ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)

BRANCH MEMBERSHIP, ORGANISATIONAL DEVELOPMENT AND LEADERSHIP ACCOUNTABILITY POLICY

OFFICIAL ORGANISATIONAL POLICY DOCUMENT

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PART A: POLICY FOUNDATION AND MEMBERSHIP GOVERNANCE

1. PREAMBLE

1.1. **ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)** recognises that a strong, credible and sustainable political organisation must be built from the grassroots upwards.

1.2. The strength of the organisation is not measured merely by the existence of national, provincial or regional leadership structures, but by the presence of active, organised, functional and accountable branches throughout the communities in which the organisation seeks to establish itself.

1.3. The organisation therefore adopts the principle that branches are the foundation of organisational legitimacy, leadership development, political participation and institutional growth.

1.4. No leadership structure should exist independently of the membership and branches that give it organisational substance. Leadership must emerge from an identifiable membership base, demonstrate organisational capacity and remain accountable to the structures and members it represents.

1.5. This policy seeks to establish a consistent framework through which AAAIC can recruit, register, organise, develop and retain its membership, strengthen branches, build functional regional and provincial structures, and ensure that all leaders remain accountable to the organisation.

1.6. It further recognises that constitutional provisions permitting appointments to fill vacancies are legitimate mechanisms for maintaining organisational continuity. However, such appointments must not be interpreted as exemptions from membership requirements, branch affiliation, leadership eligibility or accountability obligations.

2. INTRODUCTION

The development of AAAIC requires more than the establishment of leadership positions and the appointment of individuals to organisational offices. It requires a deliberate process of building membership, establishing branches, developing leadership capacity and ensuring that organisational structures function in accordance with the Constitution.

The organisation must guard against the establishment of structures that exist only in name, without active members, regular meetings, community participation or demonstrable organisational activity.

A Regional Executive Committee (REC), Provincial Executive Committee (PEC) or National Executive Committee (NEC) must be supported by functioning structures and an identifiable membership base.

Accordingly:

(a) Every member must be affiliated with a recognised local branch.
(b) Every leader, irrespective of whether elected or appointed, must maintain membership in a local branch.
(c) Leadership positions must be supported by demonstrable organisational participation and capacity.
(d) Regional structures must be developed from functioning branches.
(e) Provincial structures must demonstrate the ability to establish, coordinate and strengthen regional structures.
(f) National leadership must demonstrate the ability to unite, coordinate and advance the organisation across different provinces.
(g) Leadership appointments must never become a mechanism for bypassing the grassroots foundations of the organisation.

This policy establishes the standards against which membership, branch development and leadership performance will be assessed.

3. PURPOSE OF THE POLICY

The purpose of this policy is to:

3.1. Establish uniform standards for membership registration, branch affiliation and participation.

3.2. Ensure that every member belongs to a recognised local branch.

3.3. Provide a framework for establishing, recognising, developing and monitoring branches.

3.4. Strengthen the grassroots foundations of AAAIC.

3.5. Establish transparent criteria for leadership eligibility, nomination, election and appointment.

3.6. Regulate the relationship between branch, regional, provincial and national structures.

3.7. Ensure that appointed leaders remain subject to the same membership and accountability requirements applicable to elected leaders.

3.8. Promote leadership development, succession planning and organisational continuity.

3.9. Prevent the creation of inactive, artificial or unsupported leadership structures.

3.10. Establish mechanisms for monitoring leadership performance, addressing non-performance and resolving organisational disputes.

4. POLICY OBJECTIVES

The objectives of this policy are to:

(a) Build a sustainable membership base across communities and provinces.

(b) Establish functional branches as the primary organisational units.

(c) Promote democratic participation and internal organisational accountability.

(d) Ensure that leadership positions are occupied by individuals with demonstrable organisational commitment.

(e) Develop a pipeline of capable leaders from branch level upwards.

(f) Promote political education and organisational discipline.

(g) Improve coordination between different levels of leadership.

(h) Strengthen transparency, reporting and record-keeping.

(i) Prevent leadership structures from becoming disconnected from ordinary members.

(j) Establish measurable organisational development targets.

5. SCOPE AND APPLICATION

5.1. This policy applies to all members of AAAIC, irrespective of their organisational position.

5.2. It applies to all branches, regional structures, provincial structures and national structures.

5.3. It applies to elected and appointed office-bearers, acting leaders, committee members and individuals assigned responsibilities on behalf of the organisation.

5.4. No individual may claim exemption from the requirements of this policy on the grounds that they were appointed directly into a leadership position.

5.5. Where this policy conflicts with the AAAIC Constitution, the Constitution shall prevail.

5.6. This policy must be interpreted together with the Constitution and any other duly adopted organisational policies.

5.7. Nothing in this policy shall be interpreted as granting any structure or office-bearer powers that are not authorised by the Constitution.

6. LEGISLATIVE AND CONSTITUTIONAL FRAMEWORK

6.1. This policy shall be implemented within the framework of:

(a) The Constitution of the Republic of South Africa, 1996.

(b) Applicable South African legislation governing political parties and political participation.

(c) The Electoral Commission of South Africa's applicable requirements.

(d) The AAAIC Constitution.

(e) Resolutions adopted by duly constituted and authorised organisational structures.

(f) Other organisational policies and procedures.

6.2. The AAAIC Constitution shall remain the supreme internal governing instrument of the organisation.

6.3. Where the Constitution provides for appointments to fill vacancies without following formal internal nomination procedures, such provisions shall be respected.

6.4. However, the exercise of appointment powers must remain consistent with the broader constitutional principles of membership, organisational accountability and leadership eligibility.

6.5. Important constitutional safeguard: The power to appoint an individual to fill a vacancy must not automatically be interpreted as the power to waive the individual's obligation to belong to a local branch or satisfy the applicable substantive requirements for the position.

7. POLICY CONFLICT, INTERPRETATION AND PRECEDENCE

7.1. General Principle

7.1.1. AAAIC recognises that its various policies, regulations, guidelines and other formally adopted organisational instruments are intended to complement one another and collectively advance the organisation's constitutional objectives, institutional development, administrative efficiency and organisational interests.

