



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

PROVINCIAL TREASURY

INSTITUTIONAL ARRANGEMENTS

MARCH 2014

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ACRONYMS

AFS	-	Annual Financial Statements
APP	-	Annual Performance Plan
CFO	-	Chief Financial Officers
COGHSTA	-	Cooperative Governance, Human Settlement and Traditional Affairs
CPOI	-	Committee on Parliamentary Oversight Institutions
DORA	-	Division of Revenue Act
EXCO	-	Executive Council
EXCOM	-	Executive Management Committee
FG	-	Financial Governance
FMCM	-	Financial Management Capability Maturity Model
GITO	-	Government Information Technology Office/r
GM	-	General Manager
HOB	-	Heads of Branches
HOD	-	Head of Department
HR	-	Human Resource
HRM	-	Human Resource Management
IDMS	-	Infrastructure Delivery Management System
IM	-	Infrastructure Management
IT	-	Information Technology
IYM	-	In Year Monitoring
LCF	-	Labour Consultative Forum
LEGDP	-	Limpopo Employment, Growth & Development Plan
LPT	-	Limpopo Provincial Treasury
LTA	-	Limpopo Technical Advisor
MEC	-	Member of the Executive Council
MFMA	-	Municipal Finance Management Act
MTEF	-	Medium Term Expenditure Framework
NT	-	National Treasury
PFMA	-	Public Finance Management Act
PDMS	-	Performance & Development Management System
PPP	-	Public Private Partnerships
PSA	-	Public Service Association
PSCM	-	Provincial Supply Chain Management
PTCF	-	Provincial Technical Committee on Finance
QPR	-	Quarterly Performance Report
SALGA	-	South African Local Government Association
SARS	-	South African Revenue Services
SCOPA	-	Standing Committee on Public Accounts
SCM	-	Supply Chain Management

SGM	-	Senior General Manager
SM	-	Senior Manager
SMS	-	Senior Management Service
SRM	-	Sustainable Resource Management
TCF	-	Technical Committee on Finance
TMC	-	Technical Management Committee
WSP	-	Workplace Skills Plan

1. INTRODUCTION

Organisations are regularly faced with the challenge of improving their efficiency and effectiveness to achieve their goals and objectives. One of the ways of improving organisational efficiency is through institutional arrangements. Institutional arrangements are the policies, systems, and processes that organizations use to legislate, plan and manage their activities efficiently and to effectively coordinate with others in order to fulfill their mandate. They are also instruments of governance that organisations deploy to influence organisational members and other stakeholders to contribute to organisational goals.

Limpopo Provincial Treasury has been established in terms of section 17 of the **Public Finance Management Act 1 of 1999** (as amended by Act 29 of 1999). The functions and powers of the provincial treasury are provided for in the Act under section 18 (1) and (2).

The organisation is directly responsible for implementing, managing or overseeing the following legislation and the relevant regulations:

- Public Finance Management Act (PMFA) of 1999 (as amended by Act 29 of 1999);
- Municipal Finance Management Act (MFMA) 56 of 2003;
- Annual Division of Revenue Act

The Department's vision is to be the best Provincial Fundraiser, Allocator, Monitor, Manager and Evaluator of the Public Finance for socio-economic development in South Africa. The key strategic objectives of the Department in achieving the vision:

- To achieve clean audit in provincial departments, municipalities and Public entities by 2014
- To provide effective transversal financial systems in all provincial departments during 2010/11 to 2014/15.

These institutional arrangements have therefore been developed to efficiently and effectively manage LPTs activities through the various governance structures with the aim of fulfilling the department's mandates, vision and strategic objectives.

The institutional arrangements will be monitored and evaluated on a quarterly basis with various Chairpersons reporting to the EXCOM, to ensure that the intended outcomes of these structures are realised.

2. INSTITUTIONAL ARRANGEMENTS

2.1 INTERNAL COMMITTEES/STRUCTURES

The following structures/committees and their respective terms of reference are instituted:

2.1.1 SENIOR EXECUTIVE COMMITTEE

a) Frequency

Monthly

b) Constitution of the committee

- MEC (Chairperson) or person delegated by MEC
- Head of Department (HOD) or formally approved Acting person
- Heads of Branches (SGM's) or formally approved Acting person/s
- Chief Financial Officer or formally approved Acting person
- SM: Communication or formally approved Acting person
- SM: Office of MEC or formally approved Acting person
- SM: Office of HoD or formally approved Acting person
- Any key strategic stakeholder invited by the Committee

c) Role of the committee

The role of the Senior Executive Committee is to provide leadership on key strategic objectives.

