

6. Financial Management - Blueprint



public works & infrastructure

Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

6.1 FINANCIAL PLANNING/ BUDGETING AND MONITORING



6.1.1 MANAGE MASTER DATA

6.1.2 MANAGE GOAL SETTING

6.1.2.2 MANAGE ANNUAL

PERFORMANCE PLANNING

1.1.1 Manage Policy / Strategy /

Norms & Standard

6.1.3 PLAN FINANCIAL BUDGET

6.1.4 DEVELOP **FINANCIAL BUDGET**

6.1.5 MONITOR FINANCIAL BUDGET

6.1.6 REFINE FINANCIAL BUDGET

6.1.7 (10.1.1) MANAGE **INFORMATION**

6.1.1.1 MANAGE IT PROTOCOLS

- Assess / Review User Requirements
- Request User Access
- Remove / Amend User Access
- **Update User Access**

6.1.1.2 MANAGE BUDGET PROGRAMME STRUCTURE

- Determine Budget Programme
- Structure Amend Budget Programme
- Structure (If Required) Approve Amendments to Budget

Programme Structure

6.1.1.3 MANAGE REGULATORY **CHANGES**

- Receive Regulatory Changes
- **Analyse Regulatory Changes**
- Determine Impact and Propose Alignment Changes
- Authorise and Update Changes to Processes/ Systems
- Communicate Changes Across the Business

6.1.1.4 MANAGE NT CIRCULARS, **INSTRUCTIONS & POLICIES**

- Receive Guidelines/ Circulars and
- Policies from NT Analyse Guidelines/ Circulars and
- **Policies Determine Impact and Propose Alignment Changes**
- **Authorise and Update Changes**
- to Processes/ Systems
- **Communicate Changes Across** the Business

6.1.2.1 MANAGE STRATEGIC 6.1.3.1 MANAGE BUDGET **PLANNING** PLANNING

- 1.1.1 Manage Policy / Receive and Review NT Strategy / Norms & Standard Requirements
 - Analyse and Advise Top Management on NT Requirements
 - **Prepare and Communicate Budget Project Plan**
 - Workshop Budget Compilation with Line Managers

6.1.3.2 MANAGE BUDGET MODEL **PREPARATION**

- Obtain Budget Templates from NT
- Prepare Budget Input
- Spreadsheets **Authorise Budget Input** Spreadsheet/Template
- Populate Template with Baseline Financial Expenditure Data

6.1.3.3 MANAGE INFRASTRUCTURE **PLANNING**

- 1.2.1 Manage Needs Analysis & **Demand Management**
- 1.2.2 Manage Delivery **Management Strategy**

6.1.3.4 MANAGE OTHER BUDGET **PLANS**

- **Develop Procurement** Management Plan
- Develop Movable Asset Management Plan
- Develop HR Plan
- Develop IT Plan

6.1.4.1 MANAGE BUDGET DATA INPUTS AND VALIDATION

- Request Budget Inputs from Line Managers (Incl. Projects)
- **Conduct Budget Validation** Meetings
- Consolidate Validated Budget Inputs and Evaluate
- Request Budget Re-Prioritisation (where Necessary)
- Align Consolidated Lifecycle Management (LCM) Plan and Funding Requests with Budget
- **6.1.4.6** Manage Other Plans Alignment
- Consolidate Database and **Narratives**

6.1.4.2 MANAGE BUDGET **APPROVALS**

- **Submit Consolidated Draft Budgets for Internal Approval**
- Coordinate and Respond to **Budget Changes (where** required)
- Approve and Sign off Budgets

6.1.4.3 MANAGE BUDGET SUBMISSIONS

- Submit Approved Budget to NT
- Coordinate and Respond to NT Budget Inputs (where required)
- 6.1.4.2 Manage Budget Approvals (Where required)
- Receive NT Approvals and Allocations

6.1.4.4 MANAGE APPROVED **BUDGET ALLOCATION**

- Receive NT Budget Allocation Letter
- Allocate, Capture and Verify **Budget per Program and** Classification
- 6.1.4.2 Manage Budget **Approvals**
- Submit Final Captured Budget to
- Send Internal Budget Allocation Letter and Reports to Responsibility/Units
- Capture and Verify Budget per Responsibility/Unit

6.1.4.5 MANAGE INFRASTRUCTURE ASSET MANAGEMENT PLANS

• **1.2.2** Manage Delivery Management Strategy

6.1.4.6 MANAGE OTHER PLANS **ALIGNMENT**

- · Perform and Align Monthly Cash-Flow Forecasting
- Align Procurement Plan
- Align Movable Asset Plan
- Align HR Plan
- Align IT Plan

6.1.5.1 MANAGE KEY PERFORMANCE INDICATORS

- Develop / Formulate Performance Indicators
- Obtain Report to Track **Performance Against Indicators**
- Investigate and Follow Up Variances
- Determine and Implement **Corrective Actions**

6.1.5.2 MANAGE BUDGET **CONTROL**

- Obtain Cost Centre Actual vs
- **Budget Reports** Investigate and Follow Up
- Variances Determine and Implement **Corrective Actions**