7.1.2. Accordingly, all organisational policies shall, as far as reasonably possible, be interpreted harmoniously, collectively and in a manner that promotes consistency, institutional coherence and the progressive development of the organisation.

7.1.3. No policy shall ordinarily be interpreted in isolation where its provisions relate to, overlap with or complement provisions contained in another organisational policy.

7.2. Reading of Policies Together

7.2.1. Where two or more AAAIC policies address the same, similar or related subject matter, their provisions shall be read and interpreted together to establish a comprehensive and consistent understanding of the organisation's position on the matter.

7.2.2. The interpretation adopted must, wherever reasonably possible, give effect to the objectives and intentions of all the relevant policies without unnecessarily rendering any provision redundant, ineffective or irrelevant.

7.3. Resolution of Conflicting Policy Provisions

7.3.1. Where a conflict, inconsistency or contradiction arises between two or more formally adopted AAAIC policies addressing the same issue or subject matter, the provisions that are considered the most progressive, constructive, developmental and beneficial to the organisation shall take precedence over the conflicting provisions of the other policy or policies.

7.3.2. In determining which provisions should take precedence, consideration shall be given to:

(a) The extent to which the provision advances the constitutional objectives and principles of AAAIC.
(b) Its contribution to organisational growth, development and institutional strengthening.
(c) Its promotion of fairness, inclusivity, accountability and democratic participation.
(d) Its ability to strengthen organisational structures and improve administrative effectiveness.
(e) Its contribution to resolving the issue in a constructive, practical and sustainable manner.
(f) Its consistency with the long-term interests and strategic direction of the organisation.

7.4. Harmonious Interpretation Before Precedence

7.4.1. The principle of precedence shall only be invoked where a genuine conflict or irreconcilable inconsistency exists between relevant policy provisions.

7.4.2. Before determining that one provision takes precedence over another, the relevant provisions shall first be examined together to establish whether a reasonable interpretation can reconcile them.

7.4.3. The organisation shall avoid unnecessarily declaring policies contradictory where their provisions can reasonably coexist or be applied in a complementary manner.

7.5. Constitutional Supremacy

7.5.1. Notwithstanding the provisions of this section, the Constitution of AAAIC shall remain the supreme internal governing instrument of the organisation.

7.5.2. No policy, regulation, guideline, resolution or administrative directive shall be interpreted or applied in a manner that contradicts, overrides or undermines the Constitution.

7.5.3. Where a conflict arises between any organisational policy and the Constitution, the relevant constitutional provision shall prevail.

7.5.4. Similarly, no interpretation based on the principle of adopting the most progressive or constructive policy provision shall be used to create powers, authorities, exemptions or obligations that are inconsistent with the Constitution.

7.6. Consideration of Specific and General Provisions

7.6.1. Where a conflict arises between a policy containing general provisions and another policy containing more specific provisions addressing the same subject matter, the relevant provisions shall be considered together, taking into account their respective objectives, scope and intended application.

7.6.2. The existence of a specific provision shall not automatically render a general provision inapplicable, particularly where the two provisions can reasonably operate together.

7.6.3. Where they cannot be reconciled, the principles established under Clauses 7.3 and 7.4 shall guide the determination of precedence, subject always to constitutional supremacy.

7.7. Authority to Determine Policy Conflicts

7.7.1. Any dispute concerning the interpretation, application or precedence of competing policy provisions shall be referred to the organisational structure or authority constitutionally empowered to interpret organisational policies and resolve such matters.

7.7.2. Such determination shall:

(a) Identify the policies and provisions giving rise to the conflict.

(b) Consider the objectives and intended application of each relevant provision.

(c) Assess the constitutional implications of the competing provisions.

(d) Apply the principles of harmonious interpretation and progressive organisational development.
(e) Provide a reasoned determination identifying the provision or interpretation that should take precedence.
(f) Communicate the determination to the relevant organisational structures for consistent implementation.

7.8. Continued Application of Non-Conflicting Provisions

7.8.1. Where only certain provisions of a policy conflict with another policy, the remaining provisions of both policies shall continue to apply, provided that they are not affected by the conflict and remain consistent with the Constitution.

7.8.2. A conflict involving one or more provisions shall not automatically invalidate or render an entire policy inoperative.

7.9. Policy Harmonisation and Alignment

7.9.1. Where recurring conflicts or inconsistencies are identified between organisational policies, the competent structure should initiate a policy harmonisation process.

7.9.2. The purpose of such a process shall be to:
(a) Identify overlapping, contradictory or outdated provisions.
(b) Eliminate unnecessary duplication.
(c) Promote consistency across organisational policies.
(d) Align policy provisions with the Constitution.
(e) Incorporate progressive and constructive organisational practices.
(f) Strengthen the overall policy framework of AAAIC.

7.10. Application and Binding Effect

7.10.1. The principles contained in this section shall apply to all existing and subsequently adopted AAAIC policies, regulations, guidelines and other formal organisational instruments, unless a particular matter is expressly governed by a superior constitutional provision.

7.10.2. All members, office-bearers and organisational structures shall be required to observe these principles when interpreting, implementing or applying organisational policies.

7.10.3. The overarching principle is that AAAIC policies must complement one another, be read together and advance the collective interests and progressive development of the organisation. Where genuine conflicts cannot be reconciled, the most progressive and constructive applicable provision shall take precedence, subject always to the supremacy of the Constitution.

8. GUIDING PRINCIPLES

The implementation of this policy shall be guided by the following principles:

8.1. Grassroots organisational development

The branch shall be recognised as the foundation of organisational development and political participation.

8.2. Membership before position

An individual's organisational standing must be rooted in genuine membership and participation, rather than merely occupying a leadership title.

8.3. Accountability at every level

All leaders shall remain accountable for their conduct, decisions, responsibilities and performance.

8.4. Organisational capacity

Leadership positions must be occupied by individuals capable of developing and strengthening the structures under their responsibility.

8.5. Constitutional supremacy

No policy, appointment, resolution or administrative decision may override the Constitution.

8.6. Fairness and consistency

Membership and leadership requirements must be applied consistently, without favouritism, discrimination or arbitrary exemptions.

