

# ACTION LESOTHO

## TERMS OF REFERENCE FOR BOARD SUB-COMMITTEES.

The Board of Action Lesotho has formed sub-committees to handle different projects and functions. These sub-committees are made up of one or more Board members, and have the authority to co-opt non-Board members to help with their work. The sub-committees act on behalf of the Board, and report to the Board, in order to ensure that the Board is fully informed of progress in all areas of its responsibilities, and that policies are adequately implemented, monitored and evaluated. Each sub-committee is expected to provide each member of the Board with a written quarterly update on progress to date of each of the specific goals agreed for the current strategic plan. Each sub-committee is also expected to liaise with the relevant Basotho project manager, so that this relationship becomes a conduit for regular communication between the Basotho managers in Lesotho and the Board in Ireland.

The membership of the Sub-committees at July 2014 is as follows:

<u>SUB-COMMITTEE</u>	<u>BOARD MEMBERS</u>	<u>CO-OPTED MEMBERS</u>
FINANCE	Paul Hanrahan, (Chairman) David Buttimer (Treasurer)	
AGRICULTURE	Brian Flaherty	Brendan Allen (UCD) Tony Doyle (Country Crest)
ENTERPRISE	Paul Hanrahan David Buttimer Rita Kelly Eileen Coates	
NUTRITION/HEALTH	Dr. Diane Foord	
SKILLS/TRAINING	Dr. Jacqui O'Riordan Clare Heardman Eileen Coates Rita Kelly	
PUBLIC RELATIONS	Clare Heardman	
HUMAN RESOURCES	Clare Heardman	

### Terms of Reference:

**Finance Sub-Committee:** The role of the Finance Sub-committee is to oversee all matters relating to the finances of Action Lesotho, including Income, Expenditure, Cash-Flow, Salaries, Expenses, Budgeting, Financial Risk Analysis, and Fundraising. Members of this Sub-committee make recommendations to the Board on all financial planning matters, in Ireland and Lesotho, including annual and medium-term budgets.

They are empowered to sign cheques and international transfer forms on behalf of the Board, as long as the expenditure is within the budgets approved by the Board. They are empowered to authorise expenditure, either in Ireland or Lesotho, that is outside budget parameters, up to a limit of €2,000 per item; the Board must be consulted for items which exceed that limit.

Members of this Sub-Committee act as the Remuneration Sub-Committee, and recommend to the Board the salaries to be paid to the In-Country Director and other Managers in Lesotho.

Members other than the Treasurer act as Internal Auditors in overseeing the accounting practices of the Treasurer, and all members have a duty to ensure that measures are put in place to protect Action Lesotho from fraud.

**Agriculture Sub-Committee:** The main purpose of the Agriculture Sub-Committee is to work with the In-Country Director and the Farm Manager in Lesotho to develop a sustainable farming enterprise at Phukalla, Maputsoe, using best agricultural practices, and to devise methods of disseminating such practices among farmers in the surrounding area, with the objective of bringing about a substantial, permanent increase in the output of food from the fertile land in the Maputsoe area. The Sub-Committee will bring proposals to the Board for specific policies, programmes of work and expenditure budgets, to be included in Action Lesotho's strategic plan.

The sub-committee is also charged, in co-operation with our management team in Lesotho, with developing relationships with the Lesotho Ministry of Agriculture, the Lesotho agricultural advisory services, the Lesotho College of Agriculture, and BEDCO, to ensure that these organisations also benefit from training in good farming practices, will co-operate in our pilot projects, and will subsequently be able to deliver such training to other farming communities.

The sub-committee, following an appraisal, may seek to involve organisations and individuals who are engaged in agricultural production, education and extension services in Ireland or elsewhere, in providing training in Lesotho on a voluntary basis. If appropriate, the sub-committee may arrange placements on Irish agricultural training courses, or on Irish farms, for Basotho personnel who have the potential to influence policy or practice in Lesotho.

The sub-committee is also required to develop policies for consideration by the Board on (i) how the inputs required by farmers may be supplied in a timely and affordable manner, (ii) how the increased output of our own farm and that of other farmers may be marketed in such a way as to ensure that the producers get a satisfactory price for their produce, (iii) how that produce may best be used to reduce hunger and malnutrition in Lesotho. If the achievement of these objectives requires investment in storage or processing facilities, the Enterprise Sub-Committee will be consulted.

Finally, the Agriculture Sub-Committee is tasked with devising a mechanism for the eventual devolution of the operation of the Action Lesotho farm to a local management structure, together with any advisory, input supply, and output marketing services that it provides, in a manner that ensure the successful continuation of these services.

**Enterprise Sub-Committee:** The Enterprise Sub-Committee is charged with providing advice and recommendations to the Board, to the In-Country Director and to the Enterprise Manager on income generation through new and existing enterprises in Lesotho. In particular, this committee will liaise with the In-Country Director and the Enterprise Manager in relation to funding and management for the Lesotho Mountain Crafts co-operative organisation, and to developing plans for each of the companies in that co-op. The Sub-Committee will also consider how the needs of the LMC companies for investment in buildings, equipment, product development and working capital may be met. They will also explore linkages to Ireland for sales, marketing, training and learning journeys, where appropriate.

The Enterprise Sub-Committee will also advise on any new enterprises that may supply inputs to local farmers, or to market and/or process the output of our own and other farms, and to advise on micro-projects designed to raise individuals or families above the poverty line through self-employment.

**Nutrition/Health Sub-Committee:** The brief of the Nutrition/Health Sub-Committee is to provide help and advice to the In-Country Director, the Community Interventions Manager and the Nurse in relation to the nutrition and health of (i) the patients participating in the Malimpho programme, and (ii) the children attending the week-end programmes at the Ha Maqele and Ha Maputsoe centres. It is intended that this Sub-Committee, in conjunction with the staff in Lesotho, will devise programmes which will lead, where possible, to a permanent improvement in the health and nutrition of the individuals and families that we are dealing with. The Sub-Committee will also set up a monitoring system to track the progress of all participants in these interventions.

**Skills Development/Training Sub-Committee:** This Sub-Committee's role is to liaise with the Community Interventions Manager to guide her in developing training courses and activities designed to provide adults and children with skills which will position them to (i) access employment, (ii) start enterprises, and/or (iii) become leaders in their communities. They are also available to advise in relation to facilitating the local primary school with training, equipment or facilities.

**Public Relations:** The Public Relations Sub-Committee is tasked with (i) publishing the quarterly Action Lesotho Newsletter, (ii) updating the website, and (iii) posting news items to our Facebook page, so that our activities and projects are brought to the widest possible audience.

**Employee Liaison:** The role of the Employee Liaison Sub-Committee is:

- 1) To liaise between the In-Country Director and the Board in Ireland on staffing issues in Lesotho e.g. performance-related matters, employment rights and job descriptions.
  - 2) To provide support to the In-Country Director in relation to any personal employment-related issues and to act as an intermediary in the case of any disputes between the In-Country Director and the Board.
  - 3) To provide support to any staff member in Lesotho who has an issue or complaint about senior management/In-Country Director that cannot be resolved locally.
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