



SAFA Schedule of Delegated Authorities – 15 July 2010



SOUTH AFRICAN FOOTBALL ASSOCIATION

SCHEDULE OF DELEGATED AUTHORITY

(SODA)



SCHEDULE OF DELEGATED AUTHORITY (SODA)

INDEX

1. Definitions	3
2. Objective and Purpose	3
3. Policy	4
3.1. Rationale	4
4. Powers and Duties	5
4.1. NEC	5
4.2. Sub-Committees of the NEC	5
5. Approvals Tables	7
5.1. Human Resources	8
5.2. Procurement of Goods and Services (excluding professional services and travel & travel related services)	9
5.3. Procurement of Professional Services	11
5.4. Procurement of Travel and Travel Related Services	12
5.5. Finance / Contracts	13
6. General Principles	14
7. Annexure A - SAFA Organogram at January 2010	16



1. Definitions

SAFA	South African Football Association, a voluntary association
NEC	National Executive Committee
SODA	Schedule of Delegated Authority
Employee	A person who works for SAFA (excluding contract workers) and who receives, or is entitled to receive, any financial or other compensation
HODs	Heads of Department are involved in the day to day operations of SAFA

2. Objective and Purpose

The Schedule of Delegated Authority is a document that, in its simplest terms, outlines who may approve what, at what level, and to what limit, (i.e., who has been delegated the authority to approve and to what level, hence the name, "Schedule of Delegated Authority")

It includes:

- The principles governing these approvals and delegations.
- The principles governing payment and contracts.
- The definitions used.
- The tables outlining who may approve what, at what level, and to what limit.

It does NOT include:

- The processes to be followed (these can be found in the policies and procedures manuals).

The SODA Framework should be seen as:

- A tool to assist managers in SAFA to manage the business more effectively
- A tool to assist managers to apply sound, honest and prudent management practices.
- A means to comply with legislation.
- A means to ensure good corporate governance.

- A means to discourage fraudulent and dishonest practices.



- A tool to assist with the positive management of performance ensuring growth, learning and development of employees but where necessary to manage poor performance as well.
- A means to manage funds effectively, avoiding wastage and inefficient allocation.
- A tool to assist with budgeting.
- A tool to assist optimum functioning of SAFA.

3. Policy

3.1. Rationale

The overall governance of SAFA is broadly determined by:

- The Companies Act No. 61 of 1973;
- The King Report for Corporate Governance for South Africa 2002;
- The Constitution of the Republic of South Africa No.1 08 of 1996; and
- Merchandise Marks Act of 1941.

The SODA framework is crafted within the parameters of the above legal and regulatory framework as a means of creating structured decision-making at all levels of SAFA. The SODA needs to be clearly outlined, defined, communicated and understood by all stakeholders as a sound foundation for effective and efficient governance.



4. Powers and Duties

The powers and duties of SAFA’s various decision-making committees are documented below. Refer to Annexure A for the current SAFA Organogram:

4.1. National Executive Committee

The NEC is responsible for the following in terms of the operations of SAFA:

The NEC is ultimately accountable and responsible for the performance and affairs of the Association, and therefore the focal point of the corporate governance system. The NEC can discharge its responsibility by appropriately delegating authority to sub-committees or management	To develop and adopt strategic plans that adhere to the principles of fairness, responsibility, accountability, transparency, discipline, independence and social responsibility
Appoint the Chief Executive Officer	Appoint appropriate NEC committees, where not specified in the SAFA Constitution
Monitor management in implementing NEC plans and strategies	Give strategic direction to the Association
Implementation of an agreed procedure whereby Heads of Department may obtain independent professional advice, if necessary, at Association expense	Retain full and effective control over the Association
To determine policy and processes to ensure the integrity of SAFA’s risk management and internal controls	To approve the budgets
To consider the Management, Financial and other progress Reports	To accept responsibility for NEC Member orientation and evaluation
To confirm NEC Resolutions	To recommend the appointment, removal or replacement of the external auditors
	Develop key performance indicators
	To ensure SAFA's compliance with all relevant laws, regulations and codes of best business practices
	To delegate and document the delegation structure
	To promote, formulate and implement the Code of Ethics Policy



4.2. Standing Committees and Sub-Committees of the NEC

The NEC may appoint committees and delegate authority to such committees to assist the NEC in the performance of its duties, powers and authorities to facilitate efficient decision-making, by resolution of the NEC.

A committee would consider proposals and recommendations on issues of relevance to such committee.

Management Committee

The role of the Management Committee is to:

- Deal with all matters requiring immediate decision between meetings of the National Executive Committee
- The business of the Management Committee shall ordinarily be conducted at specially convened meetings, provided that in exceptional circumstances, if it is not practical to convene a meeting of the Management Committee, decisions may be reached by means of written communication, in which case the National Executive Committee shall be notified immediately.
- All decisions taken by the Management Committee shall be implemented immediately but must be tabled for ratification by the National Executive Committee at its next meeting.