d) Agenda for the meeting

- i. Performance report from branches on outputs of key strategic objectives
- ii. Challenges
- iii. Interventions

e) Secretariat

MEC Support Services

2.1.2 EXECUTIVE COMMITTEE (EXCOM)

a) Frequency

Monthly

b) Constitution of the Committee

- Head of Department or formally approved Acting person (Chairperson)
- All Senior General Managers or formally approved Acting persons
- All General Managers or formally approved Acting persons
- Chief Financial Officer
- Senior Manager: Enterprise Risk Management or formally approved Acting persons (ex officio)
- Senior Manager: Communication Services or formally approved Acting persons (ex officio)
- Senior Manager: Strategic Operations & Policy Coordination (ex officio)
- Senior Manager: Internal Audit (ex officio)
- Senior Manager: GITO (ex officio)

c) Role of the Committee

The Executive Management Committee is the principal decision-making body of Limpopo Provincial Treasury. This does not, however, super-cede any powers and functions vested in the MEC and HoD as Executive Authority and Accounting officer of LPT, respectively.

d) Reporting line and accountability

The Executive Committee serves as a link between the Department and Provincial Cabinet (EXCO).

e) Agenda of the meeting

The Executive Management Committee is primarily responsible for:

- i. Monitoring the organisational performance of LPT
- ii. Reviewing all departmental policies and procedures
- iii. Monitor the implementation of recommendations and decisions of EXCO, HoD's Forum, Cluster Committees and all other governance structures

f) Secretariat¹

SM: HOD Support Service

EXCOM SUB-COMMITTEE

2.1.2.1 TRANSVERSAL TECHNICAL COMMITTEE

a) Frequency

Monthly

b) Constitution of the committee

- Provincial Accountant General (Chairperson)
- SGM's , GM's and SM's from Branches 2,3,4
- Any key strategic stakeholder invited by the Committee

c) Role of the committee

- i. To discuss technical issues affecting all divisions and impacting departments, public entities and municipalities. The committee is to allow the LPT to have a common interpretation of sometimes difficult and technical concepts.
- ii. To consider all circulars and guidelines before distribution

d) Reporting lines of the committee

The Committee reports directly to the EXCOM and makes recommendations for adoption of common approaches on these matters. The final product is a directive, circular to advise the client departments on how these matters should be handled by the Treasury.

e) Agenda of the Committee

- i. All transversal issues
- ii. Engagements with clients on transversal issues

f) Secretariat

SM: Macro Economic Analysis

¹ Secretariat in this document also includes technical support by the relevant unit/team members

2.1.3 SMS FORUM

a) Frequency

Quarterly

b) Constitution of the Committee

Head of Department (Chairperson)

All SMS members

c) Role of the Committee

- i. Develop Departmental Plans
- ii. Review quarterly performance of the Department in line with plans
- iii. Consider Departmental Policies & Institutional Arrangements
- iv. Share knowledge across branches

d) Reporting lines of the Committee

The Committee reports to EXCOM for such reports/resolutions to be communicated to higher structures.

e) Agenda of the Committee

- i. Departmental Planning
- ii. Quarterly Performance Reports
- iii. Departmental Policies
- iv. Institutional Arrangements
- v. Knowledge sharing

f) Secretariat

SM: Strategic Operations & Policy Coordination

2.1.4 BRANCH MEETINGS

a) Frequency

Monthly

b) Constitution of the Committee

The Committee will be constituted by the following designations:

- Senior General Manager of the branch or formally approved Acting persons (Chairperson)
- All General Managers of that branch or formally approved Acting persons
- All Senior Managers of that branch or formally approved Acting persons
- All Managers of that branch

c) Role of the Committee

- To ensure that the Senior General Manager provides strategic leadership to the branch and its activities are well coordinated in order to have maximum performance of branch and department.

d) Reporting line and accountability

The branch meeting reports will be presented at EXCOM.

e) Agenda of meetings

- i. Monitoring and evaluation – monthly/quarterly progress reports presented by various directorates, both financial and non-financial
- ii. Development of departmental policy and procedures received from various directorates
- iii. Inputs into the departmental MTEF budget allocation received from various directorates
- iv. Inputs into the new proposals or initiatives that impact the department as a whole, received from various directorates.
- v. Resolving Operational challenges that arise from implementing projects or policies.
- vi. Cross cutting issues in the Branch e.g. (Finance, HR, etc.)
- vii. Progress on National and Provincial Issues e.g. (Exco Lekgotla, TCF, etc.)
- viii. Reports of the various workshops/meetings attended by members of the branch on behalf of the department.

