

# CALP NETWORK MEMBERSHIP STATEMENT

Updated October 2020

This statement lays out what it means to be a member of the CALP Network and answers frequently asked questions.

## INTRODUCTION TO CALP

CALP is a dynamic global network of over 90 organisations engaged in the critical areas of policy, practice and research in humanitarian cash and voucher assistance (CVA) and financial assistance more broadly. Collectively, CALP members deliver the vast majority of humanitarian CVA worldwide.

CALP envisions a future where people are enabled to overcome crises with dignity, by exercising choice and their right to self-determination. This helps to sustain their well-being over time. Our purpose is to maximise the potential that humanitarian CVA can bring to people in contexts of crisis, as one component of broader financial assistance. To do this we catalyse the power, knowledge and capacities of our diverse global network, alongside other local, national, regional and global actors, all of whom are seeking to secure better outcomes for people living in crisis contexts.

Our role as a collective is to generate alignment in the approaches and actions of those within and across our network, in order to help optimise the quality and scale of humanitarian CVA. This will enable people to better address their priorities.

## BACKGROUND OF CALP AND MEMBERSHIP

A Strategic Review of CALP in 2014 recommended that, in order to be more representative and to have greater leverage and influence, CALP should expand its membership to include a diverse range of members with experience in CVA. CALP thus opened up its Membership in 2015.

Between 2015 and 2020 CALP's membership increased from five founding members to around 90 today (as of October 2020). CALP is governed by its members, with governance decisions taken by the [Board and Technical Advisory Group](#) who all drawn from the membership.

The CALP Network is supported by a team with offices in Jordan, Kenya, Senegal, Switzerland, the UK and USA, plus a number of staff working remotely in different locations. CALP is not legally constituted as an independent organisation; CALP's team is hosted by three members: Action Against Hunger, Norwegian Refugee Council and Oxfam, who assist with HR, finance support and office space. CALP does not deliver CVA directly.

Our latest strategy "[Increasing Impact through Collective Action](#)" sets out the vision and direction for CALP until 2025 and outlines the high-level strategic and operational steps needed to bring about positive change within humanitarian CVA.

## BENEFITS OF MEMBERSHIP

As a member, you have the opportunity to:

**Show your commitment** to Cash and Voucher Assistance (CVA)

1. CALP membership is a demonstrable commitment to advancing CVA and best practice across the sector.

**Strategically influence** CVA

2. Shape influential technical developments in CVA, such as developing common standards and good practice guidance. This includes helping to identify priority issues and shape the resulting products.
3. Shape the global research agenda to strengthen the evidence base for CVA.
4. Influence CALP's policy work, including identifying priority issues to shape the future of CVA, amplifying messages and developing joint positions.
5. Shape global reports and showcase work, such as through global events and the [State of the World's Cash Report](#).
6. Shape CALP as a whole, influencing strategic direction and oversight, for instance through the Board, Technical Advisory Group (TAG) and Working Groups.

**Network & learn**

7. Receive exclusive member communications, and the opportunity for CALP to support members' internal events.
8. Access a network of leading specialists and senior decision makers in CVA.
9. Access exclusive regional and global events and learning events at country level.

## RESPONSIBILITIES OF MEMBERS

1. Collaborate with CALP's other members in support of our shared mission and strategic objectives. This includes identifying specific activities to get involved with.
2. Actively share your knowledge, learning, materials and experience of CVA through CALP, and regularly participate in meetings, events and surveys.
3. Promote CALP's work internally and externally, through existing communication channels.
4. Identify a named Membership Focal Point to be responsible for membership administration, and to foster communication between the CALP team and staff in your organisation.
5. Ensure that your Chief Executive and senior managers are committed to your organisation's membership of CALP, and that country teams are aware of the benefits and responsibilities.
6. Commit appropriate staff time to the CALP activities in which you choose to participate.
7. Provide operational support as agreed, for instance on fundraising and hosting.
8. Contribute to the governance and overall direction of CALP.
9. Respect CALP's autonomy, even if CALP's positions may be different to individual members' priorities.
10. Follow the Membership Terms and pay the annual membership fee on time.

## MEMBER RELATIONSHIPS WITH THE CALP TEAM

### Members actively work with CALP in four ways:

- a) Govern CALP by sitting on the Board.
- b) Shape global priorities and CALP's technical work, by sitting on the Technical Advisory Group.
- c) Collaborate on specific activities, such as research, training or other policy activities, through working groups, projects and other approaches.
- d) Provide operational and administrative support, for instance to raise funds or host CALP's staff and work.

