



MANDATE OF THE SOMALIA NGO CONSORTIUM

The original Mandate was officially adopted by members in 2006 and has been effective since January 2007. It was subsequently updated in 2011 and 2013 and has been in effect in this present version from 1 February 2014. Following a dialogue with members and in response to recommendations raised within the Consortium external evaluation of 2014, membership fees revised on December 2014

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1. INTRODUCTION

The Somalia NGO Consortium was first established in 1999 to improve international aid coordination and raise the presence and profile of non-governmental organisation (NGO) representation within the aid coordination structure for Somalia. Starting as a loose network of NGOs in Nairobi, Kenya, the group focused on information exchange, debates and selected advocacy. Based on this original premise, over the years the Consortium evolved, continuing to engage in ongoing information exchange between members while also acting as a channel for non-NGO stakeholders to share information with the membership. In 2005, the Consortium, wishing to improve their loose structure, commissioned a Mandate review intended to help position itself more clearly within the aid structures for Somalia and Somaliland. This resulted in the 2006 Mandate, which was endorsed in November 2006 and came into effect January 2007. However, shortly after the Consortium review was completed in 2006, substantive changes began to take place in Somalia and within the aid structures.

Since the second half of 2006, the reality on the ground changed in Somalia, substantially impacting organisations operating in Somalia and the engagement of the wider international community. By 2011 the implementation and coordination realities facing Somalia and the Consortium were very different to when the Consortium's 2006 Mandate was first agreed. Coupled with a call to review and strengthen the structures and services of the Consortium, in 2011 a second review of the Consortium and Mandate was conducted. As a result the 2006 Mandate was revised, reflecting the new needs of the members and efforts to improve the services and structure of the Consortium including governance, management, transparency and accountability. This draft was further revised by the members and then adopted on 8 December 2011.

The membership of the Consortium has been steadily increasing in the last couple of years with 107 national and international NGO members in 2011. Some members are operational in all parts of Somalia, while others only work in selected zones. All members are represented through the Consortium; however those working only in selected regions might opt to predominantly cooperate with the regional sections of the Consortium.

The Consortium is headquartered in Nairobi, Kenya, and represented by a Director, who is supported by two Deputy Focal Points; the regional coordination is facilitated by Regional Focal Points in Somaliland, Puntland and Mogadishu. Each member agency pays an annual registration fee that contributes to the running costs of the Consortium.

In 2009, the system of voluntary Focal Points for Nairobi was converted to a professional position with financial assistance through donor grants, and administrative support from a host agency (in 2009-2012 Care International). In 2011, the system of voluntary Regional Focal Points was reviewed and the membership opted to professionalize these regional positions. This process is currently ongoing.

The Consortium can only be an effective vehicle for NGO coordination through member participation. The spirit of the NGO Consortium lies in volunteerism and a shared commitment by members to the agreed Mandate.

2. VISION

“An environment conducive for all stakeholders to improve the lives of Somali people”

3. MISSION

“The Somalia NGO Consortium is a membership organisation of national and international NGOs that work together for an enabling environment for the efficient and effective delivery of humanitarian and development assistance for all Somali people”

4. CORE VALUES

Humanitarian Principles and Do No harm:

We are guided by humanitarian principles of humanity, impartiality, neutrality and independence. We are committed to ethical and responsible actions and activities in the service of communities and people.

Enabling environment:

We believe in an enabling environment as common ground for our members to operate.

Identity and Collective Action:

We will build, nurture and identity the power of collective action of our members to achieve common goals. In all our actions we strive to develop our members’ capacity and confidence to increase the strength of their staff.

Improvement and Quality services:

We are committed to continued improvement and delivery of high quality services to our members.

Transparency and Accountability

Through our policies, structures and procedures, and in all our actions, we ensure we are transparent and accountable, answering to our partners, membership and stakeholders.

5. GOAL

Improved coordination, information sharing and collective advocacy; assisting member agencies in their efforts to alleviate human suffering and the equitable and sustainable development of Somali society. Effective information collection, analysis and dissemination system put in place with respect to policy and programme issues that affect the operating environment of NGO programmes in Somalia.

