

## CARE Sudan Management Terms of Reference – 21 January 2003

### 1. Overall management structure:

- a) **CARE Sudan Leadership Team (LT):** Responsible for policy development, strategic planning, monitoring, learning and innovation and overall mission viability.
- b) **Field Leadership Teams (FLT):** Responsible for policy implementation, coordination and cross – project collaboration and learning in respective geographic area.

### 2. Composition of the LT:

- 1 Country Director
- 2 Assistant Country Directors (ACD)
- 1 Human Resource Manager (HRM)
- 2 Kordofan staff representatives, one female and one male
- 2 Transitional zone representatives, one female and one male
- 2 Khartoum staff representatives, one female and one male.

The LT aims to be as representative and diverse as possible. Specifically, the following diversity elements will be looked at: gender, ethnic representation, religion, field / urban bias, program / support). **The CD, ACDs and HRM are permanent positions; field representatives are expected to serve on the LT for two years.** Because CARE Sudan is not static, it is prudent to review the LT composition on an yearly basis with a view to ensuring equitable representation and effectiveness.

### 3. Functions of LT:

- Policy development
- Advocacy
- Strategic planning
- External relations
- Fundraising

During LT meetings, other qualified staff members will be invited if needed. e.g. for certain financial discussions, the Finance Manager will be invited. S/he will be required to prepare for the meeting by reading the previous minutes and action points, as well specific subject material so that s/he will be able to contribute to the meeting outcome.

Staff may, at any pointing time, request to sit in meetings. **They will not have voting right and are expected to be observers.** Prior consultation and approval by the respective Manager / Head of Department or ACD is necessary.

4. *Operations of the LT:*

- a) **The Chairperson** of the LT shall ensure that all items included in the agenda conform to the role of the LT and that all items included in the agenda are dealt with and minutes prepared appropriately. The chair rotates on a monthly basis.
- b) **The Secretary** to the LT will be the Executive Assistant to the Country Director. In this role she/he shall perform the following functions:
- Prepare the LT's agenda in consultation with members of the LT
  - Ensure in collaboration with the Chairperson and the LT that the agenda is in line with the functions of the LT
  - Maintain records of the meetings
  - Provide logistics for the meetings
  - Prepare and circulate the minutes of the LT meeting

Anyone can propose agenda items to the LT; however, the most structured and logical approach is either through the respective Field Leadership Teams, or proposed by individual LT members. Agenda items are to be submitted to the Secretary of the LT, who will work with the Chair to select items. Items should be as strategic as possible. A review of the various field leadership team minutes will be a permanent item on the LT Agenda.

The schedule of meetings will be prepared in advance, and set in such a manner as to allow representation of the sub - offices. Meetings to resolve issues that arise outside of the scheduled meetings shall be convened by the Chairperson in consultation with LT members.

5. *Implementation:*

Action points will be delegated to specific staff members. The Country Director is ultimately responsible for ensuring that all LT actions are taken in a timely and effective manner. Members of the LT and other staff members as deemed necessary will assist the Country Director in this function.

6. *Field Leadership Teams:*

a. Currently, CARE Sudan's operations can be roughly divided into operations in the greater Kordofan area, the transitional zones, and greater Khartoum. Each area will elect its own field leadership team. The following criteria shall apply:

- Each project and department shall be represented on the team with at least one member. Depending on the number of projects in the area, the FLT may also elect 2 members if that is more appropriate
- Representation shall be subjected to diversity criteria (gender, ethnicity etc)
- Participation is not necessarily tied to position, but be able to represent their project or Department

- Members should be recognized team players
- b. Each FLT elects a chair on a rotating, month-by-month basis.
  - c. Minutes are taken of each meeting, and circulated to all CARE Sudan staff before the next meeting.
  - c. Each FLT elects 2 members (one female, another male) as representatives to the CO LT, taking into consideration the following criteria:
    - The selection on the CO 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, or at project / department level.
    - 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
  - d. Membership on the CO LT is rotational, and on a two – yearly basis.

6. *Coordination and management between LT and FLTs:*

Respective sub-offices shall select their own forums to discuss items of regional or location specific importance, to share ideas, and issues of technical or cross- project importance. The same general principles shall apply. Given that Khartoum staff risk not having their own forum to share ideas and discuss issues, it is recommended that Khartoum staffs establish their own team.

General field leadership team guidelines:

- a. Field Leadership Teams (FLT) will operate as decentralized as possible.
- b. When FLTs want to include agenda items in the CO LT, items will be marked in the minutes of the FLTs as items for inclusion in the CARE Sudan LT.
- c. FLT members have the opportunity of suggesting items directly for inclusion in the LT Agenda.
- d. Progress on these items will be tracked through the respective minutes.
- e. FLT minutes will be circulated to all staff member in CARE Sudan

7. *Communication:*

- a. **Minutes of all meetings will be shared** and made available to all members of staff both by e-mail, and for those not on e-mail, by fax. Staff members are encouraged to read the minutes, and to comment on it through the regular channels. Every effort needs to be deployed to post minutes on notice boards, and if need be, hard copies shall be faxed to sub-offices.
- b. In the event that the LT conducts a confidential discussion, a special note shall be written highlighting the outcome of the discussion. These notes will be kept by the CD's office as Confidential Briefs to the specific LT meetings.
- c. Field and CO LT meetings will be harmonized so that agenda items deriving from field meetings can be incorporated into CO LT meetings, and staff from the sub-offices can attend. This means concretely that a fixed meeting schedule will be agreed on between LT and FLTs.
- d. All decisions of committees and management teams will be communicated through official minutes.
- e. CO LT minutes will be kept in the office of the Executive Assistant. Sub – offices will decide who shall maintain a permanent record of all their proceedings.

8. *Accountability and Transparency*

Accountability and transparency is one of the most important elements of the system. Concretely this means the following:

- a. The new management set – up will be communicated to all staff by means of an ALLSUD.
- b. LT and FLT members will revise their job descriptions to include participation in the management forums. The performance of members should be assessed during appraisals.
- c. Minutes of all meetings (CO LT, FLTs) are public and will be shared with all staff.
- d. This new set up will become an integral part of CARE Sudan's HR manual.

9. *Learning*

The structures are set up to promote openness, and learning. For that to happen, staff will require chances to provide inputs in meetings. Meetings should therefore be held using participatory principles. The rotational system is designed to give learning chances to more staff.

It is suggested that the mission begins to **explore the set – up of an external Sudanese advisory group, both at the CO and project level.** For the CO level, this group of Sudanese intellectuals, or friends of CARE, would meet a number of times per year, and

assist the CO in advocacy, long term planning and programming and perhaps fundraising. A clear TOR would have to be developed.

At the project management level, partners (State and non – State) should be invited to participate reviewing project plans, assessing performance, solve problems etc. Preferably meeting would be held quarterly. A TOR would be developed and submitted to the appropriate Field Leadership Team for approval.

It is recognized that there is a need to promote inter project / program learning. For that to happen, the ACDP will take the lead in promoting a system that allows for exchange and collaboration, e.g. through the development of Program Teams.