8.7. Organisational unity

Members and leaders must promote cooperation, discipline and the collective interests of AAAIC.

9. DEFINITIONS AND INTERPRETATION

For purposes of this policy:

Term	Meaning
AAAIC	Arise Afrika Arise Independent Congress.
Member	A person duly admitted to membership in accordance with the Constitution.
Branch	The recognised grassroots organisational structure serving a defined local area.
Branch member	A member affiliated with a recognised local branch.
Branch Executive Committee	The elected or otherwise constitutionally constituted leadership of a branch.
REC	Regional Executive Committee.
PEC	Provincial Executive Committee.
NEC	National Executive Committee.
Office-bearer	A person holding an organisational leadership position.
Appointed leader	A person placed in an organisational position through an authorised appointment process.
Elected leader	A person selected through a constitutionally authorised election process.

Good standing	Membership status in which the member complies with applicable constitutional and organisational requirements.
Active participation	Meaningful involvement in organisational activities, meetings, campaigns and other authorised programmes.
Organisational development	The deliberate process of expanding, strengthening and improving the organisation's membership and structures.
Vacancy	A position that has become unoccupied or requires temporary or permanent replacement.
Recognised branch	A branch formally acknowledged in accordance with the Constitution and applicable organisational procedures.

10. MEMBERSHIP ADMISSION AND REGISTRATION

10.1. General membership requirements

Membership shall be open to persons who meet the requirements stipulated in the AAAIC Constitution and applicable legislation.

No person shall be admitted contrary to the Constitution.

10.2. Membership application

Prospective members shall complete the prescribed membership application process.

The application process should capture:

(a) Full names and surname.
(b) Contact details.
(c) Residential area or community.
(d) Relevant identification and verification information, where required.
(e) Date of application.
(f) Preferred local branch or geographical area.
(g) Member declaration and acceptance of the Constitution and organisational policies.

10.3. Membership verification

The authorised membership administration structure shall verify applications and maintain accurate membership records.

10.4. Branch affiliation

10.4.1. Every member must be affiliated with a recognised local branch based on their geographical area of residence or another arrangement authorised by the Constitution.

10.4.2. Where no recognised branch exists in a particular area, the member may be recorded as awaiting branch affiliation while the organisation facilitates the establishment or recognition of an appropriate branch.

10.4.3. This temporary administrative arrangement shall not be interpreted as permanent exemption from branch membership.

10.5. Membership identification

The organisation may issue membership cards, membership numbers or other approved identification mechanisms to facilitate verification and administration.

10.6. Transfer of membership

A member who relocates or wishes to transfer to another branch must notify the relevant organisational structures and follow the prescribed transfer procedure.

No member should simultaneously exercise voting or leadership rights in multiple branches unless expressly authorised by the Constitution.

11. MEMBERSHIP RIGHTS AND RESPONSIBILITIES

11.1. Membership rights

Subject to the Constitution, members shall have the right to:

(a) Participate in authorised organisational activities.

(b) Attend branch meetings.

(c) Express opinions and contribute to organisational discussions.

(d) Receive relevant organisational communication.

(e) Participate in internal elections and nominations where eligible.

(f) Raise concerns and submit proposals through recognised structures.

(g) Receive fair treatment and due process in disciplinary matters.

(h) Seek clarification concerning organisational decisions affecting their membership.

11.2. Membership responsibilities

Every member shall:

(a) Uphold the Constitution and organisational policies.

(b) Maintain affiliation with a recognised local branch.

(c) Participate actively in organisational activities.

(d) Attend meetings where reasonably possible.

(e) Respect organisational decisions and authorised leadership structures.

(f) Promote the objectives and values of AAAIC.

(g) Protect the reputation and integrity of the organisation.

(h) Refrain from conduct that undermines organisational unity.

(i) Provide accurate membership information.

(j) Respect fellow members and office-bearers.

(k) Contribute towards organisational development within their capacity.

12. ACTIVE PARTICIPATION AND MEMBERSHIP IN GOOD STANDING

12.1. Active participation

12.1.1. In accordance with Sub-Rule 8.1.2 of the AAAIC Constitution, under Membership Responsibilities: *"Active Participation: Members are encouraged to actively participate in party activities, meetings, and campaigns."*

12.1.2. This policy gives practical effect to that principle by encouraging every member to maintain meaningful involvement in the organisation.

12.1.3. Active participation WILL include:

(a) Attending branch meetings.
(b) Participating in community outreach.
(c) Assisting with membership recruitment.
(d) Supporting campaigns and organisational programmes.
(e) Participating in political education.
(f) Contributing to branch planning and development.
(g) Assisting with approved administrative and communication activities.

12.2. Membership in good standing

A member's good standing shall be assessed in accordance with the Constitution and applicable organisational rules.

Relevant considerations may include:

(a) Valid membership registration.
(b) Compliance with constitutional obligations.
(c) Maintenance of branch affiliation.
(d) Compliance with applicable disciplinary decisions.
(e) Respect for organisational procedures.
(f) Fulfilment of any legitimate membership obligations prescribed by the Constitution.

12.3. Non-participation

Temporary inactivity shall not automatically result in the termination of membership.

The organisation should first establish the reasons for inactivity and provide reasonable opportunities for members to re-engage.

Where persistent non-participation affects a member's ability to discharge leadership responsibilities, the matter may be addressed through the leadership performance and accountability procedures in this policy.

13. BRANCH ESTABLISHMENT AND RECOGNITION

13.1. Branches as foundational structures

AAAIC shall prioritise the establishment and strengthening of local branches as the primary instruments of grassroots mobilisation, membership development and community engagement.

13.2. Establishment of branches

A branch may be initiated by members or organisers operating within a particular geographical area.

The establishment process should include:

(a) Identification of the geographical area.
(b) Identification and mobilisation of prospective members.
(c) Verification of membership.
(d) Convening an inaugural meeting.
(e) Selection or election of interim leadership in accordance with the Constitution.
(f) Submission of branch establishment documentation.
(g) Formal recognition by the competent organisational authority.

13.3. Minimum membership requirements

The minimum membership required for branch recognition shall be determined by the Constitution or an authorised organisational resolution.