6. OBJECTIVES

1. Provide a forum for and actively support members to promote dialogue, collaboration, learning experiences and information exchange.

2. Support information sharing and coordination.
3. Articulate members' views/concerns at international, regional, national and local levels and within key coordination and policy making fora and vis-a-vis the national and local Government.
4. Undertake advocacy initiatives on behalf of the membership and facilitate the advocacy initiatives of members.
5. Enhance public awareness at international, regional, national and local levels on the humanitarian and development context of Somalia and the roles, activities, values and responsibilities of NGOs therein.

7. THE ACTIVITIES OF THE CONSORTIUM

7.1 Coordination

Coordination by the Somalia NGO Consortium is defined as *(proactive) facilitation of coordination, but does not provide operational or technical coordination. In addition to the specific coordination activities outlined below, Consortium coordination (as defined here) enables the other activities and services provided by the Consortium.*

- *Monthly Meetings* - coordinated information sharing through monthly meetings of the Consortium.
- *Quarterly Meetings* - the Somalia NGO Consortium in Nairobi to hold senior management meetings on request to focus on policy and advocacy issues; Somaliland, Puntland and Mogadishu Focal Points to participate/provide input from their respective regions.
- *Ad Hoc Meetings* - the Somalia NGO Consortium will hold meetings on an ad hoc basis as needed or requested by members.
- *Regional Coordination* - see section on Regional Coordination below.
- *Facilitation of Links* - to NGOs and UN agencies, national Government as well as international, regional and local authorities.
- *Advocacy* - see section on Advocacy below.
- *Coordination* as required to support other activities or on an ad hoc basis.

7.2 Information Sharing

- *Monthly Meetings* - the Consortium will hold a monthly meeting in Nairobi, Somaliland and Puntland.
- *Meeting Minutes* - minutes from the Consortium meetings will be disseminated to the membership via the respective Director/Regional Focal Point(s), they will also be posted on (the confidential section of) the website.
- *Email Updates* - information will be circulated via email; members may submit information to the Consortium for dissemination and the Consortium may disseminate information it receives from members, donors, and other relevant stakeholders.

- *Website* - the Consortium website functions as the depository of key information circulated to members, like meeting minutes and statements/position papers. The information will be listed in the confidential member section of the website, unless information is public.
- *Informal Information Sharing* - this is between members and also between the Director /Regional Focal Point(s) and members. Where information is sensitive, the Focal Points may gather information and then disseminate the information in such a way that it *cannot* be attributed to a particular agency or individual.
- *Contact Information* - acting as a central point of contact information for members to access relating to other members and relevant stakeholders (including non-members, UN agencies, donors and governments).
- *Research and Analysis* - the Consortium might identify key areas of research upon the request of the membership and conduct and/or facilitate research and analysis on subjects/areas of interest and the subsequent production of research reports. The reports should be disseminated to the membership as well as external stakeholders, e.g. donors and UN agencies. On request and depending on capacity the Consortium may undertake or contract out research on an issue.

7.3 Representation

- *Representation at Formal Coordination Mechanisms* - through the Director (or Deputy Focal Point in his/her absence), Consortium members' views and concerns are articulated to key stakeholders and at key coordination and policy making fora (as for example: the Humanitarian Country Team (HCT) (formerly Inter Agency Standing Committee-IASC), the Somalia Partnership Forum (SPF), Common Humanitarian Fund (CHF) Advisory Board, the Somalia Water and Land Information Management (Swalim) Advisory Board. In Hargeisa, the Consortium, through the Regional Focal Point, acts as co-chair of the Inter-Sectoral Coordination Meetings and is a member of the Somaliland Partner's Forum.
- *Ad Hoc Meetings* - the Director, Deputy Focal Points and/or Regional Focal Points represent the Consortium to relevant stakeholders at ad hoc meetings.
- *Bi-lateral Representation* - on pre-agreed issues and positions, the Director, Deputy Focal Points and/or Regional Focal Point(s) represents the Consortium to relevant stakeholders bilaterally.

