



**MINISTRY  
PUBLIC SERVICE AND ADMINISTRATION  
REPUBLIC OF SOUTH AFRICA**

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**TO ALL HEADS OF:  
NATIONAL DEPARTMENTS  
OFFICES OF PREMIER  
PROVINCIAL DEPARTMENTS  
NATIONAL GOVERNMENT COMPONENTS  
PROVINCIAL GOVERNMENT COMPONENTS**

**DIRECTIVE ON PUBLIC ADMINISTRATION AND  
MANAGEMENT DELEGATIONS, 2014**

**ISSUED BY THE MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION**

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**TABLE OF CONTENTS**

1. INTRODUCTION .....	5
2. AUTHORISATION .....	5
3. SCOPE OF APPLICATION .....	6
4. COMMENCEMENT .....	6
5. DELEGATION NORMS AND STANDARDS .....	6
6. MINIMUM LEVELS OF DELEGATION.....	13
7. DELEGATION REGISTERS .....	14
8. INFORMATION TO BE PROVIDED AND PERFORMANCE STANDARDS .....	15
Annexure A: PAJA Checklist .....	17
Annexure B: Signing of Correspondence to Convey Decisions by Principal Functionary or Delegated Official.....	18
Annexure C: Minimum Levels of Delegation for Public Management and Administration .....	20
Annexure D1: Part A, Appendix A: Delegation Register - EA to HoD delegations in terms of the PSA.....	22
Annexure D2: Part A, Appendix B: Delegation Register - EA to HoD in terms of the PSR .....	24
Annexure D3: Part B, Appendix A: Delegation Register - HoD delegations to performer levels in terms of the PSA .....	25
Annexure D4: Part B, Appendix B: Delegation Register - HoD delegations to performer levels in terms of the PSR.....	27
Annexure D5: Delegation Decision Register for Public Administration and Management Delegations .....	28
Annexure D6: Consolidated Register of Delegated Officials for Public Administration and Management Delegations .....	29
Annexure D7: Consolidated Register of Delegated Officials for Financial Administration and Management Delegations .....	30

## **GLOSSARY OF TERMS AND ABBREVIATIONS**

"**AG**" means the Auditor-General South Africa.

"**Delegation**" means the allocation of a power conferred or a duty imposed on a Principal Functionary to a Delegated Official. To delegate means to entrust a power or duty to somebody else.

"**Delegated Official (DO)**" means any employee to whom power has been delegated or who has been authorised to perform a duty in terms of a formal delegation. This includes:

- (a) An official who lawfully acts in the capacity of the DO.
- (b) The holder of a post or occupation to whom a power has been delegated.

"**Department**" means a national department, a national government component, the office of a premier, a provincial department, or a provincial government component listed in Schedules 1, 2 or 3 of the PSA.

"**DG: PME**" means the Director-General: Planning, Monitoring and Evaluation.

"**DG:PSA**" means the Director-General: Public Service and Administration.

"**Directive**" means the Directive on Public Administration and Management Delegations, 2014.

"**DPME**" means the Department of Planning Monitoring and Evaluation.

"**DPSA**" means the Department of Public Service and Administration.

"**DSA**" means the Delegation Systems Administrator for the department.

"**Executive Authority (EA)**", in relation to –

- (a) The Presidency or a national government component within the President's portfolio, means the President;
- (b) A national department or national government component within a Cabinet portfolio, means the Minister responsible for such portfolio;
- (c) The Office of the Commission, means the Chairperson of the Commission;
- (d) The Office of a Premier or a provincial government component within a Premier's portfolio, means the Premier of that province; and
- (e) A provincial department or a provincial government component within an Executive Council portfolio, means the member of the Executive Council responsible for such portfolio.

## Directive on Public Administration and Management Delegations, 2014

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**“Head of Department (HoD)”** means the incumbent of a post mentioned in column 2 of Schedule 1, 2 or 3 of the PSA.

**"Minister"** means the Minister for Public Service and Administration.

**"NDP"** means the National Development Plan, 2030.

**"PAJA"** means the Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) as amended.

**“Principal Functionary (PF)”** means any EA or HoD upon whom a power is conferred or a duty is imposed through an empowering provision in terms of which an administrative action is taken – the authority with original powers. The PF, in whom the power or duty is vested, remains accountable for the execution of the delegation.

**"Principles Document"** means the Principles of Public Administration and Financial Management Delegations including the minimum levels of delegation and templates approved by Cabinet on 7 August 2013.

**"PSA" or "the Act"** means the Public Service Act, 1994, (Proclamation 103 of 1994) as amended.

**"PSR"** means the Public Service Regulations, 2001 as amended

### 1. INTRODUCTION

1.1 The NDP makes the following key statements under the topic “Building a Capable and Developmental State”:

1.1.1 Stabilize the political-administrative interface:

- (a) Build a professional public service that serves government, but is sufficiently autonomous.
- (b) This requires a clearer separation between the roles of the political principal and the administrative head.
- (c) The public service needs to be immersed in the development agenda but insulated from undue political interference.