ix. Implementation of EXCOM Resolutions

f) Secretariat

Office of the SGM

2.1.5 FINANCE COMMITTEE

a) Frequency

Quarterly

b) Constitution of Committee

- Chief Financial Officer (Chairperson)
- All Heads of Branches
- LPT Analysts (Budget, Revenue, Expenditure)
- SM: Management Accounting
- Representative from the HOD's Office

c) Role of the committee

- i. Guide Departmental budget allocation during the planning process to ensure alignment to departmental priorities
- ii. Review the budget implementation/expenditure on a monthly basis
- iii. Consider budget pressures across the department and recommend solutions
- iv. Check compliance to the PFMA and its regulations ,
- v. Strengthen internal controls in the department

d) Reporting

The Committee will report to EXCOM with recommendations for consideration for approval by the HoD.

e) Agenda

- i. Spending of the budget, projections and adjustments
- ii. Revenue collection report
- iii. Pay roll certifications progress
- iv. 30 days payment report

- v. Supply chain management report

f) Secretariat

Office of the CFO

2.1.6 DEPARTMENTAL PERFORMANCE MANAGEMENT COMMITTEE

a) Frequency

Quarterly

b) Constitution of the Committee

- SGM: Corporate Governance (Chairperson)
- All SGM's or formally approved acting persons
- GM: Corporate Services
- Chief Financial Officer or formally approved acting persons

c) Role of the Committee

The Committee will play an oversight role in the Department and monitor implementation and management of the system to ensure objectivity and non-biased management and implementation of PM system.

d) Reporting

The Committee will report to EXCOM with recommendations for consideration for approval by the HoD

e) Agenda of the meeting

- i. Assess evaluations, processes and outcomes recommendations
- ii. Make decisions on recommendations whether be they recognition or sanctions
- iii. Attend to disputes with regards to performance disagreements
- iv. Final recommendations on sanctions and recognition for HOD approval
- v. Recommend changes to the system

f) Secretariat

SM: HRM

2.1.7 BRANCH PERFORMANCE MODERATION COMMITTEES

a) Frequency

Quarterly

b) Constitution of the Committee

- Head of Branch (Chairperson)
- SMS members of the Branch
- SMS members as appointed by the HOD

c) Role of the Committee

- i. The Committee will play an oversight role and moderate the assessment processes within branches.
- ii. It will interrogate performance scores and compare it with actual performance.
- iii. Will ensure compliance to PDMS processes and procedures and promote fairness and objectivity.
- iv. Promote management of PDMS as a continued process and not a once off event.

d) Reporting

The Committee will report to the Departmental Performance Management Committee with recommendations for consideration for approval by the HoD.

e) Agenda of the meeting

- i. Assess evaluations, processes and outcomes recommendations
- ii. Suggest recommendations on recognition or sanctions
- iii. Suggest recommendations on how to deal with non-compliance.
- iv. Ensure alignment within branches to the departmental strategic plan
- v. Interrogate ratings in relation to the actual performance
- vi. Interrogate appropriateness of means of verification
- vii. Ensure that development plans are in place where needed

f) Secretariat

PDMS unit

2.1.8 AUDIT STEERING COMMITTEE

a) Frequency

- Monthly (same day as the Risk Management Committee)

b) Constitution of the Committee

- HOD (Chairperson)
- SGM: CG (Dep. Chairperson)
- All Senior General Managers
- All General Managers from each branch
- Senior Manager: Financial Accounting
- Senior Manager: Supply Chain Management
- Senior Manager: Management Accounting
- Senior Manager: Enterprise Risk Management
- Senior Manager: Strategic Operations & Policy Coordination
- Senior Manager: GITO
- Senior Manager: Norms & Standards
- Office of the Auditor General
- Office of the Internal Audit
- Any key strategic stakeholder invited by the Committee

c) Role of the Committee

- i. Review the progress in terms of audits (this includes internal audit, external audit, and any oversight body)
- ii. Discuss audit responses by the department

d) Reporting line and accountability

The Committee will report to EXCOM with recommendations for consideration for approval by the HoD.

