

# CALP NETWORK TECHNICAL ADVISORY GROUP (TAG)

## TERMS OF REFERENCE (TOR)

Updated February 2021

*This document is to be read alongside the 'CALP Membership Terms', 'Membership Statement' and 'CALP Board Operational Documentation'. Acceptance of TAG Representation implies agreement to the roles, responsibilities, expectations and ways of working set out in these ToR.*

### I. PURPOSE

The purpose of this document is to provide Terms of Reference for CALP's Technical Advisory Group, established in 2016 and forming, alongside its Board a formal part of the CALP Network's governance structure. CALP's 2020+ strategy includes a review of governance arrangements to support a more networked, member-driven CALP. In line with this these ToRs were updated based on Board feedback and TAG Representative feedback at the December 2020 TAG meeting.

At the November 2020 Board meeting, Board members tasked the CALP team and the TAG to review the makeup and function of the TAG to: (i) build a more diverse and representative TAG which reflects the organisational and geographical makeup of CALP's membership and; (ii) review the role and functions of the TAG to support the effective delivery of the CALP Network's 2020+ strategy, moving from a membership organisation to a true network. The ToR was revised based on feedback from the TAG and discussion at the December 2020 meeting of the TAG.

These ToR provide an outline of the criteria by which TAG Representatives (Reps) will be selected, as well as guidance on their roles and responsibilities, and expectations of TAG Reps. The ToR will be reviewed regularly, with inputs from the Board and the TAG and in any case alongside any significant review of its governance model, which CALP might initiate.

### II. VISION AND COMPOSITION

#### A. Vision

The TAG helps shape and steer the CALP Network's technical and policy priorities within the overall strategic vision for the network. The TAG:

- Proposes, leads and supports thematic areas of work across the network, supported by working groups.
- Reviews and/or endorses key technical and policy outputs from network members, ensuring complementarities with related member initiatives.
- Identifies key issues where collective action and advocacy across the network is needed, and supports this.
- Act as champions for the CALP Network, helping to connect members, disseminate work and create opportunities for engagement.

The TAG operates both as a standalone group and through a number of Working Groups, which are open to TAG Reps and to non-TAG CALP members. The TAG, with inputs from the broader network and the CALP staff team, is responsible for defining which WGs should be established.

The TAG is supported by the CALP TAG focal point with TAG Representatives taking part in and leading Working Groups within their areas of expertise. The TAG regularly updates the CALP Board on its work and can be tasked by the Board with specific issues (see Board section below). As a matter of principle, the TAG should ensure that the work of CALP complements and links to other networks and initiatives (SEEP, Global Cash Working Group, Grand Bargain cash workstream groups, HSP etc).

### ***B. Composition***

The TAG is comprised of between 25 and 30 individual Representatives (Reps) selected from a diverse array of CALP member organisations. Criteria against which applications are judged (detailed below) are based on (i) working for a CALP member organisation which is not already represented on the TAG and which is willing for the staff member to dedicate one half day per month to their TAG role, and (ii) individual skills, strengths and motivation.

The final composition of the TAG is based on the quality of applications received and will ensure a balance between different types of member organisations and between different skills and specialisms.

The number of TAG Reps from different types of organisations should broadly reflect the makeup of the CALP Network as a whole<sup>1</sup>. We will aim for over-representation from national actors, including National Societies, to address the current imbalance. Targeted outreach will be required for underrepresented groups, in particular national NGOs and private sector organisations.

TAG Reps are invited to serve a two-year term. To encourage turnover, and ensure a range of voices are heard, after this term is complete, they will not be eligible to re-apply for a further two years (after which point, they are welcome to apply for a further term).

## **III. ROLES, RESPONSIBILITIES, AND EXPECTATIONS**

### ***A. Overview of relationship between TAG and Working Groups***

Under the new strategy, CALP has a number of key fora for taking forward priority areas with and through the network, one of which is TAG-led Working Groups. The TAG operates both as a standalone group and through Working Groups (WGs). WGs are intended to progress key areas of work that have been identified by the TAG and the broader network as priorities. WGs may be set up by CALP in consultation with the TAG to advance key workstreams across CALP's annual objectives. WGs can be established around CALP's priority topics, or other emerging priorities. Some WGs work together towards specific outputs, whereas other groups may primarily have a knowledge sharing function. The TAG is responsible for reviewing and endorsing key outputs from WGs.

Each WG lead will maintain an up-to-date page on the CALP website, including ongoing work, relevant documentation, opportunities for engagement and lead contact details.

