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IEC-Registered Political Party
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ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC) POLICY ON CONSEQUENCE MANAGEMENT FOR ELECTORAL AND PUBLIC OFFICE PERFORMANCE

Version 1.0 | Adopted: 05th February 2025

1. INTRODUCTION

1.1. **ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)** is a newly registered political party with the Independent Electoral Commission (IEC), founded on the principles of accountability, ethical leadership, servant leadership, and a pro-people developmental agenda.

1.2. In pursuit of its mission to contest and win Local Government Elections (LGE) and National and Provincial Elections (NPE), the party must hold its members, deployees, and leaders accountable to the highest standards of measurable performance and transformational public service.

1.3. This Consequence Management Policy establishes rigorous and decisive mechanisms for addressing poor electoral performance, substandard

governance by deployees, and acts of gross incompetence, neglect, or betrayal of party values.

1.4. It emphasizes the urgency to prevent political decay by removing chronic underperformers and promoting competent, ethical, and results-driven leadership.

2. PURPOSE AND OBJECTIVES

The purpose of this policy is to:

2.1. Instil a culture of performance excellence, results-based accountability, and ethical leadership;

2.2. Set definitive and quantifiable performance standards, particularly for elections and governance;

2.3. Provide transparent procedures for corrective action and disciplinary consequences against individuals who underperform, misrepresent the party, or cause strategic regression;

2.4. Preserve AAAIC's public image, credibility, and electoral capital by ensuring that only fit-for-purpose leaders and candidates are promoted and retained;

2.5. Reinforce that political office is not a refuge for incompetence but a sacred responsibility to deliver to the people.

3. SCOPE OF APPLICATION

This policy applies to:

3.1. All elected officials, public representatives, and candidates contesting elections under the AAAIC banner;

3.2. All party deployees and appointees in public service at municipal, provincial, or national government levels;

3.3. All office bearers and functionaries performing strategic, administrative, or operational roles at all levels of the party.

4. FOUNDING PRINCIPLES FOR CONSEQUENCE MANAGEMENT

4.1. **Accountability and Answerability** – Members must account for mandates given and decisions taken in both electoral and public office contexts.

4.2. **Performance is the Minimum, Not the Maximum** – All leaders are expected to consistently exceed basic benchmarks, not merely meet them.

4.3. **Elective Office is Earned, Not Owed** – No member has a permanent entitlement to a leadership position; performance determines continuity.

4.4. **Decisiveness and Speed** – Consequence management must be swift, firm, and without hesitation where failure is evident.

4.5. **Opportunity Cost Principle** – Retaining poor performers blocks high-potential individuals from advancing; the party must prioritise outcomes over sentiment.

5. PERFORMANCE STANDARDS AND CRITERIA

5.1. Electoral Performance Standards

Electoral candidates, campaigners, and organisers will be assessed against:

5.1.1. Measurable voter support (as evidenced by signed pledges, canvassing data, and ward engagement);

5.1.2. Demonstrable impact in community mobilisation (rallies held, issues raised, grievances attended);

5.1.3. Comparative election results (vote share relative to previous elections, party benchmarks, and competitor gains);

5.1.4. Leadership conduct and campaign discipline throughout the election period;

5.1.5. Post-election analysis and the ability to produce an honest self-assessment and lessons-learned report.

5.2. Public Office Performance Standards

Deployees and officials in government positions must:

5.2.1. Deliver on signed performance compacts agreed upon with the party deployment committee;

5.2.2. Maintain audit compliance, budget adherence, and service delivery mandates per their office's legal obligations;

5.2.3. Demonstrate integrity, ethical conduct, and avoidance of corruption, nepotism, or maladministration;

5.2.4. Receive favourable evaluations from beneficiary communities, internal audits, and external parliamentary or council oversight bodies;

5.2.5. Participate in regular capacity-building and governance workshops arranged by the party.

6. CONSEQUENCES FOR ELECTORAL UNDERPERFORMANCE

6.1. Electoral outcomes are non-negotiable indicators of performance. They reflect public trust, ground support, and campaign effectiveness. Where a leader fails to deliver the expected result:

6.1.1. The individual will be immediately disqualified from occupying or contesting future party candidacy or leadership roles in the next electoral cycle;

6.1.2. The individual shall be required to step aside to make space for more promising leadership in the interest of party renewal;

6.1.3. Electoral performance improvement plans (PIPs) shall **not** be permitted in such cases as elections are conclusive. Failure to deliver shall warrant immediate consequence, not prolonged probation.