e) Agenda of meetings

- i. Progress of audit and outstanding information and impact on audit
- ii. General audit/compliance matters

f) Secretariat

Office of the CFO

2.1.9 RISK MANAGEMENT COMMITTEE

a) Frequency

Monthly (same day as Audit Steering Committee)

b) Constitution of the Committee

- Head of Department (Chairperson)
- SGM: CG (Deputy Chairperson)
- Representatives from the four branches
- Representative from HOD Support Services
- Representative from MEC Support Services
- Senior Manager : Legal Services
- Senior Manager : Transformation Services
- Senior Manager: Security & Investigation Services
- Senior Manager: Strategic Operations & Policy Coordination
- Senior Manager: Financial Systems Development
- Government Information Technology Officer (GITO)
- Head: Internal Audit (ex-officio)
- Head: Transversal Risk Management and Internal Control (ex officio)

c) Role of the Committee

- i. Review consolidated Risk Management reports for the branches and entity-wide
- ii. Consider the adequacy and overall effectiveness of the Risk Management function and its implementation
- iii. Review the Risk Management Policy for appropriateness in light of changes to strategy and other major policies bi-annually
- iv. Monitor compliance with the Risk Management Policy and with overall risk appetite for the Department

d) Reporting line and accountability

The Committee will report to EXCOM with recommendations for consideration for approval by the HoD.

e) Agenda of meetings

- i. Discussion on quarterly top 10 Risk Management progress reports
- ii. Risk Management Policy and Strategy Review
- iii. Discussions on Emerging Risks

f) Secretariat

SM: Enterprise Risk Management

2.1.10 INFORMATION TECHNOLOGY (IT) STEERING COMMITTEE

a) Frequency

Quarterly

b) Constitution of the Committee

- GM: Financial Systems (chairperson)
- One Executive Committee member from each branch (SMS)

c) Role of the Committee

- i. To inform all the directorates of information technology and systems programmes which are planned and other general IT related issues.
- ii. To discuss and consider amendments to the IT policy before forwarding them to the staff for further discussions and executive authority for approval.
- iii. To consider, recommend and monitor short and long terms IT plans of the department in accordance with the strategic objective of the department and available budget.
- iv. To review the plans and budgets pertaining to the GITO function to ensure that the plans address the priority areas and that adequate and appropriate resources are available
- v. To provide an oversight function in order to ensure that the GITO directorate is carrying out its responsibilities.

d) Reporting line

The Committee will report to EXCOM with recommendations for consideration for approval by the HoD.

e) Agenda for the meeting

The agenda of the committee shall be determined by the discussions of the Executive Committee; it will also include the following:

- i. Monitor the implementation of the long-term and short-term plans of GITO as outlined on Strategic Information Systems Plan.
- ii. Discuss possible amendments and review of the departmental IT policy
- iii. Discuss the IT requirements and challenges of the various branches

f) Secretariat

SM: GITO

2.1.11 LABOUR CONSULTATIVE FORUM (LCF)

a) Frequency

Quarterly

b) Constitution of the Committee

- Chairperson (GM: Corporate Services)
- Equal representation from organized labour and management (8 each)
- Management – 4 branch representatives and SMs: HRD, HRM, Auxiliary Services, ERM (ex officio member)
- Communication Services (ex officio member)
- Organized Labour representative shall be divided equally amongst the trade unions and the employer, four Nehawu / four PSA
- Employer representative shall consist of eight members of the SMS.

c) Role of the Committee

The role of LCF is to promote sound labour relations within the Limpopo Provincial Treasury.

d) Reporting line

LCF will report to EXCOM on a monthly basis.

e) Agenda for the meeting

The following shall form part of consultation in the Labour Consultative Forum:

- i. Matters of mutual interest pertaining to the employer and employees and which do not form the subject matter of negotiations at the bargaining council;
- ii. Monitor the application or implementation of collective bargaining resolutions and departmental policies.

f) Secretariat

SM: Legal Services

2.1.12 SKILLS DEVELOPMENT COMMITTEE

a) Frequency of the meeting

Quarterly

b) Constitution of the Committee

- GM: Corporate Services (Chairperson)
- One SMS member per Branch
- SM: Transformation services
- Labour representatives

c) Role of the Committee/Forum

- i. Ensures that the Skills Development and Training Policies in Treasury are in accordance with the stipulations of the Act and caters for the needs of the Department.
- ii. Serve as Bursary Committee
- iii. Ensures that there is progress in attainment of WSP and improvement in FMCMM

d) Reporting line and accountability

Reports to the HOD (EXCOM) on a quarterly basis

e) Agenda of meetings

As determined by the Committee including monitoring and evaluation of the programs' implementation.

f) Secretariat

SM: HRD

2.1.13 COMMITTEE ON PARLIAMENTARY OVERSIGHT INSTITUTIONS (CPOI)

a) Frequency

Quarterly

b) Constitution of the Committee

- SGM: Corporate Governance (Chairperson)
- All Senior General Managers
- Chief Financial Officer
- Senior Manager: Norms and Standards
- Senior Manager: Legal Services
- Representatives from offices of the MEC and HOD
- Any key strategic stakeholder invited by the Committee

c) Role of the Committee

The Committee is responsible to evaluate and assess responses to the Parliamentary oversight institutions.

