

**DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION**



**GENERIC FUNCTIONAL GROUPING TO GUIDE THE CONFIGURATION OF PROGRAMME 1:  
ADMINISTRATION FUNCTION**

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

**2015**

# GENERIC FUNCTIONAL GROUPING TO GUIDE THE CONFIGURATION OF PROGRAMME 1: ADMINISTRATION FUNCTIONS

## 1. INTRODUCTION

- 1.1. In terms of the Public Service Act (PSA) (1994), Executive Authorities' (EA) have all those powers and duties necessary regarding the internal organisation of the department concerned, including its organisational 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.
- 1.2. The competency of EAs regarding the internal organisation of departments is exercised within the norms and standards determined by the Minister for Public Service and Administration (MPSA). The MPSA gives effect to the organisational design norms and standards through the issuing of the relevant Guidelines/Directives or Framework.

## 2. PURPOSE

- 2.1. The purpose of the framework is to guide departments in configuring the functional structures for Programme 1: Administration functions.

## 3. OBJECTIVES OF THE FRAMEWORK

**The objective of the Framework is to:**

- (a) Provide common understanding in terms of what constitute Programme 1: Administration.
- (b) Ensure that all required support functions are implemented in departments in line with the applicable legislative framework and also to guide the provision of minimum and dedicated capacity for the implementation of support functions.
- (c) Ensure consistency with regard to the functional configuration and grouping of Programme 1: Administration functions.
- (d) Provide functional information to inform the development of job descriptions and post provisioning norms and standards.
- (e) Empower practitioners and decision makers with a view to enhance the understanding with regard to the implementation of the organisational design function in the public service.

## 4. BACKGROUND ON PROGRAMME 1: ADMINISTRATION FUNCTIONS

- 4.1. All the functions performed by departments are clustered within specific programmes. All the corporate support functions are located within Programme 1: Administration in line with the National Treasury programme budget structure, which require departments to have a single administration programme. In terms of the budget structure the programmes generally consist of sub-programmes i.e. Programme 1: Administration consisting of sub-programmes such as Corporate Services, Financial Management, Ministerial Services, etc.

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- 4.2. Programme 1: Administration functions are key to the success of the organisation. They are distinctive, interdependent and interrelated and their activities need to be aligned with the other programmes to support the efficient and effective delivery of organisational goals. The corporate support functions have evolved over time from being viewed as purely administrative support function to the role of strategic partner.
- 4.3. In line with the accepted organisational principles, Programme 1: Administration functions must not include any core/line functions of the department. The functional structures of departments are informed by an understanding of the strategy. The strategic objectives are translated into programmes, which represent the key functions of the department. The organisational design process facilitates the decomposition of these key functions into subordinate functions. The budget structure emphasises results and outcomes delivered by programmes, and the organisational structure is a mechanism to deliver on the strategy and to achieve the results and outcomes delivered by the programmes. Hence, the close alignment between the two structures is recommended, preferably at the macro level to ensure single channel of responsibility and accountability in terms of results and outcomes and resources utilised to achieve such outcomes.
- 4.4. Programme 1: Administration functions are often referred to as corporate management or support services functions, which are not directly involved in the delivery of services to the public, but rather provide support services to all functions within the department, including human resource management, finance management, internal audit, risk and integrity management, strategic planning, monitoring and evaluation, legal services, organisational design, office support services, security, communication and information and communication technology and general office support services.

## 5. UNDERLYING PRINCIPLES AND IMPLEMENTATION GUIDELINE

- 5.1. The implementation of the generic functional framework should be conducted in line with the 2015 Directive on Organisational Design.
- 5.2. The generic functional model promotes the correct grouping and location of functions. *The functional grouping does not necessarily translate to functional blocks, post levels and new posts.*
- 5.3. The generic functional model takes cognisance of existing guidelines and frameworks developed by specific functional areas i.e. in DPSA and National Treasury, and the aim is to complement these guidelines and frameworks.
- 5.4. The generic functional model does not move away from or phases out the 2007 Strategic Framework for Repositioning Human Resource Management in the Public Service. Programme 1: Administration model considers the fact that "no one-size fits all" to provide for organisational dynamics and other factors such as the nature and size of the department, which may impact on the organisational design matters. For instance, Programme 1 organisational configuration of Kwa-Zulu Natal Department of Education with the total establishment of approximately 115 000 posts will not be the same as Eastern Cape Department of Safety and Liaison with approximately 135 posts.