#### **a) CALP's Board**

- CALP is governed by a Board of up to 13 individuals drawn from our members. The Board operates on the basis of the [Operational Documentation](#).
- Board members serve for 3 years (renewable). Vacancies are advertised as available, and applications reviewed by the Board.
- The Board meets four times per year to oversee and guide CALP at a strategic level, including approving strategy and annual plans. At least one meeting is face-to face (with members covering their own costs). CALP's Director reports to the Chair of the Board.

#### **b) Technical Advisory Group (TAG)**

- The TAG helps shape priorities and steers the technical work of CALP. It endorses key technical outputs, ensuring complementarities with related initiatives. It operates on the basis of the TAG [Terms of Reference](#).
- It comprises 20 – 30 individuals selected from CALP's members based on their personal CVA programming expertise, and their ability to influence their organisations. Individuals contribute up to 1 day per month of their time to the TAG. Membership lasts for two years.
- The TAG meets four times per year; at least one meeting is face-to-face (with members covering their own costs). They guide the establishment and work-plans of working groups, and play a lead role within them.
- TAG updates the Board on quarterly progress and provides technical input to the Board to inform CALP's annual planning.

#### **c) Collaborating on specific activities**

##### **Working Groups**

- Working Groups are set up by CALP in consultation with the TAG to advance key workstreams across CALP's annual objectives.
- Any representative from CALP's members with the relevant expertise can join one or more working groups. Working Groups are open, upon invitation only, to individuals beyond CALP's membership who bring specific relevant expertise.
- Working Groups are expected to provide progress updates to the TAG, on a quarterly basis, and seek TAG endorsement of key outputs.

##### **Collaborating on research, training or other policy activities, through projects and other approaches.**

- Members have the chance to collaborate on activities, as opportunities arise. Members are informed of these opportunities via communications from the CALP team.

**d) Hosting CALP**

- Members provide crucial operational support by employing CALP staff on CALP’s behalf, enabling use of their financial, HR and other operational systems, and supporting fundraising.
- CALP signs agreements with host members that set out the nature of this collaboration, including appropriate financial arrangements.
- Hosting requires senior support and on-going practical engagement.

**MEMBERSHIP FOR FEDERATIONS & FAMILIES**

Many humanitarian actors operate as a federation or family of organisations. For instance, the Red Cross and Red Crescent Movement comprises of national societies working together with the IFRC and ICRC. Recognising this diversity, CALP encourages each entity that is legally constituted as a separate organisation to consider becoming a member of CALP in its own right.

As such, each member is invited to decide for themselves if they are applying as an independent entity, or on behalf of the entire federation or family. This decision should be made clear when applying.

If they choose to join on behalf of the entire federation, then they are asked to explain the practical arrangements they will put in place for managing membership over the federation, including:

- maintaining support for CALP among senior leaders across the federation, at national as well as international levels,
- communicating relevant information to and from CALP across the entire federation,
- selecting staff for specific pieces of CALP’s work from across the entire federation,
- supporting CALP’s work (for instance through hosting arrangements) across the entire federation.

**USE OF MEMBERSHIP FEES**

CALP’s membership fees currently comprise approximately 10% of the team’s annual budget. They provide crucial flexible funding for our core activities, while also allowing us to leverage grants from major donors. CALP would not be financially viable without annual membership fees. CALP operates on a tight budget, overseen on behalf of members by the Board.

Given the above, members may wish to consider contributing more than the minimum membership fee if they are able.

**MEMBERSHIP FEES**

Members are required to make an annual contribution related to the size of their annual turnover as per below table. All figures are in British Pounds (GBP).

<b>CALP Membership Annual Financial Contribution in GBP</b>		
<b>Tier</b>	<b>Annual membership contribution (GBP)</b>	<b>Based on estimated annual turnover (GBP)</b>

1	10,000	Above 150 million GBP
2	5,000	50-150 million GBP
3	2,500	25-50 million GBP
4	1,000	10-25 million GBP
5	500	5-10 million GBP
6	200	1-5 million GBP
7	100	Below 1 million GBP

CALP operates a common membership year for all members (April to March), with annual fees pro rata according to when a member joins, and how much time remains in the first membership year. Members join on the basis that they are committing to membership for a period of at least 3 years, and that membership will renew on a rolling, annual basis.

Invoices for membership fees are issued by in February each year, for payment in March.

## **TERMINATION OF MEMBERSHIP**

Members can withdraw from CALP by writing to the Membership Coordinator. Upon request for termination of membership, membership will cease. No refund of membership fees will be due.

Members who do not continue to comply with the membership criteria will be requested to adhere to their responsibilities in the future or withdraw their membership.

For more information, please refer to the Membership Terms, section 15.