

TERMS OF REFERENCE FOR THE ASSISTANT SECRETARY GENERAL

I. DUTIES AND RESPONSIBILITIES OF THE ASSISTANT SECRETARY GENERAL

Representation

- A. Support the Secretary General in activities such as travel and meeting coordination.
- B. Representation of HOPE'87 and the Secretary General at meetings and working groups in Austria, such as the Austrian Platform for Development and Humanitarian Aid – Global Responsibility, as well as at international conferences abroad.
- C. Coordination of training and travel related to HOPE'87 events.

Project Management

- D. Establish first contact to potential partner organisations in Austria as well as in project countries.
- E. Assort and filter relevant calls for proposal of various institutional and private donors.
- F. Accomplish standardized planning, formulation, presentation and administration of project proposals.
- G. Gather data and organise the technical and financial information to support reporting processes for donors and grantees.
- H. Supervision of project implementation and reporting and elaboration of project proposals together with the Country Offices and partner organisations.
- I. Follow up on regional and event budgets where necessary.
- J. Evaluation and monitoring/quality control of projects and organisational structures including regular missions to project countries.
- K. Organisation and realization of donor visits.
- L. Control compliance with HOPE'87 guidelines and manuals such as the Internal Procurement Guidelines as well as donors' guidelines and requirements.

Administration

- M. Administrative assistance in the establishment and day-to-day management of the HOPE'87 operations.
- N. Coordinate Board meetings and General Assemblies, take minutes and follow through

on designated action items.

- O. Supervision of staff, short-term consultants and interns.
- P. Maintain the administrative library for the Organisation's official documents (Board minutes, contracts, employees records, work contracts, etc).
- Q. Pursue the HOPE'87 visibility strategy, such as developing an annual report and maintaining the official webpage.
- R. Responsible for office related tasks such as interacting with the building management office, ordering of office supplies, infrastructure support etc.
- S. Coordinate management meetings, prepare briefings and take the minutes for internal meetings.
- T. Maintain efficient communication at the Secretariat level by acting as contact person for Country Offices and other stakeholders such as donors, auditors, government agencies, other non-government organisations, communities and media, answering phone queries, sorting the mail and fax, providing IT support, etc.
- U. Provide general support to the Secretariat in any form as required by ongoing operational and executive needs.
- V. Additional assistance in other areas may occasionally be requested

TERMS OF REFERENCE FOR THE SECRETARY GENERAL OF HOPE'87

I. INTRODUCTION

- A. The Secretary General reports to the Board of Directors of the Organisation, and maintains open communication with the Chair of the Board.
- B. The Secretary General's primary responsibilities include:
 - i) providing overall leadership and vision in developing, in concert with the Board of Directors, the Organisation's strategic direction, the Organisation's values and the tactics and strategic plans necessary to realize the Organisation's objectives;
 - ii) managing the overall functioning of the Organisation to ensure strategic and development plans are effectively implemented within the authority limitations delegated by the Board, the results are monitored and reported to the Board, and financial and operational objectives are attained;
 - iii) managing the functioning of the Organisation to create sustainable long-term value for the beneficiaries; and
 - iv) ensuring the identification and communication to the Board of all material risks along with mitigation plans and procedures.

II. DUTIES AND RESPONSIBILITIES OF THE SECRETARY GENERAL

- A. Lead and manage the Organisation consistent with the approved strategic and development plans of the Organisation.
- B. Develop and recommend strategic plans to the Board that ensure the Organisation's stable functioning and overall success. This includes updating and making changes as required, and involving the Board in the early stages of developing strategy.
- C. Successfully implement the corresponding development and operational plans. Review and report regularly to the Board on the overall progress and results against operating and financial objectives and initiate courses of action for improvement.
- D. Keep the Board fully informed on all aspects of the Organisation's operational and financial affairs, and on all matters of significant relevance to the Organisation. This includes internal items and external items emanating from governments and regulators on issues such as fiscal, monetary and environment policies, legislation affecting operations and regulating oversight, etc.