d) Reporting line

The committee is accountable to the HOD.

e) Agenda of the meeting

The Committee's duties amongst others and not limited thereto are:-

- i. To review and analyse all queries/ resolutions of Parliament oversight institutions;

- ii. To propose an approach to be taken by Treasury in dealing with such queries/ resolutions;
- iii. To propose and assign Directorate(s) which need to handle such queries/ resolutions; such assigned directorate(s) must account and report to CPOI, failure to comply with the CPOI instructions will result in the CPOI taking action against the defaulting directorate(s);
- iv. To consider and interrogate LPT's report prior submission to MEC; HoD and the relevant Parliamentary oversight institution;
- v. To monitoring implementation of such queries; resolutions and undertakings;
- vi. To ratify reports and responses to the relevant Parliamentary oversight institution;
- vii. To brief the MEC and HOD on the approach and drafted responses/ report;
- viii. To request legal opinions on such queries/ resolutions, where necessary.
- ix. To formulate common approach on technical matters affecting the Province.

f) Secretariat

SM: Strategic Operations & Policy Coordination

2.2 TRANSVERSAL COMMITTEES/STRUCTURES

2.2.1 PROVINCIAL TECHNICAL COMMITTEE ON FINANCE (PTCF)

a) Frequency

Monthly

b) Constitution of the Committee

- SGM: Financial Governance(Chairperson)
- SGM: Sustainable Resource Management (Deputy Chairperson)
- SGM: Assets, Liabilities and Supply Chain Management
- All Chief Financial Officers of provincial Departments
- All Chief Financial Officers of Public Entities
- Provincial Internal Audit
- Auditor General (standing invitation)
- Other GM's and Senior Managers in both the Provincial Treasury, departments and public entities will be called when necessary

c) Role of the Committee

- i. To ensure that all new initiatives around good financial management of the province's finances are communicated and discussed technically before being presented to the Heads of Departments (HOD) Forum.
- ii. To share best practice on good financial management in the province
- iii. To ensure that the PFMA, MFMA and their regulations are being implemented as required.

d) Reporting line and accountability

The Committee will report to HoD's Forum via HOD LPT with recommendations for consideration for approval by the HoD's Forum.

A report will also be presented at the Executive Management Meeting

e) Agenda of meetings

- i. Auditor-General issues or reports e.g. AFS, suspense account, internal controls, etc.)
- ii. SCOPA issues or reports (e.g. strategy to reduce matters of emphasis, etc.)
- iii. National and Provincial Treasuries Budget issues or reports (e.g. DORA, MTEF, Achievability exercise formats, etc.)
- iv. Implementation of the Limpopo Employment, Growth & Development Plan (LEGDP)
- v. Implementation of PFMA, MFMA and their regulations
- vi. Implementation of cash and asset management in the Province
- vii. Implementation of supply chain management in the province
- viii. Implementation of Public Private Partnerships
- ix. Determine agenda for sub-committees of PTCF

f) Secretariat

SM: Norms and Standards

PTCF WORKING-COMMITTEES

2.2.1.1 ASSET MANAGEMENT FORUM

a) Frequency

Monthly

b) Constitution of Committee

- GM: Assets & Liabilities (Chairperson)
- SM: Infrastructure Management
- SM: SCM Policy Development and Implementation
- Asset managers from all provincial departments and public entities
- Asset management unit from National Treasury
- Other Senior Managers in both the Provincial Treasuries and departments will be called when necessary

c) Role of the committee

Monitors performance of asset management units in the departments and public entities

d) Reporting line and accountability

The Committee will submit report to the PTCF monthly.

e) Agenda for the meetings

- i. Establishment of asset registers
- ii. Capital expenditures
- iii. Asset Disposals
- iv. Verification of assets
- v. Reporting of Assets as per Reporting Framework

f) Secretariat

SM: Provincial Asset Management

2.2.1.2 INVENTORY MANAGEMENT FORUM

a) Frequency

Monthly

b) Constitution of Committee

- GM: Assets & Liabilities (Chairperson)
- SM: SCM Policy Development and Implementation
- Inventory managers from all provincial departments and public entities
- Other Senior Managers in both the Provincial Treasuries and departments will be called when necessary

c) Role of the committee

Monitors performance of inventory management units in the department and public entities

d) Reporting line and accountability

The Committee will submit report to the PTCF monthly.