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- 5.5. Programme 1: Administration function services are similar in all government departments as they are governed by the same legislative prescripts. Therefore, organisational configuration of government departments in relation to programme 1 functions should have generic characteristics.
- 5.6. The job complexity, sensitivity, service delivery model and the level of implementation of the functions would also provide guidance in terms of the appropriate design.
- 5.7. Organisational and risk assessments need to be conducted to guide organisational design investigations in terms of configuration of all units.
- 5.8. Organisational capacity assessment incorporating work measurement techniques must be conducted before creation or abolishment of any post to assess the utilization of existing capacity (posts), identify areas that need to be strengthened, provide guidance on optimum use and correct placement of human resources.
- 5.9. The alignment of organisational structures to the generic functional framework is not envisaged to result in creation of additional posts. The creation and grading of posts, if required, must be conducted in line with the Public Service Regulations. Some functions can be assigned or delegated to existing posts, without necessarily creating additional posts. Departments are advised to relocate posts (post follow function principle) and redesigning of posts where necessary, in order to ensure fair and justifiable distribution of posts across the functional areas.
- 5.10. The number of posts should be determined through the relevant work measurements / work study investigations guided by business processes and the job evaluation process.
- 5.11. The distribution of resources should consider promotion of efficient, economic and effective use of resources, responsiveness to people's needs and good human-resources management.
- 5.12. The configuration of Offices of Executive Authorities and their capacity requirements should be in line with the guidelines as contained in the Ministerial Handbook: Handbook for Members of the Executive and Presiding Officers, 2007. If, in exceptional cases, a deviation is required, the department must consult with the MPSA on such need.

### **6. PROGRAMME 1: ADMINISTRATION FUNCTIONAL GROUPING**

- 6.7. The generic functional grouping represents minimum programme 1 functions that should be included in all government departments. In some instances some of these functions will be implemented differently in different departments, as in certain contexts, the roles and responsibilities will differ, particularly in provincial line departments vs national policy departments. For instance, some departments may also be responsible for line functions that might be viewed as support functions e.g. Finance in Provincial Treasuries, Organisational Development in Offices of the Premier, Labour Relations in DPSA and Human Resource Planning and Development in National Department of Health. Therefore, these functions might be reflected in both line and programme 1 units. However, they have different roles, responsibilities,

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service recipients and delivery modes. The functional configuration will consider whether functions are concurrent or not and whether there is a vertical or horizontal support provided by programme 1.