6.1.5.3 MANAGE FORECASTING

- Obtain Forecast Inputs from
- Expenditure and Revenue Consolidate and Analyse
- **Forecasts**
- Prepare Consolidated Cash Flow and Working Capital Forecast
- Authorise and Submit to Treasury

6.1.5.4 MANAGE INTERNAL **BUDGET REPORTING**

- Receive Request for Management Report
- Assess Feasibility of Request and Availability of Information
- Provide Report and Insight/Analysis (including Commentary) to Business

6.1.5.5 MANAGE EXCEPTION **REPORT**

- Develop List of Exceptions to be Tracked / Monitored
- Obtain/Extract a Report of Exceptions
- Investigate and Follow up on All
- Exceptions Determine and Implement

Corrective Actions

6.1.5.6 MANAGE ANALYSIS AND BENCHMARKING

- Identify Benchmarking Need
- Assess Data Availability and Relevance
- Collate Data Sources and Benchmark

Recommendations

Analyse Benchmark Results Provide Insights and

6.1.6.1 MANAGE PLANNING **ADJUSTMENTS**

1.1.1 Manage Policy / Strategy / Norms & Standard

6.1.6.2 MANAGE ADJUSTMENT **BUDGET**

- **6.1.3.1** Manage Budget Planning • 6.1.3.2 Manage Budget Model
- Preparation **6.1.3.4** Manage Other Budget
- Plans (where applicable) **6.1.4.1** Manage Budget Data
- Input and Validation • 6.1.4.2 Manage Budget Approval

• **6.1.4.5** Manage Infrastructure

Asset Management Plans

- **6.1.4.4** Manage Approved **Budget and Allocations**

10.1.1.1 MANAGE DOCUMENTS

Library Management System Processes across organization to be Provided

10.1.2.1 MANAGE BACK-UP

Back-up Management Processes across organization to be Provided

6.2 REVENUE AND DEBT MANAGEMENT



6.2.1 MANAGE MASTER DATA

6.2.2 PREPARE CLIENT INVOICE

6.2.3 MANAGE COLLECTIONS

6.2.5 MANAGE REPORTING

6.2.6 (10.1.1)MANAGE **DEBT & REVENUE INFORMATION**

6.2.1.1 MANAGE

- IT PROTOCOLS • Assess User Access Requirements
- Request User Access
- Review and Update User Access
- Remove User Access

6.2.1.2 MANAGE LETTING DATA

- **3.5.1** Manage Property Allocation and Utilisation
- Receive Letting Changes Details with Supporting Documents (New,
- Terminated/Expired, or Variations) Capture and Verify Letting Details
- Authorise and Update Letting Details & Register

6.2.1.3 MANAGE CLIENT DATA

- Receive Client Maintenance (Add User; Amend Info, etc.) Request with **Supporting Documents**
- Capture and Verify Client Details
- Authorise and Update Client Details

6.2.1.4 MANAGE PRESTIGE DATA

- Receive Prestige Maintenance (Add/ Remove User; Amend Info, etc.)
- **Request with Supporting Documents** Capture and Verify Prestige User/
- Authorise and Update Prestige

6.2.1.5 MANAGE CLIENT REVENUE TARIFFS & USER CHARGES

- **1.1.2** Portfolio Inventory and **Performance Analysis**
- Review and Consider Market
- Determine Proposed Tariffs & User
- Assess Impact of Proposed Tariffs & **User Charges on Regulatory**
- Framework & User Departments Approve Tariffs & User Charges
- Obtain Approval for Tariffs & User Charges from NT (where Applicable)
- **Upload Approved Tariffs and User**

6.2.1.6 MANAGE PRESTIGE TARIFFS & **USER CHARGES**

- Receive Updated Ministerial Handbook
- Update and Align Approved Prestige Tariffs & User Charges in line with Ministerial Handbook
- Authorise and Update Approved Prestige Tariffs and User Charges

6.2.1.7 MANAGE AUGMENTATION SCHEDULE

6.1.4.4 Manage Approved Budget Allocation

6.2.1.8 MANAGE **CREDIT PROVISION**

- **3.3.1** Manage Temporary Disposal
- Receive Client Credit Request (Private Client) with Supporting Documents Conduct Client Affordability, Credit **Vetting and Background Checks**

Recommend and Capture Credit Limit

- (where applicable) Authorise and Update Credit Limit
- Approvals Communicate Findings to the
- Requestor
- 3.3.1 Manage Temporary Disposal

6.2.1.9 MANAGE REGULATORY **CHANGES**

- Receive Regulatory Changes
- Analyse Regulatory Changes Determine Impact and Propose
- Alignment Changes Authorise and Update Changes to
- Processes/ Systems Communicate Changes Across the
- **Business**

6.2.1.10 MANAGE NT CIRCULARS, INSTRUCTIONS AND POLICIES

- Receive Guidelines/ Circulars and Policies from NT Analyse Guidelines/ Circulars and
- **Policies**
- Determine Impact and Propose **Alignment Changes**
- Authorise and Update Changes to Processes/ Systems
- Communicate Changes Across the **Business**