e) Agenda for the meetings

- i. Inventory Expenditure Reconciliations
- ii. Inventory Registers
- iii. Inventory Management Techniques
- iv. Quarterly stock-takes

f) Secretariat

SM: Provincial Asset Management

a) Frequency

Quarterly

b) Constitution of the Committee

- General Manager : Provincial Supply Chain Management Office (Chairperson)
- Provincial Supply Chain Management Senior Managers
- SM : Infrastructure Management
- SM: Financial System Administration
- Heads of SCM units: All provincial departments and public entities
- Other Senior Managers in both the Provincial Treasuries and departments will be called when necessary

c) Role of the Committee

To create an interactive platform that allows representatives of the provincial departments and public entities to engage into dialogues or debates on issues related to supply chain management so as to achieve the following goals;

- i. Ability for treasury to track progress made in the implementation of SCM in the province
- ii. To have SCM officials who are competent, efficient and able to adapt quickly to the changing environment.
- iii. Sharing best practices and generating a pool of knowledge on SCM issues for the Province.
- iv. Effective communication and harmonious relationship between Departments, public entities and Treasury.
- v. Ability for treasury to develop realistic and user friendly policies which are best understood and easy to implement while addressing relevant issues and concerns.
- vi. Effective implementation of Supply Chain Management in all the departments and public Entities.

d) Reporting line and accountability

- The Forum reports to the PTCF on all SCM related matters

e) Agenda for the meetings

- i. New SCM developments
- ii. Discuss cross- cutting SCM issues

f) Secretariat

Senior Manager: SCM Policy Development and Implementation

2.2.1.4 CASH MANAGEMENT FORUM

a) Frequency of the meeting

Quarterly

b) Constitution of the Committee

- GM: Assets & Liabilities (Chairperson)
- Managers: Banking & Cash Flow
- Senior Manager/Manager: Budget Management of the provincial departments
- Senior Manager/Manager: Expenditure/Financial Management of the provincial departments
- Senior Manager/Analyst: Public Finance – Treasury
- Senior Manager/Analyst: Revenue/Fiscal Policy-Treasury
- SM : SCM Policy Development

c) Role of the Committee/Forum

- i. Forecasting cash requirements of the departments over long, medium and short-term.
- ii. Analysis and interpretation of the provincial cash flows vs Actual Expenditure.
- iii. Monitoring compliance with financial prescripts.
- iv. Sharing/benchmarking best practices to enhance provincial cash management.
- v. Resolving/recommending solutions for technical banking challenges.

d) Reporting line and accountability

Reporting to the PTCF

e) Agenda of meetings

- i. Provincial cash flows
- ii. Compliance with financial prescripts
- iii. Banking challenges

f) Secretariat

SM: Banking & Cash-flow

2.2.1.5 PROVINCIAL REVENUE MANAGEMENT FORUM

a) Frequency of the meeting

Monthly

b) Constitution of the Committee

- GM: Fiscal Policy (chairperson)
- SM: Cash & Banking
- SM: Macro Economic Analysis
- All departmental revenue Senior Officers/ CFOs
- The forum may invite non-members to attend meetings, but who will not participate in decision-making

c) Role of the Committee/Forum

- i. Identify risk areas in revenue collection, and ensure departments institute corrective measures
- ii. Facilities and co-ordinate sound management information system in departments and take steps to ensure that departments play an active role in development of such system
- iii. Ensure that tariff registers are updated regularly and that the implementation of new tariff structures are fully analyzed before approval takes place
- iv. Take steps to sensitive departments' on the importance of own revenue and train all staff (including management) in all departments responsible for revenue management on all aspects of revenue management
- v. Ensure that departmental own revenue budgets are credible and are determined in line with departmental strategies

- vi. Promote inter-departmental co-operation and shift emphasis from expenditure to revenue management
- vii. Assess departmental strategies plans on how theses fit in with the overall revenue strategy of the province and its overall impact on revenue collection

d) Reporting line and accountability

The Forum reports to the PTCF

e) Agenda of meetings

- i. To beef up the IYM, EXCO report and provide feedback on monthly basis
- ii. To monitor progress on monthly collection
- iii. Share revenue related policies, challenges and practice and come up with intervention strategies
- iv. To explore new of source of revenue
- v. Forecasting and discuss revenue budget related issues
- vi. To share tariff revision information across the departments
- vii. Develop an overall provincial own revenue collection strategy and drive it

f) Secretariat

SM: Fiscal Development

2.2.1.6 PROVINCIAL RISK MANAGEMENT FORUM

a) Frequency

Quarterly

b) Constitution of the Committee

- GM: Transversal Risk Management and Internal Control (Chairperson)
- GM: Municipal Finance
- All Risk Managers of provincial Departments and Public entities
- All Heads of Internal Audit units of Public entities
- All PIA Portfolio Managers
- National Treasury Representative
- Other Officials in both the Provincial Treasuries and departments will be called when necessary