Where the Constitution does not prescribe a specific number, the competent structure should establish a reasonable threshold without compromising organisational inclusivity.

13.4. Recognition of branches

A branch shall only exercise formal organisational authority once recognised in accordance with the Constitution and approved organisational procedures.

13.5. Prohibition of fictitious branches

No individual may establish or claim the existence of a branch solely to secure a leadership appointment or satisfy an eligibility requirement.

Branch recognition must be supported by verifiable membership, geographical identity and organisational activity.

14. BRANCH MEMBERSHIP AND AFFILIATION

14.1. Every AAAIC member must belong to a local branch.

14.2. This requirement applies equally to ordinary members, elected leaders, appointed leaders, acting leaders and members serving in regional, provincial or national structures.

14.3. Holding a position in a higher organisational structure shall not replace, suspend or extinguish local branch membership.

14.4. An appointed leader shall be required to affiliate with a recognised local branch in the same manner as any other member.

14.5. Where a leader relocates, the leader must arrange a transfer of branch affiliation.

14.6. Leaders must remain connected to their branches and should not treat branch membership as a mere administrative formality.

14.7. The organisation shall maintain records of the branch affiliation of all office-bearers.

14.8. Any leadership appointment or election must be assessed against the individual's membership and branch affiliation status.

15. BRANCH STRUCTURES, COMPOSITION AND RESPONSIBILITIES

A recognised branch should have an organisational structure consistent with the Constitution.

Subject to constitutional provisions, branch responsibilities should include:

(a) Membership recruitment and registration.
(b) Maintaining an updated membership register.
(c) Conducting regular meetings.
(d) Mobilising community support.
(e) Identifying community concerns.
(f) Implementing organisational programmes.
(g) Developing future leaders.
(h) Submitting reports to the relevant regional structure.
(i) Promoting organisational unity and discipline.

Branch office-bearers shall perform their responsibilities in accordance with the Constitution and decisions of authorised structures.

16. BRANCH MEETINGS, PARTICIPATION AND DECISION-MAKING

16.1. Branch meetings shall be conducted at intervals prescribed by the Constitution or organisational directives.

16.2. Meetings should be properly convened, with reasonable notice to members.

16.3. Attendance registers and minutes shall be maintained.

16.4. Decisions shall be made through constitutionally authorised procedures.

16.5. Members must be afforded reasonable opportunities to participate.

16.6. No office-bearer may unilaterally disregard properly adopted decisions of a competent branch structure.

16.7. Minutes must record resolutions, assigned responsibilities and implementation deadlines.

17. BRANCH MEMBERSHIP REGISTERS AND RECORD-KEEPING

Each recognised branch shall maintain an accurate and updated membership register.

The register should contain:

(a) Member identification details as lawfully required.
(b) Membership number.
(c) Contact information.
(d) Date of admission.
(e) Branch affiliation.
(f) Membership status.
(g) Relevant transfer information.

The organisation shall implement appropriate safeguards for personal information in accordance with the Protection of Personal Information Act 4 of 2013 (POPIA).

Membership information shall only be accessed and used for legitimate organisational purposes.

PART B

ORGANISATIONAL DEVELOPMENT AND STRUCTURAL STRENGTHENING

18. BRANCH ORGANISATIONAL DEVELOPMENT

Organisational development shall be a continuous responsibility of every level of leadership.

The objective is not simply to establish branches, but to ensure that branches become active, functional and sustainable structures.

Each branch should develop an annual organisational plan addressing:

(a) Membership recruitment.
(b) Member retention.
(c) Community engagement.
(d) Political education.
(e) Meeting schedules.
(f) Leadership development.
(g) Organisational campaigns.
(h) Reporting and administration.

(i) Resource mobilisation.
(j) Measurable development targets.

Branch performance should be evaluated on the basis of actual organisational activity rather than the number of positions occupied.

19. RECRUITMENT, RETENTION AND EXPANSION OF MEMBERSHIP

19.1. Recruitment

All members and structures should participate in lawful and peaceful membership recruitment initiatives.

19.2. Retention

The organisation should create an environment in which members feel included, informed, respected and able to contribute.

19.3. Community mobilization

Branches should identify local community priorities and develop programmes that demonstrate the organisation's relevance and commitment.

19.4. Membership growth targets

The relevant structures may establish measurable membership growth targets.
Targets should be realistic, verifiable and aligned with available organisational capacity.

19.5. Prevention of artificial membership growth

No member or leader may submit fabricated, duplicated or unverified membership information to inflate branch strength or qualify for leadership positions.

20. LEADERSHIP DEVELOPMENT AND POLITICAL EDUCATION

AAAIC shall promote structured leadership development at all organisational levels.

Leadership development should include:

(a) Constitutional knowledge.
(b) Political education.
(c) Organisational administration.
(d) Meeting management.
(e) Communication and conflict resolution.
(f) Community mobilisation.
(g) Ethical leadership.
(h) Strategic planning.
(i) Membership management.
(j) Accountability and reporting.

The organisation should encourage experienced leaders to mentor emerging leaders.

Leadership development must be treated as an ongoing organisational responsibility rather than an activity undertaken only when vacancies arise.

21. ORGANISATIONAL STRUCTURES AND LEADERSHIP HIERARCHY

The organisation's structures shall operate within the hierarchy and authority established by the Constitution.

For organisational development purposes, the relationship between the structures shall be guided by the following model:

NATIONAL EXECUTIVE COMMITTEE (NEC)
National coordination and strategic leadership
PROVINCIAL EXECUTIVE COMMITTEE (PEC)
Provincial coordination and regional development
REGIONAL EXECUTIVE COMMITTEE (REC)

Regional coordination and branch strengthening

LOCAL BRANCHES

Grassroots membership, participation and mobilisation

ORDINARY MEMBERS

The foundation of the organisation

This model illustrates the organisational development principle that higher structures must be rooted in functioning lower structures. It does not alter the constitutional allocation of authority or create powers beyond those provided by the Constitution.

22. ELIGIBILITY FOR LEADERSHIP POSITIONS

Leadership positions shall be occupied by individuals who satisfy the relevant constitutional requirements and demonstrate the organisational capacity required for the position.