6.2.2.1 MANAGE ACCOMODATION CHARGES

- 3.5.3 Manage Billing and User Chargeback
- Calculate Client Accommodation Charges in line with Approved Client Revenue Tariffs and User Charges (Including Capital) Prepare Itemised Client Bill/
- Invoice Update and Authorise Client Invoice/ Statement

6.2.2.2 MANAGE MUNICIPAL SERVICE CHARGES

- **6.3.2.1** Manage Invoice Processing (Supplier)
- Determine Client Recoverable
- Municipal Service Charges Calculate Management Fees in line
- with Approved Client Revenue Tariffs and User Charges Prepare Itemised Client Bill/
- Invoice Update and Authorize Client Invoice/ Statement

6.2.2.3 MANAGE OTHER RECOVERIES

- **6.3.2.1** Manage Invoice Processing (Supplier)
- **Determine Other Client**
- Recoverable Charges Prepare Itemised Client Bill/
- Authorise and Update Client Invoice/ Statement

6.2.2.4 MANAGE PRESTIGE INVOICING

- 3.5.3 Manage Billing and User Chargeback
- Calculate Prestige Accommodation Charges in line with Approved Prestige Tariffs and User Charges
- Prepare Itemised Client Bill/ Update and Authorise Client

Invoice/ Statement **6.2.2.5** MANAGE AUGMENTATION INVOICE

- **Determine Augmentation** Invoiceable Amount
- Prepare Augmentation Invoice
- **Authorise and Update Client** Invoice/ Statement

6.2.2.6 MANAGE SUNDRY INVOICES

- 6.3.2.1 Manage Invoice Processing (Supplier)
- Administration (where Applicable) Prepare Sundry Revenue Invoice with Supporting Documents
- Update and Authorise Sundry **Debtor Account**

6.2.2.7 MANAGE INTEREST CHARGES

- Obtain Interest Rate to be Charged on Overdue Accounts in line with NT Regulations
- Calculate Interest on Overdue Account using Approved Interest Rate and In line with Credit Control
- **Update and Authorise Client** Invoice/ Statement

6.2.2.8 MANAGE INVOICE & STATEMENT DISTRIBUTION

- Print Statements and Attach Supporting Invoices/ Documentation
- Perform Reconciliation of Statements to be Distributed
- Distribute Statements and Supporting Invoices/
- Documentation Perform Reconciliation of Statements Distributed

6.2.3.1 MANAGE RECEIPT ALLOCATION

- Identify Client Payment/ Receipt
- **6.2.3.2** Manage Remittances
- Capture and Verify Matching of Receipts to Outstanding Invoices
- Update and Authorise Client Account **6.2.3.3** Manage Unallocated Receipts (where applicable)

6.2.3.2 MANAGE REMITTANCES

- **6.2.3.1** Manage Receipt Allocation
- Identify/ Request Client Remittance
- Reconcile Remittance Advice to Client
- Payment/ Receipt Investigate and Follow up on
- Discrepancies (where applicable) Obtain Final Updated Remittance and/ or Agreed Allocation

6.2.3.3 MANAGE UNALLOCATED RECEIPTS

- **6.2.3.1** Manage Receipt Allocation
- Record Receipts in Clearing/ Suspense
- **6.4.2.5** Manage Suspense Accounts

6.2.3.4 MANAGE ALLOCATION REVERSALS (MISALLOCATIONS)

- Identify Misallocations for Reversal
- Reverse Misallocation
- **6.2.3.1** Manage Receipt Allocation
- Authorise and Update Client Account

6.2.3.5 MANAGE SUNDRY RECEIPTS

- Identify Sundry Receipt from Bank Statement
- Capture and Verify Matching of Sundry Receipts to Outstanding Sundry Invoices (where applicable)
- Perform Adjustment/ Reversal (Where applicable) Authorise and Update Sundry Debtor

Account

6.2.4.1 MANAGE **FORECASTING**

6.2.4 MANAGE DEBTORS

- Obtain Revenue and Debt Reports
- Analyse Revenue and Debt Trends
- Prepare Cash-flow and Working Capital Forecast
- Authorise and Submit

6.2.4.2 MANAGE AGE ANALYSIS & FOLLOW UP

- Obtain Debtors/Client Age Analysis and GL
- Reports Review Age Analysis for Long Outstanding
- **Invoices and Balances** Investigate and Follow-up on Long
- **Outstanding Invoices and Balances 6.2.4.9** Manage Debtors with Credit Balances
- (where applicable) **6.2.4.4** Manage Debt Impairment (where applicable)

6.2.4.3 MANAGE **DEBTORS RECONCILIATIONS**

- Obtain Debtors/ Client Ledger, Age Analysis and GL
- Reconcile Debtors/ Client Ledger and Age Analysis to GL
- Investigate and Follow up on Discrepancies
- Perform Adjustments (where Necessary) Update and Approve Reconciliation after **Processing Adjustments**

