

January 23rd. 2002

ALLSUD# 572

To All CARE Sudan Staff
Fm Leo Roozendaal

Subject: Management Team Set Up

Colleagues:

This ALLSUD aims to explain to all staff the process used and the outcome of consultations to arrive at a new management and decision-making set – up of the Mission and the Sub – Offices.

1. Introduction:

During the Senior Staff Group (SSG) meeting in August 2002, members suggested that a small task force be established to look at alternative options for management and decision making in CARE Sudan. This was based on dissatisfaction of members with the current system, which was perceived to be not representative of gender and diversity, and field perspectives among other things.

2. Mandate of the Task Force:

The Task Force was constituted (members: Leo, Kamal, Fatima, Ahlam, Mike, Yasir and Abbo (long distance)) and began to discuss alternative to the current structures and set - up.

3. Process and Results:

The Task Force used the following process:

The members identified constraints and problems with the current system. These were subsequently clustered under five main categories, deemed essential for transparent and effective decision-making:

- Representation
- Trust
- Communication & Transparency
- Accountability
- Learning

The clustering resulted in the following:

	Category	Problems
1	Representation	<ul style="list-style-type: none"> ✓ Unbalanced representation in SMT (gender, diversity) resulting in unbalanced representation ✓ Decision making is not always as quick as it should be, and not always participatory
2	Trust	<ul style="list-style-type: none"> ✓ Lack of trust between SMT members and staff ✓ Lack of trust between project staff
3	Communication & Transparency	<ul style="list-style-type: none"> ✓ Communication is selective and sometimes used as a tool to manipulate
4	Accountability	<ul style="list-style-type: none"> ✓ It is not clear to whom are members of management bodies are accountable ✓ There is a lack ownership over CARE Sudan's activities, which is being worsened by a lack of focus
5	Learning	<ul style="list-style-type: none"> ✓ CARE Sudan is not a learning organization and seems sometimes to be isolated from the rest of care ✓ CARE Sudan is also not clued in very well to networks, and even the GOS ✓ Structures not geared towards learning and working in teams ✓ Structures are not leading to producing quality outputs

The above should not be seen as an exhaustive list, but as a “quick and dirty” brainstorm of the members of the task – force, pointing to certain difficulties with our management set-up.

4. Guiding Principles for New Structures:

Based on the above, the task force members agreed on a number of guiding principles for any new structure:

- Structures should be representative as possible, with a mix national/international staff; men/women; ethnic diversity; field / Khartoum based. (Representation)
- Structures should be set up in such a way that they branch down to a wider staff-base; they should also have a two – way communication system (Up and down CARE) (Participation + Communication)
- Clear Terms of Reference and lines of authority and accountability should be assigned to structures and members. (Accountability + Trust)

- Structures should create learning mechanisms whereby the two-way flow of information is ensured. (Learning + Trust + Transparency)
- Members of Structures should adhere and implement CARE core-values. (Trust)
- Structures and systems should be un – bureaucratic, flexible and add value to CARE’s programs

Based on the above, two different models were developed: one by Kamal, and one by Mike. These models aimed at taking the above in consideration, and were discussed during the SSG in December 2002. For those of you interested in a more detailed description of the models, please come see me, Kamal or Mike. Each model was evaluated on its ability to address: representation/participation, clear lines of communication; accountability; transparency, learning and trust building. SSG members voted on each models and subsequently discussed strengths and weaknesses of each model and how to address these.

The outcome of the discussion showed that there was a clear preference for one model. I was given ultimately the mandate to review this model, and present to the SMT a final draft version of a new management and decision-making model. This was discussed in the SMT of January 19, amended and adopted. The Terms of Reference of this structure is attached.

The following are some of the main elements of the new structure:

- The SMT and SSG in its current form and membership will be abandoned. The new structure will become operational with its first meeting in March 2003, date yet to be determined.
- The CARE Sudan management set – up will consist of two main parts: the **CARE Sudan Leadership Team (LT)**; and **3 Field Leadership Teams (FLT)**, each representing the larger geographic area where CARE currently operates: “greater” Kordofan (North, South including Nuba Mts); transitional zones (Unity, Bahr el Gazal) and “greater” Khartoum.
- All teams will consist of a mixture of staff coming from projects and support departments.
- The CARE Sudan LT will be composed of representatives of Khartoum head office, and all field offices, in the following manner:
 - Country Director
 - Assistant Country Director / Program
 - Assistant Country Director / Program Support
 - Human Resource Manager
 - 2 representatives (one female and one male) of the greater Kordofan area
 - 2 representatives (one female and one male) of the Transitional Zones
 - 2 representatives (one female and one male) of “greater” Khartoum

- The three FLTs will be composed of staff all the projects and support Departments of all the offices in the geographical area. e.g in the case of El Obeid, it will mean that the “greater” Kordofan Team will be composed of members of all the projects operating out of El Obeid and En Nahud, and representatives of all the support Departments. Depending on the number of projects in the area, the teams should select 1 or 2 representatives.
- The CD, ACDs and HR Manager will be permanent members of the LT. All other members will rotate on a 2-year basis.