Key Functional Groupings	Functional Areas	Relevant Legislative/Policy
<p><i>1. This grouping refers to Executive Support, Strategy and Governance functions.</i></p> <p><i>(Not all departments will have entity oversight functional area. Line/core function units will be responsible for policy and oversight in relation to their respective areas and advise the EA on policy implementation matters related to the entities/agencies)</i></p> <p><i>( Line/core function units will be responsible for policy and oversight in relation to their respective areas and advise the EA on policy implementation matters related to the entities/agencies)</i></p> <p><i>(Donor coordination role differs in provincial line departments vs national policy departments).</i></p>	<p><b>Ministerial Support Services</b></p> <ul style="list-style-type: none"> <li>• Executive and Administrative Support services</li> <li>• Media liaison services</li> <li>• Advisory Support Services</li> <li>• Parliamentary and related structures liaison.</li> </ul>	<p>Ministerial Handbook: Handbook for Members of the Executive and Presiding Officers, 2007.</p>
	<p><b>Executive Support</b></p> <ul style="list-style-type: none"> <li>• Executive, Secretariat and Administrative Support Services</li> <li>• Coordinate Departmental Cabinet, Parliamentary, Cluster Management and related structures processes.</li> <li>• Ensure the development, review and approval of the PSA, PFMA and other powers/delegation by the assigned officials.</li> </ul> <p><b>Strategic Management and Planning</b></p> <ul style="list-style-type: none"> <li>• Coordination of Strategic and Operational Planning</li> <li>• Operations Coordination Management</li> <li>• Assessment of Service Delivery Environment and Organisational Functionality.</li> <li>• Coordinate the development and implementation of departmental Service Delivery Model</li> </ul> <p><b>Entity Interface and Coordination</b></p> <ul style="list-style-type: none"> <li>• Governance Framework and regulatory compliance</li> <li>• Monitor implementation of shareholder compact or service delivery agreements</li> <li>• Facilitate Stakeholder interface and Coordination Mechanisms, including meetings between the EA and entity management.</li> <li>• Facilitate the evaluation of strategic plans, budget and mandatory and performance reports and prepare recommendations to the EA regarding approval or amendments and tabling to the relevant structures i.e. National Assembly.</li> </ul> <p><b>Donor Coordination and Stakeholder Relations</b></p> <ul style="list-style-type: none"> <li>• Stakeholder Engagement and Participation</li> <li>• Donor Coordination and Management</li> <li>• International Relations</li> <li>• Intergovernmental Relations</li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Public Finance Management Act, 1999.</p> <p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Public Finance Management Act, 1999.</p> <p>Public Service Act, 1994.</p> <p>Public Finance Management Act, 1999.</p> <p>King III Report, 2009.</p> <p>Companies Act, 2008.</p> <p>International Relations Protocol/Framework</p> <p>Intergovernmental Relations Protocol/Framework</p> <p>Policy Framework and Procedural</p>

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<p><i>Reporting administratively to the DG/HoD and functional to the Internal Audit Committee)</i></p> <p><i>(Reporting administratively to the DG/HoD and functional to the Risk Management Committee)</i></p> <p><i>(Functions can be assigned or delegated to existing posts. Considering job complexity and sensitivity, departments need to conduct risk and environmental analysis to inform the organisational design investigations on configuration and capacity requirements)</i></p>	<ul style="list-style-type: none"> <li>• Programme Management (including special projects).</li> </ul>	<p>Guidelines for Management of Official development assistance, 2003.</p>
	<p><b>Internal Audit</b></p> <ul style="list-style-type: none"> <li>• Governance and performance audit</li> <li>• Financial and Compliance Audit</li> <li>• Forensic and IT Audit</li> </ul>	<p>Public Finance Management Act, 1999.</p> <p>Treasury Regulations. 2001.</p> <p>Internal Audit Framework, 2009.</p>
	<p><b>Risk and Integrity Management</b></p> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Risk Management and Reporting</li> <li>• Business Continuity Management</li> </ul> <p><b>Anti-Corruption, Ethics and Integrity Management</b></p> <ul style="list-style-type: none"> <li>• Ethics and Integrity Management</li> <li>• Anti-corruption</li> <li>• Code of conduct</li> <li>• Remuneration on work outside the Public Service</li> <li>• Financial Disclosures</li> <li>• Maintaining the gift register</li> <li>• Employee educational and awareness programme.</li> <li>• Establishment of systems in relation to risks assessment and appropriate measures, reporting corruption, investigations mechanisms and referral to the relevant law enforcement agency, where necessary.</li> </ul>	<p>Public Finance Management Act, 1999.</p> <p>Treasury Regulations. 2001.</p> <p>Public Sector Risk Management Framework, 2010.</p> <p>King III Report, 2009.</p> <p>Senior Management Service Handbook, 2003.</p> <p>Financial Disclosure Framework</p> <p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>National Development Plan, 2012.</p> <p>Government Priorities.</p> <p>Protected Disclosure Act, 2000.</p> <p>Public Sector Integrity Management Framework</p> <p>Section 195 of the Constitution, no 108 of 1996</p> <p>Promotion of Administrative Justice Act, 2000.</p> <p>Prevention and combating of Corrupt activities Act, 2004.</p> <p>The Public Service Anti-corruption strategy, 2002.</p> <p>Guidelines for implementing Minimum Anti-Corruption Capacity</p>