6.2.4.4 MANAGE **DEBT IMPAIRMENT**

- 6.2.4.2 Manage Age Analysis & Follow Up
- Perform and Submit Debt Impairment
- Assessment and Workings in line with GRAP Review and Approve Debt Impairment
- Assessment Workings and Calculations **6.4.3.2** Manage Adjusting Journals &
- 6.2.4.5 Manage Debt Hand-Over (where

applicable)

applicable)

6.2.4.5 MANAGE

DEBT HAND-OVER

- 6.2.4.4 Manage Debt Impairment Compile Listing of Clients to be Handed Over in line with Credit Control Policy, with
- Supporting Documents Review and Approve Client Handover Listing
- Submit Listing with Supporting Documents to **Legal Services** Update Credit Bureau Listing

6.2.4.6 Manage Debt Write Off (where

6.2.4.6 MANAGE

- **DEBT WRITE OFF**
- 6.2.4.5 Manage Debt Hand-Over Compile and Submit Write-off Memorandum
- with Supporting Documents Review and Approve Debt Write-off in line with Delegations, Credit Control Policy and
- **NT Regulations** Capture and Verify Debt Write-off
- Authorise and Update Client Account **Update Credit Bureau Listing**

Prepare Proposed Adjustment Based on Need Identified

6.2.4.7 MANAGE CREDIT ADJUSTMENTS

Capture Proposed Adjustment Ensuring Correct Allocation

Approve and Update Adjustment on System **6.2.4.3** Manage Debtors Reconciliations

- **6.2.4.8** MANAGE SUNDRY DEBTORS Obtain Sundry Debtors Age Analysis and GL
- Perform Reconciliation Between Sundry Debtors Age Analysis and GL
- Review Age Analysis for Long Outstanding Amounts and Sundry Debtors with Credit
- Investigate and Follow-up on Discrepancies **6.2.4.9** Manage Debtors with Credit Balances

6.2.4.9 MANAGE

(where applicable)

- DEBTORS WITH CREDIT BALANCES Obtain Report/Listing of Debtors with Credit
- Investigate and Follow-up on Long-**Outstanding Credit Balances**
- Initiate Refund/ Payment Process (where Applicable)
- **6.3.3.3** Manage Sundry Payments Provide Input into Financial Statements
- **Compilation Process** Perform Adjustments & Reversals (where Applicable)

6.2.4.10 MANAGE **DEBTOR DISPUTES**

- Receive and Log Query or Dispute
- Analyse and Action Query or Dispute
- Conduct, Compile and Forward Query or Dispute Feedback • Forward Feedback to Requestor
 - Investigate and Follow up on Long **Outstanding Queries or Disputes**

6.2.5.1 MANAGE KEY PERFORMANCE INDICATORS

- Develop/ Formulate Performance Indicators
- Obtain Report to Track Performance against Indicators
- Investigate and Follow Up Variances **Determine and Implement Corrective** Actions

6.2.5.2 MANAGE

- INTERNAL REPORTING Receive Request for Management
- **Report from Business** Assess Feasibility of Request and
- Availability of Information Provide Report and Insight/ Analysis (including Commentary) to Business

6.2.5.3 MANAGE **EXCEPTION REPORTING**

- Develop list of Exceptions to be
- Tracked/ Monitored Obtain/ Extract a Report of
- Exceptions Investigate and Follow up on all

Exceptions Determine and Implement Corrective Action

- ANALYSIS & BENCHMARKING
- Assess Data Availability and Relevance
- Analyse Benchmark Results

6.2.5.4 MANAGE

- **Identify Benchmarking Needs**
- Collate Data Sources and Benchmark
 - Provide Insights and Recommendations

10.1.1.1 MANAGE DOCUMENTS

Library Management System Processes across organization to be Provided

10.1.2.1 MANAGE BACK-UP

Back-up Management Processes across organization to be Provided

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6.3 FINANCIAL EXPENDITURE AND LIABILITIES MANAGEMENT



6.3.1 MANAGE MASTER DATA

MANAGE ACQUISITIONS

RECEIVE GOODS AND/OR 6.3.2 MANAGE **6.3.3 MANAGE SUPPLIER PAYMENTS INVOICES**

6.3.3.1 MANAGE PAYMENT

REQUISITIONS

Authorise and Submit for

6.3.3.2 MANAGE PAYMENT

AUTHORISATION AND

ALLOCATION

Receive Authorised

Capture Payment

System

System

System

Payment Requisition

Requisition on Payment

Authorise and Release

Payment on Payment

Update and Allocate

Payment on Financial

6.3.3.3 MANAGE SUNDRY

PAYMENTS

6.3.3.1 Manage Payment

6.3.3.2 Manage Payment

6.3.3.4 MANAGE PAYMENT

RECONCILIATIONS

Reconcile Payment Listing

Investigate and Follow up

6.3.3.5 Manage Payment

6.3.3.6 Manage Payment

6.3.3.5 MANAGE PAYMENT

RECALLS

Incorrect Payments to be

Investigate and Follow up

Initiate Recall Process with

Process (Where Applicable)

