMITTEES, FORUMS, WORKING GROUPS AND MEETINGS (Identify specific role)**

Represent the Department with full authority of decision taking on:

- WCPA: Chief Financial Officer Forum.
- Departmental Accountants Forum
- Departmental Tender Committee
- Fraud Prevention Committee
- Forensic Audit Investigations meeting
- Senior management meeting

**KEY CUSTOMERS**

Minister		
Head of Department/Accounting Officer		
Programme/sub-programme managers		
Top Management/Budget committee		
Internal Audit		
Audit Committee		
Auditor-General		
Portfolio Committee		
SCOPA		
Provincial Treasury		

**DELEGATIONS**

See attached Annexure A.

**CAREER PATHING****Promotion to the next higher post: Chief Director**

Promotion to the next higher salary level / rank is subjected to satisfactory work performance and promotion to a higher post is subjected to the availability and satisfactory performance as well as conforming to the applicable recruitment and selection procedure

**PERFORMANCE MANAGEMENT (SMS)**

The SMS Performance Agreement is separately contracted and is an additional document to the job description.

**JOB DESCRIPTION AGREEMENT**

I the post incumbent declare that the content of this job description has been clarified with me. I comprehended and comply with the minimum post requirements and the nature of the work as contained in this job description and undertake to execute the responsibilities to the best of my ability.

\_\_\_\_\_  
**POST INCUMBENT**

\_\_\_\_\_  
**MANAGER**

**DATE:**

**DATE:**