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		requirements in Departments, Organisational Components in the Public Sector, 2006.
<p><b>2. This grouping refers to other corporate support functions.</b></p> <p><i>(Policy and Research areas to be in line with the mandate of the department. In other departments institutional performance/monitoring and evaluation, policy and research functions can be grouped with strategic management functions)</i></p>	<p><b>ORGANISATIONAL DEVELOPMENT AND INSTITUTIONAL PERFORMANCE</b></p> <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>• Institutional Performance and reporting</li> <li>• Programme and Policy implementation impact assessment.</li> <li>• M&amp;E Systems and framework.</li> </ul> <p><b>Research, Policy Coordination and Information Management</b></p> <ul style="list-style-type: none"> <li>• Policy and Research, Coordination, Support and Advisory services.</li> <li>• Information and Knowledge Management <i>(including library services, information reproduction and printing services, information mining and security, archiving and records management services).</i></li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Public Finance Management Act, 1999.</p> <p>Public Service Act, 1994.</p> <p>Treasury Regulations. 2001.</p> <p>National Treasury Strategic Planning Framework.</p> <p>Minimum information Security National Archives and Record Services, 1996.</p> <p>Minimum information Security Standards, 1996.</p> <p>Promotion of Administrative Justice Act, 2000.</p> <p>Promotion of Access to Information Act, 2002.</p> <p>Government Priorities.</p>
	<p><b>Organisational Design, Job Evaluation and Process Improvement</b></p> <ul style="list-style-type: none"> <li>• Business Process Management and functional analysis</li> <li>• Standard Operating Procedures and Productivity Enhancement</li> <li>• Organisational Design alignment of Structure to Strategy</li> <li>• Work method assessment</li> <li>• Job Analysis and Evaluation</li> <li>• Work measurement and post provisioning norms and standards</li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p>

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<p><i>(The role of the responsible post/s will be to: coordinate and develop of the departmental strategy with indicators and the integrated plan, coordination mechanisms to ensure mainstreaming of these programmes within departmental programmes and services, support implementation, monitor implementation of the integrated plan and compliance and facilitate capacity building, advocacy and awareness programmes).</i></p>	<p><b>Change Management and Service Delivery Improvement Mechanisms</b></p> <ul style="list-style-type: none"> <li>• Change management</li> <li>• Batho Pele programmes</li> <li>• Service Delivery Improvement planning</li> <li>• Service Standards and Charter</li> <li>• Customer Relations and frontline services improvement (including, queue management, complaints mechanisms and reception management).</li> </ul> <p><b>Gender Focal Point and Diversity Management.</b>  <i>Mainstreaming of programmes pertaining to gender and women, Disability, Youth and Older Persons, as well as human rights and HIV&amp;AIDS sensitive programmes. These include making the organisation aware of, change of attitudes, perceptions and behaviour, providing support and respect of, as well as promoting equal opportunity and fair treatment through the elimination of unfair discrimination in relation to (race, sexual orientation, gender, belief, disability, culture, language, birth, religion, pregnancy, marital status, family responsibility, age, political opinion and HIV &amp; AIDS status), advancement of women and promotion of socio-economic empowerment programmes.</i></p> <p><i>(Key role players: HRA, EHW, Employee Utilization and Management in general. The role of Unit Managers is active participation in planning processes, mainstreaming of these programmes within unit programmes and implementation of the Integrated plan.</i></p>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>White Paper on Transforming the Public Service, 1997.</p> <p>Employment Equity Act, 1998.</p> <p>Department of Labour Technical Advisory Guidelines on HIV&amp;AIDS management, 2010.</p> <p>The National HIV&amp;AIDS, STI, TB Strategic Plan 2012-2016</p> <p>Strategic Framework for Gender Equality, 2000-2015.</p> <p>International Protocols and UN Conventions.</p> <p>JobAccess Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service</p>
<p><i>(Organisational design and job evaluation functions should be grouped in line with the Strategic Framework for Repositioning Human Resource Management in the Public Service, 2007, deviations in complex departments will be monitored as clarified in paragraph 5.4).</i></p>	<p><b><u>HUMAN RESOURCE MANAGEMENT</u></b></p> <p><b>Human Resource Strategy, Planning and Information Management</b></p> <ul style="list-style-type: none"> <li>• Human Resource Information Management, Post Establishment control and Reporting</li> <li>• Human Resource Strategy and Planning.</li> <li>• Employment Equity Planning and Reporting.</li> <li>• Assessment of human Resource components' ability to deliver and service improvement mechanisms.</li> </ul> <p><b>Employee Utilization and Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Skills development and talent management</li> <li>• Training and capacity building programmes</li> <li>• Leadership development, Coaching and</li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Skills Development Act, 1998.</p> <p>Employment Equity Act, 1998.</p> <p>Public Service Regulations, 2001.</p> <p>Human Resource Development Strategy.</p> <p>Employment Equity Act, 1998</p> <p>Senior Management Service Handbook, 2003.</p>