1.1.2 Strengthen delegation, accountability and oversight:

- (a) Make it easier for citizens to hold public servants and politicians accountable, particularly for the quality of service delivery.
- (b) Promote greater and more consistent delegation supported by systems of support and oversight.
- (c) Staff at all levels must have the authority, experience and support they need to do their jobs.

1.2 To achieve the vision of the NDP the Cabinet, on 7 August 2013, approved –

- (a) The Principles of Public Administration and Financial Management Delegations;
- (b) The minimum levels of delegations in terms of the Public Service Act, 1994;
- (c) That the DPSA presents the principles to the Provincial Executive Councils;
- (d) That new or amended legislation considers the delegations, concepts and principles set out in the Principles document; and
- (e) That the President and the Deputy President deal with the matter of the delegation of powers between Ministers and Deputy Ministers.

### 2. AUTHORISATION

2.1 The purpose of the Directive is to implement the Cabinet approved Principles Document by determining norms and standards for delegations in terms of the PSA and PSR.

- 2.2 The Minister approved a directive, in terms of section 3(2) read with section 41(3) of the Public Service Act, 1994 (Proclamation 103 of 1994) to give effect to section 3(1)(b) of the Act, by establishing norms and standards for public administration and management delegations in relation to organizational structures and the establishment of departments and other organizational and governance arrangements in the public service based on the Principles of Public Administration and Financial Management Delegations, including the minimum levels of delegation, approved by the Cabinet on 7 August 2013.

### **3. SCOPE OF APPLICATION**

- 3.1 The Directive must be read with the Principles Document.
- 3.2 In terms of section 41(3) of the PSA, the Directive elucidates the norms and standards for public administration and management delegations, and elucidates or supplements Public Service Regulation 1/II/B.
- 3.3 The Directive applies to all national and provincial departments, offices of premier, and national and provincial government components listed in Schedules 1, 2 or 3 of the PSA.
- 3.4 It is of utmost importance that every natural or juristic person who takes administrative actions understand the legislative provisions, just administrative action and the consequences of administrative actions as set out in Chapter 3 of the Principles Document.

### **4. COMMENCEMENT**

This Directive takes effect on the date signed by the Minister for Public Service and Administration.

### **5. DELEGATION NORMS AND STANDARDS**

- 5.1 Without detracting from any power or duty conferred on an EA or HoD in terms of the PSA or PSR, this section determines norms and standards that apply to exercising delegated powers and duties.

#### **Principal Norms and Standards**

- 5.2 Effective and efficient delegation is founded on the following principal norms and standards:
- 5.2.1 The EA shall provide the HoD with appropriate powers and authority to enable an HoD to manage his or her department efficiently and effectively.
- 5.2.2 The HoD shall empower employees in the department by means of appropriate delegations.
- 5.2.3 The EA may in writing delegate to a HoD any power conferred or duty imposed on the EA (s42A(4) of the PSA). An EA can only delegate to a HoD.

## **Directive on Public Administration and Management Delegations, 2014**

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- 5.2.4 The HoD may delegate to any employee in writing any power conferred or duty imposed on the HoD in terms of the Act or the PSR, or those powers and duties that the EA have delegated to the HoD (Section 42A(5) of the PSA).
- 5.2.5 Only the HoD may delegate to other performer levels.
- 5.2.6 There is no sub-delegation by DOs to other employees.
- 5.2.7 Administrative action in terms of delegation is subject to judicial review in terms of PAJA. There is cause for review of administrative actions (delegated decision) by a court or tribunal if –
- (a) The PF and HoD retains control over the exercise of the delegation, e.g., requiring that he or she must approve all actions taken by the DO;
  - (b) The DO simply acts as the agent of the PF and HoD. The position is similar where the PF takes the decision, but the administration of the decision rests with the DO e.g., signing a letter on behalf of the person who took the decision;
  - (c) The DO acts on the instruction or dictation of another person or body that was not given the power to take such a decision in terms of a delegation; or
  - (d) The DO avoids taking the decision by referring it to someone else. This does not preclude consultation on the specific matter.

### **Governance arrangements that apply to delegations**

- 5.3 Delegation documents are legal instruments that may be presented to the court or tribunal as evidence during judicial review or disciplinary cases. To ensure that the delegation system of departments is appropriately governed, the following governance arrangements shall apply.

### **Head of Department**

- 5.3.1 The HODs must ensure that the department maintains a system of EA and HoD delegations, complete delegation documents and provide the information in the format and manner determined by the Minister in this Directive.
- 5.3.2 The HoD must allocate specific responsibilities to an employee to perform the duties of a DSA in relation to public administration and financial delegations.
- 5.3.3 The HoD must decide on the most appropriate location of the DSA duties in the organization of the Department. Typical locations could be corporate services, Office of the HoD or strategic management. The duties of a DSA are not performed on a full time basis and the creation of a post of DSA may not be necessary.
- 5.3.4 Any delegation to exercise a power or duty must be recorded in the employment contracts of a HoD and in the performance contracts of members of the Senior Management Service



**Delegation System Administrator**

5.3.5 A DSA performs the following duties:

- (a) Overall responsible for managing, maintaining and monitoring the department's system of public administration and financial delegations.
- (b) Is the nodal point of communication and information exchange on delegation matters between the department and the DPSA, the relevant Treasury and the DPME.
- (c) Liaison between the HoD and DOs.
- (d) Ensure that delegation registers are regularly reviewed, updated and validated by Legal Services and in the case of financial delegations, Internal Audit.
- (e) Maintain a separate Consolidated Register of Delegated Officials for both public and financial administration.
- (f) Issue Delegation Decision Registers for every post holding delegated powers and duties.
- (g) The above-mentioned duties must be included in the performance agreement of the employee performing the duties of the DSA.