5. Way Forward

In order for this new structure to become operational several things have to happen at once. Please find hereunder a timeline with responsibilities to make sure that we will indeed be able to begin operating with the new set – up in March.

- a. An all staff meeting will be called by the CD for the Khartoum based staff to explain the new set up. Date: 23 Jan
- b. By latest February 27, and in all three regions, an all staff meeting will be called to select the respective “Field Leadership Teams”, and their Country Office Leadership Team representatives. This process needs to be done democratically, transparent and in an accountable manner. I am asking the following staff to support these processes:
 - Gamal for El Obeid, En Nahud, but led by DukheirI (by latest Feb 27)
 - Leo for Bentiu, but led by Emmanuel.
 - Mike Laing for Khartoum

The process should be briefly documented, with a copy sent to Khartoum for inclusion in the SMT records.

In addition, it is critical that these processes are guided by some objective criteria. The SMT discussed these criteria and provides the following guidelines:

- Structures should be representative and diverse as possible: gender, ethnic representation, field / sub – office etc.
- The selection on the Team and on the LT is NOT necessarily based on current position in CARE.
- Members need to have been with CARE minimally 1 year.
- Service on the LT will require that staff have previously been involved in exposed processes dealing with decision – making. This could be as a facilitator at the community level, as a previous member of a local authority, in your capacity in the project, or department.

- Staff need to be fluent in English (at least reading and speaking).
 - Staff need to have demonstrated leadership skills, to be constructive and a team player
 - Staff need to be able to instill confidence and trust in others
- c. After election and constitution of the respective teams, each team will formally write and adopt its Terms of Reference, i.e. its mandate and objectives to be accomplished of the Team.
 - d. Members on the Teams, both the FLT and the CO LT, will revise their respective Job Descriptions to reflect these changed responsibilities.
 - e. Members on the teams will be assessed on their team performance by their supervisors. Participation should be reflected, if possible, on members' IOPs.
 - f. Getting this system organized and running smoothly requires time, and effort of everyone. Starting in March, it is now suggested that instead of LT meetings of every month, we will adopt a schedule of meeting every 6 weeks. Field Leadership Teams will also meet every six weeks, right before the CO LT. This will put a little less pressure on the system; we will evaluate how things go and revise if needed. The system will also cost money, to enable staff to travel etc. I will work with Omer to assess how best we can charge these expenses.
 - g. I will ask Nagat to coordinate with all field representatives to work out an acceptable meeting schedule. So that all members coming from the sub – offices will be able to attend. This meeting schedule will be communicated later.
 - h. For transparency and accountability reasons, it is very important that meetings are documented and the minutes shared by whatever means possible. I therefore request, that each FLT begins to document the meetings, and shares them out with the other offices. CO LT minutes will continue to be shared as before. Again, Nagat will assist in making this system run smoothly.

As I have said above, it will take time to make this system work, and everyone will have to contribute to the best of her / his ability.

It is also important to realize that “participation” and “representation” is not the same. We need staff members who are committed to advancing CARE’s vision, who are willing to go the extra mile for the benefit of their people, and who are interested in making CARE Sudan a leader in Sudan’s development. Only with coordinated and concerted effort will change occur, not because “the Country Director” wants it, or someone else.

I believe that this new system potentially has room to increase our effectiveness and impact, because it opens up room for diverse inputs, views and opinions. This is not going to happen automatically, but will need time. It will work if we begin by placing confidence and trust in each other to make things work for the better.

As a second Annex to this memo you will find a write – up of the new structure, its Terms of Reference. This write up will become part of our Human Resource Manual, together with this ALLSUD, to ensure that the structure is grounded in CARE Sudan’s policies.

Finally, I request that this memo and all its Annexes is put on each sub – office’s notice board, and that each manager and/or Department head takes the responsibility to call a staff meeting to discuss the implication of this system. I insist that special efforts are being made to discuss these also with those staff who do not understand English.

I look forward to working with you. Kind regards,

Leo

Cc: All Sub Offices (for Notice-boards)
PRAWD/FSWD (Notice-boards)