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	<p>Mentoring.</p> <ul style="list-style-type: none"> <li>• Targeted Empowerment and Development Programmes for Designated Groups in line with the EE Act.</li> <li>• Learnerships and Internships</li> <li>• Performance Management</li> <li>• Employee utilization training assessments</li> <li>• Career management and development</li> </ul> <p><b>Human Resource Administration</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Employment Practices.</li> <li>• Employee Compensation and Conditions of Service.</li> <li>• Job Access</li> <li>• Maintaining Personnel Records</li> </ul> <p><b>Employee Health and Wellness</b></p> <ul style="list-style-type: none"> <li>• HIV &amp; AIDS and TB Management</li> <li>• Health and Productivity Management</li> <li>• Safety health, environment, risk and quality management (SHERQ),</li> <li>• Wellness Management</li> </ul> <p><b>Employee Relations</b></p> <ul style="list-style-type: none"> <li>• Collective bargaining</li> <li>• Dispute resolution and Prevention</li> <li>• Discipline management</li> <li>• Grievance management</li> <li>• Employee engagement on workforce related matters i.e. Support the implementation of service charter.</li> </ul>	<p>JobAccess Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service.</p> <p>Senior Management Service Handbook, 2003.</p> <p>Handbook On Reasonable Accommodation For People With Disabilities In The Public Service, 2008.</p> <p>Occupational Health and Safety Act, 1993.</p> <p>Disaster Management Act, No. 57 of 2002</p> <p>Basic Conditions of Employment Act 75 of 1997</p> <p>Employee Health and Wellness Framework, 2012.</p> <p>Labour Relations Act, 1995.</p> <p>All Collective Agreements</p>
	<p><b>Communication Management</b></p> <ul style="list-style-type: none"> <li>• External Communication and Media liaison support</li> <li>• Promotion of access to information (<i>content gathering, production and dissemination</i>)</li> <li>• Public liaison and Events Management</li> <li>• Internal Communication</li> </ul>	<p>Minimum information Security Standards, 1996.</p> <p>Promotion of Administrative Justice Act, 2000.</p> <p>Promotion of Access to Information Act, 2002.</p>
	<p><b>Information Communication and Technology System</b></p> <ul style="list-style-type: none"> <li>• Infrastructure and Operations Support</li> <li>• ICT Solutions and Information Management Systems</li> <li>• ICT Planning, Alignment, Programme Management and M&amp;E</li> </ul>	<p>Section 195 of the Constitution, 1996.</p> <p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Corporate Governance of ICT Policy Framework, 2012.</p> <p>Minimum information Security Standards, 1996.</p> <p>Promotion of Administrative Justice Act, 2000.</p> <p>Promotion of Access to Information Act, 2002.</p>