6.4.3.2 Manage Adjusting

6.3.3.6 MANAGE PAYMENT

RESUBMISSIONS

Rejected/Unsuccessful

Investigate and Follow up

on Rejected/Unsuccessful

6.3.1.2 Manage Supplier

Data Process (where

Implement Corrective

Measures and Resubmit

Payments to be

Resubmitted

Payments

Applicable)

Payment

Identify Duplicate and

Requisitions Process

Authorisation and

Allocation Process

Obtain Payment List

to Payment Batch

on Discrepancies

Resubmissions

Information

Recalls

Recalled

on Recalls

Applicable)

Identify

the Bank (Where

Initiate Debt Recovery

Journals & Reversals

Prepare Payment

Verify and Validate

Advice

Payment

6.3.4 MANAGE **COMMITMENTS & LIABILITIES**

6.3.5 MANAGE **REPORTING**

6.3.6 (10.1.1) MANAGE **EXPENDITURE &** LIABILITIES **INFORMATION**

6.3.1.1 MANAGE IT PROTOCOLS

- Assess User Access
- Requirements Request User Access
- Review and Update User Access
- Remove User Access

6.3.1.2 MANAGE SUPPLIER DATA

- Receive Supplier Maintenance Request with Supporting **Documents**
- Confirm Supplier Details on CSD
- Capture and Verify Supplier Details
- Authorise and Update **Supplier Details**

6.3.1.3 MANAGE LEASE-IN DATA

- Receive Lease-in Changes (New, Terminated/Expired, or Variations) with **Supporting Documents**
- Capture and Verify Lease-in **Details**
- Authorise and Update Leasein Details & Register

6.3.1.4 MANAGE OTHER CONTRACTS DATA

- Receive Contract Data Changes (New, Terminated/Expired, or Variations) with Supporting Documents
- Capture and Verify Contract Details
- Authorise and Update Contracts Details & Register

6.3.1.5 MANAGE REGULATORY **CHANGES**

- Receive Regulatory Changes
- **Analyse Regulatory Changes**
- Determine Impact and **Propose Alignment Changes**
- Authorise and Update Changes to Processes/ Systems
- **Communicate Changes** Across the Business

6.3.1.6 MANAGE NT CIRCULARS, **INSTRUCTIONS & POLICIES**

- Receive Guidelines/ Circulars and Policies from NT
- Analyse Guidelines/ Circulars
- and Policies Determine Impact and
- Propose Alignment Changes Authorise and Update Changes to Processes/ Systems
- Communicate Changes Across the Business

ACQUIRE INFRASTRUCTURE

Accordance with 8.2 SCM

ACQUIRE GOODS AND/ OR

ACQUIRE LEASES

with 8.2 SCM Acquisitions

ACQUIRE MOVABLE ASSETS

Accordance with 8.2 SCM

AQUIRE MUNICIPAL SERVICES

MANAGE GOODS RECEIVING

with **8.3** SCM Logistics

MANAGE DELIVERY OF

in Accordance with 8.3 SCM Logistics Processes and/or 4.

MANAGE CAPITAL (NUR) **PROJECTS**

Accordance with **8.2** SCM

MANAGE LEASE-IN

MANAGE OUTSTANDING

Accordance with 8.3 SCM

6.3.2.1 MANAGE SUPPLIER **INVOICES**

- Receive Invoice from Supplier
- Update Invoice Register

Queries (Where

Necessary)

Verify and Validate Invoice Coordinate Resolution of

6.3.2.2 MANAGE DOCUMENT MATCHING

- Match Invoice to **Supporting Documents** Coordinate Resolution of
- Necessary) Approve and Forward Invoice with Supporting **Documents for Processing**

Queries (Where

6.3.2.3 MANAGE INVOICE **VERIFICATION**

Receive Approved Invoice Check Invoice for **Accuracy and Correctness** Check for Correct **Supporting Documents**

6.3.2.4 MANAGE INVOICE **PROCESSING**

- Capture and Allocate Invoice onto the Financial System in line with GRAP Standards
- Identify and Flag Recoverable Expenses **7.1.3** and/or **7.2.3** Update Asset Register (where
- Authorise and Update Invoice on General Ledger and Creditors Ledger

applicable)

6.3.4.1 MANAGE FORECASTING

- Obtain Expenditure and Liabilities **Requisition and Remittance** Repots
 - **Analyse Expenditure Trends**
- Prepare Cash-flow and Working **Supporting Documentation Capital Forecast**
 - Authorise and Submit

6.3.4.2 MANAGE AGE ANALYSIS AND FOLLOW UP

- Obtain Creditors Age Analysis and General Ledger (GL) Reports
- Perform Reconciliation Between Creditors Age Analysis and GL
- Review Age Analysis for Long Outstanding Invoices and Creditors with Debit Balances
- **6.3.4.7** Manage Creditors with **Debit Balances**
- Investigate and Follow-up on Discrepancies