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<sup>1</sup> As of December 2020 this stands at: 48% INGO, 10% NNGO, 8% UN, 5% donor, 4% RCRC, 25% "other" (including independent, private sector)

Any representative from CALP's members with the relevant expertise can join one or more WGs. They do not have to be TAG Reps to be part of WGs. The CALP team and TAG Reps will ensure that these opportunities are clearly advertised to all members. Working Groups are also open, upon invitation only, to individuals beyond CALP's membership with specific relevant expertise. WGs will be coordinated by the CALP team, and may be led by CALP team members, TAG Reps or other CALP members.

### ***B. Role of Working Group Leads***

Working Group leads volunteer to take on the work of a WG. Each group can have one or more leads. WG leads will:

- Co-develop the overall technical direction for that area of work.
- Develop a work plan for the group, with clear timelines.
- Request nominations from TAG member agencies, and CALP's broader membership to join the group, on basis of individual interests and organisational added-value.
- Establish clear linkages with other related sector initiatives (e.g. IASC coordination mechanisms).
- Organise regular meetings with the group to review progress.
- Organise forums for dissemination of WG outputs (e.g. by organising webinars through CALP).
- Communicate opportunities to join and participate in WGs through CALP and other channels.

### ***C. Role of the CALP Team***

The CALP Team:

- Manages TAG application and selection processes, and updates the broader network on outcomes.
- Inducts new TAG Reps and ensures TAG Reps understand and have access to key TAG tools and processes.
- Is responsible for ensuring that the TAG calendar and workplan are up to date, as well as managing documentation available to TAG Reps in their SharePoint folder.
- Drafts meeting agendas drawing on member recommendations and chairs TAG quarterly meetings. Quarterly meetings will usually take place before each CALP Board meeting, so that an update on the TAG can be shared for the Board.
- Keeps CALP Board up to date with TAG developments (TAG Reps will be asked to volunteer to join part of CALP Board meetings to update on progress). This may include updates on TAG composition, endorsement of key technical outputs or escalation of unresolved technical or policy disputes within TAG. The CALP team will also provide an update on Board activities to the TAG on a regular basis.

- Invites relevant CALP colleagues to attend TAG meetings to ensure coherence across areas of work. CALP team members are generally invited as observers/ guest facilitators and do not play an active role in TAG decisions to ensure numbers remain manageable.
- Coordinates Working Groups (WGs), providing updates on progress at the TAG quarterly meetings and facilitate a process for the TAG to review and endorse key outputs.
- Will ensure the TAG and its WGs are as inclusive as possible, exploring options to create opportunities for engagement in other languages and to ensure relevance to all CALP member groups.
- All quarterly TAG meetings will be remote to promote geographic diversity and reduce environmental impact. In the case that an extraordinary face to face meeting is called in future to align with a global event, remote participation will be enabled.

#### ***D. Responsibilities of TAG Representatives***

TAG Representatives commit a minimum of half a day a month to undertake work for the TAG and Working Groups. Within this time allocation, TAG Representatives:

- Attend four quarterly virtual meetings. TAG Representatives are expected to attend all meetings.
- Review and provide feedback on key technical and policy products.
- Review background documentation to prepare and provide advice on key decisions and processes, including prioritisation of work across the network, solutions to network-wide issues and connection and complementarity with other actors and networks.
- Help define thematic priorities for the network, including defining which WGs should be established.
- Actively share information on planned inter-organisational initiatives and support outreach and collaboration, to enable coordination and harmonisation within the network.
- Lead and/or actively participate in at least one Working Group each year.
- Actively engage other colleagues in CALP's technical and policy work. This includes encouraging colleagues to join WGs and facilitating engagement between regional colleagues and CALP regional staff.

## **IV. CRITERIA FOR TAG REPRESENTATION**

Criteria against which applications to join the TAG are judged (detailed below) are based on:

1. Organisational criteria: working for a CALP member organisation which is not already represented on the TAG, which maintains diversity of organisation type (see section above) and which is willing for the staff member to dedicate one half day per month to their TAG role,
2. Individual criteria: individual skills, strengths and motivation.

TAG applicants who are Independent CALP members (i.e. Independent consultants) will only be assessed based on the individual level criteria (section B).

CALP will seek to build a more diverse TAG, representative of the network's membership and geographical reach.

For each application round the TAG will agree which types of organisations and specific skills should be sought, and make this clear in advertising the application round.

