

Effective as from 1 January 2018

OPERATING GUIDELINES POLICY

1. AREA OF REGULATION

These guidelines regulate:

- 1.1 The internal management structures of the Legal Assistance Centre (the Centre);
- 1.2 The relationship between the employees of the Trust and the Board of Trustees.

2. STRUCTURE OF THE CENTRE

The Centre shall have the following structures;

- 2.1 The Board of Trustees;
- 2.2 The Director;
- 2.3 The Manager;
- 2.4 Coordinating Committee (CC);
- 2.5 Units and Projects;
- 2.6 Any other structure as may be created and/or established by the CC for specific purposes from time to time.

3. THE TRUSTEES

The Trustees are appointed in terms of the LAT Deed of Trust. They are responsible for the overall financial control and policy direction of the organization.

4. THE DIRECTOR

The Director is appointed by the Trustees in consultation with the CC members.



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It may be used for reference purposes only.

- 4.1 He/she shall be responsible for the overall management of the Centre, including the monitoring of all projects and activities;
- 4.2 He/she shall be responsible for the appointment or dismissal of staff;
- 4.3 He/she shall be responsible for fund-raising and public relations;
- 4.4 He/she shall be a member of the CC;
- 4.5 He/she shall be a trustee and shall exercise powers as such.
- 4.6 In the absence of a Manager, he/she shall be responsible for the duties of the Manager.

5. MANAGER

The Manager shall be appointed by the Director in consultation with the Board of Trustees and members of the CC. The Manager shall have the following powers.

- 5.1 He/she shall be responsible for managing the day-to-day administration and financial affairs of the Centre;
- 5.2 He/she shall be responsible for all personnel issues, including discipline and grievance handling;
- 5.3 He/she shall regularly consult all departmental co-ordinators and representatives regarding the administrative needs of departments;
- 5.4 He/she shall be a member of the CC

1. COORDINATING COMMITTEE (CC)

- 6.1 The CC is the senior-level management committee empowered to make and implement major organizational decisions. It acts as an overseer of organizational activities and has the authority to request justification of certain matters as well as to plan activities. It is chaired by the Director and advises the Board of Trustees on significant matters. The CC shall consist of the Director, the Manager, the Finance Manager and all Coordinators. The



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Committee shall invite any other individual when his/her contribution to a meeting is deemed to be relevant.

- 6.2 CC meetings shall be chaired by the Director, or in his/her absence, any other member as elected by the CC members.
- 6.3 The Chairperson is responsible for the agenda and all materials required for the meeting
- 6.4 CC meetings shall be attended by all members of the CC. If any member is not able to attend, he/she will send a representative from the CC member's unit/project who has delegated responsibilities.
- 6.5 The CC shall meet at least every quarter, and as often as deemed necessary, to consider the issues as outlined in these guidelines.
- 6.6 The CC shall discuss new policy issues and amend existing policies, including setting and updating from time to time the general conditions of service and employment policies, subject to the overriding jurisdiction of the Trustees where such general conditions and policies have a financial impact on the affairs of the Centre.
- 6.7 In the event of the majority of members of the CC on the one side, and the Director on the other side, being unable to agree on any policy matter, then those members of the CC may request the Chairperson of the Board to call a meeting of the Board of Trustees in terms of clause 4(g) (i) (a) of the Deed of Trust. If the Chairperson decides not to call a meeting, then those members of the CC may approach as many Trustees as may be necessary in order to obtain a requisition signed by at least three Trustees who shall then make a final decision on the matter.



7. PROJECTS AND UNITS OF THE CENTRE

7.1 The Centre is divided into different projects and units to ensure better coordination and efficiency. The following projects and units exist at present:

- * Social Justice Project
- * Gender Research and Advocacy Project
- * Land, Environment and Development Unit.

The above projects are supported by an administrative section which comprises of human resources, accounting, IT, library support, frontline staff and general office staff.

7.2 The Director may establish such additional units or projects whenever necessary.

7.3 The Director shall appoint co-ordinators for the different Units and Projects. The Director and/or Manager shall co-ordinate the administration and support services.

7.4 The Co-ordinator shall have the following duties and responsibilities:

- 7.4.1 To supervise and monitor the activities of the unit/project concerned;
- 7.4.2 To represent the interest of the members of his/her unit/project on the CC;
- 7.4.3 To prepare work plans and budgets for the unit/project in consultation with staff members.
- 7.4.5 To seek funding for the activities of the respective projects.
- 7.4.6 Submit monthly and annual reports of the Unit/Project and such other reports as may be requested by the Director from time to time.

7.5 Each unit/project shall meet at least bi-monthly to discuss its internal operations and work plans.

