

Rules and procedures to the Constitution of the Association for Academic Administrators

This document presents the rules and procedures to the Constitution. Where applicable, the paragraph of the constitution that has reference, will be indicated in brackets [Par. _], in order to prevent duplication. Where necessary, extracts from the Constitution will be included.

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1. Purpose of the Rules and Procedures [Par. 10]

- 1.1 The rules and procedures to the Constitution are compiled in order to specify on the execution of the stipulations of the Constitution.
- 1.2 The rules and procedures should not contradict the Constitution. Where a conflict arises between the Constitution and the rules and procedures, the Constitution will override the rules and procedures.
- 1.3 The compilation of the policies, rules and procedures is the responsibility of the Board of Directors as delegated by the AGM in order to meet the operational needs and management of the Association's affairs.
- 1.4 The rules and procedures are, insofar as they are not contradicting the Constitution, binding on all governance structures, officials, and members of the Association.

2. Vision statement [Par. 3]

The Association of Academic Administrators is a nationally and globally recognised professional body of academic administrators that continues to promote and sustain professional standards in the field of academic and student administration at institutions of higher learning.

3. Mission and value statement [Par.3]

The mission of the Association for Academic Administrators is to add valuable contributions towards continuous improvement and development in the Academic- and Student Administration function of higher education institutions by:

- professionalising academic administration work and the occupation
- promoting collegiality among the members of the Association
- defining and sharing best practice trends in the field
- identifying and addressing common challenges relevant to the function
- creating both a national and international platform for benchmarking, sharing of skills, knowledge and experiences

- acting as advisory body in the field of academic administration
- helping to improve service standards to both internal and external customers
- promoting the continuous professional development of its members
- defining of, and adherence to, a professional code of conduct for the academic administrator

4. Ethical Code of Conduct for Members of AAA [Par. 3.7]

1. The Purpose of the Code

- *The purpose of this Code is to formulate and internalise the core values, inclusive of principles, norms and standards, which guide the Members of the Association for Academic Administrator's ethical conduct in work activities and interactions with the institutional community.*
- *Through the application of this Code, the Academic Administrator shall increase the good reputation and standing of the institution within the community it serves. In addition, the trust of both colleagues and clients shall be garnered through the Academic Administrator's work outputs and a high level of professional skills and integrity.*

2. Core Values

The following core values are relevant to the Association Members' Code of Conduct:

- *Treat all colleagues and clients equally, fairly and with human dignity*
- *Show the proper respect for the leadership of the institution and for positions of appointed authority within the organisation*
- *Strive to deliver work outputs of the highest quality and excellence*
- *Always maintain the professional demeanour and job dedication expected of an Academic Administrator*
- *Have a vested knowledge of the legislation, regulations, policies and procedures that govern the institution and abide thereto, or contribute to the improvement thereof to the best interests of the institution*

3. Principles Guiding Conduct

The Academic Administrator shall be guided by the following principles relating to conduct:

- *Honesty and integrity*
- *Fairness*
- *Transparency*
- *A zero tolerance for corruption*
- *Ethical execution of duties*
- *A commitment to service excellence*

4. Statement of Ethics

"The Members of the Association shall strive to maintain the highest standards of ethics and morality in conducting and fulfilling the responsibilities inherent to the position of Academic Administrator. This includes all actions directed towards colleagues, clients and the institution itself. The Academic Administrator further undertakes to report all incidences of unethical behaviour and/or misconduct to the institution's authorities."

5. Application of this Code

In application of this code, the Academic Administrator shall follow the methodology of:

- *Open communication*
- *Participative management*
- *Adherence to the policies, rules & regulations of the institution*
- *Best Practice for Academic Administration*

- *Clearly defined responsibilities and job descriptions*
- *Well-defined lines of authority*
- *Expansion of personal knowledge of the work environment, and*
- *The development of skills that may contribute to improved performance*

6. Adherence to the Code

This Code is underwritten by the Members of the Association. As such, all members in all categories of membership support this Code of Ethical Conduct. They furthermore undertake to both adhere to and promote this Code, within their institutions and their Executive Management, as a norm for all Academic Administrators.

