

**SCOUTS South Africa
Delegation of Authority Matrix for National Office Bearers**

1. Document information

File Name	Delegation of Authority Matrix
Author	SSA EXCO
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2. Revision History

Version	Revision Date	Author	Revision Notes	Approved By	Date Approved
1.0	22 September 2016	SSA EXCO		SSA Board	28 September 2016
2017v1	8 November 2016	SSA Exco		SSA Board	17 February 2017

3. Authority Matrix Guidelines

a. Introduction

This document serves as the Delegation of Authority Matrix of SCOUTS South Africa. The matrix will cover the following areas:

- Constitution, Organisational Rules and Policies
- Financial Activities
- Properties
- Professional staff human resources



- Volunteer appointments

b. Overview of the Authority Matrix

Definition: The Authority Matrix defines the authority delegated to SCOUTS South Africa Board, Exco and various Management Roles. The purpose of the delegation of authority is to ensure good governance, while promoting the effective implementation of the day-to-day activities of SCOUTS South Africa.

Constraints: The Authority Matrix must always be read in conjunction with, and subordinate to, the Constitution, Organisational Rules and Policies.

The delegated authorities are based on the approved SCOUTS South Africa organisational structure; therefore authority to incur expenditure and approve transactions shall be vested with the approving authorities within the organisation. Whenever there is organisational or staff structure change, these authorities shall be reviewed and updated accordingly

Special directives: Upon obtaining approval from the Board, Exco may issue specific directives as needed to limit or enhance the financial and non-financial powers of the approving authorities.

These changes shall be circulated through memoranda or other appropriate means and will be incorporated in the Authority Matrix

Purpose of the authority matrix: Define the various authorities granted to the Board, Exco and management of SSA who are responsible for exercising the delegated authority

Define the powers assigned to the above authorities

Provide references to determine who has the authority to approve a specific course of action.



4. Authority Framework

4.1. Type of Authorities

Symbol	Authority	Description
D	Final Approval	Implies discretionary authority in specific business events provided that the decision is in line with adopted policies, rules or regulations of the authority.
C	Recommendation	The authority that applies to exercises the power of recommendation in the specific business event. However, those recommendations are subject to review (and change if required) by Exco or Board before they are endorsed or approved as per matrix.
B	Must be informed	Refers to authority that needs to be informed of the recommendation and/or approval.
A	Originator	Applies to the authority that initiates a process/activity and prepares the relevant documents

4.2. Temporary Delegation of Authority

Following are the guidelines applicable in the case of temporary delegation of authority:

Guideline	Description
Nomination	No individual may permanently nominate his/her own replacement or acting replacement
Temporary Absence	An authority may be delegated to another in writing for a specific time. The authority that so delegates must have the authority to do so. In case of temporary absence of authority from office, his/her authority shall be delegated upwards to the higher approving body. No employee/office bearer can delegate more than the authority granted to him/her. The Chief Commissioner and Chief Executive Officer need to be informed of the temporary delegation. In the case of authority delegated from the Chief Commissioner or the Chief Executive Officer, the Chairman of the Board needs to be informed.
Decisions	Decisions taken under temporary delegated authority shall not normally be reversed, unless it is proven that the employee/volunteer, in exercising the authority, acted against the best interest of SSA.

4.3. Updating & Revising the Authority Matrix

4.3.1. Updating & Revising the Authority Matrix policies

Ownership of the Delegation of Authority Matrix rests with the Board and Exco. The CEO and Chief Commissioner shall be responsible for the implementation of the Delegation of Authority Matrix and ensure that:

1. The Authority Matrix is updated to reflect the latest approvals.
2. Proposed levels of delegation of authority are:
 - Within specified limits
 - Reasonable, keeping in mind the functions and responsibility assigned to approving authorities.
3. Approved levels of delegation are:
 - Communicated to all concerned volunteers and professional staff
 - Updated on a timely basis.

4.4. Deviation from Procedures

Deviation from the requirements of this Authority Matrix is not permitted without a written waiver, formally authorized and approved by the Scout Board.

4.5. Abbreviations

Abbreviation	Meaning
Board	SCOUTS South Africa Board
Region	SCOUTS South Africa Regional Team
CC	Chief Commissioner of SCOUTS South Africa
CEO	Chief Executive Officer of SCOUTS South Africa
EXCO	SCOUTS South Africa Exco or Relevant Exco Chairperson for portfolio
FM	Financial Manager of SCOUTS South Africa National Office
Staff	Relevant staff member of SCOUTS South Africa National Office

5. Delegation of Authority Matrix

5.1. Constitution, Organisational Rules and Policies

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Change in Constitution						A + C	D	Subject to Constitution Article X: Approval by Two-thirds of a quorum of the Scout groups in good standing. In the event that a quorum is not achieved the motion will be referred to the Regional Commissioners and District Commissioners for a vote. The motion shall be deemed to be passed if two-thirds of all Regional Commissioners and District Commissioners, after due consultation with the Groups in their district, vote in support of the motion (except for amendments to Article I or Article II, where three-quarters of those Commissioners must vote in support of the motion). The voting for the motion will be done by electronic or postal vote.
Change in Constitution							C	No amendment to Constitution will become effective until it has been notified to and approved by the World Scout Committee
Changes in SSA Adult Support Policy						D	B	
Changes in SSA Members Code of Conduct and Disciplinary Policy						D	B	
Changes in SSA Child Protection Policy						D	B	

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Changes in Youth SSA Youth Programme Policy						D	B	
Changes in SSA Rover Programme Policy						D	B	
Changes in SSA Safe Scouting Policy						D	B	
Changes in Youth Involvement Policy						D	B	
Changes in SSA Uniform Policy						D	B	
Changes in SSA Finance, Fundraising and Administration Policy						D	B	
Changes in SSA Property Policy						D	B	
Changes in SSA Marketing and Branding Policy						D	B	