- E. Develop, in co-operation with the CFO, annual capital commitment and expenditure budgets for approval by the Board.
- F. Develop annual operating forecasts of revenue, expenditures, operational results and financial performance.
- G. Authorize the commitment of funds to projects included in budgets approved by the Board.
- H. Authorize commitment of corporate resources. Enter into agreements, contracts, leases, etc. in the ordinary course of business (as governed by the statutes), in order to pursue the approved strategies, business plans, and objectives of the Organisation, provided however, that major commitments, exposures, and risks will be reported to the Board on a regular and timely basis.
- I. Develop and maintain a sound, effective organisational structure, and ensure capable management succession, progressive employee training and development programs.
- J. Annually establish and maintain a Board approved succession plan for current and future potential senior management development.
- K. Authorize and ensure that effective control and co-ordination mechanisms for all operations and activities are in place including the establishment and development of effective internal controls over financial reporting. Ensure the ongoing integrity of the Organisation's management information systems.
- L. Ensure that any assets of the Organisation are adequately safeguarded and optimized in the best interests of the Organisation.
- M. Ensure effective communications and appropriate relationships are maintained with the Branch Office Managers of the Organisation and other stakeholders such as donors, employees, auditors, government agencies, other non-government organisations, communities in which HOPE'87 operates, and media.
- N. Manage and oversee the required interfaces between the Organisation and the public and act as the principal spokesperson for the Organisation.
- O. Accomplish standardized planning, formulation, presentation and administration of project proposals
- P. Supervision of project implementation and reporting and elaboration of project proposals together with the Country Offices and partner organisations
- Q. Ensure supervision and monitoring of projects and organisational structures including missions to project countries

- R. Control compliance with HOPE'87 guidelines and manuals such as the Internal Procurement Guidelines as well as donors' guidelines and requirements
- S. Create a mechanism to ensure:
 - i) the safe and efficient operation of the Organisation and ensure compliance with the Organisation's environment, health and safety policies and practices;
 - ii) honest and ethical conduct in all actions, including ethical handling of actual or apparent conflicts of interest and full, fair, accurate and timely disclosure of information;
 - iii) ethical practices and encouragement of individual integrity and social responsibility; and
 - iv) a working environment in which all operations and activities of the Organisation are conducted in accordance with laws, regulations, the Organisation's Code of Conduct and other relevant Guidelines, sound business practice and in accordance with the policies and practices approved by the Board of Directors.

Terms of Reference (ToR) for HOPE '87-CHIEF FINANCIAL OFFICER (CFO)

1. The CFO plays a leadership role in the continued growth of the organization by designing and implementing the financial policy for sustainability.

Under the supervision of the Board, the CFO directs all finances and business administration of HOPE'87 to

- (i) ensure an efficient and clean financial management structure,
- (ii) optimize revenue generation while preserving the reserve's inflation-adjusted capital, and
- (iii) manage HOPE'87's total expenditure.

2. The CFO provides essential input for financial planning, monitoring and evaluation to ensure all finances are grounded in sound business management to enhance cost-effectiveness of HOPE'87's work.

The CFO is directly responsible for the following:

2.1. *Financial management:* Review all financial requests made by Country Offices (CO) as well as partners, and all institutional operations and prepare work plans with BO, including preparation of annual operating budgets and regular financial monitoring and reporting. Provide leadership for in-house capacity building through monitoring reports and policy papers, advice to staff, the Board and its committees. Systematically monitor, analyze, and evaluate the performance of all activities in accomplishing program and organization objectives, and assist program staff in reporting these results to the Board, donors, and general public. Prepare financial statements as per Generally Accepted Accounting Principles and HOPE'87 accounting policies, and facilitate regular auditing of project and operational finances. Keep the organization informed on pertinent financial issues and regulatory matters, and provide financial input for program review and evaluation. Maintain contact with professional peers, tax consultants and (internal and external) auditors, donors, and government agencies

2.3. *Business administration:* Directly supervise all finance and administration personnel, support staff and relevant finance consultants and auditors, and ensure HOPE'87's smooth functioning.

Outline job requirements and other expectations for personnel being supervised, annually evaluate performances in writing to recommend salary increases or disciplinary action, coordinate hiring and training of new staff and termination of contracts. Direct all procurement and payroll administration and management of physical assets on HQ level.