5. Legal status and taxation [Par. 4]

- 5.1 The AAA is registered with the Companies and Intellectual Property Commission (CIPC) as a non-profit company (NPC) as stipulated in the Companies Act, 2008 No 71 of 2008, with the enterprise name as *Association for Academic Administrators NPC*. Registration number: 2019/247186/08.
- 5.2 As a separate legal entity the AAA will be able to conclude contracts that may include, but are not limited to:
- 5.2.1 purchase or otherwise acquire, hire, improve, sell, pledge or otherwise dispose of, or otherwise deal in moveable, immovable and intellectual property of all kinds or any rights or interests therein, or any other asset of any kind;
 - 5.2.2 acquire, encumber, apply or dispose of, and generally deal with, any funds of the Association;
 - 5.2.3 receive and accept donations, grants sponsorships or other funding towards the promotion of the Association;
 - 5.2.4 open and operate banking, savings and other accounts with any registered banking or financial institution;
 - 5.2.5 apply and use the funds and income of the Association in furtherance of the objectives of the Association;
- 5.3 Contracts as concluded above may not directly or indirectly promote the economic self-interest of any member of the Board or other fiduciary of the Association otherwise than by way of pre-approved remuneration for services rendered or for the re-imbursment of direct expenditure incurred by said members of the Board in the execution of their official duties.
- 5.4 The authorisation to sign for all contracts and any other financial transactions as mentioned above on behalf of the Association, is assigned to the Executive Committee as follows:
- 5.4.1 The Chairperson of the Executive Committee, or alternatively the Director: Treasurer must authorise all transactions by signatory, or electronically, irrespective of the amount of the transaction.
 - 5.4.2 For practical reasons, the General Manager will be the **authorised signatory** for all contracts and financial transactions,
 - 5.4.3 subject to **expressed or written** authorisation as specified in par. 5.4.1 above.
- 5.5 In any legal proceedings instituted by the Association against another party, or instituted by another party against the Association, the Executive Committee will decide amongst its members who will represent the Association on its behalf. The Executive Committee may decide when it is

necessary to appoint legal counsel in such matters, and to authorise and approve the fees of such legal counsel.

- 5.6 **Taxation.** In terms of the registration of the Association as an NPC, application will be made to SARS for tax exemption in accordance with the Income Tax Act, 58 of 1962. The Association will be represented at SARS on all taxation related matters by the Executive Committee and the stipulations for authorisation in 5.4 above will *mutatis mutandis* apply for all such matters.

6. Membership [Par. 5]

Note: Where reference is made to CPD (Continuous Professional Development) points in this paragraph 6, it refers to the following par. 7, sub. par. 7.3, on CPD points.

6.1 Associate membership [Par. 5.1]:

- 6.1.1 Any individual person who works on a fixed-term contract of longer than a year or in a permanent appointment at a higher education institution in the function of academic administration (6.1.2 below) or a related function, is eligible to become an associate member. The Association reserves the right to verify the status of a prospective member's employment with his/her institution as and when required.
- 6.1.2 Academic administration (or related function) is defined in par. 2 of the Constitution as: *Collectively referring to all administrative support services rendered to students and academic staff of an institution throughout the student life cycle, including making enquiries, applications and admissions, registrations, student records, examination administration, up to and including, graduation.*
- 6.1.3 Whereas the definition above is referring to the student life cycle, including post-graduate studies, other members who are indirectly involved with related administrative support services, e.g. student information systems, secretarial services and institutional secretariat, etc., also qualifies for the automatic associate membership by virtue of attendance of an AGM according to par. 5.1.2 of the Constitution.
- 6.1.4 With reference to par. 5.1.2 of the Constitution that allows an individual person automatic status as an associate member by virtue of his/her attendance of the AGM, the Executive Committee reserves the right to request such an individual to supply proof of his/her fixed-term contract or permanent appointment at a higher education institution as defined in par. 2.7 of the Constitution.
- 6.1.5 The Executive Committee reserves the right to not allow an individual to become an associate member should such an individual not be able to provide the proof as requested in par. 6.1.4 above, or for any other reason that the Executive Committee may consider to be valid to not allow such an individual the associate membership, e.g. if such an individual has, or might, bring the AAA into disrepute. In such a case the individual will be informed in writing of the reason/s why s/he is not allowed as an associate member.
- 6.1.6 Such an individual mentioned in the previous paragraph may then appeal the decision of the Executive Committee by written submission to the Board of Directors for reconsideration. Should the Board uphold the decision of the Executive Committee, such a decision will then be deemed as final and the individual person will be informed accordingly in writing.
- 6.1.7 **Designation:** An Associate Member in terms of the Constitution, may use the designation of "AAA Associate", and may use such designation until his/her membership terminates according to par. 5.5 of the Constitution.
- 6.1.8 Due to the automatic termination of membership per par. 5.5.2 of the Constitution, i.e. a member has not attended the annual conference and AGM for 5 consecutive years, and has also not earned any CPD points, **there is no requirement to earn a specified minimum number of CPD points per annum** to maintain associate membership.

