## 25. MANAGEMENT

### *1. General*

Management is a major component of any mine action program and must be developed and structured as to the needs of each individual project and the program as a whole.

### *2. Structure*

Internal structure of management in ANAMA will be based on agency requirements and the agency constitution in accordance with state laws. Some structures will require a Steering Committee, or Project Management Team (PMT), a director, and department managers. Departments will require sections or teams, which in turn will require leaders and supervisors. Each manager, section head, supervisor, team or section leader has a responsibility to manage the monetary, human and physical assets under their control. Steering Committees (SC) are external organizations appointed or elected to provide guidance to the internal management. The SC is normally made up of five or more personnel who are not part of or employed by the agency. The PMT or Senior Management Team (SMT) is designed to develop the agency and to ensure that it maintains its' mission and achieves the required goals and objectives. The PMT or SMT are to comprise senior management staff of the agency or project.

### *3. Responsibility*

Management staffs have responsibilities in leadership, personnel management, quality assurance, and project management, achievement of goals and objectives, logistic and finance management. Each post is to have a clear set of Terms of Reference (TOR), which will outline their responsibilities.

### *4. Appointment*

The GOA appoints the Director of ANAMA. The Directors of organizations are appointed in accordance with their constitution or by-laws. All other staff members are to meet the recruitment criteria requirements of the TOR required for each position.

### *5. Training and Development*

Training of management staff is to cover all aspects listed in the section on responsibilities. The training is to be achieved through formal training courses. All management staff that does not hold the required qualifications in accordance with their TOR, or the skills listed in the responsibilities is to be developed. For senior management of mine action staff a shortened University course is available. All senior staff that does not hold university level management qualifications is to be encouraged to qualify on this course.

### *6. Quality Assurance*

QA of management systems and personnel will be driven by a number of processes. The QA of management will be reflected in the summary of QA and QC conducted on specific components, as indicated in the Quality Assurance chapter to these standards. All senior management is to have Personal Assessment Forms submitted every two years as part of the

QC. External validation and audits will provide further QA on management and management systems.