In determining leadership eligibility, the organisation shall consider:

(a) Valid AAAIC membership.
(b) Affiliation with a recognised local branch.
(c) Knowledge of the Constitution.
(d) Commitment to the objectives of AAAIC.
(e) Organisational participation.
(f) Integrity and ethical conduct.
(g) Leadership ability.
(h) Capacity to perform the responsibilities of the position.
(i) Willingness to remain accountable to the relevant structures.
(j) Compliance with applicable constitutional requirements.

22.1. No leadership position without grassroots affiliation

No individual shall be considered organisationally exempt from branch membership merely because they occupy or have been assigned a leadership position.

22.2. Demonstrable organisational contribution

Leadership eligibility should not be determined solely by personal relationships, availability or proximity to senior leaders.

The individual's contribution to the growth and development of AAAIC must be considered.

22.3. Continued eligibility

Eligibility is not a once-off requirement. Leaders must maintain the conditions of eligibility throughout their tenure.

23. NOMINATION, ELECTION AND APPOINTMENT OF LEADERS

23.1. General principle

Leadership selection shall be conducted in accordance with the AAAIC Constitution.

Where the Constitution provides for nomination and election processes, such processes shall be respected.

23.2. Branch-based leadership development

The organisation shall promote a leadership development system through which capable members are identified and developed at branch level before progressing to higher structures.

23.3. Appointment to fill vacancies

Where the Constitution authorises the appointment of individuals to fill vacancies without following formal internal nomination procedures, the authorised appointing structure may exercise that power.

Such appointments shall:

(a) Be made by the constitutionally authorised structure or office-bearer.
(b) Be limited to the powers conferred by the Constitution.
(c) Be made for legitimate organisational reasons.
(d) Be properly recorded.
(e) Identify the position being filled.
(f) Clarify the nature and duration of the appointment, where applicable.
(g) Be communicated to the relevant structures.
(h) Remain subject to the eligibility requirements of the position.

23.4. Appointments do not create exemptions

An appointment to a leadership position shall not:

(a) Automatically confer branch membership.

(b) Exempt the appointee from branch affiliation.

(c) Create an independent membership category.

(d) Remove the appointee's obligation to participate in organisational activities.

(e) Exempt the appointee from accountability.

(f) Confer eligibility for another position where the applicable requirements have not been met.

23.5. Appointment versus organisational qualification

The power to appoint and the qualifications required to occupy a position are two distinct matters.

The existence of an appointment power does not, by itself, establish that every person may be appointed irrespective of the substantive requirements applicable to that position.

This distinction shall be observed in all leadership appointments.

24. BRANCH MEMBERSHIP AS A PREREQUISITE FOR LEADERSHIP

This section is a central safeguard of the policy.

24.1. Universal application

Every individual serving in any AAAIC leadership structure must belong to a recognised local branch.

24.2. No distinction between elected and appointed leaders

The requirement applies equally to:

(a) Elected REC members.

(b) Appointed REC members.

(c) Elected PEC members.
(d) Appointed PEC members.
(e) Elected NEC members.
(f) Appointed NEC members.
(g) Acting office-bearers.
(h) Any other individual holding an organisational leadership position.

24.3. No leadership in the air

No individual or group may establish or occupy an organisational leadership position without a verifiable connection to the grassroots membership of AAAIC.

24.4. Branch affiliation must be genuine

A leader must be a genuine member of the branch and must not use branch affiliation merely as a technical arrangement to satisfy an administrative requirement.

24.5. Verification

Before an appointment or election is confirmed, the competent structure should verify the individual's membership and branch affiliation.

24.6. Failure to maintain affiliation

Where a leader ceases to belong to a recognised branch, the matter must be addressed promptly.

The leader should be afforded an opportunity to regularise their membership or transfer affiliation, subject to the Constitution.

Where the failure affects the person's eligibility, the competent structure must address the matter in accordance with the Constitution and applicable procedures.

25. REGIONAL EXECUTIVE COMMITTEES (REC)

25.1. Purpose

The REC shall coordinate organisational activities within its designated region and support the establishment, development and strengthening of local branches.

25.2. Organisational foundation

An REC must be supported by identifiable local branches and active membership within its geographical jurisdiction.

25.3. Eligibility

An individual shall not be appointed or elected into the REC without belonging to a recognised local branch.

The establishment of a local branch is therefore an essential organisational qualification for regional leadership.

25.4. Responsibilities

The REC shall, within its constitutional mandate:

(a) Coordinate and support local branches.
(b) Assist with branch establishment and recognition.
(c) Monitor branch membership growth.
(d) Promote active participation.
(e) Conduct regional organisational meetings.
(f) Submit reports to the relevant provincial structure.
(g) Identify organisational challenges affecting branches.
(h) Develop emerging leaders.
(i) Coordinate approved regional programmes.
(j) Ensure that branches remain connected to the broader organisation.

25.5. Accountability

Every REC member shall remain accountable to the relevant structures and must demonstrate continued contribution to regional organisational development.

26. PROVINCIAL EXECUTIVE COMMITTEES (PEC)

26.1. Purpose

The PEC shall provide provincial coordination, strategic direction and organisational oversight in accordance with the Constitution.

26.2. Demonstrable provincial capacity

Provincial leadership must demonstrate the capacity to establish, develop and coordinate regional structures within the province.

26.3. Eligibility considerations

In addition to the general leadership requirements, PEC candidates and appointees should demonstrate:

(a) An understanding of provincial organisational development.
(b) The ability to mobilise members across geographical areas.
(c) Capacity to establish and strengthen regional structures.
(d) Ability to coordinate different RECs.
(e) Strategic planning and administrative competence.
(f) Commitment to strengthening local branches.

26.4. Responsibilities

The PEC shall:

(a) Coordinate regional organisational development.
(b) Support the establishment of RECs.
(c) Monitor the performance of regional structures.
(d) Facilitate political education and leadership development.
(e) Promote membership growth across the province.

(f) Resolve organisational challenges within its mandate.
(g) Submit provincial reports to the NEC or relevant national structure.
(h) Develop provincial organisational plans.
(i) Ensure that regional structures remain connected to their branches.