6.2 Professional membership [Par. 5.2]

- 6.2.1 The required **minimum criteria** to qualify for professional membership is stipulated as follows:
- i) Must meet all the criteria stipulated for associate membership as described in par. 6.1 above.
 - ii) Three (3) years' experience at a higher education institution (Ref. par. 2.7 of the Constitution) in a position in academic administration or related function as described in par. 6.1.2 and 6.1.3 above, **plus** a three-year post-school qualification, whereas such a qualification must be directly or indirectly related to the broad term of "administration" and / or "management".
 - iii) Alternatively, to point ii) above, in the absence of the three-year post-school qualification mentioned, eight (8) years' experience as described in point ii) above, of which two (2) years must be in a supervisory or managerial position.
 - iv) In order to promote participation by professional members in the activities of the AAA, **a minimum of 10 accumulated CPD points earned**, is required.
- 6.2.2 An associate member who wishes to apply for professional membership, must submit his/her application to the Exco by e-mail via the Administration, supported by his/her latest curriculum vitae and all supporting documents, e.g., copies of qualifications, letter from institution/s regarding term of service and position/s occupied, etc.
- 6.2.3 The Administration will add the information on the CPD points earned by an applicant to the application to be tabled to Exco for approval.
- 6.2.4 The Executive Committee reserves the right to not allow an individual to become a professional member for any reason that the Exco may consider to be valid to not allow such an individual the professional membership, e.g., if such an individual has, or might, bring the AAA and the profession into disrepute. In such a case the individual will be informed in writing of the reason/s why s/he is not allowed as a professional member.
- 6.2.5 Such an individual mentioned in the previous paragraph may then appeal the decision of the Executive Committee by written submission to the Board of Directors for reconsideration. Should the Board uphold the decision of the Executive Committee, such a decision will then be deemed as final and the individual person will be informed accordingly in writing.
- 6.2.6 **Designation:** A Professional Member in terms of the Constitution, may use the designation of "AAA Professional", and may use such designation until his/her membership terminates according to par. 5.5 of the Constitution.
- 6.2.7 Notwithstanding the stipulation on termination of membership in par. 5.5.2 of the Constitution, in the interest of development of professional members and contribution to the AAA, the Exco may consider the termination of a professional member's membership of AAA in the instance where such a professional member did not earn a total of 10 CPD points over the period of five (5) years since been allowed as a professional member. In such a case, the member will be informed by the administration in advance of this possibility of termination of membership after 5 years due to insufficient CPD points earned. The professional member may then make submission to the Exco on reasons why s/he could not earn the required number of CPD points over the period, e.g., institutional budgetary constraints to fund attendance of the annual conference.
- 6.2.8 Exco will consider the merits of the reasons submitted and may then overrule the termination of membership stipulation by extending the professional membership for a further period with conditions of earning a certain number of CPD points over the extended period, informing the member of such condition/s in writing.
- 6.3 Honorary membership [Par. 5.3]
- 6.3.1 In the case where the AGM [Ref. par. 6.1.3 v) of Constitution] awards honorary membership to an individual, such honorary member will be entitled to attend the annual

conference and AGM with a waiver of the conference registration fee, and his/her cost of registration will be covered from the membership fee fund.

- 6.3.2 The cost of travelling and accommodation to and from the conference is not covered by the membership fee fund and will be for the honorary member's own institution or own funding. Exco may however decide to sponsor some of these costs on an ad hoc basis.
- 6.3.3 **Designation:** An Honorary Member in terms of the Constitution, may use the designation of "AAA Honorarius", and may use such designation indefinitely.

