**Collaborative Cash Delivery  
Steering Committee Terms of Reference**

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# **Background**

15 NGOs felt the duty to create an inclusive and efficient way to serve people affected by crises by creating a positive disruption based on the idea of collective impact. These organisations formed the Collaborative Cash Delivery (CCD) Network and came up with a vision to deliver aid that allows multiple actors to assemble themselves in ways that are tailored to the needs of response, which would avoid duplication, capitalize on local knowledge and global expertise, and create comprehensive programmes tackling rapidly changing needs. Our collective cash programming will be adapted to the local context and ensure a community-focused approach. The CCD acknowledges that the unique strengths and strategic priorities of each organization are mutually beneficial for collaboration in humanitarian actions.

In COUNTRY, the CCD Network members participating in the collaboration include [Name of the organizations ]. This collaboration hereafter is called the ***COUNTRY CCD Network***.

Other NGOs that are not part of the Global CCD might be included in the Country CCD Network after consideration of their application and following the established integration protocol.

# **Role of the Ethiopia CCD Steering Committee**

The role of the Country CCD Steering Committee is as follows:

* Design and implement the Country CCD Network’s Governance Framework, policies and procedures including:
  + the procedure for considering applications of other organizations to become a Country CCD Network Members;
  + the procedure for suspending/excluding members in case of non-respect of the established principles and norms.
  + management for high-level complaints and feedbacks from within and external to the membership
  + the process for setting-up consortiums and reaching-out to donors;
  + policies regarding the involvement of other agencies, including local agencies, in Projects;
  + communication and public relations strategy;
  + coordination with other cash networks and initiatives;
  + risk management policy;
* Lead on establishing the strategy (workplan/roadmap) of the Country CCD Network
* Provide oversight and monitor the implementation of the workplan
* Ensures CCD remains relevant as an organisation by regularly reviewing its mandate and vision, and updating the workplan.
* Discuss, and make decisions as needed, on other topics the Country CCD Network Members identify;
* Have a validation role regarding coordination of technical and operational activities with the Collaboration Manager
* Approves the tools and standards developed and validated by the CCD Collaboration Unit (Collaboration Manager and TWGs), on behalf of the CCD membership
* Determine whether concept note can be endorsed by the CCD (based on inputs coming from the Collaboration Unit[[1]](#footnote-0)), on behalf of the CCD Membership

# **Responsibilities of the Steering Committee Chair**

The Steering Committee Chair is the Country CCD Collaboration Manager, they are a non-voting member.

The responsibilities of the Steering Committee Chair are as follows:

* Calls for meeting whenever necessary (review of tools, decision to be taken etc…)
* Sets the agenda for each meeting.
* Ensures that agendas and supporting materials are delivered to members in advance of meetings.
* Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.
* Clarifies and summarizes what is happening throughout each meeting.
* Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to two hours or less.
* Encourages broad participation from members in discussion by calling on different people.
* Ends each meeting with a summary of decisions and assignments.
* Follows up with consistently absent members to determine if they wish to discontinue membership.

# **Responsibilities of Steering Committee Members**

Individual Steering Committee members have the following responsibilities:

* Check that the decisions are aligned with the organizational strategy as well as policies
* Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Committee documents.
* Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.
* Understand the goals, objectives, and desired outcomes of the CCD.
* Understand and represent the interests of project stakeholders as a whole (and not those of their own organization)
* Take a genuine interest in the CCD’s outcomes and overall success.
* Act on opportunities to communicate positively about the CCD.
* Check that the CCD is making sensible financial decisions

# **General**

## **Membership**

Considering the Strategic role of the Steering Committee, its members will be the Country Directors of the CCD organizations, with the possibility of having a Delegate as a proxie. If members send a proxie, where possible they will delegate this to the same person each time for consistency. Some Country Directors may choose to permanently delegate this, if this is done the delegate needs to be sufficiently informed and empowered to actively participate in conversation and decision making. All delegates must be confirmed with the Collaboration Manager in advance to ensure they receive the required meeting documents.