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	<p><b>Legal Services</b></p> <ul style="list-style-type: none"> <li>• Legislative Review and Drafting</li> <li>• Contracts and litigations</li> <li>• Legal opinion and advice</li> <li>• Drafting and monitoring of service level agreements</li> <li>• Compliance to national and international legal instruments.</li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Finance Management Act, 1999.</p> <p>Public Service Regulations, 2001.</p> <p>Treasury Regulations, 2001.</p> <p>Promotion of Administrative Justice Act, 2000.</p> <p>Promotion of Access to Information Act, 2002. PFMA</p> <p>Presidential and Executive Handbook</p>
	<p><b>Security and Facilities Management</b></p> <p><b>Security Management</b></p> <ul style="list-style-type: none"> <li>• Physical security</li> <li>• Control Systems</li> <li>• Facilitation of staff vetting in terms of security clearance.</li> </ul> <p><b>Facilities And Work Environment Management</b></p> <ul style="list-style-type: none"> <li>• Coordination of office space (<i>including employee health and safety responsibilities attached to the functions</i>)</li> <li>• Facilitate Infrastructure maintenance</li> <li>• Refreshment coordination and refectory</li> <li>• Cleaning services</li> <li>• Messenger and transport services.</li> </ul>	<p>Public Service Act, 1994.</p> <p>Public Service Regulations, 2001.</p> <p>Minimum information Security Standards, 1996.</p> <p>Occupational Health and Safety Act, 1993.</p> <p>Employee Health and Wellness Framework, 2012.</p> <p>Minimum information Security National Archives and Record Services, 1996.</p>
<p><b>3. This grouping refers to Financial Management Services</b></p>	<p><b>FINANCIAL MANAGEMENT SERVICES</b></p> <p><b>Financial Accounting</b></p> <ul style="list-style-type: none"> <li>• Revenue Management</li> <li>• Expenditure</li> <li>• Accounting</li> </ul> <p><b>Management Accounting</b></p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Budgeting</li> <li>• Reporting</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Assets Control Centre and inspections</li> <li>• Maintenance</li> <li>• Lease Management</li> <li>• Optimising utilization and Reporting Systems</li> </ul>	<p>Public Finance Management Act, 1999.</p> <p>Treasury Regulations 2001.</p> <p>National Treasury Practice Notes.</p> <p>Public Finance Management Act, 1999.</p> <p>Treasury Regulations, 2001. National Treasury Practice Notes.</p> <p>Public Finance Management Act, 1999.</p> <p>Treasury Regulations, 2001.</p> <p>National Treasury Practice Notes.</p>

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	<b>Supply Chain Management</b> <ul style="list-style-type: none"> <li>• Demand</li> <li>• Acquisition</li> <li>• Contract</li> <li>• Logistics</li> <li>• Disposal</li> <li>• Assessment of supply chain management functional, operational and systematic risk and Performance Management</li> </ul>	Public Finance Management Act, 1999.  Treasury Regulations, 2001.  National Treasury Practice Notes.
	<b>Internal Control and Compliance</b> <ul style="list-style-type: none"> <li>• Fraud and Loss Management</li> <li>• Fraud Prevention</li> <li>• Governance Framework across the department</li> <li>• Systems Control across the department</li> <li>• Compliance monitoring in relation to policies, process and procedures</li> <li>• Financial information and service assurance</li> </ul>	Public Finance Management Act, 1999.  Treasury Regulations, 2001.

6.8. Changes to the organisational structures of departments, also as a result of the alignment of the organisational structures to the generic functional grouping framework will be monitored through consultation requests in line with the PSR 1/III/B.2 (a) which stipulates that an EA shall, based on the strategic plan of his/her department, determine, after consultation with the MPSA, the department's organisational structure in terms of its core and support functions.

**7. ENQUIRIES**

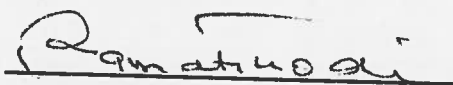
In case of any enquiries please contact the Director: Organisational Design at the following address:

Private Bag X916

PRETORIA

0001

Tel: (012) 336 1000/1305



**ADV. NGOAKO. A. RAMATLHODI, (DR.) (MP)**

**MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION**

DATE: 18/11/2015