Terms of Reference HOPE'87 Country Representative

The main responsibilities:

- Ensure that the HOPE'87 programme in country is in alignment with HOPE'87 global and regional priorities as well as to the national priorities defined by the host country.
- Provide leadership in programme development & take responsibility for ensuring that funding for the programme is secured. This will include supervision of country specific project development activities and contribution to the development of integrated inter-country, regional and transboundary projects where and when appropriate.
- Ensure effective and efficient delivery of the Country Programme, its component projects and regional programme/project interlinkages with due consideration to quality and satisfaction of HOPE'87 constituency.
- Effectively and prudently deploy the administrative, financial and technical resources available to the HOPE'87 Programme in the country, and ensure that these are used in conformity with relevant HOPE'87 and donors norms and standards.
- Lead in change management to capture external and internal opportunities and meet the on-going challenges.

The main qualifications:

- Master degree in development studies, social studies, international policy, conservation/environmental studies, natural resource management; or equivalent years of experience in similar position or proof of sound knowhow (e.g. 5 - 10 years of professional experience as a senior manager)
- Thorough understanding of the country's geography, society, culture, socio-economic, conservation and development issues, the political situation and the Country's relationship and significance in the wider region
- 3 years experience in similar role for international organisations or companies
- Experience in managing multi-cultural teams
- Financial and human resources management experience
- Experiences in doing policy advocacy work
- Experience in fundraising and networking for outreach and strategic partnership engagements
- Experience in NGO sector, social work, development/environmental work
- Experience of working with Government officials and intergovernmental organisations, donors at all levels
- Experience of public speaking
- Dedicated to social issues and sustainable development
- Fluency in written and spoken English and native language(s)
- Proficiency in MS Office.

TERMS OF REFERENCE FOR THE DESK OFFICER HUMANITARIAN AID

DUTIES AND RESPONSIBILITIES OF THE DESK OFFICER HUMANITARIAN AID

Representation

- A. Represent HOPE'87 at meetings and working groups in Austria, such as the working group "Humanitarian Aid" of the Austrian Platform for Development and Humanitarian Aid – Global Responsibility, as well as at international meetings abroad, such as the working group "Framework Partnership Agreement – ECHO Watch Group" in Brussels.
- B. Represent HOPE'87 at coordination meetings concerning ad-hoc decisions of the Austrian Government after disasters.

Project Management

- C. Coordinate and standardize Humanitarian Aid and its strategies together with the Director Humanitarian Aid and Country Offices.
- D. Monitor possible regional disasters and create situation reports in cooperation with the Director Humanitarian Aid, Country Offices and project partners.
- E. Ensure compliance with the requirements of the Framework Partnership Agreement (FPA) concluded between HOPE'87 and DG ECHO (EC-Directorate-General for Humanitarian Aid and Civil Protection)
- F. Support of ongoing ECHO projects as well as projects in the frame of Humanitarian Aid funded by other institutional or private donors.
- G. Assort and filter relevant calls for proposal of various institutional and private donors, such as ECHO, UN organizations or ADC.
- H. Accomplish standardized planning, formulation, presentation and administration of project proposals in the field if emergency relief and rehabilitation.
- I. Gather data and organise the technical and financial information to support reporting processes for donors and grantees.
- J. Supervise project implementation, reporting and elaboration of project proposals together with the Director Humanitarian Aid, Country Offices and partner organisations.
- K. Follow up on regional and event budgets where necessary.
- L. Evaluation and monitoring/quality control of humanitarian aid projects including regular monitoring missions to project countries.
- M. Organisation and realization of donor visits.
- N. Producing press releases.
- O. Control compliance with HOPE'87 guidelines and manuals as well as donors' guidelines and requirements.

Administration

- P. Administrative assistance in the establishment and day-to-day management of the HOPE'87 operations.
- Q. Documentation of humanitarian project processes and official documentation of Humanitarian Aid affairs.

TERMS OF REFERENCE FOR THE DIRECTOR HUMANITARIAN AID

I. DUTIES AND RESPONSIBILITIES OF THE DIRECTOR HUMANITARIAN AID

Representation

- A. Represent HOPE'87 at meetings and working groups in Austria, such as the working group "Humanitarian Aid" of the Austrian Platform for Development and Humanitarian Aid – Global Responsibility, as well as at international meetings abroad, such as the working group "Framework Partnership Agreement – ECHO Watch Group" in Brussels.
- B. Represent HOPE'87 at coordination meetings concerning ad-hoc decisions of the Austrian Government after disasters.

