



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA

**DIRECTIVE ON ORGANISATIONAL FUNCTIONALITY ASSESSMENT IN THE  
PUBLIC SERVICE AS CONTEMPLATED IN REGULATION 35 OF THE PUBLIC  
SERVICE REGULATIONS (2016)**

**ISSUED BY THE MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION  
(MPSA)**

**Date Issued: 1 April 2022**



We belong



We care



We serve



## TABLE OF CONTENTS

DEFINITIONS .....	3
1. INTRODUCTION .....	4
2. PURPOSE OF THE DIRECTIVE .....	4
3. AUTHORISATION .....	4
4. SCOPE OF APPLICATION .....	4
5. DEVIATION .....	4
6. DATE OF COMMENCEMENT .....	5
7. SUBMISSION OF ORGANISATIONAL FUNCTIONALITY ASSESSMENTS REPORT .....	5
8. CONDUCTING AN ORGANISATIONAL FUNCTIONALITY ASSESSMENT .....	8
9. NON-COMPLIANCE .....	9

## DEFINITIONS

<b>Compliance</b>	The state of adhering to regulations.
<b>Department</b>	Means a national department, a national government component, the Office of a Premier, a provincial department or a provincial government component.
<b>Efficiency</b>	The measure of how a department's resources have been used to comply with set norms and standards and in achieving citizen satisfaction through service delivery.
<b>Effectiveness</b>	The degree to which set objectives of a department are achieved and the extent to which targeted problems are solved.
<b>Organisational Functionality</b>	The ability or readiness of a department to deliver services.
<b>Organisational functionality assessment</b>	Process to monitor, assess and diagnose, based on evidence, whether all the necessary service delivery enablers are in place to support delivery processes in an optimum and accountable manner.
<b>Public Service</b>	Means all national departments; national government components listed in Part A of Schedule 3 to the Public Service Act; provincial departments which means the Office of a Premier listed in Schedule 1 to the Public Service Act; and provincial departments listed in Schedule 2 to the Public Service Act; and provincial government components listed in Part B of Schedule 3 to the Public Service Act, and their employees.
<b>Regulations</b>	Means the Public Service Regulations, 2016
<b>This Directive</b>	Means the <i>Directive on Organisational Functionality Assessment</i> .

## **1. INTRODUCTION**

1.1 Regulation 35 of the Public Service Regulations, 2016 (“the PSR”) provides that an executive authority shall conduct an organisational functionality assessment, as directed by the Minister, to assess the effectiveness of a department’s internal systems and processes and submit the report to the Minister on such date and format as directed by the Minister.

1.2 This *Directive on Organisational Functionality Assessments in the Public Service* enables a department to comply with PSR 35. Also, it specifies the assessment tool and format of reporting that a department must use, including the frequency of assessment and date of submission.

## **2. PURPOSE OF THE DIRECTIVE**

To enable a department to comply with the provisions of PSR 35 by providing direction on the organisational functionality assessment tool a department must use; and the format of reporting, including the date of compliance.

## **3. AUTHORISATION**

This Directive is issued by the MPSA in terms of section 41(3) of the Public Service Act, 1994 (Proclamation 103 of 1994) (“the PSA”) to elucidate Regulation 35 of the PSR (2016).

## **4. SCOPE OF APPLICATION**

This *Directive on Organisational Functionality Assessment in the Public Service* (1 April 2022) applies to all departments and government components as defined in the PSA.

## **5. DEVIATION**

This Directive is applicable to all departments and government components, unless the Directive is contrary to the laws governing the employment of certain employees. The MPSA may, under justifiable circumstances, authorise

deviation from the provisions under this Directive. Granting such deviation shall be subject to a well-motivated request and cannot be granted retrospectively.

## **6. DATE OF COMMENCEMENT**

This Directive shall become effective from 1 April 2022.

## **7. SUBMISSION OF ORGANISATIONAL FUNCTIONALITY ASSESSMENTS REPORT**

- 7.1 A department must submit its organisational functionality assessment report (and those of the government components linked to it) every three (3) years in an electronic format.
- 7.2 For purposes of ensuring that all departments who require support and assistance to conduct the assessments, within the limited resources of the DPSA and Offices of the Premier, submission of reports is being spread over the duration of the medium term cycle.
- 7.3 For this purpose, the Public Service departments have been scheduled to submit assessment reports and improvement plans, into 3 groups, with the first group scheduled to submit reports in year 1 of the medium term cycle and the second group to submit in year 2, and the last group in year 3.
- 7.4 The first group's assessment reports (with improvement plans) must be submitted by not later than 1 April of 2023, with subsequent groups to submit by not later than 1 April of the year they have been scheduled to submit assessment reports. Assessment reports, with improvement plans, under the signature of the respective Executive Authorities, should be submitted to the Minister, for the attention of the Directorate: Institutional Assessment. In the case of provincial departments, such reports must also be submitted to the relevant Premier.

