



---

**POLICY ON DELEGATION OF AUTHORITY**



---

## TITLE AND COPYRIGHT

Title	<b>Policy of Delegation of Authority</b>
Approval Date	27 November 2009
Author	Mrs F Gandiya
Copyright	© University of Venda. All rights reserved. Information in this document is subject to change. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, for any purpose, without the express written permission of the University of Venda

## DOCUMENT CONTROL DETAILS

Master document	Documentation Control Centre
Electronic Version	<a href="http://www.univen.ac.za/intranet/hr/documentation/docs">www.univen.ac.za/intranet/hr/documentation/docs</a>
Version	3.00
Reference	<b>POL/FIN1/2009 Rev 1</b>



## TABLE OF CONTENTS

Title and Copyright	2
Document Control Details	2
Table of Contents	3
1. Purpose	4
2. Definition	4
3. Rules	4
4. General Scope of delegation	6
5. Different structures of the University of Venda	7
6. Abbreviations	9
7. Delegation of Authority to Committees of Council/Structures/Persons	10
8. Regulatory Framework	16
9. Review Date	16
10. Record of changes	16
10a. Approval	16



## 1. Purpose

The purpose of this policy is to ensure the efficient operation of the University of Venda ("Univen") while maintaining financial and policy integrity through the careful delegation of authority. The procedures outlined below identify those situations in which it is appropriate to use delegations of authority and the procedures that should be followed to make such delegations.

As used in this policy, a "delegation of authority" is the formal recorded conveyance of authority from one Univen employee to another Univen employee to bind the University within the scope of authority to a legally enforceable obligation. Any such transfers of powers and duties are therefore significant actions requiring great care and scrutiny.

While it sets and monitors the broad budget and planning framework, the Univen Council does not directly involve itself in the University's day-to-day operational management.

Under the Act, the Council can delegate those of its powers necessary for the effective management of the University and its affairs to the Vice-Chancellor and the Senior Management Team. It also can choose to delegate other of its powers and authority to bodies such as Council Committees and Academic Senate. Council retains sole authority over some specific areas.

Accountability for the management of the property, assets, financial and human resources of the University ultimately rests with the Vice Chancellor and Principal who expects those with delegated authority under the terms of this policy to safeguard University resources by establishing and maintaining sound business controls that deter and detect any potential misuse of resources.

## 2. DEFINITION

**Delegator:** The employee who has authority to take action on behalf of the university, school or department who transfers ("delegates") his/her authority to another University employee ("Delegate").

**Delegate:** The employee who is officially transferred the authority to act on behalf of the delegator.

## 3. RULES

### 3.1. INTERNAL CONTROLS.

It is the responsibility of the delegator to maintain proper control and management of his/her area; the delegator remains accountable for all actions taken by the delegate. The delegator shall



take into account and maintain appropriate internal controls including separation of duties, reviewing reports, sampling completed transactions and monitoring the effectiveness of the controls established.

Delegates may not approve transactions for themselves, their relatives or approve transactions that directly benefit themselves or their relatives or, in any way, create a conflict of interest with the delegate's responsibilities to the University. Such transactions must be countersigned by another authorized person, usually the person of next higher authority. The only exception is the delegation to the Registrar, to sign the travel claims of the Vice Chancellor and Principal for practical reasons.

There must be a separation of duties between the approval of expenditures and the reconciliation of departmental financial accounts. Delegates may not be the person solely responsible for reconciling/verifying the expenditures with the school/department budget. Schools/departments with very few staff that are unable to segregate duties, require the dean/department head to attest to the implementation of alternate compensatory internal controls.

Documents signed by anyone other than those employees who have a delegation of authority on file with the Director: Finance may be declared null and void unless formally ratified by the Vice Chancellor and Principal. Persons who improperly delegate or misuse delegated authority may be subject to an investigation and sanctions, which may include removal of signature authority, disciplinary action or termination of employment.

In principle, all delegates are ultimately answerable to the Vice-Chancellor and Principal for the proper exercise of Delegations of Authority in their area of responsibility. In practice, delegates are answerable to their immediate supervisor in the exercise of delegations. This establishes a chain of reporting responsibilities which mirrors the flow of delegations in the University.