**Internal Audit Unit**

5.3.6 The Internal Audit Unit of a department must annually validate:

- (a) The quality and soundness of public administration and financial delegation registers and that they are regularly reviewed and updated.
- (b) That public administration and financial delegation registers were validated by Legal Services for legal soundness.
- (c) That a DSA is nominated and performs the duties as prescribed.
- (d) That the Delegation Decision Registers are managed as set out in paragraphs 7.5 to 7.8.
- (e) That the Consolidated Registers of Delegated Officials are managed as set out in paragraphs 7.9 and 7.10.
- (f) Internal Audit must report its findings in writing on the aspects set out in subparagraphs (a) to (e) to the HoD, the Audit Committee of the Department and the DG:PSA.

### **Audit Committee**

5.3.7 The Audit Committee must:

- (a) Assess the effectiveness of the department's internal control system and associated risks as it relates to delegations.
- (b) Determine an audit sample, from all or any Delegation Decision Register(s), for the Auditor General to audit delegated decisions.

### **Auditor General**

5.3.8 The AG may, based on a sample determined by the Audit Committee, audit delegated decisions by DOs to determine if appropriate processes were followed including compliance to legislative and regulatory prescripts.

5.3.9 In the event of the Audit Committee failing to determine an audit sample, the Auditor-General determine such a sample.

5.3.10 The AG should report its findings.

### **Legal Services**

5.3.11 The Legal Services Unit of a department must annually:

- (a) Validate the quality and legal soundness of public administration and financial delegations.
- (b) Report its findings to the HoD and Internal Audit.

### **Generic norms and standards**

5.4 Any delegation to exercise a power or perform a duty:

5.4.1 Must be aligned with the strategic plan, annual performance plan, organizational structure and budget programme or responsibility structure of the department.

5.4.2 Must be in writing.

5.4.3 Must only be made to employees who occupy posts on the approved establishment of the department. Employees would include ministerial staff, persons employed additional to the post establishment in terms of PSR 1/III/G, but excludes consultants and contractors appointed through procurement processes and excludes persons (advisors) appointed on grounds of policy considerations in terms of section 12A of the PSA.

5.4.4 Does not prevent the PF or HoD who made the delegation from exercising that power or duty.

- 5.4.5 May at any time be withdrawn in writing by a PF or HoD. A delegation may be withdrawn under the following circumstances and on the following conditions:
- (a) A possible conflict of interest arising in the making of any decision relating to the delegated power or duty.
  - (b) The delegated power or duty is not being exercised in a manner consistent with the PSA or PSR.
  - (c) The DO does not demonstrate the required competence (knowledge, skills, and experience) and commitment to perform delegated powers or duties.
  - (d) Prior direction and guidance or revised delegation limitations and conditions have failed to produce the desired results.
  - (e) Special operational requirements that apply to the department such as cost containment measures.
  - (f) Written reasons for the withdrawal must be provided and documented.
- 5.4.6 Does not divest the PF or HoD of the responsibility concerning the exercise of the delegated power or duty.
- 5.4.7 Must as a minimum be reviewed biennially or when:
- (a) A new EA is elected or appointed.
  - (b) A new HoD is appointed.
  - (c) Changes are effected to the strategic plan or measurable objectives.
  - (d) Changes are effected to the organizational structure due to reorganization or restructuring.
  - (e) Changes are effected to the programme or responsibility structure.
  - (f) Changes are effected in terms of new or amended policy, or new or amended legislation.
  - (g) Special operational requirements such as the implementation of cost containment measures.

### **Delegation Conditions and Limitations**

- 5.5 The following norms and standards apply to delegation conditions and limitations:
- 5.5.1 Any person to whom a power or duty has been delegated shall exercise that power or perform that duty subject to the conditions the person who made the delegation considers appropriate (section 42A(6) of the PSA and PSR 1/II/B.1).