6.3.4.3 MANAGE SUPPLIER RECONCILIATIONS

- Obtain Creditors Age Analysis and **Supplier Statements**
- Reconcile Age Analysis to General
- Ledger and Supplier Statements Investigate and Follow up on
- Discrepancies Perform Adjustment/Reversals (where Applicable)
- **Update and Approve Reconciliation** after Processing Adjustments

6.3.4.4 MANAGE COMMITMENTS, ACCRUALS, RETENTIONS, PROVISIONS AND CONTINGENCIES

- Obtain Commitments, Accruals, Retentions, Provisions and Contingent Liabilities Lists/ Schedules/ Registers
- Review and Analyse Lists/ Schedules/ Registers for Anomalies
- Investigate and Follow-up on Prior Year and Long Outstanding Items
- Provide Input into Financial **Statements Compilation Process**
- Process Journal Entry to Record Accrual/Retention/Provision at Period End (Where necessary)

6.3.4.5 MANAGE SUNDRY **CREDITORS**

- Obtain Sundry Creditors Age Analysis and GL Reports Perform Reconciliation Between
- Sundry Creditors Age Analysis and GL Review Age Analysis for Long
- **Outstanding Amounts and Sundry** Creditors with Debit Balances Investigate and Follow-up on Discrepancies

6.3.4.6 MANAGE CREDIT **ADJUSTMENTS**

- Prepare Proposed Adjustment Based on Need Identified
- Capture Proposed Adjustment **Ensuring Correct Allocation**
- Approve and Update Adjustment on System
- Reconcile General Ledger to Age Analysis / Registers / Listings to General Ledger Post Adjustment

6.3.4.7 MANAGE CREDITORS WITH DEBIT BALANCES

- Obtain Report/Listing of Creditors with Debit Balances
- Investigate and Follow-up on **Long-Outstanding Debit Balances**
- Initiate Debt Recovery Process (where Applicable) Provide Input into Financial
- **Statements Compilation Process** Process Journal Entry to Record Creditors with Debit Balance at

Period End

6.3.4.8 MANAGE SUPPLIER DISPUTES

- Receive and Log Query or Dispute · Analyse and Action Query or Dispute
- Conduct, Compile and Forward Query or Dispute Feedback
- Forward Feedback to Requestor Investigate and Follow up on Long Outstanding Queries or Disputes

6.3.5.1 MANAGE KEY PERFORMANCE INDICATORS

- Develop / Formulate
- **Performance Indicators**
- **Obtain Report to Track** Performance against Indicators
- Investigate and Follow Up Variances
- **Determine and Implement Corrective Actions**

6.3.5.2 MANAGE INTERNAL REPORTING

- Receive Request for Management Report from **Business**
- Assess Feasibility of Request and Availability of Information
- Provide Report and Insight / Analysis (including Commentary) to Business

6.3.5.3 MANAGE EXCEPTION REPORTING

- Develop list of Exceptions to be Tracked / Monitored
- Obtain/Extract a Report of Exceptions Investigate and Follow up on all
- Exceptions Determine and Implement

Corrective Action

6.3.5.4 MANAGE ANALYSIS & **BENCHMARKING**

- **Identify Benchmarking Need** Assess Data Availability and
- Relevance Collate Data Sources and
- Benchmark **Analyse Benchmark Results**

Recommendations

Provide Insights and

10.1.1.1 MANAGE DOCUMENTS

Library Management System Processes across organization to be Provided

10.1.2.1 MANAGE BACK-UP

Back-up Management Processes across organization to be Provided

6.4 FINANCIAL ACCOUNTING AND REPORTING



6.4.1 MANAGE MASTER DATA

6.4.2 FINALISE PROCESSING

6.4.4 MANAGE REPORTING (INTERNALLY)

Indicators

Variances

Obtain Report to Track

Investigate and Follow Up

Determine and Implement

Corrective Actions

6.4.5 MANAGE REPORTING (EXTERNALLY)

6.4.6 MANAGE **AUDIT**

6.4.7 (10) MANAGE **ACCOUNTING & REPORTING INFORMATION**

10.1.1 MANAGE DOCUMENTS

Library Management System Processes

10.1.2 MANAGE BACK-UP

Back-up Management Processes across

organization to be Provided

across organization to be Provided

6.4.1.1 MANAGE IT PROTOCOLS

- Assess User Access Requirements
- Request User Access
- Review and Update User Access
- Remove User Access

6.4.1.2 MANAGE STANDARD CHART OF ACCOUNTS

- · Receive Changes to Standard
- Chart of Accounts (SCOA)
- Analyse Changes to SCOA
- Determine Impact and Propose Alignment Changes to existing SCOA
- Authorise and Update Changes to Processes/ Systems
- **Communicate Changes Across** the Business

6.4.1.3 MANAGE ACCOUNTING STANDARDS CHANGES

- Obtain Changes to GRAP
- **Accounting Standards** Analyse Changes to GRAP
- **Accounting Standards Determine Impact and Propose Alignment Changes**
- Authorise and Update Changes to Processes/ Systems
- **Communicate Changes Across** the Business