They should also maintain good relationships and maintain dialogue with key stakeholders. Such stakeholders may include, but are not limited to: government bodies and officials (including governments of Kenya, Somaliland, Puntland and the Government of Somalia), donors, UN, non-member NGOs and other non-NGO humanitarian and development actors. The Director is the primary point of contact with external stakeholders on key policy issues and for those operating from Nairobi; the Somaliland Focal Point is the primary point of contact with external stakeholders based in Somaliland unless issues of discussion affect the entire membership; the Puntland Focal Point is the primary point of contact with external stakeholders based in Puntland unless issues of discussion affect the entire membership; and the Mogadishu Focal Point

is the primary point of contact with external stakeholders based in South and South Central Somalia unless issues of discussion affect the entire membership.

- *Broad Consultation with Membership* - the Director, Regional Focal Points and Steering Committee members should actively maintain broad consultation with members of their constituencies to ensure knowledge of common and/or different positions among the membership(s). This should also enable the Director/Regional Focal Point to function effectively representing the Consortium.
- *Representing Issues* - the Director and Regional Focal Points should come to a common NGO perspective on identified issues and ensure they are able to articulate (through consultation with the members) where there are divergent opinions (e.g. explain the different perspectives of subgroups within the membership). Common issues and positions could be identified and articulated in the annual Consortium operational plan or in specific position papers.

7.4 Advocacy

- The Consortium effectively “creates a space for members to carry out advocacy”. This includes both facilitating a space for members to come together on advocacy issues or facilitating advocacy efforts developed externally by members and then brought to the Consortium for wider engagement. The Director should be proactive and raise key issues deemed of potential interest of concern by the membership. Volunteerism and the active engagement of members are valued highly.
- *Advocacy Strategy/Annual Work Plan* - an annual Consortium Work Plan will be drafted by the Director in consultation with the Advocacy Group and the Steering Committee and with input/endorsement from the membership at the beginning of each calendar year. This Workplan will include an Advocacy Strategy for the upcoming year, identifying expected activities and outputs with an associated timescale. The Annual Work Plan and Advocacy Strategy must be flexible to respond to changes in the operational environment and should be updated quarterly by the Advocacy Working Group or as relevant.
- The Consortium may take the lead on drafting advocacy positions, strategies and policy papers while requesting input from the membership.
- Regional Focal Points must coordinate with Nairobi on any advocacy and public statements to ensure member agency regional headquarters are sufficiently informed.
- *Public Statements* - where members have decided to issue a public statement, the Director and/or a Consortium task force (as appropriate) will draft a document for member input. Owing to the sensitivities for agencies operating in Somalia, in most cases public statements will be signed by individual member agencies. In select cases and with consent of the membership (at least majority support and no veto), positions or statements can be published as Consortium statements. In such a case silence of members is understood as consent (this must be clearly stated in the request for sign on).

7.5 NGO Safety Programme (NSP)

The NGO Safety Programme (NSP) for Somalia/Somaliland is a project of the Somalia NGO Consortium. It aims at contributing to international and national NGOs operating safely and securely in the region. NSP, initially called the NGO Security Preparedness and Support (NGO SPAS), was established in 2004 in part as a response to the targeted killing of five aid workers between 2003 and 2004 and the realisation of a rapidly changing operating environment.

Today, Somalia is considered one of the most challenging contexts in terms of NGO security issues. NSP's main objective is to ensure that NGOs operating in Somalia receive relevant and efficient support and preparation in terms of security.

The NSP is managed through a Program Director, overseen by the Steering Committee.

The following services are provided to international and Somali NGOs by NSP. The list of services is subject to change according to the development in context and NGO needs, and new services will be gradually implemented and added.

