

# CALP NETWORK: BOARD CODE OF CONDUCT

## THE VISION, PURPOSE AND PRINCIPLES OF CALP

The purpose of CALP is to maximise the potential that humanitarian CVA can bring to people in contexts of crisis as one component of broader financial assistance. CALP envisions a future where people are enabled to overcome crises with dignity, by exercising choice and their right to self-determination in order to achieve long term well-being. Our role as a collective is to optimise the quality and scale of humanitarian CVA by generating alignment in the approaches and actions of those within and across our network.

CALP is guided by six principles that enable it to a foster strong, values-based culture; act as a guide for engagement within and across the network; create an environment and culture in which all parts of the network appreciate and respect each other, while acknowledging the diversity of backgrounds and experiences; and encouraging risk-taking in a safe way, where both success and failure provide learning. In summary the principles<sup>1</sup> are:

**We put people first:** We respond to the priorities of people in crisis to support their dignity, choice and opportunity.

**We are impartial and independent:** We demonstrate integrity by focussing on evidence with regard to issues affecting people in crisis.

**We strive to add value:** We experiment, capture learning, and bring new insights to humanitarian CVA and financial assistance more broadly.

**We value and seek diversity:** We harness the collective and complementary capacity of CALP's membership, alongside others as appropriate, to maximise the benefits for people living in crisis.

**We are transparent and mutually accountable:** We seek to build a culture of trust to best support collective impact.

**We are responsible stewards of our planet:** We seek to ensure that our actions do not jeopardise the sustainability of the environments in which we work.

## BOARD CODE OF CONDUCT

The CALP Network has adopted the following Code of Conduct for Board members. It defines the standards of behaviour expected of Board members to ensure that CALP:

- consistently works towards its vision, in line with its strategy and is guided by its principles;
- is effective, open and accountable;
- achieves the highest standards of integrity and stewardship;
- has a productive and supportive working relationship between Board members and the staff team.

To this end, the Director and staff team will:

1. Provide Board members with timely and relevant information in order to allow the Board to undertake its work effectively.

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<sup>1</sup> CALP Principles are detailed in full in the [Strategy 2020-25](#) – Increasing Impact Through Collective Action

2. Work in partnership with the Board to ensure it fulfils its obligations as laid out in the Operational Framework and in keeping with the vision and principles as defined in the CALP Network Strategy.
3. Invest time and other resources to help support and further develop good governance.
4. Provide the Board with the necessary administrative support that it requires to govern well.

It is the responsibility of Board members to:

1. Act within parameters laid out in the Operational Framework and be guided by other key documents, such as the CALP Network Strategy and Membership Statement, as may be agreed from time to time.
2. Act independently and in the interests of the CALP Network as a whole, supporting it to deliver on its vision. For the sake of clarity, this means acting as an individual rather than as a representative of an organisation or interest group.
3. Not allow any conflict of interest between your duty to act in the best interest of CALP and your work and private interests (including those of any third party).
4. Manage any conflict of interest by declaring and resolving any conflicts of interest as may arise.
5. Understand and respect what confidentiality means for the CALP Board. This requires that Board members:
  - Do not share confidential information, including personal data or Board documents, received in the course of their duty.
  - Ensure a safe and trusted space for discussion, by not sharing specific details and not attributing individual comments outside the Board i.e. aiming to apply Chatham House rules but being able to share the essence of dialogue in order to influence in keeping with the overall view of the Board.
  - Commit to continuing this confidentiality after the end of the Board Membership.
6. Actively engage to address any sudden emergency that may impact the functioning of CALP, accepting that this may require additional time commitments.
7. Have a sound and up-to-date knowledge of how CALP works and of its operating environment.
8. Exercise the duties and responsibilities of their positions with integrity, collegiality, and care. Including:
  - Aiming to attend all meetings, contributing appropriately and effectively.
  - Preparing for meetings by reading papers ahead of meetings in order to contribute effectively.
  - Actively engaging in discussions, debates and voting in meetings.
  - Work considerately and respectfully with all, respecting diversity and different perspectives.
  - Maintaining a respectful balance between speaking and listening, and ensuring that all decisions are made in the best interests of the CALP Network.
  - Ensure contributions are informed and impartial.
  - Respecting the authority of the Chair/Co-Chair of the Board.
  - Supporting the collective decisions of the Board even if they do not individually agree with a decision.
  - Participate in the recruitment of new Board members and ensure the continuation and development of the CALP Board.
  - Representing the CALP Network in a positive and supportive manner at all times.
  - Refraining from intruding on administrative issues that are the responsibility of management, except to monitor results and ensure that procedures are consistent with policies.
  - Refrain from acting in a manner likely to bring CALP into disrepute or affect its reputation for objectivity, integrity and accountability
9. Not gain materially or financially unless specifically authorised to do so.

In the event of a breach of the Code of Conduct the following steps will be taken:

1. The issue will be raised, by the Chair/Co-Chair, at the earliest opportunity and, depending on the issue, remedial actions will be agreed. If the breach is by the Chair, then one or more Board members will raise the issue with the Chair and remedial actions agreed.
2. If actions cannot be agreed on, a committee of no more than three board members will be formed to review the issue and make recommendations. The final decision will rest with the Chair, unless s/he is in breach in which case the final decision rests with the committee.
3. If the agreed actions are not acted upon, the Board member will be required to step down.

I agree to carry out the duties and obligations associated with my role as a Board member and abide by this Code of Conduct. I understand that failure to do so may result in my removal as a Board Member subject to the procedure outlined above.

Signature \_\_\_\_\_

Date \_\_\_\_\_