Schedule of submission of OFA Reports and Improvement Plans:

<b>MTEF CYCLE 1</b>	
<b>Provincial Departments</b>	<ul style="list-style-type: none"> <li>• Northern Cape Provincial Administration</li> <li>• Eastern Cape Provincial Administration</li> <li>• Limpopo Provincial Administration</li> </ul>
<b>National Departments</b>	<ul style="list-style-type: none"> <li>• Basic Education</li> <li>• Communication and Digital Technologies</li> <li>• Forestry, Fisheries and Environment</li> <li>• Higher Education and Training</li> <li>• Science and Innovation</li> <li>• Police</li> <li>• Independent Police Investigative Directorate</li> <li>• Civilian Police Secretariat</li> <li>• International Relations and Cooperation (and the South African Development Partnership Agency)</li> <li>• Public Enterprises</li> <li>• Public Works and Infrastructure</li> <li>• Tourism</li> <li>• Transport</li> <li>• Water and Sanitation</li> <li>• Human Settlements</li> </ul>
<b>MTEF CYCLE 2</b>	
<b>Provinces</b>	<ul style="list-style-type: none"> <li>• Kwa Zulu Natal</li> <li>• Gauteng (and the Gauteng Infrastructure Financing Agency)</li> <li>• Mpumalanga</li> </ul>
<b>National Departments</b>	<ul style="list-style-type: none"> <li>• Agriculture, Land Reform and Rural Development</li> <li>• Justice and Constitutional Development</li> <li>• Correctional Services</li> <li>• Office of the Chief Justice</li> <li>• Defence</li> </ul>

	<ul style="list-style-type: none"> <li>• Military Veterans</li> <li>• Health</li> <li>• Home Affairs (and the Government Printing Works)</li> <li>• Mineral Resources and Energy</li> <li>• National Treasury (and the Government Pensions Administration Agency and Government Technical Advisory Centre)</li> <li>• Statistics South Africa</li> <li>• Trade and Industry and Competition</li> <li>• Employment and Labour</li> </ul>
<b>MTEF CYCLE 3</b>	
<b>Provinces</b>	<ul style="list-style-type: none"> <li>• North West</li> <li>• Western Cape</li> <li>• Free State</li> </ul>
<b>National Departments</b>	<ul style="list-style-type: none"> <li>• Cooperative Governance (and Municipal Infrastructure Support Agent)</li> <li>• Traditional Affairs</li> <li>• Presidency</li> <li>• Government, Communication and Information Systems (GCIS)</li> <li>• Women, Youth and Persons with Disabilities</li> <li>• Public Service and Administration (and the Centre for Public Service Innovation)</li> <li>• National School of Government</li> <li>• Office of the Public Service Commission</li> <li>• Small Business Development</li> <li>• Sport, Arts, and Culture</li> <li>• Social Development</li> <li>• Planning, Monitoring and Evaluation</li> </ul>

## 8. CONDUCTING AN ORGANISATIONAL FUNCTIONALITY ASSESSMENT

### 8.1 Departments shall: -

- a) Use the prescribed assessment tool as defined and elucidated in the Public Service Organisational Functionality Assessment Tool (**Annexures B**) and Guide (**Annexures C**) to conduct an assessment of its organisational functionality;
- b) Submit an OFA report with findings and recommendations, with an implementation plan, approved by the EA, to improve the functionality of the assessed department, and submit to the Minister for Public Service and Administration as scheduled in paragraph 7 of this Directive. Provincial departments must also submit such reports to the relevant Premier;
- c) Ensure that implementation of the improvement plan is monitored by the Executive Management of the Department (Evidenced by regular agenda points at management meetings for purposes of reporting/monitoring);
- d) Submit six-monthly reports under the signature of/approved by the DG/HoD on the status of conducting OFA to the Minister for Public Service and Administration (refer schedule in paragraph 7). Provincial departments must also submit such reports to the relevant Premier. This requirement will fall away as soon as compliance to Regulation 35 by departments has proved to be satisfactory.; and
- e) After functionality assessment have been completed, ensure that an annual progress report under the signature of/approved by the DG/HoD regarding the implementation of the improvement plan is submitted to the Minister for Public Service and Administration (not later 31 March of each year, until the planned outcomes of the improvement plan has been fully achieved). Provincial departments must also submit such reports to the relevant Premier. The progress reports should be brief, but should provide an indication of the status of each project initiated in terms of the improvement plan, as well as the reasons why projects are not completed as scheduled, and/or why such may have been deferred.

### 8.2 The DPSA, may from time to time, in such cases where monitoring has shown that departments have not conducted own assessments despite requests to do



so, or to validate departmental assessments where self-assessments have proven to be of suboptimal quality, conduct an external assessment of a department's functionality.

## **9. NON-COMPLIANCE**

Non-compliance with this Directive will be dealt with in terms of section 16A of the PSA.

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

---

**MS. AYANDA DLODLO**

**MINISTER OF PUBLIC SERVICE AND ADMINISTRATION**

**DATE:**