6.2. In cases of gross negligence, sabotage, or breach of campaign discipline:

6.2.1. The matter shall be referred to the National Disciplinary Committee for expulsion, suspension, or further action;

6.2.2. Party losses attributable to such conduct shall be documented and reported to the National Executive Committee (NEC).

7. CONSEQUENCES FOR GOVERNANCE AND PUBLIC OFFICE UNDERPERFORMANCE

7.1. Deployees who do not meet minimum delivery standards will face the following escalation:

7.1.1. **First Tier:** Formal written warning and placement on a time-bound Performance Improvement Plan (PIP) for three months, with weekly progress check-ins;

7.1.2. **Second Tier:** If no measurable improvement occurs, the individual shall be recalled from office and removed from any future deployment list;

7.1.3. **Third Tier:** Gross incompetence or neglect shall trigger disciplinary referral, including potential removal of party membership or political rights.

7.2. In cases of ethical misconduct or corruption:

7.2.1. The member shall be suspended with immediate effect pending investigation;

7.2.2. Findings shall be submitted to both the disciplinary committee and law enforcement, where applicable.

7.3. PIPs shall not be recycled or extended repeatedly. Their purpose is to correct isolated failure, not to accommodate serial underperformers.

8. ROLES OF PARTY STRUCTURES

8.1. **National Electoral Committee (NEC):**

8.1.1. Sets electoral benchmarks and evaluates pre- and post-election outcomes;

8.1.2. Makes recommendations for disqualification or reappointment.

8.2. **Performance and Ethics Oversight Committee (PEOC):**

8.2.1. Reviews quarterly reports of deployees and makes recommendations for retention, recall, or mentorship;

8.2.2. Monitors PIP implementation and compliance.

8.3. **National Disciplinary Committee (DC):**

8.3.1. Acts on referrals of gross or repeated non-performance;

8.3.2. Ensures sanctions are enforced according to due process.

8.4. **Deployment and Vetting Committee:**

8.4.1. Screens prospective candidates and deployees for capacity, readiness, and ethical fit;

8.4.2. Recommends successors when poor performers are removed.

9. APPEALS, REINSTATEMENT, AND REVIEW

9.1. A member may lodge a formal appeal within 14 days of a sanction, supported by credible documentation or rebuttal.

9.2. Appeals shall be heard by an independent Party Appeals Tribunal, whose decision shall be final.

9.3. No reinstatement shall be granted without comprehensive assessment and endorsement from the relevant oversight committees.

10. RELATIONSHIP WITH OTHER POLICIES

This policy must be implemented in alignment with:

10.1. The AAAIC Constitution and Code of Conduct;
10.2. Deployment and Vetting Policy;
10.3. Ethics, Discipline, and Leadership Integrity Charter;
10.4. Electoral Strategy Manual;
10.5. Public Office Performance Framework.

11. ENFORCEMENT, INDUCTION AND EDUCATION

11.1. This policy shall be enforceable from the date of adoption.

11.2. All members shall receive formal induction on this policy, including case simulations and performance management workshops.

11.3. Refresher sessions shall be conducted annually or before each electoral cycle.

11.4. A public summary of the policy shall be published to assure voters of the party's commitment to credible governance.

12. Access to Policy, Assumed Knowledge and Trigger Events for Disciplinary Consequence

12.1. Public and Member Access to Policy

12.1.1. This Policy shall be accessible to all members and office bearers of the Party via the official **ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)** website.

12.1.2. A digital version shall be uploaded and maintained under the "Governance and Compliance" section. Hard copies may also be availed at Constituency and Regional offices upon request.

12.2. Assumed Knowledge

12.2.1. By virtue of their membership, position or candidacy within the Party, every individual shall be deemed to have read, understood, and accepted this Policy and its binding effect.

12.2.2. Lack of knowledge or failure to consult the published policy shall not constitute a defence against enforcement or disciplinary action.

12.2.3. Training and workshops may be conducted to ensure clarity and compliance, but the onus rests on the individual to stay informed.

12.3. Failure to Convene Prescribed Meetings

12.3.1. Persistent failure by Branch Executive Committees (BECs), Regional Executive Committees (RECs), and Provincial Executive Committees (PECs) to convene scheduled or constitutionally mandated meetings shall be deemed a serious violation of party discipline and governance norms.