26.5. Accountability

Provincial leaders must demonstrate measurable progress in the development and strengthening of regional structures.

A provincial leadership position should not become a ceremonial title without corresponding organisational responsibility.

27. NATIONAL EXECUTIVE COMMITTEE (NEC)

27.1. Purpose

The NEC shall provide national strategic coordination, leadership and organisational direction in accordance with the Constitution.

27.2. National organisational capacity

National leadership must demonstrate the ability to bring different provinces together, coordinate national priorities and strengthen the organisation as a coherent national political entity.

27.3. Eligibility considerations

In addition to constitutional requirements, national leadership should demonstrate:

(a) National organisational vision.
(b) Ability to coordinate across provincial boundaries.
(c) Capacity to develop and strengthen provincial structures.
(d) Strategic leadership and sound judgement.
(e) Understanding of national political and organisational issues.
(f) Ability to promote unity among provincial structures.
(g) Commitment to the development of grassroots membership.

27.4. Responsibilities

The NEC shall, within its constitutional authority:

(a) Coordinate national organisational development.

(b) Provide strategic direction.

(c) Promote consistency in organisational administration.

(d) Support provincial development.

(e) Monitor national membership growth.

(f) Facilitate leadership development.

(g) Promote constitutional compliance.

(h) Address national organisational challenges.

(i) Establish national development priorities.

(j) Ensure that the organisation remains connected to its grassroots foundations.

27.5. National accountability

The NEC must demonstrate that national leadership is producing measurable organisational growth and strengthening the structures upon which AAAIC depends.

PART C

LEADERSHIP ACCOUNTABILITY, PERFORMANCE AND DISCIPLINE

28. LEADERSHIP DUTIES AND ACCOUNTABILITY

Every office-bearer has a duty to serve the organisation and its members.
Leadership shall not be treated as a personal entitlement, reward or permanent privilege.

All leaders must:

28.1. Uphold the Constitution.

28.2. Promote the objectives of AAAIC.

28.3. Maintain branch membership.

28.4. Attend meetings and perform assigned responsibilities.

28.5. Promote organisational unity.

28.6. Communicate relevant decisions to the structures under their responsibility.

28.7. Submit reports when required.

28.8. Avoid abusing organisational authority.

28.9. Manage organisational resources responsibly.

28.10. Support membership recruitment and branch development.

28.11. Remain accessible to members and relevant structures.

28.12. Accept legitimate scrutiny and accountability.

29. PERFORMANCE MONITORING AND EVALUATION

Leadership performance shall be assessed against responsibilities and organisational objectives.

The assessment may consider:

Performance area	Assessment criteria
Membership development	Recruitment, retention and verification
Branch development	Establishment and strengthening of branches
Participation	Attendance and involvement in organisational activities
Administration	Accurate records and proper documentation
Reporting	Timely and substantive reports
Leadership	Ability to coordinate and motivate members
Accountability	Compliance with organisational responsibilities
Community engagement	Demonstrable grassroots involvement
Strategic implementation	Progress against approved plans

Performance assessments should be fair, evidence-based and consistent with the Constitution.

30. REPORTING OBLIGATIONS OF OFFICE-BEARERS

All leadership structures shall maintain appropriate reporting systems.

Reports should include:

(a) Membership statistics.

(b) Branch establishment and development.

(c) Meetings conducted.

(d) Attendance and participation.
(e) Campaigns and community activities.
(f) Organisational challenges.
(g) Financial or resource matters, where applicable.
(h) Recommendations and proposed interventions.

A leader's failure to submit reports repeatedly, without reasonable explanation, may constitute an organisational performance concern.

31. ETHICAL CONDUCT, DISCIPLINE AND CONFLICT OF INTEREST

All leaders and members shall act in the best interests of AAAIC.

The following conduct shall be regarded as inconsistent with organisational standards:

(a) Abuse of leadership authority.
(b) Misrepresentation of organisational structures.
(c) Falsification of membership registers.
(d) Misuse of organisational resources.
(e) Deliberate obstruction of branch development.
(f) Intimidation or victimisation of members.
(g) Unauthorised representation of the organisation.
(h) Persistent refusal to comply with legitimate organisational decisions.
(i) Conduct that undermines organisational integrity.
(j) Undisclosed conflicts of interest.

Any allegation of misconduct must be addressed through the disciplinary procedures prescribed by the Constitution and applicable organisational rules.

32. VACANCIES, ACTING APPOINTMENTS AND SUCCESSION

32.1. Vacancies

Vacancies shall be dealt with in accordance with the Constitution.

32.2. Appointment powers

Where the Constitution permits appointments to fill vacancies, the authorised structure may exercise that power without conducting formal internal nominations.

32.3. Eligibility remains applicable

An appointment shall not be used to circumvent the branch membership requirement or other substantive eligibility requirements.

32.4. Acting appointments

Acting appointments shall be made by the authorised structure and must comply with constitutional requirements.

32.5. Succession planning

The organisation shall encourage succession planning at every level to ensure leadership continuity and the development of capable future leaders.

32.6. Appointment records

All appointments should be documented, including:

(a) The vacancy being filled.
(b) The authority responsible for the appointment.
(c) The constitutional basis.
(d) The appointee's eligibility verification.
(e) The date of appointment.
(f) The duration or conditions of appointment, where applicable.

33. FAILURE TO PARTICIPATE AND LEADERSHIP NON-PERFORMANCE

A leader who persistently fails to perform their responsibilities may be subjected to a performance review.

Examples include:

(a) Repeated failure to attend meetings without reasonable explanation.

(b) Failure to maintain branch affiliation.

(c) Failure to submit required reports.

(d) Neglect of assigned organisational responsibilities.

(e) Failure to contribute to branch or regional development.

(f) Inability or unwillingness to perform the functions of the position.

Before corrective or disciplinary action is taken, the individual should ordinarily receive written notice of the concerns and a reasonable opportunity to respond.

Where the Constitution prescribes a different procedure, the constitutional procedure shall prevail.

34. DISCIPLINARY PROCEDURES AND CORRECTIVE MEASURES

The organisation shall apply fair and procedurally appropriate disciplinary measures.

