

TANZANIA MENTORS ACTION



DELIGATION OF DUTIES POLICY

Revised Version 2023

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1. Our Vision

To have a society that is healthy and capable of contributing fully to the development of individuals, communities, and the nation at large.

2. Our mission

To empower leaders, service providers and citizens across all levels of governance to deliver demand driven quality services by promoting both downward and upward accountability through various methods including mentorship.

3. TMA Core values

Excellence	We are committed to providing services that are distinctive and of high quality.
Innovation	We are innovative in our designs and operations, using technology and modern ways of doing TMA to further satisfy the needs and expectations of the customer.
Integrity	We value responsible character with impeccable levels of integrity for all individual members, office bearers and staff of TMA, in and outside TMA programming.
Commitment	We are fully committed to all our pledges and engagements.
Respect	We accord due regard to the feelings, wishes, and rights of others.
Transparency	We are transparent to our members, staff and stakeholders in all we do.
Accountability	We are guided by the highest possible standards of internal and external accountability to all our stakeholders, and we comply with all statutory requirements.
Equality	We believe that all human beings are equal in dignity and before the law.

Gender Sensitive

We are sensitive to gender needs and understand that equality is not the same as equity.

Diversity

We cherish and respect diversity in terms of culture, religion, political opinion, social origin and style of doing things provided the said diversity does not infringe the law.

4. THE POLICY STATEMENT

This policy sets out the circumstances under which the CEO/HODSS/HOUS/ may delegate its responsibilities.

Delegations of authority are the mechanisms by which Tanzania Mentors Action enables officers of TMA to act on behalf of TMA.

5. PURPOSE

The purpose of the Delegations Policy is to establish a framework for delegating authority within Tanzania Mentors Action in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance.

The policy applies to all members of the Board and the staff and volunteers of Tanzania Mentors Action who have delegated authority to act and sign documents on behalf of Tanzania Mentors Action.

Delegations of authority within Tanzania Mentors Action are intended to achieve four objectives:

1. to ensure the efficiency and effectiveness of the organization's administrative processes.
2. to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities; and
3. to ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the organization; and
4. to ensure internal controls are effective.
5. Delegations are a key element in effective governance and management of Tanzania

Mentors Action and provide formal authority to staff and volunteers to commit the organization and/or incur liabilities for the organization.

The Board of Tanzania Mentors Action is responsible for the management of the organization

Under Tanzania Mentors Action constitution, the Board can delegate any of its functions except:

- (a) the power of delegation and
- (b) any functions reserved to the Board under [the Act].

The Board may check Tanzania Mentors Action constitution delegate its functions to:

- A member or members of the Board; and
- A sub-committee of the Board; and
- The Chief Executive Officer ('the CEO') and through the CEO to members of the staff of the organization.

However, the Board may not delegate its power:

- To adopt the organization's strategic plan; or
- To adopt the organization's business plan; or
- To adopt the organization's annual budget.

The CEO:

- a) is charged with the duty of promoting the interests and furthering the development of Tanzania Mentors Action; and
- b) is responsible for the administrative, financial, and other business of Tanzania Mentors Action; and
- c) exercises a general supervision over the staff and volunteers of Tanzania Mentors Action.

The CEO may seek the approval of the Board to delegate any function, or any power or duty conferred or imposed upon them, subject to this delegation's policy, to any member of the staff of the organization, or any person or persons, or any committee of persons.

Tanzania Mentors Action is committed to the highest standards of integrity, fairness, and ethical conduct, including full compliance with all relevant legal requirements, and in turn

requires that all its Board members, officers including its Chief Executive Officer, managers, employees, volunteers, and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behavior, including compliance with all legal requirements.

There is no circumstance under which it is acceptable for Tanzania Mentors Action or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically while performing or advancing Tanzania Mentors Action business.

6. Delegation

Delegation is the assignment of authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is the process of distributing and entrusting work to another person, and therefore one of the core concepts of management leadership. The process involves managers deciding which work they should do themselves and which work should be delegated to others for completion

6.1. Types of Delegation

- **General or Specific Delegation:** When authority is given to perform general managerial functions like planning, organizing, directing etc., the subordinate managers perform these functions and enjoy the authority required to
- **Formal or Informal Delegation:** Formal delegation of authority is the part of organizational structure. ...
- **Lateral Delegation:** When a person is delegated an authority to accomplish a task, he may need the assistance of a number of persons.
- **Reserved Authority and Delegated Authority:** A delegator may not like to delegate every authority to the subordinates.

7. Delegation Process:

The delegation process in TMA should observe the following.

7.1 Define the task

The task is aligned to a clear objective and outcomes in order to come up with the means to achieving it. Identify the priorities by requirement, deadlines, and possibility of meeting them.