12.3.2. The following shall serve as aggravating factors:

12.3.2.1. Absence of valid minutes or resolutions from BEC/REC/PEC meetings for more than **three (3)** consecutive months without just cause;

12.3.2.2. Failure to submit scheduled reports to higher structures;

12.3.2.3. Evident deterioration in branch cohesion, morale, or political engagement attributable to such failures.

12.4. Failure to Grow the Party

12.4.1. Office bearers, coordinators, and committee members at all levels who fail to demonstrate tangible efforts or progress in growing the Party's support base, increasing membership, and expanding outreach in line with strategic objectives may be subjected to review and consequence management.

12.4.2. Indicators of underperformance may include but are not limited to:

12.4.2.1. No measurable increase in membership in assigned areas within six (6) months;

12.4.2.2. Failure to establish or support functioning branches;

12.4.2.3. Repeated loss of support in ward or local structures;

12.4.2.4. Inability to execute mobilisation campaigns, political education drives, or electoral preparation programs.

12.5. **Triggering of Performance Improvement Plan (PIP) or Disciplinary Action**

Any of the failures listed in clauses 12.3. and 12.4. may trigger an automatic referral for performance review. The following steps may ensue:

12.5.1. Issuance of a **Notice of Concern**;

12.5.2. Placement under a **Performance Improvement Plan (PIP)**, with set timelines, milestones and deliverables;

12.5.3. Recommendation for **relief of duty**, recall, or expulsion if improvement is not demonstrated or where the harm to the Party outweighs the benefit of continued tenure.

13. Collective Accountability

13.1. Entire committees may be subjected to consequence management if it is proven that they collectively neglected their constitutional obligations, with no record of dissenting voices or efforts to remedy the default.

13.2. The National Executive Committee (NEC) may exercise its discretion to dissolve, suspend or reconstitute such structures in accordance with the Party Constitution.

14. Conflict Between Policies

This policy shall be applied in harmony with all other policies, rules, procedures, frameworks, and guidelines of the organisation. In instances where provisions of this policy appear to be in conflict, contradiction, or overlap with another existing policy or policy framework that addresses the same subject matter or area of operation, the following principles shall apply:

14.1. Primacy of Purpose and Desired Outcomes

Where such inconsistency arises, the policy or provision that most effectively advances, protects, and promotes the *intended outcomes*, *strategic objectives*, and *vision* of the organisation shall take precedence and shall be applied as the authoritative instrument.

14.2. Contextual and Holistic Interpretation

All policies must be read holistically and contextually. This policy shall not be interpreted or enforced in isolation. Instead, it shall be interpreted and implemented in conjunction with all other applicable policies, guidelines, and statutory or regulatory frameworks that deal with similar or related matters, so as to ensure consistency, integrity, and synergy across the organisation’s operational and governance structures.

14.3. Resolution of Ambiguities

Where ambiguities or conflicts persist after applying the above principles, the matter shall be referred to the relevant decision-making body or policy oversight committee within the organisation for clarification or adjudication. Their decision shall be final and binding, subject to any internal appeals or review mechanisms.

14.4. **Supremacy of Strategic Alignment**

In ensuring continuity, efficiency, and the achievement of the organisation's broader strategic goals, preference shall be given to the policy that is more aligned with the current strategic plan, operational priorities, and the prevailing legal or constitutional mandate of the organisation.

14.5. **Duty to Review**

In the event of repeated or material conflict between policies, the affected policies shall be reviewed and, where necessary, amended to eliminate inconsistencies, duplication, or contradictions in the interest of sound governance and policy coherence.

15. POLICY REVIEW

15.1. This policy shall be reviewed every 2 years or as deemed necessary by the National Executive Committee (NEC).

15.2. Amendments must be approved by the National General Council or a Special National Conference.

Signed at JOHANNESBURG on this 5th day of FEBRUARY, 2025.

_____ President / Party Leader
(BEN MOTHUPI) Authorized Signatory
ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)

_____ Secretary-General
(LEDILE TSHWANE) Authorized Signatory
ARISE AFRIKA ARISE INDEPENDENT CONGRESS (AAAIC)

Chairperson – Performance and Ethics Oversight Committee

Appendices:

- Appendix A: Electoral Assessment Scorecard
- Appendix B: PIP Framework and Template
- Appendix C: Performance Appeals Submission Form
- Appendix D: Community Feedback Evaluation Form
- Appendix E: List of Automatic Disqualifiers (e.g. poor audit, failed election threshold, dereliction of duty)

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