## Directive on Public Administration and Management Delegations, 2014

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- 5.5.2 The PF and HoD must provide clear guidance on expectations, limitations applicable, the circumstances in which or the conditions on which a delegation must be exercised and the factors to be taken account of in the exercise of a delegation.
- 5.5.3 A HoD must ensure that the DO has the required capacity (skills and competency, administrative, technical, financial and human resources) to enable the effective discharge of delegations.
- 5.5.4 A DO may only exercise such a power or perform such a duty with regard to employees at a lower post level than him- or herself in the relevant component. However, if a delegation is of a transversal nature, it may be exercised in respect of the entire department (e.g. the Head of HR appoints all employees at a particular level for the whole department).
- 5.5.5 In the case of delegation decisions having financial implications, the DO must ensure, within prescribed limits, that he or she -
- (a) Is duly authorized as a budget holder (programme or responsibility manager) to incur expenditure within the prescribed limits; or
  - (b) Obtains the approval of the relevant budget holder (programme manager, responsibility manager or chief financial officer) if not authorized to incur such expenditure.
- 5.5.6 Departments must use the VARICE indicators to determine appropriate conditions and limitations for line function and corporate services employees involved with delegated decision making. Conditions and limitations must be captured in the last column of the Delegation Registers set out in Annexure D1 to D4. The VARICE indicators are as follows:
- (a) Verifier – “I Must Check” – Those who check whether the delegated decision meets the required standard.
  - (b) Accountable – “The Buck Stops Here” – The PF, in whom the power or duty is vested, remains accountable for the execution of the delegation.
  - (c) Responsible – “I Am The Decision-maker” – The DO obligated to perform specific delegated discretionary powers with yes/no authority for executing the decision.
  - (d) Informed – “Keep Me In The Picture” – Those who are kept up to date on progress and with whom there is just one-way communication.
  - (e) Consulted – “Always Keep Me In The Loop” – Those whose involvement, recommendation or opinions are sought prior to the decision or action and with whom there is two-way communication.
  - (f) Execute – “The Doer” – Those who execute the delegated decision e.g., the administrator who signs the letter to convey the delegated decision.

## **Directive on Public Administration and Management Delegations, 2014**

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- 5.5.7 Acting Arrangements - An employee may be directed in writing, in terms of section 32(2) of the PSA, to act in a post subject to such conditions as may be prescribed:
- (a) In the case of an HoD, such acting arrangements shall be made by the relevant EA.
  - (b) In the case of any other post, such acting arrangements shall be made by the employee occupying the post, unless otherwise determined by the HoD.
  - (c) A person acting in a post performs the delegations associated with that post subject to any conditions or limitations that the person making the acting arrangement may determine.
  - (d) Only employees may act in a post. Consultants and contractors, and persons (advisors) appointed on grounds of policy considerations may not act in posts or exercise any delegation.
  - (e) A seconded employee who acts in a post performs the delegations associated with that post.
- 5.5.8 Conditions must specify who sign correspondence to convey delegated decisions.

### **Processing Submissions and Communicating Delegated Decisions**

- 5.6 The following norms and standards apply to processing submissions and communicating delegated decisions:

#### **Processing Submissions**

- 5.6.1 A DO must report to the PF at such intervals as the PF may require on decisions taken or on the exercise of a delegated power or duty.
- 5.6.2 Every submission in terms of which a decision is to be taken in terms of a delegation of a power or duty must include:
- (a) A paragraph to confirm that the delegated decision is compliant with PAJA. Such paragraph in the submission must read as follows under a separate heading named PAJA COMPLIANCE: "All the requirements for taking a lawful, reasonable and procedurally fair administrative action have been complied with and no grounds exist for the review of the action."
  - (b) A PAJA checklist, duly completed and signed by the DO exercising discretionary power in terms of a delegation of powers and duties. An example of the checklist is contained in **Annexure A**.
- 5.6.3 To fast-track decisions in the shortest possible time, only the following officials should be included on the route form: the Verifier (I Must Check), those that must be Consulted (Always Keep Me In The Loop), and the DO (I Am The Decision-maker).

### **Communicating Delegated Decisions**

- 5.6.4 All correspondence by the department must be in the name of the HoD.
- 5.6.5 For purposes of administrative efficiency, delegation conditions may determine that an employee (an administrator) other than the PF, HoD or DO may sign correspondence to convey the decision by the PF, HoD or DO.
- 5.6.6 Correspondence to convey delegated decisions should be signed in accordance with the signature templates set out in **Annexure B**.
- 5.6.7 DOs or Administrators must sign letters with the wording "PP" (meaning Per Procuration - on behalf of another person) in front of the title of the HoD.
- 5.6.8 The only exception not to "PP" in front of the title of the HoD is in the instance where an acting HoD is appointed in the bona fide vacant HoD post.

### **6. MINIMUM LEVELS OF DELEGATION**

- 6.1 Without detracting from any power or duty conferred on an EA or HoD in terms of the PSA or PSR, this section determines norms and standards in relation to minimum levels of delegation.
- 6.2 Even though an EA or HoD has the power to determine the extent to which a power or duty is delegated by the EA to the HOD and by the HoD to other performer levels, the Cabinet approved the minimum levels of delegation, set out in **Annexure C**, advances the aspirations of the NDP to stabilize the political-administrative interface and strengthen delegation, accountability and oversight.
- 6.3 In the act of delegating an EA and HoD must consider delegating at least, in accordance with the minimum levels of delegation set out in Annexure C.
- 6.4 The allegiance of an EA to delegate to the HoD and the HoD to delegate to other performer levels in terms of the minimum levels of delegation will be evaluated, monitored, and reported on in terms of government's processes and systems to monitor the implementation of the NDP and the performance of EAs and HoDs.
- 6.5 Delegations in respect of the internal organization of departments (such as the creation and abolition of posts or changes to the organizational structure) and the management of employees (such as recruitment, appointment, transfer and career incidents) must be assigned to different DOs.
- 6.6 Delegations must be consistent and standardized for the spatial differentiation of tiers in a department, e.g., head-, regional-, district-, and circuit offices and institutions.

