*This template has been developed by Pearl Initiative. It is intended to be used for informational purposes only and is not a standard document or template. Organisations are encouraged to adapt the document to meet their specific requirements.*

Insert

Organisation

Logo

[Insert Organisation Name]

Delegation of Authority (DOA)

# Introduction

Delegation of Authority is the assignment of a duty, authority or decision-making responsibility to another individual normally from a manager to his/her subordinates. This may be required to carry out specific activities within the business and reduce bottlenecks associated with too many decisions resting on the shoulders of a specific individual.

## Scope

[Describe who this DOA applies to and when it needs to be used. Depending on the scope, it may be applicable to the entire organisation or a specific department/team/function, only.]

# **Overview of [Organisation Name]**

## Nature of the Organisation

[Insert a brief description of your organisation and the legal structure in place.]

## Geographic Footprint

[Indicate the location(s) the organisation operates in and define the activities that take place at each.]

## Organisation Structure

[Provide a brief overview of how the organisation is structured and include an organisational chart representing the hierarchy of the individuals/stakeholders included in your DOA.]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Action | Project Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| A. Strategy and Planning |
| 1 | Changes to the vision, mission, and values of the organisation |  |  |  |  |  |
| 2 | Long term business strategic plans |  |  |  |  |  |
| 3 | Annual budget preparation |  |  |  |  |  |
| 4 | Partnerships and collaborations |  |  |  |  |  |

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|  | Action | Project Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| B. Governance |
| 1 | Updates to corporate governance structure |  |  |  |  |  |
| 2 | Design and amendments to the organisational structure |  |  |  |  |  |
| 3 | Open/close a branch office within the main country of operation |  |  |  |  |  |
| 4 | Updates to the Delegation of Authority document |  |  |  |  |  |
| 5 | Audited Financial Statements approval |  |  |  |  |  |
| 6 | Operating policies and processes |  |  |  |  |  |

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|  | Action | Project Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| C. Finance |  |
| **C.1 Expenditure Approvals\*** |
| 1 | Budget overrun (by up to [X]% of the budget line item) |  |  |  |  |  |
| 2 | Purchase/service requisitions for expenses up to [AMOUNT] within approved budget |  |  |  |  |  |
| 3 | Purchase/service requisitions for expenses above [AMOUNT] and up to [AMOUNT] within approved budget |  |  |  |  |  |
| 4 | Purchase/service requisitions for expenses above [AMOUNT] |  |  |  |  |  |
| **C.2 Purchase and Service Orders and Contracts\*** |
| 1 | Approval for of purchase/service orders or contracts below [AMOUNT] |  |  |  |  |  |
| 2 | Approval for of purchase/service orders or contracts above [AMOUNT] |  |  |  |  |  |
| 3 | Approval of supplier’s invoices for payments above [AMOUNT] |  |  |  |  |  |
| **\***Note: All purchases above [AMOUNT] require a contract |
| **C.3 Banking relationships and transactions** |
| 1 | Open/close bank account |  |  |  |  |  |
| 2 | Appointment of signing authority for banking transactions |  |  |  |  |  |
| 3 | Borrowings/loans/overdrafts |  |  |  |  |  |
| **C.4 Asset Disposal** |
| 1 | Write-offs/disposal of fixed assets |  |  |  |  |  |
| 2 | Provision and write-off of bad debts |  |  |  |  |  |
| 3 | Impairments/accounting adjustments |  |  |  |  |  |
| **C.5 Travel and Accommodation Expenses** |
| 1 | Authorisation for business travel for all employees |  |  |  |  |  |
| 2 | Authorisation for business travel for the [ED/CEO/GM/etc.] |  |  |  |  |  |
| 3 | Travel expenses for all employees up to [AMOUNT] |  |  |  |  |  |
| 4 | Travel expenses for all employees above [AMOUNT] |  |  |  |  |  |
| 5 | Travel expenses for [ED/CEO/GM/etc.] |  |  |  |  |  |
| **C.6 Others** |
| 1 | Payroll processing |  |  |  |  |  |
| 2 | Employee medical insurance |  |  |  |  |  |
| 3 | New rental contracts |  |  |  |  |  |
| 4 | Renewal of rental contract (less than X% increase) |  |  |  |  |  |
| 5 | Renewal of rental contract (more than Y% increase) |  |  |  |  |  |

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|  | Action | Project Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| D. Legal |  |  |
| 1 | Definition of standard contracts, NDA’s, agreements and other legally binding documents  |  |  |  |  |  |
| 2 | Initiation and settlement of legal actions |  |  |  |  |  |
| 3 | Appointment/termination of external legal advisors  |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- |
|  | Action | Department Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| E. Human Resources |
| 1 | Annual workforce plan (as a part of the annual budget) |  |  |  |  |  |
| 2 | Appointment and termination of the [MD/CEO/GM/etc.] |  |  |  |  |  |
| 3 | Appointment and termination of all staff below the [MD/CEO/GM/etc.] |  |  |  |  |  |
| 4 | Hiring of any staff out of budget |  |  |  |  |  |
| 6 | Changes to employment terms (including promotions or demotions) |  |  |  |  |  |
| 7 | Any salary increments and bonus of [MD/CEO/GM/etc.] |  |  |  |  |  |
| 8 | Any salary increments and bonus of all staff below the [MD/CEO/GM/etc.] |  |  |  |  |  |
| 9 | Performance appraisals for all employees |  |  |  |  |  |
| 10 | Performance appraisal of [MD/CEO/GM/etc.] |  |  |  |  |  |

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|  | Action | Department Manager(s) | Senior Manager(s) | Executive Director/CEO/GM | Executive Committee | Board |
| F. External Communications |
| 1 | External communication and content approval (website, social media, press, etc.) |  |  |  |  |  |
| 2 | Events, workshops, and publications |  |  |  |  |  |

# Annex A. The RACI Model

The RACI model is a relatively straightforward approach that is to be used to identify decision making protocols and authorities associated with various tasks that need to be performed within a business. Leveraging the RACI model when building a DOA will allow businesses to easily define the roles of each individual with regard to the decision-making capacity within the business. The RACI Model defines who is:

* **Responsible:** Researches options and consequences, makes recommendations
* **Approver:** Makes the decision and is ultimately accountable for the result
* **Consulted:** Makes recommendations to the approver
* **Informed:** Receives information of the decision after it is made