Delegations of Authority reflect the University's organisational structure. The authorities held by any delegate are included in those held by that delegate's direct supervisor. The supervisor may exercise the Delegated Authority at any time. Delegations of Authority are closely aligned with responsibilities. The delegate will necessarily have delegations adequate to effectively perform their role and responsibilities. A delegation relates to the delegate's position, not the individual occupying that position. An authority delegated to a University officer extends to any person acting in that officer's position on a temporary basis, unless otherwise specified in the appointment to act.



## 4. General scope of Delegation

Delegations of authority are limited both in scope, number and time frame to those which are necessary to achieve efficiency while maintaining accountability.

### 4.1 Delegation Guidelines.

Delegations of authority are appropriate where the delegation will enhance the effectiveness and efficiency of the operation without risking the integrity of the internal control necessary for accountability. No delegation shall be made of all or substantially all of the powers held by any persons making a delegation, or where checks and balances would be minimised.

Signature authority for employment contracts may be delegated only if approved in advance by the Vice Chancellor and Principal.

### 4.2 Delegate Qualifications.

Individuals who receive delegated authority shall have active involvement with the activity being conducted; and have sufficient knowledge of the University policies, rules, laws, regulations and procedures to ensure compliance.

The Delegator will provide for training to the Delegate to ensure compliance with legislation and the policies referred to above.

### 4.3 Authority to Delegate.

The authority to take actions in all matters concerning the University derives from the Act, which prescribes authorities and powers to the University Council. The Council is able to delegate these authorities and powers to its Committees and the other University governing entities: the Vice-Chancellor and Principal and the Executive Management Team and the Senate. The Council can choose to retain any of those powers or authorities explicitly or implicitly determined by the Act and for specific areas it does choose to do so.

The Vice-Chancellor and Principal oversee the management of Council's Delegations of Authority. The Vice-Chancellor and Principal in turn may delegate some of these authorities and powers to executive and senior managers, who may also delegate some of these authorities and powers to managers whom they supervise.

The authority to delegate authorities and powers stops at the level of manager of the University cost centre. These managers include Heads of Schools and Heads of Administrative Sections.



Any Delegation of Authority made by a delegate authorised to do so cannot exceed the level that they themselves exercise

#### **4.4 Authority to Receive Delegations.**

A delegation of authority shall be commensurate with the employee's role within the University. No delegation shall be made to any employee whose level of responsibility within the University is lower than the level of employee who reasonably could be expected to understand and act in respect to the powers being delegated.

#### **4.5 Delegation Management.**

Each school/department is responsible to manage and monitor its school/departmental delegations of authority. This includes maintaining official files of all delegations of authority and conducting annual reviews of all the delegations to ensure that they are revised as necessary. Delegations of authority must be documented in the prescribed format as provided by the DVC: Operations

Employees with delegated authority are accountable for the documents they sign and shall be responsible for assuring payment, performance and adequate record-keeping.

#### **4.6 Effective Dates.**

A delegation of authority shall become effective on the date the delegation is fully executed. Delegations shall continue until revoked or modified because the delegate leaves the position or has his/her duties and responsibilities changed to broaden or lessen the areas of delegation. The schools/departments are responsible for maintaining active and up to date delegations of authority and should review all delegations annually to assure that the delegations on file with the Director Finance are current. The delegation must be fully executed before any documents are signed by the delegate.

### **5. DIFFERENT STRUCTURES OF THE UNIVERSITY OF VENDA (*others will be incorporated in the final documents to Council*)**

#### **5.1 COUNCIL**

In terms of section 27(1) of the Higher Education Act no. 101 of 1997 as amended, Council is responsible for the governance of the University, including making rules for the conduct of employees and students.

#### **5.2 SENATE**



---

Senate is accountable to Council for the control and regulation of teaching, learning and research functions at the University.

## **5.3 COMMITTEES AND INTERNAL STRUCTURES TO WHICH AUTHORITY IS DELEGATED BY COUNCIL**

Council may establish committees to perform any functions with the understanding that Council is not divested of its responsibility for the performance of any function delegated or assigned to a committee. Some of the Committees of Council are Finance, HR, Audit, Tender, Senate, and Student Affairs.

## **5.4 THE INSTITUTIONAL FORUM**

The Institutional Forum is a Committee of Council that advises Council on issues among others the selection of candidates for senior management position, race and gender equity matters, the fastening of an institutional culture etc.

## **5.5 STUDENT REPRESENTATIVE COUNCIL**

Section 35 of the Higher Education Act 101 as amended makes provision for the establishment of a student representative council which is responsible for the welfare of students.

## **5.6 UNIVERSITY OF VENDA FOUNDATION**

The University of Venda Foundation is responsible for raising funds for the University. It is managed by a board of governors or trustees appointed by the Council. The foundation must present a report of its function at every meeting of Council.

## **5.7 UNIVERSITY OF VENDA PROVIDENT FUND BOARD OF TRUSTEES**

The University of Venda Provident Fund is managed by the Board of Trustees comprised of members elected by employees' and employer representative. The Board of Trustees administers the affairs of the Board.

## **5.8 CONVOCATION**

The convocation is responsible for running the affairs of convocation including mobilizing and administering of funds.

## **5.9 SCHOOL MANAGEMENT BOARD**





School Management Board is responsible for the following functions:

- to coordinate, monitor and integrate overarching issues across the faculty as determined from time to time;
- to formulate faculty specific policies;
- to report to Senate

## 5.10 SENEX

Senex is responsible for all matters relating to curricula, syllabi, courses, research and examinations and makes recommendations to Senate for consideration and recommendation to Council.

## 5.11 SCHOOL/ACADEMIC DEPARTMENTAL BOARD

A School/Academic Departmental Board is responsible for all matters relating to curricula, syllabi, courses, research, and examinations. It also adopts all rules pertaining to curricula, syllabi, courses, modules, research and examinations.

## 5.12 VICE CHANCELLOR

The Vice-Chancellor is the Chief Executive and Accounting Officer of the University. In order to promote participative decision-making, it is the Vice-Chancellors' prerogative to involve Senior Management as a sounding board for canvassing opinion.

Details of the activities and responsible committees, structures or persons are elucidated in the attached document.

## 6. ABBREVIATIONS

VC	Vice Chancellor and Principal
DVC	Deputy Vice Chancellor
HR	Human Resources
EXCO	Executive Committee of Council
EMC	Executive Management Committee
CMA	Communications, Marketing and Institutional Advancement
HOD	Head of Department
DF	Director Finance



# UNIVERSITY OF VENDA

## 7. The Delegation of Authority to Committees of Councils/Structures/Persons.

ACTIVITY	FURTHER PROVISION									
	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION
<b>1. FINANCIAL MATTERS</b>										
<b>1.1 Banking</b> Open, close, amend bank accounts including changing signatures as well as credit/debit cards			Director Finance							In consultation with DVC Operations and, VC
<b>1.2 Allowances and adjustment</b> Approval of traveling and subsistence allowances									Council approves	On recommendation of Finance Committee
<b>1.3 Changes to the overdraft limit and monitoring of total borrowing and advices</b>					DVC: Operations recommends to Finance Committee	Signing of letter in respect of applications for overdraft facilities				Minister over approved limit Approval by EXCO and Council
<b>1.4 Borrowing</b> Entering into loan agreement or an increase in loan in excess of the limit approved by the Minister						VC	Finance Committee recommends to Council		Council	On recommendation of VC and Finance Committee
<b>FINANCIAL MATTERS CONTD.</b>										
	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION

FE



# UNIVERSITY OF VENDA

1.5 Audit: Approval of annual financial statements								Audit Committee recommends to Council	Council			Tender Committee		
1.6 Approval of audit fees				DVC Operations				Audit Committee recommends to Council				Tender committee		
1.7 Contracts Approval of tenders and contracts below R300 000				DVC Operations			Director: Finance					Tender Committee		
1.8 Signing of contracts with total cash outflow >R300 000 <R1 000 000				DVC: Operations					VC			Tender Committee		
1.9 Signing of contracts with total cash outflow > R1 000 000									VC			Finance Committee approved A and B Categories		
1.10 Signing of purchase orders				DVC Operations		Finance Director						Finance Committee approved A and B Categories		
1.11 Allocation of bursaries and loans to student. Awarding of bursaries and loans						Director Finance						On recommendation of Financial Aid / Committee and Bursary Committee		
FINANCIAL MATTERS CONTD.						DIRECTOR	DEAN	HOD	UNIV. REGISTRAR	DVC	COUNCIL ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION
1.12 Signatories of cheques Signing of cheques as per delegated values less than R1 000 000 A & B Categories						Director Finance								Finance Committee
1.13 Signing of cheques of as per delegated values more than R1 000 000 A Categories						Director Finance				VC				Finance Committee approved A and B Categories

*(Handwritten mark)*



# UNIVERSITY OF VENDA

1.14 Writing off bad debt				VC	Finance Committee	Council	Finance Committee recommend to Council			
1.15 Approval of third stream income projects and fund raising projects					EMC		Initiated in a Division, submitted to EMC for approval			
1.16 Tuition and residence fees						Council approves	Recommendation of Finance Committee in consultation with the Director of Finance			
1.17 Policies Approval of financial policies				VC		Finance Committee recommends to Council				
1.18 Grants and donations Disposal of grants and donations				VC						
<b>2. MOVABLE ASSETS</b>										
	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION
2.1 Disposing of obsolete and outdated equipment			Director Finance in terms of the approved policy			VC			Council approves	Finance Committee to Council
<b>3. INVESTMENTS</b>										
3.1 Monthly transfer to short term investments			Director Finance							In consultation with the relevant DVC and VC
3.2 Monthly transfer from short term investments			Director Finance		DVC Operations	VC				



# UNIVERSITY OF VENDA

3.3 Setting investment mandates								VC recommends to Finance Committee	Finance Committee approves				
<b>4. BUDGET</b>													
4.1 Approval of annual budget – operating and capital expenses											Council approves		On recommendation of Finance Committee
<b>5. IMMOVABLE PROPERTY</b>													
	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION			
5.1 Purchase of immovable property									Council approves				On recommendation of Finance Committee
5.2 Construction of immovable property									Council approves				On recommendation of Finance Committee
5.3 Entering into long term lease for immovable property					DVC Operations								On recommendation of Finance Committee
<b>6. INFORMATION TECHNOLOGY MATTERS</b>													
6.1 Approval of purchasing of computer hardware				Director IT Services									
6.2 Approval of purchasing of computer software				Director IT Services									
6.3 Approval of purchasing of Mobile Computing Targets (3G Cards, PDAs, Blackberries)				Registrar	Relevant DVC								
6.4 Signing of maintenance contracts					DVC Operations								



# UNIVERSITY OF VENDA

	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION
6.5 Signing of Service Level agreements			Director IT Services							
6.6 Allocation of IT equipment to staff members			Director IT Services							
6.7 Approval of access to IT Resources (ITS access, Active Directory, email)			Director IT Services							
6.8 Approval of IT policies					DVC Operations				Council	Council upon EMC recommendation
<b>7. LEASE AGREEMENTS</b>										
7.1 Signing of lease agreement with staff members			Director Finance							
7.2 Signing of lease agreements for accommodation rented from third parties					DVC: Operations					
<b>8. GENERAL</b>										
8.1 Approval of entertainment expenses				Registrar	Relevant DVC					
	HOD	DEAN	DIRECTOR	UNIV. REGISTRAR	DVC	VC	COUNCIL COMMITTEE ADVISORY BODY/EMC WHERE SPECIFICALLY INDICATED	SENATE	COUNCIL	MINISTER OF EDUCATION

*Handwritten initials*



# UNIVERSITY OF VENDA

8.2 Approval of Workshops and breakaway strategic planning sessions	Dean	Director												
8.3 Uniform replacement		Director												
8.4 Equipment purchases				Relevant DVC										In line with procurement policy
8.5 Equipment Lease	Dean	Director		Relevant DVC										
8.6 Local Travel and S & T	Dean	Director												
8.7 Local Travel and S & T for Deans and Directors					Registrar			Relevant DVC						
8.8 International Travel and S & T					Registrar			Relevant DVC						
8.9 International Travel and S & T for DVC's and Registrar							VC							
8.10 Conference Attendance					Registrar			Relevant DVC						
8.11 Conference Attendance for DVC's and Registrar							VC							

102



**8. REGULATORY FRAMEWORK**

GAAP  
King III report on Corporate Governance  
Higher Education Act (Act 107 of 1997)


**9. REVIEW DATE**

This policy will be reviewed after three years or as and when the need arises.

**10. RECORD OF CHANGES**

REVISION	DATE	AUTHOR(S)	DESCRIPTION

**a. APPROVAL**

  
\_\_\_\_\_  
Registrar (Secretary of Council)