7.2 Select the individual or team

The selection of individual should show demonstrable competence, initiative, and awareness. This is the next crucial step after identifying the requirements of the project.

7.3 Make the deliverables clear

Brief the team on what needs doing, by when, and any dependencies within the project that require different individuals to pool in their skills and collaborate

7.4 Communicate the trust in their ability

Communicate the reasons behind the decision to delegate work, and why you believe that person can, and will deliver.

7.5 Clarify responsibility, accountability, and authority

Label the level of responsibility, authority, and accountability for each person to help delegated coordinate work amongst each other with a prior understanding of which skills to utilize, and who to go to for the next action.

7.6 Establish deadlines and priorities

Once a realistic deadline is established, ability to complete tasks within that time frame is agreed upon.

7.7 Allocate resources required for assistance

Identify the quantity and type of resources required (i.e. hardware, stationery, documents, software, or more people) needed and by how much your budget can accommodate such resources.

7.8 Establish channels for support

Create a channel online for discussions related to the project in-flight. Provide documentation in a central hub for teams to easily retrieve, as well as private and group chats to answer specific questions

7.9 Review work done

Go over the work with individual team members and ask them questions based on how they got on. Deliberate over bottlenecks and the solutions attend to approval requests in time so that if something needs your go-ahead, you can look at the progress made and ensure no one is held up.

7.10 Credit efforts

Praise and recognize work done at appropriate times during and after the project, task or activity is completed.

7.11 Provide Feedback on results

Give constructive feedback to team to let them know what they are getting right and indicate those areas that could have been improved or done differently.

8. DELEGATION PROCEDURES

8.1. RESPONSIBILITIES

The Secretary must maintain records of any delegations to members of the Board and of the terms of reference of any sub-committees of the Board.

The CEO must prepare delegation schedules within the framework of the Delegations Policy for approval by the Board.

8.2. PROCESSES

The overarching delegation's policy applies to Tanzania Mentors Action as a whole, and units within the organization must align their delegations' policies with the central policy.

Delegations are to be exercised within the framework of the Act, regulations, rules, policies, and any external legislative requirements.

Any delegation may be made subject to any conditions and limitations as the Board shall approve.

8.2.1. Delegations to members of the Board

Delegations to members of the Board shall be made by resolution of the Board and recorded in the minutes of the Board.

8.2.2. Delegations to sub-committees of the Board

Delegations to sub-committees of the Board shall be made by resolution of the Board and recorded in the terms of reference of the sub-committee.

8.2.3. Delegations to the Chief Executive Officer

Delegations to the Chief Executive Officer and through the CEO to members of the staff of Tanzania Mentors Action shall be made by resolution of the Board and recorded in the Delegation Schedules approved by the Board.

Delegations are attached to the position occupied, not to the occupant of the position. The responsibilities of a position appear in a duty statement, role statement or statement of responsibility appropriate to the position.

Delegations reflect Tanzania Mentors Action's organizational structure. Levels of authority are hierarchical through relevant lines of responsibility up to and including the CEO. This means that formal authorities held by any delegate are included in those held by that delegate's supervisor or line manager. A delegate who sub-delegates authority remains responsible and accountable for the decision or action.

The CEO may at any time vary or terminate any delegation, subject to confirmation by the Board at its next meeting.

A delegation cannot be exercised where the officer holding the delegation has a conflict of interest or where the delegation will result, either directly or indirectly, in any tangible benefit to the delegate. In such cases a transfer of the function to another appropriate position must be arranged with the CEO.

Permanent changes to delegations, either permissive or restrictive, require a written authority from the CEO. Any major variation to the standard delegations must be approved by the CEO.

Sub-delegation on a temporary basis is appropriate in circumstances where the officer normally responsible is absent for a period of less than two weeks by reason of authorized leave or secondment to other duties. Sub-delegations require a written authority from the individual with the delegated power, or a person in a position to approve the delegated authority.

This policy applies only to formal delegations. All delegations of an informal nature where no commitment or liability is incurred on behalf of Tanzania Mentors Action, are carried out in the normal business of the organization without the requirement for a written authority.

Where an employee is acting in a higher position, that person will hold the delegation level appropriate to the higher position unless otherwise determined by the CEO.

A financial delegation can be exercised only within the approved line-item budget.

A staffing delegation cannot be exercised regarding staff for whom the delegate does not hold line management responsibility.

Separate Delegations Schedules shall be prepared for Financial Delegations and for Human Resources Delegations. The schedule will provide reports by function, by position profile and by administrative area.

Special care must be taken to retain currency of the Delegations Schedules when delegated authorities are redistributed, a position is reclassified, or a business unit is restructured in ways that affect position profiles.

The Board will, on advice from the CEO, approve the Delegations Schedule on an annual basis.

The Delegations Schedule will be accessible to all staff.