**7. DELEGATION REGISTERS**

- 7.1 This section determines norms and standards in relation to delegation registers:
- 7.2 The following delegation templates are prescribed as set out in **Annexure D**:
- 7.2.1 Annexure D1: Part A, Appendix A: Delegation Register - EA to HoD delegations in terms of the PSA.
- 7.2.2 Annexure D2: Part A, Appendix B: Delegation Register - EA to HoD in terms of the PSR.
- 7.2.3 Annexure D3: Part B, Appendix A: Delegation Register - HoD delegations to performer levels in terms of the PSA.
- 7.2.4 Annexure D4: Part B, Appendix B: Delegation Register - HoD delegations to performer levels in terms of the PSR.
- 7.2.5 Annexure D5: Delegation Decision Register for Public Administration and Management Delegations.
- 7.2.6 Annexure D6: Consolidated Register of Delegated Officials for Public Administration and Management Delegations.
- 7.2.7 Annexure D7: Consolidated Register of Delegated Officials for Financial Administration and Management.

**Delegation Registers**

- 7.3 Each page of the Delegation Registers must be signed and dated by the relevant EA and HoD as indicated on the Delegation Registers (Annexure D1 to D4) to ensure no unauthorized changes can be effected to the delegations. In addition:
- (a) Examples of populated Delegation Registers (Annexure D1 to D4) are available on the DPSA website: [www.dpsa.gov.za](http://www.dpsa.gov.za).
  - (b) The PF is already captured in the "Principal Functionary" column in the populated Delegation Registers available on the DPSA website. The indicated PF must be retained as the authority with original powers.
  - (c) Departments are encouraged to save the Delegation Registers in the format provided and to customize the column "Post levels delegated to" and the column "Conditions and limitations".
- 7.4 Any conditions and limitations including signing of correspondence must be captured in the last column (see also paragraph 5.5).

### **Delegation Decision Register**

- 7.5 Every DO must maintain a Delegation Decision Register (Annexure D5) to record each submission and the circumstances under which a delegated power or duty is exercised.
- 7.6 The Delegation Decision Register must be completed for each financial year (1 April to 31 March).
- 7.7 The occurrence of the following circumstances under which a delegated power or duty is exercised must be captured in the last column of the Delegated Decision Register:
  - 7.7.1 Decisions taken in terms of acting arrangements in the post holding delegation.
  - 7.7.2 If the PF or HoD and not the DO exercises the delegated power or duty.
  - 7.7.3 Any causes, in terms of PAJA, that may warrant a review of administrative action (delegated decision) by a court or tribunal as set out in paragraph 5.2.7.
- 7.8 A Delegation Decision Register must be issued for every post holding delegated powers and duties (see paragraph 5.3.5).

### **Consolidated Register of Delegated Officials**

- 7.9 The DSA of a department must maintain a Consolidated Register of Delegated Officials for Public Administration and Management Delegations and a Consolidated Register of Delegated Officials for Financial Administration and Management as set out in Annexure D6 and D7.
- 7.10 The consolidated Registers of Delegated Officials details the names and organizational location of DOs as well as the number of submissions processed under delegated discretion by all DOs. The number of submissions processed must be consolidated on a quarterly basis and annually as at 31 March.

## **8. INFORMATION TO BE PROVIDED AND PERFORMANCE STANDARDS**

- 8.1 This section determines norms and standards in relation to the information that departments must provide annually and the measures to monitor and evaluate the implementation of this Directive.

### **Information to be Provided to the DG:PSA**

- 8.2 Every HoD must provide the following information to the DG:PSA in writing:
  - 8.2.1 The name and contact particulars of the nominated Delegation Systems Administrator and when there are changes to the DSA.
  - 8.2.2 The Delegation Registers set out in Annexure D1 to D4, signed by the incumbent PF and HoD.
  - 8.2.3 The report on findings by Internal Audit of the Department on the aspects set out in paragraph 5.3.6.



## **Directive on Public Administration and Management Delegations, 2014**

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- 8.2.4 The Consolidated Register of Delegated Officials for Public Administration and Management Delegations and a Consolidated Register of Delegated Officials for Financial Administration and Management (Annexure D6 and D7).
- 8.2.5 The above-mentioned information (8.2.1 to 8.2.4) as at 31 March of each year must be provided to the DG:PSA no later than by 31 May of each year.
- 8.2.6 The 2014/2015 financial year will focus on implementing the Directive. The required information as at 31 March 2015 must be submitted to the DG:PSA by no later than 31 May 2015. The normal MPAT assessment of delegations will continue.

### **Management Performance Assessment (MPAT)**

- 8.3 The DG:PSA must after consultation with the DG:PME determine management performance standards, moderation criteria and the required evidence for public administration and management delegations.
- 8.4 The DG: PME is responsible to determine the format and timelines for departments to conduct MPAT assessments.