Remuneration Committee

The role of the Remuneration Committee is to:

Review and provide recommended remuneration (including annual salary increases) for Heads of Department and NEC and Committee Members within the Association.	Make recommendations to the NEC
Review and provide recommended remuneration for all employees and approve annual salary increases	Make recommendations regarding incentive schemes for NEC Members and staff
Play an integral part in the contingency planning of staff, the CEO and Executive management.	Review monthly payroll reports
To ensure that the Association's Human Resources strategies are implemented and sustained	



Finance and Administration Committee

The role of the SAFA Finance and Administration Committee is to:

Finance Function

Assist the NEC in assessing the going concern status of the Association at the financial year end	Develop internal controls and approve related policies and procedures
To prepare annual budgets	To review monthly financial reports
Ensure preparation of annual financial statements	Treasury management
Where authority has been delegated to it by the NEC, take appropriate actions to implement the authority so delegated	

Procurement Function

To ensure that SAFA procurement strategies are implemented and sustained	To recommend the composition of Procurement Committees to the NEC
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Audit and Risk Sub-Committee

The role of the Audit and Risk Committee is to:

Recommend the appointment of the external auditors	To ensure effective risk management processes and internal controls are implemented
Review and approve the annual audit fees	Monitor that internal controls are operating effectively throughout the year
Review the Annual Financial Statements	
To ensure compliance with applicable laws and regulations	



5. Approvals Tables

The powers and authorities hereby delegated by the NEC are set out in the tables hereafter.

Note:

- The amounts indicated in the tables represent the maximum financial limit of the delegated authority;
- The tables must be read and interpreted in conjunction with the official SAFA Policies and Procedures; and
- In the event of any deviation or conflict between the SODA and any other SAFA policy, the SODA will override the conflicting information.



5.1. Human Resources

FOCUS AREAS	GENERAL COUNCIL	NEC	MANCO	REMCO	FINCO	CEO	CFO	HOD/HR
Appointment of HODs						A		
Adjustment of salaries for HODs		A		R				
Election of NEC Members	A							
Remuneration for NEC Members	A			R				
Appointment of employees below HODs						A		R
Adjustment of salaries for employees				A		R	R	R
Payment in lieu of leave				A				R
Approval of financial assistance for maternity leave						A	R	R
Approval of staff loans						A	R	
Approval of performance bonus for staff				A		R	R	
Approval of performance bonus for CEO		A		R				
Approval of performance bonus for HODs		A		R		R		
Approval of relocation allowance (including expenses)						A		R
Approval of relocation allowance (including expenses) above 3 months remuneration				A			R	

A - Approve

R – Recommend



5.2. Procurement of Goods and Services (excluding professional services and travel & travel related services)

PROCUREMENT	NEC	MANCO	FINCO	CEO	TAC*	CFO	PM**	HOD
Within Budget								
Approval of all procurement within Category A (Below R999 excl (VAT))								
Approval of all procurement within Category B (Between R1000 R49 999 excl VAT)								
Approval of all procurement within Category C (Between R50000 R249 999 excl VAT)								
Approval of all procurement within Category C (Between R250 000 and R1 999999 excl VAT)								
Approval of all procurement within Category D (Between R2 000 000 to R5 000000 excl VAT)								
Approval of all procurement within Category D (Between R5 000 001 to R25 000000 excl VAT)								
Approval of all procurement within Category D (R25 000 001 plus excl VAT)								

A - Approve

R – Recommend

- * Tender Adjudication Committee
- **Procurement Manager



5.2 Procurement of Goods and Services (excluding professional services and travel & travel related services)

PROCUREMENT (cont)	NEC	MANCO	FINCO	CEO	TAC*	CFO	PM**	HOD
Outside of Budget								
Approval of all procurement within Category A (Below R999 excl VAT)								A
Approval of all procurement within Category B (Between R1000 - R49 999 excl VAT)							A	R
Approval of all procurement within Category C (Between R50 000 - R100 000 excl VAT)							A	R
Approval of all procurement within Category C (Between R100 001 - R249 999 excl VAT)						A	R	R
Approval of all procurement within Category C (Between R250000 and R2 500000 excl VAT)				A		R	R	R
Approval of all procurement within Category D (Between R2 500 001 to R10 000 000 excl VAT)			A	R	R	R	R	R
Approval of all procurement within Category D (Above R10 000 001 excl VAT)	A		R	R	R	R	R	R

A - Approve

R – Recommend

- * Tender Adjudication Committee
- **Procurement Manager



5.3. Procurement of Professional Services

Professional services may include, but is not limited to Legal, Consulting, Audit, Security, Marketing, Advertising, Media, Insurance, Event Planning, Engineering, Architectural, IT and Recruitment, but excluding Travel and Travel Related Services.