7. Continuous Professional Development [Par. 3.2 to 3.6; Par. 3.9]

- 7.1 As clearly stated in the objectives of the Association, it is a requirement of registration as a professional body, that the Association is obliged to promote the continuous professional development of its members by organising and presenting various development opportunities and training interventions for its members.
- 7.2 The AAA is therefore in partnership with various statutory bodies, e.g. QCTO, ETDP Seta, USAf, etc. to develop and register a qualification in the academic administration of higher education institutions on the NQF. Once developed and registered, the AAA will be party to the accreditation of training providers for the qualifications, and the promotion of this qualification/s to members of the AAA, and to prospective students that want to enter the profession of an academic administrator.
- 7.3 **CPD points:** In order for the AAA to monitor the participation of its members in the continuous development opportunities presented, the following development interventions will earn CPD points for participating members:
 - 7.3.1 Attendance of the annual conference – **3** points
 - 7.3.2 Submitting a topic for discussion at conference that is accepted by Exco – **2** points
 - 7.3.3 Leading a discussion group on the topic submitted – **2** points
 - 7.3.4 Proposing, and assisting to secure, a speaker who is of high profile and/or expertise that presents at the annual conference – **2** points
 - 7.3.5 Member of a panel during a panel discussion by virtue of his/her expertise on the topic of the panel discussion – **1** point
 - 7.3.6 Submitting a paper proposal that is accepted by Exco for presentation at annual conference – **5** points

Note: The points earned for 7.3.2 to 7.3.6 relating to the annual conference will be in addition to the points earned for 7.3.1.

 - 7.3.7 Serving as a Director of the Board – **3** points per annum
 - 7.3.8 Attending any workshop **other than what is included at the annual conference** on a specific topic or related to training on a specific aspect of academic administration – **2** points
 - 7.3.9 Completion of the qualification referred to in par. 7.2 above – **10** points
- 7.4 The Board may decide to award merit CPD points to any member for other exceptional services that lead to the promotion of the AAA and its objectives.
- 7.5 The administration will keep record in the members' register of the CPD points earned by every member of the AAA.
- 7.6 The Board will annually recognise, and where applicable, award members of the AAA who are the top earners of CPD points.

8. Voting format at the AGM of Members [Par. 6.1.4]

- 8.1 In terms of par. 6.1.4 v), the Chairperson of the AGM will decide on which matter should be put to the vote. Therefore, the final decision on the matter, and which format of voting to be applied, lies with the Chairperson, but s/he could confer with the AGM of Members.

- 8.2 Not distracting from the generality of the previous point, the following guidelines will apply to certain matters that may be put to the vote:
- 8.2.1 Nominations for members of the Board of Directors are submitted per Institutional Member, i.e., each Institutional Member presented at the AGM receives only one nomination form for nominating members onto the Board. Where there are two or more individual members with the same number of nominations, this will be put to the vote by individual members at the AGM. Such a vote will be by the show of hands.
 - 8.2.2 Where the Chairperson decides to put a matter to the vote, and such a matter will be binding on an institutional member (university or college or other higher education institution), the matter will be voted on by institutional members, i.e., the collective delegation of an institutional member present at the AGM will confer and vote, whereas such a vote will be by ballot. A typical example will be where a change to the format of institutional membership as per the constitution, is tabled at the AGM.
 - 8.2.3 Where the Chairperson decides to put a matter to the vote, and such a matter will be binding on individual members, the matter will be voted on by individual members present at the AGM, whereas such a vote will be by a show of hands. Again, a typical example will be where a change to the constitution is proposed that affects individual members or membership of the AAA, this procedure will be applied.

9. Roles and responsibilities of the elected members of the Board and its Executive Committee [Par. 6.2.1 iii)]

9.1 Chairperson.

- 9.1.1 Presiding as Chairperson at the AGM, Board of Director's meetings and Exco meetings.
- 9.1.2 In this role s/he needs to ensure that meeting protocol is maintained.
- 9.1.3 Execute on other responsibilities specified in the Constitution e.g. decide on matters to be put to the vote during a meeting.
- 9.1.4 Represent the AAA in liaison with third parties, e.g., SAQA, QCTO, DHET, etc. as determined by the Board from time-to-time.
- 9.1.5 Promote the interests of the AAA wherever required.
- 9.1.6 Attending, and actively participating in the program, of the annual conference.