6.4.1.4 MANAGE REGULATORY CHANGES

- Receive Regulatory Changes
- Analyse Regulatory Changes
- **Determine Impact and Propose Alignment Changes**
- **Authorise and Update Changes** to Processes/ Systems
- **Communicate Changes Across** the Business

6.4.1.5 MANAGE NT CIRCULARS, **INSTRUCTIONS & POLICIES**

- Receive Guidelines/ Circulars and
- Policies from NT Analyse Guidelines/ Circulars and Policies
- Determine Impact and Propose Alignment Changes
- Authorise and Update Changes
- to Processes/ Systems Communicate Changes Across the Business

6.4.2.1 MANAGE OPEN **TRANSACTIONS**

- Obtain Listing of all Open / **Pending Transactions**
- Investigate Open / Pending Transaction
- Allocate and Close off Open / **Pending Transactions** Authorise and Update General

Ledger

- **6.4.2.2** MANAGE AUTOMATED **TRANSACTIONS**
- **Obtain Automated Transaction**
- Listing
- **Review Automated Journal 6.4.3.2** Manage Adjusting Journals & Reversals (where necessary)
- Authorise and Update General Ledger

6.4.2.3 MANAGE TRANSACTION ALLOCATION REVIEW

- Obtain Trial Balance and General **Ledger Printouts**
- Analyse and Review Trial Balance and General Ledger for Incorrect Allocations
- Investigate, Obtain Reasons and Follow-up on Anomalies
- 6.4.3.2 Manage Adjusting Journals & Reversals (where Applicable)

6.4.2.4 MANAGE CUT-OFF

- **Obtain Transaction Listing for**
- Immediate Post Cut off Period **Review Transactions for Correct**
- Financial Period Allocation **6.4.3.2** Manage Adjusting Journals & Reversals (where

necessary)

6.4.2.5 MANAGE SUSPENSE **ACCOUNTS**

- **Obtain Suspense Accounts** Report /Listing/ GL Printout
- Investigate and Follow up Suspense Account Items
- **6.4.3.2** Manage Adjusting Journals & Reversals (where necessary)

6.4.2.6 MANAGE PRIOR YEAR **ERRORS**

- Identify Error Correction to be Processed in the Current Year
- **6.4.3.2** Manage Adjusting Journals & Reversals
- **Communicate Error Correction** Journal to Head Office
- Assess Need for Adjusting Prior Year/Opening Balances in Line
- with Materiality Framework **6.4.3.2** Manage Adjusting Journals & Reversals (where
- necessary) Assess and Implement Disclosure Requirements

6.4.3.1 MANAGE **RECONCILIATIONS**

6.4.3 MANAGE

CLOSE

- Obtain Age Analysis / Registers / Listings and 3rd party statements Reconcile Age Analysis / Registers
- / Listings and 3rd party statements to General Ledger Investigate and Follow up on Discrepancies
- **6.4.3.2** Manage Adjusting Journals & Reversals (where Necessary)
- Update and Approve **Reconciliation after Processing** Adjustments

6.4.3.2 MANAGE ADJUSTING **JOURNALS & REVERSALS**

- Prepare and/or Receive Request for Adjusting Journal/ Reversal with Supporting Documents **Review and Capture Proposed** Journal Based on Need Identified, **Ensuring Correct Allocation** Verify and Agree Proposed
- **6.4.3.1** Manage Reconciliations

Journal to Supporting Documents

Approve and Update Journal on

6.4.3.3 MANAGE POST ADJUSTMENT TRIAL BALANCE

- Obtain Printout of GL and Post Adjustment Trial Balance Review GL and Trial Balance for Reasonability
- Investigate and Follow up on Discrepancies **6.4.3.2** Manage Adjusting Journals & Reversals (where
- Applicable) Complete and Sign-off Period End Close Checklist (Incl. GRAP Compliance)

6.4.3.4 MANAGE PERIOD ROLL-**FORWARD**

- **Review Accounting Systems to** Ensure no Open Transactions and all Journals are Updated
- 6.4.2.1 Manage Open Transactions (where applicable) Review GL Reconciliations to
- **Ensure Completeness** Request Additional Documents/Information for
- Period Close (where Necessary) **6.4.3.2** Manage adjusting Journals(where applicable)
- Complete and Sign-off Period End Close Checklist (Incl. GRAP Compliance)
- Review Period End Checklist to **Ensure Completeness of Period End Processes**
- Close Current Financial Period on
- **Accounting System 6.4.5.3** Manage Interim & Annual **Financial Statement**
- Open New Financial Period on Accounting System and Roll Forward Opening Balances Reverse Accruals/ Provisions

(where Necessary)