Depending on the nature and seriousness of the matter, corrective action may include:

(a) Informal guidance.

(b) Formal counselling.

(c) Written instruction to remedy non-compliance.

(d) Performance improvement plan.

(e) Formal disciplinary proceedings.

(f) Suspension or removal where constitutionally authorised.

No leader shall be removed, suspended or deprived of membership rights merely through an informal decision that bypasses applicable constitutional procedures.

35. DISPUTE RESOLUTION AND APPEALS

Organisational disputes should first be addressed through appropriate internal channels.

The process should promote:

(a) Dialogue.
(b) Mediation where appropriate.
(c) Written submissions.
(d) Fair consideration of all parties.
(e) Reasoned decisions.
(f) Appeals where permitted by the Constitution.

Members must not be victimised for raising legitimate organisational concerns.

36. ORGANISATIONAL COMMUNICATION AND COORDINATION

All structures shall promote effective communication.

National directives should be communicated through the appropriate structures, while branches should have appropriate channels through which to raise concerns and submit recommendations.

Communication must be accurate, respectful and consistent with authorised organisational positions.

37. MONITORING, COMPLIANCE AND ENFORCEMENT

The organisation shall establish appropriate mechanisms for monitoring implementation of this policy.

The competent structures may conduct:
(a) Branch verification exercises.
(b) Membership register audits.
(c) Leadership eligibility assessments.
(d) Performance reviews.
(e) Organisational development assessments.
(f) Compliance inspections.

Any findings must be documented and communicated to the relevant structures.
Corrective action must be undertaken in accordance with the Constitution.

38. TRANSITIONAL ARRANGEMENTS, INTERIM APPOINTMENTS AND ORGANISATIONAL CONTINUITY

38.1. Purpose of Transitional Arrangements

AAAIC recognises that the establishment, expansion and strengthening of its organisational structures may require transitional arrangements to ensure uninterrupted organisational administration, leadership coordination and operational continuity.

The absence of fully constituted or democratically elected structures must not result in an organisational vacuum, administrative paralysis or the inability of the organisation to discharge its responsibilities.

Accordingly, temporary appointments may be utilised, where constitutionally authorised, as an interim measure to facilitate organisational continuity while the necessary processes for establishing fully functional and democratically constituted structures are being undertaken.

38.2. Temporary Appointments to Prevent Organisational Vacuums

Where a branch, regional, provincial or national structure has not yet been fully constituted, or where a vacancy arises that requires immediate attention, the constitutionally authorised structure or appointing authority may make temporary appointments in accordance with the AAAIC Constitution.

Such appointments shall serve the legitimate purpose of maintaining organisational functionality, coordinating activities, facilitating membership recruitment and preparing the relevant structure for its proper constitutional constitution.

The organisation shall not allow the absence of elected leadership to create an indefinite leadership vacuum where the Constitution provides lawful mechanisms for temporary appointments.

38.3. Interim Nature of Temporary Appointments

Temporary appointments made under transitional arrangements shall be understood as interim measures intended to facilitate organisational continuity and not as substitutes for the constitutionally prescribed democratic processes through which permanent leadership must be constituted.

Such appointments shall not, merely by virtue of their existence, confer permanent leadership status, automatic entitlement to election or an indefinite right to remain in office.

38.4. Democratic Constitution of Branch Leadership

The ultimate objective of transitional arrangements at branch level shall be to facilitate the establishment of fully functional branches whose leadership is constituted through the democratic processes prescribed by the AAAIC Constitution.

Accordingly:

(a) Temporary branch leadership shall facilitate membership mobilisation and the establishment of a properly verified membership register.
(b) Members shall be encouraged to participate in branch activities and organisational development.
(c) The necessary preparations shall be undertaken to convene branch meetings and constitutional elections when the applicable requirements have been satisfied.
(d) Permanent branch leadership shall be elected through the constitutionally prescribed democratic processes.
(e) Temporary appointments shall not be used to circumvent, frustrate or indefinitely postpone the democratic election of branch leadership.

38.5. Duration and Review of Temporary Appointments

Temporary appointments shall remain subject to the conditions, duration and limitations prescribed by the Constitution or determined by the competent appointing authority within its constitutional powers.

The relevant appointing authority shall periodically review such appointments to assess whether the circumstances necessitating them still exist and whether the relevant structure is ready to proceed with its democratic constitution.

Where the Constitution does not prescribe a specific duration, the appointing authority should establish a reasonable interim period and communicate the intended steps towards regularising the structure.

An interim appointment should not become permanent merely because no election has been organised.

38.6. Responsibilities of Interim Leaders

Individuals serving through temporary appointments shall be expected to:

(a) Maintain organisational administration and continuity.
(b) Mobilise and recruit members within the relevant geographical area.
(c) Facilitate the establishment and recognition of branches.
(d) Maintain accurate membership records.
(e) Convene and coordinate organisational meetings within their authorised mandate.
(f) Prepare the relevant structures for constitutional and democratic elections.
(g) Promote participation and organisational unity.
(h) Submit reports to the appointing or supervising structure.
(i) Refrain from exercising powers beyond those conferred by the Constitution or the terms of their appointment.

38.7. Branch Membership and Eligibility Requirements

Temporary appointments shall not exempt any appointee from the membership and branch affiliation requirements established by this policy.

Every temporarily appointed leader must belong to a recognised local branch, subject to the transitional arrangements applicable where a branch is still being established.

Where an individual is appointed to facilitate the establishment of a branch in an area where no recognised branch exists, the appointment must be treated as an exceptional interim organisational arrangement, where constitutionally permissible. The individual must actively facilitate the creation and recognition of the branch and must regularise their own branch affiliation as soon as reasonably possible.

Such an arrangement shall not create a permanent exemption from branch membership or the eligibility requirements applicable to the substantive leadership position.

38.8. Temporary Appointments at Regional, Provincial and National Levels

The same principles of organisational continuity shall apply to regional, provincial and national structures.

Where a structure is not yet fully constituted, or where vacancies arise, temporary appointments may be made in accordance with the Constitution to ensure that organisational responsibilities continue to be discharged.