9.2 Vice Chairperson.

- 9.2.1 In the absence of the Chairperson, presiding as Chairperson at the AGM, Board of Director's meetings and Exco meetings.
- 9.2.2 The other responsibilities of the Chairperson as specified in 9.1 above in his/her absence.

9.3 Director – with portfolio of Treasurer.

Note: The Exco may decide to assign certain financial responsibilities to other members of the Exco to even out the workload.

- 9.3.1 Overseeing all financial related matters of the AAA as specified in Par. 12 below.
- 9.3.2 Co-authorise all expenses to be paid from the Membership Fee Fund.
- 9.3.3 Table the annual financial report at the AGM.
- 9.3.4 Co-authorise all contracts that the AAA need to close for the effective operations of the AAA.
- 9.3.5 Liaise with the appointed external auditors and formulation of their brief.
- 9.3.6 Authorise the opening of any bank accounts and investment accounts in accordance with the needs of the Association.

9.4 Director – TVET Colleges.

- 9.4.1 As representative of the TVET College sector on the Board, s/he needs to identify the needs of the TVET College membership of AAA and make recommendations how these needs are to be accommodated in general and in the annual conference program specifically.

9.4.2 Promote the AAA and the benefits of membership within the TVET College sector in order to grow this membership.

9.5 **Non-executive Director.**

9.6.1 Attend all Board meetings to advise on strategy and long-term objectives and attend the annual conference and AGM and actively participate in the conference program.

9.6.2 Promote the interests and objectives of the AAA wherever required in order to grow the membership.

10. Costs incurred by Directors to attend meetings [Par. 6.2.2 xviii)]

The costs incurred by Directors of the Board to attend Board and/or Exco meetings will be covered from the membership fee fund, and will be handled in accordance with the following procedures:

10.1 When a Board or Exco meeting is held immediately before or just after the annual conference, no costs for travelling or accommodation will be covered, as that will be incurred by their institutions in order to attend the conference, unless the meeting requires an extended stay of an additional night at that venue or another venue close by, in which case the cost will be covered from the fund.

10.2 The conference registration fee of the Exco members attending the annual conference will be covered by the fund due to the duties that Exco members fulfil at the conference, e.g., chairing the AGM, facilitating break-away discussions, involvement with team-building activities, liaison with sponsors, other parties, e.g., QCTO, SAQA, etc.

10.3 The costs of all travelling (by private car, flights, or other travelling costs) and overnight accommodation, as well as meals, when attending any Board or Exco meetings, or meetings with other parties to promote the objectives of AAA, will be covered from the fund.

10.4 For all expenses paid from the fund, there must be valid supporting documentation submitted to the administration, and it is subject to the authorization and approval procedures as specified in par. 5.4 above for expenditure incurred from the fund.

10.5 Where a private vehicle was used, a claim must be submitted by the Director indicating from where to where was travelled, the distance in km. and the date of travelling. The per km. rate is subject to annual review by Exco. If a Director used an official vehicle of his/her institution to travel, and the institution requires that the AAA must refund the institution, a claim must be issued by the institution which will be paid at the same km. rate as mentioned herein.

10.6 When a director prefers to travel with his/her own private vehicle to attend a meeting, the lesser of the cost of the airfare to the destination of the meeting, and the cost of the per km. for the number of km's travelled, will be paid out on the subsequent claim submitted by the director.

11. Secretarial functions [Par. 6.3.2 iv) and 9.8]

The Exco remains responsible for the official secretarial functions of the AGM and the Board. They must therefore ensure that the General Manager fulfils the following related services:

11.1 Send out by e-mail to all AAA members, the notice of the AGM at least 30 calendar days before the meeting with an invitation to submit points for the agenda that need to serve at the AGM.

11.2 Compile the agenda that includes all points submitted by members, as well as all standing points that must serve at the AGM according to Par. 6.1.3. of the Constitution.

11.3 Send out the agenda for the AGM with other supporting documents, at least 7 calendar days before the date of the AGM.

11.4 That the General Manager drafts the minutes of the AGM within 30 calendar days after the AGM, obtain sign-off on the accuracy of the minutes by the Exco, before it is circulated by e-mail to members present at the AGM, and published on the AAA website.

11.6 The procedure in points 10.1 to 10.5 above for the AGM, will apply mutatis mutandis to meetings of the Board of Directors.