**APPROVED BY THE MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION**



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**MR OC CHABANE, MP**

**MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION**

**DATE: 4/2/2014**

**Annexure A: PAJA Checklist**

Include in the submission a paragraph under the heading **PAJA COMPLIANCE**:

“All the requirements for taking a lawful, reasonable and procedurally fair administrative action have been complied with and no grounds exist for the review of the action.”

- |   |   |                              |                             |
|---|---|------------------------------|-----------------------------|
| A | There is an empowering provision authorizing the decision.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| B | The decision will achieve the objective/purpose of the empowering provision.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| C | The person requested to make the decision is authorized to do so by:<br>(a) an empowering provision; or<br>(b) a valid written delegation of power.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| D | The following is applicable:<br>(a) There has been compliance with all the procedures in the empowering provision and relevant prescripts and time frames; or<br>(b) the empowering provision allows for a deviation from procedure or time frames and such deviation is in these circumstances fair and justified. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| E | All conditions contained in the empowering provision have been met.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| F | The information considered is relevant and correct.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| G | The decision is justifiable.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| H | In the event that the decision adversely affects an individual(s), provision is made for the individual(s) to be notified of the decision.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| I | The notice referred to in paragraph H informs the affected individual(s) of their right to appeal or review the decision, as well as their right to request written reasons.  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| J | The submission contains all the information mentioned in paragraphs A to I.   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

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**Delegated Official**

**DATE:**

## Directive on Public Administration and Management Delegations, 2014

### Annexure B: Signing of Correspondence to Convey Decisions by Principal Functionary or Delegated Official

SENARIO FOR CONVEYING DECISIONS IN WRITING	DESCRIPTION TO BE INCLUDED IN SIGNATURE	SIGNATURE TEMPLATE
EA SIGNS	EA signs letter	(SIGNATURE) (Title, Initials and Surname) (MP) "MINISTRY PORTFOLIO"(e.g., Minister for Public Service and Administration) DATE:
HoD SIGNS	HoD signs letter	(SIGNATURE) (Title, Initials and Surname) "Title of HoD"(e.g., Director-General: Public Service and Administration) DATE:
ACTING FOR A FILLED POST of HoD Holder of post cannot exercise delegated powers due to leave, suspension, redeployment or official duty elsewhere etc.	After signature indicate word (Acting) at the end.  PP in front of title on behalf of the HoD	(SIGNATURE)(Acting) (Title, Initials and Surname of HoD) "PP" "Title of HoD"(e.g., PP Director-General: Public Service and Administration) DATE:
ACTING IN A BONA FIDE VACANT POST of HoD No employee occupying post	Indicate the word (Acting) in front of the title of HoD  No PP in this instance. There is no incumbent in the post to sign on behalf of.	(SIGNATURE) (Title, Initials and Surname of acting employee) "Acting" Title of HoD"(e.g., Acting Director-General: Public Service and Administration) DATE:
ACTING FOR A FILLED POST of DO Holder of post cannot exercise delegated powers due to leave, suspension, redeployment or official duty elsewhere etc.	After signature indicate word (Acting) at the end.  PP in front of title on behalf of the HoD	(SIGNATURE)(Acting) (Title, Initials and Surname of HoD) "PP" "Title of HoD"(e.g., PP Director-General: Public Service and Administration) DATE:
ACTING IN A VACANT POST of DO No employee occupying post	After signature indicate word (Acting) at the end.  PP in front of title on behalf of the HoD	(SIGNATURE)(Acting) (Title, Initials and Surname of HoD) "PP" "Title of HoD"(e.g., PP Director-General: Public Service and Administration) DATE:
DO OCCUPYING POST; and  ADMINISTRATOR SIGN ON BEHALF OF PF, HoD or DO	PP in front of title on behalf of the HoD  There is no acting arrangement in this instance but a condition set in the delegation register for administrative processing.	(SIGNATURE) (Title, Initials and Surname of HoD) "PP" "Title of HoD"(e.g., PP Director-General: Public Service and Administration) DATE:

See an example of signature template on next page.

## Directive on Public Administration and Management Delegations, 2014

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### SIGNATURE TEMPLATES

1. EA Signature

\_\_\_\_\_  
**L N SISULU, MP**  
**MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

2. HoD Signature

\_\_\_\_\_  
**MR. M DIPHOFA**  
**DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

3. Acting for a filled post of HoD (Mr K Govender acts and signs)

**Signature Mr Govender (Acting)**  
**MR. M DIPHOFA**  
**PP DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

4. Acting in a bona fide vacant post of HoD (Mr K Govender appointed to act)

**Signature Mr Govender**  
**MR. K GOVENDER**  
**ACTING DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

5. Acting for a filled post of DO (Mr S Msimang acts)

**Signature Mr Msimang (Acting)**  
**MR. M DIPHOFA**  
**PP DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

6. Acting in a vacant post of DO (Mr S Msimang appointed to act)

**Signature Mr Msimang (Acting)**  
**MR. M DIPHOFA**  
**PP DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

7. DO occupying post or Administrator signs on behalf of PF, HoD or DO (Ms V Narainsamy signs)

**Signature Ms Narainsamy**  
**MR. M DIPHOFA**  
**PP DIRECTOR-GENERAL:PUBLIC SERVICE AND ADMINISTRATION**  
**DATE:**

**Annexure C: Minimum Levels of Delegation for Public Management and Administration**

**1. Internal Organization of Departments**

An executive authority has all those powers and duties necessary for the internal organization of the department concerned, including its organizational structure and establishment, the transfer of functions within that department, human resources planning, the creation and abolition of posts and provision for the employment of persons additional to the fixed establishment - Section 3(7)(a) of the Public Service Act, 1994

