

Annex 3: Updated Operational Guidelines

Below are the updated Operational Guidelines for the Coordinating Committee (former PPC). This is the updated section 6, in the Operational Guidelines Annexure M.

6. COORDINATING COMMITTEE (CC) - Former Planning and Policy Committee (PPC)

- 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 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. The members may opt to rotate the chairperson on an annual or bi-annual basis or any other timeframe suitable for the CC members.
- 6.3 The Chairperson is responsible for the agenda and all supporting materials required for the meeting. These should be sent out at least two (2) weeks prior to 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 meet with the Trustees during the first quarter and middle of every year. The purpose of these meetings is to discuss past performance of the Centre, review and discuss the proposed annual plan and budget

for the next year, and review the strategic plan for the appropriate period. All staff will be invited to attend one of these meetings.

- 6.7 The calendar for CC meetings should be set up at the beginning of each year. Any changes to the calendar should be communicated at least two weeks in advance by the CC Chairperson.
- 6.8 The CC shall periodically develop and submit to the Trustees for final approval the Centre strategic plan incorporating the plans of each of the units/projects to ensure that the Centre has a focus and goal over the medium to long term.
- 6.9 The CC shall advise on the implementation of the strategic plan.
- 6.10 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.
- 6.11 The CC shall coordinate all significant funding proposals and other fundraising activities by the Centre or any of its units/projects.
- 6.12 The CC shall receive a financial report from the Finance Manager every quarter and will advise on the financial situation.
- 6.13 The CC shall advise on ways of fostering staff morale in the organization as a whole.
- 6.14 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

as is required by clause (4)(g)(i)(a) of the Deed of Trust. The Trustees shall then make a final decision on the matter.