5.2. Strategic plan

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Strategic plan						A + C	D	
Amendments to Strategic plan						A + C	D	

5.3. Financial Reporting

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Approval of National Annual Financial Statements		A			B	C (Finance)	D	
Revising Accounting Policies (including depreciation rates)		A			B	C (Finance)	D	
Approval of monthly management statements		A			B	D (Finance)		
Mid-year budget review		A			B	C	D	
Critical risk controls, definitions & systems		A			B	C (Finance)	D	
Current assets & debtors reports		A			B	B (Finance)		
Approval of audit programme	B (Finance)	A			B		D	Should be approved by Audit & Risk Committee of Board
Professional appointments of auditors		A			B	C (Finance)	D	Should be approved by Audit & Risk Committee of Board
Tax returns & financial correspondence	A (Finance)	D			B			
Approval of annual budget - operating & capital expenses		A			B	C	D	

5.4. Banking & Legal Matters

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Opening, closing & amending bank accounts, changing signatories (including credit cards)		A			C		D	
Changing of bank		A			C		D	
Litigation (other than recovery of trade debts)			A		A	B	D	
Asset funding within budget		A			D			
Asset funding outside of budget		A			C		D	
Short term property leases		A			D			

5.5. Bank Signatories

- (a) Bank signatories of national office accounts: 1 Board member, CEO, Chief Commissioner, Chairman National Finance Committee and Financial Manager (limited to R15,000/payment).
- (b) Bank signatories of regional bank accounts: Regional Commissioner, Regional Finance Representative, CEO. The Regional Finance Representative may decide to nominate the Regional Manager (limited to R15,000/payment), subject to approval by the CEO.
- (c) All payments done with 2 signatories.

5.6. Electronic Transfers (not property related)

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Payments > R15k within budget	A (Finance)	B		D	D			
Payments < R15k within budget	A (Finance)	D		D	D			
Payment > R5k not in budget		A			C		D	
Payment < R5k not in budget		A		D	D	B	B	On quarterly basis list all payments

5.7. Immovable Property

5.6.1 National property

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Improvement of immovable property <R50k						A (Property) D Exco		If not in budget the Board needs to approve
Improvement of immovable property R50k -R300k						C (Property) C (Finance) D		If not in budget, the Board needs to approve
Improvement of immovable property >R300k						C (Property)	D	

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Enter into a long term lease for immovable property				C		C (Finance)		
Purchase of fixed asset (all values)						C (Property) + C (Finance) + C (Exco)	D	
Disposal of fixed asset						C (Property) + C (Finance) + C Exco	D	

5.6.2 Regional property

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Improvement of immovable property <R50k			A (Property)			D (Property)		If not in budget the Finance needs to approve
Improvement of immovable property R50k -R300k			A (Property)			C (Property) C (Finance)		

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Improvement of immovable property >R300k			A (Property)			C(Property) C (Finance) D (Exco)		
Enter into a long term lease for immovable property			A (Property)			C (Property) D (Exco)		
Purchase of fixed asset (all values)			A (Property)			C (Property) + C (Finance) +C (Exco)	D	
Disposal of fixed asset			A (Property)			C (Property) + C (Finance) + C Exco	D	

5.6.2. Individual Scout Group property

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Improvement of immovable property <R50k			C (Property)			D (Property)		



Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Improvement of immovable property R50k -R300k			C (Property)			C (Property) C (Finance) D		
Improvement of immovable property >R300k			C (Property)		C	C (Property) C (Finance) D (Exco)		
Enter into a long term lease for immovable property			C (Property)			C (Property)	D	
Purchase of immovable property			C (Property)			C (Property) + C (Finance) + D	D	
Disposal of fixed asset			A (Property)			C (Property) + C (Finance) + D	D	

5.8. Fundraising

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Preparation of funding proposals & budgets within Strategic intent	A (Project Manager)	B		D	D			
Initiate Corporate Fundraising	B (Project Manager)				B		D	
Preparation of funding proposals & budgets outside Strategic intent	A (Project Manager)			B	B	D		

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Issuing of invoices to donors		A			B			
Approval and signing of funding agreements &/or MoU's			B	D	B		B	Refers to funding received from funders and sponsors

5.9. Human Recourses

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Conditions of service & employment policies					A + C		D	
Appointment of CEO							D	
Creation of a new permanent position or retrenchments					A		D	
Appointment of staff					D			
Signing job offers & employment contracts for all staff except CEO					D			
Appointment of staff within project budgets	A (Project Manager)	B			D			
Decisions on remuneration packages >R100k					D	B (Finance)		
Decisions on remuneration packages <R100k					D	B (finance)		
Annual % increase in line with performance					A	D (Finance)	B	
Disciplinary and dismissal of staff					D	B	B	Follow procedure in Disciplinary Policy for employees

5.10. Travel

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Authorisation to travel volunteers				D	D			
Authorisation of travel expenses before refunded - volunteers				D	D			
Authorisation to travel professional staff					D			

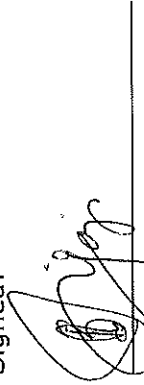
5.11. External Communication

Activity/Transaction	Staff	FM	Region	CC	CEO	Exco	Board	Remarks
Newsletters	A (PR)			D	D		B	
Press releases	A(PR)			D	D		B	If sensitive, Board to advice

5.12. Volunteer Appointments

Appointments will be made in line with the Constitution and SSA Adult Support Policy.

Signed:


Board Chairman