11.7 The General Manager will act as secretary and perform all secretarial work for the Executive Committee according to standard secretarial practices and meeting procedures.

12. Financial procedures [Par. 8]

The Director: Treasurer as a member of Exco, remains responsible for all treasury and financial functions of the AAA. Par. 8 of the Constitution determines the financial procedures in broad terms whilst the detailed procedures are specified herewith, and specifically also formulate procedures to be followed by the General Manager.

12.1 **Membership Fee Fund** (hereafter in this par. referred to as the "Fund").

Without distracting from the general formulation in Par. 8.1 of the Constitution that the Fund be appropriated to promote the objectives of the Association and to provide funding for the operational costs of the management and administration of the Association, **the following expenses** should be covered by the Fund, subjected to the approval and authorisation as specified in these rules (Ref. par. 5.4 above):

- 12.1.1 Costs incurred by Directors to attend meetings as specified in Par. 10 above.
- 12.1.2 Conference registration fees of Exco members as per Par. 10.2 above.
- 12.1.3 All venue costs that are incurred for meetings of the Board and Exco.
- 12.1.4 Costs of members representing the AAA at meetings with third parties, .e.g. SAQA, QCTO, DHET, etc.
- 12.1.5 Costs incurred in terms of the reciprocal agreement with the Association of University Administrators - UK, which could include costs of the registration fee for their representative, and if this representative also delivers a presentation, the costs of accommodation. Flight costs are excluded. Vice versa an amount can be allocated to sponsor the costs of an AAA representative to attend the AUA Annual Conference in the UK in terms of this reciprocal agreement.
- 12.1.6 Costs incurred for the administration of the AAA, which could include stationary, printing, software, office infrastructure, internet, or other related costs.
- 12.1.7 Costs of marketing of the AAA, which could include printing, website design and maintenance, marketing materials, banners, etc.
- 12.1.8 Costs of AAA publications, e.g., editing, layout design, etc.
- 12.1.9 Costs of the registration of the AAA as a professional body with SAQA.
- 12.1.10 Costs of registration of the AAA as a NPC with the CIPC.
- 12.1.11 Costs incurred at SARS with the application for tax exemption of the AAA.
- 12.1.12 Costs of any legal actions instituted by or against the AAA.
- 12.1.13 Bank charges on the bank account/s of the AAA.
- 12.1.14 Audit fees.
- 12.1.15 The fees as per the contract closed with the General Manager for the services rendered and specified in the said contract for the administration of the AAA, organisation of the annual event and the financial administration services.
- 12.1.16 Any other ad hoc operational related costs incurred by the AAA and which the Exco deems to be justified to cover from the Fund.

12.2 **Fund income.**

The income of the Membership fund is derived from, **but not limited to**:

- 12.2.1 A portion of the conference registration fee of all full paying delegates that registered for the annual conference, whereas such portion is determined by the Exco on an annual basis. Ref. 6.3.2 vii) of the Constitution.
- 12.2.2 Donations and / or sponsorships made to the AAA. If the donating body or sponsor specifies the expense that is to be covered by the donation or sponsorship, such expense must first be covered before any surplus can be deemed a general income to the Fund.
- 12.2.3 Exhibitors fee charged at the annual conference as determined by Exco, over and above the delegate registration fees paid by an exhibitor.
- 12.2.4 Any interest earned on the Fund account's bank account or from investments of available cash in the current account.
- 12.2.5 Any surplus derived from the annual event after all income and expenses as specified above are accounted for shall revert to the membership fund.

