

## OPERATING GUIDELINES

### **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 The Planning and Policy Committee ("the PPC");
- 2.5 Units and Projects;
- 2.6 Regional Centres.

### **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 PPC members.

- 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 PPC;
- 4.5 He/she shall be a trustee and shall exercise powers as such.

## **5. MANAGER**

The Manager shall be appointed by the Director in consultation with the Board of Trustees and members of the PPC. 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 PPC.

## **6. PLANNING AND POLICY COMMITTEE (PPC)**

- 6.1 The PPC shall meet at least quarterly to review reports and approve all new plans of the various departments.
- 6.2 The PPC shall also discuss new policy issues and amend existing policy matters.

- 6.3 The PPC may review the general policy on conditions of service of employment and employment policies.
- 6.4 The PPC shall consist of the Director, the Manager and co-ordinators.
- 6.5 PPC meetings shall be chaired by the Director, or in his/her absence by the Manager.
- 6.6 In the event of the majority of members of the PPC on the one side, and the Director on the other side, being unable to agree on any policy matter, then those members of the PPC may request the chairperson of the Legal Assistance Trust to call a meeting of the Board of Trustees in terms of clause 4(g)(l)(a) of the deed of trust. If the chairperson decides not to call a meeting, then those members of the PPC 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)(l)(a) of the Deed of Trust. The trustees 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:
  - 7.1.1 Aids Law Unit
  - 7.1.2 Human Rights and Constitutional Unit
  - 7.1.3 Legal Education Project
  - 7.1.4 Gender Research and Advocacy Project
  - 7.1.5 Land, Environment and Development Unit
  - 7.1.6 Juvenile Justice Unit
  - 7.1.7 Administration and Support Services

- 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 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 PPC;
  - 7.4.3 To prepare work plans and budgets for the unit/project in consultation with staff members.
  - 7.4.4 Submit semester 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.

## **8. REGIONAL CENTRES**

- 8.1 The Centre shall have two regional centres, based in Ongwediva and Keetmanshoop. These regional centres shall be responsible for the implementation of national programmes.
- 8.2 The project staff based at the regional centres shall be accountable to the different project coordinators for their duties and responsibilities. For all other purposes the staff shall be regarded as an integral part of the Centre.
- 8.3 The Director shall appoint from amongst the staff based at the regional centres an office manager, who shall be responsible for the co-

ordination of activities and the protection and control of assets at the regional centres for a specified period of time.