6.4.4.1 MANAGE KEY **6.4.5.1** MANAGE MONTHLY PERFORMANCE INDICATORS REPORTING

- **Identify Monthly Compliance** Develop / Formulate Performance **Reporting Requirements**
- Request Reporting Inputs from Performance against Indicators
 - Various Units
 - **Evaluate and Consolidate Reporting** Inputs

and Submissions

Various Units

and Submissions

Compilation

Inputs

Compile Monthly Reports as per Policy/Legislation / Regulations

6.4.5.7 Manage Report Approvals

REPORTING

Identify Quarterly Compliance

Request Reporting Inputs from

Evaluate and Consolidate Reporting

Compile Quarterly Reports as per

Policy/Legislation / Regulations

6.4.5.7 Manage Report Approvals

6.4.5.3 MANAGE INTERIM & ANNUAL

FINANCIAL STATEMENT

Determine Additional Information

Review Accounting Policies and

Determine Required Changes

6.4.1.3 Manage Accounting

6.4.2.6 Manage prior year errors

Financial Statements Inputs

Prepare Audit File to support

Financial Statements and Notes

6.4.5.4 Manage Subsequent Events

6.4.5.7 Manage Report Approvals and

6.4.5.4 MANAGE SUBSEQUENT

EVENTS

Obtain supporting documents or

Analyse Nature of Subsequent

& Reversals (where applicable)

Requirements

Compilation

Guidelines

Submissions

Complication

Review

Guidelines

Submissions

Applicable)

Approval

into End Term Review Collate Performance and nonfinancial Inputs into End Term

into Annual Report

Assess and implement Disclosure

6.4.5.5 MANAGE ANNUAL REPORT

Determine Additional Information

Requirements for Annual Report

Collate Performance and Non-

Compile Annual Report per

Manage Report Approvals and

Print and Proofread End Term Report Prior Distribution

6.4.5.6 MANAGE END TERM REVIEW

 Determine Additional Information Requirements for End Term Review

Collate and Provide Financial Inputs

 Compile End Term Review Report per Treasury Regulations and

Manage Report Approvals and

 Print and Proof-Read End Term Report Prior Distribution (where

6.4.5.7 MANAGE REPORT APPROVALS AND SUBMISSIONS

Submit Final Draft Reports/ Financial Statements for Internal

Coordinate and Respond to Report/Financial Statement Changes (where required) Approve and Sign off Reports/

Financial Statements

Treasury Regulations and

Collate and Provide Financial Inputs

Financial Inputs into Annual Report

Additional Information and Assess /

6.4.3.2 Manage Adjusting Journals

• Identify Potential Post Financial

Year End Subsequent Events

Statements Inputs from Various

Evaluate and Consolidate Periodic

6.4.3.4 Manage Period Roll-Forward

Compile Draft Financial Statements

and Notes per GRAP and Legislation

Request Periodic Financial

Standards Changes

Requirements for IFS / AFS

Reporting Requirements

6.4.4.2 MANAGE INTERNAL REPORTING

- Receive Request for Management **Report from Business**
- Assess Feasibility of Request and Availability of Information
- Provide Report and Insight / Analysis (including Commentary) to Business

6.4.4.3 MANAGE EXCEPTION REPORTING

- Develop list of Exceptions to be
- Tracked / Monitored Obtain/Extract a Report of
- Exceptions Investigate and Follow up on all
- Exceptions **Determine and Implement** Corrective Action

6.4.4.4 MANAGE ANALYSIS & **BENCHMARKING**

- **Identify Benchmarking Need**
- Assess Data Availability and Relevance
- Collate Data Sources and Benchmark
- **Analyse Benchmark Results** Provide Insights and Recommendations

AUDIT FINDINGS

- Year/Opening Balances **6.4.3.2** Manage Adjusting
- necessary) Assess and Implement Disclosure **6.4.5.2** MANAGE QUARTERLY

- Co-ordinate and Respond to Co-ordinate and Respond to
- **Communication of Findings**
- Management Letter Points

- **Identify and Agree Audit** Adjustments
- **6.4.3.2** Manage Adjusting
- **Update Annual Financial**
- and Submissions

6.4.6.4 MANAGE POST AUDIT

- Audit Findings and Determine
- **Root Causes** Plan with Inputs from Various
- Obtain Sign-off of the Finalised Post Audit Intervention Plan Implement and Monitor Actions

6.4.6.1 MANAGE PRIOR YEAR

6.4.6.4 Manage Post Audit Intervention Plan

- Gather Results (Info) of Various Interventions and Update Prior Year Post Audit Intervention Plan Assess Need for Adjusting Prior
- Journals & Reversals (where
- Requirements

6.4.6.2 MANAGE AUDIT SUPPORT

- Requests For Information (RFIs)
- Co-ordinate and Respond to
- Conduct Internal Reporting for Audit Support

6.4.6.3 MANAGE AUDIT **ADJUSTMENT**

- Journals & Reversals
- Statements, Notes and Audit File **6.4.5.7** Manage Report Approvals
- **6.4.3.4** Manage Period Roll-forward

INTERVENTION PLAN

- Analyse Management Report &
- **Develop Post Audit Intervention**
- in line with Post Audit Intervention Plan

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public works & infrastructure

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