7.5.1. *Information and Analysis*

- Daily, weekly, and quarterly reports
- Advisories
- Regular Nairobi and Hargeisa security briefings (special briefings on request)
- Written area briefings (clan composition, history of security incidents, main contacts, medical facilities) for 50-60 key locations
- Introduction to Somalia/Somaliland brief
- Maps (area of control, threat maps, access maps)
- Security Risk Assessments (SRA)
- Database and incident tracking (production of specific reports and statistics on request)

7.5.2. *Training*

- Hostile Environment Individual Security Training (HEIST) training
- Medical training
- Development of a basic security Standard Operating Procedures (SOPs) for small and medium sized NGOs
- Country Directors and Security Focal Point specific training
- Ad Hoc training on request

7.5.3. *Response*

- NGO crisis support on request
- Medical evacuation support

7.5.4. *SPU Coordination*

- Follow up and management of SPU requests
- Provision of technical assistance in SPU management

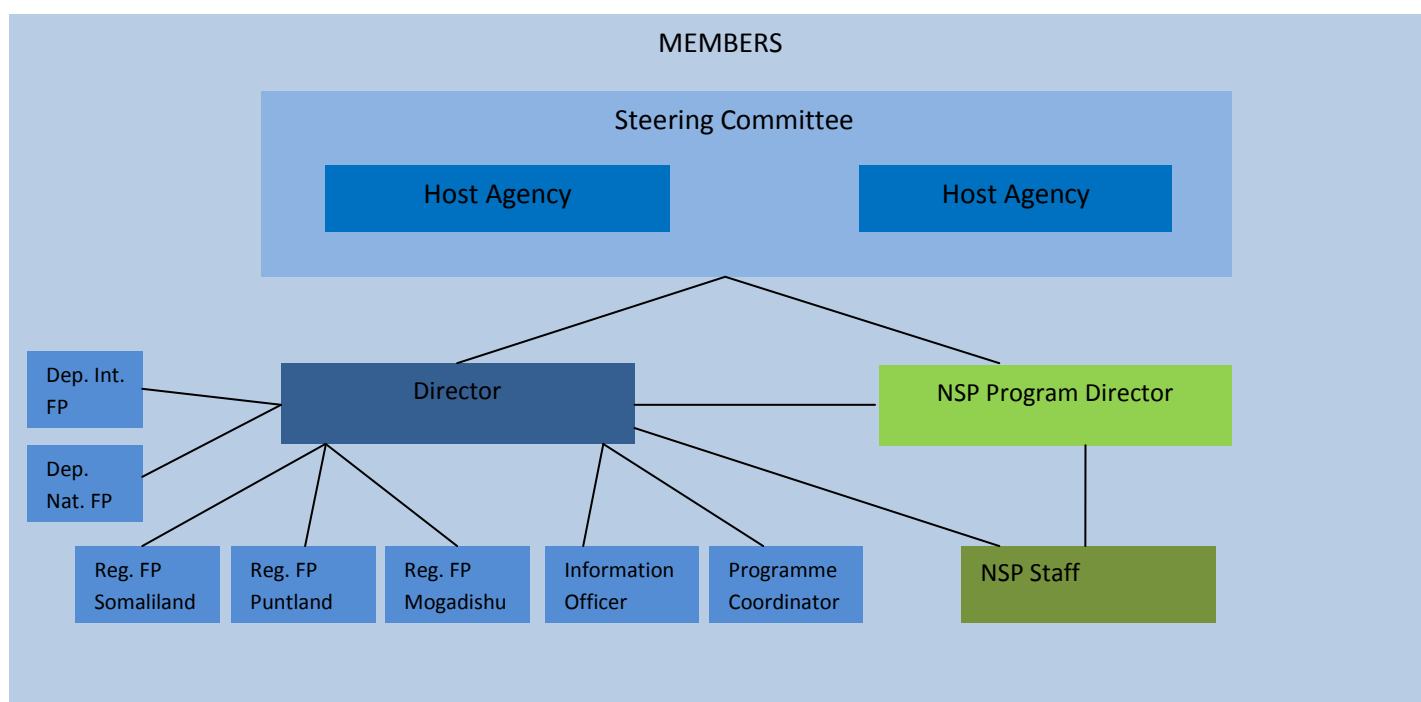
- Liaison between stakeholders including NGOs, UN agencies, and local authorities

7.6. Other Consortium Services

- Assistance in visa applications
- International Staff List (ISL)
- NGO vacancy listings
- Selected trainings on core skills and thematic workshops for NGOs¹ upon request by a majority of members and if sufficient funding is available.