Principal Functionary	Level of Delegated Official Delegated To	Description of Power and Duties
The President	Not delegated	Establishment of departments and government components including its designation and that of the HOD by Presidential Proclamation so as to amend Schedules 1, 2 or 3 of the Public Service Act – Section 7(5)
Executive Authority	Not delegated	L13 to L15 This includes changes to the organizational structure that affects the SMS
	HOD	L1 to 11/12 This includes changes to the organizational structure that affects Levels 1 to 11/12

**2. Employee Management**

**2.1 Department or Government Component with HOD at Level 16**

An Executive Authority has all those powers and duties necessary for the recruitment, appointment, performance management, transfer, dismissal and other career incidents of employees of that Department or Government Component including any other matter which relates to such employees in their individual capacities - Section 3(7)(b) of the Public Service Act, 1994

Principal Functionary	Level of Delegated Official Delegated To	Level of Employee to which Delegation Apply, and Per Tier		
		Head Office	Region / Institution	District
Executive Authority	Not delegated	HOD L16 DDG L15		
	HOD L16	CD L14 D L 13		
	DDG (Head of Branch or Region or Institution) L 15	L 1 to 11/12		
	CD (Head of Region, Institution or District) L14	None	L1 to 9/10	
	D or DD (Head of Region, Institution of District) L13	None	L1 to 8	

**2.2 Department and Government Component with HOD at Level 15**

An Executive Authority has all those powers and duties necessary for the recruitment, appointment, performance management, transfer, dismissal and other career incidents of employees of that Department or Government Component including any other matter which relates to such employees in their individual capacities Section 3(7)(b) of the Public Service Act, 1994

Principal Functionary	Level of Delegated Official Delegated To	Level of Employee to which Delegation Apply, and Per Tier		
		Head Office	Region / Institution	District
Executive Authority	Not delegated	HOD L15 CD L14		
	HOD L15	D L13 L1 to L11/12		
	CD (Head of Chief Directorate, Region, Institution or District) L 14	L 1 to 9/10		
	D or DD (Head of Region, Institution or District) L13	None	L1 to 8	

**Annexure D1: Part A, Appendix A: Delegation Register - EA to HoD delegations in terms of the PSA**

**PART A: EXECUTIVE AUTHORITY DELEGATIONS TO HEAD OF DEPARTMENT FOR PUBLIC MANAGEMENT AND ADMINISTRATION**

**DEPARTMENT OF .....(Fill in name of Department)**

In accordance with the powers vested in me by -

- (a) the Public Service Act, 1994, (Proclamation 103 of 1994) as amended, as set out in Appendix A; and
- (b) the Public Service Regulations, 2001, promulgated in terms of Section 41 of the said Act, as set out in Appendix B;

I, .....(Fill in Name and Surname of Executive Authority), President / Deputy President / Premier / Minister / Member of Executive Council for ..... (Fill in portfolio), delegate the powers and duties vested in me to the Head of Department: ..... (Fill in name of Department) as set out in Appendix A and B, read in conjunction with the conditions or limitations set out hereunder.

Executive Authority and Head of Department to sign and date all pages.

SIGNED AT ..... ON THIS ..... DAY OF ..... 20.. (Fill in Year)

NAME OF EXECUTIVE AUTHORITY (Fill in Name)

NAME OF EXECUTIVE AUTHORITY PORTFOLIO (Fill in portfolio)

NAME OF HEAD OF DEPARTMENT (Fill in Name)

NAME OF DEPARTMENT (Fill in portfolio)

**Directive on Public Administration and Management Delegations, 2014**

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**PART A**

**APPENDIX A**

**EXECUTIVE AUTHORITY DELEGATIONS TO THE HEAD OF DEPARTMENT IN TERMS OF THE PUBLIC SERVICE ACT, 1994 AS AMENDED**

ROW NO.	POWER OR DUTY BEING DELEGATED		Principal Functionary	DESIGNATION / POST LEVEL DELEGATED TO PER TIER			DELEGATION CONDITIONS AND LIMITATIONS
	Section	Topic Description		Head Office	Region	District	Indicators for Execution/Reporting/ Consultation/ Informing <sub>3</sub>
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

SIGNATURE: Executive Authority

SIGNATURE: Head of Department

Date:

Date:



**Annexure D2: Part A, Appendix B: Delegation Register - EA to HoD in terms of the PSR**

PART A			APPENDIX B				
EXECUTIVE AUTHORITY DELEGATIONS TO THE HEAD OF DEPARTMENT IN TERMS OF THE PUBLIC SERVICE REGULATIONS, 2001 AS AMENDED							
ROW NO	POWER OR DUTY BEING DELEGATED		Principal Functionary	DESIGNATION / POST LEVEL DELEGATED TO PER TIER			DELEGATION CONDITIONS AND LIMITATIONS
	Regulation	Topic Description		Head Office	Region	District	
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