Project Management

- C. Coordinate and standardize Humanitarian Aid and its strategies together with the Country Offices.
- D. Monitor possible regional disasters and create situation reports in cooperation with the Country Offices and project partners.
- E. Support of ongoing ECHO projects as well as projects in the frame of Humanitarian Aid funded by other institutional or private donors.
- F. Establish first contact to potential partner organisations in Austria as well as in project countries.
- E. Assort and filter relevant calls for proposal of various institutional and private donors, such as ECHO, UN organizations or ADC.
- G. Accomplish standardized planning, formulation, presentation and administration of project proposals in the field if emergency relief and rehabilitation.
- H. Gather data and organise the technical and financial information to support reporting processes for donors and grantees.
- I. Supervise project implementation, reporting and elaboration of project proposals together with the Country Offices and partner organisations.
- J. Follow up on regional and event budgets where necessary.
- K. Evaluation and monitoring/quality control of humanitarian aid projects including regular

monitoring missions to project countries.

- L. Organisation and realization of donor visits.
- M. Development of Terms of References regarding Audit and Evaluation.
- N. Producing press releases.
- O. Control compliance with HOPE'87 guidelines and manuals such as the Internal Procurement Guidelines as well as donors' guidelines and requirements.

Administration

- P. Administrative assistance in the establishment and day-to-day management of the HOPE'87 operations.
- Q. Documentation of humanitarian project processes and official documentation of Humanitarian Aid affairs.

TERMS OF REFERENCE (ToR) FOR HOPE '87-FINANCIAL OFFICERS

I. ENSURING A CORRECT, CLEAR AND PRECISE FINANCIAL ADMINISTRATION

Tasks:

- I.1. Ensuring transparency of expenditures
- I.2. Checking and relating expenditures against respectively to the approved project budget
- I.3. Following the criteria of a correct accountancy according to HOPE '87-standards.

Means:

- I.1.1. Ensuring that expenditures can be clearly related to a project by marking incoming bills with continuous numbers and with the number of the respective project
- I.1.2. Proving cash flow between the General Secretariat and the Country Office (CO) as well as between the Country Office and the Project Partner (if not identical) by bank slips.
- I.1.3. Proving exchange rates by bank slips.
- I.1.4. Ensuring external auditing. The external auditor's report will be part of the final financial statement.
- I.2.1. Setting up a survey of the respective budget lines as well as a survey of expenditures. In case an excess of a budget line has to be expected the General Secretariat has to be informed immediately.
- I.3.1. Ensuring that expenditures can be proved by correct bills, which have to be issued according to the following criteria:
 - .. name and address of the person/company issuing the invoice
 - .. name and address of recipient
 - .. date
 - .. exact quantity of items or subscribed demand
 - .. listing of price/unit
 - .. subtotal
 - .. total
 - .. taxes included
- I.3.2. Ensuring that payment can be proved by:
 - .. in case of payment in cash: Stamp of "amount received" or similar
 - .. in case of bank transfer: bank certificate
- I.3.3. Adding a certified translation if bills are not issued in English, German or French
- I.3.4. Ensuring that the host countries legal procedures are thoroughly and carefully fulfilled.
- I.3.5. Sending the original bills (if in accordance to legal procedures in the host country) to the General Secretariat (GS) upon request of the GS and copying and keeping a complete documentation of the bills at the CO

II. ENSURING A CORRECT, CLEAR AND PRECISE FINANCIAL REPORTING

Tasks:

- II.1. Providing and preparing files needed for a correct financial reporting

Means:

- II.1.1. Reporting to the Country Office Manager. In case of divergent opinions the Financial Officer has the right to address himself directly to the General Secretariat (CFO or SG).
- II.1.2. Sorting the bills according to budget lines, bound and listed in tables.

- II.1.3. Ensuring that financial reports can be sent three weeks (two weeks the latest) before the contractual deadline to the General Secretariat. If there was no contract set up, financial interim reports have to be sent at least every six months to the General Secretariat.
- II.1.4. Doing financial reports in accordance to the standards set up by the respective donor, but at least according to the here above set out criteria.