PROCUREMENT	NEC	MANCO	FINCO	CEO	TAC*	CFO	PM**	HOD
Within Budget								
Approval of procurement of professional services within Category A, B and C (Between R1 to R1 999999 excl VAT)						A	R	R
Approval of procurement of professional services within Category D (Between R2 000 000 and R5 000 000 excl VAT)				A	R	R	R	R
Approval of procurement of professional services within Category D (Between R5 000 001 and R25 000 000 excl)			A	R	R	R	R	R
Approval of procurement of professional services within Category D (R25 000 001 plus excl VAT)	A		R	R	R	R	R	R
Outside Budget								
Approval of procurement of professional services within Category A, B and C (Between R1 to R2 500 000 excl VAT)				A		R	R	R
Approval of procurement of professional services within Category D (Between R2 500 001 and R10 000 000 excl VAT)			A	R	R	R	R	R
Approval of procurement of professional services within Category D (Above R10 000 001 excl VAT)	A		R	R	R	R	R	R

A - Approve

R – Recommend

- * Tender Adjudication Committee
- **Procurement Manager

SAFA Schedule of Delegated Authorities – 15 July 2010



5.4. Procurement of Travel and Travel Related Services

PROCUREMENT	NEC	MANCO	FINCO	CEO	TAC*	CFO	PM**	HOD
Within Budget								
Approval of procurement of travel and travel related services within Category A, B, C (Below R1 999 999 excl VAT)						A	R	
Approval of procurement of travel and travel related services within Category 0 (Between R2 000 000 to R5 000 000 excl VAT)				A	R	R	R	
Approval of procurement of travel and travel related services within Category 0 (Between R5 000 001 to R25 000 000 excl VAT)			A	R	R	R	R	
Approval of procurement of travel and travel related services within Category 0 (R25 000001 plus excl VAT)	A		R	R	R	R	R	
Outside of Budget								
Approval of procurement of travel and travel related services within Category A, B, C (Below R2 500 000 excl VAT)				A		R	R	
Approval of procurement of travel and travel related services within Category 0 (Between R2 500 001 to R10 000 000 excl VAT)			A	R	R	R	R	
Approval of procurement of travel and travel related services within Category 0 (Above R10 000 001 excl VAT)	A		R	R	R	R	R	

A - Approve

R – Recommend

- * Tender Adjudication Committee
- **Procurement Manager



5.5. Finance / Contracts

FINANCE / CONTRACTS	NEC	MANCO	AUDIT	FINCO	CEO	CFO	PM**
Within Budget							
Physical signing of contracts approved in terms of SODA					S	S	
Amendment to existing contracts below R2 500 000 (excl VAT)					A	R	
Amendment to existing contracts between R2 500 001 to R5 000 000 (excl VAT)				A	R	R	
Amendment to existing contracts above R5 000 001 (excl VAT)	A			R	R	R	
Opening bank accounts					A	R	
Appointment of cheque signatories	A				R	R	
Cash flow management					A	R	
Approval of corporate credit cards				A		R	
Approval of Annual Financial Statements	A		R				
Approval of Risk Management Processes and Internal Controls			A		R	R	
Approval of & changes to the Policies and Procedures	A				R	R	
Approval of Budgets	A			R	R	R	

S - Signs contract

A - Approve

R - Recommend

SAFA Schedule of Delegated Authorities – 15 July 2010



6. General Principles

- 6.1 The SODA:
- Is subject to all statutory and legal limitations and such other lawful limitations, as may be applicable to SAFA from time to time; and
 - Is subject to all limitations, conditions, policies and / or directives that may be developed and implemented by the NEC, or the Management Committee at the behest of the NEC in the exercise of such delegated powers.
- 6.2 The NEC may confirm, ratify, vary or revoke any decision taken by an official as a result of a delegation in terms hereof, subject to any rights that may have become vested as a consequence of the decision.
- 6.3 Officials who exceed their authority levels will be requested to personally account for their actions and such action may result in disciplinary action.
- 6.4 Authority levels applicable to a specific position will also apply to any individual who has been appointed in writing to act in such a position for a specific period.
- 6.5 The delegates must exercise the delegated authority in the interests of and for the benefit of SAFA.
- 6.6 No delegation of authority may be exercised for immoral or unlawful purposes. Non-compliance with the existing policies, procedures and directives of the Association will render null and void any exercise of the delegated authority.
- 6.7 No individual may approve his / her own personal expenditure. In such instances, the authority automatically moves to the next highest level.
- 6.8 Limits refer to the current Rand value and the amount authorised on the date of approval.
- 6.9 Approval of items, whether purchases, services, project budgets, etc must be dealt with as complete or combined issues. There shall be no invoice or project splitting. The sub-division of an issue to try to evade the correct approval levels is prohibited and authorisation levels must not be exceeded. Such an occurrence may result in disciplinary action.



6.10 Price increases, exchange rate fluctuations etc, may impact positively or negatively on the original approval in practice.

- A positive or negative deviation of less than 10% will be acceptable on condition that it does not go beyond the delegate's authorisation limit;
 - An increase of more than 10% to the original approved amount must be referred back to the originator for re-approval;
- and
- Should any amendment increase the amount beyond that which the delegate may approve, the approval must be referred to the next appropriate level.

6.11 Decisions / approvals can only be made at the relevant empowered level. Employees / committees will, however, consider transactions of a financial magnitude higher than their decision-making authority and recommend it for approval to the empowered decision-making level.

6.12 The stipulations contained in the latest formally approved SODA will automatically override those previously applicable from the effective date of the new framework.