8. THE STRUCTURE OF THE NGO CONSORTIUM

The Consortium consists through its members: all members influence all structures/positions at all levels at any given time. The structure of the Consortium is as follows:



8.1. Steering Committee

The role of the Steering Committee is to guide and oversee the work of the Consortium Director and the NSP Program Director. The Steering Committee has a brief over the whole Consortium. They maintain working contact with the Regional Advisory Boards. Elected from the membership, the Committee represents the views of the wider Consortium and ensures that the Consortium Director and the NSP Program Director fulfill the role of serving the membership.

¹ These trainings will be hosted and/or organized by the Consortium, but trainers/facilitators will be outsourced as appropriate. Planned trainings will be detailed in the annual Consortium operational plan and budgeted for accordingly. These are only available to members.

As an elected body, the Steering Committee is accountable to the membership through direct contact and participation in the monthly meetings (*See the annexed Steering Committee ToR for more details*).

8.2. Host Agency/Agencies

The host agencies provide an administrative funding channel for the donor-supported positions or activities for either the Consortium or NSP; they also act as employer to personnel funded by those grants. The host agencies also act as employers and provide administrative support to personnel funded by membership fees. As such, the host agency is responsible for the associated legal liability.

Host agencies have a permanent seat on the Steering Committee. Where a host agency functions as the employer of the Director and/or Regional Focal Point(s), they will take the lead for the associated line management and performance evaluation, but may request input from other Steering Committee members.

8.3. Director

The Consortium Director is a full-time position. It is the responsibility of the Director to facilitate fulfillment of the mandate of the Somalia NGO Consortium, supporting the work of the international and local NGO members. In doing so, the Director upholds the mission statement of the Mandate and ensures that the Consortium's goal and objectives, as detailed in the Mandate, are achieved.

In addition to overseeing and ensuring the effective implementation of Consortium activities, the Director takes overall responsibility for the human resources and financial management of the Consortium, including line management of Somalia NGO Consortium staff and Regional Focal Point(s)². The Director, through the activities and services of the Consortium, will provide the NGO membership with support and guidance in their work.

The Director is also responsible for drafting (in consultation with RFPs, Steering Committee and members) an annual Consortium operational plan that outlines the common issues for the upcoming year and outputs to facilitate that the Mandate goals are achieved. They will also develop an annual Director work plan. As the lead representative of the Consortium, the Director's end accountability is to the membership.

8.4. Regional Focal Points

Regional Focal Points (RFP) are full-time staff who are accountable to the Consortium members. They are the main point of contact for their respective constituencies in Somaliland, Puntland and South Central and are supported by their Regional Advisory Board where relevant and line managed by the Director³. RFPs will inform the development of the annual Consortium operational plan as well as developing annual Regional Focal Point work plans.

² This is currently being worked out in consultation with the Steering Committee and the Somaliland Advisory Board and the membership. The mandate and ToRs will be updated accordingly.

³ Still under discussion

8.5. Regional Advisory Boards

Regional Advisory Boards advise and support the Regional Focal Points. They are elected from the membership and are accountable to the members. Elections for these positions will be held locally.

Where the RFP is hosted by a member agency, that agency will have a permanent seat on the advisory board. Regional Advisory Boards regularly consult with the Steering Committee (*See the annexed Regional Advisory Boards ToR for more details*).

The Steering Committee, Deputy Focal Points, and Regional Advisory Boards are elected on an annual basis or when required by the membership. For regional posts, nominations and endorsement will take place at the regional NGO consortium meeting.

All full time staff are renewable based on performance criteria overseen by the host agencies and the Steering Committee according to employment contracts.

9. MEMBERSHIP CRITERIA

9.1. What is an NGO?

An NGO is a non-governmental organisation, which operates on a local, national or international level to address specific issues in support of the public good.