The Steering Committee follows a rotation system, allowing all CCD members to participate in strategic oversight and the direction of the Country CCD Platform.

Ex from Ethiopia:

The Steering Committee is comprised of 6 CCD members at any one time. Six members is deemed to be the optimal amount to allow Collaborative Decision-Making[[2]](#footnote-1): it allows ‘shared thinking’ to occur, where steering committee members ‘think together’ for the benefit of Ethiopia CCD Platform. Too many members would lead to consensus decision-making, where compromise must occur (some members will not agree with the overall decision).

The initial committee would be formed through a consensus-decision with all 12 members. Members that want to form the Steering Committee will be given a timeframe to propose to be on the Committee. The proposal will be discussed by the membership, and chaired by the Collaboration Manager with concerns or support being raised. Members should be selected based on their willingness to be commited, their ability to represent the interests of stakeholders, and ability to help resolves issues the CCD may face.

The Steering Committee will rotate its members every year. Up to 3 members would step-down from the Steering Committee after the first year, allowing up to 3 more CCD members to take their place. The other 3 members that started on the first Steering Committee continue until the end of the 18 first months, when they rotate out for the final 3 CCD members.

Those members that are not part of the Steering Committee in that given year will support the collaboration through providing input into the CCD Collaboration Unit either through the Technical Working Groups or Innovation Scaling (see CCD MoU) and are able to attend Steering Committee meetings as a non-decision-making member (their role will need to be managed by the Collaboration Manager).

The table below lists the Steering Committee Members for the first year (Starting on 5/09/2019 ). An updated list will be added as an annex to this document after each rotation.

|  |  |  |
| --- | --- | --- |
| **Name** | **Title** | **Organization** |
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|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## **Quorum and Decision-making**

### **Quorum**

A minimum number of # Steering Committee members are required for decision-making purposes.

### **Decision-making Process**

Decisions on relevant issues is to be trialed through collaborative decision-making, where the Steering Committee members aim to come towards ‘shared thinking’ rather than using a voting system. All Steering Committee members should have a chance to input into the discussion, which will be facilitated by the Collaboration Manager.

If an agreement cannot be reached with the Steering Committee members through collaborative decision-making, then the Steering Committee should organise a vote. To be endorsed, a decision should receive the majority of votes.

## **Frequency of Meetings**

Ex from Ethiopia, recommended:

The Steering Committee will meet on the basis of needs, whenever endorsements are necessary. The Collaboration Manager is responsible for calling the meetings. A minimum of one meeting every three months is required to ensure that sufficient actions are being taken. The Steering Committee may then decide to meet less or more, dependent on the views of the Committee.

## **Agenda, Minutes, and Decision Papers**

Ex from Ethiopia, recommended:

A package will be sent to the Steering Committee members three to five business days in advance of a Steering Committee meeting. This package will include the following:

* Agenda for upcoming meeting.
* Minutes of previous meeting.
* A progress report for the project.
* Decision papers.
* Any other documents/information to be considered at the meeting.

## **Proxies**

Ex from Ethiopia, recommended:

Members of the Steering Committee can name a proxy when they are taking their position. The proxy should be a Delegate with decision-making power within their organization, and should not be a Technical Person active in the Collaboration Unit.

Members of the Steering Committee can send their proxies to meetings. Proxies are entitled to participate in discussion and are allowed a role in decision-making.

Steering Committee members will inform the Collaboration Manager as soon as possible if they intend to send their proxy to a meeting.

**5.6 Steering Committee relationship to the CCD membership**

Ex from Ethiopia, recommended:

The Steering Committee Chair will report back to the whole membership any decision taken at the Steering Committee level, and share the minutes of the meetings.

A meeting with the full membership will be held every 6 months.

1. CCD Standards Checklist to be developed [↑](#footnote-ref-0)
2. See WCOD & ReadyToManage ‘A Collaborative Decision-Making Model’, 2012 [↑](#footnote-ref-1)