- An open invitation shall be extended to Programme Managers, Internal Auditors, and Chief Financial Officers from Departments, Municipal Entities and Provincial Public Entities.

c) Role of the Committee

The Forum has an advisory and advocacy role within the Public Sector institutions in the Province, aimed at ensuring:

- i. Standardization and improvement of risk management practices
- ii. Knowledge and information sharing on best practices on risk management
- iii. Coordination and monitoring of risk management

d) Reporting line and accountability

- i. The Committee will report to SGM: FG with recommendations for consideration for approval by the PTCF.
- ii. The Forum is accountable to the Head of Department of Provincial Treasury.
- iii. The Forum shall report on a quarterly basis to the Audit Committee (based in the LPT) and to the National Treasury on its activities.
- iv. The Heads of Departments, the Audit Committee and the National Treasury shall provide the Forum with feedback on its effectiveness on an annual basis.

e) Agenda of meetings

- i. Development of a Framework and Methodology on Risk Management.
- ii. Progress on mitigation of identified top risks of the institutions
- iii. Education and Awareness programs workshops
- iv. Plan on Training and Development and best practices models
- v. Progress Reports from institutions on the implementation of Risk management

f) Secretariat

SM: Transversal Risk Management

2.2.2 PROVINCIAL STRATEGIC PLANNERS' FORUM

a) Frequency of the meeting

Quarterly

b) Constitution of the Committee

- SGM: SRM (Chairperson)
- Senior Manager: Transversal Risk Management
- One official from planning and M&E units (each) of provincial departments and Public Entities
- An open invitation shall be extended to Provincial Public Entities.
- Any other person which the Forum may decide to invite.

c) Role of the Committee/Forum

The role of the Forum is to assist Provincial Departments and Provincial Public Entities to enable them to effectively discharge their responsibility to implement Strategic and Annual Performance Plans within their institutions.

d) Reporting line and accountability

The Committee will report to PTCF via SGM: SRM with recommendations for consideration for approval by the PTCF.

A report will also be presented at the Executive Management Meeting.

e) Agenda of meetings

- i. Strategic Plan, APP and QPRs Frameworks/guidelines
- ii. Quarterly Performance Reports
- iii. Analysis reports
- iv. Capacity building initiatives

f) Secretariat

SM: Performance Monitoring

2.2.3 CFO FORUM FOR MUNICIPALITIES

a) Frequency of the meeting

Bi- Monthly (Every other month)

b) Constitution of the Committee

- SGM: Sustainable Resource Management (Chairperson)
- SGM: Financial Governance
- SGM: Assets, Liabilities & Supply Chain Management
- LPT Municipal Finance Team Leaders
- Municipal CFOs
- SALGA
- Department of Co-Operative Governance, Human Settlements & Traditional Affairs
- Any other stakeholder who may be invited depending on the agenda e.g. National Treasury, Auditor General, ESKOM, Lepelle Northern Water, SARS and Provincial Departments

c) Role of the Committee/Forum

Purpose of the forum is knowledge sharing, to advise CFOs on major changes on the NT reforms, Accounting matters and issues from other stakeholders that may impact on the CFOs duties.

d) Reporting line and accountability

The Committee will report to PTCF via SGM: SRM with recommendations for consideration for approval by the PTCF.

A report will also be presented at the Executive Management Meeting.

e) Agenda of meetings

- i. Policy reforms
- ii. Accounting matters
- iii. Best practices

f) Secretariat

MFMA Coordinator

2.2.4 MUNICIPAL RISK MANAGEMENT FORUM

a) Frequency of the meeting

Quarterly

b) Constitution of the Committee

- GM: Municipal Finance (chairperson)
- LPT Municipal Finance Team Leaders
- Municipal Internal Auditors
- Municipal Risk Officers
- Provincial Internal Audit
- SALGA
- Department of Co-Operative Governance, Human Settlements & Traditional Affairs

c) Role of the Committee/Forum

Knowledge sharing on policy documents, advices based on the NT Frameworks and best practices, and assessment of the risk management effectiveness in municipalities

d) Reporting line and accountability

None

e) Agenda of meetings

- i. Risk Management Policy/Frameworks
- ii. Best practices
- iii. Effectiveness of risk management

f) Secretariat

COGHSTA

2.2.5 INFRASTRUCTURE DELIVERY MANAGEMENT PROGRAMME

TECHNICAL MANAGEMENT COMMITTEE (TMC)

a) Frequency

Monthly

b) Constitution of the Committee

- GM: IM & PPP (Chairperson)
- SM/GM of infrastructure departments
- Senior Managers: PSCM
- SM: Provincial Asset Management
- Limpopo Technical Advisor (LTA) – ex officio

c) Role of the Committee

Monitoring and evaluation of the effectiveness of IDMS-related and consolidated reporting to the Infrastructure Cluster.

d) Reporting line and accountability

The Committee will report to PTCF via GM: Infrastructure with recommendations for consideration for approval by the PTCF.