Specifically NGOs are:

- Not owned or directly related to a government, any other regional/local authority, de facto authority, faction, clan or administrative group and should be independent thereof.
- Non-profit organisations and are self-governing.
- Task/process oriented and made up of people with a common interest to alleviate human suffering.
- NGOs owe their existence to moral authority in that they provide much needed services, are relevant to the communities, and thus enjoy popular support.
- NGO concerns may include: humanitarian assistance and development work, bringing citizens' concerns to governments, monitoring policy and programme implementation, implementing their own programmes or through partnerships and encouraging participation of civil society stakeholders at the community level.

9.2. Membership Criteria

- International or National NGO (based on the above definition).
- Implementing programmes in Somalia, either directly or through partners.
- Signatory to International Federation of Red Cross and Red Crescent Societies Code of Conduct.
- Committed to adhere to the vision and Mandate of the Somalia NGO Consortium and be *active* in their participation.
- Signatory to the Somalia NGO Consortium Mandate.

- Not currently under suspension for fraud by any United Nations entity in Somalia and/or not listed as a UN designated entity as verified by the UN Risk Management Unit.
- Provide a full profile of their organisation including budgets to the Consortium.
- Pay an annual membership fee.

9.3. Full Membership

Full members have full voting rights and access to all services of the Consortium and NSP as outlined above. They will be listed as members on the Consortium website.

9.4. Associate Membership

Associate membership is available to NGOs that are registered members of the Consortium. Associate members will have access to all services of the Consortium and NSP and have full voting rights. Associate Members will NOT be listed on the Consortium website or in any other Consortium publications UNLESS they request otherwise in writing. Associate Members must fulfill the same criteria as Full Members and also pay the same fee as Full Members.

9.5. Observer membership

Observers will have the right to share/receive information and participate in Consortium activities, including the working groups of the Consortium; circulate documents; raise issues that concern them; request to have issues of a particular interest to them included in the agenda of Consortium meetings. Observers also have access to the confidential section of the Consortium website. Observers NEITHER have the right to vote on any issues nor the right of representation.

9.6. Membership Fees – per calendar year

- | | |
|--|-----------|
| • Agencies with annual budget over \$250,000 | - \$2,500 |
| • Agencies with annual budget between \$50,000 - \$249,000 | - \$1,000 |
| • Agencies with an annual budget less than \$50,000 | - \$300 |

Membership fees will be reviewed on an annual basis.

9.7. Payment Structure

- Fees become due from 1st January of every calendar year for all members.
- For agencies wishing to join during the year, the annual fee still applies.
- Umbrella bodies pay a single fee for a single membership.
- Fees must be paid to the central Consortium account in Nairobi.

10. POLICIES & PROCEDURES

The Somalia NGO Consortium is committed to fostering public confidence in the accountability of organisations operational in Somalia and the integrity of its members, as well as to protecting the reputation and good name of the Consortium.

10.1. Validation of New Members

Any NGO meeting the criteria for membership set out above may apply to the Consortium for membership. If there is a question over the eligibility of an applicant organisation, the Director and if necessary in cooperation with the Steering Committee, will review the application; also if necessary the Consortium may consult other member NGOs in the region of operations of the applying agency.

10.2. Suspension or Expulsion of Members

- 10.2.1. In the unfortunate event that the behavior or actions of an NGO contravenes the values, mission statement, goals and/or membership criteria of the Mandate, the Steering Committee will review the case and identify a possible resolution with the senior management of the NGO in question. NGO Consortium members will be informed of the proposed resolution and the timeframe for implementation.
- 10.2.2. In a case where the proposed resolution is not amenable to the NGO or failure to implement the necessary changes within a specific timeframe, the NGO will be informed that the agency registration will be cancelled and they will be removed from all relevant communication and information circulation lists. The agency will not receive a refund of membership fees.
- 10.2.3. We recognise the ongoing policy and programme debate on aid diversion and the need for improved risk mitigation and greater aid effectiveness. Where a member organization is suspended for fraud by a recognized investigative body such as the UN Office of Internal Oversight Services (OIOS) or any UN agency or listed as a UN designated entity as verified by the UN Risk Management Unit during the tenure of their membership or before registration with the Consortium, the organization will be suspended from the Consortium membership or membership will be denied. The agency will not receive a refund of membership fees.
- 10.2.4. In the event that a member organization is accused of fraudulent practices and/or an investigation is launched or if an organization has identified possible shortcomings within its structure, policies or processes, members are invited to inform the Consortium. The Consortium is committed to its membership and will extend assistance where requested, relevant and possible to assist its members in overcoming the challenges they are facing.
- 10.2.5. An NGO which has had its membership suspended or has been expelled may approach the Consortium to reconsider the decision. This request must be made in writing to the Consortium and Steering Committee. The request will be shared with all registered NGO Consortium members, who will vote on the matter. Support of 75% of the members will be required to reinstate the NGO in question. If this support is not received, the NGO will not be eligible for registration until the following year when the application will be reviewed again by the Steering Committee.