12.3 **Conference income and expenses. [Par. 9.13]**

- 12.3.1 The annual conference is arranged, organised, and facilitated by the Exco in cooperation with the General Manager and therefore takes all risks related to the conference, whereas this may include the risk of losing the venue deposit in the case of the cancellation of the event for whatever reason, or the risk of unexpected low attendance of an event that may lead to a deficit for the event.
- 12.3.2 The success (or failure) of an event in both quality and attendance is largely depending on the efforts of the Exco in cooperation with the General Manager.
- 12.3.3 The main income for a conference will be the generated from the conference registration fees as invoiced per delegate by the AAA Administration and for the registration fees of representatives of exhibitors.
- 12.3.4 Where a donating company or sponsor earmark their donation or sponsorship for a pre-defined expense of the conference, e.g., the conference delegate gifts, such income will first be applied for the defined conference expense, and if there is a resultant surplus, it will be allocated to the AAA Fund.
- 12.3.5 All direct expenses that are incurred to run the conference will be subtracted from the income, as well as all related costs incurred in preparation of the conference, which include the following, but are not limited to:
- i) Conference venue costs.
 - ii) Gala dinner costs, including music and entertainment, décor, drinks provided on the tables beforehand, drinks for VIP guests, e.g., speakers, etc.
 - iii) Prizes and awards.
 - iv) Delegate gifts and courier costs thereof.
 - v) Files and stationery, name tags, printing of documentation, photographs, etc.
 - vi) Cost of speakers, including speakers' fees, waivers of registration fees of members presenting papers, travelling and accommodation of speakers, etc.
 - vii) All costs of travelling and accommodation of the General Manager and his/her assistants, whereas airfares must be economy class, and accommodation at the standard b & b rates offered by the conference venue to the maximum of 3 nights, but which costs are subject to the approval procedures specified in par. 5.4 of these rules.
- 2.3.6 The General Manager shall compile and submit to Exco a financial report of the conference's income and expenditure in order to make decisions effecting AAA.
- 12.3.7 The travelling, accommodation and meals and drinks of all delegates are for their institutions' or their own expense, **excluding** the cost of lunches and the gala dinner with sponsored drinks, which are covered from the conference registration fee. However, Exco may on an ad hoc basis, make a motivated decision to contribute to these costs of any particular delegate from the Fund.

12.4 **Bank account/s**

- 12.4.1 Exco will decide on the need of any bank account/s to be opened in the name of the AAA for operational purposes of the Membership fund.
- 12.4.2 Bank account/s will only be opened with one of the well-established big commercial banks in the RSA.
- 12.4.3 All transactions on the bank account will be processed electronically (EFT) and authorisation and approval are assigned in accordance with the above par. 5.4 of these rules.
- 12.4.4 All transactions must be supported by documented proof and a bank payment requisition form, where applicable, must be completed by the administration for all expense transactions.
- 12.4.5 The General Manager must do a monthly bank reconciliation and a quarterly financial report of the bank account and submit it to the Treasurer for sign-off.

13. Functions of the General Manager [Par. 9]

Most of the functions and responsibilities of the General Manager are specified in the Constitution and in multiple points in these rules and procedures. In terms of Par. 6.3.2 xiii) of the Constitution, Exco will determine and review the functions and responsibilities of the General Manager in consultation with him/her.

13.1 Annual conference and AGM [Par. 9.4]

The following tasks are the responsibility of the General Manager regarding the annual conference and AGM.

- 13.1.1 The marketing of the conference with existing and potential members
- 13.1.2 Invitation to members to submit topics and co-ordination of the conference agenda.
- 13.1.3 To organise the booking of venues, catering, social events and conference infrastructure including all liaison with the conference venue staff, finalisation of numbers and catering, and verification of the final venue invoice.
- 13.1.4 To negotiate competitive accommodation rates with hotels and / or guesthouses.
- 13.1.5 The identification of and arrangements with guest-speakers and / or workshop facilitators, including motivational speakers, and payment of all fees and travelling and accommodation costs where applicable.
- 13.1.6 The compilation and printing of conference and workshop material and documentation.
- 13.1.7 Registration of delegates, issue of invoices, and collection and recording of conference fees and/or membership fees.
- 13.1.8 Determine the conference gifts for delegates in terms of the conference budget, order and courier gifts to the venue, and verify and pay the supplier's invoice.
- 13.1.9 Organising of the conference gala dinner, including catering, music, drinks and beverages and purchasing of all prizes and awards.
- 13.1.10 Make all arrangements with exhibitors in terms of stalls, registration and fees.
- 13.1.11 MC and facilitation of general conference sessions and / or workshops.
- 13.1.12 Distribution of the conference presentations, reports and other conference materials to delegates after the conference.
- 13.1.13 Over and above the tasks specified in the previous points, as per point 12.3.1 and 12.3.2 above, the success of a conference in both quality and attendance, lies mainly with the General Manager and as such it remains his/her responsibility to fulfil any other task that will contribute to the success of the conference and as agreed with him/her in the contract of services to be rendered between the AAA Board and the General Manager.