SIGNATURE: Executive Authority

Date:

SIGNATURE: Head of Department

Date:

**Annexure D3: Part B, Appendix A: Delegation Register - HoD delegations to performer levels in terms of the PSA**

**PART B: HEAD OF DEPARTMENT DELEGATIONS TO PERFORMER LEVELS FOR PUBLIC MANAGEMENT AND ADMINISTRATION**

**DEPARTMENT OF .....(Fill in name of Department)**

In accordance with the powers vested in me by -

- (a) the Public Service Act, 1994, (Proclamation 103 of 1994) as amended, as set out in Appendix A; and
- (b) the Public Service Regulations, 2001, promulgated in terms of Section 41 of the said Act, as set out in Appendix B;

I, .....(Fill in Name and Surname of Head of Department: ..... (Fill in name of Department), delegate the powers and duties vested in me to the incumbents of posts as set out in Appendix A and B, read in conjunction with the conditions or limitations set out hereunder.

Head of Department to sign and date all pages.

SIGNED AT ..... ON THIS ..... DAY OF ..... 20.. (Fill in Year)

NAME OF HEAD OF DEPARTMENT (Fill in Name)

NAME OF DEPARTMENT (Fill in portfolio)

**Directive on Public Administration and Management Delegations, 2014**

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PART B							APPENDIX A
HEAD OF DEPARTMENT DELEGATIONS TO PERFORMER LEVELS IN TERMS OF THE PUBLIC SERVICE ACT, 1994 AS AMENDED							
ROW NO.	POWER OR DUTY BEING DELEGATED		Principal Functionary	DESIGNATION / POST LEVEL DELEGATED TO PER TIER			DELEGATION CONDITIONS AND LIMITATIONS
	Section	Topic Description		Head Office	Region	District	Indicators for Execution/Reporting/ Consultation/ Informing
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

SIGNATURE: Head of Department

Date:

**Directive on Public Administration and Management Delegations, 2014**

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**Annexure D4: Part B, Appendix B: Delegation Register - HoD delegations to performer levels in terms of the PSR**

PART B		APPENDIX B					
HEAD OF DEPARTMENT DELEGATIONS TO PERFORMER LEVELS IN TERMS OF THE PUBLIC SERVICE REGULATIONS, 2001 AS AMENDED							
ROW NO.	POWER OR DUTY BEING DELEGATED		Principal Functionary	DESIGNATION / POST LEVEL DELEGATED TO PER TIER			DELEGATION CONDITIONS AND LIMITATIONS
	Regulation	Topic Description		Head Office	Region	District	Indicators for Execution/Reporting/ Consultation/ Informing
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

SIGNATURE: Head of Department

Date:

**Directive on Public Administration and Management Delegations, 2014**

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**Annexure D5: Delegation Decision Register for Public Administration and Management Delegations**

DEPARTMENT NAME: \_\_\_\_\_

Name of Delegated Official: \_\_\_\_\_

Register No: \_\_\_\_\_

<b>CRONOLOGICAL NO. PER SUBMISSION</b>	<b>DATE OF SUBMISSION</b>	<b>FILE OR SUBMISSION NO.</b>	<b>REFERENCE TO DELEGATED AUTHORITY (Section / Regulation)</b>	<b>SYNOPSIS OF DECISION TAKEN AND RELEVANT CIRCUMSTANCES</b>

**Legend:**

1. A Register No. must be allocated by the Delegation System Administrator from the Consolidated Register of Delegated Officials.
2. A Delegation Decision Register must be issued for every post holding delegated powers and duties.
3. The circumstances mentioned in paragraph 7.7 must be captured in the Delegation Decision Register.

**Directive on Public Administration and Management Delegations, 2014**

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**Annexure D6: Consolidated Register of Delegated Officials for Public Administration and Management Delegations**

DEPARTMENT NAME: \_\_\_\_\_

DATE: 31 MARCH: \_\_\_\_\_

REGISTER NO.	NAME OF DELEGATED OFFICIAL Public Administration and Management Delegations	NAME OF BRANCH	NUMBER OF SUBMISSIONS GENERATED				
			Q1	Q2	Q3	Q4	TOTAL
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							

Legend:

1. Use this Register to allocate a register number for every Delegation Decision Register issued to a Delegated Official.
2. A Delegation Decision Register must be issued for every Delegated Official in a post holding delegated powers and duties.

**Annexure D7: Consolidated Register of Delegated Officials for Financial Administration and Management Delegations**

DEPARTMENT NAME: \_\_\_\_\_

DATE: 31 MARCH: \_\_\_\_\_

REGISTER NO.	NAME OF DELEGATED OFFICIAL Financial Administration and Management Delegations	NAME OF BRANCH	NUMBER OF SUBMISSIONS GENERATED				
			Q1	Q2	Q3	Q4	TOTAL
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							

Legend:

1. Use this Register to allocate a register number for every Delegation Decision Register issued to a Delegated Official.
2. A Delegation Decision Register must be issued for every Delegated Official in a post holding delegated powers and duties