A report will also be presented at the Executive Management Meeting.

e) Agenda of the meeting

Ensure achievement of the 5 IDMS outputs of in the province through the monitoring and evaluation of key performance indicators relating to:

- i. Institutionalization of Best Practice systems for infrastructure management;
- ii. In-year spending patterns;
- iii. Quantity and quality of the infrastructure delivered;
- iv. Infrastructure project administration;
- v. Integration of public sector planning and implementation;
- vi. The public sector's capacity to plan, implement and maintain infrastructure
- vii. Value for money with regard to infrastructure delivery;

- viii. Supply chain management processes;
- ix. Quality of reporting on infrastructure delivery outputs;

f) Secretariat

Senior Manager: Infrastructure Management

3. PROTOCOLS, PROCESSES AND PROCEDURES TO IMPLEMENT INSTITUTIONAL ARRANGEMENTS

3.1 PROTOCOLS FOR MEETINGS

- a) Apologies for meetings should be sent in writing to the Chairperson and/or Secretariat.
- b) Premier or Director General's meetings take precedence to departmental meetings.
- c) Only formally appointed acting person would be allowed to attend the meetings. The acting person should be thoroughly briefed by the incumbent and therefore should be able to participate in the deliberations, and must report back to the incumbent.
- d) No item on the agenda will be discussed if prior documentation was not submitted, unless it is a matter of exigency or it is an announcement and except at the discretion of the Chairperson.
- e) Minutes of the meeting will be distributed within five (5) working days after the meeting.
- f) It is the responsibility of each and every member of the meeting to take notes of the areas he/she needs to follow up and not wait until the minutes are distributed.

3.2 DOCUMENTS/REPORTS TO BE TABLED AT MEETINGS

- a) Reports and supporting documentation of matters to be discussed at the meetings should be provided five (5) working days prior to the meeting, unless agreed otherwise with the Chairperson.
- b) Invitation should be sent ten (10) working days before the meeting
- c) Various secretariats will co-ordinate the documents
- d) The matters to be discussed must follow the prescribed format of memo to allow quick decision making.

3.3 SECRETARIAT SERVICE

The following are the functions of secretariat:

- a) Co-ordinate the agenda from various members of the meeting
- b) Co-ordinate the departmental year calendar of the various meetings (Communication)
- c) Co-ordinate the discussion documents and distribute to members
- d) Arrange the venue and necessary labour saving equipment, presentation tools for the meetings
- e) Arrange, where necessary, accommodation and refreshments
- f) Ensure that the meeting proceedings are properly and accurately recorded
- g) Distribution of minutes to members within five (5) working days after the meeting and filing of signed copy
- h) Formal communication of cancelled and postponed meetings
- i) Arranging and scheduling of external stakeholders who needs to present to the meeting after discussing with the chairperson.
- j) Developing and maintaining of resolution matrix progress report in the next meeting

3.4 SEQUENCE OF MEETINGS

- a) The sequence of meetings should be in such a way that meetings that submit reports to the Executive Management Committee meeting are scheduled before the Executive Management Com meetings to ensure that reports are submitted in time for the meeting, where practical.
- b) The Executive Management Committee meeting should be scheduled at least a week before EXCO to ensure that a Departmental report is sent to the MEC prior to EXCO meetings, where practical.

3.5 CANCELLATION OF MEETINGS

Cancellation of standing/planned meetings should be avoided. However, should it be impossible to continue with a scheduled meeting, cancellation of that meeting should be done at least one week before the meeting (where possible) and postponement must not exceed two weeks from the original date (where possible).

3.6 INTERNAL PROCESSING OF REPORTS TO BE TABLED AT EXTERNAL FORUMS

Officials from different branches sometimes table reports to various external Committees/Structures. Such reports should be shared with other relevant officials within the department for inputs before they are presented externally.

Recommended by:



G Pratt
HEAD OF DEPARTMENT

17/3/2014
DATE

Approved by:



M Tom
ADMINISTRATOR
Limpopo Government Section 100(1) (b) Constitution Intervention

25/3/2014
DATE