#### **A. Organisational Level Criteria**

- A member of CALP
- Not currently represented on the TAG
- Representation on the TAG will maintain/ improve organisational balance reflecting the overall makeup of CALP
- Organisational expertise in a specific sector, or one or more areas of work relating to CVA which compliments the expertise of others in the TAG.
- Ability to identify and appoint a senior level technical resource to serve as the organisation's representative on the TAG and to effectively leverage expertise from other senior technical colleagues.

#### **B. Individual Level Criteria**

- Strong personal motivation to contribute to CALP's vision and to the effectiveness of TAG as an advisory group
- May have a specific area of expertise or experience identified by the TAG as being needed
- Ability to ensure that CALP's work is disseminated and championed within their organisation and in their individual networks of influence
- Demonstrated experience of leading technical and policy initiatives relating to CVA, including implementation
- Extensive and proven technical specialist experience in one or more areas relating to humanitarian CVA
- Ensuring a balance of relevant perspectives and experience
- Committed to participating in quarterly virtual meetings, and leading/ participating actively in TAG Working Groups
- Committed to contributing an estimated half a day of work per month to the TAG.

Before each application round the CALP team, with advice from TAG Reps, will review current makeup and identify a small number of organisation types, experience profiles or particular specialisms that will be sought during the application round. These will be listed in the advertisement and privileged in the application process.

A small number of observer seats will be opened on the TAG in the run-up to an application round to enable potential applicants to better understand the functioning of the TAG.

## **V. TAG REPRESENTATION TERMS**

#### **A. *Technical Advisory Group Review and Termination of Representation***

- A TAG Representative’s term is two years. After this period they are not eligible to re-apply for a further two years.
- TAG Reps can withdraw from the TAG by writing to the CALP TAG focal point. In this case their place will be open for other applicants. Opportunities to join the TAG within this two-year period will be provided and communicated by the CALP Team to the CALP membership.
- TAG Representatives who do not comply with their full responsibilities and commitments may be requested to adhere to their responsibilities in the future or withdraw from the TAG to allow for new space on the TAG to be opened up for others.
- If the appointed TAG Rep is temporarily not able to adhere to their responsibilities due to parental or sick leave, they may propose an alternative colleague for up to 6 months, to be approved by the CALP TAG focal point. However, if they simply cannot attend a meeting because they have other work commitments, they may not send a colleague to attend in their place.
- When a TAG Rep leaves their CALP member organisation, they automatically give up their TAG Representation. This is because the criteria under which they applied to the TAG is no longer stands.
- TAG Representation is not transferrable between a TAG Rep who is leaving their role, and their role successor. If the successor wishes to apply to the TAG, they must do so during the next TAG application round.

#### **B. *Relationship between the TAG and the Board***

- The Board endorses revisions to the TAG Terms of Reference.
- The Board endorses new TAG Reps’ selection – on recommendation from CALP Team.
- The TAG focal point (or nominated TAG Rep) provides updates to the Board on key areas of work and progress.
- TAG Reps may be invited to attend the Board as observers on a rotating basis.
- The Board may task the TAG with specific issues

#### **C. *Relationship between the TAG and other key CVA fora***

- **TAG and the CALP Research Advisory Group:** [to be completed once RAG established]
- **TAG and regional groups:** CALP chairs a number of regional CVA groups, often attended by members of agencies represented on the TAG. CALP will ensure a flow of information between regional and global groups, ensuring each are aware of topics covered in other groups, and areas for collaboration are identified.
- **TAG and the “Global Cash Working Group” (GCWG):** This is an open quarterly meeting, cochaired by OCHA and CALP. The Global Cash Working Group has, since mid-2020 – been open to all CWGs globally, as well as to all interested actors – CALP members or not. For 2021 the group is amending its ToRs to reflect this. The focus of the meeting will be sharing best practice on a chosen theme each quarter, strengthening connections between field and global colleagues, including opportunities for support, and sharing information on new and

relevant research, tools and policy developments. Many TAG Reps attend both fora. The TAG can recommend themes for the GBCWG and propose information updates based on new resources and research. The GBCWG may propose key areas of work for CALP to take forward, or highlight key information gaps to be addressed.

- **TAG and the Grand Bargain Cash Workstream:** Ensuring complementarity between the work of the CALP Network and of the GB cash workstream is complex, given the level of connectedness and collaboration between the two fora. There is significant overlap in membership between the TAG and the GB cash workstream, and many areas of work under the GB are led by CALP and TAG Reps. The future of the GB cash workstream after June 2021 is currently being decided by the GB facilitation group. While the workstream remains active the TAG should: ensure complementarity between the work of CALP and the work of the GB, identify issues and areas which would merit GB attention.