10.3. Mandate Review

A Mandate review can be requested by a minimum of 30% of the membership. Support of 75% of the membership will be required for validation of a new Mandate.

10.4. Voting Procedures

A quorum of at least 50% of the membership is required for a vote to take place. Of that quorum, a majority vote is required for a measure to pass. The vote can either be conducted during a meeting or via email, if there is no quorum during the meeting. Where a vote does not pertain to public statements or issues that have security implications for the staff of member agencies, non-response will be taken as agreement, this will be stated when the vote is called. Voting can take place locally at local Consortium meetings (i.e. Nairobi, Somaliland, Puntland or Mogadishu) for local issues; unless the issue in question has implications for all members, in which case a vote will take place via the membership list.

10.5. Joint Operational Initiatives

Where members form a joint position on activities a formal document must be drawn up by, to be signed by all members based in the particular area at HQ and counterparts at regional/field level. The exception to this is if a member does not operate in the area in question and therefore are not required to sign, but should be notified. Members are also responsible for ensuring that this position is communicated internally from line managers in Nairobi to relevant staff in field locations.

10.6. Financial Policies

Consortium Budget

A budget will be prepared annually by the Senior Administration and Finance Officer and Director, with input from the Regional Focal Points as appropriate; following approval by the Steering Committee (and Regional Advisory Boards if/when appropriate) it should be presented to the membership. This should include all Consortium costs, irrespective of funding source. Listed costs should include: salary costs, office rent/support costs; support to regional offices, any standard miscellaneous costs and any planned and agreed ad hoc costs.

Financial Reporting

A financial report will be issued quarterly by the Director to the Steering Committee and shared with the membership via email or listed on in the confidential section on the website. This should include all Consortium costs and a cash flow projection. An annual financial report will be disseminated to the membership. An annual financial report and audited accounts will be presented to the members.

Please see the annexed Financial Standard Operating Procedure (SOP).

10.7. Documentation & Reporting Procedures

The Director/Regional Focal Points are responsible for maintaining the following documentation procedures:

General

- All Consortium meetings (should be minuted and a file on these should be maintained at the respective Consortium locations, available to members on request. Key meeting minutes will be listed on the website. The Somalia NGO Consortium in Nairobi should also maintain a file on all meetings held by the regional memberships.
- External meetings, including bilateral meetings, where the Director/Regional Focal Point or other elected representative acts as a representative of the membership should each have recorded notes. A file on these notes should be maintained at the respective membership locations, available to the members on request or listed on the website.
- A calendar of meetings where the Director/Regional Focal Point and other elected representative acts on behalf of the membership is maintained and posted on the website.

Director

- The Director is to provide a report to the Steering Committee on a quarterly basis, including activities of the past quarter and plans for the up-coming quarter.
- The Director is responsible for producing and disseminating an Annual Report of the Consortium, including activities and achievements of the Consortium and financial review. Input from the Regional Focal Points should be included. The Steering Committee is responsible for monitoring and contributing to this report. Production of this report can be outsourced depending on capacity.

Steering Committee

- To report (brief narrative) on key strategic issues quarterly to the membership.

Sign off Somalia NGO Consortium Mandate 2014

Agency Name :

Signature :

Date :

Company Stamp:
