



PAC

PAN AFRICANIST
CONGRESS OF AZANIA

Delegation of Responsibility Code

Version 1 (2020)

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1. Background

- 1.1. In terms of 5.1 and 8.1.1 of the PAC Constitution, the authority of the party is vested in that National Conference and on the NEC in between National Conferences. This accountability cannot be delegated. Nevertheless, the responsibility may be delegated in line with duties of members. This delegation of responsibility improves the efficiency and effectiveness of the organisational and administrative machinery. It is in the interest of the party that responsibilities be delegated systematically and orderly. Hence, the need for Delegation of Responsibility Code.
- 1.2. The Code is the set of rules that governs the decision making. It is aimed at facilitating the efficient and effective implementation of party resolutions. It operates within the parameters of the constitution and the ideological principle of democratic centralism, which emphasises on all matters be resolved democratically. Furthermore, it is meant to clarify roles and responsibilities of various structures to manage conflicts, improve controls, mitigate risk of leadership power abuse and coordinate subordinate executives.
- 1.3. The Code establishes a hierarchy of administrative actions namely governance systems, strategy, programs, campaigns, events and activities. In general, National Conferences are responsible for governance systems, specifically ideology and policy. NEC is accountable for the strategy including building capabilities, handling competitors and choosing constituency. Departments, Provinces and Component Structures are answerable on programs and campaigns. As for events, Regions are primary hosts and activities are a forte of Branches.
- 1.4. The Code outlines the responsibility matrix namely approval, recommendation, consultation and submission for each administrative action. In addition, it shall prescribe the sources, which provide limitation of the decision.

2. Responsibility Matrix

Approve (A), Recommend (R), Consulted (C), Submit (S)

Delegation	A	R	C	S	Reference Source
Amendment of the Party Constitution	National Congress	NEC	National Chairperson	PAC Structure	PAC Constitution
National Conference Resolutions & Minutes	NEC	NWC	National Chairperson	Secretary General	PAC Constitution
National Strategy	NEC	NWC	National Chairperson	President	Basic Document National Resolutions
Public Policies	National Conference	NEC	Presidency	Department	PAC Basic Documents National Resolutions
Codes, Regulations and Procedures (Internal Policy)	NEC	NWC	Secretary General	Deputy Secretary General	Constitution National Resolutions
Instituting, participating or settling legal actions	President	Secretary General	National Chairperson	Secretary for Legal	RSA Statutes National Resolution
Entering into or Withdrawal from International and National Alliances	NEC	NWC	Presidency	Secretary for Political	Basic Document National Strategy
National Program (Campaigns)	NEC	NWC	Presidency	National Organiser	Constitution Basic Documents National Resolutions National Strategy
National Budget	NEC	NWC	Secretary General	Secretary for Finance	National Strategy National Program
Deviation to National Budget and/or Overspending	NWC	Presidency	Secretary General	Secretary for Finance	National Strategy National Program Cash Flow Statement
Annual approval of Recurring Operational Expenditure	NWC	Secretary for Finance	Secretary General	Head of Department	National Budget Codes
Annual approval of Capital Expenditure	NEC	NWC	Presidency	Secretary for Finance	National Budget National Strategy
Acquire and Transfer Asset	NEC	NWC	Presidency	Secretary for Finance	National Strategy
Borrowing and Loans	NEC	NWC	Presidency	Finance for Secretary	National Budget
Procurement Contracts	NEC	NWC	Secretary for Legal	Finance Secretariat	National Budget

Delegation	A	R	C	S	Reference Source
Authorisation of Payment of More than R50 000.00	NWC	Secretary for Finance	Secretary General	Head of Department	National Budget National Strategy Cash Flow Statement
Authorisation of Non-Recurring Payment of Less than R50 000.00	President	Secretary for Finance	Secretary General	Head of Department	National Budget Political Case Cash Flow Statement
Authorisation of Non-Recurring Payment of Less than R20 000.00	Finance Secretary	Secretary General	Deputy Secretary General	Head of Department	National Budget Political Case Cash Flow Statement
Authorisation of Non-Recurring Payment for Less than R5 000.00	Secretary General	Deputy Secretary	National Organiser	Head of Department	National Budget Cash Flow Statement
Authorisation of Non-Recurring Payment for Less than R1 000.00	Deputy Secretary	Head of Department	Head of Department	Head of Department	National Budget Cash Flow Statement
Provincial Budget and Authorisation of Payments	PEC	Provincial Chairperson	Provincial Secretary	Provincial Treasurer	National Budget Provincial Budget Cash Flow Statement
Regional Budget Authorisation of Payments	REC	Regional Chairperson	Regional Secretary	Regional Treasurer	Provincial Budget Regional Budget Cash Flow Statement
Branch Budget and Authorisation of Payment	BEC	Branch Chairperson	Branch Secretary	Branch Treasurer	Regional Budget Branch Budget Cash Flow Statement
Opening or Closing National Bank Accounts	NWC	Secretary General	President	Secretary for Finance	PAC Constitution National Strategy Asset Register Code
Opening or Closing Provincial Bank Accounts	PEC	Provincial Secretary	Provincial Chairman	Provincial Treasurer	Asset Register Code
Opening or Closing Regional Bank Accounts	REC	Regional Secretary	Regional Chairman	Regional Treasurer	Asset Register Code
Opening or Closing Branch Bank Accounts	BEC	Branch Secretary	Branch Chairman	Branch Treasurer	Constitution Asset Register Code
Identity and Brand Material	NEC	Secretary General	President	NEC Member	National Strategy
National Internal Communication	NWC	President	National Chairman	Secretary General	Basic Document Resolutions
Communication to Public in Party Related Matters	President	Secretary General	Secretary for Political Affairs	Secretary for Info & Publicity	Constitution National Strategy
HR Organogram (Creation and Abolishment of any Employment Positions)	NEC	NWC	Presidency	Secretary General	National Strategy National Budget

Delegation	A	R	C	S	Reference Source
Employment working conditions and Remunerations Package	NWC	President	Secretary for Finance	Secretary General	National Budget Approved HR Organogram RSA Statute
Recruitment and Selection	NWC	Secretary General	Deputy Secretary General	Head of Department	Approved HR Organogram Vetting Protocol
International Deployment and Performance Management	NEC	President	Secretary General	Deputy President	Public Office Secondment Code National Resolutions Internal policies
National Delegating and Performance Management	NEC	President	Secretary General	Deputy President	Public Office Delegating Code Internal policies National Resolutions
Provincial Delegating and Performance Management	PEC	Provincial Chairperson	Provincial Secretary	Provincial Deputy Chairperson	Public Office Delegating Code National Resolution Provincial Resolutions
District Deployment and Performance Management	REC	Regional Chairperson	Regional Secretary	Regional Deputy Chairman	Public Office Delegating Code Provincial Resolutions Regional Resolutions
Metro or Local Deployment and Performance Management	REC	Regional Chairperson	Regional Secretary	Regional Deputy Chairman	Public Office Secondment Code Provincial Resolutions Regional Resolutions
Ward Deployment and Performance Management	BEC	Branch Chairperson	Branch Secretary	Branch Deputy Chairperson	Public Office Secondment Code Regional Resolutions Branch Resolutions
Campaign relations in the Province or any informal co-operations on specific issues)	PEC	Provincial Chairman	Provincial Secretary	Provincial Organiser	Basic Document Campaign Leadership Framework Provincial Resolutions National Budget
Campaign relations in the Region or any informal co-operations on specific issues)	REC	Regional Chairman	Regional Secretary	Regional Organiser	Basic Document Campaign Leadership Framework Regional Resolutions National Budget
Campaign relations in the Branch or any informal co-operations on specific issues)	BEC	Branch Chairman	Branch Secretary	Branch Organiser	Basic Document Campaign Leadership Framework Branch Resolutions Branch Budget
International and National Constituency Resources	NWC	Secretary for Finance	Secretary General	Public Office Delegate	National Strategy Public Office Secondment Code Applicable Jurisdiction Statutes

Delegation	A	R	C	S	Reference Source
Provincial Constituency Resources Management Plan	PEC	Provincial Treasurer	Provincial Secretary	Chief Whip or Similar Officer	Public Office Secondment Code Provincial Resolutions RSA Statutes
District and Local Constituency Resources Management	REC	Regional Treasurer	Regional Deputy Chairman	Chief Whip or Similar Officer	Public Office Secondment Code Region Resolutions RSA Statutes
Ward Constituency Resources Management	BEC	Branch Treasurer	Branch Deputy Chairman	Chief Whip or Similar Officer	Public Office Secondment Code Branch Resolutions Statutes
Member Grievance or Disciplinary	BEC	BDC	Branch Secretary	Complainant	Disciplinary Code
Branch Grievance or Disciplinary	REC	RDC	Regional Secretary	Complainant	Disciplinary Code
Regional Grievance or Disciplinary	PEC	PDC	Provincial Secretary	Complainant	Disciplinary Code
National Grievance or Disciplinary	NEC	NDC	Secretary General	Complainant	Disciplinary Code

3. Disputes

- 3.1. All dispute and grievances arising from breach of the code, exceeding delegation of responsibility and/or insubordination will be resolved disciplinary code
- 3.2. Decision shall be guided and be within limits of the properly adopted reference documents.
- 3.3. The higher structures abuse of authority or undesirable meddling with lower structure competences will be handled through a disciplinary code.
- 3.4. Executives mandated submit, consult or recommend decisions do not have the authority to stop the decision-making process thus are expected to attach motivation or objection to the proposal.

4. Amendment

Amendment to this Code shall be made by a simple majority of members present at Annual National Conference, provided that notice has been given to branches in accordance with provision with the PAC Constitution with regards to amendments.

A. Hierarchy of Responsibility (Annexure A)

	Governance National Conference Permanent Impact	Strategy National Executive Council 36 -120 Months Impact	Tactical Departments, Provinces and Components 6 -24 Months Impact	Operational Branch & Executive 0 – 6 Months Impact
Ideology	<ul style="list-style-type: none"> • Ideological review rules • Ideological training rules • Methodology standards • Constitutional rules • Organisational protocol • Disciplinary code and procedure • Delegation of responsibility 	<ul style="list-style-type: none"> • Centenary social analysis • Membership training plan • Information architecture 	<ul style="list-style-type: none"> • Social analysis schedule • Workshop schedules • Data lifecycle schedule 	<ul style="list-style-type: none"> • Social analysis activities • Membership attendance • Data collection
Constituency	<ul style="list-style-type: none"> • Identity guiding principle • Classification guiding principles • Characterization of social sectors guiding principles • Interest classification principles • Issue prioritisation principles • Personal behaviour rules • Life style guiding principles 	<ul style="list-style-type: none"> • Mobilisation strategy • Contradiction management strategy • Goodwill accumulation strategy Recruitment strategy • Sectarian interest advancement strategy • Issue based advocacy strategy 	<ul style="list-style-type: none"> • Mobilisation schedule • Contradictions sharpening schedule • Goodwill accumulation schedule • Membership maintenance schedule • Sectarian engagement annual schedule • advocacy schedule 	<ul style="list-style-type: none"> • Multi-channel advocacy • Agitation actions • Mobilisation actions • Membership filing actions • Sector engagement actions
Competitors	<ul style="list-style-type: none"> • Rules on political parties relations • Rules on civil society engagement • International solidarity rules 	<ul style="list-style-type: none"> • Alignment of forces strategy • (Offensive and defensive) 	<ul style="list-style-type: none"> • Competition handling schedule 	<ul style="list-style-type: none"> • Competitor engagement actions

Campaigns	<ul style="list-style-type: none"> • Campaign selection protocol • Campaign directory rules • Campaign classification rules 	<ul style="list-style-type: none"> • Campaigns strategy • Programme of Action 	<ul style="list-style-type: none"> • Campaigns schedule • Campaigns action schedule • Campaign project schedule 	<ul style="list-style-type: none"> • Campaign implementation actions • Campaign implementation monitoring actions • Campaign impact monitoring actions
Capability (People, Processes and Technology)	<ul style="list-style-type: none"> • Incident management rules • Human resource allocation rules • Communication standards • Campaign protocol • Logistics management standards • Technology standards • Procurement guiding principles • Delegating principle • Geographic based structural design • Issue based structural design • Political layers design • Technocratic layers design • Bureaucratic layers design • Income generation rules • Investment guiding principles • Accounting rules • Auditing and reporting standards 	<ul style="list-style-type: none"> • Administration infrastructure plan • Policy formulation plan • Regulations formulation plan • Procedure review plan • Risk management plan • Effectiveness targets • Efficiency targets • Technical targets • Technology Architecture • Procurement strategy • Maintenance strategy • Decommissioning strategy • Leadership renewal strategy • Recognition (award) strategy • Technical experts organisational design • Administrative organisational design • Deployment strategy • Fundraising strategy • Investment strategy • Reporting strategy • Auditing strategy 	<ul style="list-style-type: none"> • Procurement schedule • Annual business schedule • Compliance audit schedule • Performance management schedule • Integrated logistics support s • Commissioning schedule • Decommissioning schedule • Leadership renewal schedule • Award ceremony schedule • Appointment schedule • Fundraising schedule • Investment schedule • Audit schedule • Reporting schedule 	<ul style="list-style-type: none"> • Policy drafting actions • Logistics actions • Exception management • Performance monitoring • Behavioural correction • Technology procuring • Commissioning • Maintenance actions • Leadership renewal • Award ceremony actions • Electing • Appointing • Delegating • Delegates monitoring • Bookkeeping activities • Investment actions • Funder engagement actions • Financial performance and controls reports