However, such appointments must be directed towards strengthening the organisational foundation of the relevant structure, including the establishment and development of branches and subordinate structures.

Temporary appointments at higher levels shall not be interpreted as removing the obligation to develop and support the grassroots structures upon which the organisation depends.

38.9. Transition from Interim to Democratically Constituted Structures

The relevant supervising structure shall oversee the transition from temporary appointments to fully constituted leadership structures.

This process should include:

(a) Verification and consolidation of membership records.
(b) Assessment of branch readiness.
(c) Confirmation that applicable constitutional requirements have been satisfied.
(d) Communication of the proposed election process to eligible members.
(e) Convening of meetings in accordance with the Constitution.
(f) Conducting elections through the prescribed democratic procedures.
(g) Proper recording and communication of the outcomes.

Upon the proper constitution of a permanent structure, the status and responsibilities of interim appointees shall be addressed in accordance with the Constitution and the terms of their appointments.

Temporary office-bearers shall not automatically acquire permanent positions by virtue of having served during the transitional period.

38.10. Protection of Organisational Continuity

Nothing in this section shall be interpreted as preventing the competent constitutional authority from making lawful appointments to fill vacancies or establish interim leadership arrangements where necessary.

Equally, nothing in this section shall be interpreted as permitting temporary appointments to undermine the constitutional rights of members to participate in the democratic election of their leaders.

The organisation shall therefore maintain a balance between the immediate necessity of having functional leadership and the long-term objective of establishing legitimate, democratically constituted and accountable structures.

38.11. Transitional Compliance and Implementation

Existing temporary appointees and interim structures shall be assessed against the requirements of this policy.

The competent structures shall identify:

(a) Existing temporary appointments.
(b) The constitutional authority under which each appointment was made.
(c) The responsibilities and limitations of each appointment.
(d) The membership and branch affiliation status of appointees.
(e) The developmental work required to establish permanent structures.
(f) The steps necessary to facilitate democratic elections.

Such an assessment shall be undertaken without unnecessarily disrupting existing organisational operations or creating leadership vacuums.

38.12. Overarching Transitional Principle

The guiding principle of these transitional arrangements shall be that **AAAIC must never sacrifice organisational continuity in the pursuit of democratic consolidation, nor sacrifice democratic consolidation in the pursuit of organisational continuity.**

Temporary appointments are necessary and legitimate mechanisms for maintaining functionality where constitutionally authorised; however, they must ultimately serve the broader objective of building strong branches, empowering members and establishing leadership through constitutional and democratic processes.

The objective is not merely to fill positions, but to build structures, develop members and create the conditions for legitimate and sustainable leadership.

39. POLICY REVIEW AND AMENDMENT

This policy shall be reviewed every two years or when necessary.

Amendments may be proposed by competent organisational structures and shall be considered and approved through the applicable constitutional procedures.

No amendment shall be valid if it contradicts the AAAIC Constitution.

40. ADOPTION AND IMPLEMENTATION

This policy shall become operational upon approval by the competent constitutional authority.

Following adoption:

(a) All members, leaders and representatives of AAAIC must access this policy on the official website of the party in order to acclimatize themselves with the contents thereof
(b) All organisational structures shall be informed of its provisions.
(c) Branches shall be assisted with implementation.
(d) Membership registers shall be reviewed and updated.
(e) Leadership branch affiliations shall be verified.
(f) Organisational development plans shall be introduced.
(g) Reporting and accountability mechanisms shall be implemented.
(h) Compliance shall be monitored by the appropriate structures.

41. CONCLUSION

The future strength of AAAIC depends on its ability to build a disciplined, organised, inclusive and accountable political organisation.

The organisation must never lose sight of the fact that its strength originates from its members and the branches through which those members participate.
Leadership must therefore be understood as a responsibility to organise, develop, represent and serve.

A national title cannot replace provincial organisational capacity. A provincial title cannot replace regional development. A regional title cannot replace the establishment and strengthening of local branches. Equally, an appointment cannot replace membership or exempt an individual from the responsibilities applicable to every member.

AAAIC must build structures that are legitimate, functional and rooted in the communities they represent.

The guiding organisational principle of this policy is therefore:

No branch without members, no leadership without grassroots affiliation, no structure without organisational substance, and no position without accountability.

PART D: ANNEXURES AND IMPLEMENTATION TOOLS

42. ANNEXURES AND IMPLEMENTATION TEMPLATES

The following administrative tools should be adopted to support consistent implementation of this policy.

ANNEXURE A: BRANCH ESTABLISHMENT CHECKLIST

Requirement	Verification
Geographical area identified	Yes / No
Founding members identified	Yes / No
Membership applications completed	Yes / No
Membership register established	Yes / No
Inaugural meeting conducted	Yes / No
Interim leadership identified	Yes / No
Meeting minutes submitted	Yes / No
Branch recognition requested	Yes / No
Recognition approved	Yes / No

ANNEXURE B

LEADERSHIP ELIGIBILITY VERIFICATION

Before confirming any leadership appointment or election, the competent structure should verify the following:

Eligibility requirement	Yes / No
Valid AAAIC membership	
Recognised local branch affiliation	
Membership in good standing	
Knowledge of the Constitution	
Relevant organisational experience	
Demonstrable leadership capacity	
Ability to fulfil the position's responsibilities	
Compliance with position-specific requirements	

Important: Appointment authority and leadership eligibility must be assessed separately.

ANNEXURE C

LEADERSHIP PERFORMANCE ASSESSMENT

Leaders may be evaluated using the following framework:

Performance indicator	Suggested weighting
Membership and branch development	**25%**
Organisational participation	**20%**
Administrative and reporting responsibilities	**15%**
Leadership and coordination	**15%**
Community mobilisation	**15%**
Ethical conduct and accountability	**10%**
Total	**100%**

These weightings are proposed administrative guidelines and must be approved before being used for formal performance decisions. They do not replace constitutional disciplinary procedures.

ANNEXURE D

ORGANISATIONAL REPORTING TEMPLATE

Each branch and higher structure should submit periodic reports containing:

1. Name of structure.
2. Geographical area covered.
3. Number of registered members.
4. Number of active members.
5. Number of meetings conducted